



Crown Employee Experience Research

FINAL REPORT
August 2018





About the Report

This report summarises key insights from research undertaken to explore and understand the Crown Employee Experience (EX). The Crown EX is explored through understanding key factors that comprise and drive the experience of working at Crown for employees and the impact on critical outcomes, including the Customer Experience (CX). Importantly, insights are gleaned from employees across all business units (BUs) of both Crown Melbourne and Crown Perth.

Preliminary qualitative insights and rich quantitative insights are presented throughout the report, where possible using the language of employees from survey question responses and summarised open commentary.

Quantitative research findings are used to identify distinct segments of Crown employees, the Personal and Situational Factors that comprise the EX, as well as business-relevant Employee Responses to these factors. It is important to note that only significant Employee Responses are reported in these findings.

Qualitative research findings are used to identify indicative 'makers' (points of delight) and 'breakers' (points of pain) of employees' typical experiences, as well as opportunities to improve both the Crown EX and Crown CX.

Data analysis is conducted and findings provided for three sub-samples: All employees (the Total Sample), Crown Melbourne employees, and Crown Perth employees. Some statistically significant, but marginal differences exist in the findings across Crown Melbourne and Crown Perth.

The report is structured into key and detailed insights, including an appendix of findings by property, employee survey measures, segment comparisons at an item level, and suggested alternative Crown EX segment names. Additional appendices are provided separately, including an item catalogue and detailed content analysis results.



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01 Executive Summary



Crown Resorts engaged the Customer Experience and Insight (CXI) research group to better understand the working experience of its employees.

The research is guided by three core research objectives:

1

IDENTIFY EX SEGMENTS

including the unique size, profile, and any knowledge gaps

2

IDENTIFY CORE DRIVERS OF EX

including the relative importance and impact on CX Delivery

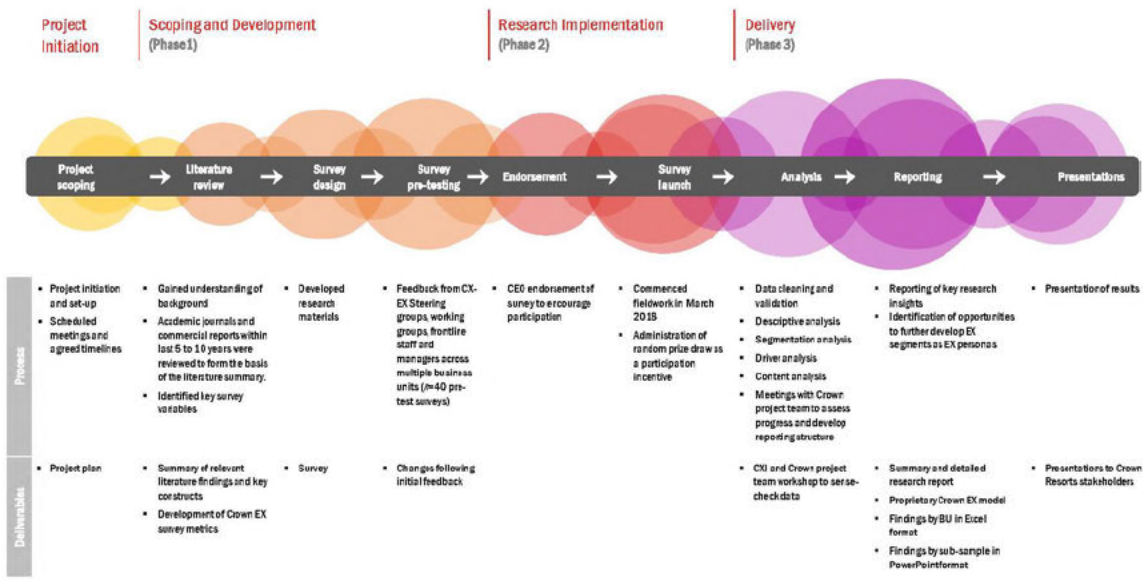
3

DEVELOP A PROPRIETARY EX MODEL

to track and improve EX, and ultimately CX, over time



The project commenced in March 2018 and employed a multifaceted research approach





EX survey measures Included Personal Factors and Situational Factors, as well as a number of Cognitive, Affective, and Behavioural Responses to the experience of working at Crown



Personal Factors are internal to the employee and, as such, cannot be directly controlled by Crown.

VALUE: Perceived value of employment in terms of benefits derived from working at Crown.

BALANCE: Perceived balance between Crown employment demands and the employee's personal life.¹

Situational Factors are external to the employee and directly within the control of Crown. These factors act as 'levers' through which Crown can attempt to generate desirable business outcomes.

CULTURE: Perceptions of communication, social interactions, and leadership style.

RESOURCES: Perceptions of resources, including adequate training and appropriate tools and technologies.

SPACES: Perceptions of the physical environment, including physical space, furniture and equipment, and facilities and amenities.

REWARDS: Perceptions of the rewards and benefits that employees receive in exchange for their work effort, including pay.

Employee Responses to the experience of working at Crown. These responses drive business outcomes such as profitability and customer satisfaction.

COGNITIVE: Thoughts, beliefs and ideas.

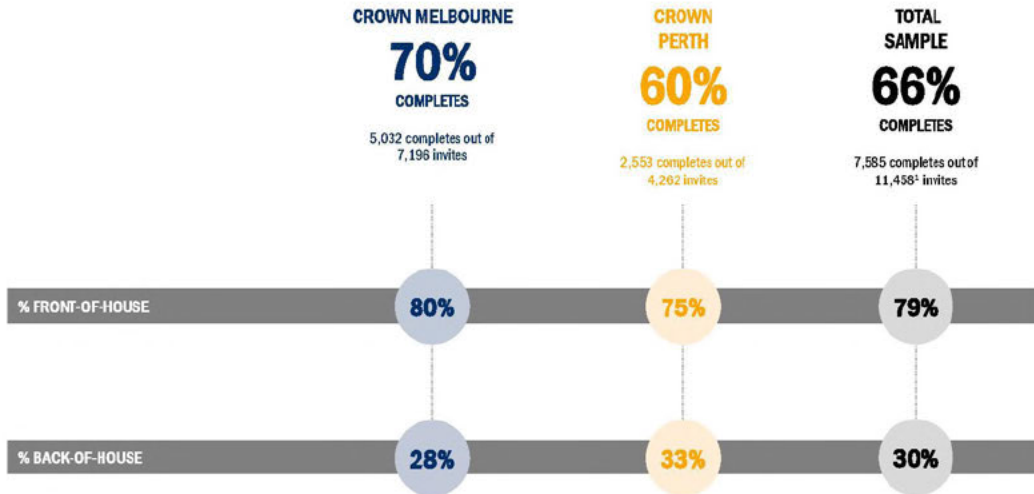
AFFECTIVE: Feelings or emotions.

BEHAVIOURAL: Acting a certain way.

Note: ¹Balance items are negatively worded so measures perceived/lack of work-life balance. See Appendix C for detailed list of survey measures and items.



The final EX survey sample comprised 5,032 Crown Melbourne employees and 2,553 Crown Perth employees, representing both front-of-house and back-of-house roles and a cross-section of employee subgroups



Note: The question to determine front of house and back of house (Q2.2: Which type of customers are you mostly in contact with?) allowed for multiple responses, with 9% of employees selecting both options. The final survey response rates represent a high statistical Confidence Interval (CI), or margin of error (1/1. and a 99% confidence level. It means when 80% of the survey sample agree with a statement, we can be 99% confident that the actual employee population figure is in the range of 77% to 83%. In other words, there is a very high level of confidence that the survey sample results very closely mirror that of the entire Crown employee population. *Final number of survey invitations after duplicate and invalid emails were removed; excludes Balfair, CrownBet, selected Crown Limited and Sydney employees.



Sample profile: Crown Business Units (BUs)

WORKARRANGEMENT					
CROWN MELBOURNE		CROWN PERTH		TOTAL SAMPLE	
n	Invited ¹	n	Invited ¹	n	Invited ¹
5,032	7,196	2,553	4,262	7,585	11,458
FULLTIME					
2,524	3,396	1,281	1,641	3,805	5,037
PARTTIME					
1,947	2,553	970	1,536	2,917	4,089
CASUAL					
561	1,247	302	1,085	863	2,332

BUSINESS CAREER LEVEL					
CROWN MELBOURNE		CROWN PERTH		TOTAL SAMPLE	
n	Invited ¹	n	Invited ¹	n	Invited ¹
5,032	7,196	2,553	4,262	7,585	11,458
EXEC/BOTTEAM/EGM/GM					
105	43	44	22	149	65
SENIOR MANAGER					
107	105	49	40	156	145
MANAGER/ASSISTANT MANAGER					
612	520	192	190	804	710
SENIOR TEAM MEMBER/SUPERVISOR					
554	2,463	341	1,271	895	3,734
TEAM MEMBER					
3,654	4,065	1,927	4,065	5,581	6,804

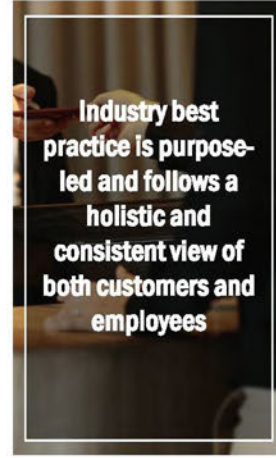
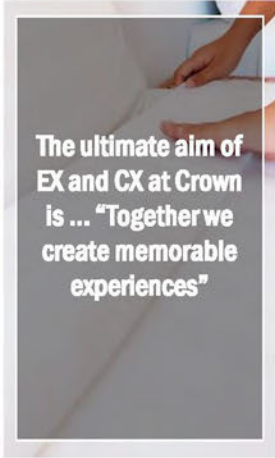
CROWN MELBOURNE BUs	n	Invited ¹
	5,032	7,196
Capital Club	2	12
Capital Projects	3	7
Casino Cage	60	159
Crown Food & Beverage	1,356	2,364
Crown Hotels	460	592
Crown Management	13	5
Crown Services	119	227
Finance	49	49
Gaming Machines	157	261
Human Resources	75	108
IT	97	121
Legal & Regulatory	25	31
Marketing	70	88
Other Corporate	41	1
Security & Services	105	267
Supply	23	51
Surveillance	39	76
Table Games	2,117	2,626
VIP Gaming	221	118

CROWN PERTH BUs	n	Invited ¹
	2,553	4,262
Cage & Count	56	97
Conventions	68	381
Crown Casual Staffing	29	206
Crown Food & Beverage	683	1,356
Crown Hotels	232	268
Entertainment	74	199
Executive Admin	10	16
Finance	42	39
Gaming Machines	128	160
Gaming Product	61	9
Human Resources	39	38
IT	45	57
Legal & Regulatory	12	28
Marketing	45	38
Property Services	164	203
Purchasing & Stores	15	39
Security	98	191
Surveillance	27	42
Table Games	668	827
VIP - Local	39	41
VIP - International	17	27

Note: The above tables present Total Sample and BU level data for Crown Melbourne and Crown Perth. However, the remainder of this report presents findings pooled across BUs. Detailed data tables for each BU are provided separately to this report. ¹Final number of survey invitations after duplicate and invalid emails were removed; excludes Betfair, Crown Bet, selected Crown Limited and Sydney employees.



Organisations typically focus on the experiences they create for employees by BU. However, Industry best practice and the findings of this research suggest a more comprehensive perspective based on unique EX segments





Crown employees are generally positive about the experience of working at Crown¹

Employees generally view their experience of working at Crown as positive (79%) and are Proud (78%) to be employed by Crown. There are some small differences between Crown Melbourne and Crown Perth, with levels of Belonging and being Committed lower at Crown Perth.

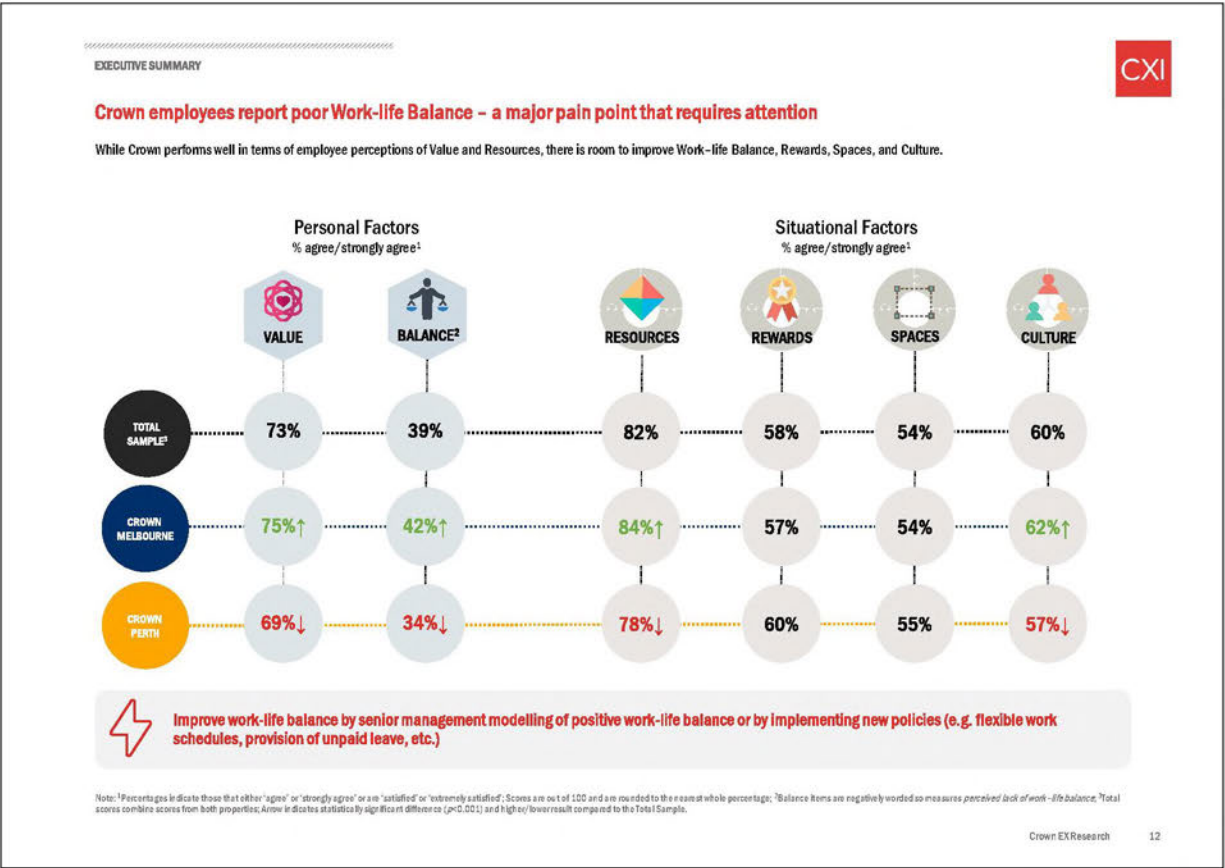
		TOTAL SAMPLE ²	CROWN MELBOURNE	CROWN PERTH
		% agree/strongly agree ³		
	COGNITIVE			
	Positive Employee Experience	79%	81%↑	75%↓
	Overall Satisfaction	74%	76%	72%
	AFECTIVE			
	Proud	78%	80%↑	75%↓
	Happy	77%	78%↑	74%↓
	BEHAVIOURAL			
	Belonging	63%	67%↑	56%↓
	Committed	72%	75%↑	66%↓
	Work Performance	94%	95%	93%
	Adaptability	94%	95%↑	92%↓
	Discretionary Effort	85%	86%	84%
	Job-seeking	17%	18%	17%

LIKELIHOOD TO RECOMMEND CROWN AS A PLACE TO VISIT (NPS)			
	TOTAL SAMPLE ²	CROWN MELBOURNE	CROWN PERTH
Mean ⁴	8.1	8.1	8.0
Promoters	50%	50%	50%
Passives	32%	33%	31%
Detractors	17%	17%	19%
NPS	+33	+33	+31

LIKELIHOOD TO RECOMMEND CROWN AS A PLACE TO WORK (ENPS)			
	TOTAL SAMPLE ²	CROWN MELBOURNE	CROWN PERTH
Mean ⁴	7.5	7.6	7.2
Promoters	40%	40%	39%
Passives	32%	34%↑	29%↓
Detractors	28%	26%↓	32%↑
ENPS	+12	+14	+7
Benchmark ⁵	-23		

Investigate reasoning for differences between Crown Perth and Crown Melbourne. Where possible, learn from what works, what doesn't, and translate across properties

Notes: ¹A benchmark ENPS of -23 was obtained from a national Australian sample of employees via the CXI Omnibus Survey (March, 2018). ²Total scores combine scores from Crown Melbourne and Crown Perth. ³Percentages indicate those employees who either 'agree' or 'strongly agree' or are 'satisfied' or 'extremely satisfied'. Scores are out of 100 and are rounded to the nearest whole percentage. ⁴NPS and ENPS scores give them a means on an 11-point scale; Arrow indicates statistically significant difference (p<0.001) and Higher/Lower result compared to the Total Sample.

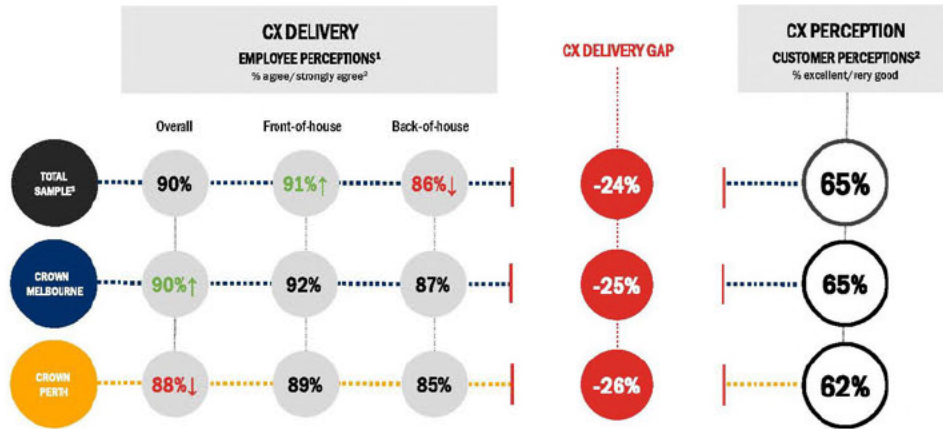


While Crown performs well in terms of employee perceptions of Value and Resources, there is room to improve on employee perceptions of Work-life Balance, Rewards, Spaces, and Culture



The gap that exists between employee and customer perceptions signals room to improve CX

Employees rate their delivery of CX higher than customers rate their experience of CX at Crown. There may also be a gap between what employees and customers perceive to be 'memorable experiences'.



Investigate and understand how and why employees and customers differ in their perception of CX Delivery. Particular attention should be paid to understanding the notion of 'memorable experiences' for both employees and customers

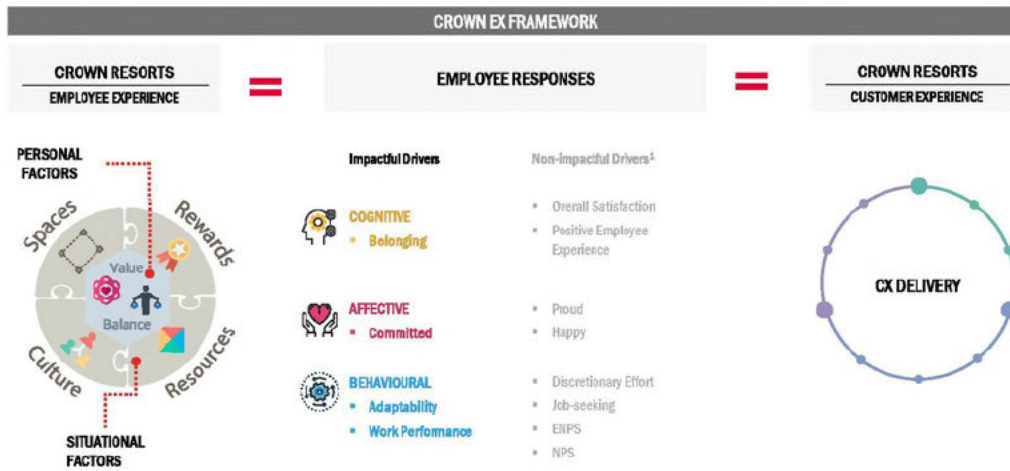
Note: Percentages indicate those who 'agree' or 'strongly agree'; scores are out of 100 and are rounded to the nearest whole percentage. Total score combines scores from both properties. ¹Employees' role in Crown's CX Delivery was assessed using a composite of two items, 'My job has an impact on the Crown customer experience' and 'I create memorable experiences with Crown customers'; ²Data collected from Crown customers as part of the ongoing Crown CX tracking survey over the period 1 April 2018 to 31 June 2018. Percentages indicate those who rated their overall experience as 'excellent' or 'very good'. Arrow indicates statistics by significant difference (p<0.001) and higher/lower result compared to the Total Sample.

The majority of employees see their role as related to and impactful on CX Delivery at Crown, but a gap exists between employees' perceptions of CX Delivery at Crown and customers' perceptions of the Crown CX



Only four drivers have a direct impact on employee perceptions of CX Delivery at Crown

The four EX factors that drive CX Delivery are Adaptability, Committed, Belonging, and Work Performance, with Adaptability the most impactful.



Understand what drives Adaptability for each EX segment, and foster Adaptability among all employees to significantly enhance CX Delivery

Note: ¹Seven of the 12 cognitive, affective, and behavioural constructs are measured in the driver analysis to determine the impact of each on CX Delivery; the remaining five constructs cannot be used in the driver analysis as they are single-item measures.



Adopting a company-wide approach that centers on EX segments aligns Crown with best-practice, providing a holistic and consistent view of employees

Five unique Crown EX segments based on employee motivations exist, with some segments skewed towards particular Crown BUs.



Bring the EX segments to life to transition from a BU or state-based approach to a company-wide mindset

Note: EX segment names draw on both quantitative and qualitative findings.

Ordered from largest to smallest



Employment motivations drive the EX segments

Aspiring Careerists are highly motivated, whereas Disenchanted Leaders are not motivated by 'Planning how to get ahead', 'Developing new knowledge or skills', 'Developing new skills to cope with changes in my field', or 'Opportunities to socialise at work'.

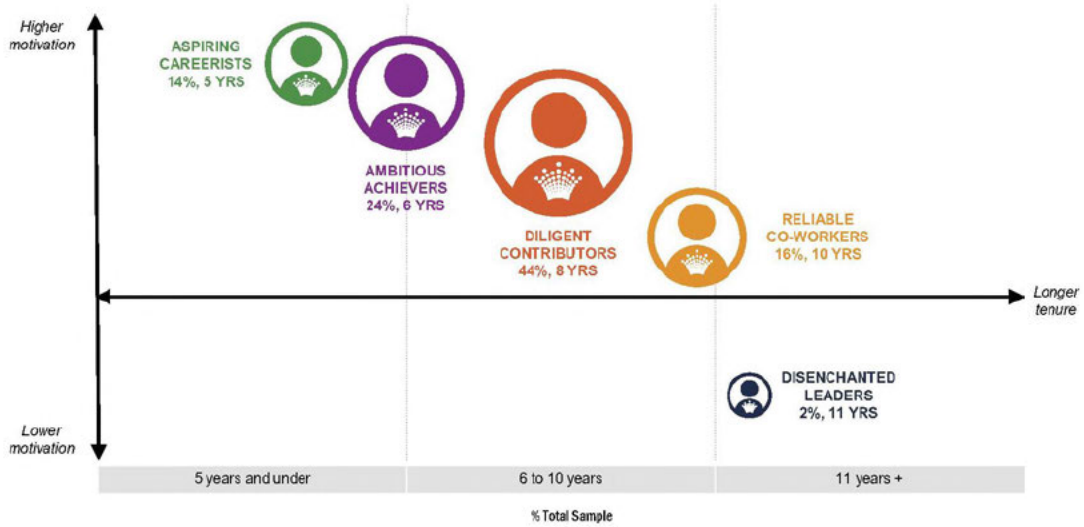
LEGEND		DILIGENT CONTRIBUTORS	AMBITIOUS ACHIEVERS	RELIABLE CO-WORKERS	ASPIRING CAREERISTS	DISENCHANTED LEADERS
MOTIVATED BY ✓	NOT MOTIVATED BY ✗					
Motivations	Finding a job I am well suited for		✓		✓	
	Finding a job that really interests me		✓		✓	
	Planning how to get ahead in my established field of work			✗	✓	✗
	Developing new knowledge or skills to help me improve in my work	✓	✓		✓	✗
	Developing new skills to cope with changes in my field		✓	✗	✓	✗
	Opportunities to socialise at work	✗	✗	✗	✓	✗
	Work-life balance	✓	✓	✓	✓	
	Flexible working arrangements				✓	

 **Work-life Balance is a motivator for almost all EX segments, reinforcing the need to focus on this pain point in order to improve the EX and CX Delivery**



There is a relationship between employee motivations and Crown employment tenure

EX segments with a shorter Crown employment tenure are more highly motivated to work



Tap into these motivators, particularly Work-life Balance and developing knowledge and skills to encourage employees to deliver memorable experiences



Cognitive, Affective and Behavioural Responses are below the average for Disenchanted Leaders and Reliable Co-Workers

The perceived CX Delivery score is high for every EX segment, with Disenchanted Leaders reporting the lowest CX Delivery score.

		TOTAL SAMPLE ¹	DILIGENT CONTRIBUTORS	AMBITIOUS ACHIEVERS	RELIABLE CO-WORKERS	ASPIRING CAREERISTS	DISENCHANTED LEADERS
		% agree/strongly agree ²					
	COGNITIVE						
	Belonging	63%	63%	68%↑	49%↓	75%↑	28%↓
	Positive Employee Experience ³	79%	80%	81%	70%	84%	79%
	Overall Satisfaction ³	74%	77%	76%	66%	78%	49%
	AFFECTIVE						
	Committed	72%	74%↑	76%↑	58%↓	78%↑	33%↓
	Proud ³	74%	75%	74%	67%	82%	74%
	Happy ³	77%	78%	80%	66%	83%	45%
	BEHAVIOURAL						
	Work Performance	94%	96%↑	97%↑	87%↓	96%	76%↓
	Adaptability	94%	95%↑	97%↑	87%↓	95%	77%↓
	Discretionary Effort ³	85%	86%	91%	70%	91%	57%
	Job-seeking ³	17%	16%	20%	12%	20%	19%
	CX Delivery	90%	91%	92%↑	82%↓	93%↑	69%↓



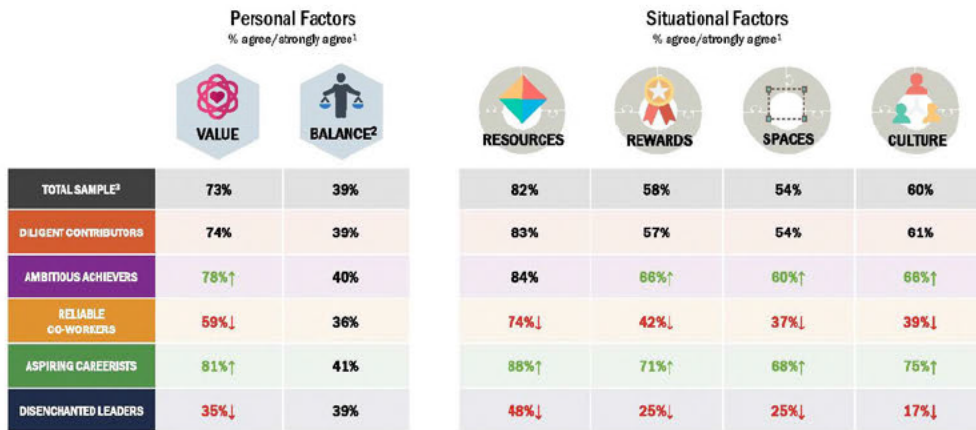
Understand the drivers of CX Delivery for each EX segment to improve their employment experience

Note: ¹Total scores combine scores from both properties; ²Percentages indicate those that either 'agree' or 'strongly agree'; Scores are out of 100 and are rounded to the nearest whole percentage; ³Non-impacts driver of CX Delivery; Arrow indicates statistically significant difference (p<0.001) in higher/lower result compared to the Total Sample.



Work-life Balance is the only Personal Factor rated similarly across all EX segments

Disenchanted Leaders and Reliable Co-Workers rate the Personal and Situational Factors consistently lower compared to the other segments.



LEGEND:
■ SIGNIFICANTLY HIGHER
■ SIGNIFICANTLY LOWER

Understand what Work-life Balance looks like for each EX segment to identify ways to improve

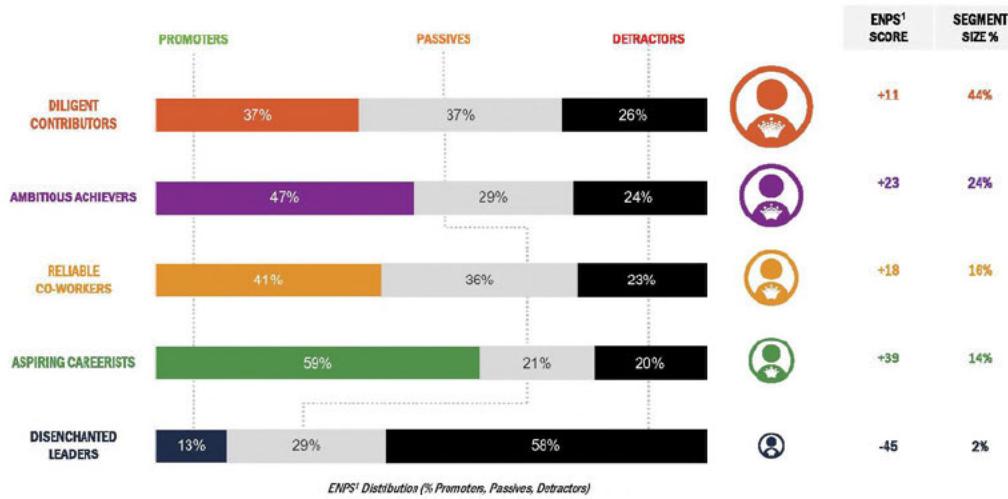
Note: ¹Percentages indicate those that either "agree" or "strongly agree" or are "satisfied" or "extremely satisfied". Scores are out of 100 and are rounded to the nearest whole percentage. ²Balance items are negatively worded so increases represent lack of work-life balance. ³Total scores combine scores from both properties. Arrow indicates statistically significant difference (p < 0.001) and high/low result compared to the Total Sample.

While Crown performs well in terms of employee perceptions of Value and Resources, there is room to improve on employee perceptions of Work-life balance, Rewards, Spaces, and Culture



The likelihood of employees recommending Crown as a place to work is strong, with the exception of the largest EX segment, Diligent Contributors

Most EX segments have a net positive employee promoter score, with the exception of Disenchanted Leaders.



Deep-dive into Diligent Contributors to identify and understand what is driving the lower score and identify opportunities to improve their EX

¹Note: Total sample size= 7,585. ¹Also known as Likelihood to recommend Crown as a place to work.



Adaptability is the primary driver of CX Delivery across all EX segments

There is some variability in the drivers of CX Delivery across the five EX segments; After Adaptability, this is either Committed or Belonging.

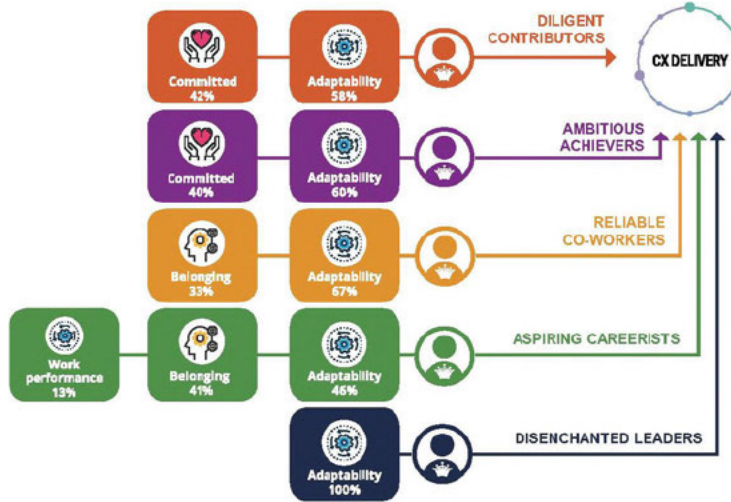
DEFINITIONS

Adaptability is a self-reported behavioural response measuring employee perceptions of their ability to adapt service delivery and provide high quality service to customers.

Committed is an affective behavioural response measuring employee feelings of being part of a team at Crown and that Crown provides a opportunity to develop a career.

Belonging is a cognitive response measuring employee feelings that they receive recognition for a job well done, feel part of the Crown community, and have a sense of security/stability in their job.

Work Performance is a self-assessed measure of employee productivity, work standard, and willingness to 'get the job done'.

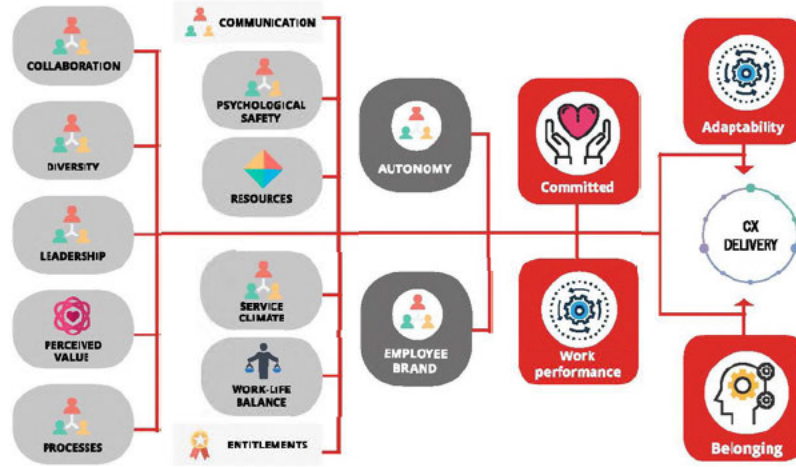


Review training and other methods that support and encourage Adaptability to focus on skills that help employees: adapt to meet unique customer needs, provide high service levels, and encourage knowledge sharing



The Crown proprietary EX model developed from this research can be tracked and validated over time, with comparisons to CX metrics

Ongoing measurement of core CX and EX metrics will enable direct comparisons and the ability to validate that these measures drive CX Delivery. Longitudinal data will also provide the opportunity to further understand how employees' transition from one EX segment to another.



Track core EX metrics on an annual basis, compare to CX metrics and implement more frequent 'pulse' checks



Aspects related to Culture and Rewards are frequently mentioned as areas for EX improvement

The most frequently mentioned opportunity to enhance Crown's EX includes management style and lifestyle benefits, whereas CX can be enhanced through customer communication and the food offering.

CULTURE	RESOURCES	REWARDS	SPACES
EX ENHANCEMENT OPPORTUNITIES			
<p>MANAGEMENT [Orange][Green][Green]</p> <p>Improved management, including more equitable treatment, better support and increased recognition</p> <p>BALANCE [Orange][Green]</p> <p>Improved work-life balance</p> <p>FLEXIBILITY [Orange][Green]</p> <p>Improved access to flexible working arrangements</p> <p>COMMUNICATION [Orange][Green]</p> <p>Better and more transparent communication across departments</p>	<p>STABILITY [Orange][Green][Green]</p> <p>Changes to time management processes, including access to time off, flexible working hours, and stable working hours</p> <p>FOOD [Orange][Green]</p> <p>Better food, including healthier options</p>	<p>LIFESTYLE BENEFITS [Orange][Green][Green]</p> <p>Better/more flexible benefits, including internal benefits (e.g. access to 24-hour gym) and external benefits (e.g. health insurance discounts, wider range of insurance discounts)</p> <p>DIRECT BENEFITS [Orange][Green][Green]</p> <p>Improved benefits, including free parking and better food</p> <p>PARKING [Orange][Green]</p> <p>Improved parking and reduced costs</p> <p>RECOGNITION [Orange][Green]</p> <p>Increase rewards and incentives for staff</p> <p>CAREER PROGRESSION [Orange][Green]</p> <p>Promotion opportunities</p>	
CX ENHANCEMENT OPPORTUNITIES			
<p>STAFF ATTITUDES [Orange][Green][Green]</p> <p>Encourage, support, and praise employee to have happier staff</p> <p>REDUCE PRESSURE [Orange][Green][Green]</p> <p>Reduce time pressures on staff to allow better service and more personalized attention</p> <p>FEEDBACK [Orange][Green]</p> <p>Encourage real-time customer feedback</p>	<p>COMMUNICATION [Orange][Green][Green]</p> <p>Improve consistency and depth of communication and information provision to customers</p> <p>TRAINING [Orange][Green][Green]</p> <p>Improve staff training and increase opportunities for training, development, and career progression</p>	<p>DIRECT BENEFITS [Orange][Green][Green]</p> <p>Benefits (e.g. parking, proximity to services) and services (e.g. tour guides around Crown property)</p>	<p>FOOD [Orange][Green][Green]</p> <p>Improved food quality, differentiated from nearby alternatives, cheaper</p> <p>RULES [Orange][Green][Green]</p> <p>Teach and enforce rules for customers so that all staff and customers</p> <p>FACILITIES [Orange][Green][Green]</p> <p>Improve physical spaces, especially around the casho areas (more seating, increase services and facilities, updated aesthetics)</p> <p>ACCESS [Orange][Green][Green]</p> <p>Improve access to rewards and information to both</p>

Other quick-wins can be identified by regularly asking employees for suggestions

- LEGEND:** [Orange] DILIGENT CONTRIBUTORS [Green] AMBITIOUS ACHIEVERS [Yellow] RELIABLE CO-WORKERS [Blue] ASPIRING CAREERISTS [Purple] DISENCHANTED LEADERS



Summary of Key Findings

Employee perceptions of working at Crown

- **Crown employees are generally positive about working at Crown.** However, a major pain point that requires attention is poor Work-life Balance.
- **Other aspects that require attention relate to culture and rewards,** which are frequently mentioned as areas for improvement.

The relationship between EX and CX

- **A gap exists between employee and customer perceptions of CX,** reinforcing that there is room to improve CX.
- **Four key drivers have a direct impact on employee perceptions of CX Delivery at Crown: Belonging, Committed, Adaptability, Work Performance.**

Focus areas to improve EX

- **Adopting a 'company-wide' approach that centers on EX segments** aligns Crown with best-practice, providing a holistic and consistent view of employees.
- **Both cognitive and affective responses are below average for Disenchanted Leaders and Reliable Co-Workers,** however, this does not appear to have a significant impact on CX Delivery.
- **Work-life Balance is the only measure that is rated similar (and low) across all segments.**
- **The likelihood of recommending Crown to work is strong.** That said, the largest EX segment, Diligent Contributors, are less likely than average to recommend Crown as a place to work.
- **Adaptability drives CX Delivery across all Crown EX segments.**
- **The Crown proprietary EX model developed from this research can be validated over time, with comparisons to CX metrics.**



Summary of Recommendations

Short term (next 6 months)

- **Investigate the cause of differences between Perth and Melbourne.** Consider adopting some Melbourne practices to make immediate improvements to Perth.
- **Develop strategies to improve Work-life Balance at Crown,** for instance with senior management modelling a positive work-life balance or by implementing new policies (e.g. flexible work schedules, provision of unpaid leave, etc.). Lead this by understanding what work-life balance looks like for each EX segment to identify ways to improve.
- **Other quick wins can be identified by regularly asking employees for suggestions.**

Medium term (6-12 months)

- **Bring the Crown EX segments to life across the business** to transition from a BU or state-based approach to a 'company-wide' mindset.
- **Investigate how and why employees and customers differ in their perception of CX Delivery.** Particular attention should be paid to understand the notion of 'memorable experiences'.
- **Fostering adaptability within employees will significantly drive CX Delivery.** Review training or other methods, to support adaptability, focusing on skills that help employees: adapt to meet unique customer needs, provide high service levels, and encourage knowledge sharing
- **Deep-dive into the Diligent Contributors segment** to investigate what is driving the lower score, and clarify opportunities to improve their employee experience.
- **Understand the drivers of CX Delivery for each EX segment** to prioritise efforts to improve their employee experience.

Long term (12+ months)

- **Track the core EX metrics on an annual basis and implement more frequent 'pulse' checks, comparing the results to CX.**



02 Research Overview



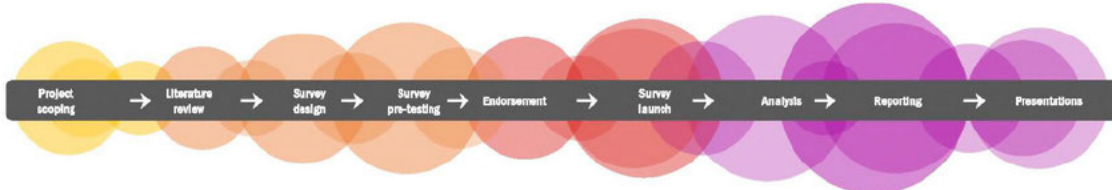
The Crown EX research project commenced in March 2018 and employed a multifaceted approach

Project initiation

Scoping and Development (Phase 1)

Research Implementation (Phase 2)

Delivery (Phase 3)



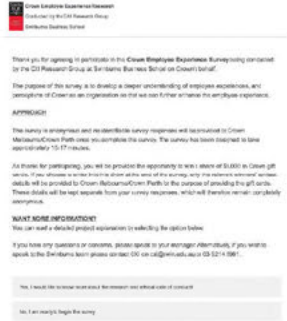
	Project scoping	Literature review	Survey design	Survey pre-testing	Endorsement	Survey launch	Analysis	Reporting	Presentations
Process	<ul style="list-style-type: none"> Project initiation and set-up Scheduled meetings and agreed timelines 	<ul style="list-style-type: none"> Gained understanding of background Academic journals and commercial reports within last 5 to 10 years were reviewed to form the basis of the literature summary. Identified key survey variables 	<ul style="list-style-type: none"> Developed research materials 	<ul style="list-style-type: none"> Feedback from CX-EX Steering groups working groups, frontline staff and managers across multiple business units (n=40 pre-test surveys) 	<ul style="list-style-type: none"> CEO endorsement of survey to encourage participation 	<ul style="list-style-type: none"> Commenced fieldwork in March 2018 Administration of random prize draw as a participation incentive 	<ul style="list-style-type: none"> Data cleaning and validation Descriptive analysis Segmentation analysis Driver analysis Content analysis Meetings with Crown project team to assess progress and develop reporting structure 	<ul style="list-style-type: none"> Reporting of key research insights Identification of opportunities to further develop EX segments as EX personas 	<ul style="list-style-type: none"> Presentation of results
Deliverables	<ul style="list-style-type: none"> Project plan 	<ul style="list-style-type: none"> Summary of relevant literature findings and key constructs Development of Crown EX survey metrics 	<ul style="list-style-type: none"> Survey 	<ul style="list-style-type: none"> Changes following initial feedback 			<ul style="list-style-type: none"> CXI and Crown project team workshop to sense-check data 	<ul style="list-style-type: none"> Summary and detailed research report Proprietary Crown EX model Findings by BU in Excel format Findings by sub-sample in PowerPoint format 	<ul style="list-style-type: none"> Presentations to Crown Resorts stakeholders

RESEARCH OVERVIEW



Survey Procedures

A focus on survey design and endorsement sought to maximise the response rate and ensure that employees were comfortable and encouraged to provide accurate and honest answers.



Design

The survey was designed to be visually appealing and engaging using aesthetic features (e.g. colour, imagery), varying question response options (e.g. simple lists, matrix tables, and sliding scale bars), and page breaks. In terms of flow, the survey was structured in sections using blocks of similar questions.



Endorsement

The EX survey was promoted in advance of fieldwork, including brief details of the research (i.e. aims and objectives, the participation incentive, launch and close dates), the importance of participation, modes to complete the survey, confidentiality assurances, and how results will be shared. The survey was internally promoted using posters, newsletters, and the Intranet, as well as management and team briefings. In addition, all communications included endorsement from Crown's CEO.

Survey Procedures cont.

Pre-testing

The final survey was the result of previous versions developed through the process of pre-testing with a small sample of employees (n=40). The pre-test draw on the CX-EX Steering groups, working groups, frontline staff and managers across multiple business units. The purpose of pre-testing was to optimise the survey design, format, comprehension, flow, and logic.

Mode

The survey was self-administered, anonymous, and offered in a range of delivery modes to optimise sample coverage and allow employees to choose their preferred option. Dedicated time within employees' workday was also offered.

Timing

The survey period lasted one month from the launch date (16th April – 13th May) to ensure sufficient response time and coverage of different times of the day and days of the week. A reminder was issued to all Crown Melbourne and Crown Perth employees and supported by manager endorsement two weeks after launch (30th April).



Thank you for completing the Crown Employee Experience Survey.

To be entered into the prize draw, you will be asked to provide your contact details. These details will only be used for the prize draw and are not linked to your responses from the survey.

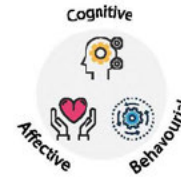
Should you win the prize draw, your contact details will be provided to Crown Melbourne/Crown Perth for the purpose of notifying you and providing the gift cards. Only winner's information is passed on.

Incentive

An incentive was provided to employees to motivate their awareness of the research and survey participation. A schedule of random prize draws was established throughout the survey period, and winners were provided a Crown gift card between the value of \$50-\$200. Across the survey period 50 winners were awarded a prize for a total prize value of \$3,350. Winners were contacted by email and their names were not published to maintain anonymity.



EX survey measurement included Personal Factors and Situational Factors, as well as Cognitive, Affective and Behavioural responses to the experience of working at Crown



Personal Factors are internal to the employee and, as such, cannot be directly controlled by Crown.

VALUE: Perceived value of employment in terms of benefits derived from working at Crown.

BALANCE: Perceived balance between Crown employment demands and the employee's personal life.¹

Situational Factors are external to the employee and directly within the control of Crown. These factors act as 'levers' through which Crown can attempt to generate desirable business outcomes.

CULTURE: Perceptions of communication, social interactions, and leadership styles.

RESOURCES: Perceptions of resources, including adequate training and appropriate tools and technologies.

SPACES: Perceptions of the physical environment, including physical space, furniture and equipment, and facilities and amenities.

REWARDS: Perceptions of the rewards and benefits that employees receive in exchange for their work effort, including pay.

Employee Responses to the experience of working at Crown. These responses drive business outcomes such as profitability and customer satisfaction.

COGNITIVE: Thoughts, beliefs and ideas.

AFFECTIVE: Feelings or emotions.

BEHAVIOURAL: Acting a certain way.

Note: ¹Balance items are negatively worded so measures perceived/lack of work-life balance. See Appendix C for detailed list of survey measures and items.



Survey Data Analysis

Phase 1

Preliminary data cleaning & validation

All self-reported survey data was subject to data cleaning (i.e. response outliers, incompletes, inaccurate information) and validation via statistical procedures.

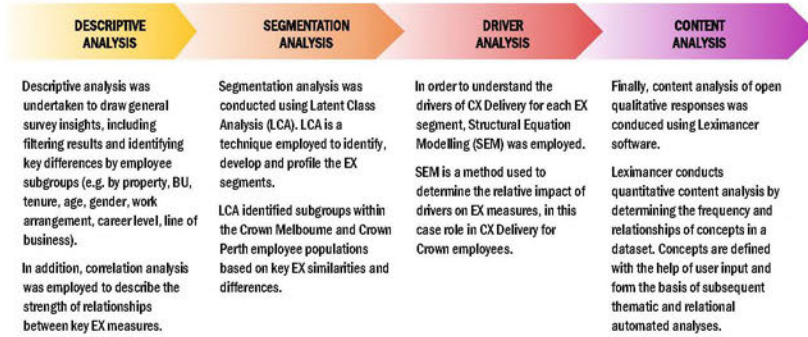
Self-reported demographic survey data were validated with tagged Human Resources demographic data.¹ The average accuracy across these data sources was over 90%. Therefore, employees' self-reported demographic data was deemed to be sufficiently accurate to be used in the main analysis and tagged HR data was not used.

90% of all surveys started were fully completed and any partially completed survey with >80% completed was retained. No systemic survey drop out point was identified and the majority of surveys not completed dropped out in the first 2-3 questions.

Phase 2

Main data analysis

Four main data analysis steps were undertaken: descriptive analysis, segmentation analysis, driver analysis, and content analysis. These analysis techniques were conducted across a number of employment characteristics (e.g. BU, location) to identify any unique EX subgroup differences.

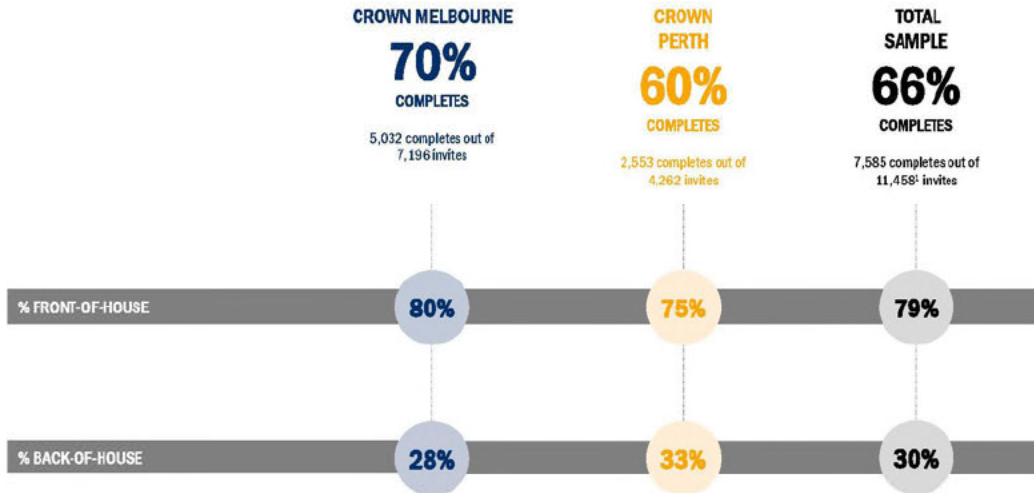


¹Note: Tagged Human Resources analytics data was able to be validated for 25% of employees of Crown Melbourne and 30% of Crown Perth.

RESEARCH OVERVIEW



The final EX survey sample comprised 5,032 Crown Melbourne employees and 2,553 Crown Perth employees, representing both front-of-house and back-of-house roles and a cross-section of employee subgroups



Note: The question to determine front-of-house and back-of-house (Q2.2: Which type of customers are you mostly in contact with?) allowed for multiple responses, with 9% selecting both options. The final survey response ratios represent a high statistical Confidence Interval (CI), or margin of error (+/- 1 and a 99% confidence level). This means where 80% of the survey sample agreed with a statement, we can be 99% confident that the actual employee population figure is in the range of 79% to 81%. In other words, there is a very high level of confidence that the survey sample results are very closely mirrored to that of the entire Crown employee population.² ¹Final number of survey invitations after duplicate and invalid emails were removed; includes Betpak, CrownBet, selected Crown Limited and Sydney employees.



Sample profile: Crown Business Units (BUs)

WORK ARRANGEMENT								
CROWN MELBOURNE			CROWN PERTH			TOTAL SAMPLE		
#	% of #	Invited ¹	#	% of #	Invited ¹	#	% of #	Invited ¹
6,032	100	7,196	2,653	100	4,262	7,685	100	11,458
FULLTIME								
2,624	50%	3,396	1,291	50%	1,641	3,805	50%	6,037
PARTTIME								
1,947	39%	2,553	970	39%	1,536	2,917	39%	4,089
CASUAL								
561	11%	1,247	302	12%	1,065	863	11%	2,332

BUSINESS CAREER LEVEL								
CROWN MELBOURNE			CROWN PERTH			TOTAL SAMPLE		
#	% of #	Invited ¹	#	% of #	Invited ¹	#	% of #	Invited ¹
6,032	100	7,196	2,653	100	4,262	7,685	100	11,458
EXEC/BD/TEAM/EGM/QM								
108	2%	43	44	2%	22	149	2%	65
SENIOR MANAGER								
107	2%	106	46	2%	40	166	2%	145
MANAGER/ASSISTANT MANAGER								
612	12%	620	192	8%	190	804	11%	710
SENIOR TEAM MEMBER/SUPERVISOR								
554	11%	2,463	341	13%	1,271	895	12%	3,734
TEAM MEMBER								
3,654	73%	4,065	1,927	75%	4,065	5,581	74%	6,804

AGE GROUP	AGE								
	CROWN MELBOURNE			CROWN PERTH			TOTAL SAMPLE		
	#	% of #	Invited ¹	#	% of #	Invited ¹	#	% of #	Invited ¹
<20	90	2%	117	46	2%	137	136	2%	254
20 - 29	1,806	37%	2,683	760	30%	1,673	2,626	36%	4,266
30 - 39	1,517	30%	2,268	921	32%	1,309	2,398	31%	3,667
40 - 49	961	19%	1,317	458	19%	640	1,419	19%	1,957
50 - 59	441	9%	668	325	13%	447	766	10%	1,106
60 +	105	3%	162	119	5%	155	224	3%	318

GENDER								
CROWN MELBOURNE			CROWN PERTH			TOTAL SAMPLE		
#	% of #	Invited ¹	#	% of #	Invited ¹	#	% of #	Invited ¹
6,032	100	7,196	2,653	100	4,262	7,685	100	11,458
MALE								
2,963	50%	4,301	1,380	53%	2,305	4,323	57%	6,606
FEMALE								
2,009	40%	2,895	1,153	45%	1,157	3,162	42%	4,852
UNDISCLOSED								
60	1%	N/A	40	2%	N/A	100	1%	N/A

Note: Total sample data is presented at BU level across Crown Melbourne and Crown Perth. However, BUs with a sample of less than 30 are not reported in order to ensure respondent anonymity. Detailed data tables for each BU are provided separately in this report. ¹Final number of survey invitations after duplicate and invalid email addresses removed; excludes Belfry, CrownBet, selected Crown Limited and Sydney employees.

The above tables present Total Sample and BU level data for Crown Melbourne and Crown Perth. However, the remainder of this report presents findings pooled across BUs.



Sample profile: Crown Business Units (BUs)

WORKARRANGEMENT					
CROWN MELBOURNE		CROWN PERTH		TOTAL SAMPLE	
n	Invited ¹	n	Invited ¹	n	Invited ¹
5,032	7,196	2,553	4,262	7,585	11,458
FULLTIME					
2,524	3,396	1,281	1,641	3,805	5,037
PARTTIME					
1,947	2,553	970	1,536	2,917	4,089
CASUAL					
561	1,247	302	1,085	863	2,332

BUSINESS CAREER LEVEL					
CROWN MELBOURNE		CROWN PERTH		TOTAL SAMPLE	
n	Invited ¹	n	Invited ¹	n	Invited ¹
5,032	7,196	2,553	4,262	7,585	11,458
EXEC/BOTTEAM/EGM/GM					
105	43	44	22	149	65
SENIOR MANAGER					
107	105	49	40	156	145
MANAGER/ASSISTANT MANAGER					
612	520	192	190	804	710
SENIOR TEAM MEMBER/SUPERVISOR					
554	2,463	341	1,271	895	3,734
TEAM MEMBER					
3,654	4,065	1,927	4,065	5,581	6,804

CROWN MELBOURNE BUs	n	Invited ¹
	5,032	7,196
Capital Club	2	12
Capital Projects	3	7
Casino Cage	60	159
Crown Food & Beverage	1,356	2,364
Crown Hotels	460	592
Crown Management	13	5
Crown Services	119	227
Finance	49	49
Gaming Machines	157	261
Human Resources	75	108
IT	97	121
Legal & Regulatory	25	31
Marketing	70	88
Other Corporate	41	1
Security & Services	105	267
Supply	23	51
Surveillance	39	76
Table Games	2,117	2,626
VIP Gaming	221	118

CROWN PERTH BUs	n	Invited ¹
	2,553	4,262
Cage & Count	56	97
Conventions	68	381
Crown Casual Staffing	29	206
Crown Food & Beverage	683	1,356
Crown Hotels	232	268
Entertainment	74	199
Executive Admin	10	16
Finance	42	39
Gaming Machines	128	160
Gaming Product	61	9
Human Resources	39	38
IT	45	57
Legal & Regulatory	12	28
Marketing	45	38
Property Services	164	203
Purchasing & Stores	15	39
Security	98	191
Surveillance	27	42
Table Games	668	827
VIP - Local	39	41
VIP - International	17	27

Note: Total sample data is presented at BU level across Crown Melbourne and Crown Perth. However, BUs with a sample of less than 30 are not reported in order to ensure respondent anonymity. Detailed data tables for each BU are provided separate to this report. ¹Final number of survey invitations after duplicate and invalid email addresses removed; excludes Betfair, CrownBet, selected Crown Limited and Sydney employees.

RESEARCH OVERVIEW



Sample profile: Crown Melbourne BUs

CROWN MELBOURNE BUs	n	% of n	Invited ¹
Capital Club	2	<1%	12
Capital Projects	3	<1%	7
Casino Cage	60	1%	159
Crown Food & Beverage	1,356	27%	2,364
Crown Hotels	460	9%	692
Crown Management	13	<1%	5
Crown Services	119	2%	227
Finance	49	<1%	49
Gaming Machines	167	3%	261
Human Resources	76	<1%	108
IT	97	2%	121
Legal & Regulatory	26	<1%	31
Marketing	70	1%	88
Other Corporate	41	1%	1
Security & Services	105	2%	267
Supply	23	<1%	61
Servillance	39	1%	76
Table Games	2,117	42%	2,626
VIP Gaming	221	4%	118

TABLE GAMES	n	% of n
Central MGF	310	15%
East/West MGF	403	19%
Level 1	129	6%
Mahogany (Ops)	239	11%
Mahogany Service	77	4%
WIP (Ops)	222	11%
Teak/Maple/Abium	446	21%
Poker/Party Pit	219	10%
Other	64	3%

GAMING MACHINES	n	% of n
VIP - Teak/Mahogany	33	21%
Riverside	4	3%
MGF	82	52%
Other	38	24%
VIP Gaming	221	4%

FOOD & BEVERAGE	n	% of n
Bars & Nightclubs	278	21%
Events & Conferences	104	8%
Gaming Floor/Room Restaurants	194	14%
Premium Restaurants	334	25%
Other Casual Restaurants	277	20%
Hotels	60	4%
Other	107	8%

HOTELS	n	% of n
Crown Metropol - Bell Desk, Pool & Gym	26	6%
Metropol Front Desk, Metropol Rooms Admin	28	6%
Crown Towers - Bell Services	64	14%
Crown Towers - Crown Spa, Gym & Pool, Health & Beauty	46	10%
Crown Towers - Laundry, Valet	39	9%
Crown Towers - Villas Division Incl. Housekeeping	29	6%
Crown Towers - Front Desk, Concierge, Rooms Admin	35	8%
Crown Towers - Crystal Club	18	4%
Promenade Front Office, Promenade Rooms Admin	22	5%
Promenade Bell, Promenade Leisure Centre	17	4%
Reservation Sales & Group Reservations	48	10%
Call Centre Services	36	8%
Room Sales, Catering Sales	26	6%
Crown Casual Staffing	6	1%
Other - Finance, Hotel Admin, Retail, Crown Gifts etc.	21	5%

Note: Total sample data is presented at BU level across Crown Melbourne and Crown Perth. However, BUs with a sample of less than 30 are not reported in order to ensure respondent anonymity. Detailed data to bios for each BU are provided separately to this report. ¹Final number of survey invitations after duplicate and invalid emails were removed; excludes Betfair, CrownBet, selected Crown Limited and Sydney employees.

RESEARCH OVERVIEW



Sample profile: Crown Perth BUs

CROWN PERTH BU	n	% of n	Invited ¹
CROWN PERTH BU	2,563		4,262
Cage & Court	56	2%	97
Conventions	68	3%	381
Crown Casual Staffing	29	1%	206
Crown Food & Beverage	683	27%	1,356
Crown Hotels	232	9%	268
Entertainment	74	3%	199
Executive Admin	10	<1%	16
Finance	42	2%	39
Gaming Machines	128	5%	160
Gaming Product	61	2%	9
Human Resources	39	2%	38
I.T	45	2%	67
Legal & Regulatory	12	<1%	29
Marketing	45	2%	38
Property Services	164	6%	203
Purchasing & Stores	15	1%	39
Security	98	4%	191
Surveillance	27	1%	42
Table Games	669	26%	827
VIP - Local	39	2%	41
VIP - International	17	1%	27

TABLE GAMES	n	% of n
TABLE GAMES	669	
Team 1 (Blue)	160	22%
Team 2 (Green)	166	25%
Team 3 (Red)	142	21%
Team 4 (Gold)	177	26%
Other	34	5%

GAMING MACHINES	n	% of n
GAMING MACHINES	127	
Gaming Machine Operations (Attendants)	39	31%
Gaming Machine Operations (Club Hosts)	36	28%
Riverside, Customer Service Specialists, Bus, & TAB	32	25%
Admin, Supervisor, & Management	20	16%

PROPERTY SERVICES	n	% of n
PROPERTY SERVICES	148	
Environmental services	94	64%
Wardrobe	38	26%
Engineering	16	11%

FOOD & BEVERAGE	n	% of n
FOOD & BEVERAGE	681	
Bars & Nightclubs	116	17%
Events & Conferences	47	7%
Gaming Floor/Room Restaurants	112	16%
Premium Restaurants	171	25%
Other Casual Restaurants	105	15%
Hotels	66	10%
Other	64	9%

HOTELS	n	% of n
HOTELS	232	
Promenade	26	11%
Metropol	59	25%
Towers	77	33%
Crystal Club & Villas	11	5%
Crown Spa	17	7%
Bell Services	21	9%
Hotel Sales	12	5%
Other	10	4%

Note: Total sample data is presented at BU level across Crown Melbourne and Crown Perth. However, BUs with a sample of less than 30 are not reported in order to ensure respondent anonymity. Detailed data tables for each BU are provided separate to this report. ¹Final number of survey invitations after duplicate and invalid emails were removed.



03 The Crown Employee Experience



Section Overview

Objective

Present general findings on the Crown EX, factors that influence EX, and drivers that impact employees' role in CX Delivery at Crown.

Overview

Following an extensive review of academic and industry-based EX literature, the Crown EX was defined as "an employee's perceptions of, and responses to, Situational and Personal Factors relating to their employment within Crown". A key outcome of the Crown EX is the employee's role in CX Delivery, which was a self-assessed survey measure.

Methods

In profiling the Crown EX, descriptive data analysis was undertaken to provide an overview of the Crown EX.

- Analysis of differences between Crown Melbourne and Crown Perth (provided in Appendix A) and BUs.
- Correlation analysis to describe the strength of the relationship between EX Responses and the key outcome variable of CX Delivery.

Insights

- Crown performs well in terms of employee perceptions of Value and Resources. However, there is room to improve perceptions of Work-life Balance, Rewards, Spaces, and Culture.
- Four key Employee Responses drive employee perceptions of CX Delivery at Crown (Belonging, Committed, Adaptability, and Work Performance).
- Belonging and Committed rate the lowest.
- A gap between employee and customer perceptions of CX exists.
- Limited differences exist across BUs and Crown Melbourne and Crown Perth.

Implications

- It is important for Crown to adopt a 'whole-of-business' mindset, rather than BUs, work location, or FOH/BOH.

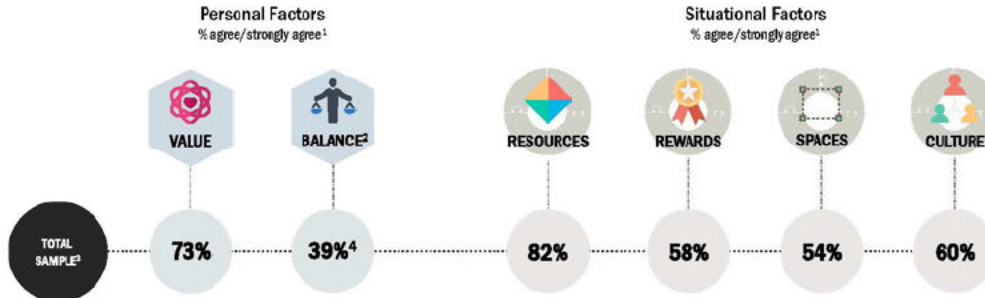
Opportunities

- Improve employee perceptions of Work-life Balance.
- Investigate how and why employees and customers differ in their perception of CX Delivery, in particular the creation of memorable experience.



Crown generally performs well in terms of Value and Resources, with room to improve on employee perceptions of Work-life Balance, Rewards, Spaces, and Culture

In terms of Personal Factors, more than two-thirds (73%) of employees perceive Value in their employment, but more than a third (39%) report having a low Work-life Balance. In terms of Situational factors, employee ratings of Culture, Rewards, and Spaces have room for improvement. Minimal differences between employees of Crown Melbourne and Crown Perth exist, except for Work-life Balance, with more Crown Melbourne employees reporting a lack of Balance (see Appendix A).

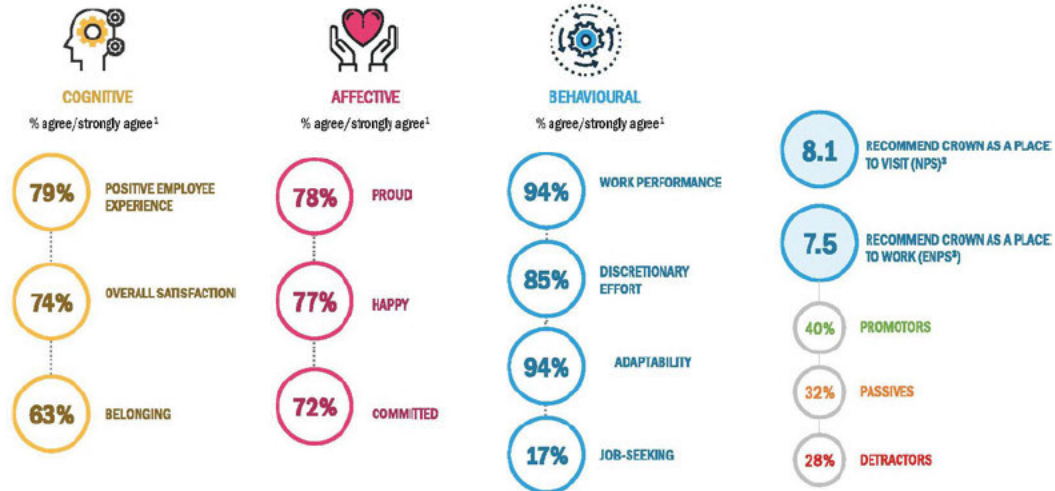


Note: ¹Percentages indicate those that either 'agree' or 'strongly agree' or are 'satisfied' or 'extremely satisfied'. Scores are out of 100 and are rounded to the nearest whole percentage. ²Balance items are negative worded so measures perceived lack of work-life balance. ³Total scores combine scores from both properties; 27% 'disagree' or 'strongly disagree' they have a lack of work-life balance.



Employees share similar Cognitive, Affective, and Behavioural Responses to the experience of working at Crown

Employees generally view their experience of working at Crown as positive (79%) and are Proud (78%) to be employed by Crown. More than three quarters (77%) of employees are Happy working at Crown. However, only 63% report feelings of Belonging. Minimal differences exist across properties, although levels of Belonging and Committed are lower for employees of Crown Perth (Belonging = 56% and Committed = 66%) compared with Crown Melbourne (Belonging = 67% and Committed = 75%).

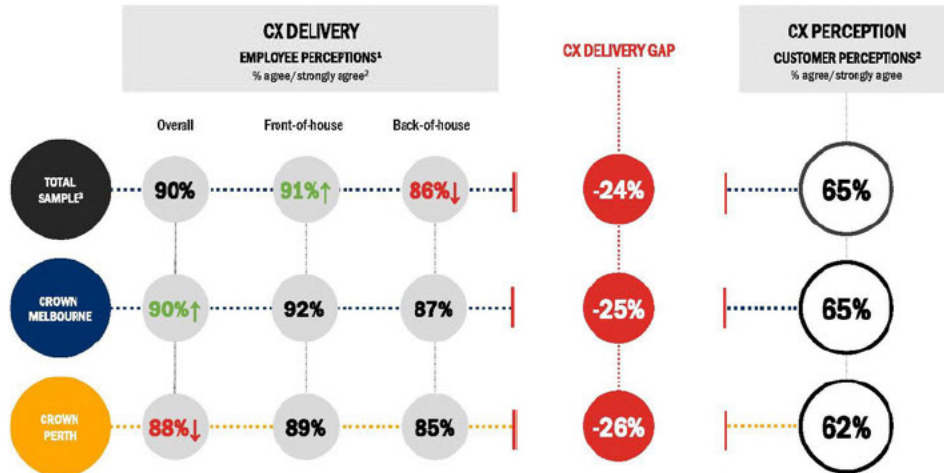


Note: Scores are total sample. Percentages indicate those that either 'agree' or 'strongly agree' or are 'satisfied' or 'extremely satisfied'. Scores are out of 100 and are rounded to the nearest whole percentage. ²NPS and ENPS scores give here an average on an 11-point scale. ENPS also known as 'Likelihood to recommend Crown as a place to work'; NPS also known as 'Likelihood to recommend Crown as a place to visit'.



A gap exists between employees' perceptions of CX Delivery and customers' perceptions of their experience at Crown

Employees were asked to self-assess their individual impact on and role in CX Delivery at Crown.¹ The majority of employees (90%) report that their role is impactful and contributes to creating memorable experiences for customers at Crown. However, comparing customer perceptions of their experience at Crown shows a CX Delivery gap. Comparing these results more broadly, Crown's CX Delivery gap is lower than the industry standard of 72%². The CX Delivery gap is consistent across Crown Melbourne (-25%) and Crown Perth (-26%).



Notes: Percentages indicate those who 'agree' or 'strongly agree'; scores are out of 100 and are rounded to the nearest whole percentage. Total scores combine scores from both properties. 'Employees' role in Crown's CX Delivery was assessed using a composite of two items, 'My job has an impact on the Crown customer experience' and 'I create memorable experiences with Crown customers'; Data collected from Crown Customers as part of the ongoing Crown CX to client survey over the period 1 April 2016 to 21 June 2016. Percentages indicate those who rated their overall experience as 'excellent' or 'very good'. Arrow indicates statistics by significant difference (p<0.001) and higher/lower result compared to the Total Sample.



Some significant, but marginal differences exist across Crown Melbourne and Crown Perth BUs

Several differences exist across Crown BUs in terms of Belonging, Positive Employee Experience, Overall Satisfaction, and recommending Crown as a place to work (ENPS). For Crown Perth, employees of Property Services report higher scores, while employees of Table Games report lower scores. Employees who are Promoters are most likely in Crown Food & Beverage and Crown Hotels (Crown Melbourne and Crown Perth), and Property Services (Crown Perth).

		GROUP BUS ²						CROWN MELBOURNE ¹											CROWN PERTH ³																		
		% TOTAL GROUP CROWN						% TOTAL MELBOURNE											% TOTAL PERTH																		
		% of BU						% of BU											% of BU																		
		IT	Legal & Regulatory ⁴	Marketing	Purchasing & Supply ⁵	VIP	Other	Casino Caggs ²	Crown Food & Beverage	Crown Hotels	Crown Services	Finance ⁶	Gaming Machines	Human Resources ⁷	IT ⁸	Marketing ⁹	Security & Services	Surveillance ¹⁰	Table Games	Cage & Count ²	Conventions ²	Crown Food & Beverage	Crown Hotels	Entertainment ²	Finance ¹	Gaming Machines	Gaming Product ²	Human Resources ¹	IT ³	Marketing ¹	Property Services	Security & Surveillance	Table Games	VIP - Local ¹			
EMPLOYEE RESPONSE	Belonging	63	58	70	64	63	62	67	67	48	71	71	61	51	61	72	61	84	69	67	68	56	64	58	63 [†]	75 [†]	59	57	57	39	72	53	64	82 [†]	58	31	48
	Experience	79	69	81	75	87	82	80	81	73	81	82	79	79	76	92	73	73	79	79	81	75	70	79	78	88 [†]	84	79	75	82	85	56	76	88 [†]	73	63	67
	Satisfaction	74	68	76	74	79	79	81	76	78	75	77	80	79	66	85	73	70	79	72	75	72	70	71	75	79	81	74	77	57 [*]	82	60	82	90 [†]	76	61	72
ENPS ¹	Promotor	40	27	38	32	32	35	46	40	35	46 [†]	48	41	23	39	39	26	30	53	28	37 [↓]	39	30	43	46 [†]	54 [†]	47	29	44	23	38	29	36	70 [†]	27	21	46
	Passive	32	38	43	32	34	43	26	34	40	33	30	34	20	25	36	39	34	26	49	35	29	36	32	30	28	31	43	27	33	36	36	29	21	39	26	26
	Detractor	28	35	19	36	34	22	22	26	25	21	21	25	51	35	25	35	36	21	23	23	32	34	25	24 [↓]	17 [↓]	22	31	30	44	26	36	36	10 [↓]	34	53 [†]	28
	ENPS	12	-8	19	-3	-3	11	27	15	10	25	27	18	-22	4	13	-9	-8	32	5	8	6	-4	18	21	37	26	-5	14	-21	13	-7	0	60	-4	-32	18

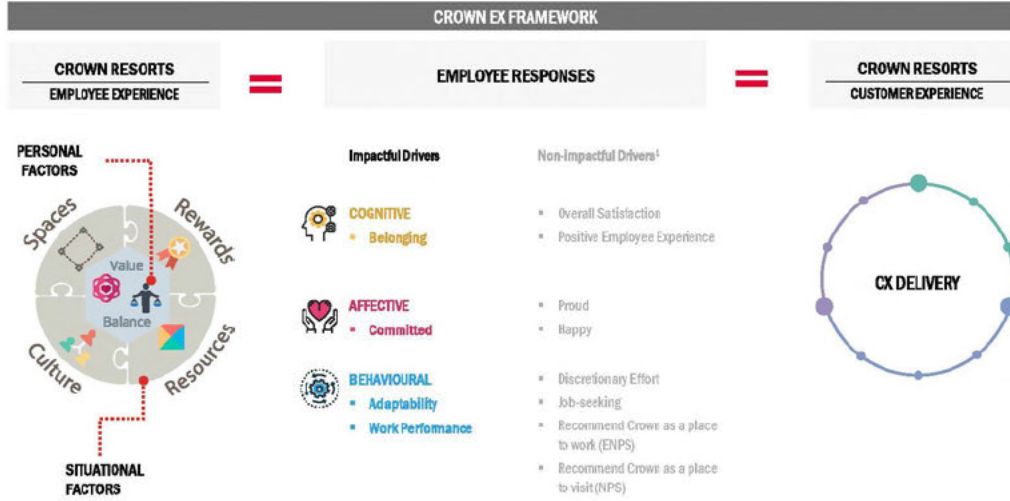
LEGEND:
■ SIGNIFICANTLY HIGHER
■ SIGNIFICANTLY LOWER

Notes: ¹Compared to Total Crown; ²Compared to Total Melbourne; ³Compared to Total Perth; ⁴Sample size <50 (caution interpreting results; no significance testing provided); ⁵Sample size <100 (some percentages may appear significant but are not due to sample size); ⁶Property specific results for Group BUs are available when all BUs in the group have n = 30 or higher; ⁷Also known as % likelihood to recommend Crown as a place to work; ⁸Know indicates statistically significant difference (p<0.001) and higher/lower result compared to the Total Sample.



Of the 12 Employee Responses to the experience of working at Crown, only four directly impact CX Delivery at Crown

The four EX factors that drive CX Delivery are Adaptability, Committed, Belonging, and Work Performance, with Adaptability the most impactful.



Note: ¹Seven of the 12 cognitive, affective, and behavioural constructs are measured in the driver analysis to determine the impact of each on CX Delivery; the remaining five constructs cannot be used in the driver analysis as they are single-item measures.



04 Crown Employee Experience Segments

A. Segment Overview



Section Overview

Objective

Profile the Crown EX segments by analysing employee psychographic and demographic characteristics to determine any distinct similarities and differences.

Overview

Crown EX segments are profiled in terms of their unique size, characteristics, characteristics, perceptions, and responses. Each EX segment is represented across Crown BUs, with some segment skews toward certain BUs.

Insights

- Five Crown EX segments exist and assist in understanding Crown's employee base.
- EX segments with a shorter Crown employment tenure are more highly motivated to work
- Some EX segments skew toward specific BUs.

Implications

- The existence of EX segments allow for a business-wide view of all employees.
- The EX segments draw on quantitative data, which is limited in *depth* of understanding of the unique perspective of each group.

Opportunities

- Align Crown with global best-practice, moving beyond BU or location as a lens for viewing employees.
- Qualitatively developed EX personas will further understand the EX segments, including their unique perspective and experience journey.

CROWN EMPLOYEE EXPERIENCE SEGMENTS



Adopting a company-wide approach that centers on EX segments aligns Crown with best-practice, providing a holistic and consistent view of employees

Five unique Crown EX segments based on employee motivations exist, with some segments skewed towards particular Crown BUs.

 Diligent Contributors <i>Conscientious & Capable</i>	 Ambitious Achievers <i>Hard-working & Strategic</i>	 Reliable Co-workers <i>Comfortable & Consistent</i>	 Aspiring Careerists <i>Motivated & Uncompromising</i>	 Disenchanted Leaders <i>Unmotivated & Entrenched</i>
<p>Committed to doing their job well, they put in the work to make it happen. They don't want to let anyone down, including their customers and fellow team members, who highlight and give their work meaning.</p> <p>Crown Melbourne: Size: 45%, BU skew: N/A, Role skew: N/A</p> <p>Crown Perth: Size: 44%, BU skew: N/A, Role skew: N/A</p>	<p>Highly motivated with moving up the career ladder, they are inspired by excellence. They are committed to honing their skills with opportunities to learn—and to learn from the best—every chance they get.</p> <p>Crown Melbourne: Size: 25%, BU skew: Hotels, Table Games, Marketing, Role skew: N/A</p> <p>Crown Perth: Size: 25%, BU skew: IT, Marketing, Entertainment, Role skew: N/A</p>	<p>Knowledgeable on how to get the job done and when given a task, they do it well. However, to them life is about much more than work, and they value their job for what it allows them to do after their shift.</p> <p>Crown Melbourne: Size: 14%, BU skew: N/A, Role skew: Team member</p> <p>Crown Perth: Size: 18%, BU skew: Table Games, Role skew: Team member</p>	<p>Eager to make their mark in the world, they also want to enjoy their lives while doing it. They haven't committed to a career at Crown, but they work hard for opportunities to grow both personally and professionally.</p> <p>Crown Melbourne: Size: 14%, BU skew: F&B, Hotels, Property Services, Role skew: Team member</p> <p>Crown Perth: Size: 13%, BU skew: F&B, Role skew: Team member</p>	<p>Seasoned with experience, they truly believe in delivering a world-class Crown customer experience. However, when faced with incompetence and road blocks, it undermines their motivation to succeed.</p> <p>Crown Melbourne: Size: 2%, BU skew: Table Games, Role skew: N/A</p> <p>Crown Perth: Size: 3%, BU skew: Table Games, Role skew: N/A</p>

Note: Segment names drew on EX segment quantitative and qualitative findings.

Crown EX Research 46

Ordered from largest to smallest



Employment motivations drive the EX segments

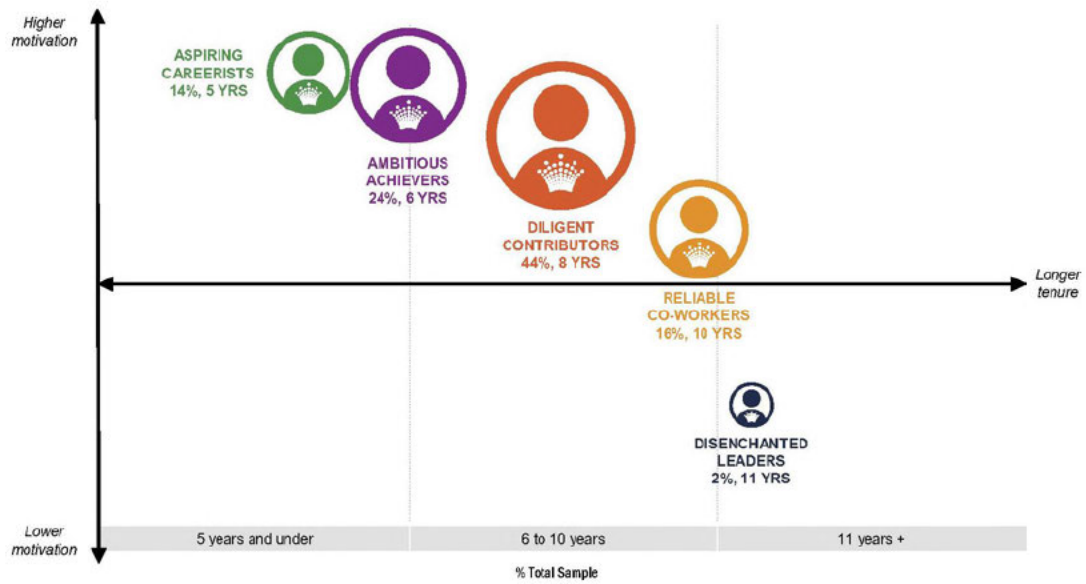
Aspiring Careerists are highly motivated and driven by all listed motivations. In contrast, Disenchanted have no significant motivations which drive them to work at Crown Resorts. Only the Aspiring Careerist segment is motivated by opportunities to socialise at work.

LEGEND		DILIGENT CONTRIBUTORS	AMBITIOUS ACHIEVERS	RELIABLE CO-WORKERS	ASPIRING CAREERISTS	DISENCHANTED LEADERS
MOTIVATED BY	✓					
NOT MOTIVATED BY	✗					
			✓		✓	
Finding a job that really interests me			✓		✓	
Planning how to get ahead in my established field of work				✗	✓	✗
Developing new knowledge or skills to help me improve in my work	✓	✓			✓	✗
Developing new skills to cope with changes in my field		✓	✗		✓	✗
Opportunities to socialise at work	✗	✗	✗		✓	✗
Work-life balance	✓	✓	✓		✓	
Flexible working arrangements					✓	



There is a relationship between employee motivations and Crown employment tenure

EX segments with a shorter Crown employment tenure are more highly motivated to work



CROWN EMPLOYEE EXPERIENCE SEGMENTS



Diligent Contributors
Conscientious & Capable

"Even though it's shift work and the job itself is tough, the amazing team environment and other rewards outweigh the negatives. I find providing customer experiences very rewarding. Nothing is perfect, but this is a place where I'd call my colleagues my family."

EX Drivers of CX¹

- ADAPTABILITY**
★★★★★ 95%
- COMMITTED**
★★★★★ 74%
- BELONGING**
★★★★★ 63%
- WORK PERFORMANCE**
★★★★★ 96%

About

AGE (AVERAGE)
36 years

TENURE (AVERAGE)
7.6 years

STATUS (% SPREAD)



GENDER (% SPREAD)



TOP 5 DELIGHTS²



TOP 5 PAINS¹



TOP 5 COMMUNICATION CHANNELS TO PRIORITISE³



MOTIVATED BY:

DEVELOPING NEW SKILLS TO IMPROVE WORK

WORK-LIFE BALANCE

NOT MOTIVATED BY:

OPPORTUNITIES TO SOCIALISE AT WORK



Notes: ¹ Percentages indicate those who 'agree' or 'strongly agree' with the EX Drivers. ² Pains and delights are based on concept clusters presented in section 4G. ³ Percentages are based on average scores across Crown Melbourne and Perth by Q9.5-9.8. ⁴ What are your preferred methods of communication is currently available at Crown. ⁵ Would you like to receive employee communications through other channels such as a...; alternative segment names are located in Appendix 3.

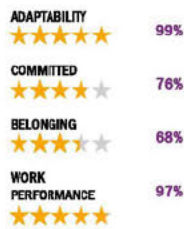
CROWN EMPLOYEE EXPERIENCE SEGMENTS



Ambitious Achievers
Hard-working & Strategic

"Crown is an organisation that constantly evolves and strives to be the best it can. It can provide unique opportunities for motivated employees to find the right job and develop their skills to industry-leading standards. It's all about the employee's mindset. I'd be silly not to recommend it as a place to work or visit."

EX Drivers of CX¹



About

AGE (AVERAGE)
34 years

TENURE (AVERAGE)
6 years

STATUS (% SPREAD)



GENDER (% SPREAD)



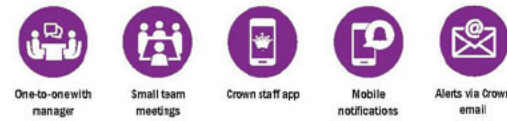
TOP 5 DELIGHTS²



TOP 5 PAINS²



TOP 5 COMMUNICATION CHANNELS TO PRIORITISE³



MOTIVATED BY:

- DEVELOPING NEW SKILLS TO IMPROVE WORK
- DEVELOPING SKILLS TO COPE WITH CHANGE
- FINDING A JOB THAT REALLY INTERESTS ME
- FINDING A JOB I'M WELL SUITED FOR
- WORK-LIFE BALANCE

NOT MOTIVATED BY:

- OPPORTUNITIES TO SOCIALISE AT WORK

Notes: ¹Percentages indicate those who 'agree' or 'strongly agree' with the EX Drivers. ²Pains and delights are based on concept clusters presented in section 4G. ³Percentages are based on average scores across Crown Melbourne and Perth by Q9.5-9.8. ⁴What are your preferred methods of communication is currently available at Crown. ⁵Would you like to receive employee communications through other channels such as a...; alternative segment names are located in Appendix B.

CROWN EMPLOYEE EXPERIENCE SEGMENTS



Reliable Co-workers
Comfortable & Consistent

"To me, my job is just a job. It's a good way to pay the bills without requiring a qualification and it enables me to pursue my other interests. However, Crown does reward those willing to make the effort. You can just come in, do your job and leave, or there are options to learn and move forward if you want to."

EX Drivers of CX¹

- ADAPTABILITY**
★★★★★ 87%
- COMMITTED**
★★★★★ 58%
- BELONGING**
★★★★★ 49%
- WORK PERFORMANCE**
★★★★★ 87%

About

AGE (AVERAGE)
38 years

TENURE (AVERAGE)
10 years

STATUS (% SPREAD)



GENDER (% SPREAD)



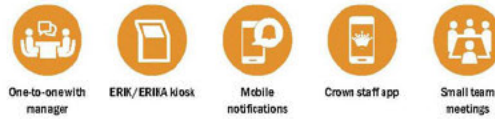
TOP 5 DELIGHTS²



TOP 5 PAINS²



TOP 5 COMMUNICATION CHANNELS TO PRIORITISE³



MOTIVATED BY:

WORK-LIFE BALANCE

NOT MOTIVATED BY:

DEVELOPING NEW SKILLS TO COPE WITH CHANGES IN MY FIELD

PLANNING HOW TO GET AHEAD

OPPORTUNITIES TO SOCIALISE AT WORK

Notes: ¹Percentages indicate those who 'agree' or 'strongly agree' with the EX Drivers. ²Pains and delights are based on concept clusters presented in section 4G. ³Percentages are based on average scores across Crown Melbourne and Perth by Q9.5-9.8. ⁴What are your preferred methods of communication is merely available at Crown. Would you like to receive employee communications through other channels such as a...; alternative segment names are located in Appendix B.

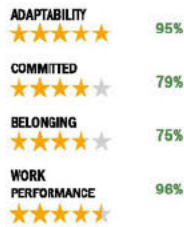
CROWN EMPLOYEE EXPERIENCE SEGMENTS



Aspiring Careerists
Motivated & Uncompromising

"Working at Crown is a lifestyle. In a world-class company, you get to meet people from all different walks of life and have the opportunity to engage with a vast network of employees who can help you grow and become a better person. For me it's an experience that I'm not willing to call quits yet."

EX Drivers of CX¹



About

AGE (AVERAGE)
32 years

TENURE (AVERAGE)
5 years

STATUS (% SPREAD)



GENDER (% SPREAD)



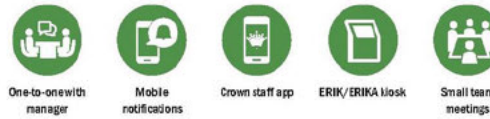
TOP 5 DELIGHTS²



TOP 5 PAINS²



TOP 5 COMMUNICATION CHANNELS TO PRIORITISE³



MOTIVATED BY:



Notes: ¹ Percentages indicate those who "agree" or "strongly agree" with the EX Drivers. ² Pains and delights are based on concept clusters presented in section 4G. ³ Percentages are based on average scores across Crown Melbourne and Perth by Q9.5-9.8. ⁴ What are your preferred methods of communication currently available at Crown? Would you like to receive employee communications through other channels such as...; Alternative segment names are located in Appendix 3.

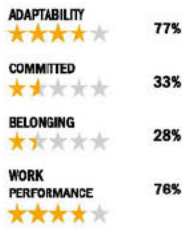
CROWN EMPLOYEE EXPERIENCE SEGMENTS



Disenchanted Leaders
Unmotivated & Entrenched

"I love Crown, but the company culture has changed for the worse. Nowadays the focus is on process rather than relationships with our valued customers, and there's no reward for performing well. We're treated like robots, not humans, and gone are the days when we could talk openly about issues."

EX Drivers of CX¹



About

AGE (AVERAGE)
41 years

TENURE (AVERAGE)
11 years

STATUS (% SPREAD)



GENDER (% SPREAD)



TOP 5 DELIGHTS²



TOP 5 PAINS²



TOP 5 COMMUNICATION CHANNELS TO PRIORITISE³



NOT MOTIVATED BY:



Note: ¹Percentages indicate those who 'agree' or 'strongly agree' with the EX Drivers. ²Pains and delights are based on concept clusters presented in section 4G. ³Percentages based on average scores across Crown Melbourne and Perth for Q9.5-9.8. ⁴What are your preferred methods of communication currently available at Crown?/Would you like to receive employee communications through other channels such as...; Alternative segment names are located in Appendix D.



04 Crown Employee Experience Segments

B. Segment Comparisons



Section Overview

Objective

Provide a comparison of Personal Factors (Value, Balance), Situational factors (Culture, Resources, Spaces, Rewards), and Employee Responses (Cognitive, Responses (Cognitive, Affective, Behavioural) across the Crown EX segments.

Overview

Each construct and their sub-dimensions is reported at an aggregate level for all aggregate level for all Crown employees. Comparison of differences at BU and differences at BU and other sub-group levels are available as an additional additional component to this report.

Method

In profiling segments, descriptive data analysis was undertaken to provide comparisons in terms of Personal Factors (Value, Balance), Situational factors (Culture, Resources, Spaces, Rewards), and Employee Responses (Cognitive, Responses (Cognitive, Affective, Behavioural).

Insights

- A similar pattern of EX segment differences occurs across all variables (Personal, Situational, Responses), with Reliable Co-Workers and Disenchanted Leaders typically scoring lower than all other segments.
- There is a strong sense of Perceived Value among almost all Crown EX segments.
- All Crown EX segments report poor Work-life Balance, with employees at Crown Melbourne reporting a greater lack of Work-life Balance compared to employees at Crown Perth.
- Employees rate their Adaptability and Work Performance highly.

Implications

- There is a need to encourage senior management to model positive Work-life Balance and/or implement relevant policies (i.e. flexible work schedules, provision of unpaid leave, etc.).
- A self-report bias may exist for measures of Adaptability and Work performance. However, past studies have found self-report measures to present good validity, good reliability, and low collinearity.¹

Opportunities

- Improve Crown employee perceptions of Work-life Balance.

Note: ¹Koch, R. (2017). Which is the best way to measure job performance: Self-perceptions or official supervisor evaluations? *International Journal of e-Collaboration*, 13(2), 1-9.

SEGMENT COMPARISONS



Cognitive, Affective and Behavioural Responses are below the average for Disenchanted Leaders and Reliable Co-Workers

The perceived CX Delivery score is high for every EX segment, with Disenchanted Leaders reporting the lowest CX Delivery score.

		TOTAL SAMPLE ¹	DILIGENT CONTRIBUTORS	AMBITIOUS ACHIEVERS	RELIABLE CO-WORKERS	ASPIRING CAREERISTS	DISENCHANTED LEADERS
		% agree/strongly agree ²					
	COGNITIVE						
	Belonging	63%	63%	68%↑	49%↓	75%↑	28%↓
	Positive Employee Experience ³	79%	80%	81%	70%	84%	79%
	Overall Satisfaction ³	74%	77%	76%	66%	78%	49%
	AFFECTIVE						
	Committed	72%	74%↑	76%↑	58%↓	79%↑	33%↓
	Proud ³	74%	75%	74%	67%	82%	74%
	Happy ³	77%	78%	80%	66%	83%	45%
	BEHAVIOURAL						
	Work Performance	94%	96%↑	97%↑	87%↓	96%	76%↓
	Adaptability	94%	95%↑	97%↑	87%↓	95%	77%↓
	Discretionary Effort ³	85%	86%	91%	70%	91%	57%
	Job-seeking ³	17%	16%	20%	12%	20%	19%
	CX Delivery	90%	91%	92%↑	82%↓	93%↑	69%↓

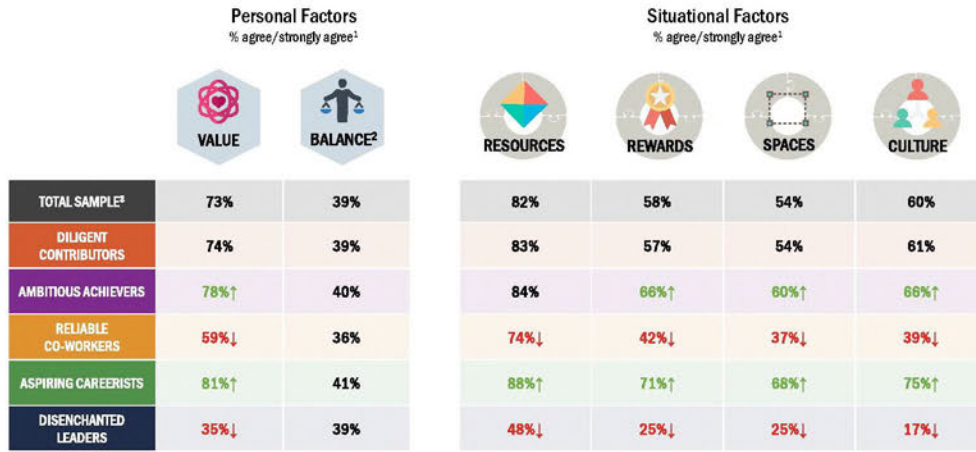
LEGEND:
■ SIGNIFICANTLY HIGHER ■ SIGNIFICANTLY LOWER

Note: ¹Total scores combine scores from both properties; ²Percentages indicate those that either 'agree' or 'strongly agree'; Scores are out of 100 and are rounded to the nearest whole percentage; ³Non-impacts driver of CX Delivery; Arrow indicates statistically significant difference (p<0.001) and higher/lower result compared to the Total Sample.



Work-life Balance is the only Personal Factor rated similarly across all EX segments

Disenchanted Leaders and Reliable Co-Workers rate the Personal and Situational Factors consistently lower compared to the other segments.

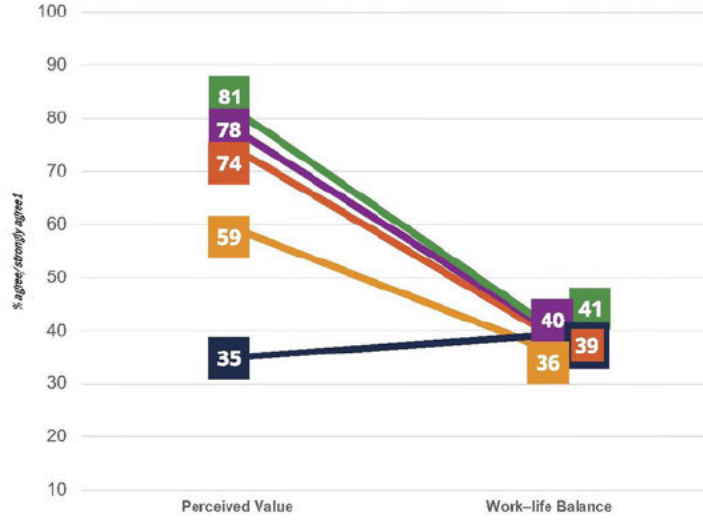


LEGEND:
■ SIGNIFICANTLY HIGHER
■ SIGNIFICANTLY LOWER

Note: ¹Percentages indicate those that either 'agree' or 'strongly agree' or are 'Satisfied' or 'Extremely satisfied'. Scores are out of 100 and are rounded to the nearest whole percentage; ²Balance items are negatively worded so measures perceived lack of work-life balance; ³Total scores combine scores from both properties; Arrow indicates statistically significant difference (p<0.001) and high or/low result compared to the Total Sample.

SEGMENT COMPARISONS

Employee ratings of Value vary, with Reliable Co-Workers and Disenchanted Leaders comparatively lower. However, low employee ratings of Balance² exist across segments



LEGEND:
■ DILIGENT CONTRIBUTORS ■ AMBITIOUS ACHIEVERS ■ RELIABLE CO-WORKERS ■ ASPIRING CAREERISTS ■ DISENCHANTED LEADERS

Note: ¹Balance items are negatively worded so measures perceived/lack of work-life balance. ²Percentages indicate those who 'agree' or 'strongly agree', rounded to the nearest whole percentage; Segment comparisons at an item level are located in Appendix B.



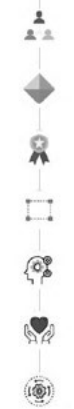
VALUE



BALANCE

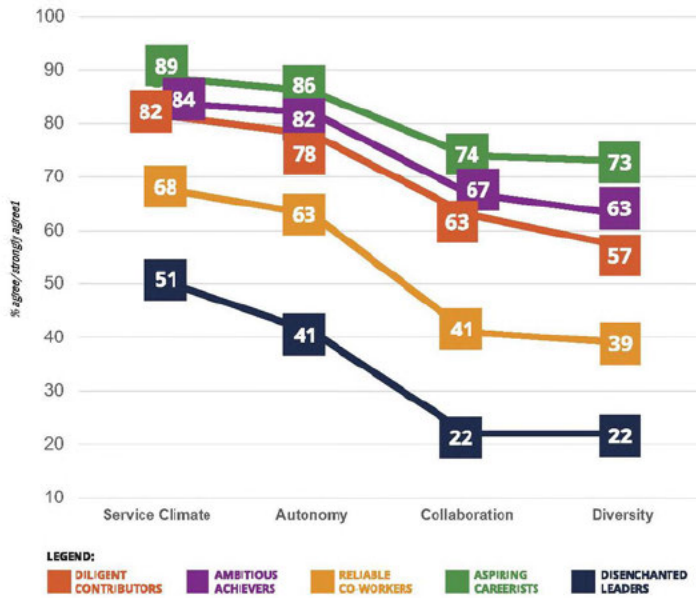
Value
 "I have a strong connection to the values of our business; I feel responsible for the impression Crown makes upon our visitors; I understand the value of my input as part of the Team effort; I am allowed to challenge, improve or disagree with my manager. I feel appreciated by internal and external customers. I believe in the value of my contribution."
 [Ambitious Achievers]

Balance
 "Working at Crown is a lifestyle. I enjoy what I do and the people I work with. I take pride in doing what I do to benefit the company. However, the work-life balance is why I would be hesitant to recommend it as a place to work."
 [Aspiring Careerists]



SEGMENT COMPARISONS

Service Climate and Autonomy rate somewhat higher than Collaboration and Diversity for all segments



LEGEND:
■ DILIGENT CONTRIBUTORS ■ AMBITIOUS ACHIEVERS ■ RELIABLE CO WORKERS ■ ASPIRING CAREERISTS ■ DISENCHANTED LEADERS

Note: Percentages indicate those who 'agree' or 'strongly agree' (Service Climate, Autonomy) or are 'Satisfied' or 'Extremely satisfied' (Collaboration, Diversity), rounded to the nearest whole percentage. Segment comparisons at a 95% level are located in Appendix B.



CULTURE



Service Climate
"I'm passionate about delivering service whether it be to internal or external customers, and I feel we need to recruit staff who are passionate about providing service in the same way."
[Ambitious Achievers]

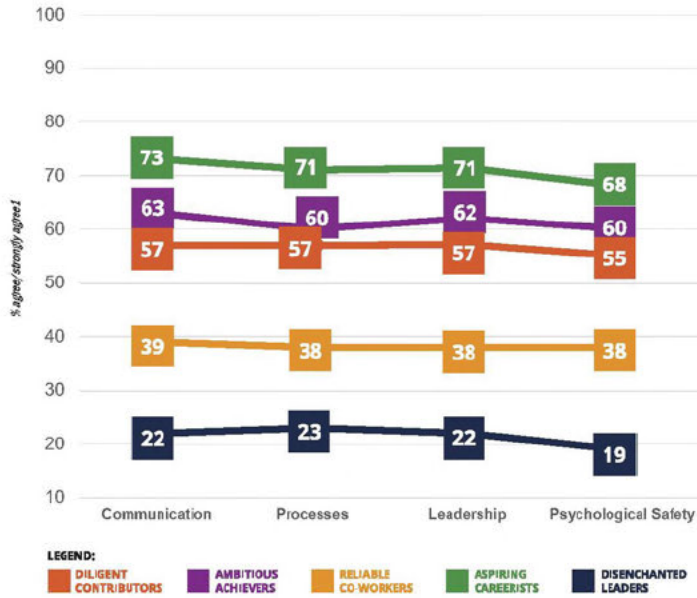
Autonomy
"The level of autonomy and discretion is unclear. At times I am expected to act autonomously and other times, I am reproached for doing so."
[Reliable Co-workers]

Collaboration
"There is a need for better planning and strong collaboration between all business units within Crown (including Melbourne and Perth)." *[Reliable Co-workers]*

Diversity
"The work environment is very diverse. It allows you to interact with many people outside of your department. The staff are all welcoming, treating everyone with respect as if we are one massive family!" *[Diligent Contributors]*

SEGMENT COMPARISONS

A similar pattern of responses exists for Communication, Processes, Leadership, and Psychological Safety



LEGEND:
■ DILIGENT CONTRIBUTORS ■ AMBITIOUS ACHIEVERS ■ RELIABLE CO-WORKERS ■ ASPIRING CAREERISTS ■ DISENCHANTED LEADERS

Note: Percentages indicate those who 'agree' or 'strongly agree' (Leadership, Psychological Safety) or are 'Satisfied' or 'Extremely satisfied' (Communication, Processes), rounded to the nearest whole percentage; Segment comparisons at an item level are located in Appendix B.



Communication
"There is room for improvement with interdepartmental communication and a need for understanding and empathy for others' roles."
[Ambitious Achievers]

Processes
"When you need to get a job done, there are way too many processes and layers you have to go through, and they are way too indirect."
[Aspiring Careerists]

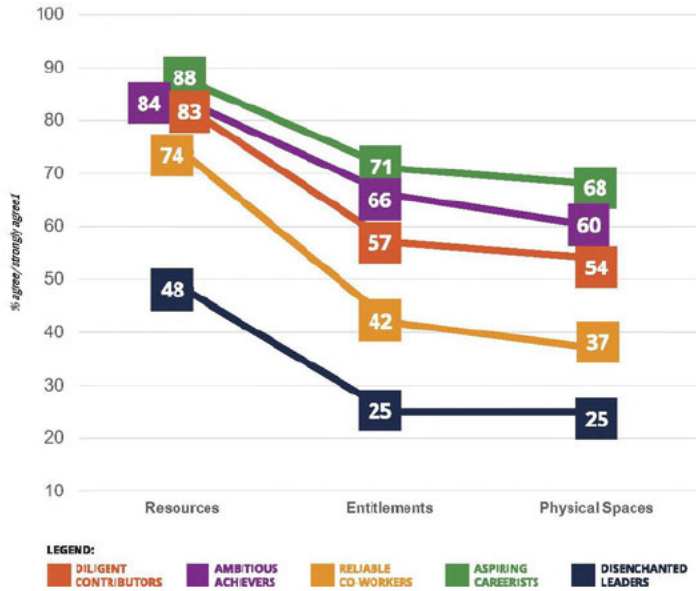
Leadership
"There is too much politics and a disconnect between senior leadership and other employees. Senior leaders have a siloed mentality, only looking after their own interests and areas."
[Diligent Contributors]

Psychological Safety
"The one change I would make is for managers to hear us, not tell us we don't have a voice, opinion, or to not buck the system."
[Disenchanted Leaders]

CULTURE

SEGMENT COMPARISONS

There is room to improve in terms of employee perceptions of Entitlements and Physical Spaces



LEGEND:
■ DILIGENT CONTRIBUTORS ■ AMBITIOUS ACHIEVERS ■ RELIABLE CO WORKERS ■ ASPIRING CAREERISTS ■ DISENCHANTED LEADERS

Note: Percentages indicate those who 'agree' or 'strongly agree' (Resources) or are 'Satisfied' or 'Extremely satisfied' (Resources, Entitlements, Physical Spaces), rounded to the nearest whole percentage; Segment comparisons at an Item level are located in Appendix B.



RESOURCES



REWARDS



SPACES



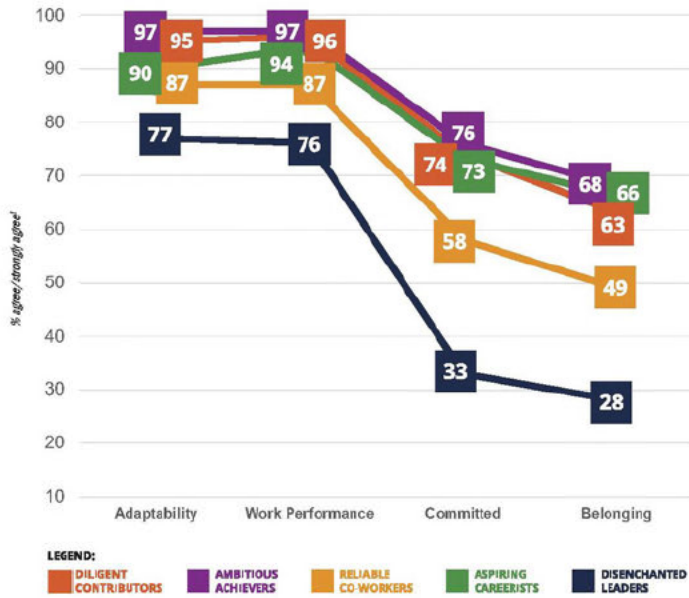
Resources
 "The amenities and conditions alone outweigh most other workplaces in comparison. I am unaware of any other workplace that offers the flexibility of working arrangements that Crown does. The company has an abundance of resources at their disposal and can provide certified training on-site for many different roles."
[Ambitious Achievers]

Entitlements
 "They used to have good perks like cheap accommodation when you went overseas. They have slowly taken them away from us."
[Disenchanted Leaders]

Physical Spaces
 "Demotivating work environment--no natural light, old office space and facilities, bad lighting, dated meeting rooms."
[Diligent Contributors]

SEGMENT COMPARISONS

As can be expected, employees rate their own Work Performance and Adaptability highly



LEGEND:
■ DILIGENT CONTRIBUTORS ■ AMBITIOUS ACHIEVERS ■ RELIABLE CO-WORKERS ■ ASPIRING CAREERISTS ■ DISENCHANTED LEADERS

Note: Percentages indicate those who 'agree' or 'strongly agree', rounded to the nearest whole percentage; Segment comparisons at an item level are located in Appendix 5.



Adaptability
 "There needs to be slightly more freedom to perform outside procedure. Nothing that changes the gaming results, but things that customers request; it is their money after all." [Diligent Contributors]

Work Performance
 "I believe that Crown delivers a great customer experience. There are always going to be places for mistakes but most of the employees try their best to correct the mistakes and assist customers." [Diligent Contributors]

Committed
 "Every day when I come to work I don't feel like I'm working—I feel like I am helping to build a team and a great work environment." [Aspiring Careerists]

Belonging
 "I would love to work with like-minded people: people who are engaged and want to do the best they can for Crown; those who want to improve the workplace for both staff and customers alike." [Ambitious Achievers]



04 Crown Employee Experience Segments

C. Points of Pain and Delight



Section Overview

Objective

Points of pain and delight for the Crown EX were identified. Traditionally, points of pain and delight are derived from the voice of employees through qualitative research; however, open commentary derived from promoters and detractors was used as a proxy in this research.

Overview

Qualitative insights are drawn out of open commentary survey data. This data comprised comments from employees classified as promoters, or those highly likely to recommend Crown as a place to work (a proxy for delights) and open commentary from detractors, or those unlikely to recommend Crown as a place to work (a proxy for pain points).

Method

Content analysis of open qualitative responses was conducted using Leximancer software. Leximancer conducts quantitative content analysis by determining the frequency and relationships of concepts in a dataset. Concepts dataset. Concepts are defined with the help of user input and form the basis of the basis of subsequent thematic and relational automated analyses.

Insights

- Three of the five Crown EX segments rate highly on recommending Crown as a place to work (ENPS). Aspiring Careerists report the highest ENPS score (+39).
- Analysis of points of pain and delight reveal that Work-life Balance, Social Environment and Benefits & Rewards are polarising, in that they occur as pains for some employees and delights for others.
- Work-life Balance and the Social Environment are the largest points of pain recorded among Crown employees.

Implications

- Comments relating to the Social environment were most prominent among Diligent Contributors, also Crown's largest EX segment.

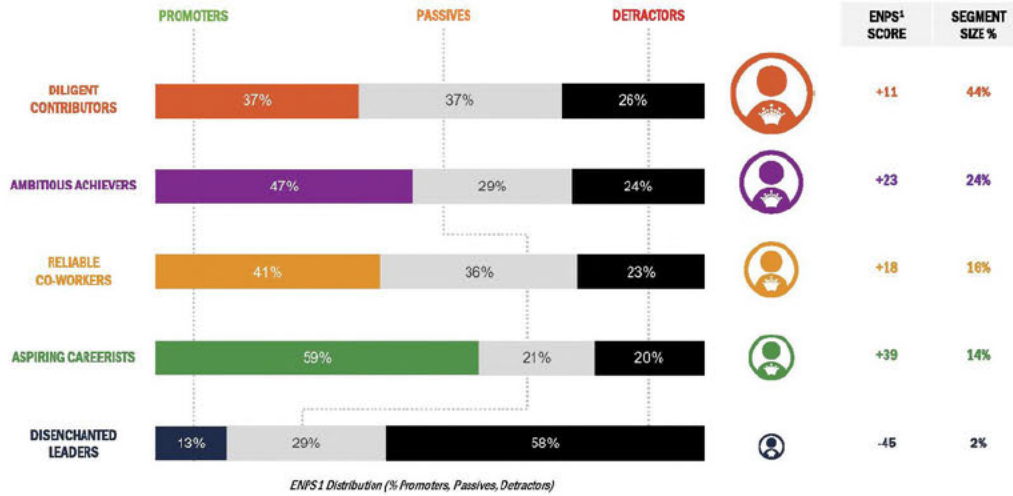
Opportunities

- There is a need to deep-dive into Diligent Contributors to further investigate key pain points, particularly Social Environment.



The likelihood of recommending Crown as a place work is strong, with the exception of the largest EX segment, Diligent Contributors

Employee willingness to recommend Crown as a place to work (ENPS) varies by EX segment, with Aspiring Careerists (59%) and Ambitious Achievers (47%) having the highest proportion of promoters. In contrast, Disenchanted Leaders (58%) have the highest proportion of detractors.

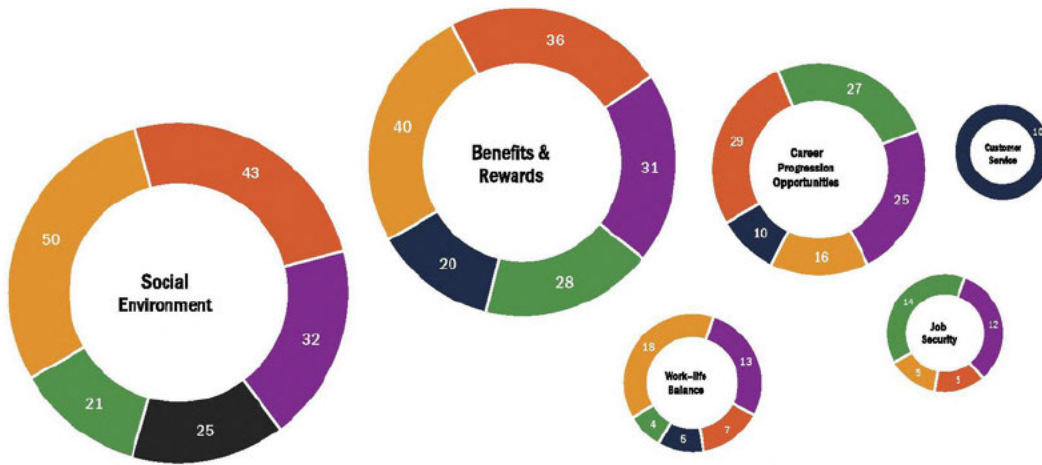


Note: Total sample size = 7,585; ¹Also known as 'Likelihood to recommend Crown as a place to work'.



Promoters: Points of Delight as Concept Clusters

A summary of all delights is presented below, with detailed analysis presented in subsequent slides. Social Environment and Benefits & Rewards are the two main delights mentioned by employees.



LEGEND:
■ DILIGENT CONTRIBUTORS ■ AMBITIOUS ACHIEVERS ■ RELIABLE CO-WORKERS ■ ASPIRING CAREERISTS ■ DISENCHANTED LEADERS

Note: The sizes of each concept cluster are relative to the relative frequency of mentions; Cluster scores are calculated as the sum of relative frequencies across segments; Numbers within each cluster indicate the importance of the concept to the EX segment.



Detractors: Pain Points as Concept Clusters

A summary of all pain points is presented below, with details provided on subsequent slides. Work-life Balance and Social Environment are the two main pain points mentioned by employees.

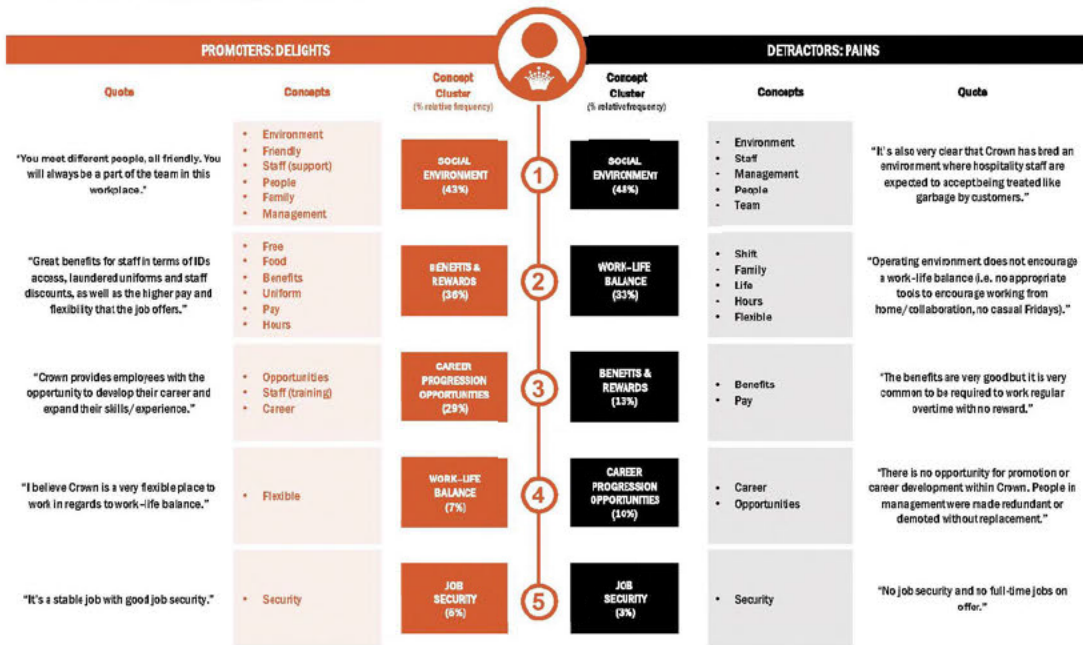


LEGEND:
■ DILIGENT CONTRIBUTORS ■ AMBITIOUS ACHIEVERS ■ RELIABLE CO-WORKERS ■ ASPIRING CAREERISTS ■ DISENCHANTED LEADERS

Note: The sizes of each concept cluster are relative to the relative frequency of mention; Cluster scores are calculated as the sum of relative frequency across segments; Numbers within each cluster indicate the importance of the concept to the segment.



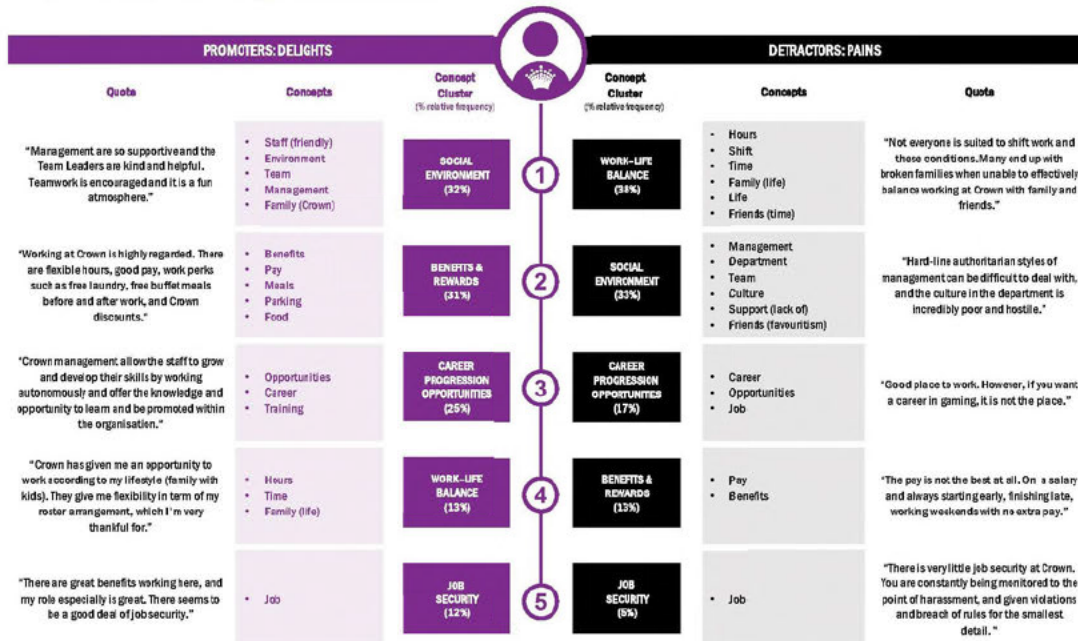
Top 5 Pains & Delights: Diligent Contributors



Note: Number of responses = 3,381. Concept clusters were created by clustering related concepts from top 20 ranked concepts in open responses to Q6.7 ("In a few words, could you tell us why you have this score in terms of recommending Crown (location) as a place to work?"). Percentages represent frequency of each concept relative to the most frequent concept in the dataset, and therefore do not add up to 100%.



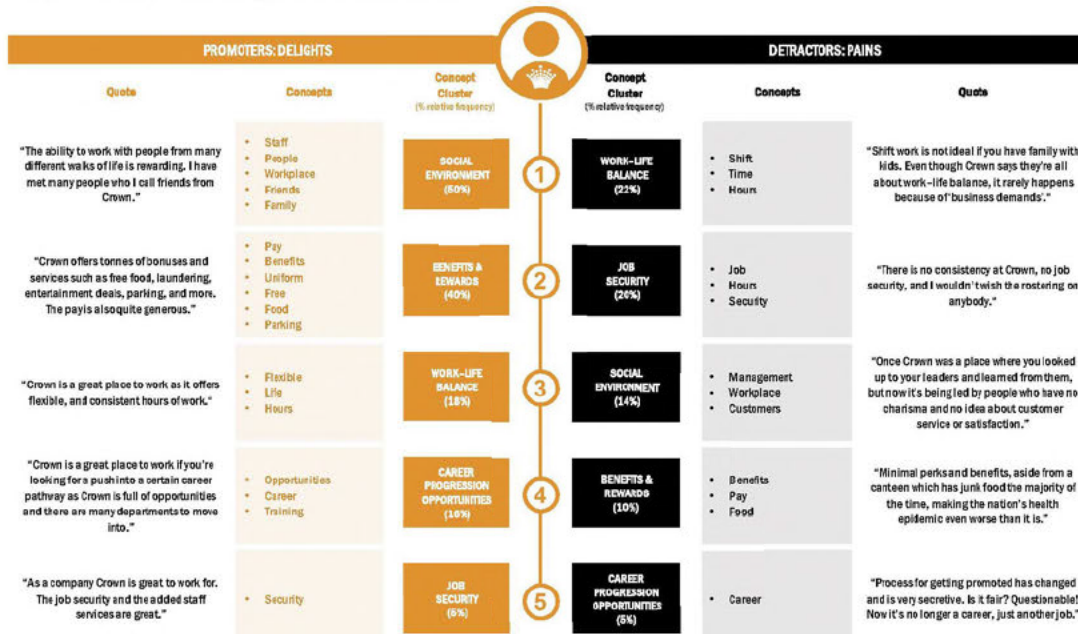
Top 5 Prominent Pains & Delights: Ambitious Achievers



Note: % of responses = 3381. Concept clusters were created by clustering related concepts from top 20 ranked concepts in open responses to Q6.7 ('In a few words could you tell us why you have this score in terms of recommending Crown (location) as a place to work?'). Percentages represent frequency of each concept relative to the most frequent concept in the dataset, and therefore do not add up to 100%.



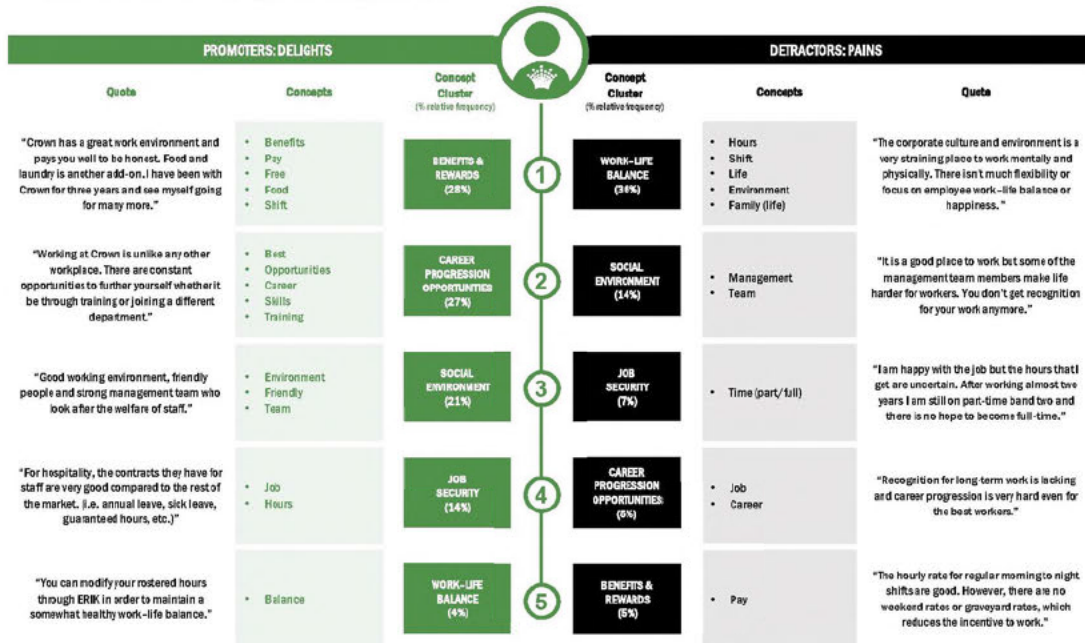
Top 5 Prominent Pains & Delights: Reliable Co-workers



Note: Number of responses = 3381. Concept clusters were created by clustering related concepts from top 20 ranked concepts in open responses to Q6.7 ('In a few words could you tell us why you have this score in terms of recommending Crown [location] as a place to work?'). Percentages represent frequency of each concept relative to the most frequent concept in the dataset, and therefore do not add up to 100%.



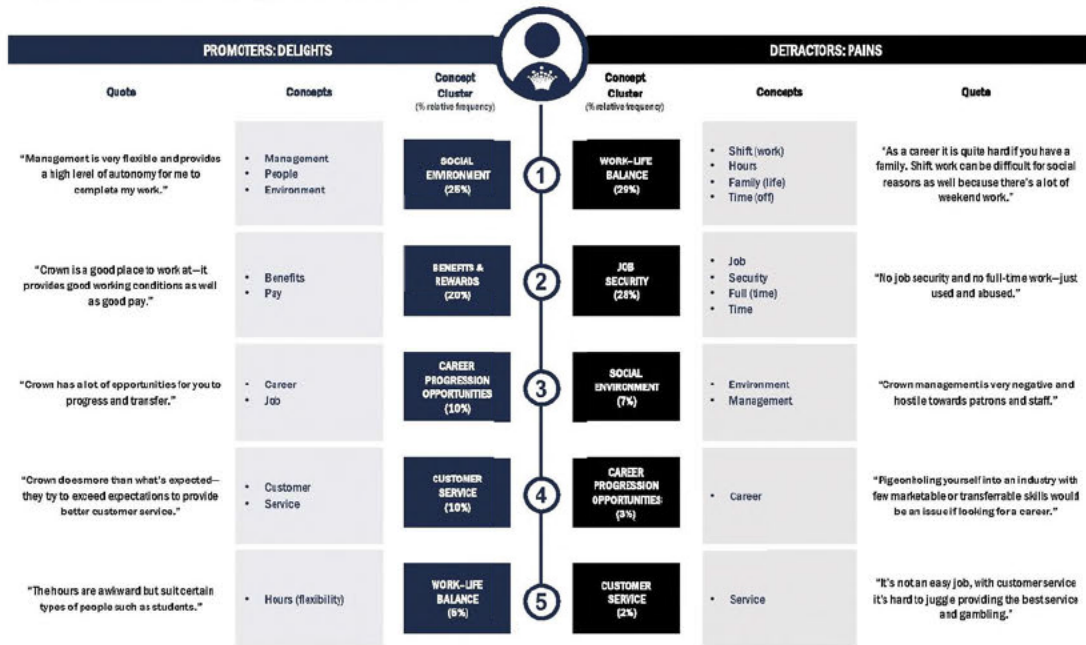
Top 5 Prominent Pains & Delights: Aspiring Careerists



Note: Number of responses = 3381. Concept clusters were created by clustering related concepts from top 20 ranked concepts in open responses to Q6.7 (In a few words could you tell us why you have this score in terms of recommending Crown (location) as a place to work?). Percentages represent frequency of each concept relative to the most frequent concept in the dataset, and therefore do not add up to 100%.



Top 5 Prominent Pains & Delights: Disenchanted Leaders



Note: % of responses = 3381. Concept clusters were created by clustering related concepts from top 20 ranked concepts in open responses to Q6.7 ("In a few words could you tell us why you have this score in terms of recommending Crown [location] as a place to work?"). Percentages represent frequency of each concept relative to the most frequent concept in the dataset, and therefore do not add up to 100%.



04 Crown Employee Experience Segments

D. CX Drivers by EX Segment



Section Overview

Objective

Identify the factors that drive Crown EX segment perceptions of CX Delivery, including their relative importance and impact.

Overview

Driver analysis provides a roadmap of factors that are most important for each Crown EX segment in their perceptions of CX Delivery. This information assists Crown in identifying the 'levers' that can be used to improve CX Delivery, which was measured in terms of employees' self-reported assessment of two aspects ('My job has an impact on the Crown customer experience' and 'I create memorable experiences with Crown customers').

Method

Structural Equation Modelling (SEM) was employed to identify the drivers of CX Delivery for each EX segment. SEM is a method used to determine the relative impact of the drivers on CX Delivery.

The data in this section should be interpreted in terms of each variable's overall impact on CX Delivery.

Insights

- Adaptability, Committed, and Belonging are the top drivers of CX Delivery for Crown employees.
- Adaptability is influenced by allowing employees to adapt to meet the unique needs of each customer and encouraging employees to share new skills and knowledge with co-workers, and is reflected in employee perceptions of providing a high level of service to customers and receiving positive feedback from customers.
- Employees are Committed when they feel part of a team at Crown and believe that Crown provides a great opportunity to develop a career (not just a job).
- Belonging is influenced by Crown employees receiving recognition for a job well done, feeling part of the Crown community, and having a sense of security and stability.

Implications

- Crown employees should be encouraged to foster Adaptability in their service delivery.
- Culture is important in driving CX Delivery across all Crown EX segments.

Opportunities

- Enhance the Crown culture, as culture can directly impact the key drivers of CX Delivery for Crown employees.



Adaptability is the primary driver of CX Delivery across all Crown EX segments

There is some variability in the drivers of CX Delivery across the five EX segments; After Adaptability, this is either Committed or Belonging.

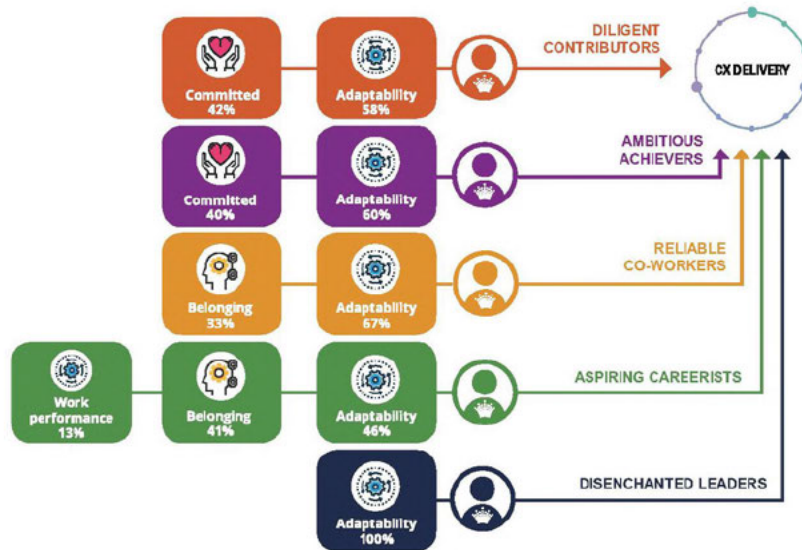
DEFINITIONS

Adaptability is a self-reported behavioural response measuring employee perceptions of their ability to adapt service delivery and provide high quality service to customers.

Committed is an affective behavioural response measuring employee feelings of being part of a team at Crown and that Crown provides an opportunity to develop a career.

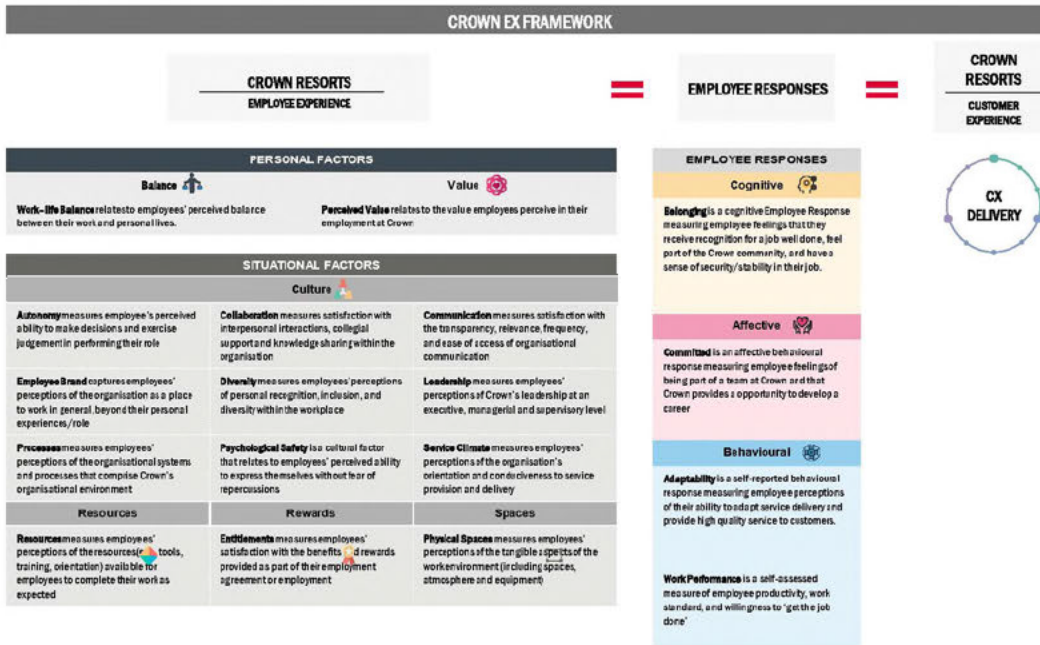
Belonging is a cognitive response measuring employee feelings that they receive recognition for a job well done, feel part of the Crown community, and have a sense of security/stability in their job.

Work Performance is a self-assessed measure of employee productivity, work standard, and willingness to 'get the job done'.



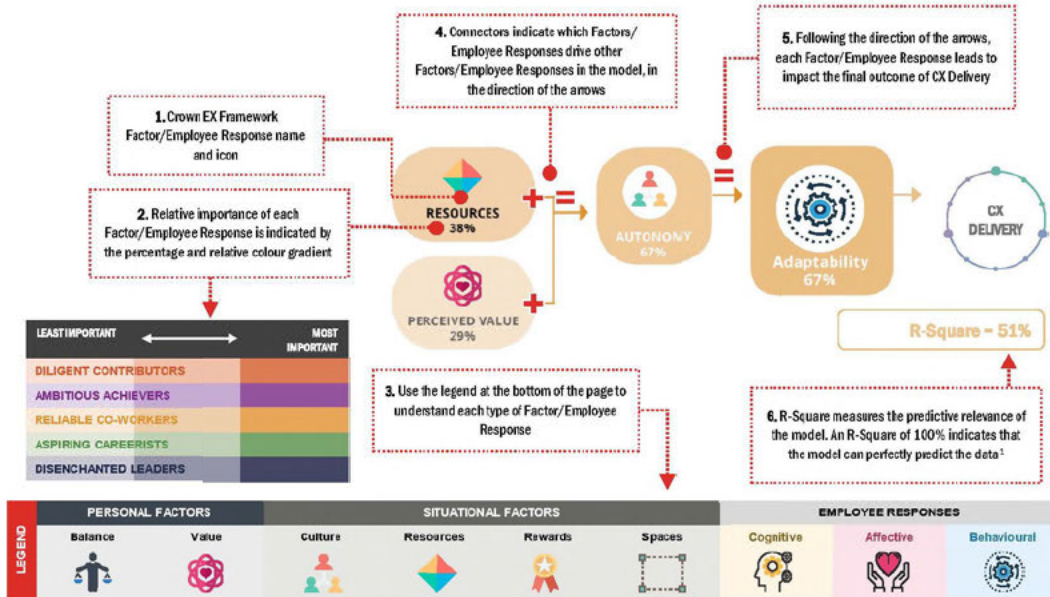


Crown EX Framework definitions





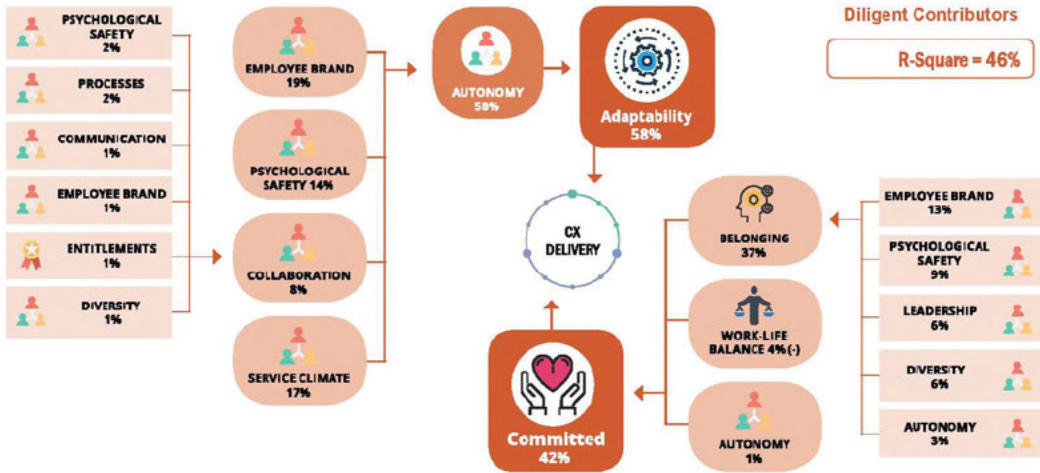
Understanding the Crown EX Framework for each EX segment



Note: ¹Values < 0.3 are considered as no or very weak effect sizes, 0.3 to 0.5 are weak or low effect sizes, 0.5 to 0.7 are moderate effect sizes, > 0.7 are a strong effect size; See Moore, D. S., Notz, W. I. & Fligner, M. A. (2013), The basic practice of statistics (6th ed.), New York, NY, W. Freeman and Company, p.138.



Detailed Driver Analysis: Diligent Contributors

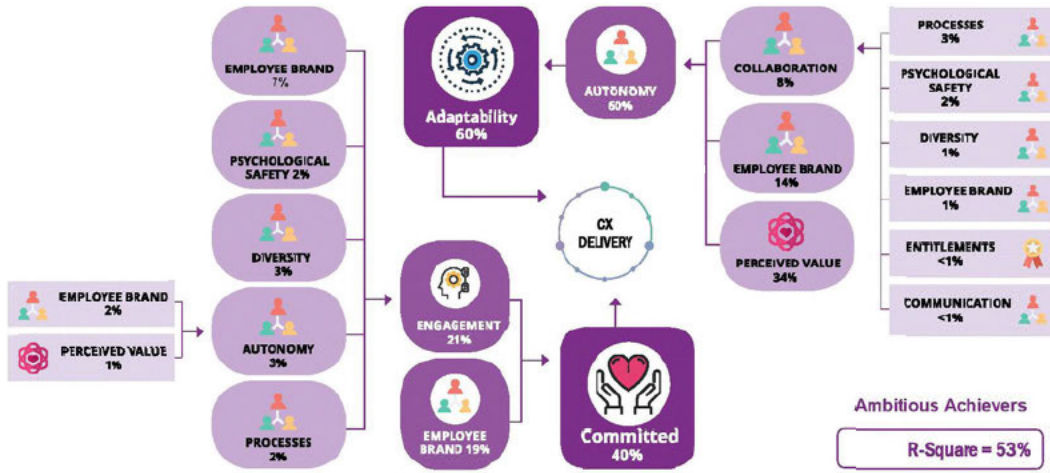


LEGEND	PERSONAL FACTORS			SITUATIONAL FACTORS			EMPLOYEE RESPONSES		
	Balance	Value	Culture	Resources	Rewards	Spaces	Cognitive	Affective	Behavioural

Note: Percentages reported are the impact on firm CX measure. CX Delivery R-Square is the proportion of variance (%) in the dependent variable that can be explained by the independent variable(s). Values < 0.3 are considered as no or very weak effect size, 0.3 to 0.5 are weak or low effect size, 0.5 to 0.7 are a moderate effect size, > 0.7 are a strong effect size. See Moors, D. S., Nitz, W. L., & Filmer, M. A. (2013). The basic practice of statistics (6th ed.). New York, NY: W. H. Freeman and Company, p.118.



Detailed Driver Analysis: Ambitious Achievers



Ambitious Achievers

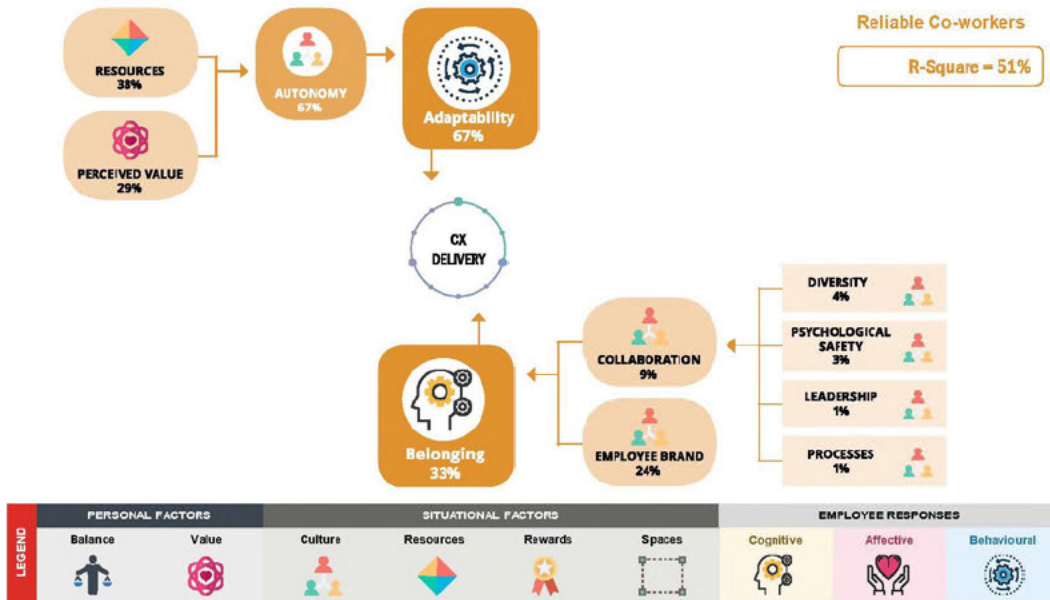
R-Square = 53%

LEGEND	PERSONAL FACTORS			SITUATIONAL FACTORS			EMPLOYEE RESPONSES		
	Balance	Value	Culture	Resources	Rewards	Spaces	Cognitive	Affective	Behavioural

Note: Percentages reported are the impact on final CX measure. CX Delivery R-Square is the proportion of variance (%) in the dependent variable that can be explained by the independent variable(s). Values < 0.3 are considered as no or very weak effect size, 0.3 to 0.5 are weak or low effect size, 0.5 to 0.7 are a moderate effect size, > 0.7 are a strong effect size. See Moors, D. S., Nils, W. L. & Filings, M. A. (2013). The basic practice of statistics (6th ed.). New York, NY: W. H. Freeman and Company, p.118.



Detailed Driver Analysis: Reliable Co-workers



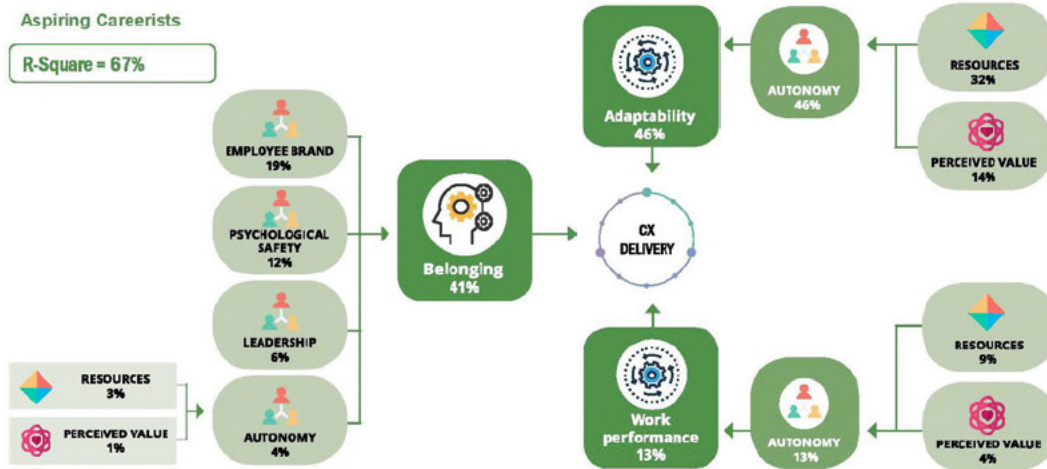
Note: Percentages reported are the impact on final CX measure, CX Delivery. R-Square is the proportion of variance (%) in the dependent variable that can be explained by the independent variable(s). Values < 0.3 are considered as no or very weak effect size, 0.3 to 0.5 are weak or low effect size, 0.5 to 0.7 are a moderate effect size, > 0.7 are a strong effect size. See Moore, D. S., Nitz, W. L., & Fligner, M. A. (2013). The basic practice of statistics (6th ed.). New York, NY: W. H. Freeman and Company, p.118.



Detailed Driver Analysis: Aspiring Careerists

Aspiring Careerists

R-Square = 67%

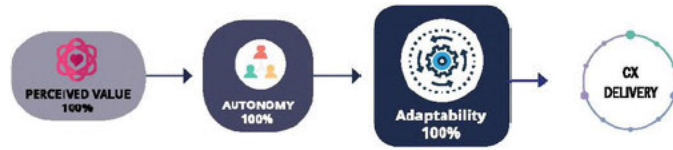


LEGEND	PERSONAL FACTORS			SITUATIONAL FACTORS			EMPLOYEE RESPONSES		
	Balance	Value	Culture	Resources	Rewards	Spaces	Cognitive	Affective	Behavioural

Note: Percentages reported are the impact on final CX measure. CX Delivery R-Square is the proportion of variance (%) in the dependent variable that can be explained by the independent variable(s). Values < 0.3 are considered as no or very weak effect size, 0.3 to 0.5 are weak or low effect size, 0.5 to 0.7 are a moderate effect size, > 0.7 are a strong effect size. See Moore, D. S., & McCabe, W. J. (2013). The basic practice of statistics (6th ed.). New York, NY: W. H. Freeman and Company, p.118.



Detailed Driver Analysis: Disenchanted Leaders



Disenchanted Leaders

R-Square = 75%

LEGEND	PERSONAL FACTORS			SITUATIONAL FACTORS			EMPLOYEE RESPONSES		
	Balance	Value	Culture	Resources	Rewards	Spaces	Cognitive	Affective	Behavioural

Note: Percentages reported are the impact on final CX measure. CX Delivery R-Square is the proportion of variance (%) in the dependent variable that can be explained by the independent variable(s). Values < 0.3 are considered as no or very weak effect size, 0.3 to 0.5 are weak or low effect size, 0.5 to 0.7 are a moderate effect size, > 0.7 are a strong effect size. See Moore, D. S., Nitz, W. L. & Fligner, M. A. (2013). The basic practice of statistics (6th ed.). New York, NY: W. H. Freeman and Company, p.118.



05 EX & CX Improvement Opportunities



Section Overview

Objective

Highlight opportunities for Crown EX and CX improvements. These opportunities were identified by employees in the Crown EX Survey.

Overview

Employees provided suggestions on how Crown might be able to leverage opportunities to improve EX and CX. Analysis of these opportunities is profiled in terms of opportunities related to Resources, Rewards, Culture, and Spaces across Crown Melbourne and Crown Perth.

Method

Content analysis of open qualitative responses was conducted using Leximancer software. Leximancer conducts quantitative content analysis by determining the frequency and relationships of concepts in a dataset. Concepts are defined with the help of user input and form the basis of subsequent thematic and relational automated analyses.

Insights

- Commonly cited EX opportunities include:
 - Changes to time management processes, including improving access to leave, implementing flexible working hours, and providing more stable working hours
 - Offering better food, including healthier options
 - Providing better and/or more flexible benefits, including internal benefits (e.g. access to 24-hour gym) and external benefits (e.g. health insurance discounts, wider range of insurance discounts)
- Commonly cited CX opportunities include improving food offerings (in terms of quality, novelty, and price) and improving communication (both within Crown and between Crown and customers in the form of improved information provision and real-time feedback mechanisms).

Implications

- Common themes in enhancing the Crown EX are directly related to aspects of Work-life Balance (time management and flexible working hours).
- Crown employees see an immediate need for Crown to focus on communication with customers and the food offering to improve Crown's CX Delivery.

Opportunities

- Develop a regular EX Pulse to draw on the Voice of Employees in identifying EX and CX improvement opportunities.
- Being on the frontline, employees provide a useful and inexpensive source of information on CX and EX improvement opportunities.



Below is a summary of all EX and CX improvement opportunities identified by employees

The most frequently mentioned opportunity to enhance Crown's EX includes management style and lifestyle benefits, whereas CX can be enhanced through customer communication and the food offering.

CULTURE	RESOURCES	REWARDS	SPACES
EX ENHANCEMENT OPPORTUNITIES			
<p>MANAGEMENT </p> <p>Improved management, including more equitable treatment, better support and increased recognition</p> <p>BALANCE </p> <p>Improved work-life balance</p> <p>FLEXIBILITY </p> <p>Improved access to and flexible working arrangements</p> <p>COMMUNICATION </p> <p>Better and more transparent communication across departments</p>	<p>STABILITY </p> <p>Changes to time management processes, including access to time off, flexible working hours, and stable working hours</p> <p>FOOD </p> <p>Better food, including healthier options</p>	<p>LIFESTYLE BENEFITS </p> <p>Better/more flexible benefits, including internal benefits (e.g. access to 24-hour gym) and external benefits (e.g. health insurance discounts, wider range of insurance discounts)</p> <p>DIRECT BENEFITS </p> <p>Improved benefits, including free parking and better food</p> <p>PARKING </p> <p>Improved parking and reduced costs</p> <p>RECOGNITION </p> <p>Increased rewards and recognition for staff</p> <p>CAREER PROGRESSION </p> <p>Promotion opportunities</p>	
CX ENHANCEMENT OPPORTUNITIES			
<p>STAFF ATTITUDES </p> <p>Encourage, support, and praise employees to have happier staff</p> <p>REDUCE PRESSURE </p> <p>Reduce time pressures on staff and allow better service and more personalized attention</p> <p>FEEDBACK </p> <p>Encourage real-time customer feedback</p>	<p>COMMUNICATION </p> <p>Improve consistency and depth of communication and information provision to customers</p> <p>TRAINING </p> <p>Improve staff training and increase opportunities for training, development and career progression</p>	<p>DIRECT BENEFITS </p> <p>Benefits (e.g. parking, proximity to highways) and services (e.g. tour guides around Crown property)</p>	<p>FOOD </p> <p>Improved food is (better quality, differentiated from nearby alternatives, cheaper)</p> <p>RULES </p> <p>Teach and enforce rules for customers so that all staff and customers</p> <p>FACILITIES </p> <p>Improve physical spaces, especially around the casino areas (more seating, access to services and facilities, updated aesthetics)</p> <p>ACCESS </p> <p>Improve access to rewards and information booths</p>

Note: EX & CX opportunities identified by Crown Melbourne and Crown Perth properties are located in Appendix A.



Employees identified several common EX enhancement opportunities

Employees were asked to provide suggestions on potential opportunities to improve the Crown EX. Common themes are outlined below, including an indication of how common each identified opportunity is across EX segments and a representative quote to highlight the opportunity in the words of employees.

	Improvement Opportunity	Segment Mentions					Representative Quotes		
CULTURE	Management (more equitable treatment, better support, and increased recognition)	X	X	X	X		<p><i>"Lack of transparency from management induces distrust from the staff members and creates negativity which carries on to the service staff provide to customers."</i> [Ambitious Achievers]</p>	<p><i>"I don't appreciate being 'thrown under the bus' when a customer complains to a manager when all I have done is do my job as I have been instructed. It undermines my authority at the table when the patron has done the incorrect thing and there are no repercussions for the patron."</i> [Reliable Co-workers]</p>	<p><i>"Better support from the Executive Team, and the business unit managers should be given more trust and empowerment to make decisions."</i> [Aspiring Careerists]</p>
	Communication	X					<p><i>"There needs to be more open and team-oriented discussion around objectives and strategy with clear and timely communication around metrics and results in order to improve employee performance."</i> [Diligent Contributors]</p>	<p><i>"There should be transparency of communication, that is disseminated through roles and across departments."</i> [Diligent Contributors]</p>	
	Work-life balance	X			X		<p><i>"I want the ability to have more weekends off throughout the year, as it is very difficult to manage work-life balance when you only get one weekend off a month."</i> [Diligent Contributors]</p>	<p><i>"Monitor work-life balance and fatigue levels in staff, in particular salaried staff who are expected to work longer than average hours for no benefits."</i> [Aspiring Careerists]</p>	
	Access to leave and flexible working arrangements	X		X			<p><i>"A lot of people leave because they get better pay and more reasonable/flexible working hours at other companies. An exhausted and overworked employee is unhappy and more likely to make mistakes, be sick more often, or quit their job."</i> [Diligent Contributors]</p>	<p><i>"There is no need for me to physically be in the workplace every day and having flexibility would allow me to work from home or elsewhere. Being away from the office also provides opportunity to focus on work without distraction so I would be more productive in being able to complete project work."</i> [Aspiring Careerists]</p>	

LEGEND: ■ DILIGENT CONTRIBUTORS ■ AMBITIOUS ACHIEVERS ■ RELIABLE CO-WORKERS ■ ASPIRING CAREERISTS ■ DISENCHANTED LEADERS

Note: Based on concept clusters for overall dataset by question and individual ranked concepts for datasets by EX segment and question; many issues were raised within all of the segments but only those most relevant to each EX segment are indicated.



Employees identified several common EX enhancement opportunities cont.

	Improvement Opportunity	Segment Mentions					Representative Quotes
REWARDS	Benefits, including cheaper/free parking and better food	X	X	X	X	X	<p>"Better staff benefits, including better discounts at on-site locations, improvement in the staff cafeteria including edible fresh food at all times of the day (not just for day shifts on weekdays)." [Diligent Contributors]</p> <p>"Improving the parking situation for staff, maintaining free parking is a must." [Reliable Co-workers]</p> <p>"Improve the parking situation and lessen the fee. Should be more parking options, areas or free carparking." [Aspiring Careerists]</p>
	Promotion and skill-building opportunities		X				<p>"There should be more and easier access to training (i.e. learning new games, developing communication skills on how to deal with patrons, etc.)." [Ambitious Achievers]</p> <p>"A staff member's portfolio should recognise their achievements and skills so that any new management team will look at it for a better idea about a member & treat her/him in a correct manner, according to what they deserve for their future career. The process for promotion should be based on performance, merit and feedback." [Ambitious Achievers]</p>
	Parking (safety, access, convenience, reduced cost)			X	X		<p>"Parkings still needs to be improved (cheaper, availability) as there are a lot employees employed at Crown. On weekends it can get quite busy getting to and from work." [Aspiring Careerists]</p> <p>"There needs to be adequate security to and from the parking lot after hours. There should also be more on-site parking options for staff." [Reliable Co-workers]</p>
	Staff rewards and recognition	X	X				<p>"More recognition from leaders and managers. Doesn't have to be fancy prizes but just a 'thanks for tonight' or 'well done today' would be greatly appreciated." [Diligent Contributors]</p> <p>"I have tried to move up a part-time band and also have been on the list for full-time but there has been minimal movements on the waitlist. Those who have shown the initiative and commitment to work should be recognised and rewarded accordingly." [Ambitious Achievers]</p>
	Better/more flexible benefits, including internal benefits (e.g. access to 24-hour gym) and external benefits (e.g. health insurance discounts, wider range of insurance discounts)	X	X	X	X	X	<p>"There should be more employee benefits such as insurance, financing, and salary packaging. Also, there should be extended open and closing hours for the staff health club." [Diligent Contributor]</p> <p>"Better perks for staff. Other large organisations provide many employee benefits and annual bonuses. For example, more discounts on health insurance (given the many effects of shift work and long hours on health), community discounts and perks that are actually updated on the intranet. I think the hotel and F&B discounts could be improved for staff." [Ambitious Achievers]</p> <p>"I would like to see some more exclusive benefits introduced for employees - such as better health insurance benefits. I don't find the rates competitive." [Diligent Contributors]</p> <p>"Have a free 24h staff gym to help all staff keep fit mind, body, soul." [Aspiring Careerists]</p>

LEGEND: ■ DILIGENT CONTRIBUTORS ■ AMBITIOUS ACHIEVERS ■ RELIABLE CO-WORKERS ■ ASPIRING CAREERISTS ■ DISENCHANTED LEADERS

Note: Based on concept clusters for overall dataset by question and individual ranked concepts for datasets by EX segment and question; many issues were raised within all of the segments but only those most relevant to each EX segment are indicated.



Employees identified several common EX enhancement opportunities cont.

	Improvement Opportunity	Segment Mentions					Representative Quotes
RESOURCES	Changes to time management processes, including access to time off, flexible working hours, and stable working hours	X	X	X	X	X	<p>"There should be easier access and implementation of flexible working arrangements, such as better availability of leave when needed." [Diligent Contributors]</p> <p>"Management should be fair with the rosters as the staff that they have are regular on shifts all the time. Some casuals gets three shifts a week and others get one." [Reliable Co-workers]</p> <p>"More flexibility; maybe if we work extra each day we get an RDO once a month? Or flexibility with start and finish time to work around my lifestyle, we all tend to get busy outside of work with or without children and a structured start and finish time just doesn't seem to work as well—as long as staff do their hours, does it matter?" [Aspiring Careerists]</p> <p>"Guaranteed hours. I waste so much time every cycle checking Erik so that I can turn my 4 hours rostered into 7 amount of hours. Having been here so long, I should be able to guarantee myself a 40-hour work week without spending so much wasted time scavenging for extra hours." [Disenchanted Leaders]</p>
	Training, development and career progression	X	X		X		<p>"Further customer service-related training to ensure all staff are across and aware of the same customer service principles throughout Crown." [Diligent Contributors]</p> <p>"Let dealers train in new games. Seeing new dealers get training in games you want while you have been asking for at least a year to get another game is demoralising." [Aspiring Careerists]</p> <p>"Improve access to formal career counselling and advice as recruitment agents don't ask you much except for fixed sets of questions on the phone." [Ambitious Achievers]</p> <p>"Training with technologies that offer certificates for my future and for the benefit of Crown. Crown should train their staff with the best possible training available. I get the feeling Crown Management think 'I've trained them, they will leave'. But what if you don't train them and they stay?" [Ambitious Achievers]</p>
	Improving food, including labelling and healthier options	X		X	X	X	<p>"During night shifts, the canteen should have more fresh and appealing food choices." [Reliable Co-workers]</p> <p>"The food needs to have consistent recipes so employees don't need to continually ask whether something is dairy-free etc., as well as food labels that reflect dietary requirements. I don't eat meat which is difficult enough, but one of my co-workers has been sent into anaphylactic shock." [Diligent Contributors]</p> <p>"Improve the food. Maybe have less but higher quality or more variety day to day." [Disenchanted Leaders]</p>

LEGEND: ■ DILIGENT CONTRIBUTORS ■ AMBITIOUS ACHIEVERS ■ RELIABLE CO-WORKERS ■ ASPIRING CAREERISTS ■ DISENCHANTED LEADERS

Note: Based on concept clusters for overall dataset by question and individual ranked concepts for datasets by EX segment and question; many issues were raised within all of the segments but only those most relevant to each EX segment are indicated.



Employees identified several common CX enhancement opportunities

Employees were also asked to provide suggestions on potential opportunities to improve the customer experience at Crown. Common themes are outlined below, along with an indication as to how common each identified opportunity was across segments and a representative quote to highlight the opportunity in the words of employees.

	Improvement Opportunity	Segment Mentions					Representative Quotes		
CULTURE	Staff attitudes		X		X	X	"Friendlier, happier staff with a management team backing up the importance of customer service." [Ambitious Achievers]	"Invest a little. Stop cutting budgets because it will only lead to unhappy, overworked employees and poor service." [Aspiring Careerists]	"Spend money to have more staff on each shift. More staff leads to less workload, more happy staff, and better customer service!" [Disenchanted Leaders]
	Real-time customer feedback		X			X	"Capture customer feedback in real time and not days/weeks later!!! Maybe with the Crown app?" [Aspiring Careerists]	"Customers' feedback should be given more importance than the compliments." [Disenchanted Leaders]	
	Reduce staff pressures to allow better service and more personalised attention	X	X		X		"I think just having more staff on so staff aren't as pressured and can take the time to talk to the guests, give recommendations etc." [Aspiring Careerists]	"Hire more staff to release current staff work load pressure and that also can improve service quality." [Diligent Contributors]	"Give staff more time for customer interaction, have less pressure on productivity." [Disenchanted Leaders]
RESOURCES	Staff training	X	X			X	"Improve customer service within the gaming department by introducing customer service training courses held by qualified instructors and not on line training modules." [Diligent Contributors]	"Invest more money on training staff to make sure all the staff are well trained and knowledgeable about the products and services that they provide to the customer." [Ambitious Achievers]	"Train staff for longer and make sure they're up to the standard of making customers feel welcomed." [Disenchanted Leaders]
	Improve consistency and delivery of communication and information provision	X	X	X	X	X	"Communicate and share the company vision more effectively to provide better customer experiences, and supporting it with reasonable workloads." [Diligent Contributors]	"More game learning areas near entrances so that when new customers arrive they can get a hands-on approach and a confident feel on how to play." [Ambitious Achievers]	"Better inform patrons about the rewards card program instead of just giving them a card. Most people seem to not know what to do with it." [Reliable Co-workers]

LEGEND: ■ DILIGENT CONTRIBUTORS ■ AMBITIOUS ACHIEVERS ■ RELIABLE CO-WORKERS ■ ASPIRING CAREERISTS ■ DISENCHANTED LEADERS

Note: Based on concept clusters for overall dataset by question and individual ranked concepts for datasets by EX segment and question; many issues were raised within all of the segments but only those most relevant to each EX segment are indicated.



Employees identified several common CX enhancement opportunities cont.

	Improvement Opportunity	Segment Mentions					Representative Quotes		
REWARDS	Benefits, promotions and services			X	X	X	"Provide a surprise for randomly selected customers for the day to have a free dinner for two and a stay for a night at Crown Towers." [Reliable Co-workers]	"Provide free Crown tour guides for our guests around the property and give them more free play money. We're going to get it back and their stay time will increase." [Aspiring Careerists]	
	Access to rewards and information booths	X	X	X			"The queues in-line at the rewards booths are terrible. I feel bad for the patrons. They should put in more booths and put in more staff to assist. The rewards booths should be open at all hours with working staff who have better knowledge of the entire complex and current events that are on." [Diligent Contributors]	"There should be staff members at information booths in evenings during busy event nights." [Ambitious Achievers]	
SPACES	Food offering (better quality, more novel offerings, cost effective)	X	X		X	X	"Feels like the food price is too high compared to restaurants outside of Crown. There should be food and beverage discounts for families." [Diligent Contributors]	"Better pricing for Food & Beverages. Pubs/clubs and surrounding cafes, bars, etc. have better offerings than Crown and don't have credit card surcharges. It's embarrassing that smaller operators can wear the charge and Crown cannot." [Aspiring Careerists]	"There should be more food options during late nights or early morning." [Reliable Co-workers]
	Physical spaces (more seating, better access to services and facilities, updated aesthetics)	X	X	X			"Customers should have access to more areas around the complex, such as pools and exclusive gaming areas to expand their experience." [Diligent Contributors]	"There should be more non-smoking areas in VIP gaming. Many local guests will opt to play elsewhere if it is too smoky on the tables." [Diligent Contributors]	"To keep things fresh and well maintained some areas of Crown need to be given a new look or an update." [Ambitious Achievers]
	Enforce rules for players and guests to ensure a better experience for both staff and all customers	X		X		X	"Better enforcement of point gathering to ensure the 'member' rooms are for patrons who have earned the points and not chain smokers who hog all the chairs and prohibit the players who deserve to be there." [Reliable Co-workers]	"Better communication between guest services and venues so things are explained perfectly to the guests. If they are aware of the rules, they can have the best experience possible." [Diligent Contributors]	

LEGEND: ■ DILIGENT CONTRIBUTORS ■ AMBITIOUS ACHIEVERS ■ RELIABLE CO-WORKERS ■ ASPIRING CAREERISTS ■ DISENCHANTED LEADERS

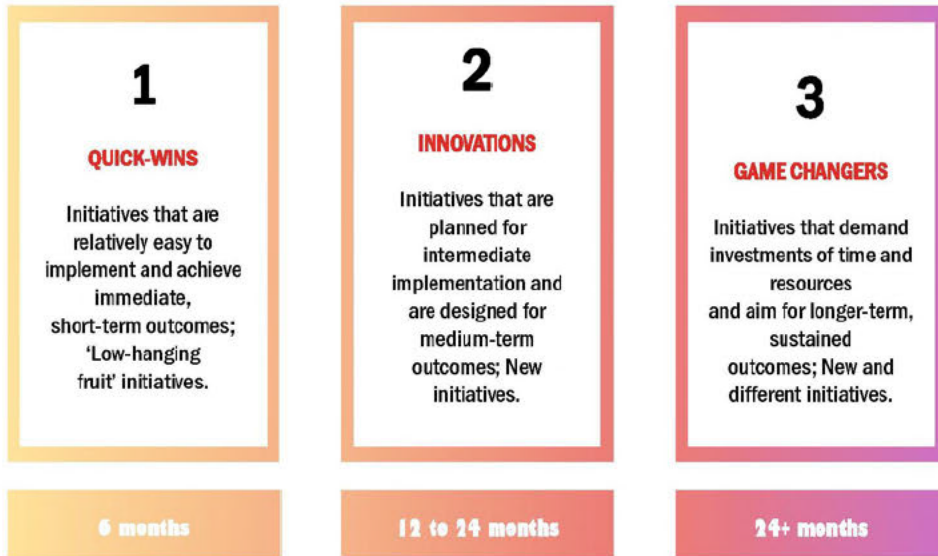
Note: Based on concept clusters for overall dataset by question and individual ranked concepts for datasets by EX segment and question; many issues were raised within all of the segments but only those most relevant to each EX segment are indicated.



06 Next Steps



The Crown EX can be enhanced on the basis of three types of initiatives



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NEXT STEPS



Quick-win: Deep dive into Diligent Contributors

This research has identified that Diligent Contributors is an underperforming segment in terms of promoting Crown as a place to work (ENPS¹) compared to other segments with positive ENPS scores.

Diligent Contributors is the largest EX segment at Crown and warrants further attention to determine potential drivers of the segment's relatively low ENPS.

The current project provides some initial qualitative insights derived from survey data; however, this is limited. We propose a series of qualitative deep dives with this segment in order to uncover any potential triggers that might be influencing ENPS levels and to identify strategies to rectify any identified issues.

These deep dives would also allow Crown the opportunity to gain a deeper understanding of the points of pain and delight that exist for this segment (such as Social Environment), providing a foundation for further extending these insights across all segments.

The quick-win of understanding and enhancing the Diligent Contributors' work experience at Crown involves the following steps:

1. **Discovery & Recruitment:** The Diligent Contributor segment profile should be leveraged to invite participants to a series of focus group discussions across Crown Melbourne and Crown Perth.
2. **Listen & Learn:** After recruitment, employees should be given an open and impartial environment in which to discuss their experiences and reflections on working at Crown.

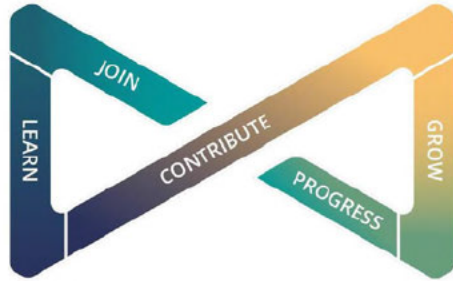
Note: ¹ENPS question asks 'How likely would you be to recommend Crown [location] as a place to work?' and is rated on a scale from 0 (not at all) to 10 (extremely likely). Ratings are converted to Promoters (9-10), Passives (6-7) and Detractors (0-5) in line with the NPS methodology. A positive ENPS rating indicates more 'Promoters' exist in a population than 'Detractors'.



Innovation: Align Crown EX and CX programs by identifying and understanding Crown EX personas and journeys

The EX survey provides an initial step in identifying the EX segments that exist in Crown, as well as their motivations, perceptions and behaviours. However, an in-depth analysis of employees' entire EX journey is not possible with survey data. Hence, in line with Crown's CX research program, a series of qualitative immersions (e.g. groups, interviews) across all employees is recommended. This would allow for the identification and understanding of EX journeys and in-depth touchpoints and moments of truth.

Detailed employee journey maps can also be developed, tracking each phase from recruitment and induction to exit. The psychology behind Crown EX personas and their respective journeys can also be brought to life through this process.



Drawing on EX literature, the employee experience journey is comprised of dynamic decision points, not static processes. These decision points mark five broad stages within a continuous series of journeys.

1. **JOIN: Discovery & Recruitment.** The employee journey begins when they 'discover' a role within an organisation and are recruited into it. It is important to note that this can be through internal recruitment or external recruitment.
2. **LEARN: Induction & Onboarding.** After recruitment, employees are inducted into the organisation's culture and processes through onboarding, including initial training.
3. **CONTRIBUTE: Participation & Contribution.** The majority of an employee's experience will be spent participating in the organisation's culture and contributing to its success through their performance at work.
4. **GROW: Development & Growth.** As employees participate and contribute at work, they develop their skills through multiple stages of growth.
5. **PROGRESS: Recommitting & Transitioning.** As they develop their skills, employees will either recommit to their current role to continue on their current growth curve or transition into a new role within or outside of the organisation.

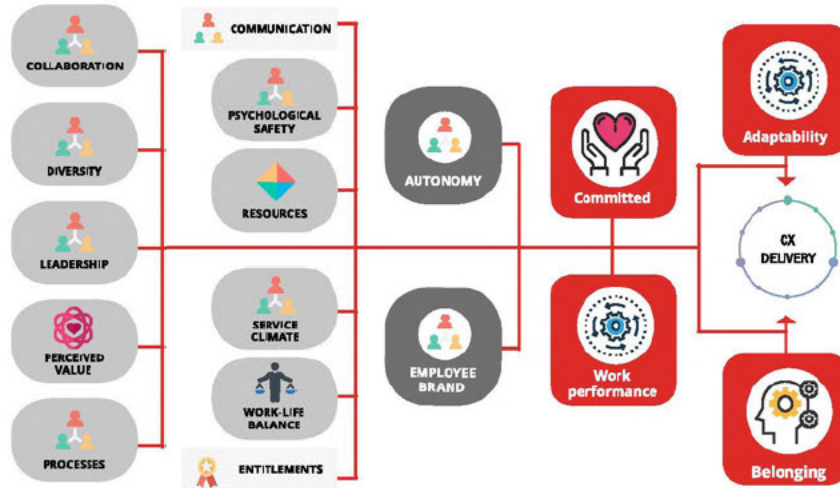
Note: The Crown employee experience life stage model is derived from a review of academic and industry based literature relating to the employee experience.

NEXT STEPS



Game changer: Track the Crown EX model over time and match Voice of Employee with Voice of Customer to close the CX Delivery gap

The below model is the final propriety EX model for Crown. Ongoing tracking of these core EX metrics is recommended on an annual basis, with more frequent 'pulse' updates in line with CX measures. Longitudinal data would allow for analysis that could identify how employees move between EX segments over time. This data could also assist with identifying and understanding how employees move from lower to higher levels of Belonging and Adaptability, the key drivers of CX Delivery.





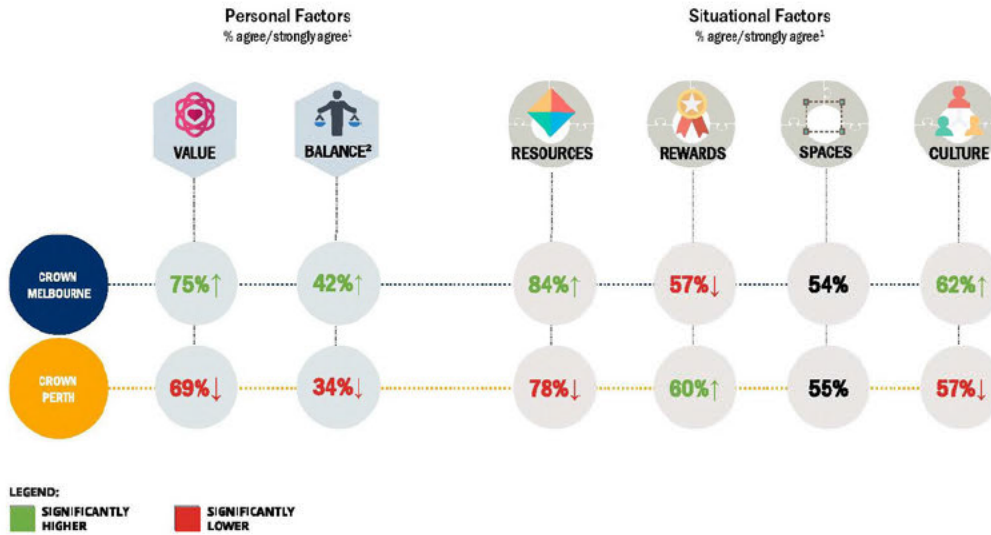
07 APPENDIX

**A. The Crown Employee Experience:
Melbourne vs. Perth**



Crown Melbourne and Crown Perth both perform very well on the Personal and Situational factors that shape the employee experience

Crown employees in Melbourne and Perth have similar ratings of Personal and Situational Factors. However, Crown Melbourne performs slightly better across all factors except Rewards and Spaces.

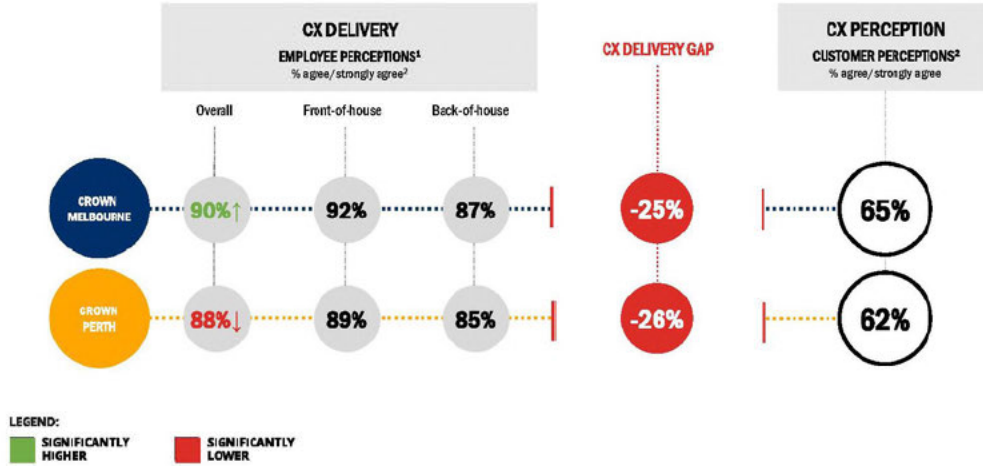


Note: Overall scores combine scores from both properties. Percentages indicate those that 'agree' or 'strongly agree' or are 'satisfied' or 'extremely satisfied'. Scores are out of 100 and are rounded to the nearest whole percentage. Significant results (p<0.001) are based on Crown Melbourne vs. Crown Perth, with arrows indicating a higher/lower statistically significant difference.



The majority of Crown employees see their role as related to and impactful on CX Delivery, but a gap exists between employees' perceptions of CX Delivery and customers' perceptions of Crown's CX

Crown employees were asked to self-assess their individual impact on and role in CX Delivery at Crown.¹ The majority (90%) report that their role is impactful and contributes to creating experiences for customers at Crown. However, comparing customer perceptions of Crown's CX shows a CX delivery gap. Comparing these results more broadly, Crown's CX Delivery gap is lower than the industry standard of a 72% delivery gap.²

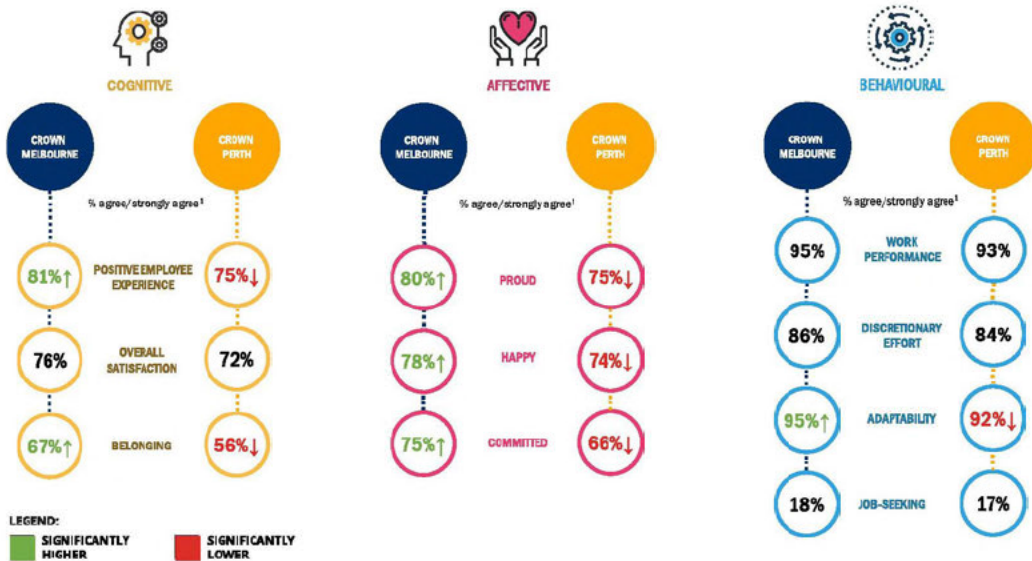


Note: ¹ Employees' role in Crown's CX Delivery was assessed using a composite of two items, 'My job has an impact on the Crown customer experience' and 'I create memorable experiences with Crown customers'. Overall scores combine scores from both properties. Percentages indicate those who 'agree' or 'strongly agree', rounded to the nearest whole percentage. ² Bar, A Company (2025). Closing the delivery gap: How to achieve true customer growth. ³ Data collected from Crown Customers as part of the ongoing Crown CX track survey, collected over the period 1 April 2016 to 31 June 2016. Significance results ($p < 0.001$) are based on Crown Melbourne vs. Crown Perth, with arrows indicating a high/low statistically significant difference.



Melbourne employees exhibit slightly more positive Responses to the experience of working at Crown

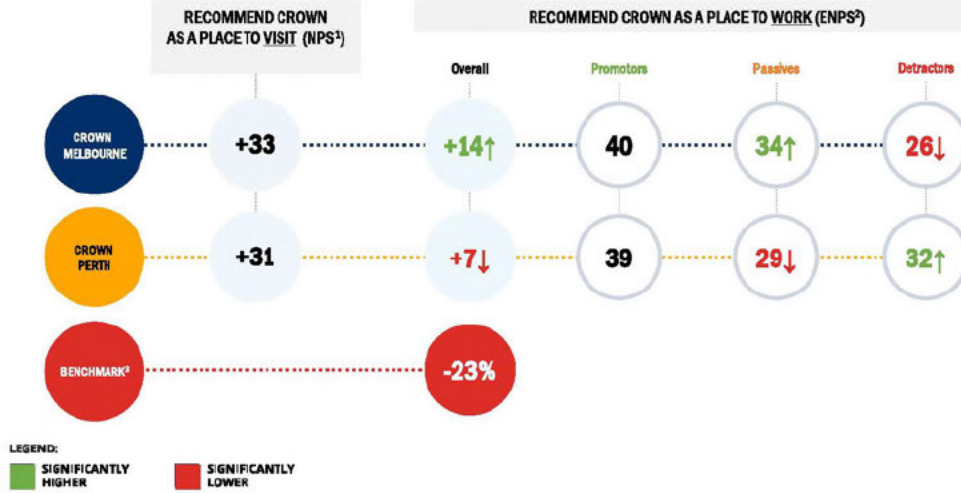
The primary differences across Melbourne and Perth are seen in Cognitive and Affective characteristics: Melbourne employees report higher levels of Belonging and report being more Committed when compared to Perth employees.





The overall employee promotion of Crown as a place to visit (NPS) and as a place to work (ENPS) is positive

Two advocacy questions were asked of staff, advocacy of Crown as a place to visit (NPS) and advocacy of Crown as a place to work (ENPS). Both scores rate highly for Crown overall and across each property, with more Promoters than Detractors across the Crown business.



Note: ¹Also known as 'likelihood to recommend Crown as a place to visit'. ²ENPS question asks 'How likely would you be to recommend Crown [restaurant] as a place to work?' and is rated on a scale from 0 (not at all) to 10 (extremely likely). Ratings for both NPS and ENPS are converted to Promoters (9-10), Passives (6-7) and Detractors (0-5) in line with the standard NPS methodology. A positive NPS/ENPS rating indicates more 'Promoters' exist in a population than 'Detractors'. ³A benchmark ENPS of 23 was derived from a national Australian sample of employees via the CXI Omnibus Survey (March 2018). Significance results (p<0.001) are based on Crown Melbourne vs. Crown Perth, with a row indicating a higher/lower statistically significant difference.



Enhancement Opportunities by Property: Crown Melbourne

CULTURE	RESOURCES	REWARDS	SPACES
EX ENHANCEMENT OPPORTUNITIES			
<p>MANAGEMENT Improve management, including more accountability, equitable treatment, better support and increased recognition</p> <p>BALANCE & FLEXIBILITY Improve work-life balance (e.g. rostered hours, additional leave/RDUs) and access to leave and flexible working arrangements (e.g. working from home, night shift allowances)</p> <p>COMMUNICATION Improve consistency and transparency of communications across departments and teams at all levels of management</p>	<p>STABILITY Changes to time management processes, including longer shifts, flexible working hours, stable working hours (e.g. progressing from part-time to full-time)</p> <p>FOOD Better food, including healthier options that are available to all workers (i.e. both day and night shift employees)</p>	<p>DIRECT BENEFITS Improve benefits, including increased pay</p> <p>CAREER PROGRESSION Provide opportunities for career development training and promotion</p> <p>PARKING Provide more parking options, reduced costs or free parking</p> <p>RECOGNITION Increase rewards and recognition for staff (e.g. rewarding efforts for going above and beyond service expectations)</p> <p>LIFESTYLE BENEFITS Better and/or more flexible benefits, including internal benefits (e.g. gym) and external benefits (e.g. health insurance)</p>	<p>AIR QUALITY Improve air flow and quality in smoking-permitted gaming areas</p>
CX ENHANCEMENT OPPORTUNITIES			
<p>HAPPINESS Encourage, support, and properly resource employees to result in happier staff</p> <p>VALUING THE CUSTOMER Encourage generosity, positive interactions, patience, consideration (e.g. making the customer's dollar last a bit longer)</p> <p>FEEDBACK Encourage real-time and independently reviewed customer feedback</p> <p>CUSTOMER INTERACTION Recognise opportunities to conduct verbal interactions with customers (e.g. greetings and small talk)</p>	<p>TRAINING Improve and increase opportunities for training and skill development to provide better service</p>	<p>FREEBIES Be more generous to card holders and reward them more frequently (e.g. free drinks, entertainment passes, gaming credits)</p> <p>DIRECT BENEFITS Provide more benefits (e.g. parking), promotions (e.g. giveaways) and services (e.g. tour guides)</p> <p>SIMPLIFY REWARDS Improve and simplify the Crown Rewards structure to recognise and fairly reward customers for their gaming and non-gaming interactions across the property</p>	<p>RULES Enforce rules for players to ensure a better experience for both staff and other players</p> <p>FACILITIES Improve physical spaces, especially around the casino areas (e.g. air quality, more seating, better access to services and facilities, updated aesthetics), and improve wayfinding</p> <p>REWARDS BOOTHS Improve and provide more access to rewards booths</p>

Note: Segment differences are unavailable.



Enhancement Opportunities by Property: Crown Perth

CULTURE	RESOURCES	REWARDS	SPACES
CX ENHANCEMENT OPPORTUNITIES			
<p>MANAGEMENT Improve accountability, communication, support, and acknowledgement</p> <p>BALANCE & FLEXIBILITY Improve work-life balance (e.g. rostered hours, additional leave/RDOs) and access to leave and flexible working arrangements (e.g. working from home, night shift allowances)</p> <p>COMMUNICATION Improve consistency and transparency of communications across departments and teams at all levels of management</p> <p>FAIRNESS Fair and equal treatment of staff, including reducing burden of workload on high-performing staff by assigning capable and knowledgeable staff</p>	<p>STABILITY Changes to time management processes, including longer shifts, flexible working hours, stable working hours (e.g. progressing from part-time to full-time)</p> <p>FOOD Increase variety of food options (e.g. healthier) as well as improved quality of food that are available to all workers (i.e., day and night shift employees)</p>	<p>LIFESTYLE BENEFITS Better and/or more flexible benefits, including internal benefits (e.g. gym access, flu vaccinations) and external benefits (e.g. health insurance)</p> <p>DIRECT BENEFITS Provide additional benefits (e.g. pay reviews based on individual performance) and increase on-site parking options, including better parking on event nights</p> <p>RECOGNITION Improve staff recognition through more balanced (e.g. nominating quiet achievers) and more expressive (e.g. acknowledgement) mechanisms of recognition</p> <p>CAREER PROGRESSION Provide opportunities for career development, training and promotion</p>	
CX ENHANCEMENT OPPORTUNITIES			
<p>HAPPINESS Encourage, support, and properly resource employees to result in happier staff</p> <p>FEEDBACK Encourage real-time and independently reviewed customer feedback</p> <p>VALUING THE CUSTOMER Encourage generosity (e.g. free drinks on members night), positive interactions, patience, consideration</p> <p>REDUCE PRESSURE Reduce time pressures on dealers to allow better service and more personalised attention</p>	<p>COMMUNICATION Improve communication between departments to ensure correct and consistent information is provided to all customers</p> <p>TRAINING Improve and increase opportunities for training and skill development to provide better service</p>	<p>DIRECT BENEFITS Provide more benefits (e.g. gym/pool passes, parking), promotions (e.g. giveaways) and services (e.g. tour guides)</p> <p>SIMPLIFY REWARDS Unify the Crown Rewards and Crown Direct hotels program and benefits, including rewarding returning hotel guests through wider amenities of the property</p> <p>FREEBIES Be more generous to card holders/poker players and reward them more frequently (e.g. free drinks, food, will)</p>	<p>ENTERTAINMENT Expand the property to include more food outlets, entertainment options, shops and live entertainment in the casino areas (e.g. roving promotions)</p> <p>RULES Better explanations and enforcement of the rules (e.g. gaming and complicity entitlements) for players and guests to ensure a better experience for staff and other players</p> <p>FACILITIES Improve physical spaces around the casino areas (e.g. more seating, better access to services and facilities, updated aesthetics)</p>

Note: Segment differences are unavailable.



07 APPENDIX

B. Segment Comparisons by Item



Item results for Value and Balance

		Items	Rating	Diligent Contributors	Ambitious Achievers	Reliable Co-workers	Aspiring Careerists	Disenchanted Leaders	
Constructs	VALUE	Perceived Value (Q7.6)	I enjoy working at [Q2.1 Crown Location]	agree + strongly agree	81% ↑	83% ↑	66% ↓	84% ↑	50% ↓
			I feel good about working at [Q2.1 Crown Location]	agree + strongly agree	78% ↑	80% ↑	60% ↓	84% ↑	41% ↓
			[Q2.1 Crown Location] provides a good range of benefits to its employees	agree + strongly agree	79%	82% ↑	66% ↓	84% ↑	49% ↓
			[Q2.1 Crown Location] has an acceptable range of benefits for its employees	agree + strongly agree	80%	82% ↑	67% ↓	84% ↑	54% ↓
	BALANCE	Work-life Balance (Q7.5)	Working at [Q2.1 Crown Location] improves the way other people see me	agree + strongly agree	50%	56% ↑	33% ↓	71% ↑	17% ↓
			Other people have a good impression of me because I work at [Q2.1 Crown Location]	agree + strongly agree	58%	63% ↑	42% ↓	76% ↑	23% ↓
			At [Q2.1 Crown Location], you get well paid for what you are asked to do	agree + strongly agree	71%	71%	61% ↓	80% ↑	45% ↓
			My job is good for what I am paid	agree + strongly agree	72%	72%	65% ↓	80% ↑	42% ↓
		I worry about the effect of work stress on my health	agree + strongly agree	51%	51%	48%	51%	43%	
		Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult	agree + strongly agree	55%	56%	54%	55%	45%	
		I would like to reduce my working hours and stress levels, but feel I have no control over the current situation	agree + strongly agree	30%	30%	26%	33%	33%	

LEGEND:

■ SIGNIFICANTLY HIGHER

■ SIGNIFICANTLY LOWER

Note: Percentages indicate those who 'agree' or 'strongly agree', rounded to the nearest whole percentage; Arrow indicates statistically significant difference (p<0.001) and higher/lower result compared to the Total Sample.



Item results for Culture

Items		Rating	Diligent Contributors	Ambitious Achievers	Reliable Co-workers	Aspiring Careerists	Disenchanted Leaders	
Constructs CULTURE	Autonomy (Q6.3)	I can use my own personal judgment in carrying out my job	agree + strongly agree	82%	86% ↑	72% ↓	87% ↑	59% ↓
		I am appropriately involved in decisions that affect my work	agree + strongly agree	64%	68% ↑	47% ↓	78% ↑	31% ↓
		I have enough autonomy to perform my job effectively	agree + strongly agree	85%	88% ↑	75% ↓	89% ↑	60% ↓
	Collaboration (Q10.2)	Interactions with management	agree + strongly agree	61%	67% ↑	44% ↓	73% ↑	28% ↓
		Interactions with support staff	agree + strongly agree	59%	64% ↑	40% ↓	72% ↑	26% ↓
		Learning new things	agree + strongly agree	63%	67% ↑	40% ↓	75% ↑	17% ↓
		Working collaboratively within my team	agree + strongly agree	71%	76% ↑	52% ↓	81% ↑	32% ↓
		Working collaboratively across the business	agree + strongly agree	55%	60% ↑	33% ↓	71% ↑	20% ↓
		Opportunities to share knowledge and feedback	agree + strongly agree	58%	63% ↑	36% ↓	72% ↑	18% ↓
	Communication (Q9.4)	Transparency of communication	agree + strongly agree	51%	59% ↑	33% ↓	67% ↑	17% ↓
		Relevance of communication	agree + strongly agree	56%	63% ↑	36% ↓	73% ↑	24% ↓
		Frequency of communication	agree + strongly agree	56%	63% ↑	39% ↓	71% ↑	22% ↓
Ease of access to communication		agree + strongly agree	60%	65% ↑	43% ↓	73% ↑	27% ↓	

LEGEND:

■ SIGNIFICANTLY HIGHER

■ SIGNIFICANTLY LOWER

Note: Percentages indicate those who 'agree' or 'strongly agree' (Autonomy) or are 'satisfied' or 'extremely satisfied' (Collaboration and Communication), rounded to the nearest whole percentage; Arrow indicates statistically significant difference (p<0.001) and higher/lower result compared to the Total Sample.



Item results for Culture cont.

		Items	Rating	Diligent Contributors	Ambitious Achievers	Reliable Co-workers	Aspiring Careerists	Disenchanted Leaders	
Constructs	CULTURE	Diversity (Q9.3)							
		Reward and recognition	agree + strongly agree	44%	50% ↑	30% ↓	62% ↑	14% ↓	
		Diversity of workforce	agree + strongly agree	74%	78% ↑	58% ↓	83% ↑	41% ↓	
			Inclusivity of working environment	agree + strongly agree	64%	71% ↑	45% ↓	77% ↑	28% ↓
	Leadership (Q9.4)	Crown [location]'s commitment to social responsibility (e.g. community support, sustainability, etc.) is genuine	agree + strongly agree	71%	74% ↑	54% ↓	80% ↑	40% ↓	
		The leaders at [Q2.1 Crown Location] demonstrate that people are important to the company's success	agree + strongly agree	63%	68% ↑	47% ↓	76% ↑	31% ↓	
		The leaders at [Q2.1 Crown Location] have communicated a vision that motivates me	agree + strongly agree	49%	56% ↑	30% ↓	66% ↑	18% ↓	
		Leaders are very concerned about the welfare of employees	agree + strongly agree	52%	57% ↑	35% ↓	67% ↑	24% ↓	
		Leaders have a strong sense of fairness	agree + strongly agree	52%	57% ↑	35% ↓	65% ↑	22% ↓	
	Processes (Q9.1)	Other managers and supervisors genuinely care about my wellbeing	agree + strongly agree	64%	67% ↑	50% ↓	73% ↑	32% ↓	
		Management style of my direct manager	agree + strongly agree	68%	72% ↑	57% ↓	75% ↑	40% ↓	
		Internal recruitment process	agree + strongly agree	46%	50% ↑	28% ↓	62% ↑	16% ↓	
Performance management processes		agree + strongly agree	50%	54% ↑	32% ↓	68% ↑	19% ↓		
		Complaint and grievance processes	agree + strongly agree	47%	48% ↑	31% ↓	62% ↑	22% ↓	

LEGEND:

■ SIGNIFICANTLY HIGHER

■ SIGNIFICANTLY LOWER

Note: Percentages indicate those who 'agree' or 'strongly agree' (Employee Based and Leadership) or an 'satisfied' or 'extremely satisfied' (Diversity), rounded to the nearest whole percentage; Arrow indicates statistically significant difference (p<0.001) and higher/lower result compared to the Total Sample.

SEGMENT COMPARISONS BY ITEM



Item results for Culture and Resources

		Items	Rating	Diligent Contributors	Ambitious Achievers	Reliable Co-workers	Aspiring Careerists	Disenchanted Leaders
CULTURE	Psychological Safety (Q9.8)	I feel that I can express my true feelings at work	agree + strongly agree	52%	57% ↑	37% ↓	66% ↑	22% ↓
		I feel respected in the workplace	agree + strongly agree	69%	74% ↑	54% ↓	78% ↑	36% ↓
		I feel comfortable to challenge ideas at work without judgement	agree + strongly agree	54%	60% ↑	38% ↓	69% ↑	20% ↓
	Service Climate (Q7.2)	Employees have the knowledge and skills to deliver superior service	agree + strongly agree	80%	83% ↑	72% ↓	88% ↑	52% ↓
		The overall service quality provided to customers is excellent	agree + strongly agree	82%	85% ↑	67% ↓	88% ↑	54% ↓
		The culture of our organisation is to put the customer first	agree + strongly agree	83%	86% ↑	69% ↓	89% ↑	56% ↓
RESOURCES	Resources (Q7.3)	[Q2.1 Crown Location] clearly communicates their expectations	agree + strongly agree	80%	83% ↑	70% ↓	88% ↑	48% ↓
		I am provided with appropriate tools, technology, and other resources	agree + strongly agree	77%	78%	66% ↓	84% ↑	45% ↓
		I have the appropriate skills to deliver high-quality customer experiences	agree + strongly agree	95% ↑	96% ↑	88% ↓	95%	73% ↓
		Access to training and development	agree + strongly agree	62%	65% ↑	44% ↓	73% ↑	29% ↓

LEGEND:

■ SIGNIFICANTLY HIGHER

■ SIGNIFICANTLY LOWER

Note: Percentages indicate those who 'agree' or 'strongly agree' (Psychological safety and Resources) or are 'satisfied' or 'extremely satisfied' (Processes), rounded to the nearest whole percentage; Arrow indicates statistically significant difference (p<0.001) and higher/lower result compared to the Total Sample.



Item results for Rewards and Spaces

		Items	Rating	Diligent Contributors	Ambitious Achievers	Reliable Co-workers	Aspiring Careerists	Disenchanted Leaders
Constructs	REWARDS Entitlements (Q10.1)	Parking benefits or discounts	agree + strongly agree	46%	53% ↑	32% ↓	61% ↑	15% ↓
		Meal benefits while at work	agree + strongly agree	76%	70% ↑	64% ↓	82% ↑	52% ↓
		Food and meal discounts at restaurants	agree + strongly agree	66%	73% ↑	50% ↓	76% ↑	38% ↓
		Health benefits or discounts	agree + strongly agree	46%	52% ↑	29% ↓	62% ↑	25% ↓
		Leave entitlements	agree + strongly agree	72%	75% ↑	59% ↓	77% ↑	53% ↓
	SPACES Physical Spaces (Q9.3)	Staff Restaurant - IDs	agree + strongly agree	57%	63% ↑	48% ↓	64% ↑	31% ↓
		Furniture and equipment	agree + strongly agree	57%	61% ↑	44% ↓	72% ↑	30% ↓
		Physical work environment	agree + strongly agree	61%	67% ↑	48% ↓	72% ↑	34% ↓
		Noise level	agree + strongly agree	46%	52% ↑	30% ↓	57% ↑	23% ↓
		Amenities and shared spaces	agree + strongly agree	65%	68% ↑	51% ↓	70% ↑	35% ↓
	Canteen	agree + strongly agree	61%	62%	46% ↓	72% ↑	34% ↓	

LEGEND:

■ SIGNIFICANTLY HIGHER

■ SIGNIFICANTLY LOWER

Note: Percentages indicate those who are 'satisfied' or 'extremely satisfied', rounded to the nearest whole percentage; Arrow indicates statistically significant difference (p<0.001) and high/low result compared to the Total Sample.

SEGMENT COMPARISONS BY ITEM



Item results for Cognitive, Affective, and Behavioural Employee Responses

		Items	Rating	Diligent Contributors	Ambitious Achievers	Reliable Co-workers	Aspiring Careerists	Disenchanted Leaders
Constructs	COGNITIVE Belonging (Q4.1)	I receive recognition for a job well done	agree + strongly agree	57%	63% ↑	44% ↓	69% ↑	31% ↓
		I feel part of the Crown community	agree + strongly agree	71%	72% ↑	54% ↓	79% ↑	34% ↓
		I have a high sense of security/ stability in my job	agree + strongly agree	74%	74%	65% ↓	80% ↑	43% ↓
	AFFECTIVE Commitment (Q5.1)	I feel I am part of a team at [Q2.1 Crown Location]	agree + strongly agree	79%	81% ↑	66% ↓	84% ↑	50% ↓
		I feel [Q2.1 Crown Location] provides a great opportunity to develop my career, not just a job	agree + strongly agree	62%	67% ↑	42% ↓	73% ↑	20% ↓
	BEHAVIOURAL Adaptability (Q6.2)	I usually adapt the type of service to meet the unique needs of each customer	agree + strongly agree	93%	95% ↑	86% ↓	94%	78% ↓
		I provide a high level of service to customers	agree + strongly agree	86% ↑	97% ↑	89% ↓	95%	83% ↓
		I receive positive feedback from customers	agree + strongly agree	82%	86% ↑	71% ↓	86% ↑	60% ↓
		I share new skills and knowledge with my co-workers	agree + strongly agree	89% ↑	91% ↑	76% ↓	90%	65% ↓
		I am very productive at work	agree + strongly agree	93%	95% ↑	83% ↓	95% ↑	71% ↓
		I work hard to get the job done on time	agree + strongly agree	93%	96% ↑	83% ↓	95% ↑	73% ↓
		I complete work to a high standard	agree + strongly agree	96% ↑	97% ↑	88% ↓	97%	82% ↓
	Work Performance (Q8.3)							

LEGEND:

■ SIGNIFICANTLY HIGHER

■ SIGNIFICANTLY LOWER

Note: Percentages indicate those who 'agree' or 'strongly agree', rounded to the nearest whole percentage; Arrow indicates statistically significant difference (p<0.001) and higher/lower result compared to the Total Sample.



07 APPENDIX

C. Catalogue of Survey Variables and Items

Employee Perceptions: Measures for Value and Balance

	Definition	Measures	Items Measurement
VALUE Perceived Value	<p>Perceived Value is a Personal Factor that relates to the value employees perceive in their employment at Crown, relating to each of four value dimensions: emotion, quality, social and price (Sweeney & Soutar, 2001).</p>	<p>Measures employees' agreement with each item on a 5-point scale.</p>	<p>Agreement with ...</p> <ul style="list-style-type: none"> I enjoy working at Crown [location] I feel good about working at Crown [location] At Crown [location] you get well paid for what you are asked to do My job is good for what I am paid Working at Crown [location] improves the way other people see me Other people have a good impression of me because I work at Crown [location] Crown [location] provides a good range of benefits to its employees Crown [location] has an acceptable range of benefits for its employees
BALANCE Work-life Balance	<p>Work-life Balance is a Personal Factor that relates to employees' perceived balance between their work and personal lives (Dex & Bond, 2005).</p>	<p>Measures employees' agreement with each item on a 5-point scale. Note: items are negatively worded, so scores for this construct reflect a perceived /lack of work-life balance.</p>	<p>Agreement with ...</p> <ul style="list-style-type: none"> I worry about the effect of work stress on my health Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult I would like to reduce my working hours and stress levels, but feel I have no control over the current situation

References used for all items: Agbozo, G. K., Oussu, I. S., Noodofia, M. A. & Atakorah, Y. B. (2017). The effect of work environment on job satisfaction: evidence from the banking sector in Ghana. *Journal of Human Resource Management*, 5(1), 12–18; Barnes, D.C. & Collins, J. E. (2013). Investigating work engagement in the service environment. *Journal of Services Marketing*, 27(6), 465–489; Brown, S. P. & Leigh, J. W. (1996). A new look at psychological climate and its relationship to job involvement, effort, and performance. *Journal of Applied Psychology*, 81, 328–348; Cox, S. & Bond, S. (2005). Measuring work-life balance and its correlates. *Work, Employment and Society*, 19(1), 621–637; IBM Smarter Workforce Institute, & WorkHuman Research Institute. (2017). The Employee Experience Index: a new global measure of a human workplace and its impact [White paper]. In IBM Analytics Thought Leadership Whitepapers. Retrieved from: [Crown EKI Research 111](https://www-01.ibm.com/commer/ssj/cgi-bin/ssjllas?ItemID=L6W1433USE&Cdn=WA. (1990). Psychological conditions of personal engagement and disengagement at work. <i>Academy of Management Journal</i>, 33, 692–714; Kumar, V. & Parasuraman, A. (2014). The construct, measurement, and impact of employee engagement: a marketing perspective. <i>Customer Needs and Solutions</i>, 1(1), 52–67; Kumar, V. & Parasuraman, A. (2015). Measuring the benefits of employee engagement. <i>MIT Sloan Management Review</i>, 56(6), 66–72; Maraga, B. Abd., S. Flaker, M. & Haddad, A. (2013). To be engaged or not to be engaged: the antecedents and consequences of service employees engagement. <i>Journal of Business Research</i>, 66, 2163–2170; Salarova, N. Ajat, S. & Peiro, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: the mediator of service climate. <i>Journal of Applied Psychology</i>, 90(6), 1217–1227; Sweeney, J. C. & Soutar, G. N. (2001). Consumer perceived value: the development of a multiple item scale. <i>Journal of Retailing</i>, 77(2), 203–220.</p>
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VALUE



BALANCE





Employee Perceptions: Measures for Culture

	Definition	Measures	Items Measurement
Constructs CULTURE	Autonomy	Autonomy is a Cultural Situational Factor that reflects employees' perceived ability to make decisions and exercise judgement in performing their role, representing a resource for service employees in creating high-quality customer experiences (Mengu et al., 2013).	Measures employees' agreement with each item on a 5-point scale.
	Collaboration	Collaboration is a Cultural Situational Factor that is measured via employees' satisfaction with interpersonal interactions, collegial support and knowledge sharing within the organisation.	Measures employees' satisfaction with each item on a 5-point scale.
	Communication	Communication is a Cultural Situational Factor that is measured via employees' satisfaction with organisational communication across four dimensions: transparency, relevance, frequency, and ease of access.	Measures employees' satisfaction with each item on a 5-point scale.
	Employee Brand	Employee Brand is a Cultural Situational Factor that captures employees' perceptions of the organisation as a place to work in general, beyond their own personal experiences/role (scale from Kumar & Pansari, 2014).	Measures employees' agreement with each item on a 5-point scale.
	Diversity	Diversity is a Cultural Situational Factor that measures employees' perceptions of a social environment of personal respect within the workplace (Agbozo, Owusu, Hoedjoafia, & Atokrah, 2017). It is measured via employees' satisfaction across three dimensions: individual recognition, diversity and inclusion.	Measures employees' satisfaction with each item on a 5-point scale.



Employee Perceptions: Measures for Culture



	Definition	Measures	Items Measurement
Constructs CULTURE	Leadership Leadership is a Cultural Situational Factor measured via employees' perceptions of Crown's leadership at an executive, managerial and supervisory level.	Measures employees' agreement with each item on a 5-point scale.	Agreement with ... <ul style="list-style-type: none"> • Crown [location]'s commitment to social responsibility (e.g. community support, sustainability, etc.) is genuine • The leaders at Crown [location] demonstrate that people are important to the company's success • The leaders at Crown [location] have communicated a vision that motivates me • Leaders are very concerned about the welfare of employees • Leaders have a strong sense of fairness • Other managers and supervisors genuinely care about my wellbeing
	Processes Processes is a Cultural Situational Factor measured via employees' perceptions of the organisational systems and processes that comprise Crown's organisational environment.	Measures employees' satisfaction with each item on a 5-point scale.	Satisfaction with ... <ul style="list-style-type: none"> • Management style of my direct manager • Internal recruitment process (i.e. when applying for a role within Crown) • Performance management processes • Complaint and grievance processes
	Psychological Safety Psychological Safety is a Cultural Situational Factor that relates to employees' perceived ability to express themselves without fear of repercussions (Kahn, 1990; Brown & Leigh, 1996).	Measures employees' agreement with each item on a 5-point scale.	Agreement with ... <ul style="list-style-type: none"> • I feel that I can express my true feelings at work • I feel respected in the workplace • I feel comfortable to challenge ideas at work without judgement
	Service Climate Service Climate is a Cultural Situational Factor that measures employees' perceptions of the organisation's orientation to service provision and the conduciveness of the work environment to provision of a high-quality customer experience (Salamova, Agut and Peiró 2009).	Measures employees' agreement with each item on a 5-point scale.	Agreement with ... <ul style="list-style-type: none"> • Employees have the knowledge and skills to deliver superior service • The overall service quality provided to customers is excellent • The culture of our organisation is to put the customer first



CULTURE

Employee Perceptions: Measures for Resources, Rewards, and Spaces

		Definition	Construct Details	Items Measurement
Constructs	RESOURCES Resources	Resources is a Situational Factor that relates to the resources available for employees to complete their work as expected, measured via employee perceptions of tools and training/ orientation (shown to increase availability of job and personal resources to meet job demands; Kumar & Passari, 2014, 2015).	Measures employees' agreement or satisfaction with each item on a 5-point scale.	Agreement with ... <ul style="list-style-type: none"> • Crown [location] clearly communicates their expectations • I am provided with appropriate tools, technology, and other resources • I have the appropriate skills to deliver high-quality customer experiences Satisfaction with ... <ul style="list-style-type: none"> • Access to training and development
	REWARDS Entitlements	Entitlements is a Situational Factor that relates to the benefits and rewards provided to employees as part of their employment agreement or in the course of their employment, measured via employee satisfaction.	Measures employees' satisfaction with each item on a 5-point scale.	Satisfaction with ... <ul style="list-style-type: none"> • Parking benefits or discounts • Meal benefits while at work • Food and meal discounts at restaurants • Health benefits or discounts • Leave entitlements
	SPACES Physical spaces	Physical spaces is a Situational Factor that measures employees' perceptions of the tangible aspects of the work environment (including spaces, atmosphere and equipment) and which have a physiological impact on employees (Agbozo, Owusu, Hoedoeafia, & Atakorah, 2017).	Measures employees' satisfaction with each item on a 5-point scale.	Satisfaction with ... <ul style="list-style-type: none"> • Staff Restaurant - IDs • Canteen • Furniture and equipment • Physical work environment • Noise level • Amenities and shared spaces



RESOURCES



REWARDS



SPACES





Self-Assessed Measures: Cognitive and Affective Employee Responses

		Definition	Measures	Items Measurement	
Constructs	COGNITIVE	Belonging	Belonging is a Cognitive Response measuring employees' sense of recognition, inclusion and stability at Crown (Kumar & Pansari, 2015).	Measures employees' agreement with the item on a 5-point scale.	Agreement with... <ul style="list-style-type: none"> • I receive recognition for a job well done • I feel part of the Crown community • I have a sense of security/stability in my job
	Positive Employee Experience	Positive Employee Experience is a Cognitive Response measuring employees' overall perceptions of their employee experience at Crown as positive.	Measures employees' agreement with the item on a 5-point scale.	Agreement with... <ul style="list-style-type: none"> • My experience as an employee has been positive 	
	Overall Satisfaction	Overall Satisfaction is a Cognitive Response measuring employees' overall satisfaction with their job at Crown.	Measures employees' agreement with the item on a 5-point scale.	Agreement with... <ul style="list-style-type: none"> • I am satisfied with my job 	
	AFFECTIVE	Proud	Proud is an Affective Response measuring employees' sense of pride in their employment at Crown.	Measures employees' agreement with the item on a 5-point scale.	Agreement with... <ul style="list-style-type: none"> • I am proud to work for Crown [location]
		Committed	Committed is an Affective Response measuring employees' affective and career commitment to Crown.	Measures employees' agreement with the item on a 5-point scale.	Agreement with... <ul style="list-style-type: none"> • I feel I am part of a team at Crown [location] • I feel Crown [location] provides a great opportunity to develop a career, not just a job
		Happy	Happy is an Affective Response measuring employees' sense of happiness in their employment at Crown.	Measures employees' agreement with the item on a 5-point scale.	Agreement with... <ul style="list-style-type: none"> • I feel happy working at Crown [location]



COGNITIVE

AFFECTIVE



Self-Assessed Measures: Behavioural Employee Responses

	Definition	Measures	Items Measurement
Constructs BEHAVIOURAL	Adaptability is a self-reported Behavioural Response measuring employees' perceptions of their ability to adapt service delivery and provide high-quality service to customers (Barnes & Collier, 2013).	Measures employees' agreement with the items on a 5-point scale.	Agreement with ... <ul style="list-style-type: none"> I usually adapt the type of service to meet the unique needs of each customer I provide a high level of service to customers I receive positive feedback from customers I share new skills and knowledge with my co-workers
	Discretionary Effort is a self-reported Behavioural Response measuring employees' perceptions of their willingness to exceed baseline expectations in performing their work (IBM & Workhuman, 2017).	Measures employees' agreement with the items on a 5-point scale.	Agreement with ... <ul style="list-style-type: none"> I am always willing to give more effort to get the job done I enjoy devoting extra effort to my work I consistently go above and beyond what is expected of me at work
	ENPS is a self-reported Behavioural Response measuring employees' propensity for positive word-of-mouth in relation to Crown as an employer using a standard ENPS (employee net promoter score) item.	Measures employees' likelihood to recommend Crown as a place to work on an 11-point scale.	How likely are you to recommend [Crown Location] to a friend or family member as a place to work?
	Job-seeking is a self-reported Behavioural Response measuring employees' expected job-seeking behaviour over the next 3, 6 and 12 months.	Measures employees' likelihood to job-see on a 5-point scale.	<ul style="list-style-type: none"> How likely are you to look for a new job within the next ... <ul style="list-style-type: none"> 3 months? 6 months? 12 months?
	NPS is a self-reported Behavioural Response measuring employees' propensity for positive word-of-mouth in relation to Crown as a future destination using a standard NPS (net promoter score) item.	Measures employees' likelihood to recommend Crown as a place to visit on an 11-point scale.	How likely are you to recommend [Crown Location] to a friend or family member as a place to visit?
	Work Performance is a self-reported Behavioural Response measuring employees' perceptions of their performance at work (IBM & Workhuman, 2017).	Measures employees' agreement with the items on a 5-point scale.	Agreement with ... <ul style="list-style-type: none"> I am very productive at work I work hard to get the job done on time I complete work to a high standard



BEHAVIOURAL



07 APPENDIX

D. Alternative Segment Names



Idiomatic alternatives to EX segment names and further descriptors have been developed for possible wider dissemination

These are some suggested alternative names and further descriptors for each EX segment. Please note that none of the segments are inherently negative as they all have positive qualities that actively contribute to and/or have the potential to contribute positively to Crown's organisational culture and performance.

Segment	Alternative names	Description	Working ethos
Diligent Contributors	Workhorses/ Team Players	The largest employee segment, this group of employees are dedicated team players who are hardworking. They are active contributors to the workplace and look for skill-building opportunities as a way to deliver better customer experiences.	"I aim to please."
Ambitious Achievers	Rising Stars/ Trailblazers	Whether it's a big or small change, these employees want to make their mark in the workplace. They are committed to honing their skills with opportunities to learn, and they are always looking forward and moving up in their chosen career paths.	"Climbing the ladder."
Reliable Co-workers	Steady Ships/ Easy-goers	Adapting well to changes in the workplace, these employees tend to roll with the punches. As long as it's within their working hours, just ask and they will get the job done. To make the most effective use of their time, they will always find a smarter way to complete their tasks.	"It's just a job."
Aspiring Careerists	Firecrackers/ Pocket Rockets	Dynamic and energetic, these go-getters will take any and every opportunity to learn, improve themselves, and do a good job. Enthusiasm fuels their work ethic, but they're conscious of the impact of their working lives on their personal and social lives.	"Dream big!"
Disenchanted Leaders	Critics/ Veterans	Armed with a wealth of knowledge and experience, they just need some convincing to get them on board. Equipped with the right tools, resources and opportunities, they will be motivated to deliver the superior customer experiences that they believe in.	"Just doing what I can."



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