

Initiative/Activity	Date of implementation	Information
Self Exclusion Program	1994	<p>The Crown Self Exclusion Program has operated since the opening of the Casino in June 1994. Self-exclusion is where a person makes a voluntary application to exclude themselves from entering the gaming floor. The period for exclusion is generally indefinite although applications may be made for revocation. Crown developed the procedures in regard to both self-exclusions and revocation.</p> <p>This was not a specific requirement and was developed in conjunction with the Regulator in the early days of operation.</p> <p>Self-Exclusion for venues was introduced in about 1997 as part of the voluntary Industry Code of Practice of which Crown was a signatory.</p>
Crown Assistance Program	1994	<p>The Crown Assistance Program (CAP) was established at the time of the opening of the temporary Casino in June 1994. The Program was replaced by the functions of the Crown Responsible Gaming Support Centre in March 2002.</p> <p>CAP was a confidential, professional counselling service available to patrons who may have had problems associated with their gambling behaviour; the first session was free. The service was available 24 hours a day, 7 days a week. Brochures were on display at all entry points to the gaming floor.</p> <p>Not a legislative requirement.</p>
Responsible Service of Gaming Training	July 1997	<p>Crown developed and conducted Responsible Service of Gaming Training well in advance of any legislative requirements. Participation in RSG training included gaming and security staff.</p> <p>Not a legislative requirement.</p>
Industry Code of Practice	1997	<p>Crown was a signatory to the voluntary Industry Code of Practice which incorporated Victorian Venues.</p> <p>Not a legislative requirement.</p>
RSG Labels on Gambling Products and ATMs	2000 - 2001	<p>Initiatives in this area introduced by Crown included:</p>

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		<ul style="list-style-type: none"> • RSG labels on Table Games lollypop signage displaying RSG messages and Gambler's Help telephone number; • RSG labels on gaming machines apprising customers of what assistance is available should gambling be a problem for them. Labels included the Crown Responsible Gaming Support Centre and Gambler's Help contact phone numbers; and • RSG labels on all ATMs apprising customers of what assistance is available should gambling be a problem for them. Labels included the Crown Responsible Gaming Support Centre and Gambler's Help contact phone numbers. <p>Not a legislative requirement.</p>
Clocks Regulations	About 2000	<p>Effective 30 June 2001 all gaming machines were required to display the time of day so that players could be aware of the time of day and the passage of time.</p> <p>Some time before this requirement Crown had introduced clocks at strategic locations throughout the gaming floor, for example, at all cashier facilities.</p>
Crown Responsible Gaming Support Centre	2002	<p>On 13 March 2002 Crown formally launched the Crown Responsible Gaming Support Centre, a world first initiative. The Centre is staffed by Responsible Gaming Liaison Officers who are available 24 hours a day, 7 days a week; Responsible Gaming Psychologists. Centre staff facilitate self exclusions and provide referrals to Government funded problem gambling support and/or other welfare services as required. Informational brochures relating to the Centre are available at the Centre, at all entry points to the gaming floor and at locations throughout the gaming floor.</p> <p>Not a legislative requirement.</p> <p>In April 2007 the Australian Hotels Association and Clubs Victoria in conjunction with Gambler's Help Victoria launched a self exclusion pilot program for local venues. Self-</p>

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		exclusions had been available to Hotels and Clubs patrons on a self-regulated basis prior to the pilot program.
Self – Exclusion Revocation Committee	May 2002	<p>As a general rule Self – Exclusions are issued for an indefinite period. In May 2002, Crown established the Self - Exclusion Revocation Committee which is responsible for reviewing and approving or otherwise applications for revocations of self – exclusions. Applicants for revocations must demonstrate and provide supporting information that they have addressed their problem gambling behaviour with a health care provider or equivalent.</p> <p>Not a legislative requirement.</p>
Lighting Regulations	January 2002	Lighting regulations were introduced on 2 January 2002 requiring lighting levels at gaming machines to be set at a prescribed lux level. This prescribed lux level was introduced to foster an environment that allowed patrons to maintain alert functionality. It included the requirement that windows on the gaming floor were not to be removed or obscured.
Printed Player Information	December 2002	<p>From 1 December 2002, the Casino was required to display the following printed player information, each containing information determined by the Minister for Gaming:</p> <ul style="list-style-type: none"> • Posters - One poster for every 15 gaming machines displayed in a manner so as to be clearly visible to gaming machines players sitting or standing in front of a gaming machine • Talkers - One talker affixed to each gaming machines so as to be clearly visible from the front of the gaming machine • Brochures - Brochures must be available at each cashier area and the total number of brochures available must be at least equal to the total number of gaming machines at Crown.
New Electronic Gaming Machine Design Requirements	January 2003	<p>'Restricted' gaming machines: All new gaming machines and games approved on and from 1 January 2003 by the VCGA were required to include design restrictions which:</p> <ul style="list-style-type: none"> • ban note acceptors on machines from accepting \$100 notes

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		<ul style="list-style-type: none"> • ensure spin rates do not exceed 2.14 seconds • ban autoplay facilities; and • set a maximum bet limit of \$10. <p>'Restricted' gaming machines were also required to have any winnings or accumulated credits exceeding \$2,000 paid only by cheque. Games approved by the Authority prior to 1 January 2003 had to comply with the above provisions by 1 January 2008. Gaming machines located in an area of the Casino specified by the Authority - "Specified Areas"* - exempt from these restrictions, subject to the conditions for unrestricted gaming machines.</p>
'Unrestricted' Gaming Machines	January 2003	<p>Gaming machines can operate without restrictions provided that:</p> <ul style="list-style-type: none"> • the patron has a valid Loyalty Program Card with pre-commitment limits enabled on the card including a Daily Spend and Daily Duration limit; and • The machines are in a Specified Area. <p>This was superseded in November 2015 with the introduction of the Victorian Government's state-wide voluntary pre-commitment scheme 'YourPlay'. The operation of unrestricted machines still functions in the same way.</p>
Player Information	January 2003	<p>From 1 January 2003, the following electronic gaming machine requirements became effective:</p> <p>Each gaming machine must display, at the election of a player, the following electronic game information for each game:</p> <ul style="list-style-type: none"> • the return to players of that game • the average number of individual games played per any win, based on one line being played per game; and

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		<ul style="list-style-type: none"> • the chances or odds of achieving the top 5 and bottom 5 (in value) individual winning combinations, and the maximum and minimum bet options available. <p>Additionally, each gaming machine must display, at the election of a player, the following electronic player information in relation to each game (note that all amounts must be expressed in dollars and cents):</p> <ul style="list-style-type: none"> • the amount the player has put into the gaming machine during a session • the amount wagered by the player on the gaming machine during a session • the session win or loss • the amount collected from the gaming machine by the player during a session • credits available • the time the player began the session • the current time of day; and • the length of the session. <p>All gaming machines that form part of a linked jackpot arrangement must be able to generate and display jackpot information including but not limited to a statement that the machine is part of a linked jackpot arrangement, the total return to the player of the game and the return to the player of the game contributed by the linked jackpot arrangement.</p> <p>The requirement for generating and displaying electronic game and player information applies for any game approved by the Authority after 1 January 2003 and for any other approved game on and after 1 January 2008.</p>
Use of ATMs and EFTPOS Facilities	January 2003	New measures for the use of Automatic Teller Machines (ATMs) and EFTPOS facilities came into operation on 1 January 2003. At the Casino, within 50 metres of any entrance, a \$200 limit per transaction per card and an inability to access cash advances from credit accounts was introduced.
Payment of Winnings and Accumulated Credits above \$2,000	January 2003	From 1 January 2003, requirements that winnings on gaming machines above \$2,000 must be paid by cheque were introduced. The casino operator gained an exemption

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		from this provision for gaming machines located in a specified area (Excluding unrestricted gaming machines). Other provisions introduced at this time include a requirement that all winnings must be paid by cheque if requested by a patron and that a winnings cheque cannot be exchanged for cash or gaming tokens at the Casino.
Player Activity Statements	March 2003	<p>Player Activity Statements (PAS) were introduced at Crown on 1 March 2003, prior to the introduction of the <i>Gaming Machine Control (Loyalty Schemes) Regulations 2003</i> (Vic) in July 2003.</p> <p>The PAS provides gaming machine players with a summary of their gaming machine activity and must be made available to gaming machine players at least once per annum.</p> <p>A PAS can be viewed on a Voucher Issuance Kiosk (VIK), can be collected from any Loyalty Club or a member can elect to have it mailed to them.</p> <p>Failure to view/collect a PAS statement in any 12-month period results in the suspension of membership.</p>
Pre-commitment	June 2003	<p>Crown's pre-commitment program (Play Safe) was introduced 1 June 2003. The program allowed Loyalty Program members to set, in advance of play, individual time and spend limits relating to their gaming machine activity.</p> <p>The Play Safe Program was conducted through Crown's Loyalty Scheme whereby members who play gaming machines can set the following limits:</p> <ul style="list-style-type: none"> • A daily limit on time spent playing gaming machines • A daily limit on spend when playing gaming machines • An annual limit on spend when playing gaming machines (this can only be set if a daily spend limit has been set) <p>The availability of Play Safe was advertised in the regular Loyalty Program Newsletter publication and Play Safe brochures are on display at Loyalty Program desks, the centre and at entry points to the gaming floor.</p> <p>Not a legislative requirement.</p>

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Responsible Gaming Training	October 2003	On-line responsible gaming training introduced for Crown employees. Not a legislative requirement.
Responsible Gambling Ministerial Advisory Council and Working Parties	2004	Established in late 2004, the Responsible Gambling Ministerial Advisory Council (“RGMAC”) advises the Victorian Government, through the Minister for Gaming, on issues relating to responsible gambling and minimising the negative impacts of gambling on Victorians. The RGMAC, consisting of representatives drawn mainly from industry and community groups, has established a number of working groups to progress work on particular objectives and initiatives. Crown has a representative on RGMAC and participates in working groups.
Responsible Gambling Training for Licensed Special Employees	2005	The <i>Gambling Regulation Act</i> 2003 required licensed employees working in gaming venues to complete an approved training course within the first six months after commencing employment and an approved refresher course at least once every three years following completion of the approved training course. On-line training was introduced at on Crown on 20 October 2003; however Crown commenced internal RSG training for gaming employees in July 1997, well in advance of any legal requirements. Crown provides advanced Responsible Service of Gaming training, conducted in the Responsible Gaming Support Centre, to various gaming staff. Refresher training is conducted for relevant employees every two years.
Gaming Machine related signs		Restrictions on the display of gaming machine related signs (external to gaming floor) were introduced 1 July 2005 to be compliant by 1 July 2006. The term “gaming machine related sign” is defined in section 3.5.35(5) of the GRA to mean: <i>“any sign (whether consisting of words, symbols, pictures or any other thing) – (a) that draws attention to, or can reasonably be taken to draw attention to, the availability of gaming machines for gaming; or</i>

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		<i>(b) that uses a term or expression frequently associated with gaming machines – but does not include any sign that is excluded from the operation of this section by the regulations.”</i>
Responsible Gambling Awareness Week	2006	Responsible Gambling Awareness Week, a state-wide initiative involving government, industry and community groups to raise awareness of responsible gambling and responsible gambling practices, is introduced and is actively supported by Crown. Not a legislative requirement.
Gaming Machine Advertising	July 2004	Effective 1 July 2004, no advertising, whether written or verbal, can be communicated to customers outside the gaming floor unless customer specifically requests the information.
Chaplaincy Support via the Crown Responsible Gaming Support Centre	April 2007	As another world first, Crown introduced the Chaplaincy Support Service in April 2007 which provides support to those people who from time to time may feel they would be helped by some form of spiritual support. Chaplaincy support is available through the Responsible Gaming Support Centre and is another responsible gaming initiative Crown has made available to patrons who may experience difficulties with their gambling behaviours. Not a legislative requirement.
Responsible Gambling Awareness Week	May 2007	Responsible Gambling Awareness Week, a state-wide initiative involving government, industry and community groups to raise awareness of responsible gambling and responsible gambling practices, is actively supported by Crown.
Responsible Gaming logo	June 2007	Crown Melbourne introduced the Responsible Gaming logo on gaming related collateral. The logo contains Crown’s responsible gaming message ‘Stay in Control’. The requirement of a responsible gaming message was introduced via Ministerial Directions for the introduction of a Responsible Gambling Code of Conduct for Victorian based gambling operators in 2009. Not a legislative requirement.

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New Electronic Gaming Machine Design Requirements	January 2008	<p>On 1 January 2008 all gaming machines were compliant with Legislation which came into operation from 1 January 2003 which required that all new gaming machines and games approved by the Victorian Casino and Gaming Authority after that date must include design restrictions which:</p> <ul style="list-style-type: none"> • ban note acceptors on machines from accepting \$100 notes • ensure spin rates do not exceed 2.14 seconds • ban autoplay facilities; and • set a maximum bet limit of \$10. <p>These conditions apply except in special circumstances as prescribed in a Ministerial Direction – these are specified areas, where crown operates up to 1000 gaming machines.</p>
Gambling Resumption Information Program	May 2007	<p>The Gambling Resumption Information Program (GRIP) was developed and introduced by Crown in May 2007. Patrons who have applied and been successful in revoking their Self – Exclusion from Crown are invited to attend the Responsible Gaming Support Centre for a general discussion in relation to their resumption of gambling at the Casino. The discussion includes mention of the various programs that are and remain available at Crown and through Government Support Services that can assist the customer in their strategies when resuming gambling at the Casino.</p> <p>Not a legislative requirement.</p>
Responsible Gambling Awareness Week	May 2008	<p>Responsible Gambling Awareness Week, a state-wide initiative involving government, industry and community groups to raise awareness of responsible gambling and responsible gambling practices, is actively supported by Crown.</p>
RSG information in staff comms	March 2009	<p>In line with preparing the business for the introduction of the Responsible Gambling Code of Conduct, an employee communication plan was developed to ensure regular updates via Frontline highlighted certain Code requirements. This has continued.</p>

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Logo and information on Table Games product	April 2009	To ensure responsible gaming message and information is consistently available across all gaming product allowing for better opportunities to engage with customers in relation to responsible gaming. Not a legislative requirement.
Senior Manager training	May 2009	To ensure relevant staff in the relevant areas have appropriate levels of training to engage with customers who may be experiencing problems with their gaming behaviour and to ensure a good understanding of the Responsible Gambling Code of Conduct. This is not a legislative requirement.
Refresher RSG Training	May 2009	Table Games, VIP International, Security, Cage, Customer Relations now complete RSG Refresher training every two years. Previously this only applied to Gaming Machines. Not a legislative requirement.
Responsible Gambling Awareness Week	May 2009	Responsible Gambling Awareness Week, a state-wide initiative involving government, industry and community groups to raise awareness of responsible gambling and responsible gambling practices, is actively supported by Crown.
Responsible Gambling Management Committee	June 2009	Established to review Crown's Responsible Gambling Code of Conduct Review Report and any recommendations; to discuss any responsible gaming initiatives and patron issues.
Responsible Gambling Code of Conduct introduction	June 2009	Legislative requirement.
TVC highlighting the services of the Responsible Gaming Support Centre and the Responsible Gambling Code of Conduct	June 2009	To effectively communicate information about the Crown Responsible Gaming Support Centre and the Responsible Gambling Code of Conduct. Not a legislative requirement.

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Gaming meetings discussing patrons on watch (bi-weekly)	July 2009	To ensure a regular opportunity for the Responsible Gaming Team to discuss with Gaming Managers customers who present or come under notice who may benefit from some follow up.
AML processes	July 2009	The Cash Transactions Reporting Manager through normal transaction monitoring may identify particular gaming activity that may warrant the RGLO to observe the customer, if visiting Crown, for any observable signs. Where these are observed, the services of the Responsible Gaming Support centre will be offered.
RG Logo on Crown Loyalty Program Cards	October 2009	To ensure responsible gaming telephone numbers, logo and Crown's responsible gaming message is reinforced to all members. Not a legislative requirement.
Responsible Gambling Awareness Week	May 2010	Responsible Gambling Awareness Week, a state-wide initiative involving government, industry and community groups to raise awareness of responsible gambling and responsible gambling practices, is actively supported by Crown.
Introduction of VIK Responsible Gaming Button	July 2010	To utilise available technology to improve customer communication, a Responsible Gaming 'button' was introduced on VIKs. On screen this leads to responsible gaming information which is printable. Not a legislative requirement.
Introduction of Responsible Gaming Information on Motion Trans	September 2010	In September 2010, Responsible Gaming introduced customer information highlighting Crown Melbourne's responsible gaming message, availability of the Responsible Gambling Code of Conduct and responsible gaming services available at Crown Melbourne. Not a legislative requirement.
Senior Management Training – Code of Conduct and Observable Signs	Phase two commenced September 2010	Senior manager training was first delivered in May to September 2010 to senior operational management in the following departments: Table Games (incl. International), Gaming Machines, Security Services, Surveillance, Cage and Count, Call Centre and Customer Relations. Operational staff in these departments complete Responsible Service of Gaming Training. Phase two of this training commenced

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		<p>September 2010 and encompasses the next level down in operational management. The training focuses on the Responsible Gambling Code of Conduct and staff responsibilities, as well as more advanced training in Observable Signs that may indicate problems with gaming behaviours.</p> <p>Not a legislative requirement.</p>
Responsible Gaming Noticeboard	November 2010	<p>Introduction of employee noticeboard dedicated to Responsible Gaming, Compliance and Legal & Regulatory updates. The noticeboard is positioned back of house between Wardrobe and Workforce Planning ensuring maximum exposure for employees. Also available at this location is a brochure holder containing responsible gaming information.</p> <p>Not a legislative requirement.</p>
Responsible gaming information – gaming floor bathrooms	December 2010	<p>Frames containing responsible gaming information were introduced in gaming floor bathrooms. Information displayed will include government campaigns appropriate for Crown Melbourne, as well as Crown Melbourne specific responsible gaming information.</p> <p>Not a legislative requirement.</p>
Employee Assistance Program staff brochure	January 2011	<p>Responsible Gaming Psychologists and Responsible Gaming management in conjunction with the Health and Safety Department, developed employee brochures relating to Gambling specific to Crown Melbourne for the Employee Assistance Program.</p> <p>Not a legislative requirement.</p>
Responsible Gaming Induction facilitated sessions	March 2011	<p>Responsible gaming information has always featured in the new employee Induction program. In March, Responsible Gaming management commenced delivering this information as a facilitated and group assessed session, which focuses on the Responsible Gaming Support Centre, the Responsible Gambling Code of Conduct (with a focus on 'Observable Signs'), self care, RSA/RSG legislation and what to do should responsible gaming assistance be required.</p> <p>Not a legislative requirement.</p>

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Responsible Gambling Code of Conduct electronic signage	March 2011	Electronic frames (A5 sized) featuring information on the availability of the Responsible Gambling Code of Conduct in English and all other 'Code' languages (Chinese simplified and traditional, Vietnamese, Arabic, Greek, Italian, Cambodian and Hindi) were introduced and are displayed at Crown Loyalty Program information desks and the Responsible Gaming Support Centre. Over and above signage requirements.
Responsible Gambling Awareness Week	May 2011	Responsible Gambling Awareness Week, a state-wide initiative involving government, industry and community groups to raise awareness of responsible gambling and responsible gambling practices, is actively supported by Crown.
Responsible Gaming Message – “Have you had a break?”	September 2011	<p>The Responsible Gaming message “Have you had a break?” was introduced on gaming machines and fully automated table games. This is part of the ‘attract’ message displayed on the machine’s VFD (Vacuum Fluorescent Display) and displays every 30 seconds. This message is supported by motion tran advertising throughout the gaming floor. Updated in 2015 to accommodate machine design changes for the introduction of YourPlay.</p> <p>Not a legislative requirement.</p>
Responsible Gaming Support Centre Information in Hotel Guides	December 2011	<p>Information in relation to Unattended Children and the Responsible Gaming Support Centre has been included in Crown Promenade, Crown Metropool and Crown Towers Hotels’ in room guest information folders.</p> <p>This initiative recognises the importance of broad customer communication regarding expected behaviours in relation to minors staying at any Crown Hotel and increasing the awareness of responsible gaming services available at Crown.</p> <p>Not a legislative requirement.</p>
Self-Exclusion Follow-up	January 2012	<p>Trial whereby those who self-exclude from Crown would be contacted approximately three months from self-exclusion to re-iterate services and provide information if required (at their election). Subsequently introduced.</p> <p>Not a legislative requirement.</p>

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Introduction of Responsible Gaming Logo and message on Tables Games Electronic Limits signage	January 2012	New Table Games Limit signage allows for the Responsible Gaming Logo and message to be displayed electronically as part of the limit and marketing content. Not a legislative requirement.
Play Periods Trial	May 2012	On 1 May 2012, Responsible Gaming Department commenced a trial as agreed by the Responsible Gaming Management Committee. Utilising data from a specially created report, length of play is recorded for rated members via SyCo, and a report generated every 4 hours so as to capture any rated member approaching 24 hours of play. Follow up with rated members commences at 16 hours for observable signs, and interaction at 20 hours and an agreed removal at 24 hours where ascertained. Not a legislative requirement. Not promulgated anywhere.
Responsible Gambling Awareness Week 2012	May 2012	Responsible Gambling Awareness Week, a state-wide initiative involving government, industry and community groups to raise awareness of responsible gambling and responsible gambling practices, is actively supported by Crown.
Self-Exclusion detection – technological tool	May 2012	To improve customer service and increase productivity, Responsible Gaming Department introduced iSEER. iSEER is a mobile phone adapted version of SEER, allowing RGLOs to access data whilst operating on the gaming floor. This results in earlier and easier detection of Self-Exclusion breaches, allowing for checking and provision of information when alerting Surveillance, allowing for productivity gains in this department, too. Not a legislative requirement.
Responsible Gaming – Crown Hotels Channel	June 2012	On 2 June 2012, Responsible Gaming Department introduced the 'Responsible Gaming' channel in all Crown Melbourne Hotels. This channel plays the responsible Gaming TVC on a loop and it is the customer's choice to access. Not a legislative requirement.
Wayfinding Kiosks	July 2012	Crown Melbourne has introduced interactive Wayfinding Kiosks. These Kiosks allow patrons to: <ul style="list-style-type: none"> • Locate outlets through specific categories including Gaming, Hotels & Spas, Restaurants (Premium, Casual and Food Court), Events & Conferences, Bars & Nightclubs, Amenities & Services and Retail & Entertainment;

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		<ul style="list-style-type: none"> • Access information for individual outlets including operating hours and contact details; • Provide step-by-step directions to guide patrons to their destination; • Navigate through the complex to all areas including amenities such as restrooms and ATM locations; • Facilitate partial registration to Crown’s Loyalty Program. <p>Responsible Gaming Support Centre location and relevant information is also available. Not a legislative requirement.</p>
Lift Lobby signage	July 2012	Crown Melbourne implemented car park lobby signage: ‘Children must not be left unattended anywhere in the Complex’ This is part of other general messages for visitors to the Complex. Not a legislative requirement.
Employee Awareness Campaigns – ‘Know your RG’	November 2012	Introduction of Employee Awareness Campaigns every three months – ‘Know your RG’. Not a legislative requirement.
Restroom information	February 2013	Responsible Gaming information is displayed in all gaming floor restrooms in A4 frames. This information has been updated to include Responsible Gaming Support Centre information and displays information in English, Vietnamese, Chinese Traditional and Chinese Simplified. Not a legislative requirement.
Responsible Gambling Awareness Week	20 – 26 May 2013	Responsible Gambling Awareness Week, a state-wide initiative involving government, industry and community groups to raise awareness of responsible gambling and responsible gambling practices, is actively supported by Crown.
Victorian Commission for Gambling and Liquor Regulation’s Fifth Review of the casino operator and licence	14 August 2013	The Victorian Commission for Gambling and Liquor Regulation’s (VCGLR) Fifth Review of the casino operator and licence was released 14 August 2013. The VCGLR formed the opinion that the casino operator remains a suitable person to continue to hold the casino licence. There were ten recommendations, all of which were accepted by Crown Melbourne. Responsible Gaming will be working on the following recommendations: <u>Recommendation 5</u>

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		<p>To assess the effectiveness of the use of player data in relation to intensity, duration and frequency of play as a tool to assist in identifying potential problem gamblers, the VCGLR recommends that:</p> <ul style="list-style-type: none"> • Within 18 months, Crown Melbourne Limited trial for a reasonable period the use of player data analysis as an initial indicator to identify players who may be having problems with their gambling; • The Crown Melbourne Limited Board and Crown Limited's Responsible Gaming Committee consider the effectiveness of the trial; and • Crown Melbourne Limited provide a copy of the report on the outcome of the trial to the VCGLR within 3 months of the report being considered by Crown Limited's Responsible Gaming Committee and the Crown Melbourne Limited Board. <p><u>Recommendation 7</u></p> <p>To assist in mitigating the risk of people who have self-excluded from other venues developing problems at the Melbourne Casino, and to assist in preventing people subject to interstate exclusion orders from entering the Melbourne Casino, the VCGLR recommends that Crown Melbourne Limited:</p> <ul style="list-style-type: none"> • Request prospective Loyalty Program members to disclose if they are, or ever have been, subject to any type of exclusion order in any Australian jurisdiction, other than at the Melbourne Casino; and • Consider whether it is appropriate for prospective Loyalty Program members who disclose they have been subject to an exclusion order to join the Loyalty Program and if any further actions should be taken. <p><u>Recommendation 9</u></p> <p>The VCGLR considers that Crown Melbourne Limited's processes and procedures for dealing with revocations of self-exclusion orders are generally sound. However, to provide additional support for people who have had their self-exclusion orders revoked, the VCGLR recommends that Crown Melbourne Limited:</p> <ul style="list-style-type: none"> • Ensure that no advertising or other promotional material is sent to a person who has previously been the subject of a self-exclusion order for an appropriate period;

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		<ul style="list-style-type: none"> Formalise the Responsible Gaming Support Centre’s recently commenced process of contacting people around three months after their self-exclusion order has been revoked; and Continue to monitor research and, where appropriate, amend its processes to reflect the latest information on managing resumption of gambling after a self-exclusion order has been revoked.
QR Code Responsible Gaming Stickers	January 2014	Responsible Gaming has updated the current version of the Responsible Gaming Sticker visible on all gaming machines and electronic table games. The new version contains a QR Code, which can be scanned using a smart phone with the relevant app, leading the user to the Crown Melbourne Responsible Gaming webpage. Not a legislative requirement.
Senior Manager Responsible Gaming Training Refresher – Hotels and Food & Beverage	February 2014	The Responsible Gaming Department has delivered the updated Crown Melbourne designed ‘Senior Manager’ refresher training program to all Hotels and Food & Beverage senior operational managers. The training focused on ‘Observable Signs’, the Responsible Gambling Code of Conduct, Crown Melbourne’s responsible gaming programs and services and self and staff care. This is the first time the program was delivered to the Food & Beverage department (all are already trained in Responsible Service of Gaming). Not a legislative requirement.
Responsible Gambling Awareness Week 2014	26 May – 1 June 2014	Responsible Gambling Awareness Week, a state-wide initiative involving government, industry and community groups to raise awareness of responsible gambling and responsible gambling practices, is actively supported by Crown.
Spotlight on Responsible Gaming	November 2014	In conjunction with Responsible Gaming, the Gaming Machines department developed and implemented an internal information campaign supported by collateral and attendance at briefings by Responsible Gaming Liaison Officers. Key points for Gaming Machines staff included: <ul style="list-style-type: none"> Responsible Gaming Team – Who are they? Observable Signs The role you play Now delivered annually. Not a legislative requirement.

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Operational management meetings	March 2015	Currently the Responsible Gaming department meets with VIP Gaming management on a regular basis. In March 2015, Responsible Gaming commenced formalising meetings held with Main Gaming Floor Gaming management. These meetings provide the opportunity to discuss operational matters, including customers, and responsible gaming service and program updates internally and externally. Not a legislative requirement.
Mythical Thinking and Odds of Winning Training	June 2015	The Responsible Gaming department commenced delivery of a new training program for gaming staff, 'Mythical Thinking and Odds of Winning'. This training is completed by all new Gaming employees and has also been incorporated into the 'Responsible Gaming Senior Manager Training' (completed by senior managers in Gaming, Security and Services, Surveillance, Cage and Count, Guest Services, Hotels and Food & Beverage). The training's focus is on gaming odds and myths commonly associated with gambling. This augments observable signs training. Not a legislative requirement.
New Responsible Service of Gaming – Online Training	July 2015	The new Responsible Service of Gaming – Online Training was launched for Crown Melbourne staff. This course was approved by the VCGLR. This training is more interactive and is the basis for the current approved version of RSG training.
Responsible Gambling Awareness Week	12 – 18 October 2015	Responsible Gambling Awareness Week, a state-wide initiative involving government, industry and community groups to raise awareness of responsible gambling and responsible gambling practices, is actively supported by Crown.
Introduction of YourPlay	10 November 2015	Crown Melbourne implemented the Victorian State Government's pre-commitment scheme called 'YourPlay'. This replaced the Play Safe Limits program at Crown Melbourne. From 1 December 2015, all Victorian gaming machine venues, and the casino, were required to operate YourPlay on gaming machines. All relevant employees have been trained in the operation of YourPlay. Legislative requirement.
Joint Self-Exclusion process implemented	11 April 2016	Crown Melbourne and Crown Perth have implemented an initiative whereby persons who self-exclude at one property can elect to also self-exclude from the other property at the same time. Not a legislative requirement.

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Traineeship Dealers – new training	5 May 2016	After a successful Pilot Program, Responsible Gaming together with Crown College implemented an additional training session for new Traineeship Dealers when they reach their 12 month employment time. The session is interactive, re-iterating responsible gaming training previously undertaken by the Traineeship Dealers and affording the opportunity to raise queries and experiences from their first 12 months of employment. Not a legislative requirement.
Remote Self-Exclusion	July 2016	Crown Melbourne developed a process whereby someone who wished to self-exclude, but could not attend Crown Melbourne, could do so remotely. This process was agreed to with the Victorian Commission for Gambling and Liquor Regulation (VCGLR) and still meets legislative requirements. Not a legislative requirement, however, requested by VCGLR.
Responsible Gaming Advertising - ATMs	August 2016	The introduction of a new service provider for Automatic Teller Machines (ATMs) provided Crown Melbourne the opportunity to co-locate the advertising currently near ATMs onto the ATM screens. The advertising rotates with generic ATM advertising, and depicts two versions of responsible gaming advertising.
RSG Training only in <i>Casino Control Act 1991 (Vic)</i>	1 September 2016	Crown RSG training in <i>Casino Control Act 1991 (Vic)</i> approved by VCGLR, no longer in <i>Gambling Regulation Act 2003 (Vic)</i>
Section 25 Fifth Casino Review – Recommendation 5	15 September 2016	The Victorian Commission for Gambling and Liquor Regulation (VCGLR) has determined that Recommendation 5 has now been completed subject to Crown establishing mechanisms to undertake ongoing work with respect to the use of player data in the identification of problem gambling. The Commission has requested Crown to continue to review the use of player data for persons who self-exclude and that a standing agenda item be included in the quarterly licence management meetings to allow for discussion in relation to this subject. Crown Melbourne has established a working group to continue to investigate the use of player data, specifically as discussed with the VCGLR, the use of data from players who self-exclude.
Responsible Gambling Awareness Week	17 – 23 October 2016	Responsible Gambling Awareness Week, a state-wide initiative involving government, industry and community groups to raise awareness of responsible gambling and responsible gambling practices, is actively supported by Crown.
Time-Out Program - Trial	February 2017	In recognition that for some customers self-exclusion is not always seen or considered as a tool to manage their gaming behaviour, Crown Melbourne has

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		<p>introduced the trial of a new Program called 'Time-Out'. The Time-Out option provides an additional service whereby a customer may enter into an agreement with Crown Melbourne, undertaking not to enter the casino gaming floor for a period of 90 days. It is important to note that the offer of the Time-Out Program is made as part of Crown Melbourne's suite of responsible gaming programs and services and only after a self-exclusion has been declined.</p> <p>Not promulgated anywhere. Not a legislative requirement.</p>
<p>Victorian Commission for Gambling and Liquor Regulation – Annual Code Review feedback</p>	<p>10 February 2017</p>	<p>Crown Melbourne met with the Victorian Commission for Gambling and Liquor Regulation (VCGLR) to discuss their <i>Summary of key points arising from 2015/2016 Annual Review of Responsible Gambling Codes of Conduct</i>. The VCGLR discussed elements that chiefly pertained to gaming machine venues in Victoria, with only minor observations for Crown Melbourne.</p> <p>The following is an excerpt of their findings: VCGLR observations <i>Crown evaluated its Code through surveys of customers and staff, which was a satisfactory method of evaluation.</i> <i>Crown continues to undertake substantive engagement with third parties in relation to responsible gambling and, on the basis of their submission, appears to have a good relationship with many Gambler's Help bodies. Crown has retained membership with the National Association for Gambling Studies and its staff attended its national conference during the review period.</i> <i>As noted above and in response to VCGLR direction, it is pleasing that Crown has demonstrated a change in focus to consider activities that promote Code awareness amongst its customers. Further, Crown has demonstrated that it has promoted Code awareness, which has been beneficial in educating staff and customers on responsible gambling messages.</i></p>
<p>Responsible Gambling Code of Conduct – Awareness Campaign</p>	<p>13 – 26 February 2017</p>	<p>Responsible Gaming in conjunction with Marketing and Employee Communications delivered the Responsible Gambling Code of Conduct Awareness Campaign. The campaign was launched to increase awareness for both employees and customers</p>

Initiative/Activity	Date of implementation	Information
		<p>over a concentrated two week period and incorporated a number of communication channels.</p> <p>Not a legislative requirement.</p>
Crown Australian Resorts – Responsible Gaming structural changes	April 2017	<p>Following a review of the responsible service of gaming functions across the Australian Resorts portfolio, a new group role has been created. Sonja Bauer has been promoted to the role of ‘Group General Manager Responsible Gaming’, with responsibility for the responsible service of gaming across Crown Melbourne and Crown Perth.</p> <p>Melanie Strelein, General Manager Responsible Gaming at Crown Perth, will continue to manage the Crown Perth RSG Team and now reports directly to Sonja. Leon Pillai, Responsible Gaming Operations Manager at Crown Melbourne, will continue to manage the Crown Melbourne Responsible Gaming Team and continue to report directly to Sonja.</p>
YourPlay Week	27 April – 3 May 2017	<p>Crown Melbourne hosted a week to raise awareness about the state-wide State Government voluntary pre-commitment scheme, YourPlay. A YourPlay themed promotional booth was established on the casino gaming floor and staffed. Crown Melbourne’s YourPlay week coincided with the state-wide YourPlay Day campaign held on 27 April 2017.</p>
Spotlight on RG	May 2017	<p>In conjunction with Responsible Gaming, the Gaming Machines department delivered the internal refresher information campaign ‘Spotlight on RG’ for Gaming Machines employees, supported by collateral and attendance at Gaming Machines employees briefings by Responsible Gaming Liaison Officers. These campaigns are delivered every three months.</p>
Employee Briefings Campaign	May 2017	<p>Responsible Gaming Liaison Officers attended and spoke at various Table Games, Gaming Machines and VIP Gaming employee briefing sessions, with a focus on the Responsible Gambling Code of Conduct (Code) content and availability. This Code awareness campaign is supported by internal Employee Communications in the weekly employee newsletter, ‘Frontline’. These campaigns are delivered every three months.</p>

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YourPlay Week	15 July – 23 July 2017	Crown Melbourne hosted a week to raise awareness about the state-wide State Government voluntary pre-commitment scheme, YourPlay. A YourPlay themed promotional booth was established on the casino gaming floor and staffed.
Responsible Gambling Code of Conduct – Annual Review	4 August 2017	As per the Victorian Commission for Gambling and Liquor Regulation (VCGLR) requirement, on 4 August 2017, Crown Melbourne submitted its review of the Responsible Gambling Code of Conduct (Code). The review was based on VCGLR Review Guidelines and a précis and VCGLR report for all Code Reviews in Victoria will be submitted to the Minister for Gaming and Liquor Regulation by the VCGLR. This may be published by the Minister.
Victorian Responsible Gambling Foundation – webinar participation	10 August 2017	Crown Melbourne, along with the two other Victorian Self-Exclusion Program providers, the Australian Hotels Association (Vic) and Community Clubs Victoria, participated in a webinar made available by the Victorian Responsible Gambling Foundation for Gambler’s Help staff. The webinar, titled <i>Operation and Referral Processes of Victorian Gaming Venue Self-Exclusion Programs</i> , featured an overview of the operation of the Self-Exclusion programs on offer for Electronic Gaming Machine venues in Victoria, so as to provide an understanding of the client experience in accessing Self-Exclusion and outline the referral processes to enhance access to Self-Exclusion.
Victorian Responsible Gambling Foundation – Chief Executive Officer visit	30 August 2017	The new Chief Executive Officer of the Victorian Responsible Gambling Foundation, Ms Louise Glanville, visited Crown Melbourne for a property tour, incorporating a visit to the Responsible Gaming Support Centre. Crown representatives Prof. John Horvath, Barry Felstead and Sonja Bauer conducted the tour and subsequent discussion at the Responsible Gaming Support Centre.
Responsible Gambling Awareness Week (RGAW)	23 – 29 October 2017	Crown Melbourne’s theme for RGAW 2017 was ‘Have you had a break?’, which echoed the overarching RGAW State-wide theme ‘Keep it in check, keep it well played’, which comprised tips including ‘Take regular breaks’.

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		<p>The week was supported by a casino gaming floor marketing campaign including RGAW motion tran (gaming machine bank end screens) advertising, Loyalty Program desk advertising, information on Crown Melbourne's website, information on all electronic marketing communication to customers, restroom advertising, brochures and coasters. Electronic advertising also featured at customer communication points off the casino gaming floor.</p> <p>A periodically staffed RGAW information table was available for employees at the IDs staff restaurant, other back of house RGAW advertising included the use of electronic communication channels, Frontline (weekly staff information bulletin), and information in restrooms. As part of RGAW 2017, a voluntary multiple choice survey competition was available for all Crown Melbourne employees to complete electronically via the staff kiosk, this was completed by 903 employees.</p> <p>The launch event on Wednesday, 25 October 2017 at 11 am included an Acknowledgement of Country, a welcome speech by the Group General Manager Responsible Gaming and a speech by Professor John Horvath. Representatives from the National Rugby League Melbourne Storm team were also in attendance. The launch was extremely well attended by Crown Melbourne Executives and staff, CrownBet, Betfair, Gambler's Help, the Australasian Gaming Council and the Department of Justice and Regulation.</p> <p>Further, Responsible Gaming department staff attended and participated in a number of RGAW events during the week.</p>
YourPlay Week	23 – 29 October 2017	Crown Melbourne hosted a week to raise awareness about the State-wide State Government voluntary pre-commitment scheme, YourPlay. A YourPlay themed promotional booth was established on the casino gaming floor and staffed.
Victorian Commission for Gambling and Liquor Regulation (VCGLR) – joint operation	26 October 2017	Responsible Gaming and the VCGLR conducted a joint operation in relation to the detection of self-exclusion breaches on the casino gaming floor. Both Crown and VCGLR staff were in plain clothes to remain inconspicuous and assist with detection.
Victorian Commission for Gambling and Liquor Regulation (VCGLR) and	1 December 2017	The VCGLR advised that Casino Inspectors would no longer be attending all self-exclusion breaches, without citing reasons. Notification processes were agreed with

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attendance at self-exclusion breaches		the VCGLR and the Surveillance, Security Services and Responsible Gaming departments.
Security Services and Responsible Gaming joint operation	1 December 2017	Responsible Gaming and the VCGLR have previously conducted joint operations in relation to the detection of self-exclusion breaches on the casino gaming floor as well as car park patrols. The VCGLR has withdrawn from these without citing a reason. Responsible Gaming has partnered with Security Services to continue these operations, findings will be advised at the meeting.
VCGLR sixth review of the casino operator and licence (s25 Review) – update	January 2018	The VCGLR s25 Review is continuing. Responsible Gaming information requested and provided includes data, staffing, budgets, review of meeting agendas and minutes (including the Crown Resorts Limited Responsible Gaming Committee). Additionally, two presentations were conducted.
Australasian Casino Responsible Gaming Forum	21 November 2017	The Australasian Casino Responsible Gaming Group held a Forum to discuss general responsible gaming themes and updates in various jurisdictions.
National Association for Gambling Studies - Conference Melbourne	22 November 2017 – 24 November 2017	The theme for the conference was <i>'The changing face of Gambling'</i> . Crown presented on the topic 'Protective Gambling Strategies in Land Based Casino'.
Update on Meeting with Tim Costello	28 February 2017	Ken Barton, Karl Bitar, Barry Felstead and Sonja Bauer met with Tim Costello, Stephen Mayne and Anna Bardsley as a follow up from the discussion held during the 2017 Crown Resorts Annual General meeting. There were a number of matters discussed at the meeting, including the nature of the ongoing relationship between the parties, the opportunity for information sharing and connections, as well as a future visit to Crown Melbourne. A visit has been scheduled for 19 April 2018, and will include Prof. John Horvath. One of the matters which Crown said it would explore is whether additional responsible gaming data could be published at relevant points in the future. Management are considering suitable options for disclosure.

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Security Services and Responsible Gaming – Facial Recognition	February and March 2018	The introduction of Facial Recognition cameras at various casino gaming floor entrance points has resulted in an increase in detection of self-excluded persons. More Facial Recognition cameras are planned for operation at Complex entrance points to afford detection prior to a person entering the casino gaming floor.
Responsible Gambling Code of Conduct – Awareness Campaign	5 – 18 March 2018	Responsible Gaming in conjunction with Marketing and Employee Communications delivered the Responsible Gambling Code of Conduct Awareness Campaign. The campaign, now run annually, is designed to increase awareness for both employees and customers over a concentrated two week period and incorporated a number of communication channels.
International Gambling Conference 2018	Auckland, 12 - 14 February 2018	Attendance at the International Gambling Conference, which was hosted by the Problem Gambling Foundation of New Zealand and the Gambling and Addictions Research Centre of Auckland University of Technology. The focus of the conference was 'Flipping the Iceberg on Gambling Harm, Mental Health and Co-Existing Issues'.
Auckland University of Technology (AUT) Think Tank on Gambling Research, Policy and Practice	Auckland, 15 – 16 February 2018	Attendance at the Auckland University of Technology Think Tank. This was eventually limited to one day only as the organiser from the AUT requested Industry participants to abstain from attending the morning of the second day as there were participants who were uncomfortable with representatives from Industry being present. This was an unfortunate turn of events, particularly as the Vision of the Think Tank clearly incorporates gambling industry members.
Crown Model		The Fifth Review of the Casino Operator and Licence, June 2013 (Review) by the VCGLR recommended that Crown Melbourne Limited (Crown) '.. assess the use of player data in relation to intensity, duration and frequency of play as a tool to assist in identifying problem gamblers'. ¹ A trial was implemented, with the results provided to the VCGLR on 20 November 2015.

¹ Fifth Review of the Casino Operator and Licence, Victorian Commission for Gambling and Liquor Regulation, June 2013, pg. 99

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		<p>The VCGLR subsequently requested that Crown provide a presentation to the VCGLR Commissioners at the 28 April 2016 Commission meeting on the results. At this meeting, the then Chair, Dr Bruce Cohen, provided comment that the use of loyalty program member play data available for persons who subsequently self-exclude could provide the basis for predictive data modelling as a tool to assist in identifying potential problematic play in the general loyalty program member population. In correspondence dated 15 September 2016, the VCGLR confirmed the expectation that Crown would review the use of player data for persons who self-exclude, to determine whether meaningful or common themes can be identified. As such, Crown Melbourne's Customer Analytics Team commenced work on a predictive data modelling project entitled 'Crown Model', using the data available from loyalty program members in the lead up to self-exclusion. Details of this project have been discussed on several occasions with VCGLR representatives, including a VCGLR data subject matter expert, in late 2017 and early 2018.</p>
Security Services and Responsible Gaming – joint operations	April 2018	<p>The VCGLR has withdrawn from joint operations with Responsible Gaming and Security Services focussing on the detection of self-excluded persons on the casino gaming floor and car park patrols. Responsible Gaming and Security Services have, however, continued focussed car park patrols, on average conducted once per week. The more comprehensive coverage of facial recognition cameras at casino gaming floor entrance points has negated the requirement for further patrols in relation to detection of self-exclusion breaches on the casino gaming floor.</p>
Spotlight on RG – Gaming Machines	April 2018	<p>In conjunction with Responsible Gaming, the Gaming Machines department delivered the internal refresher information campaign 'Spotlight on RG' for Gaming Machines employees, supported by collateral and attendance at Gaming Machines employees briefings by Responsible Gaming Liaison Officers, over a two week period.</p>
Victorian Responsible Gambling Foundation (VRGF)	13 April 2018	<p>The VRGF has been conducting meetings with stakeholders to provide feedback on their stakeholder engagement strategy. Responsible Gaming and representatives from the VRGF met to discuss feedback, as well as general points of interaction with the VRGF. Also advised was that Responsible Gambling Awareness Week (held</p>

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		annually in October), would be re-named 'Gambling Harm Awareness Week' (in Victoria).
Update on Meeting with Tim Costello	19 April 2018	Tour of Crown and the RGC with Ken Barton, Karl Bitar, Barry Felstead and Sonja Bauer met with Tim Costello, Stephen Mayne and Anna Bardsley, followed by a meeting. Crown proposed that management could meet with the group on a quarterly basis. Crown raised the concept of a Community/Customer Advisory Panel and invited Anna Bardsley to Chair this, Sonja Bauer to follow up.
Gaming and Responsible Gaming Interactions – Play Periods	May 2018	Beginning in early May (Melbourne) and mid-June (Perth), Gaming and Responsible Gaming have commenced the earlier observation/interaction of Crown Rewards members who have recorded play of 12 hours or more, with touch points continuing at 16 and 20 hours (or earlier as may be required due to observable signs). At these touchpoints, conversation, breaks in play, or a request to leave, are determined, dependent on the assessment made during the interaction. In line with the existing process, members will still however be required to leave if their play extends to 24 hours (excluding international VIPs). Further, the report supporting Play Periods, which is generated from loyalty program data is being reassessed and refined.
YourPlay Week	May 2018	In May 2018, Crown Melbourne hosted a week to raise awareness about the state-wide State Government voluntary pre-commitment scheme, YourPlay. A YourPlay themed promotional booth was established on the casino gaming floor and staffed.
Staff increase	May 2018	Executive management has approved the recruitment of five (5) additional Responsible Gaming Liaison Officers. Recruitment began in May, with three (3) internal candidates recruited. Start dates commenced in late June. A second recruitment campaign will commence after a brief break.
Crown Model	June 2018	Crown Melbourne's Customer Analytics Team has developed in conjunction with the Responsible Gaming team, a predictive data modelling tool entitled 'Crown Model', using the data available from loyalty program members in the lead up to self-exclusion. Details of this project have been discussed on several occasions with

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		VCGLR representatives, including a VCGLR data subject matter expert, in late 2017 and early 2018. The Crown Model Trial commenced on 25 June 2018.
Cross Property Self Exclusion	June 2018	Crown Melbourne and Crown Perth have continued working towards a Cross Property Self Exclusion position, that is, when a person self excludes from one Crown property, they are also excluded from the other. VCGLR approval is required to share self exclusion lists with Crown Perth, which has been applied for. The VCGLR has requested meetings to discuss the change and how it would be effected, and have raised concerns in relation to the concept of self exclusion across both properties. These concerns are currently being worked through with the VCGLR
Community Engagement Group	September 2018	On 6 September 2018, John Horvath, Barry Felstead, Ken Barton, Karl Bitar and Sonja Bauer met with Tim Costello, Stephen Mayne, Anna Bardsley and at their request, Susan Rennie to discuss the following items: <ol style="list-style-type: none"> 1. the release of Electronic Gaming Machines revenue at the full year results; 2. the draft policy relating to the cessation of marketing to persons identified as having potential problem gambling behaviours; and 3. the establishment of a Community Engagement Group, the membership composition, Charter and meeting schedule. Barry Felstead asked Anna Bardsley if she would be part of this Community Engagement Group and take the role of Chairperson, and for Anna to nominate further members for Crown's review. The draft Charter will be forwarded to Anna following its presentation to the Crown Resorts Responsible gaming Committee at the 26 September 2018 meeting.
Responsible Gambling Code of Conduct	19 September 2018	Changes to the Ministerial Direction for Responsible Gambling Codes of Conduct, became effective on 19 September 2018. The main change is that the Codes will no longer require VCGLR approval for any amendment, but will still need to adhere to the Ministerial Directions.
Cross Property Self Exclusion	16 October 2018	On 16 October 2018 the VCGLR provided approval for Crown Melbourne to share its self exclusion lists to the following entities for the nominated purpose to move from

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		<p>an 'opt in' cross property self exclusion process to a mandatory cross property self exclusion process between Crown Melbourne and Crown Perth and to enhance responsible gaming measures with Betfair:</p> <ul style="list-style-type: none"> - Burswood Nominees Limited to facilitate a self exclusion program at the Crown Perth Casino and entertainment complex; and - Betfair Pty Ltd to cease promotion and market to self excluded individuals. <p>This is conditional on the person self excluding being advised as part of the self exclusion form to have:</p> <ul style="list-style-type: none"> a) been advised of the purposes for which the information will be used, and b) consented to the release of this information for the purposes identified.
Community Engagement Group	30 October 2018	<p>Sonja Bauer met with Anna Bardsley on 30 October 2018 to discuss her interest as Chairperson and to present the Confidential Draft of the Community Engagement Group Charter. Ms Bardsley undertook to provide her decision later in November 2018. Anna subsequently declined to take up the offer.</p>
Gambling Harm Awareness Week	8 – 12 October 2018	<p>GHAW was delivered as part of a state wide initiative supported by industry, government and the community and led by the VRGF and is designed to encourage community discussions about why gambling harm matters.</p> <p>Crown Melbourne has supported this initiative since its inception in 2006, previously known as Responsible Gambling Awareness Week.</p> <p>This year Crown Melbourne supported the week with customer and employee communications and events, including a special afternoon tea at Groove Bar on Wednesday 10 October, which was well attended by stakeholders, Executive, management, employees and patrons. Crown Resorts Limited non-executive Director, Prof. John Horvath, was guest speaker at this event.</p> <p>For patrons, a staffed GHAW booth was located on the main gaming floor while employees had access to an information desk outside ID's, as well as the opportunity to participate in a competition via the employee kiosk, ERIKA. This attracted 779 entries, which is considered excellent.</p>

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Play Periods – introduction of Splunk dashboard	November 2018	Crown Melbourne Responsible Gaming department has continued to work with IT to develop a more operationally focussed dashboard using ‘Splunk’, and ultimately, an “Application” based alert and recording system that is expected to integrate with the existing recording database. The Responsible Gaming department is now using the dashboard reporting with User Acceptance Testing continuing in order to refine the reporting as necessary.
Australasian Casino Responsible Gaming Forum	20 November 2018	Attendance at the Australasian Casino Responsible Gaming Forum, which precedes the National Association for Gambling Studies Conference and is attended by Australasian casino executives with a responsible gaming portfolio, as well as the Australasian Gaming Council. The General Manager Responsible Gaming (Perth), Responsible Gaming Operations Manager (Melbourne), and Group General Manger Responsible Gaming attended this Forum.
National Association for Gambling Studies (NAGS)	21 – 23 November 2018	Attendance at the National Association for Gambling Studies (NAGS), Brisbane, 21 – 23 November 2018. The General Manager Responsible Gaming (Perth), Responsible Gaming Operations Manager (Melbourne), and Group General Manger Responsible Gaming attended this conference. Presentations, papers and research updates spanned a range of topics. The conference theme was <i>‘New perspectives and practice: Insights from gamblers, treatment providers, government, industry, community services, and academia’</i> . Presentations and panels covered a range of information and topics.
Employee Awareness Campaign	December 2018	A new Employee Awareness Campaign commenced at Crown Melbourne in December 2018. The campaign includes the rollout of the pocket-sized cards (depicted below) containing information on Responsible Gaming for employees. The campaign commenced with cards now handed out at employee Induction, and at briefings and musters in December, followed by information in Frontline in January 2019.

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Victorian Responsible Gambling Foundation (VRGF) – Interim CEO visit	12 December 2018	The VRGF Interim CEO, Janet Dore, visited Crown Melbourne on 12 December 2018, including the Responsible Gaming Support Centre, and met with senior Crown Melbourne management.
Cross Property Self Exclusion	1 January 2019	Following approval from the VCGLR and Department of Local Government, Sport and Cultural Industries (WA), on 1 January 2019, Crown Melbourne and Crown Perth commenced the mandatory cross property self exclusion process. Additionally, Betfair Pty Ltd will cease promotion and marketing to Crown Melbourne and Crown Perth self excluded individuals.
Time Out program	1 January 2019	Following the successful trial and implementation of the Time Out program in Melbourne, Perth introduced the program to coincide with the implementation of Cross Property Self Exclusion on 1 January 2019.
Panel Discussion at the Gaming, Racing and Wagering Conference	26 February 2019	The Group General Manager Responsible Gaming participated in a Panel Discussion at the Gaming, Racing and Wagering Conference held in Brisbane on 26 February 2019. The details are as follows: <i>Responsible Gambling (RG) – Assessing the importance of healthy and responsible players for your business</i> Panelists: Nadine Grinblat, Chief Executive, Australasian Gaming Council; Sonja Bauer, Group General Manager of Responsible Gaming, Crown Resorts; Dylan Pickering, PhD Candidate & Research Assistant, Gambling Treatment & Research Clinic, The University of Sydney Moderator: Chris Muir, Chief Executive Officer, The Gaming Technologies Association
Responsible Gaming Advisory Panel	April 2019	The establishment of the Crown Resorts Responsible Gaming Advisory Panel (the Panel) is progressing. Prof. Alex Blaszczyński has agreed to Chair the Panel. Prof. Blaszczyński visited Crown Melbourne in April (and briefly in May) to undertake some initial meetings to familiarise himself with Crown Melbourne's operations and to provide feedback on the progress of the s25 Recommendations and the Crown Model.

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		<p>Additionally, Barry Felstead and Prof. John Horvath have met with two other proposed Panel members, Ass. Prof. Paul Delfabbro and Prof. Lia Nower and have recommended their appointment as members of the Panel, which was settled at the Crown Resorts Responsible Gaming Committee Meeting on 3 April 2019. All appointments have now been ratified and a first meeting is in the process of being scheduled.</p>
Additional Responsible gaming staff	May 2019	Commencement of employment of five additional Responsible Gaming Liaison Officers (completed over a six month period).
Victorian Responsible Gambling Foundation (VRGF) –CEO visit	28 May 2019	Following his appointment as CEO of the Victorian Responsible Gambling Foundation, Shane Lucas is scheduled to visit Crown Melbourne on 28 May 2019 to meet with Crown Senior Management and for a tour and presentation on Responsible Gambling.
VCGLR CEO and Commissioners visit	30 May 2019	On 30 May 2019 VCGLR CEO and Commissioners attending Crown Melbourne for a tour and visit to the RG Centre
Deputy Secretary of the Department of Justice	26 June 2019	On 26 June 2019 Deputy Secretary of the Department of Justice, Simon Cohen, and Community Safety (and staff) participated in a property tour including visiting the RG Centre and meeting with the Group General Manager of Responsible Gaming
Cross Property Self Exclusion	1 July 2019	Effective 1 July 2019, patrons can now select the minimum number of years (1, 2 or 3) after which they may apply for revocation (with one year being the minimum), subject to all terms and conditions being satisfied (e.g. 12 months breach free), when applying to be Self Excluded. Patrons may elect to have their Self Exclusion automatically rescinded after a period of 7 years.
Change of title and logo	1 July 2019	From 1 July 2019, the title of the Responsible Gaming Liaison Officer was changed to Responsible Gaming Advisor. The Responsible Gaming logo and tag line/RG message was changed, with the new message representing the three pillars of RG 'Awareness Assistance Support'

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		<ul style="list-style-type: none"> ➤ Awareness – supporting harm minimisation by building awareness of responsible gaming programs and services for staff and customers; ➤ Assistance – contributing to harm minimisation by providing assistance to customers in managing their gaming behaviours; and ➤ Support - delivering a supportive environment where the potential for harm is minimised and a culture of responsible gaming support is embedded in the organisation.
Time Out	1 July 2029	Effective 1 July 2019, Patrons may now select either a three-month or six-month Time Out period. Time Out is offered as an alternative option to Self Exclusion, but only if a patron declines Self Exclusion.
Third Party Exclusion (TPE)	1 July 2020	A TPE Process has been implemented at Crown Melbourne, with the TPE application forms now available to customers on the Crown Melbourne website, or directly from the Responsible Gaming Centre.
Research presentation	6 September 2019	Ms Simone Rodda from The University of Auckland, one of the principal researchers and authors of the report ' <i>A brief intervention to support gamblers to stick to their limits in EGM venues: an exploratory study</i> ', attended Crown Melbourne to deliver a presentation summarising the report. Crown Perth and Crown Melbourne Responsible Gaming staff participated in this interactive session, which was extremely well received. Crown Melbourne participated in the study, the subject of the report, which was also highlighted in the previous meeting's Environmental Scan.
Your Play	September 2019	Crown Melbourne participated in the State-wide YourPlay day held 26 September 2019. Crown Melbourne extended this promotion to four days. YourPlay day/s seek to promote YourPlay to gaming machines players as a tool to budget and keep track of their play.
Gambling Harm Awareness Week	7 – 13 October 2019	Crown Melbourne participated in a range of activities relating to Gambling Harm Awareness Week (GHAW), which was held between 7 and 13 October 2019. Responsible Gaming staff attended various events including the launch event held at

Initiative/Activity	Date of implementation	Information
		<p>The Wheeler Centre on 7 October 2019, which included a Panel discussion entitled 'I thought it was just me' – Fighting stigma with the talking cure'.</p> <p>GHAW was delivered as part of a State-wide initiative supported by industry, government and the community and led by the Victorian Responsible Gambling Foundation (VRGF). It is designed to encourage community discussions about why gambling harm matters.</p> <p>Crown Melbourne has supported this initiative since its inception in 2006, which was previously known as Responsible Gambling Awareness Week.</p> <p>This year Crown Melbourne supported the week with customer and employee communications and events, including a special afternoon tea at Groove Bar on Thursday 10 October, which was well attended by stakeholders, Executive, management, employees and customers. Crown Resorts Limited non-executive Director, Professor John Horvath, was the guest speaker at this event.</p> <p>For customers, a staffed GHAW booth was located on the main gaming floor while employees had access to an information desk outside IDs, as well as the opportunity to participate in a competition via the employee kiosk, ERIKA. This attracted 1623 entries, a 108.3% increase on last year at 779 entries.</p>
Australasian Casino Responsible Gaming Forum	3 December 2019	Crown chaired the Australasian Casino Responsible Gaming Forum, which precedes the National Association for Gambling Studies Conference (see below) and is attended by Australasian casino executives with a responsible gaming portfolio, as well as the Australasian Gaming Council.
National Association for Gambling Studies (NAGS)	4 – 6 December 2019	<p>The General Manager Responsible Gaming (Perth) and Group General Manger Responsible Gaming attended this conference. Presentations, papers and research updates spanned a range of topics.</p> <p>The conference theme was 'Intersections: Where new technologies inform traditional practices'. Presentations and panels covered a range of information and topics. Of most interest were presentations in relation to responsible gaming staff training, self exclusion and the NSW Gambling Study.</p>
Advanced RG Training for Area Managers	February 2020	Commencement of Advanced RG Training for Gaming Area Managers ('Senior Manager Training')

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<p>Casino closure – Impact on Responsible Gaming and Re-opening activities</p>	<p>23 March 2020</p>	<p>The Responsible Gaming Departments at Crown Melbourne ceased customer facing operations upon the casino closures due to the COVID-19 pandemic, on 23 March 2020.</p> <p>During the period of closure:</p> <ul style="list-style-type: none"> ➤ The Responsible Gaming 1800 number diverts to the Responsible Gaming mobile, where the caller is greeted as follows (specific to the state they selected): <ul style="list-style-type: none"> ○ (Crown Melbourne) The Responsible Gaming Centre is currently closed. If you require assistance or information in relation to concerns with your gambling, please call Gambler’s Help on 1800 858 858. For inquiries in relation to the Crown Melbourne Responsible Gaming Centre, please email rgc@crownmelbourne.com.au For all other inquiries, please call 03 9292 8888/08 9362 7777 Please do not leave a voicemail as this will not be monitored. Thank you. ➤ The Responsible Gaming Centre (RGC) email and website state the following on the Responsible Gaming landing page: <ul style="list-style-type: none"> ○ The Responsible Gaming Centre is currently closed. If you require assistance or information in relation to concerns with your gambling, please call 1800 858 858 or www.gamblinghelponline.org.au/services-in-your-state/victoria For inquiries in relation to the Crown Melbourne/Crown Perth Responsible Gaming Centre, please email rgc@crownmelbourne.com.au / rgc@crownperth.com.au ➤ The RGC email is being monitored by the Group General Manager Responsible Gaming at Crown Melbourne, and queries and requests are responded to. ➤ Applications for revocation of self exclusion are being responded to with applicants being advised their application will not be completed until the casino re-opens. Correspondence with GH counsellors and report writers continues during this period by the Responsible Gaming Psychologists

Initiative/Activity	Date of implementation	Information
		<ul style="list-style-type: none"> ➤ Any Applications for Self Exclusion in this period are being treated as a remote application and relevant information is provided. ➤ Gambler's Help is operating during the period ➤ Self Exclusions that have an elected end date in the closure period are still subject to a revocation process.
RSG Training approval	9 April 2020	<p>On 9 April 2020, Crown received notice that on 26 March 2020, the VCGLR approved the RSG training courses for Crown Special Employees in accordance with sections 58B(1)(a) and 58B(1)(b) of the Casino Control Act 1991 (Vic).</p> <p>In considering the approval of the RSG training, the VCGLR determined that it would write to the VRGF advising that it would be beneficial to undertake further research on observable signs specific to the casino context.</p>
Australasian Casino Responsible Gaming Forum	30 June 2020	<p>Crown coordinated and chaired the Australasian Casino Responsible Gaming Forum on 30 June 2020. The forum is attended by Australasian casino executives with a responsible gaming portfolio, as well as the Australasian Gaming Council.</p> <p>Key discussion points included the re-opening of a number of member casinos in the preceding period.</p>
Responsible Gaming Advisory Panel	August 2020	<p>Work on the Responsible Gaming Advisory Panel's (Panel) review (submitted August 2020) of the Crown Resorts Responsible Gaming Framework and Strategy Report and associated Recommendations is continuing. A Working Group comprising the General Manager Responsible Gaming for each property and two of the Responsible Gaming Psychologists has been established, and a Work Plan developed, the <i>Responsible Gaming Advisory Panel Report - Recommendations Table</i> (appended). Meetings with the Panel and management are continuing.</p>
Appointment General Manager Responsible Gaming	20 August 2020	<p>Crown Melbourne determined that the position of leadership for Responsible Gaming for Crown Melbourne should be elevated to a General Manager role, which was appointed commencing 20 August 2020.</p>
Australasian Casino Responsible Gaming Forum	26 August 2020	<p>Crown coordinated and chaired the Australasian Casino Responsible Gaming Forum on 26 August 2020. The Forum is attended by Australasian casino executives with a</p>

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		responsible gaming portfolio, as well as the Australasian Gaming Council. As with the June 2020 meeting, key discussion points included the re-opening of all member casinos (with the exception of Crown Melbourne) in the preceding period.
Gambling Harm Awareness Week	19 - 25 October 2020	The Gambling Harm Awareness Week from 19 to 25 October 2020 focused on employees, and was conducted through the employee digital platform 'Workplace'. The campaign was seen by 1143 employees and over 600 participated in the survey style competition. Given that a large majority of Crown Melbourne employees were stood down in this period, the engagement was very positive.
Self Exclusion and Involuntary Exclusion Revocation process	November 2020	Crown Melbourne's review of the Self Exclusion and Involuntary Exclusion Revocation process and the Committee has been completed. The updates to the process and Charter align with Crown Perth's recent change following a similar review, achieving greater synergies across all Australian Resorts. These changes are supported by the RGAP.
Crown Melbourne Casino re-opening – Impact on Responsible Gaming	12 November 2020	<p>At the commencement of the limited reopening of Crown Melbourne's gaming operations (Electronic Gaming Machines and Electronic Table Games), from Thursday 12 November 2020, the Responsible Gaming Centre operated at all times that gaming was delivered, as well as some additional hours. Typically, this was from 0800hrs – 0000hrs, with a minimum of one Responsible Gaming Advisor (RGA) and three RGAs during gaming availability.</p> <p>As advised to the VCGLR, all RGAs returned to cover the full rostering requirements, once gaming commenced greater product availability and 24 hour opening times, from Wednesday, 25 November 2020.</p> <p>On re-opening, as was implemented at Crown Perth, the Responsible Gaming department initiated a patron survey. Salient information was gathered from customers accessing the Responsible Gaming Centre (through self exclusion and revocation follow ups, applicants for revocation of exclusion and general responsible gaming customer contact where appropriate). The purpose was to leverage the forced break from gambling that our customers have experienced, which provided Crown with a (possibly unique) opportunity to gain some practical understanding</p>

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		of how patrons managed themselves through this period of time. The survey collection ceased on 1 January 2021, 33 surveys were completed and will be reviewed.
Play Periods	December 2020	<p>'Play Periods' is the term employed to describe the policy and process in relation to the period of time a domestic customer is recorded as being in the casino from the first recorded event, and any subsequent action taken in relation to the length of time that customer is in the casino, combined with any 'time on device'. The predominant process measure for Play Periods is the record of Loyalty Program card events, however, employee observation is also utilised.</p> <p>Play Periods for all Australian Resorts have been reviewed and subsequently reduced. The maximum time a customer is permitted to be onsite gaming has been determined at 18 hours (down from 24 hours). The Responsible Gaming Department has set parameters where the team and Gaming departments are alerted to Play Periods exceeding 12 hours to allow for observation or intervention, as or when required.</p> <p>Changes to Play Periods have been implemented at both Crown Melbourne and Crown Perth.</p>
<i>Conducting Low Level Observations to Monitor Responsible Gaming initiative – Gaming Machines</i>	February 2021	The Gaming Machines department has commenced the <i>Conducting Low Level Observations to Monitor Responsible Gaming</i> initiative. All Gaming Machine employees are actioning and recording outcomes of customer observations that are considered low level potential problem gambling indicators. These are passed onto Responsible Gaming either contemporaneously depending on the level observed, or via electronic records within an agreed time frame.
Self Exclusion and Self Exclusion Revocation on-line	February 2021	Responsible Gaming has commenced the availability of Self Exclusion and Revocation Application forms via the Crown Melbourne webpage.
<i>Conducting Low Level Observations to Monitor Responsible Gaming initiative - Table Games</i>	March 2021	The Gaming Machines department has commenced the <i>Conducting Low Level Observations to Monitor Responsible Gaming</i> initiative. All Table Games employees are actioning and recording outcomes of customer observations that are considered

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		low level potential problem gambling indicators. These are passed onto Responsible Gaming either contemporaneously depending on the level observed, or via electronic records within an agreed time frame.