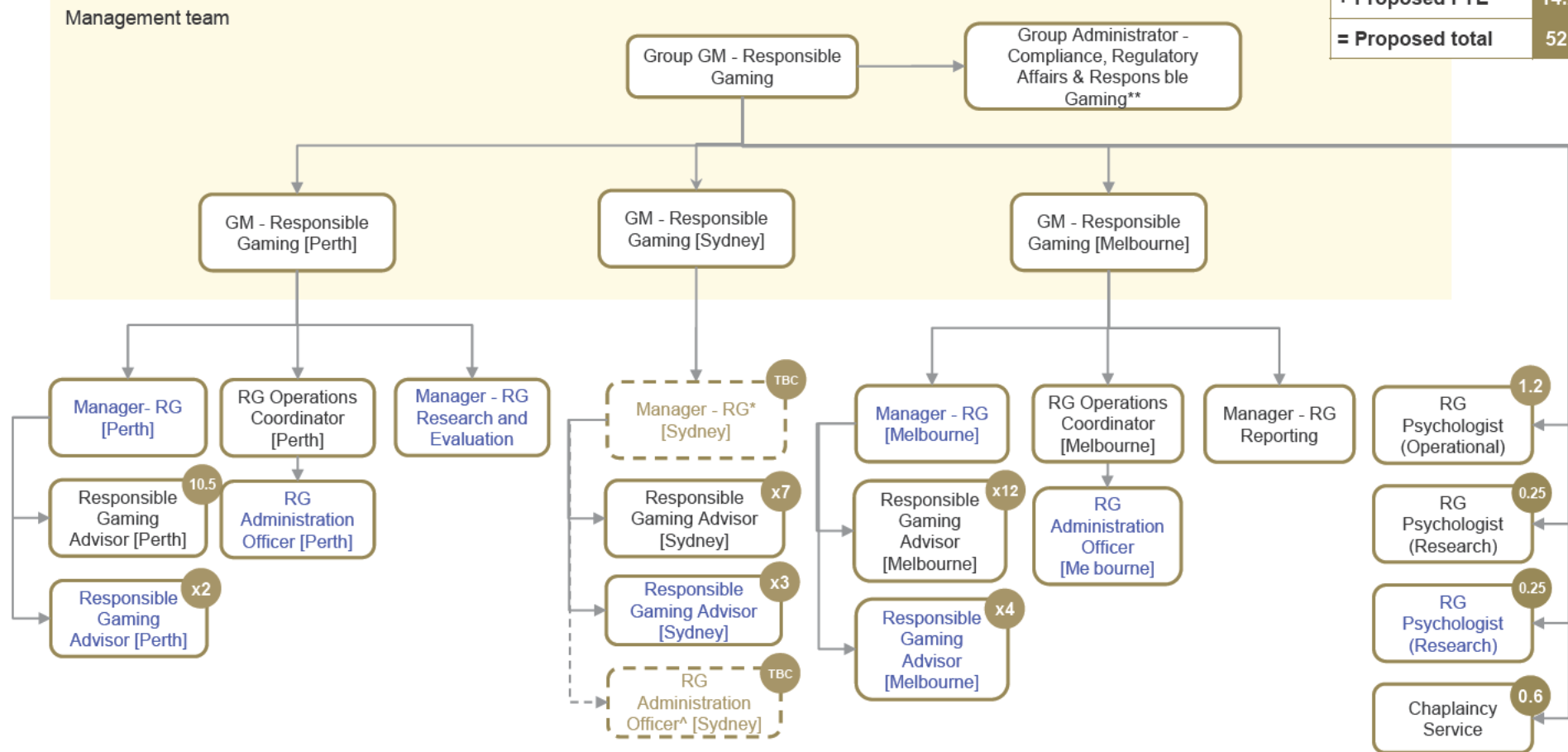


Appendix A: Responsible Gaming (RG) Org Chart

Current FTE	38.55
+ Proposed FTE	14.25
= Proposed total	52.8



Legend:

Existing roles (change in position title/level where relevant) / Proposed roles

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

^This role will be considered once operational.

**The Group Administrator role will be shared between Compliance & Regulatory Affairs and Responsible Gaming. This FTE is currently included in the Compliance & Regulatory Affairs team.

Appendix B: RG – FTE and Remuneration

Draft for discussion

Strictly confidential

The tables below set out the existing and proposed FTE count for the RG team. Also included are the anticipated costs based on current market conditions and a current state comparison amongst Compliance, RG and Gaming staff.

FTE Summary

Team	Existing FTE	Proposed FTE	Proposed total	TPV [^] associated with proposed FTE	Estimated total TPV [^]	Estimated total on-costs [*]
Responsible Gaming	38.55	14.25	52.8	1,575	6,036	1.376
Total TPV and on-costs					7,412	

Level	Existing FTE	Proposed FTE	Proposed total
Group General Manager (GM)	1	0	1
GM	3	0	3
Manager	1	3	4
Psychologist (Operational)	1.2	0	1.2
Psychologist (Research)	0.25	0.25	0.5
RG Advisor	29.5	9	38.5
RG Officer	2	2	4
Chaplaincy	0.6	0	0.6
Total	38.55	14.25	52.8

Remuneration Comparison (TPV \$'000)

Level	Compliance Market	Compliance Existing	Gaming Existing	RG Existing	RG Proposed
Group GM	320-400 + 25-30%	n/a			
GM	320-400 + 25-30%				
Group Manager/ Manager	160-230 + 15-20%				
Psychologist (Operational)	n/a	n/a	n/a		
Psychologist (Research)	n/a	n/a	n/a		
Sr. Analyst/ RG Advisor	120-160 + 10-15%	n/a			
Analyst/RG Officer	80-120 + 5-10%				

[^]The estimated total TPV does not include annual incentive.

^{*}Additional on-costs include travel, training, professional memberships, mobile devices etc, these will fluctuate depending on role and are estimated at 22.8% of TPV.

^{**}Part time roles

Appendix C: RG – Recommendations

RG ELEMENT	RECOMMENDATION
Time limits on play	<ul style="list-style-type: none"> • Crown will introduce the following time limits on playing at Gaming Machines, Table Games and Electronic Table Games: <ul style="list-style-type: none"> ○ Domestic Players – 12 hours in a 24 hour period with observation/intervention at eight and 10 hours. Customers will not be able to play for more than 48 hours in a week. ○ International Premium Program Players – staying less than seven days - 18 hours in a 24 hour period with interventions at hours 12, 14 and 16. Players staying for longer than 7 days would align with Domestic Player limits.
State-wide Exclusion Register	<ul style="list-style-type: none"> • Crown will support a state-wide exclusion register. This would include: <ul style="list-style-type: none"> ○ Self Exclusion ○ Third Party Exclusion • This will be dependent on agreement with other industry participants and privacy considerations, among other complexities. • A staged approach starting with an Australasian Casino Self Exclusion Program to be proposed.
Bingo	<ul style="list-style-type: none"> • Prior to lockdown, Crown Melbourne has previously offered Bingo for Crown Rewards members. This program will cease.
BUS/red carpet program	<ul style="list-style-type: none"> • Prior to lockdown, Crown Melbourne offered the 'Red Carpet Program', where community groups organise a group of members and arrange transport (by Bus) to Crown Melbourne. Participants are offered food and beverage and potentially funds toward the bus hire. This program will cease. • Prior to lockdown, Crown Perth offered a program where community groups organise a group of members and arrange transport (by Bus) to Crown Perth. Participants would receive a voucher for food and beverage and a gaming token. This program will cease.
Diversity of RG staff	<ul style="list-style-type: none"> • Crown will recruit additional Responsible Gaming Advisors, with priority given to those from Culturally and Linguistically Diverse (CALD) backgrounds including language skills that are underrepresented in the staff profile but overrepresented in persons experiencing harm from gambling.

Appendix C: RG – Recommendations

RG ELEMENT	RECOMMENDATION
Cashless	<ul style="list-style-type: none"> • Subject to the direction of the Victorian Government, Crown Melbourne would move to a cashless gaming. The main way to bet would be via the introduction of a digital wallet for all games. For casual players this could be via a ticket that can be purchased at the cage or ticket machines. • ATMs would still be placed no closer than 50m from the gaming floor. • Note acceptors would not allow for more than \$500 cash to be inserted at any one time in respect of uncarded play. • An enterprise approach would be contemplated by the Crown Resorts Digital Steering Committee in consultation with relevant parties.
Marketing Offers	<ul style="list-style-type: none"> • Controls have been put in place to ensure that direct to member offers do not require customers to exceed historical behaviours (spend or visit frequency) in order to get their first benefit. No offers outside of this control have been sent to customers since reopening.
Crown rewards	<ul style="list-style-type: none"> • Operational: Crown will replace gaming vouchers on signing up to the Crown Rewards Program with a non-gaming/promotional voucher instead. • Review/Research of the Loyalty Program: The objective of this research will be to determine if there are any aspects of the Loyalty Program that may be causing harm and what measures can be put into place control those risks. Considerations are: <ul style="list-style-type: none"> ○ Engagement of an external independent researcher ○ Release of customer data – to be anonymised ○ A reliable read on the extent of the causal direction between the association of elements of the Loyalty Program and problem gambling. This is complex as been noted in academic research ○ Establish a way to ensure the research can provide direction on any causal relationship to problem gambling ○ A consultative process with the researcher in the design and methodology
Gaming Sales staff incentives	<ul style="list-style-type: none"> • Currently, no Gaming Sales staff participate in a Sales Incentive Plan which involves turnover-based incentives. This will not change. All future employee incentive plans will consider RG implications.