

PRIVATE AND CONFIDENTIAL

20 April 2021

Responsible Gaming Department – Resourcing and Remuneration Review

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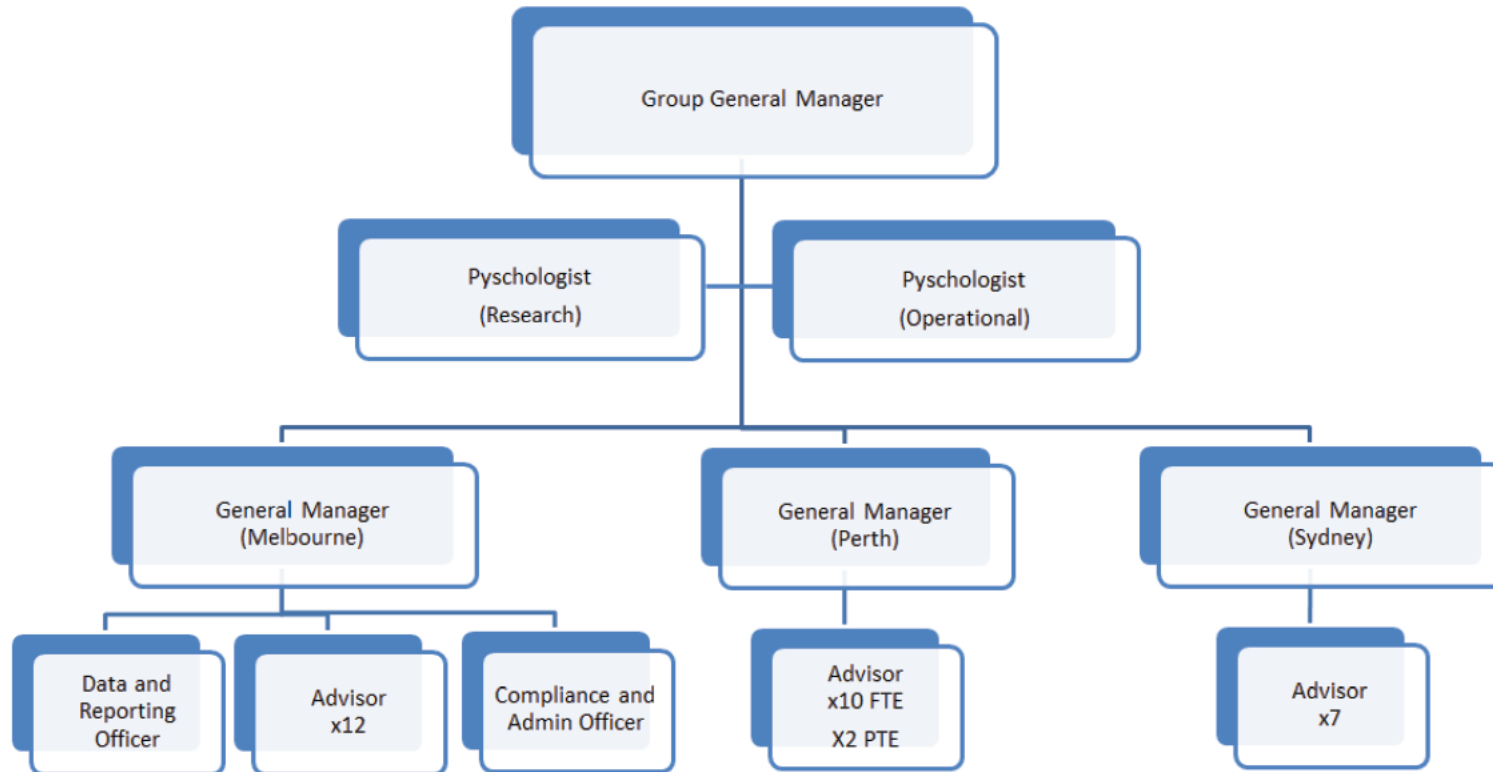
Rowan Cameron - General Manger Responsible Gaming, Sydney

This paper has been prepared at the request of the Crown Resorts Responsible Gaming Board Sub-Committee (**Committee**) on 14 April 2021; the purpose of the paper is to provide the Committee with the considered recommendations of the Responsible Gaming General Managers (**RGGMs**) and in consultation with Emeritus Professor Alex Blaszczyński. These resourcing and remuneration requirements are deemed vital by the RGGMs for the Responsible Gaming Department if we are to achieve world's best practice in Responsible Gaming.

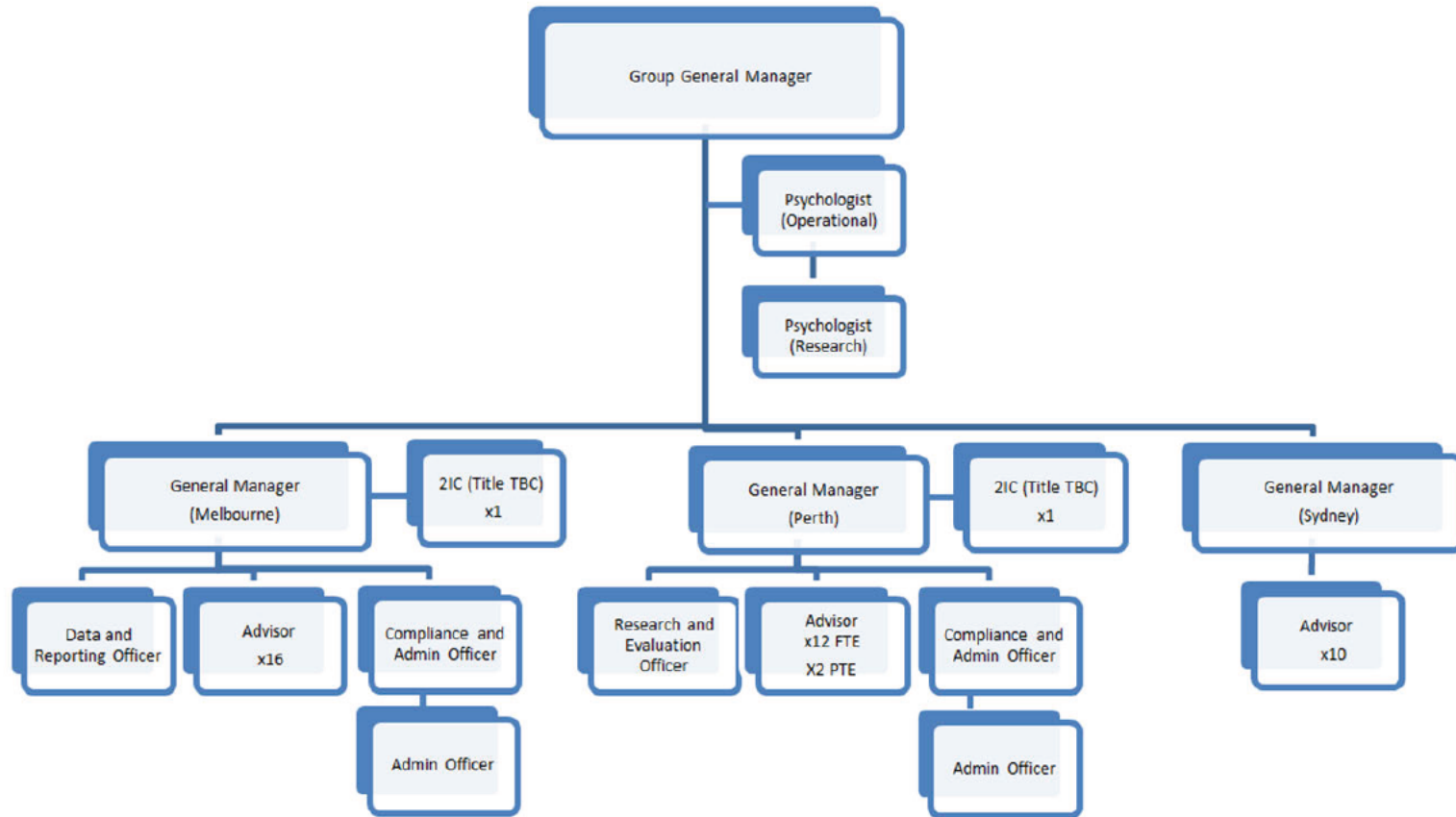
The paper is separated into three sections – Organisational Chart, Resourcing and Remuneration.

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ORGANISATIONAL CHART - EXISTING



ORGANISATIONAL STRUCTURE - PROPOSED



RESOURCING

Responsible Gaming Advisors (RGAs)

Crown Resorts is committed to providing programs and initiatives to minimise harm and problem gambling behaviours through the provision of timely and effective assistance for customers who seek help. This commitment extends to ensuring the Responsible Gaming Centres (RGC) are fully and appropriately staffed with specialist team members and subject matter experts who are available to provide support and assistance to customers 24 hours a day, seven days per week. To meet this commitment it is strongly recommended that RGA staffing levels be increased across all three properties.

An increase in Advisors will address two critical key objectives:

- 24/7 Coverage** - Providing sufficient staffing levels to ensure our 24/7 RG Centres are substantially resourced at all times to provide optimum service delivery at each property. Previously, operations and service delivery have been severely diminished and sometimes even suspended when staffing levels have been insufficient due to personal leave, sick leave and resignation of staff. Such deficits directly impact Crown's ability to substantiate its commitment to provide timely support and expert assistance to our customers seeking such. This also has a negative impact on our staff's health and wellbeing and decreased job satisfaction when operating under these conditions. In Perth, there have been numerous occasions where there has been only one Advisor on shift or the RGC has been required to close for significant periods due to profoundly insufficient staffing levels.
- Resourcing** - Ensuring greater staffing levels will allow Advisors to be available and present to immediately respond to and meaningfully engage with customers or family members requesting assistance and/or support, promptly attend to responsible gaming incidents and face-to-face interaction with staff reporting incidents or behaviours of concern. This increase will permit the Advisors significantly greater time on the floor with a heightened "ambassadorial presence" whilst proactively monitoring and observing customer behaviour and interaction with customers and staff.

Having a significantly greater floor presence reinforces our commitment to responsible gaming and harm minimisation practices whilst instilling a positive and proactive culture by normalising frequent interactions by Advisors and embedding responsible gaming practices in to day-to-day operations for all staff and our customers.

It is recommended the following increased staffing levels are adopted:

Property	Existing	Proposed Increase	Total	Total Per Shift
Melbourne	12	4	16	4
Perth	8	4	12	3
Sydney	7	3 (Timing to be confirmed)	10	2

Responsible Gaming 2IC (New)

Reporting to their GMRG, this role will be responsible for providing support to the GM and fellow RGAs by way of:

- Coaching and mentoring of new and existing team members;
- Evaluation of incidents to ensure consistent delivery of RG programs and services;
- Providing guidance and support to Advisors on complex customer matters;
- Responding to and assisting with critical incidents and crisis intervention;
- Briefing GM on customer matters that require escalation and decision making by GM;
- Identifying training and development opportunities for Advisors;
- Deliver training to key business units and identify opportunities to raise RG awareness;
- Liaise with other business units on daily operational matters and requirements;
- Responding to customer complaints;
- Manage roster and requests for leave;
- Assist GM with key projects as required.

This position will be operational, working across the 24/7 roster to maximize their exposure to all Advisors on shift.

It is recommended the following increased staffing levels are adopted:

Property	Existing	Proposed Increase	Total
Melbourne	0	1	1
Perth	1*	0	1
Sydney	0	0**	0

*Currently being performed by RGAs in Perth requires position title to be changed.

**Resourcing will be considered once operational, it is anticipated this role could be filled by promoting an existing RGA to the role with no requirement to backfill RGA FTE.

Administration Officer (New)

This role will work in concert with the existing Compliance and Administration Officer in Melbourne and Perth to provide administration support to the Advisors, operational efficiency and a highly functioning centre that meets all business and compliance requirements.

It is recommended the following increased staffing levels are adopted:

Property	Existing	Proposed Increase	Total
Melbourne	0	1	1
Perth	0	1	1
Sydney	0	0*	0

*Resourcing will be considered once operational, it is anticipated the Sydney RGAs will have capacity to service anticipated administration requirements within their role provided that there are two RGAs per shift.

Research and Evaluation Officer (New - Group)

Reporting to the GMRG (at home property) with direct liaison and input from the Working Ops Group (as with the Data Analyst Role), this role will work in concert with the Data Analytics and Reporting position to marry up ideas and evaluation constructs with relevant data for evaluation, including:

- Liaise with Working Ops Group to identify potential shortcomings in existing programs;
- Identify any gaps between current RG practices and best practice, and develop projects to better understand how to improve;
- Design and creation (in consultation with the Working Ops Group) of projects that will critically review and empirically evaluate the efficacy of Crown Resort's policies, practices and procedures;
- Ongoing review of RG data to identify where projects could be developed;
- Develop, implement and evaluate short and long term projects; and
- Provide comprehensive reports on the outcomes of evaluation that can potentially be delivered to conferences to establish Crown resorts as best practice in reviewing and updating RG practices.

It is recommended the following increased staffing levels are adopted:

Property	Existing	Proposed Increase	Total
Group	0	1	1

Group Psychologist – Operational (Existing)

It is our recommendation the role of the Melbourne-based Psychologists be formally recognised and subsequently retitled as Group Psychologists to reflect their current role, responsibilities and contribution. It is understood this may require approval from the VCGLR.

The Crown Resorts Responsible Gaming Psychologists deliver a number of initiatives as well as clinical oversight and a pragmatic consulting role to the business in all Responsible Gaming matters. Inclusive of, but not restricted to:

- A synergistic approach across all Crown Resorts properties to ensure a clinical overview of RG policies and practices (specifically) and general business initiative regarding harm minimisation;
- Active participation in critical RG meetings including Third Party evaluation and the Revocation Committee. Participation in all relevant meetings across Crown properties ensures a consistent clinical perspective on decision making in important matters relating to RG and Crown's customers; and

- Review of relevant research into gambling harm and other related research topics – through liaison with the RGGMs and other relevant business stakeholders – and translate those into operational action. (This research is compiled by the Research RGP).

These broad accountabilities enable a strategic approach that pre-empt demands that may be placed upon land based casinos, and ensures Crown Resorts properties establish a clear position in benchmarking what is best practice in RG.

Current resourcing levels to remain unchanged.

Group Psychologist – Research (Existing)

It is recommended this role has a change in reporting lines, currently reporting to the GGMRG, and instead shifting to the Operational Psychologists.

This part-time role primarily involves environmental scanning for relevant literature on gambling harm, and the collation of relevant research to be forwarded to the Operational RGPs. Other functions of this role include:

- Training Advisors on relevant aspects of gambling harm initiatives (e.g. provide updated behavioural indicators); and
- Informing RGGGM, RGGMs and Advisors on relevant research (distilled into meaningful information).

We recommend this position increases from 10 hours to 20 hours through the recruitment of a second psychologist who would be located in the Perth property to enable ease of Advisor training and other local aspects of their role.

It is recommended the following increased staffing levels are adopted:

Property	Existing	Proposed Increase	Total
Melbourne	1 (PTE = 10hrs pw)	0	3
Perth	0	1 (PTE – 10 hours pw)	1
Sydney	0	0	0

REMUNERATION

Adequate remuneration is recognised as an important component to reflect the value of each position and commensurate to the skills, qualifications and responsibilities of each role. Additionally, for reinforcing corporate culture and promoting the right behaviours within an organisation, whilst supporting the achievement of the organisation's strategic objectives. One of Crown Resort's clearly stated strategic objectives is the re-establishment of the business as achieving and maintaining world's best practice in Responsible Gaming.

There has been significantly greater investment in the past two years for achieving this standing through the gathering of external information and expertise, and RG Departments have responded in implementing this knowledge through a strategy that has introduced increased responsibilities, accountabilities and day-to-day activities for the department which will continue to develop over time.

Scrutiny of the RG Department remuneration identifies there is an alarming disparity compared to gaming department positions which we contend carry a lesser level of responsibility and job complexity compared to equivalent RG roles. The role of RG staff requires not only strong customer focus and service but a much broader skill-set involving crisis management, tactical negotiation and emergency response. It is not inaccurate to think of an RGA as "Area Manager and Medic combined". We contend that Crown needs to ascribe comparable remuneration for RG and gaming if it truly wants to reflect a substantial commitment to RG and to once again establish Crown properties as world leaders in Responsible Gaming. This will facilitate the attraction and retention of high-quality staff with the skills and professional qualities necessary for the complex and demanding requirements of RG roles.

To achieve the above stated goals including parity, the following remuneration packages are necessary:

Remuneration	Current TPV (Range)	Proposed TPV (Range)	Total Increase Based on Headcount	Gaming Remuneration Range
RG Advisor (Existing)	[REDACTED]	[REDACTED]	\$400k	TG Area Manager [REDACTED]
RG Advisor (Additional)	New position	[REDACTED]	\$1.0m	N/A
RG 2IC (Title to be determined)	New position	[REDACTED]	\$240k	TG Assistant Casino Manager [REDACTED]
RG Compliance and Administration Officer	[REDACTED]	[REDACTED]	\$10k	N/A
RG Administration Officer	New position	[REDACTED]	\$150k	N/A
RG Research and Evaluation Officer	New Position	[REDACTED]	\$120k	N/A
Data and Reporting Officer (Existing)	[REDACTED]	[REDACTED]	\$5k	N/A
Psychologist (Existing)	TBD		TBD	
Psychologist	New position	TBD	TBD	
General Manager	[REDACTED]	[REDACTED]	\$150	TG General Manager [REDACTED] GM General

				Manager [REDACTED] [REDACTED] Casino Manager [REDACTED]
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