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Crown Culture Review
Current State Culture - Final Report

July 2021

Crown's purpose, values & behaviours



Purpose

Together we create memorable experiences

Values

We do the right thing	We work together	We act respectfully	We are passionate
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Behaviours

Doing the right thing is doing right by your colleagues, customers, community and company.	Working together is believing in 'we before me' and together we thrive.	Acting respectfully is walking in each other's shoes and treating others as you wish to be treated.	Being passionate about what you do is never giving anything less than your best and loving what you do.
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30 July 2021

Steve McCann
CEO
Crown Resorts Limited
Level 3, Crown Towers
8 Whiteman Street
Southbank VIC 3006

Deloitte Risk Advisory Pty Ltd
ACN 611 748 184

Grosvenor Place
225 George Street
Sydney, NSW, 2000
Australia

Tel: +61 2 9322 7000
www.deloitte.com.au

Dear Mr McCann

Crown Culture Review – Phase 2-3 Report – Current State Assessment

Crown Resorts Limited (Crown) engaged Deloitte Risk Advisory Pty Ltd (Deloitte) to undertake a review of Crown's organisational culture. The review was conducted over four phases that included developing an understanding of Crown's existing approach to culture, an examination of the current state of Crown's organisational culture, a program of work to define an aspirational culture and the development of a roadmap for change.

This report provides the outcomes of Phases 2-3 of the program, which is the assessment of the current state of Crown's organisational culture.

The report highlights the strengths and shortcomings in Crown's current organisational culture identified from the review. During our work we also identified "enablers" that may assist Crown to generate the behaviours and mindsets required to pursue its strategic objectives.

We are pleased to present you with the final report.

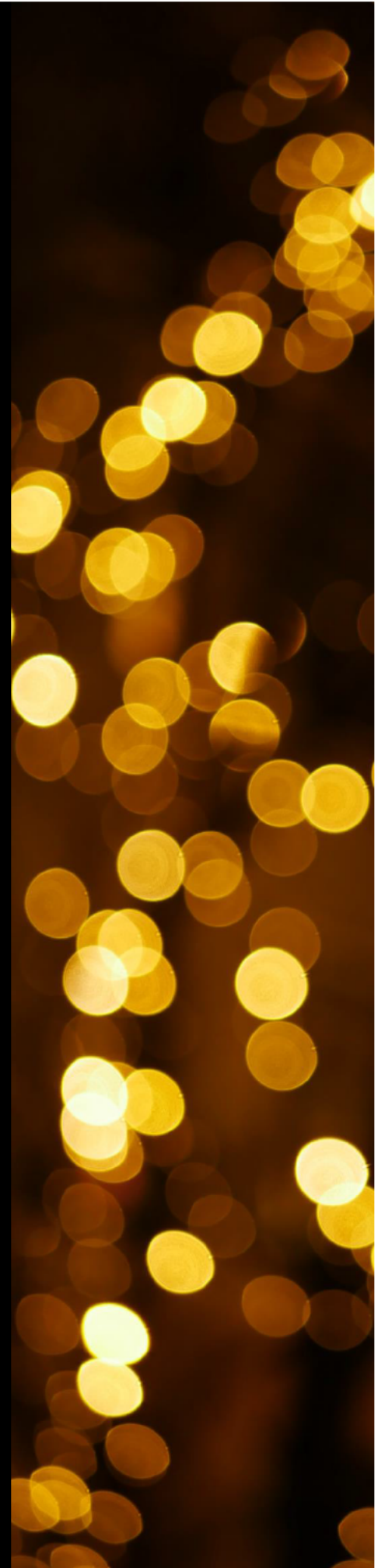
Yours sincerely



Victoria Whitaker
Partner
Deloitte Risk Advisory

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Guidance and Limitations

Inherent Limitations

The purpose of this document is to report the findings from Phases Two and Three of the Crown Culture Review, which assessed Crown Resorts Limited's (Crown) current state culture. The Crown Culture Review involves four phases. Phase One included an initial maturity assessment of Crown's organisational culture architecture. The final Phase One report was submitted on 6 July 2021. Phase Four includes a detailed aspirational culture and roadmap, which is due for submission to Crown on 16 August 2021.

This engagement commenced soon after the release of the Bergin report and data collection was undertaken throughout the Royal Commission into the Casino Operator in Victoria (Royal Commission). Several statements about Crown's culture were made by parties throughout the public hearings. Several other reports by VCGLR, ILGA and other detailed reports have also recently been released or disclosed through the course of the Royal Commission. We have not sought to undertake a detailed analysis of the similarities or differences between references made in the statements, public hearings or these reports and results presented here.

This review has been conducted during a period where several significant factors may have influenced how staff at Crown have responded in the review. The Royal Commission, other inquiries and associated media reporting, several shutdowns due to COVID-19, potential take over bids from other companies, labour shortages in Australia and changes at senior levels in the business may have impacted staff perceptions during the course of this review.

This project was affected by COVID-19 restrictions, with changes to both timelines and data collection methods required. This involved extending the survey due to COVID-19 shut down in Perth and shifting a subset of the senior leader and board interviews to a virtual platform. To preserve consistency in collecting data from other staff members, the timeframe for collection was extended to allow for face-to-face focus groups.

This review involved collecting data through survey, interview, focus groups, observations, business data review and document review. Participation in both the survey and fieldwork components of this project was voluntary. We reached an overall survey participation rate of almost 60% of Crown's staff. As such, the results presented here reflect the perceptions and reported experiences of those who chose to participate in this review.

The business data is consistently collected across all Crown properties. Where appropriate, we have included the available data to provide a baseline for comparison in future assessments.

We have applied factor analysis and regression analysis to identify key relationships within the survey data and to identify drivers of different responses. While this has highlighted potential relationships in the data, these serve as a guide and should not be considered as reflective of direct causal linkage. There remains the potential for factors other than those measured in this approach to impact the culture.

The Services provided are advisory in nature and have not been conducted in accordance with the standards issued by the Australian Auditing and Assurance Standards Board and consequently no opinions or conclusions under these standards are expressed. The matters raised in this report are only those which came to our attention during the course of performing our review and are not necessarily a comprehensive statement of all the weaknesses that exist or improvements that might be made.

Our engagement is not an assurance engagement and we did not perform any audit, testing or verification of the information provided to us throughout the engagement and did not provide legal advice. We have also not made assessments of the accuracy of any data in underlying systems.

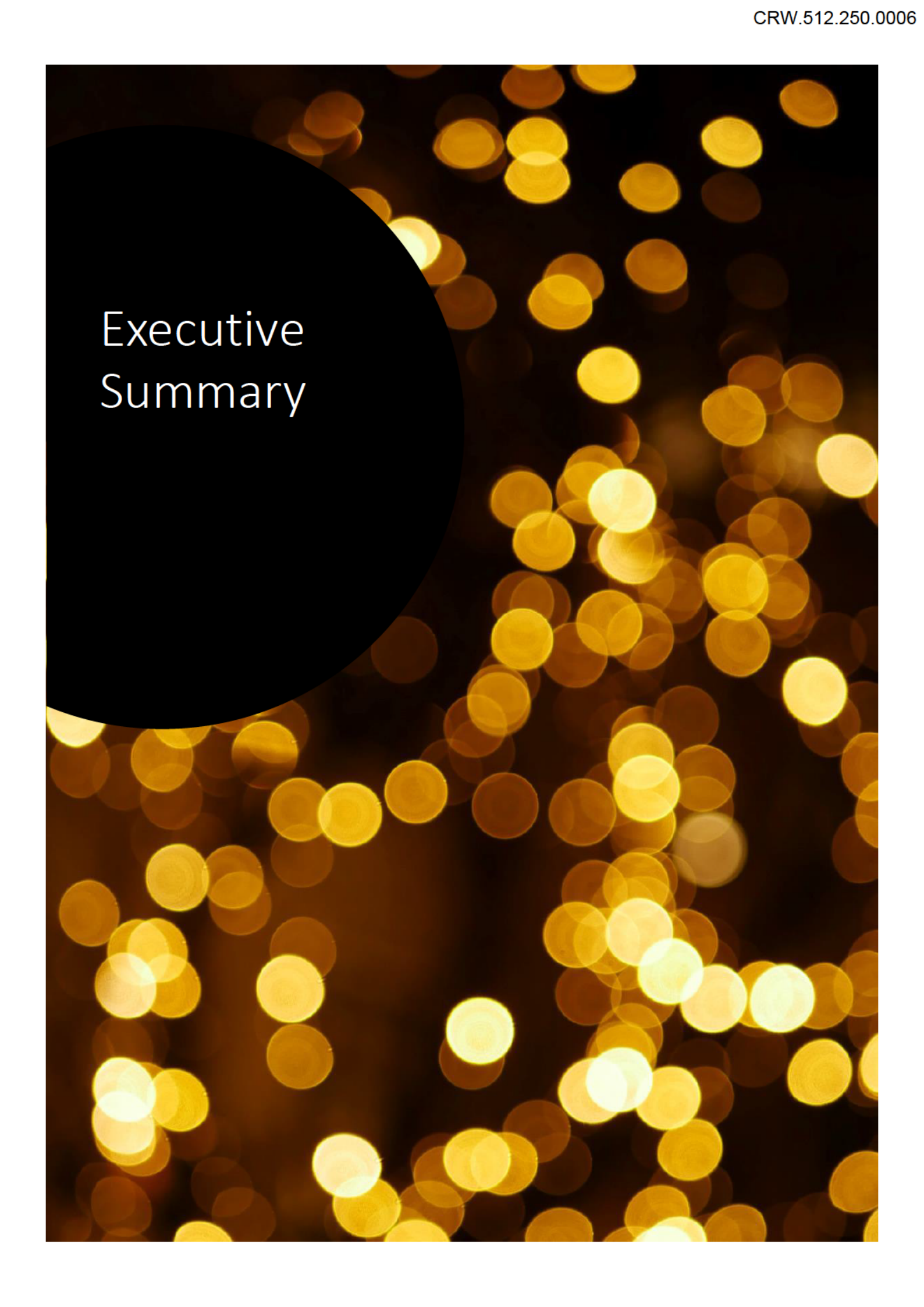
Limitation of Use

This report is prepared solely for the internal use of Crown Resorts Pty Ltd in accordance with our engagement letter dated 15 February 2021. This document is not intended to and should not be used or relied upon by anyone else and we accept no duty of care to any other person or entity. This report has been prepared for the purpose set out in our engagement letter. You should not refer to or use our name or the presentation for any other purpose without our prior consent.

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Executive
Summary

Executive Summary

This review has been designed to understand how Crown's values are currently lived throughout the business and to identify the current cultural strengths and opportunities to support Crown in the next phase of its cultural change program.

Introduction

Deloitte Risk Advisory Pty Ltd (Deloitte) was engaged by Crown Resorts Limited (Crown) to conduct an Organisational Culture Review. The review involves four phases: 1. a review of the cultural architecture, 2-3. a current state culture assessment, and 4. the development of an aspirational culture and roadmap for change. This document reports on the findings of Phase 2-3 of this review: Current State Assessment.

Context

This review has been undertaken during a particularly volatile time for Crown, influenced by: COVID-19, including shutdowns and labour shortages; public scrutiny involving inquiries and royal commissions; change in leadership at the board and Executive levels; and, potential take over bids by other organisations.

These factors may have influenced employees perceptions of the organisational culture and thus the findings of this review.

Methodology

Culture refers to the sustained pattern of behaviours resulting from the underlying values and beliefs across an organisation. It is shaped by the actions and decisions of leaders and reinforced by organisational systems and ways of working.

Crown's purpose is 'together, we create memorable experiences', while its values include: 'we do the right thing', 'we work together', 'we act respectfully', and 'we are passionate'. The purpose and values of Crown provide a framework to enable culture.

In our review we have considered how Crown's articulated values and their associated behaviours have been lived throughout the organisation. We have also considered, to a limited extent, the risk culture behaviours which were articulated in a draft Risk Culture Framework at the time of our review. Where possible aligned risk culture metrics have been adopted to begin to provide limited analysis of Crown's current risk culture.

Data collection was undertaken between March and July 2021, including an all staff survey, interviews with the Board, Executive leadership and external stakeholders, focus groups with a cross section of employees across Melbourne, Perth and Sydney properties, document analysis and business data analysis.

Data analysis has included techniques such as factor analysis, regression analysis, and construct analysis. We have further validated our findings through triangulation across data sets.

Overarching findings

An effective culture aligns to its organisational purpose and values in the pursuit of its strategy.

Based on the current state assessment, Crown's culture has both strengths and opportunities for improvement.

Four cross cutting themes emerged throughout the review:

1. Purpose and values contributes to risk and compliance

Where people understood the values of Crown and their connection to the purpose and customer outcomes, they also acknowledged the importance of complying with Crown's rules.

Whilst there is an awareness of the importance of compliance, it is not yet driving consistent behaviour. Staff perceive ongoing conflicts between appeasing customers, driving profit and adhering to policies and processes. Policies and processes were seen to be poor in places, due to being overly complex, poorly written or lacking applicability. Despite high levels of completion of mandatory training, staff did not always know where to access policies to do their job.

2. Leadership drives trust

Less than half of Crown's people perceived the Board to be living Crown's values, with particularly low sentiment from mid-level managers. Just over half perceive their senior leaders living the values. The main stated reasons were related to the royal commissions and adverse media reporting. These views have influenced employees' perceptions of Crown's trustworthiness and whether it has the customer's best interests at heart.

3. Relationships with managers are critical to success

Crown has a hierarchical structure and managers are the first point of contact for staff raising concerns. Nearly half of the respondents did not hold a positive perception of the relationship they have with their manager. This is driven by perceptions of inconsistent reward and performance management and a perceived lack of coaching and feedback, which results in low confidence in to speak up and challenge others.

4. Effective working relationships support engagement

The majority of staff perceive the people they work with to be supportive, friendly and honest. These relationships influence inclusion and sharing lessons learnt. At times, there were perceptions that peers do not respond well to constructive challenge.



Executive Summary

The findings of this review have been organised according to Crown's current values and behaviours. Current and future enablers have been identified which may support change towards Crown's Aspirational Culture. The findings are summarised below.

We do the right thing

The Crown Culture Review found weak support for the value of 'we do the right thing' being lived in the organisation. Despite strong awareness of compliance, barriers that enable compliance behaviours still exist.

A majority of staff believe it is necessary to bend the rules and work around policies and procedures to get their job done, driven by a perception of customer centricity and a profit mandate.

Some believed policy frameworks were weak and difficult to implement. While around half were not confident to provide constructive challenge, driven by fear of consequences and being punished, or complacency that no action would be taken.

Personal relationships with managers were key to this sentiment, with some managers perceived to misuse their authority, being dismissive or demanding.

Enablers that currently support 'we do the right thing'

- Strong awareness of the importance of compliance and knowing where to go to for help when unsure, provides a foundation for doing the right thing.
- Effective relationships with their managers, for some, provides strong foundations for speaking up.

Future enablers to further support 'we do the right thing'

- Clear accountabilities for decision making and escalation will empower people to make the right decision.
- Fit for purpose and aligned policies, systems and processes, which are developed and continuously improved, and that focus on customer and community best interest as well as compliance, are more likely to be adopted and used for proactive risk identification.

We work together

The Crown Culture Review found mixed support for the value of 'we work together' being lived in the organisation. While there is high collaboration and team work within business units, silos exist across business units and properties, driven by poor communication, combined with a lack of shared objectives, as well as underlying structural and systems based deficiencies. Perceptions of inconsistent performance management and reward also contributed to this sentiment.

Enablers that currently support 'we work together'

- Commitment to purpose sets the foundations to pursue common goals across business units and properties.
- New group executive and emerging communication from the top is starting to provide the foundations for collaboration across properties.

Future enablers to further support 'we work together'

- A sense of shared purpose will allow for simplification and consistency of processes and sharing of lessons learnt.
- Operating models and structures that support collaboration across properties and business units can create an integrated resort mindset and the delivery of customer service.
- Rewards and recognition focused on teamwork and collaborative behaviours, over individual achievement, will reinforce collaborative behaviours and teamwork.

We act respectfully

The Crown Culture Review found some support for the value of 'we act respectfully' being lived in the organisation.

Just over half trusted Crown, largely driven by low perceptions that the Board and Executive were living Crown's values. One in three did not agree that Crown had the customer's best interests at heart.

The majority of people had a positive experience at Crown, felt respected at work and are committed to the purpose and values of Crown. Diversity was celebrated, but feelings of inclusion were lower, typically driven by manager / employee relationships.

Enablers that currently support 'we act respectfully'

- People who have a positive experience and feel respected at work, and understand Crown's values, are motivated to deliver on Crown's purpose of memorable experiences.

Enablers that may support 'we act respectfully'

- Group Executives and Board members who role model the values, set the right tone from the top and build trust in leadership.
- Communicating transparently and acting with good intent to all staff elevates personal security.

Executive Summary

We are passionate

The Crown Culture Review found some support for the value 'we are passionate' being lived in the organisation.

Crown's people are committed to Crown's success, but low motivation stems from regulatory scrutiny, lack of empowerment, poor career path management and a low appetite for innovation.

A mindset of 'this is the way we've always done things' is perceived to be stifling innovation, and many do not feel empowered to make decisions.

Enablers that currently support 'we are passionate'

- People committed to Crown's success and remaining at Crown for the foreseeable future, have a strong commitment to Crown's values, supporting customers' best interest and maintaining Crown's social license.

Enablers that may support 'we are passionate'

- People who feel respected, mentored and developed by their managers are more likely to perceive an environment in which they feel included, supported, safe to constructively challenge and safe to make decisions and mistakes.
- Performance management that is supported by coaching and clear career development pathways motivates employees to strive to be better and continuously improve.
- Building the capability of people to make ethical decisions will support them when confronted by decisions that are ambiguous and lack clarity.

Barriers exist preventing an effective risk culture

Whilst awareness of the importance of compliance appears to be strong, it is not yet driving consistent behaviour or an effective risk culture. There is a need to remove the barriers to constructive challenge across the business. Staff don't always feel empowered or involved in the decisions that affect them. There are also low levels of agreement that unacceptable risk taking is consistently penalised. There is a need for improvements in communication and role modelling, including sharing mistakes and lessons learned. Furthermore, some leaders recognised the lack of 'outside in' thinking. While risk literacy is emerging, it needs to be further strengthened especially across Line One in the organisation.

Next steps

To address these issues Crown has expressed to us their commitment to revising its purpose and values, redefining its organisational behaviours and mindsets in order to create a clear aspirational culture.

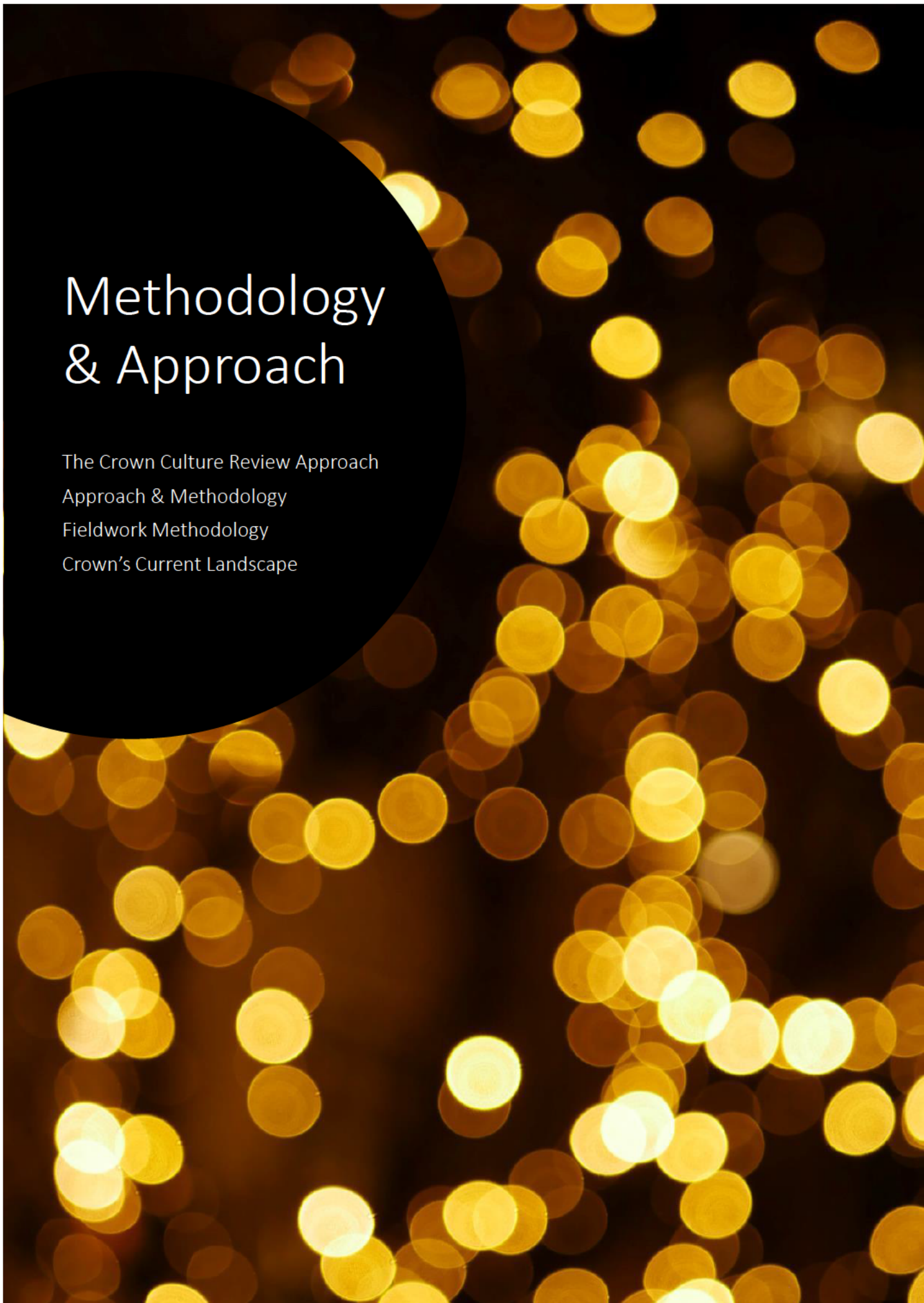
To close the gap between the current state culture and the aspirational culture, Crown will develop a roadmap for change outlining key activities to shift the culture. The current and future enablers identified in this report provide a starting point to think about the actions that may create the change sought.

These activities will be undertaken as part of Phase 4 of this Organisational Culture Review which is currently underway.



Methodology & Approach

The Crown Culture Review Approach
Approach & Methodology
Fieldwork Methodology
Crown's Current Landscape



The Crown Culture Review Approach

A comprehensive approach has been undertaken to assess the current state culture at Crown and define the aspirational culture and subsequent roadmap for change. This report focuses on Phase 2 - 3.

Introduction

Ken Barton, then CEO of Crown, commissioned Deloitte to undertake a review of the organisational culture of Crown Resorts Limited.

The Crown Culture Review involves four phases. Phase 1 included an initial maturity assessment of Crown's organisational culture architecture. The final report was submitted on 6 July 2021. Phase 2-3 is a current state culture review. Phase 4 includes the development of a detailed aspirational culture and roadmap, which is due for submission to Crown on 16 August 2021.

The purpose of this document is to report the findings from Phases 2 and 3 of the Crown Culture Review – assessing the current state of the organisational culture of Crown Resorts Limited. These phases were conducted between February 2021 and July 2021.

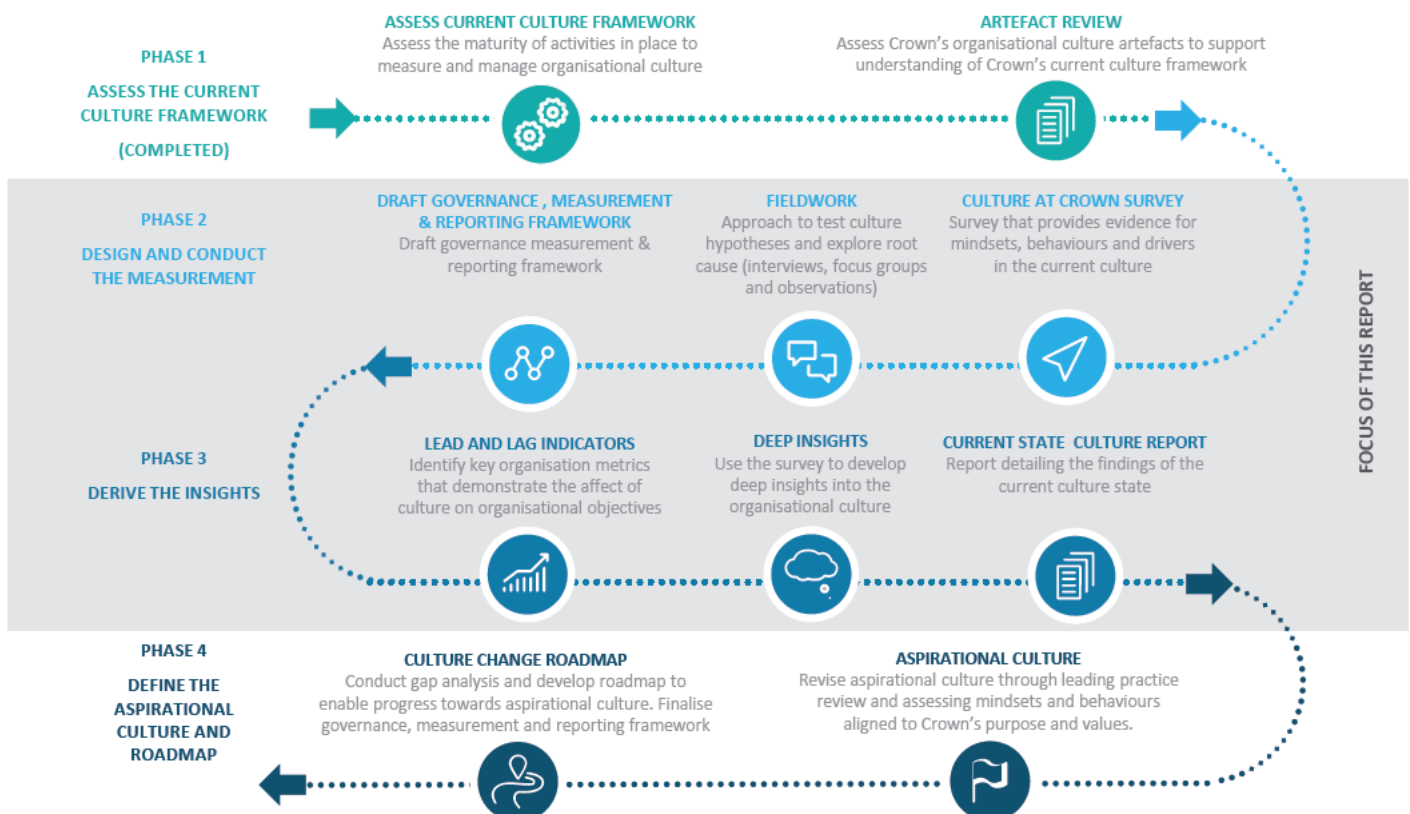
Culture Measurement

The review used Crown's existing purpose and values, as well as its defined behaviours, as a basis against which to assess Crown's organisational culture. This review was not a forensic examination of all factors that influence culture, as such we

focused our review on current cultural practices. We have not undertaken a comprehensive risk culture assessment as it was beyond the scope of the report. Some of the questions that we have posed in the Culture at Crown survey related to risk culture, and we have therefore included high level commentary where applicable.

This review involved collecting data through a survey, interviews, focus groups, observations, business data and document review. Participation in both the survey and fieldwork components of this project was voluntary. Survey participation included almost 60% of Crown's staff, which resulted in a less than 1% margin of error at 95% confidence. As such, the results presented here reflect the perceptions and reported experiences of those who chose to participate in this review. Business data was analysed to identify connections with the findings and to establish baseline metrics for comparison in future assessments.

The matters raised in this report are only those which came to our attention during the course of performing our review and are not necessarily a comprehensive statement of all the weaknesses that exist or improvements that might be made.



Approach and methodology

Our culture review is underpinned by our perspective on culture. This worldview drives our assumption about how to measure and change culture.

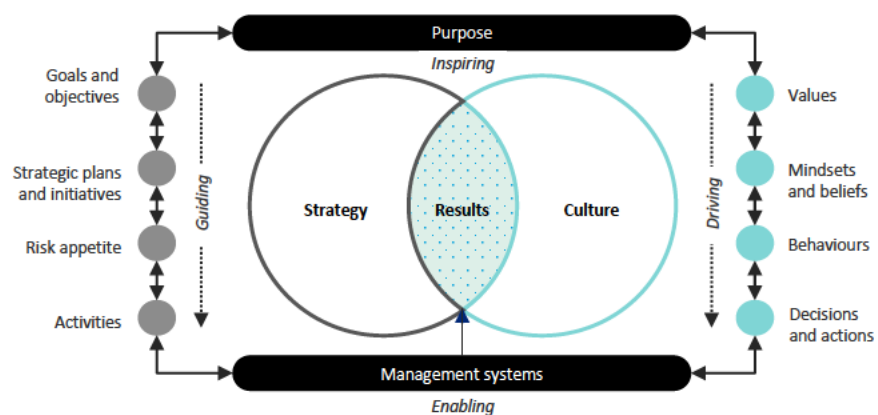
Our perspective on culture

Culture is the sustained pattern of behaviours resulting from the underlying values, and shared mindsets and beliefs across the organisation. It is shaped by the actions and decisions of leaders and reinforced by organisational systems and ways of working.

A clear purpose and values shape the strategy and risk appetite, and are then cascade through policies processes and systems. A defined aspirational culture allows for the intentional shaping of behaviours across the business. Defining the mindsets and behaviours required to deliver on strategy and risk, aligned to the organisational purpose and values, is the first step to enabling culture.

Values provide the criteria or standards, defining what is good and desirable in the organisation.

Shared mindsets and beliefs develop through the stories and experiences within the organisation over time and become embedded with a 'taken-for-granted' status.



Design & Analysis Approach

Survey design

The survey was developed in consideration of Crown's current context and operating environment to identify relevant areas of focus. The design was informed by consideration of Crown's values, Crown's 2020 Reform Agenda, the impact of and response to COVID-19, and the ILGA inquiry.

Survey questions were drawn from Deloitte's existing CulturePath™ and Risk Culture survey banks, Crown's engagement survey question set (delivered by CultureAmp) and Crown's Employee Experience (EX) survey question set.

The survey consisted of 59 statements and asked participants to rate their level of agreement on 5-point Likert scale (Strong Agree-Strongly Disagree). For nine of the questions, depending on the response, participants were presented with a follow-up question seeking additional information in the form of qualitative responses. Two open-ended questions, relating to what aspects of Crown's culture hinder or enable its success, and nine demographic questions were included at the end of the survey.

Quantitative Analysis

Overall survey trends were analysed using the PowerBI platform to prepare a series of dashboards and other visual representations.

Principal Components/Factor Analysis (PCA) was conducted to understand the factors underlying the pattern of responses in the Culture at Crown Survey. This analysis helps to identify underlying concepts based on how responses across survey items are related to each other.

T-tests and multiple regression analysis* were applied where relevant to assess the significance of differences between groups or to understand the relationship between differing survey items and identify potential drivers of responses. Only those results found to be statistically significant ($p < 0.05$) are reported in this report.

Qualitative Analysis

The qualitative analysis methodology involved a combination of construct analysis for bottom-up coding of themes from the survey and fieldwork and the use of the Qualtrics Text IQ functionality.

Initial analysis was conducted via a bottom-up approach of a selection of survey responses undertaken by two coders to identify themes until saturation was reached. Coders undertook four rounds of double coding to establish inter-rater reliability throughout the initial phase.

These themes were used to create a bank of search terms for use in Natural Language Processing (NLP) using the Qualtrics platform. This word bank was then combined with the pre-filled word bank based on employee engagement within the Qualtrics platform and all data was searched for the defined themes and assess frequency and sentiment.





Fieldwork Data

In addition to analysis using NLP all fieldwork data was analysed manually using construct analysis with the themes summarised and representative quotes identified.

Fieldwork Methodology

The Crown Culture Review fieldwork approach consisted of primary research methods including interviews, focus groups and observations to allow further exploration of the key themes revealed in the Culture at Crown Survey.

Fieldwork summary

	 Focus Groups	 Internal Interviews	 External Interviews	 Observations
Overview	Focus groups were conducted at a Team Member level and supervisor / manager level, allowing for diversity in responses and providing valuable bottom-up insights.	Internal interviews were conducted individually and held predominately at senior leadership level, providing important top-down insights and input.	External interviews were conducted individually with key external stakeholders of Crown, providing a valuable outside-in perspective to demonstrate the experience of engaging with Crown as an external stakeholder.	Observations of a variety of Crown meetings and forums were attended to provide insights into the tangible and visible actions people take and things they say that they may be unwilling or unable to articulate through discussion.
Approach	Hypothesis driven * Random selection approach ^β	Hypothesis based* (senior leaders) Values based [∞] (Board members)	Values-based [∞]	Values-based [∞]
Total	40 (total 415 invitees [†])	37	10	24
Mel	17 (197 invitees [†])	Board 6		9
Per	14 (140 invitees [†])	Leaders 31		8
Syd	9 (78 invitees [†])			7

Field work approach

***Hypothesis-based data collection approach:** Six hypotheses were derived through the Culture at Crown Survey quantitative analysis and were used to gain a deeper understanding of the mindsets and drivers of behaviour across Crown. They were used to prompt conversation in focus groups and internal senior leader interviews, ensuring a consistent approach to data collection.

[∞]Value-based data collection approach: Crown's values were used as the basis for Board member interviews, external interviews and observations. They were used to explore the extent to which the values are lived and to prompt conversation in interviews.

[†]Participation in interviews and focus groups was voluntary. To maintain confidentiality, focus group attendance was not recorded, as such invitee numbers have been included. A majority of invitees accepted the invitation to participate, with most focus groups having between 6-8 attendees. All but one internal stakeholder accepted the invitation for interview, and some external stakeholders declined participation.

^β Random selection approach: A random selection approach to selecting focus group participants was followed, with proportional representation across properties and business units based on the number of staff within each area to maintain validity.

Fieldwork analysis methodology

1. Insights from focus groups, internal and external interviews and observations were manually extracted from each transcript using construct analysis to identify key examples, mindsets and behaviours. Insights were analysed from the perspective of the hypotheses or Crown's values based on the data collection approach (outlined in the table above).
2. Qualitative data was analysed using both bottom-up coding conducted by independent coders and in a top-down manner using Natural Language Processing functionality via the Qualtrics platform.

Crown's Current Landscape

The Crown Culture Review engagement was undertaken during a challenging period for Crown as they have made senior leadership changes, embarked on a transformation program, responded to increased regulatory scrutiny and have managed the impact and restrictions of COVID-19. This has led to challenges in completing key components of the delivery of this engagement, including the Culture at Crown Survey and fieldwork in Perth and Melbourne, and may have affected people's perceptions reported upon in this review.

Factors affecting the current state assessment.

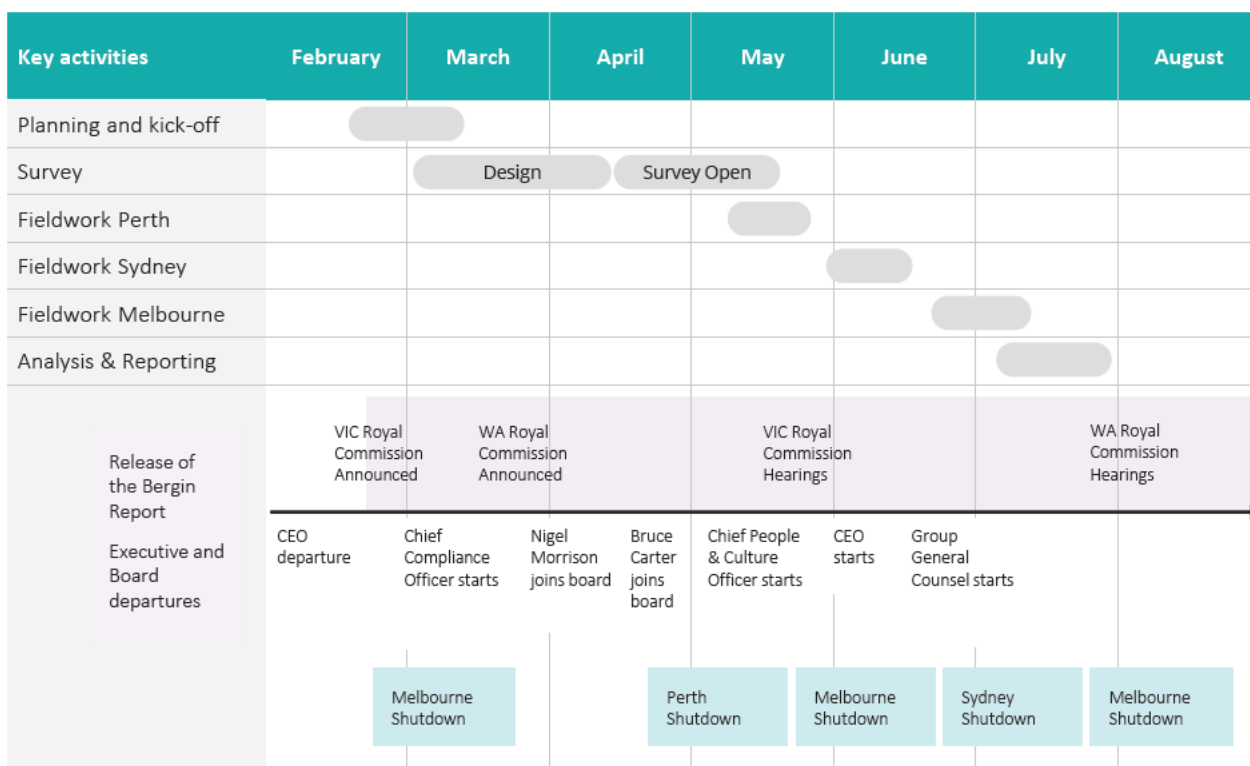
The current state culture assessment was completed between February 2021 and July 2021, throughout which a number of factors impacted the timeline of activities. It is recognised that these factors have had a notable impact on Crown's operations and people.

The assessment commenced with the design of the Culture at Crown Survey and the survey link was distributed to all Crown staff (excluding contractors) on 22 April 2021. While initially the survey was intended to remain open for 2 weeks, the shutdown of Crown Perth due to COVID-19 restrictions in that state necessitated extending the period, leading to the survey closing on 17 May 2021.

The survey was followed by fieldwork at the Perth, Sydney and Melbourne properties consisting of a series of interviews, focus groups and direct observations conducted over the period 24 May 2021 to 2 July 2021.

The fieldwork period was extended for longer than originally planned due to the shutdown of Crown Melbourne due to COVID-19 restrictions leading to a two week delay in completing the fieldwork at this site. This decision was taken to prioritise conducting the focus groups with Crown staff in a face-to-face format so as to ensure consistency in data collection. Internal interviews with senior leaders at Crown Melbourne were completed virtually to progress data collection.

Phase 2 - 3 timeline and associated factors affecting the current state culture assessment



Overarching Findings

Four key themes were identified as underlying how participants responded to the Culture at Crown survey and which underlie important aspects of how Crown lives the values across the business.

- Purpose and values contributes to risk and compliance.
- Leadership drives trust.
- Relationships with Managers are critical to success.
- Effective working relationships support engagement.

Explainer – Cultural Enablers and Derailers

In the coming chapters we identify 'enablers' and 'derailers' of culture.

Cultural Enablers are those things that you can change which may shift mindsets and behaviours towards your Aspirational Culture.

Cultural Derailers are those things that will continue to drive behaviours not in alignment with your Aspirational Culture.

Overarching findings

1. Purpose and values contributes to risk and compliance.

Connection to the purpose and values drives positive sentiment toward risk and compliance. The understanding of Crown's values and a sense of connection to purpose and customer outcomes influences a stronger awareness of the need for compliance and feeling that people understand their obligations.

This awareness is not yet driving compliance behaviours, with multiple barriers preventing the activation of these behaviours, including poor relationships with managers, poor policy frameworks and inconsistent performance management (see 'we do the right thing').

A sense of purpose and Crown's values also contributed to perceptions of having a positive impact on customers. (see 'we are passionate').

Cultural Enablers

- Developing a clear social based **purpose and values** in the form of an ethical compass will provide a clear and unifying framework for respect of employee and customer and also enhance social license.
- A genuine **focus on customers best interest** will drive sentiment that Crown is genuine in its commitment to the community and will contribute to a sense of pride.
- Building the **capability of people to make ethical decisions** will support them when confronted by decisions that are ambiguous and lack clarity.
- Where **constructive challenge** is working well, risks and potential issues will be identified and resolved more rapidly and effectively.
- Clear **accountabilities** for decision making and decision rights enables efficient decision making and empowers people.
- A focus on continuous improvement in **developing fit-for-purpose policies and processes**, focus on customer and community best interest, and have the buy-in of those affected by them, will help support ongoing compliance.
- **Risk reporting mechanisms** that provide a centralised view across risk classes and allow reporting and tracking of incidents and issues can help reduce siloing of information.

Cultural Derailers

- An **abundance of policies** at inconsistent levels of maturity, making it hard to comply, result in work arounds that may not meet compliance requirements.
- Policies and processes that are not underpinned by a greater understanding of Crown's **commitments to its customers and the community** at all levels will fail to be effective.
- **Failure to integrate compliance and risk requirements** into the operational environment impacts the ability to deliver outstanding customer service.
- **Poor manager behaviours**, combined with **lack of informal and formal reward**, drives a sense of fear and complacency, reduce staff likelihood to raise potential issues or concerns, reducing the effectiveness of risk management.

Overarching findings

2. Leadership drives trust

A sense of trust in Crown is linked to the perception of whether the Executives and the Board are perceived to live Crown's values and whether the business is perceived to have the customers' best interests at heart.

At the current time, less than half of Crown's people perceived the Board to be living Crown's values, with particularly low sentiment from mid-level managers. The main stated reasons related to perceptions stemming from the royal commissions and media reporting, combined with an absence of board presence in the business.

There were also weak perceptions about senior leaders behaving in accordance with Crown's values. Perceptions of a customer and profit centred focus at the expense of compliance also affected trust in leadership (see 'we do the right thing').

Senior Executives living the values also influence whether staff felt they could be themselves in the workplace without fear of judgement (see 'we act respectfully').

Cultural Enablers

Trust in leadership and the path forward

- **Exposing group Executives and the Board to staff**, combined with the leaders living the values, will build trust in leadership.
- **Enhancing diversity in leadership** provides an important symbol of valuing diversity in the business.
- **Reduction of a culture of hierarchy**, through closer engagement across management levels, clearer communication and opportunity for discussion, can build shared ownership of strategic objectives.
- Leaders and managers who **role model doing the right thing** through their actions and decisions, navigating uncertainty, nurturing a safe environment through empathy, responding rapidly to issues and concerns, and communicating this to their teams will support better compliance and risk management.
- **Communicating transparently** and acting with good intent to all staff will elevate their sense of personal security.

Cultural Derailers

- **Instability at the Board and Executive level**, combined with poor leadership behaviours, stimulates uncertainty and a loss of passion for the business.
- **Self-interested and disrespectful behaviours** from Executives and General Managers sets a poor tone across the business and perpetuates sentiment of disrespect.
- **Lack of diversity in leadership** prevents diversity of thinking, an environment of challenge and effective role modelling for Team Members and Managers.

Overarching findings

3. Relationships with Managers are critical to success

Crown has a hierarchical structure, which some staff describe as a strong 'chain of command'. Manager's are viewed as the first point of escalation for any staff concerns and how staff view the relationship influences many aspects of how they experience the culture.

Staff rate the relationship with the managers in terms of whether they feel their manager demonstrates genuine care for them, engages in open and honest communication, involves Team Members in decision making and whether their manager provides feedback, reward and recognition. Just over half of survey participants rated having a positive relationship with their manager.

Poor relationships with managers were seen as a barrier to feeling safe to speak up and challenge (see 'we do the right thing'), weak communication and sharing of lessons learned and lower encouragement to collaborate (see 'we work together').

Manager relationships were also noted to influence whether staff felt respected in the workplace, a key driver of a positive experience at Crown (see 'we act respectfully') and to influence whether they felt supported in their career development, and perceptions of how open the environment was to new ways of working (see 'we are passionate').

Cultural Enablers

- A feedback rich culture, where good **performance** is consistently recognised and **rewarded**, though formal (awards) and informal (saying thank you) mechanisms, drives higher engagement and discretionary effort, and aligns incentives to strategic priorities throughout the business.
- Transparent and objective **performance management**, supported by coaching and clear career development pathways, will ensure a fair approach to promotions and career progression, and motivate employees to strive to be better.
- People who feel **respected**, mentored and developed by their managers are more likely to perceive an environment in which they feel included, supported, safe to constructively challenge and safe to make mistakes.
- Clear **signals and feedback loops** from management that **support innovation** and challenging the way things are done motivate people to share ideas and do things better.
- **Engaging people in the decisions that affect them**, and supporting them through the lessons learned is key to empowerment.

Cultural Derailers

- An overly **hierarchical culture** limits two-way flow of information, preventing communication of key messages and decisions, leading to slower decision-making and reducing collaboration across the business.
- Managers who listen poorly, fail to respond to new ideas, or mentor and empower, combined **with poor leadership role modelling** and failure to provide rationale for decisions, reduces perceptions of inclusion, drives learned helplessness, and demotivates employees from offering new ideas or innovating.
- Irregular and inconsistent **performance management** drive poor relationships between management and staff, and perceptions of favouritism.
- **Rewards and recognition** focused on individual outcomes over team outcomes, reduces collaboration.
- **Overly simplifying the jobs** of Team Members, and ignoring the complexity of decisions they face, disempowers Team Members and results in a fear of speaking up.

Overarching findings

4. Effective working relationships support engagement

How staff perceive their peers influences their views of safety to speak up and their ability to collaborate. Staff who perceive their colleagues as friendly, supportive and honest are more likely to feel safe to speak up and to perceive their peers as working well with others.

Poor working relationships with peers were linked to the perception of a lack of coaching and mentoring culture, which inhibited sharing of lessons learned, and of being involved in decisions that affect them (see 'we work together').

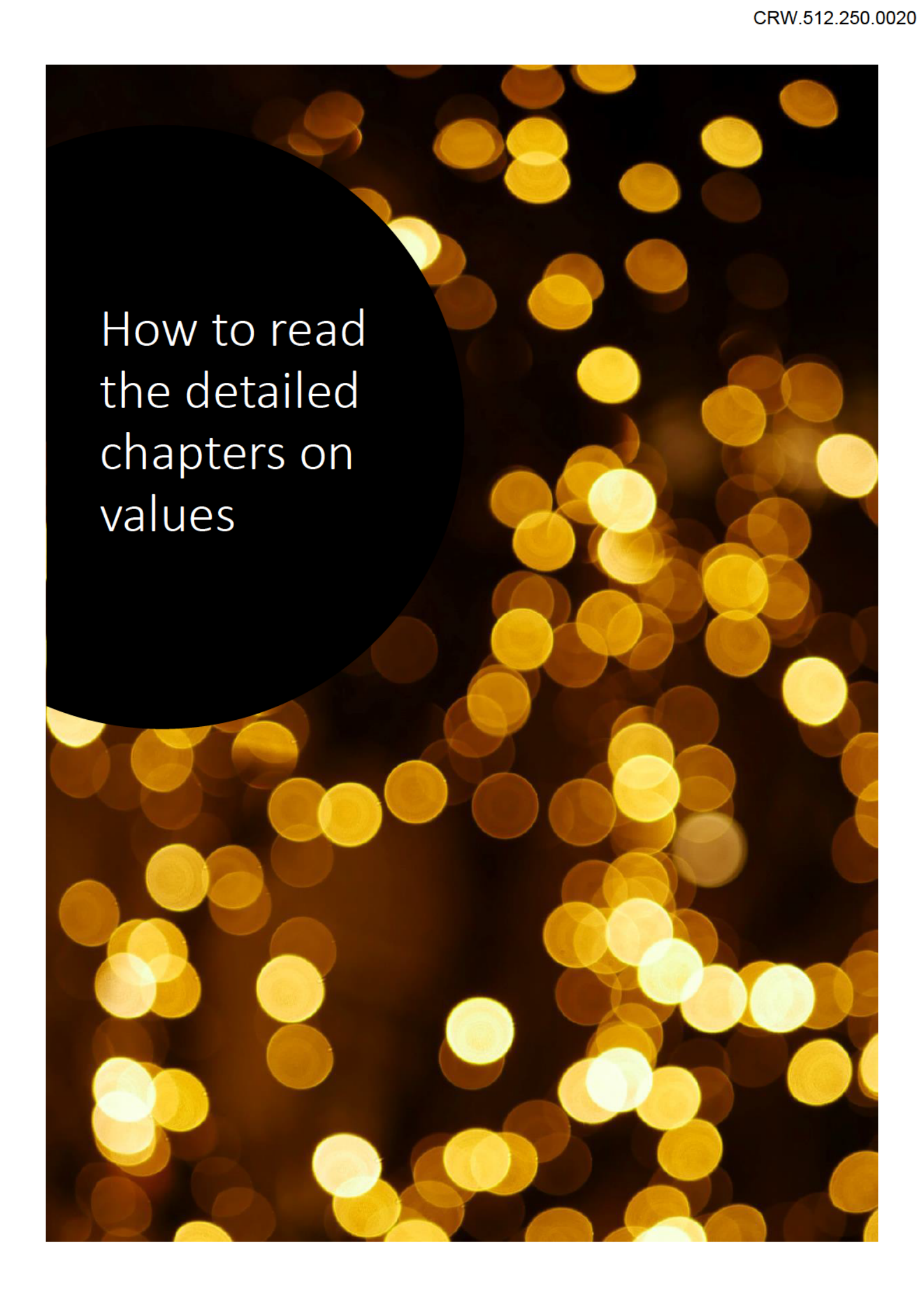
Working relationships were also seen to drive a sense of commitment to mentorship and development of others which contributed to the perception that others respond positively to challenge, and as being committed to improving how they work (see 'we are passionate').

Cultural Enablers

- A sense of **shared purpose** drives collaboration across business units and properties, allowing simplification and consistency of processes and sharing of lessons learnt.
- **Operating models and structures that support collaboration** creates an integrated resort mindset and the delivery of customer service.

Cultural Derailers






- **Limited collaboration** across properties and business units drives an 'us versus them' mindset and limits the ability to improve consistency of standards, policies and processes.



How to read
the detailed
chapters on
values

How to Read the Report

This report has been structured around Crown’s four values, reflecting the order that the values are presented to Crown’s people: ‘we do the right thing’, ‘we work together’, ‘we act respectfully’, and ‘we are passionate’. An additional risk culture chapter has also been included. Each chapter is structured as follows:

 <p>1</p>	 <p>2</p>	 <p>3</p>	 <p>4</p>	 <p>5</p>
<p>Behaviours</p> <ul style="list-style-type: none"> Summary of Crown behaviours identified under this value 	<p>Chapter summary</p> <ul style="list-style-type: none"> Highlights of key themes in the chapter 	<p>Findings Overview</p> <ul style="list-style-type: none"> Summary of current state culture findings Strategic enablers 	<p>Deeper Insights</p> <ul style="list-style-type: none"> Current state findings 	<p>Dashboard</p> <ul style="list-style-type: none"> Quantitative Culture at Crown survey results Business data

Reading the Culture at Crown Survey dashboards

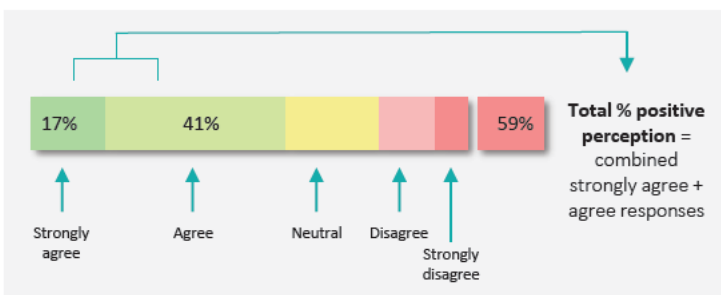
Respondents to the survey were asked to provide their perception in relationship to a survey question on a five-part Likert scale from Strongly Agree through to Strongly Disagree.

Example survey question: *I am confident that I will not be penalised for raising concerns* [^] *

- * Indicates a **risk culture question**, which is a question included in the survey that is relevant to risk culture.
- [^] Indicates a **reverse-scored item**, which is a **negatively worded survey question**. For example, “The people I work with bend the rules when it suits them”. The results of negatively-worded questions have been reversed for the purpose of this report to align with the positive perception of all questions.

Multiple regression analysis assesses the strength of the relationship between an **outcome** and **several predictor variables** as well as the importance of each of the predictors to the relationship, usually statistically eliminating other predictors.

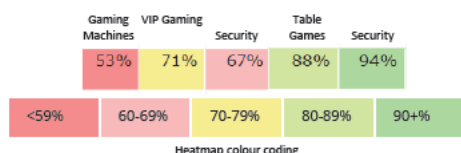
13. Coloured numbers are used for in-text referencing of survey responses



Outcome → This perception... I fully understand my role, including my risk and compliance obligations*
28% 57% 11% 85%

Predictor variables { may be influenced by... I have a clear understanding of Crown’s organisational values... I am provided with adequate training to enable me to understand and manage my compliance obligations... I know where to access the relevant policies and procedures in place to guide how my work should be done (Adj. R² = .419)*

Strength of relationship – i.e. these predictor variables collectively explain 42.9% of the outcome
*Multiple regression was conducted with backward elimination method (criteria for removal set at p < .002)

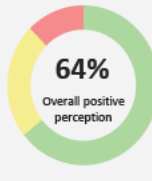


Reading the business data


% completion of mandatory training



Up and down symbols are used to indicate how a data point has varied from a previous quarter. **Green** denotes a favourable movement while **red** denotes an unfavourable movement.



The **overall positive perception** provides a combined score for agree and strongly agree, averaged across all items under this value. While it provides an indicator of sentiment, it does not provide an overall score of the extent to which the value is lived.



Crown's behaviours for

We do the right thing

What I do

- Follow policies and procedures
- Challenge inappropriate behaviour
- Take responsibility for my actions and behaviours and learn from mistakes
- Always act in the best interest of Crown, customers, colleagues, and the community
- Assume there is always a solution and don't give up until I find it

What I don't do

- Disregard policies and procedures
- Disregard, exclude or accept inappropriate behaviour
- Ignore responsibility or obligations
- Misuse authority
- Blame others or make excuses

We do the right thing

Overview

Behaviours for 'we do the right thing'

Deeper Insights

Compliance: Strong awareness of compliance, but barriers to compliant behaviour

Constructive challenge: A lack of confidence to speak up and constructively challenge

Dashboard

We do the right thing: Overview

Doing the right thing is doing right by your colleagues, customers, community and company.

What is the current state of ‘we do the right thing’?

The Crown Culture Review found weak support for the value of ‘we do the right thing’ being lived in the organisation. Despite strong awareness of compliance, barriers that enable compliance behaviours still exist.

Compliance: Strong awareness of compliance, but barriers to compliant behaviour

There is a **strong awareness of the importance of compliance and following policies and procedures**, with high levels of participation in mandatory training. Most reflected the importance of compliance, acknowledging an increased focus on AML and compliance in 2021. **‘Doing the right thing’ was largely interpreted to mean ‘follow the rules’** rather than enabling a culture of making sound ethical decisions.

At times, the practice of the ‘do the right thing’ behaviours was found to be lacking for a number of reasons. Staff perceived at times it was necessary to **bend the rules and work around policies, systems and processes to get the job done (13, 15)**, driven by a perception that the leadership **prioritised customer service and profit**, particularly for VIP customers.

While **some staff perceived a strong policy framework exists**, others felt existing **policies and procedures were lacking** – either out of date, poorly written or difficult to apply to the their roles, and it was perceived there was a reactive approach to risk management.

Constructive challenge: A lack of confidence to speak up and constructively challenge

Around half of people observed that **the people they work with would provide constructive challenge** if the right thing was not being done (11). Those with a negative sentiment reported to be driven by perceptions that **no action** would be taken to address concerns raised, or a **fear of consequences** and that they may be **penalised**.

A key determinant of one’s willingness to challenge related to their **personal relationship with their manager**. While **some managers were considered excellent**, **others were perceived to misuse their authority**. Some perceived managers to be **dismissive or demeaning** to their staff. **Nepotism by managers** was perceived to advance the careers of some. **Senior Executives reported an increase in safety to speak up** since the departure of several CHP aligned employees.

Cultural enablers that currently support ‘we act respectfully’

- People who have a **positive experience and feel respected at work**, and **understand Crown’s values**, are motivated to deliver on Crown’s purpose of memorable experiences.

Cultural Enablers: How can Crown strengthen ‘we do the right thing’?

- **Leaders and managers who demonstrate commitment to doing the right thing** through their decision and actions, navigating uncertainty, nurturing a safe environment through empathy, responding rapidly to issues and concerns, and communicating this to their teams, will support better compliance and risk management.
- **Clear accountabilities** for decision making and escalation will empower people to make the right decision.
- **Fit for purpose and aligned policies, systems and processes**, which are developed and continuously improved in a way that includes of those that use them, and that focus on customer and community best interest as well as compliance, are more likely to be adopted and used for proactive risk identification.
- **Integrating compliance and risk requirements** into the operational environment ensures the delivery of outstanding customer service.
- Consistent **two-way feedback** at all levels will help generate buy-in and accountability. Feedback should include formal and informal **performance mechanisms, employee listening** and providing **incentives** to raise issues.
- **Supporting employees to navigate uncertainty** through ethics training, and using Crown’s purpose and values, together with principles based policies and supporting processes, can assist in ensuring compliance and reducing harm to the customer and community.
- A focus on **customers’ best interest drives sentiment** that Crown is genuine in its commitment to the community and will contribute to a sense of pride.
- Where there is confidence to **constructively challenge**, issues and risks can be identified and resolved more rapidly and effectively.

We do the right thing: Deeper Insights

Doing the right thing is doing right by your colleagues, customers, community and company.

Compliance: Strong awareness of compliance, but barriers to compliant behaviour



An increased awareness of compliance is felt across Crown.

Survey responses indicated Crown staff have a strong awareness of compliance and sense of shared responsibility for compliance (1). While 94% of people in Melbourne and 85% of people in Perth have completed their mandatory training, a notably lower figure of 75% believe the training is adequate and 72% know where to locate relevant policies and procedures to guide their work (2, 5, 6).

A key theme throughout observed meetings was an emphasis on risk and compliance, and many people reported an increased focus on AML procedures over the past year.

Do the right thing means 'follow the rules'.

Doing the right thing was largely interpreted to mean 'follow the rules', with front line staff being expected to 'see something, say something'. While some senior leaders felt that the rules were black and white and therefore needed to be followed, others acknowledged the need for informed judgement when the context of the situation called for it. There was some lack of appreciation at leader and manager levels that staff encounter ambiguous challenges on a daily basis, and feel disempowered to make decisions.

"...I have witnessed and reported suspected actions of money laundering as a [gaming employee] to numerous senior managers and watched patrons continue to return."

A tension between following the processes and meeting customer demands was observed.

Staff perceived they needed to work around policies, processes and procedures, and that people they work with will bend the rules when it suits them (13, 15).

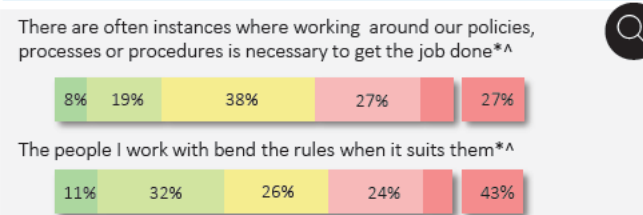
For customer facing staff, there is a perceived tension between policy compliance and meeting customer demands. This was particularly raised in the context of VIP customers, where staff in the Food and Beverage and Gaming areas noted they had experienced examples of poor behaviour from VIPs being overlooked, inconsistent direction and application of RSA enforcement, and other exceptions being made to accommodate VIP demands.

There are some areas of weakness in policies.

While some policies were perceived to be very good, others were perceived as a barrier to compliance. Some Team Members noted that policies can be out of date, poorly written, formatted and lack illustration. Others reflected that some policies lacked clarity for the process of escalation, particularly surrounding challenging customers.

Staff in several business units perceived that policies and procedures sometimes had 'grey areas'. Some Gaming employees reflected that when confronted with conflicting priorities, there was a mindset that 'for Gaming areas, it's within the rules to satisfy the customer'.

"In every job you know what's compliance and what's right or wrong and we don't cross that line."



We do the right thing: Deeper Insights

Doing the right thing is doing right by your colleagues, customers, community and company.

Constructive challenge: A lack of confidence to speak up and constructively challenge

“Managers are more than happy to reprimand you when you’ve made a mistake, many will not instruct you what to do differently and some gain quite the sense of power from writing people up for mistakes”

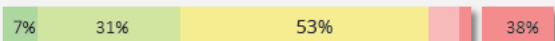
People’s willingness to constructively challenge depended on their relationship with their Manager(s), and for some, perceptions of poor attitudes and behaviour from managers and leaders were barriers to speaking up.

While some staff felt their managers were excellent and they felt safe to challenge, in other areas examples were provided where managers were dismissive or demeaning to their staff.

Half of employees responded that the people they work with do not constructively challenge each other (11). Where mistakes were made, some perceived that managers do not always try to understand the factors underpinning the mistake and provide little guidance to correcting errors.

Some staff perceived that managers took unfair disciplinary actions, at times without telling the employee. This perception was found to be particularly prevalent in Gaming with references to disciplinary outcomes such as the making of ‘file notes’ and correcting mistakes, without an equal balance on encouraging, recognising or rewarding positive behaviours.

The people I work with are penalised if they take unacceptable risks, even if their actions generate positive results*^



Speaking up is unlikely to lead to change and issues raised aren’t followed up.

People reported that where attempts were made to challenge current practices, they were perceived to be met with apathy, defensiveness or desire to maintain the status quo. A lack of recognition for solving problems also led to a lack of motivation to raise issues.

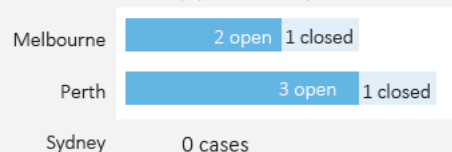
Many staff noted there is a strong sense of the ‘Crown way’ and a mindset of ‘this is how we’ve always done it’. In Melbourne, some in middle management felt safe to constructively challenge, but perceived that managers above them may be afraid to progress issues.

Some leaders explicitly mentioned the hierarchical nature of the organisation which makes it difficult to challenge the way things have been done. With perceptions that things are done on a “need to know basis”, some staff are excluded from meetings, underpinned by a ‘boys club’ mentality and preventing them from being able to speak up.

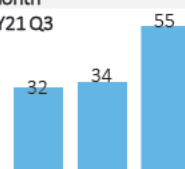
Perceived silos between properties and a view of Melbourne as the flagship property and therefore ‘they know best’ were common views expressed across different properties.

Complacency or lack of safety to speak up may be influencing the low number of whistleblowing cases observed at Crown.

whistle-blowers case (Open vs closed)



New UARs all properties by month FY21 Q3



A senior AML team member noted they had observed increased reports via the unusual activity report process following increased training and communication and introduction of automated reporting. While this is encouraging it does not yet represent sustained culture change in AML compliance.

“I haven’t had a manager encourage me to speak up about anything. If I wanted to speak up I could, but you tend to be vindicated. You raise a concern and sometimes you’re told to mind your own business.”

Efforts to improve safety to speak up and challenge are in the early stages.

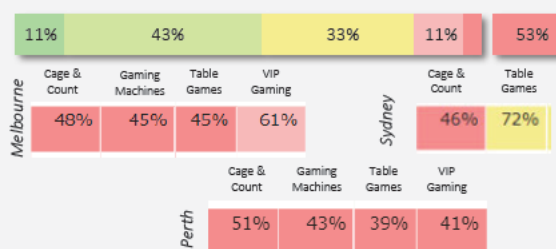
A lack of psychological safety to speak up is an acknowledged problem by leaders within the business. A ‘Speak Up’ initiative is currently being piloted in Perth, which aims to address psychological safety.

Members of the leadership reflected a new sense of safety since the departure of CHP associated leaders. Some also observed constructive challenge from newly appointed Executives, setting a new tone from the top.

Some staff raised concerns around health and safety.

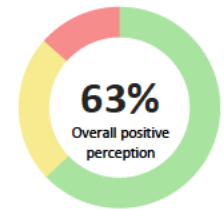
Some survey respondents cited strong health and safety procedures, while others disagreed. Some people in Food and Beverage and Gaming, raised that they were often required to complete tasks that were unsafe, often with a focus on speed. This includes carrying heavy loads, COVID safety, water spills on the ground, and not taking breaks.

The people I work with challenge each other constructively if they think they are not doing the right thing*



We do the right thing: Dashboard

Doing the right thing is doing right by your colleagues, customers, community and company.



Culture at Crown Survey

					% positive perception
1. Compliance is everyone's responsibility at Crown, including my own*	46%	45%	7%		92%
2. I fully understand my role, including my risk and compliance obligations*	28%	57%	11%		85%
3. When I'm unsure how to manage a situation, I know where to go for help*	26%	59%	10%		85%
4. At Crown, following established rules, guidelines and regulations is a top priority*	27%	50%	15%		77%
5. I am provided with adequate training to enable me to understand and manage my compliance obligations*	21%	53%	16%		75%
6. I know where to access the relevant policies and procedures in place to guide how my work should be done*	18%	54%	18%		72%
7. Crown's commitment to social responsibility (e.g. diversity and inclusion, community support, environmental sustainability and responsible Gaming) is genuine	20%	47%	23%		67%
8. The people I work with take responsibility for their actions*	14%	50%	22%	11%	63%
9. I am confident that I will not be penalised for raising concerns*	17%	41%	21%	13%	59%
10. Executives and General Managers at Crown clearly communicate the need to balance customer demands with compliance obligations*	16%	43%	27%	10%	59%
11. The people I work with challenge each other constructively if they think they are not doing the right thing*	11%	43%	33%	11%	53%
12. Board members at Crown clearly communicate the need to balance customer demands with compliance obligations*	13%	37%	34%	11%	49%
13. The people I work with bend the rules when it suits them*^	11%	32%	26%	24%	43%
14. The people I work with are penalised if they take unacceptable risks, even if their actions generate positive results*	7%	31%	53%		38%
15. There are often instances where working around our policies, processes or procedures is necessary to get the job done*^	8%	19%	38%	27%	27%

Business Data (Q3 FY2021)

LEAD

% completion of mandatory training

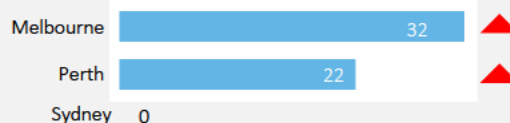
Q2




LAG

breach of Code of Conduct total case

Q2





Crown's behaviours for

We work together

What I do

- Share information with colleagues and other Team Members
- Look out for people's well-being and help others succeed
- Acknowledge the good work done by others
- Collaborate and involve colleagues and customers when making decisions that affect them
- Work towards the common goal
- Provide honest and constructive feedback in a sensitive manner

What I don't do

- Not share information with others when it is in the interest of the organisation
- Focus on personal gain at the expense of others
- Display an attitude of "it's not my job" or "it's not my department"
- Undermine colleagues
- Focus on own team objectives at the expense of other departments or the overall customer experience
- Hold back in providing respectful constructive feedback for fear of upsetting the other person

We work together

Overview

Behaviours for 'we work together'

Deeper Insights

Collaboration: Collaboration within teams and business units, but not between business units or properties

A lack of two-way communication and sharing information

Recognition and Feedback: Inconsistency in how performance is recognised and managed

Dashboard

We work together: Overview

Working together is believing in “we before me” and that together we thrive.

What is the current state of ‘we work together’?

The current state culture assessment found mixed support for ‘we work together’ being lived within the organisation. While there is high collaboration and team work within business units, opportunities exist to align objectives across business units and properties, and enhance performance management towards shared objectives.

‘We work together’ had the **lowest overall sentiment** amongst the values in the Culture at Crown Survey, with just over half of Crown’s people agreeing that collaboration was strong across teams and departments.

Collaboration: Collaboration within teams and business units, but not between business units or properties

Many people reflected that **silos exist between the properties**, with a competitive ‘us and them’ mentality, which was perpetuated by **misalignment** of business objectives and **separate underlying operating systems**. However, recent appointments of **group roles were generally perceived to be a positive step** towards a united business.

Collaboration within teams and business units is perceived to be positive, however, between business units it was perceived to be weaker. There was a **clear divide between Gaming and Non-Gaming areas**, with Gaming perceived to be held in higher esteem than Non-Gaming due to its substantially higher revenue. Some identified **misaligned business unit targets**, which were perceived to be driving self-serving behaviours.

A lack of two-way communication and sharing information

There were **mixed views surrounding Executives and General Managers’ role in supporting collaboration**, with three in five people agreeing that there was effective communication from the leadership, including on risk and compliance (19, 21). Two way communication was identified as the most important factor driving collaboration, yet many reported a breakdown in communication from senior management to front-line staff members. Three out of five people also **felt lessons were effectively shared** (20), although deeper analysis found this was perceived to be inconsistent and there were few formal mechanisms to enable the sharing of lessons learnt.

Recognition and Feedback: Inconsistency in how performance is recognised and managed

Manager feedback was also identified as inconsistent, either day-to-day or formally. While **formal performance and reward mechanisms are in place, they are not perceived to be consistently applied** with some areas having a strong sense of reward, and other areas lacking. Non-Gaming generally held a more negative sentiment than Gaming in this regard.

Enablers that currently support ‘we work together’

- **Commitment to purpose** sets the foundations to pursue common goals across business units and properties.
- **New group executive and emerging communication** from the top is starting to provide the foundations for collaboration across properties.

Cultural Enablers: How can Crown strengthen ‘we work together’?

- A sense of **shared purpose that drives collaboration** across business units and properties, will allow for simplification and consistency of processes and sharing of lessons learnt.
- **Operating models and structures that support collaboration** across properties and business units can create an integrated resort mindset and the delivery of customer service.
- **Rewards and recognition** focused on teamwork and collaborative behaviours, over individual achievement, will reinforce collaborative behaviours and teamwork.
- A reduced culture of hierarchy, through **closer engagement across management levels**, clearer communication and opportunity for discussion, can build shared ownership of strategic objectives.
- A **feedback rich culture** where good performance is consistently recognised and rewarded, drives higher engagement and discretionary effort, and aligns incentives to strategic priorities throughout the business.
- **Consistent group wide policies** can improve alignment between properties and ensure consistency of communications to staff and customers.

We work together: Deeper Insights

Working together is believing in “we before me” and that together we thrive.

Collaboration: Collaboration within teams and business units, but not between business units or properties

An ‘us and them’ mindset exists between properties impeding collaboration.

A common perception in focus groups and interviews across all business units was that each property operates as a silo with limited collaboration, and an overall lack of a ‘one Crown’ mindset.

Senior leaders reflected the lack of collaboration, potentially stemmed from an ‘us and them’ mindset, a misalignment of business objectives and properties having separate systems and processes. Some leaders also reported previous group leadership had fostered competition between the properties as a mechanism to drive the pursuit of business objectives.

Some senior leaders reflected that the current corporate structure of separate property CEOs may not be the most effective way of supporting cross property collaboration. Others held the belief that each property had its unique culture and a distinct market, and expressed the view that over-centralisation may not take those differences into account.

“The 3 properties not operating as one - decisions are still being made at property level without due consultation.”

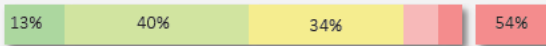
Collaboration and coordination was perceived to be effective within business units and teams, but not between business units.

Just over half of survey respondents perceived there to be collaboration across teams (24). A divide between Gaming and Non-Gaming was perceived by some Team Members at all properties, with suggestions there was limited collaboration, driven by ‘departmental self-serving behaviours’, ‘rivalries’, and a competitive culture. Some participants said a contributing factor was the perception that Gaming were viewed as the more important revenue generator.

Positive examples of collaboration were noted to often be driven by necessity, for example, some Perth leaders noted reopening after a COVID-19 shutdown period was a positive example of cross business unit collaboration, and that Project T23 where Perth leaders from multiple business units worked together on projects was a good example of enabling collaboration.

This perception...

People at Crown collaborate across teams and departments to get work done



“...there's always the Gaming and Non-Gaming component. You are constantly reminded of the fact that Gaming brings in more revenue...”

may be influenced by...

- I have the freedom to make and act on decisions relevant to my role
- The people I work with are committed to mentoring and developing others
- The people I work with are rewarded for team efforts, not only individual performance
- Executives and General Managers at Crown keep people informed about what is happening

(Adj. R² = .417)*

A lack of two-way communication and sharing information

Executives and General Managers at Crown keep people informed about what is happening



Two-way communication and information sharing is a key driver in enabling people at Crown to effectively collaborate.

People at Crown identified collaboration as an important factor in getting their job done and communication as a key driver in enabling this. Communication was raised as the top response when asked for examples of what helps people to effectively collaborate across teams and departments in the Culture at Crown Survey.

Effective communication was perceived to consist of open communication channels, regular messaging and information sharing, and having a clear understanding of other departments’ roles and requirements.

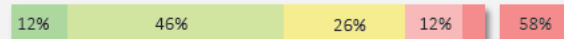
People in Gaming perceived effective communication with their managers, with focus group participants providing examples of communication and information sharing in pre- and post-shift briefings and musters. This communication was also witnessed in observations of pre-shift briefings across properties.

Staff in focus groups reflected the importance of collaborating throughout the business with customer information. However, there were examples where critical information, often relating to changes to processes and rules, not being cascaded and sometimes leading to uncertainty among front-line staff.

External stakeholders provided a mixed response, with some citing effective two-way communication, while others cited a lack of messaging, collaboration, a general resistance to an external perspective, and a lack of involvement in important decisions that affected them.

This perception...

The people I work with display open and honest two-way communication



may be influenced by...

- I am appropriately involved in the decisions that affect my work
- The people I work with are committed to mentoring and developing others
- My manager(s) and/or supervisor(s) genuinely care about my wellbeing

(Adj. R² = .597)*

We work together: Deeper Insights

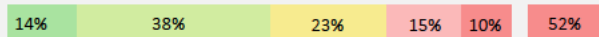
Working together is believing in “we before me” and that together we thrive.

Recognition and Feedback: Inconsistency in how performance is recognised and managed

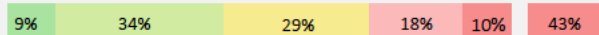
My manager(s) and/or supervisor(s) regularly gives me actionable feedback that helps me improve my performance



I receive appropriate recognition from my manager(s) and/or supervisor(s) for good work



The people I work with are rewarded for team efforts, not only individual performance



“When it comes to celebrating/ recognising not everyone gets recognised. Other people take the credit, when it comes to pay rises and bonuses not everyone is recognised”

Lack of a consistent performance management process has led to different perceptions on how performance is recognised and rewarded across the business.

In several business units, staff mentioned positive examples of formal reward and recognition, such as the Star awards in Perth, and the feedback functionality in Workday.

Staff in Gaming at one property reflected positively on weekly awards and recognition that had been recently started and, in another property, that being a profit generating area of the business, they had good budget for reward and recognition.

Non-Gaming areas tended to hold a less positive perception on recognition and reward. Food and Beverage staff across all properties reported a lack of recognition, feedback and formal performance reviews, while Corporate Services, Hotels and Property Services tended to feel a lack of recognition for their work.

Some Team Members reflected that feedback, recognition and award nominations depended on your relationship with your individual manager. Some people in Melbourne perceived a lack of fairness in recognition and pay rises.

An inconsistent approach to performance management was observed throughout Crown, with some staff mentioning that they have regular meetings with their managers who they perceive as committed to their development. However, other staff referred to performance management as a rushed, check-box exercise and some mentioned receiving no feedback at all.

This perception was also highlighted in the Culture at Crown survey, with many respondents stating that people were not promoted according to merit, but due their relationships with managers and nepotism.

“Staff are not receiving their biannual performance reviews and when they do, it feels rushed, tick the box exercise and not a genuine conversation nor plans developed to improve the individual - and if there are “plans” developed, it’s not monitored, assisted or guided by some leaders.

COVID-19 impacted on performance management.

The absence of a formal and well understood performance management process was perceived across different areas of the business, with some Team Members mentioning they had not had a performance conversation since COVID-19 began.

While some leaders made reference to formal performance management and talent reviews through KPIs and assessment of Professional Behaviours, Team Members reflected that there was lack of understanding around this process.

Information provided by Crown HR for the purpose of validating this perception stated that the approach to performance conversations for Crown Melbourne and Sydney for Financial Year 2020 / 2021 was a variation from normal, given the disruption to business as usual operations and for Crown Perth, performance evaluation plans were paused in March 2020 due to COVID-19 disruptions and were resumed in June 2021.

Some mentions were made that the KPI and KPO system had been too financially focused and needed to focus more on the value.

The Phase 1 report of the Organisational Culture Review noted that a new performance management framework is currently under development.

A lack of formal opportunities to share lessons learnt across the business was observed.

Perceptions on how well lessons learnt were shared and communicated varied across properties and business units, with leaders perceiving there was a lack of structures and processes to enable better sharing of lessons learned at lower levels.

Some Sydney staff held the perception that being a new property, with the development of new processes necessitating the sharing of experience and lessons learned. However, some leaders recognised that this was mostly reliant on experienced long-term Crown employees, rather than through formal documentation of lessons. At a team based level, Melbourne Gaming teams tended to hold a positive perception towards sharing lessons learnt, with some staff noting they were encouraged by managers to share in team meetings and musters. However, Perth Gaming teams perceived that sharing lessons was not necessarily encouraged, and a lot of people have lost confidence to do so.

It was acknowledged by some that recent Executive turnover had led to a loss of corporate knowledge.

We work together: Dashboard

Working together is believing in “we before me” and that together we thrive.

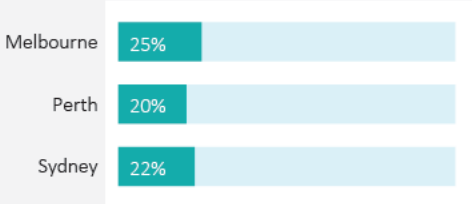


Culture at Crown Survey

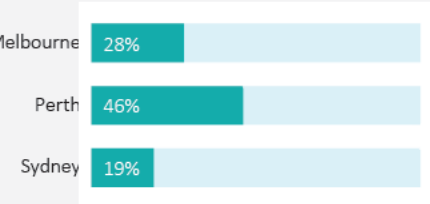
						% positive perception
16. I know how my work contributes to Crown's Purpose	24%	54%	16%			78%
17. My manager(s) and/or supervisor(s) genuinely care about my wellbeing	22%	42%	21%			64%
18. My manager(s) and/or supervisor(s) hold themselves and others accountable for results	14%	47%	27%			61%
19. Executives and General Managers at Crown keep people informed about what is happening	15%	45%	24%	10%		60%
20. My manager(s) and/or supervisor(s) openly share the lessons learnt from past mistakes or incidents*	15%	44%	23%	13%		59%
21. Executives and General Managers at Crown communicate consistent messages about managing risk and compliance*	14%	44%	30%			58%
22. The people I work with display open and honest two-way communication	12%	46%	26%	12%		58%
23. My manager(s) and/or supervisor(s) regularly gives me actionable feedback that helps me improve my performance	14%	41%	24%	14%		56%
24. People at Crown collaborate across teams and departments to get work done	13%	40%	34%			54%
25. I receive appropriate recognition from my manager(s) and/or supervisor(s) for good work	14%	38%	23%	15%	10%	52%
26. I am appropriately involved in decisions that affect my work	10%	42%	27%	15%		52%
27. My manager(s) and/or supervisor(s) put their own self interest ahead of that of Crown and its customers*^	15%	30%	23%	23%	10%	45%
28. I regularly receive feedback on my ability to manage risk and compliance*	9%	35%	31%	18%		43%
29. The people I work with are rewarded for team efforts, not only individual performance	9%	34%	29%	18%	10%	43%

LEAD

% employees viewing internal email communications




% employees viewing Crown Chat magazine



LAG

EAP usage





Crown's behaviours for

We act respectfully

What I do

- Greet and acknowledge colleagues and customers
- Interact with people different from me in race, age, gender identification, sexual orientation, abilities and role in a friendly and sensitive manner
- Take into account other people's views, feeling and emotions
- Deliver on promises to colleagues and customers
- Act in a calm and mindful manner

What I don't do

- Dismiss or show a lack of interest in other people's opinions (or talk over others)
- Insult, demean or ignore others. Reject others just because they are different. Show no care for people or assets
- Disregard other people's personal boundaries
- Be late
- Act aggressively in tone and manner

We act respectfully

Overview

Behaviours for 'we act respectfully'

Deeper Insights

Leadership: Lack of visibility and poor behaviour drive lower levels of trust in leadership

Customer best interest tied closely to social license

Organisational Trust and Certainty: Mistrust in Crown during periods of uncertainty

Diversity welcomed, but inclusion inconsistent

Dashboard

We act respectfully: Overview

Acting respectfully is walking in each other's shoes and treating others as you wish to be treated.

What is the current state of 'we act respectfully'?

The current state culture assessment found some support for 'We act respectfully'. A majority had a positive experience at Crown and felt respected at work, while more than half trusted the organisation. Poor leadership behaviours combined with a sense that Crown was not acting in the customers best interest reduced perceptions this value was being lived.

Leadership: Lack of visibility and poor behaviour drive lower levels of trust in leadership

The majority of Crown employees are committed to creating memorable experiences, understand Crown's values and feel respected at work. While recent increased levels of transparency from the Board and Executive were welcomed, poor behaviours observed of this group cast an overall negative perception of Crown's leadership, with less than half agreeing Crown's Board lived the values, and just over half agreeing the senior Executives lived the values (43, 44).

Customer best interest tied closely to social license

A majority of Crown's people are committed to creating positive memorable experiences for their customers, and recognise the impact of their role on customer experience (30, 32). Acting in the customer's best interest was a key driver of this. However, one in three did not agree Crown had its customer best interest at heart, increasing to half of people across Gaming, Security and Surveillance (37).

Organisational Trust and Certainty: Mistrust in Crown during periods of uncertainty

The recent period of uncertainty and disruption has left some staff concerned for their job security, and lower levels of trust in Crown. Just over half of Crown's employees feel Crown can be trusted in what it says and does (42). High levels of uncertainty among Crown's people driven by the significant recent destabilising events of 2020-21 was perceived to have increased stress across many Crown employees.

Diversity welcomed, but inclusion inconsistent

While diversity is welcomed and accepted by four out of five people, feelings of inclusion are lower (60%) (33). Lower levels of diversity at senior levels are perceived to perpetuate this.

Cultural Enablers that currently support 'we act respectfully'

- People who have a positive experience and feel respected at work, and understand Crown's values, are motivated to deliver on Crown's purpose of memorable experiences.

Cultural Enablers: How can Crown strengthen 'we act respectfully'?

- Group Executives and Board members who role model the values, set the right tone from the top and build trust in leadership.
- Diversity in leadership provides a symbol of valuing diversity in the business.
- Communicating transparently and acting with good intent to all staff can elevate personal security.
- A clear social based purpose and values in the form of an ethical compass will provide a clear and unifying framework for respect of employees and customers and enhance Crown's social licence.
- Transparent and objective performance management ensures a fair approach to promotions and career progression.
- Formal (awards) and informal (saying thank you) reward and recognition drives commitment.
- Managers who have empathy and respect for the wellbeing of their Team Members drives inclusion.

We act respectfully: Deeper Insights

Acting respectfully is walking in each other's shoes and treating others as you wish to be treated.

Leadership: Lack of visibility and poor behaviour drive lower levels of trust in leadership

Perceptions of poor behaviour and a lack of engagement from Board and Executive members persist.

Less than half of Crown's people perceived the Board to be living Crown's values, with particularly low sentiment from mid-level managers (44).

In describing how the Board were not living Crown's values in the survey, top responses related to the Royal Commission and recent media attention. The Board was perceived to be inaccessible and 'out of touch' with the current state of the organisation.

Some staff perceived the Board treated staff as 'less than' and do not consult or acknowledge staff, with some mentions of interactions with Board members described as rude, demeaning and inconsistent with Crown's values.

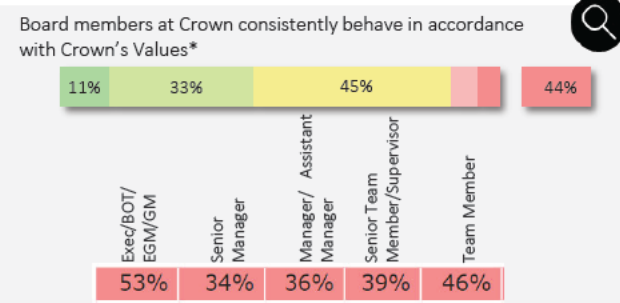
Others mentioned they could not provide a perspective on Board member behaviour due to the lack of visibility and accessibility. Combined with the number of new Board members at the time of surveying, this may reflect the proportionate number of neutral responses (45%).

However, a consistent message in Team Member focus groups across all properties was the new recent weekly communications from Chairman, Helen Coonan, which have helped staff feel valued and included. While others questioned Board's current attempt at change is not genuine and a façade to improve public perception.

"...there is not trust between Crown employees and the Board and I do not think there will be for some time. Messages from Helen are great but what else are you doing to rebuild the trust that was broken?"

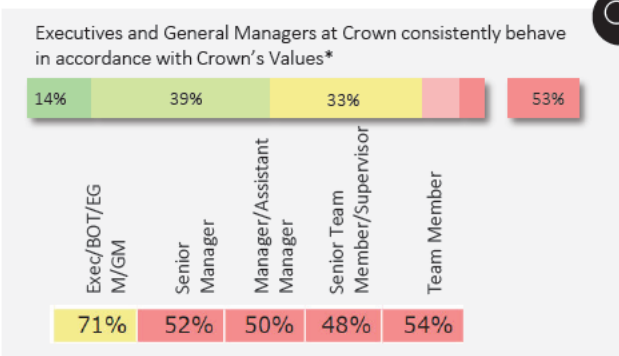
People across the hierarchy consistently disagreed that Crown's Executives and General Managers behaved in accordance with Crown's values (43).

Examples of poor behaviour from Executives and General Managers included lack of consultation, being ignored on the job, rudeness, bullying and favouritism. Others cited the lack of visibility of senior management and fluctuating moods, and felt that senior management do not care about staff members opinions.



Middle and senior management were also perceived to have low engagement with employees, and/or negative, apathetic approaches to frontline staff. Management acting out of their own self-interest with a lack of accountability and lack of care for employees was also reported. Some staff also perceived there is a culture of punishment for even small errors.

Three out of five employees felt their manager or supervisor addressed their concerns in a timely manner (41), with similar perceptions held by some Team Members in focus groups across all properties.

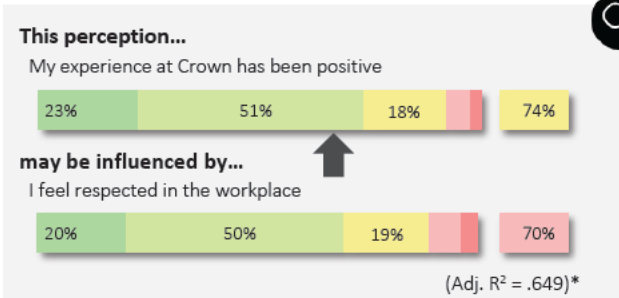


"...the power imbalance and clear lack of transparency of the Executives at the top hinders one's ability to fully trust Crown's intent."

A positive experience at Crown is driven by feeling respected

Most survey respondents perceived Crown's employees as respectful and felt they worked well with others at a similar level. Seventy percent (70%) of respondents said they felt respected in the workplace (36). Analysis at the role level showed that while 85% of Executives felt respected in the workplace, the rate declined by level with Team Members and supervisors feeling less respected (69%).

Feeling respected at Crown was a strong driver of whether staff felt their experience at Crown had been positive.



We act respectfully: Deeper Insights

Acting respectfully is walking in each other's shoes and treating others as you wish to be treated.

Customer best interest tied closely to social license

The majority of Crown's people are committed to creating memorable experiences for their customers (32).

Focus group participants agreed they were proud to create memorable customer experiences, that Crown invested in their recruitment and training to provide exceptional service and this was at the centre of their role - "if there's no customers there's no Crown Casino".

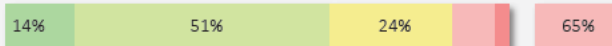
When staff members receive positive customer feedback, it was said to be a significant source of motivation. Where feedback is negative, it was felt staff were able to take ownership of addressing the feedback.

However, there was a common perception that customers should be prioritised at the expense of respect for staff, underpinned by a perception that staff should to put up with poor behaviour from customers.

"Area managers advising dealers to ignore rules, policies and procedures if the patron is losing enough money. This especially pertains to patrons who are abusive towards dealers and intoxicated or presenting signs of problem gambling."

This perception...

People at Crown consistently consider the impact of their actions on customer satisfaction



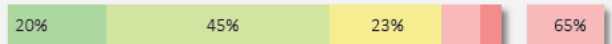
may be influenced by...

Crown has customers' best interests at heart

(Adj. R² = .499)*

This perception...

Crown has customers' best interests at heart



may be influenced by...

Crown's commitment to social responsibility (e.g. diversity and inclusion, community support, environmental sustainability and responsible Gaming) is genuine

Board members at Crown clearly communicate the need to balance customer demands with compliance obligations

(Adj. R² = .478)*

"For Responsible Gaming, the customer needs are number one and that's it, the bottom line.."

"Lack of empathy from staff when it comes to patrons, the abuse received from patrons that get ignored, not taking gambling addiction seriously e.g.: we're trained to notify and take action if a customer is clearly distressed or show signs of aggression when playing, however I see majority of employees would simply look the other way or just ignore it, I believe this negatively impacts the workplace"

Perceptions of the impact of actions on customer satisfaction is driven by best interest duty.

Two thirds of staff at Crown agree people at Crown consistently consider the impact of their actions on customer satisfaction (38). The dominant factor influencing this perception is that 'Crown has customers' best interest at heart' (42). In turn, perceptions around customer best interest may be influenced by sentiment surrounding Crown's social license and trustworthiness (7, 12).

When viewing the findings related to the question 'Crown has customers' best interest at heart' (37) there is a notable drop between the Executive / BOT / EGM / GM level (78% positive perception) and the rest of the business (ranging from 63 – 65% positive perception).

When looking deeper, it is noted those sitting in Gaming, Security and Surveillance in Melbourne and Perth, drop further still with positive perceptions ranging from 44% - 68% (7), a stark contrast to the same business units in Sydney where gaming is not yet open (84% – 95% positive perception).

Open-ended survey comments and fieldwork suggest a perception there has been a focus on profit and giving customers what they ask for over customer wellbeing, particularly in relation to RSG and RSA. Some perceived this had been motivated by the performance targets of Senior Managers and Executives. Some also perceived this to be changing with the increased focus on compliance.

"We had a culture where we did not care where the cash was coming from or how much people lost. RSG seemed to have been for smaller players only but the larger players were encouraged to lose more i.e. incentives lucky money cash draws. This is obviously changing now."

Crown has customers' best interests at heart

		Cage & Count	Gaming Machines	Table Games	VIP Gaming	Security	Surveillance
Melbourne	Exec/BOT/EGM/GM	56%	49%	53%	71%	67%	61%
	Senior Manager						
	Manager/Assistant Manager	63%	57%	44%	59%	68%	57%
Perth	Senior Team Member/Supervisor						
	Team Member	85%	81%	88%	94%		
Sydney							

We act respectfully: Deeper Insights

Acting respectfully is walking in each other's shoes and treating others as you wish to be treated.

Organisational Trust and Certainty: Mistrust in Crown during periods of uncertainty

The recent period of uncertainty and disruption has left some staff concerned for their job security, and lower levels of trust in Crown.

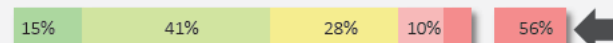
Just over half of Crown's employees feel Crown can be trusted in what it says and does (42). High levels of uncertainty among Crown's people driven by the significant recent destabilising events of 2020-21 was perceived to have increased stress across many Crown employees.

While some leaders shared a sense of pride in how the organisation was able to pull together to navigate through the challenging period, others perceived the responses have highlighted Crown's reactive culture. However, some staff referenced the support of Crown during COVID-19 fostered a sense of safety and security for their employment.

Regression analysis indicated that social licence, customers' best interests, Board behaviour, and Crown's values may influence perceptions of trust within Crown. References to this were particularly prevalent in responses to the Culture at Crown Survey where respondents perceived Board behaviour and a profit-centric approach to be behind low perceptions of trust.

This perception...

Crown can be trusted in what it says and does



may be influenced by...

Crown has customers' best interests at heart

Crown's commitment to social responsibility (e.g. diversity and inclusion, community support, environmental sustainability and responsible Gaming) is genuine

Board members at Crown consistently behave in accordance with Crown's values

I have a clear understanding of Crown's organisational values

(Adj. R² = .647)*

"More women in leadership, it's 100% the truth. ...I still feel that we don't have enough women right at the top in the EGM and GM level, and I think you'd lose some arrogance within the business with a 50/50 split."

Diversity welcomed, but inclusion inconsistent

Perceptions of diversity at Crown appeared to be positive and a strength to be celebrated. However, further analysis suggested that there are lower sentiment of inclusion.

Eighty-one percent of survey respondents have a positive perception of working well with employees of different backgrounds (33) and almost 20 percent of the 4,130 responses referenced diversity and multiculturalism as a strength of Crown's culture.

Leaders in Melbourne and Sydney suggested programs such as Crownability, Crown Community, Pride and Indigenous employment enabled diversity and inclusion, and there was a shared awareness and understanding of these programs across all properties.

However, when describing whether one could be oneself without judgement or isolation, those who identified as transgender (50%), non-binary (35%), gender queer / gender non-conforming (43%), or prefer not to respond (40%), held lower sentiments to the average (61%) (33, 40).

Additionally, some people perceived some instances of racism and sexism occurring at some times in Perth and Melbourne, and a lack of gender and cultural diversity in leadership was mentioned in focus groups and interviews.

Observations of Crown meetings revealed indicators that may be perceived as racism and sexism, including a male staff member drawing unnecessary attention to a female colleague's outfit and a reference to a job candidate's foreign accent might be 'difficult to understand on the radio'.

This perception...

I feel I can openly be myself in the workplace without fear of judgment or isolation from others



may be influenced by...

Executives and General Managers at Crown consistently behave in accordance with Crown's values

The people I work with are committed to mentoring and developing others

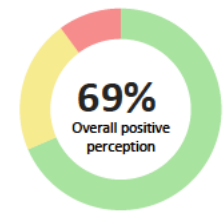
My manager(s) and/or supervisor(s) genuinely care about my wellbeing

I have the freedom to make and act on decisions that are relevant to my role

(Adj. R² = .444)*

We act respectfully: Dashboard

Acting respectfully is walking in each other's shoes and treating others as you wish to be treated.



Culture at Crown Survey

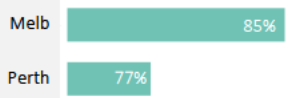
% positive perception

Statement	Green	Yellow	Red	% positive perception
30. I understand the impact my job has on the customer experience	36%	55%	9%	90%
31. I understand what I can and can't do in meeting customer requests	24%	58%	14%	83%
32. I create memorable experiences for Crown customers	32%	50%	15%	82%
33. People at Crown work well with employees of different backgrounds	34%	48%	12%	81%
34. I have a clear understanding of Crown's organisational Values	26%	54%	15%	80%
35. The people I work with demonstrate honest behaviour*	26%	47%	18%	72%
36. I feel respected in the workplace	20%	50%	19%	70%
37. Crown has customers' best interests at heart	20%	45%	23%	65%
38. People at Crown consistently consider the impact of their actions on customer satisfaction	14%	51%	24%	65%
39. I understand the flexible working arrangements that are available to me	17%	47%	21%	64%
40. I feel I can openly be myself in the workplace without fear of judgment or isolation from others	18%	43%	21%	61%
41. My manager(s) and/or supervisor(s) ensure that my concerns are addressed in a timely manner	15%	46%	24%	60%
42. Crown can be trusted in what it says and does	15%	41%	28%	56%
43. Executives and General Managers at Crown consistently behave in accordance with Crown's Values*	14%	39%	33%	53%
44. Board members at Crown consistently behave in accordance with Crown's Values*	11%	33%	45%	44%

Business Data (Q3 FY2021)

LEAD

% employees completed diversity and inclusion training



% employees of completed Crownability training

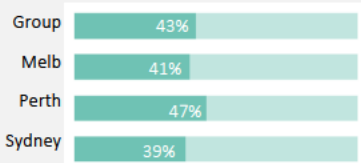


% completion of customer service mandatory training

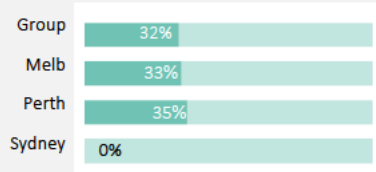


LAG

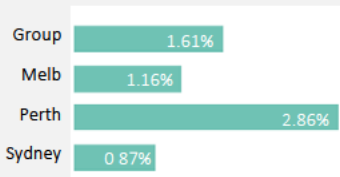
Gender gap - % female staff - All Staff



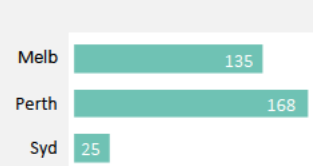
Gender gap - % female staff - Executive level



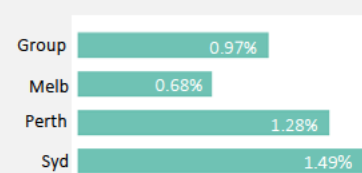
% Employee with Disability (incl. contractors)




of employees enrolled in Crownability



% Aboriginal and Torres Strait Islander (incl. contractors)





Crown's behaviours for

We are passionate

What I do

- Approach work with energy, enthusiasm and positivity
- Smile and make eye contact with people (when culturally appropriate)
- Anticipate needs and take responsibility to address them and to resolve problems
- Improve how things are done
- Assume there is always a solution and don't give up until I find it

What I don't do

- Complain all the time with no solutions
- Do the minimum amount possible
- React negatively to feedback
- Just accept that "this is the way things" are done around here without questioning why
- Go through the motions

We are passionate

Overview

Behaviours for 'we are passionate'

Deeper Insights

Passion: Passion for purpose, but an uplifting tone from the top needed to maintain it

Mentoring Culture: There is a lack of a mentoring culture

Decision Making: Staff feel a lack of empowerment to make and act on decisions

Innovation: New ideas are not acted on and an old way of thinking

Dashboard

Organisational Implications

We are passionate: Overview

Being passionate about what you do is never giving anything less than your best and loving what you do.

What is the current state of 'we are passionate'?

The Crown Culture Review found some support for the value 'we are passionate' being lived in the organisation. Crown's people are committed to delivering memorable customer experiences, but poor motivation stems from the external environment, lack of empowerment, poor career path management and a low appetite for innovation.

Passion: Passion for values, but an uplifting tone from the top needed to maintain it

Most employees shared that they were **committed to Crown's success**, and saw themselves working with Crown in two years time. However, events over the past two years are viewed to be **impacting motivation and passion for the company**. People's commitment to Crown's success diminished down the hierarchy, with fieldwork depicting this was perceived to be **driven by leadership behaviour**.

Mentoring Culture: There is a lack of a mentoring culture

A majority of people feel their colleagues are **friendly and supportive (46)**, and generally accept that mistakes are sometimes made (48). Perceptions of an environment of mentoring and development was found to drive positive perceptions related to confidence to constructively challenge, learning from mistakes and a friendly and supportive environment.

Despite Crown's investment into training its people, a **lack of career development** was cited by some throughout the fieldwork, with a **'tick box' approach to performance management** being perceived (55).

Decision Making: Staff feel a lack of empowerment to make and act on decisions

Only half of people surveyed at Crown agreed they were empowered to make decisions, with a substantial drop being observed between those at the Executive level (83%), the Senior Manager level (69%) and those at the Team Member level (53%) (56). Some leaders and managers held the belief that **Team Members should escalate any decision** where they were unable to follow the rule. Consequently, some people stated they were unclear on their role scope and what decisions they were able to make, and others felt of a lack of support from managers on decisions they made and had a **consequential fear of blame or disciplinary action** for incorrect decisions (48, 50, 56).

Innovation: New ideas are not acted on and an old way of thinking

Just over half of people surveyed perceived Crown sought to innovate and do things differently (57). However, some people felt their manager **did not listen or act on new ideas raised**, did not feed the ideas up through the hierarchy, and there was a lack of a feedback loop to explain why ideas were not adopted. A **mindset of 'this is how we have always done it'** was perceived, and innovation questions in the survey were amongst the lowest scored for this value (57, 59).

Cultural Enablers that currently support 'we are passionate'

- **People committed to Crown's success** and remaining at Crown for the foreseeable future, have a **strong commitment to Crown's values, supporting customers' best interest and maintaining Crown's social license**.

Cultural Enablers: How can Crown strengthen 'we are passionate'?

- People who feel **mentored and developed by their managers** are more likely to perceive an environment in which they feel supported, safe to constructively challenge and safe to make mistakes.
- **Performance management** that is supported by coaching and clear career development pathways motivates employees to strive to be better and continuously improve.
- **Building the capability of people to make ethical decisions** will support them when confronted by decisions that are ambiguous and lack clarity.
- **Clear signals and feedback loops** from Senior Managers and Executives that support innovation and challenging the way things are done, motivate people to share ideas and do things better.
- **Engaging people in the decisions that affect them**, and supporting them through the lessons learned is key to empowerment.
- **Clear accountabilities** for decision making and decision rights enables efficient decision making and empowers people.
- **Stability at the Board and Executive level**, combined with a clear and motivating **tone from the top**, stimulates certainty and passion for the business.

We are passionate: Deeper Insights

Being passionate about what you do is never giving anything less than your best and loving what you do.

Passion: Passion for values, but an uplifting tone from the top needed to maintain it

A sense of pride in Crown’s values exists, however, instability in leadership may be demotivating staff.

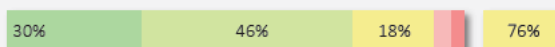
A majority of staff felt committed to Crown’s success and 71% saw themselves still working at Crown in two years’ time (49). The majority of respondents (80%) agreed they understood Crown’s values (34) and how their work contributed to the purpose of creating memorable experiences (16).

These findings indicate a sense of commitment to Crown’s purpose and values, however just over half reported feeling Crown motivated them to go beyond what they would in a similar role elsewhere (58).

Driver analysis indicated having a clear understanding of Crown’s values, a genuine commitment to social responsibility, and having customer’s best interests at heart underpinned people’s sense of commitment to Crown’s success.

This perception...

I feel committed to Crown's success



may be influenced by...

↑ A(dj. R² = .409)*

I have a clear understanding of Crown's organisational values

Crown's commitment to social responsibility (e.g. diversity and inclusion, community support, environmental sustainability and responsible Gaming) is genuine

Crown has customers’ best interests at heart

A weak tone from the top is seen to be impacting the motivation of staff.

Destabilising events including COVID-19, royal commissions and changes to Crown’s leadership were observed to be impacting the motivation of staff. Some mentioned disappointment about Crown’s brand being tarnished and that their view of Crown had changed. Some people in Gaming felt the public scrutiny may lead to their personal integrity being questioned by family and friends.

Deeper insights surfaced through focus groups and interviews indicated that poor leadership behaviour, potentially stemming from low investment in management development, may be associated with staff’s commitment to Crown’s success.

Those aspects hindering Crown’s success included perceptions of management’s negative and apathetic engagement with staff. Some people referred to leadership as undynamic and stagnate, and there was a general sense of a need for leaders to better communicate the right messages (e.g., on social responsibility). Perceptions of absent and unmotivating leadership was observed to be diminishing the brand.

Mentoring Culture: There is a lack of a mentoring culture

Three quarters of Crown’s people perceive their colleagues to be friendly and supportive (46), and were accepting that mistakes may happen (48) – with the Executive being more positive than other levels. Two thirds perceive their peers to apply the lesson from their mistakes to future decisions (52), while three out of five people felt staff respond positively to constructive challenge (53).

Driver analysis found that mentoring may have a positive influence on willingness to constructively challenge, applying lessons learnt, and nurturing friendly and supportive environment.

Negative sentiment towards mentoring showed managers are perceived to have ‘lack of people skills’, ‘destructive over constructive feedback’, and ‘no room for growth’. Some related that workplace learnings or customer feedback does not always lead to improvements, due to a lack of ability to influence policy or learn new skills. Consistently, some people reported that new systems and policies were imposed upon them without their involvement or a rationale provided, reducing the opportunity to learn.

This perception...

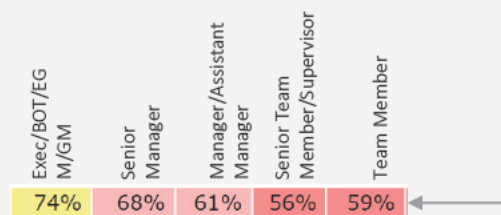
The people I work with respond positively to constructive challenge*



may be influenced by...

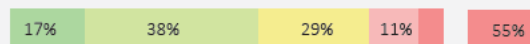
↑ (Adj. R² = .507)*

The people I work with are committed to mentoring and developing others



“Career development is also very challenging - as a dealer I will get yearly check ins on what I want my next step to be etc but there isn't really much else other than that. Catch ups with my line manager are extremely inconsistent, sometimes I will get a catch up once a month to see how I'm feeling but other times it can go over 6 months before I have a formal check in with anyone.”

Crown motivates me to go beyond what I would in a similar role elsewhere



We are passionate: Deeper Insights

Being passionate about what you do is never giving anything less than your best and loving what you do.

Decision Making: Staff feel a lack of empowerment to make and act on decisions

Below Crown’s Executive level there is a lack of trust and empowerment for staff to make and act on decisions.

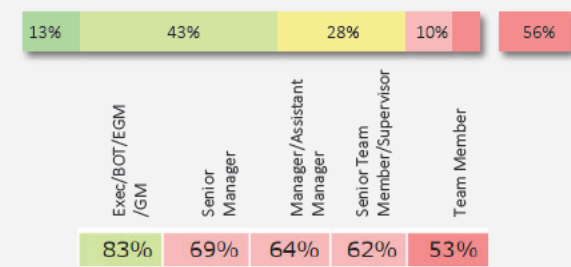
Culture at Crown Survey responses reflected that people at Crown feel a lack of empowerment to make and act on decisions (56).

Managers were identified by survey respondents as the biggest barrier to empowering decision making. Some people felt a lack of support from managers on decisions they made and had a consequential fear of blame or disciplinary action for incorrect decisions. Others shared they were unclear on their role scope, accountabilities and what decisions they were able to make.

Evidence of a hierarchy-driven mindset around decision making, and a lack of trust from managers and leaders, was observed. People suggested they left decision making up to their manager, or had to report upwards to their managers to make decisions, including decisions related to regulations such as RSA. Analysis of the survey response at the role level supported this finding with a significant difference in perceptions from Executive level down observed.

Interviews with leaders and managers across properties highlighted an expectation that staff should be escalating all decisions to their line manager. This belief demonstrates a lack of acknowledgement that staff at Crown are often required to make ambiguous decisions in the moment, which was highlighted by Team Members and Managers in focus groups.

I have the freedom to make and act on decisions that are relevant to my role*



“I will always need to seek confirmation before key decisions are made. Given that I am at a supervisor level, I should be able to take some responsibility and also be allowed to fail and learn from those mistakes.”

“I do have the freedom to make my own choices but very often there will be consequences or someone will have a say about my decision, even without being asked.”

Innovation: New ideas are not acted on and an old way of thinking persists

A mindset of ‘doing things the way we always have’

Just over half of people held positive perceptions that people at Crown strive to find new and better ways of doing things (54). A commonly shared perception across Perth and Sydney was that the mindset of ‘The Crown way’ or ‘The Melbourne way’ was leading to a resistance to change and an inhibitor to innovation.

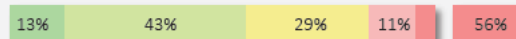
As a new property, leaders in Sydney said that Crown Sydney was more open to new ideas, however people in Sydney focus groups shared the perception that while there had been an original ambition to be innovative and create something new, there was a frequent tendency to fall back on the Melbourne way of operating, a perception also shared in Perth. Project T23 in Perth was mentioned as a channel through which innovations are shared at the senior leader level.

“Crown severely lacks in innovation. This is likely more directed to the corporate business as opposed to operations but the business has always felt quite stagnant without much change to adapt to the modern environment.”

“It’s Melbourne’s way or the highway”

This perception...

At Crown, we act on new and innovative ideas



(Adj. R² = .548)*

may be influenced by...

Crown has customers’ best interests at heart

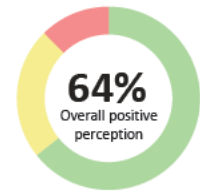
Limited mechanisms to give innovation traction

People across Crown expressed a desire and willingness to share ideas, but felt their ideas were dismissed or not listened to when they tried. Some people shared a perception that it may be driven by a barrier where middle managers not progressing ideas from staff up to the next level. Further, in focus groups in Perth, some supervisors and managers reflected it was difficult to get traction with new ideas and make changes due to the size of the organisation and red tape.

Team members in Melbourne and Perth also felt there was a lack of explanation or feedback as to why new ideas were not taken up, reflecting there was not always an adequate feedback loop on why something was not implemented, leading to feelings that managers do not listen.

We are passionate: Dashboard

Acting respectfully is walking in each other's shoes and treating others as you wish to be treated.



Culture at Crown Survey

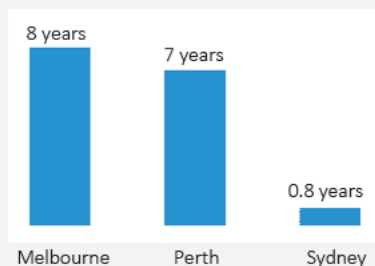
% positive perception

Statement	30%	46%	18%	76%
45. I feel committed to Crown's success	29%	47%	17%	75%
46. The people I work with are friendly and supportive of each other	23%	51%	18%	74%
47. My experience at Crown has been positive	16%	56%	18%	73%
48. At Crown, we accept that despite our best efforts, mistakes and failings happen*	32%	38%	19%	71%
49. I see myself still working at Crown in two years' time	20%	50%	20%	70%
50. My manager(s) and/or supervisor(s) is/are able to lead others through uncertainty	25%	45%	21%	70%
51. I would recommend Crown to people I know as a great place to work	15%	51%	24%	66%
52. The people I work with apply learnings from their successes and failures to their future actions*	12%	47%	25%	59%
53. The people I work with respond positively to constructive challenge*	13%	44%	25%	58%
54. People at Crown strive to find new and better ways of doing things	13%	46%	25%	58%
55. The people I work with are committed to mentoring and developing others	13%	43%	28%	56%
56. I have the freedom to make and act on decisions that are relevant to my role*	13%	43%	29%	56%
57. At Crown, we act on new and innovative ideas	17%	38%	29%	55%
58. Crown motivates me to go beyond what I would in a similar role elsewhere	10%	39%	32%	49%
59. The people I work with take chances to drive new ideas and innovation				

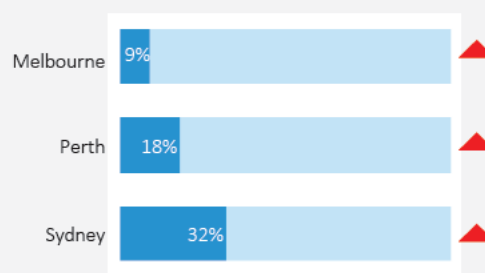
Business Data (Q3 FY2021)

LAG

Average tenure

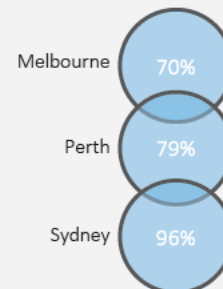


Annual turnover all staff



Q2

% Voluntary turnover



Additional Observations: Risk Culture

Overview: Risk Culture

Additional Observations: Risk Culture

Dashboard

Additional Observations: Risk Culture Overview

This review was conducted as an assessment of Crown's organisational culture. The Crown Culture Survey included some items which would normally be asked in the course of a risk culture review and fieldwork identified some information relevant to the risk culture. This information is summarised here but should not be considered a comprehensive assessment of risk culture at Crown.

Key observations relevant to risk culture

Crown's staff expressed an **awareness of the need to comply** and the risk and compliance teams are perceived to have been given a voice in the business. These mindsets do not, however, translate into consistent behaviour at the current time.

Crown's people perceive it is **unsafe to constructively challenge** others, particularly at lower levels. Leaders are **not currently viewed as communicating consistent messages** including on risk and compliance, and only **two out of five agree people are penalised** for taking unacceptable risks.

There are a number of areas where **staff perceive ongoing conflicts** between appeasing customers and adhering to policies and processes, or where **processes and procedures do not make compliance easy**.

Accountabilities remain unclear for some, and a **culture of learning and continuous improvement** is not yet viewed as supported. Involvement of staff in **decision-making** and the **adequate sharing of lessons learned** throughout the business is perceived to be weak.

Some leaders and a regulator observed Crown to have a **lack of 'outside in' thinking**, resulting in slowness to uptake practical actions to manage risk effectively.

Lack of literacy around risk management may be present in Line One, driven by a small risk management team and lack of systems connecting Line One with key risk data or the ownership of risks they face.

Cultural Enablers that currently support 'risk culture'

- **Awareness of the need to comply, and knowing here to go for help** creates a strong foundation for risk culture.

Cultural Enablers: How can Crown strengthen aspects of 'risk culture'?

- **Consistent communication** of risk and compliance by leaders creates a consistent tone from the top.
- Leaders who **role-model the desired behaviours** in decisions and actions and **create an environment in which it is safe to make and learn from mistakes**, will make it easier to constructively challenge and will develop followership.
- **Involving Team Members in decisions** relevant to their role builds understanding of the risk and compliance considerations and drives ownership and accountability.
- A **coaching culture**, where ideas are put forward and explored, enables opportunities to improve risk management performance to be surfaced and actioned.
- Formal and informal **structures that enable an open dialogue** around issues and incidents supports learning and continuous improvement.
- **Increasingly literacy of and capability in risk management** at all levels of the business, will ensure risks are factored into decision making.
- **Risk and compliance business partners** will enable risk and compliance to be considered more effectively in decision making and increase the pace at which risk is understood across the business.
- **Policies, processes and procedures** that are clear, group wide and easy to apply make it easier for people to make compliant decisions and gives better oversight of risk at a group level.
- **Clear accountabilities** and appropriate escalations, empowers people to make decisions and manage risk effectively.
- Building the capacity of Line One to own the risks they face, through **enhanced risk education, processes and systems**, will ensure more effective risk management across the business.
- Undertaking a deeper **assessment of the risk culture** against Crown's risk culture framework, once implemented, is likely to yield further opportunities to strengthen the risk culture.

Additional Observations: Risk Culture

Whilst awareness of the importance of compliance appears to be strong, it is not yet driving consistent behaviour

While a majority of staff express awareness of risk and compliance as a top priority (1,4), more than half perceive people they work with bend the rules when it suits them, and only a minority (27%) said it *wasn't* necessary to work around policies, processes and procedures to get the job done (15). Reasons for work arounds were the perceived need to meet customer demands, particularly for VIPs, overlooking poor behaviour or issues related to RSA or RSG, or because policies, processes and procedures were not adequate for their operational needs (23).

Several Team Members and Managers noted some policies have 'grey' areas requiring the exercise of judgement. Team members noted new policies were often imposed without explanation, nor were they engaged in defining policies and processes and often found them impractical to apply.

There is a need to remove the barriers to 'speak up' and challenge the culture across the business

As noted earlier, two in five staff do not feel safe to speak up and challenge others. These perceptions are closely tied to manager behaviour and whether staff believe their feedback will be actioned. Confidence to constructively challenge decreases with role level and may present challenges to identifying and actioning frontline risks effectively.

Perceptions of safety to speak up (9) were similar across Melbourne and Perth, with Sydney responses tending to be more positive (68% - Sydney vs 58% - Melbourne and 55% - Perth).

In both Melbourne and Sydney properties, Surveillance reported some of the highest positive perceptions (80% and 90% respectively), however, Perth Surveillance team reported the lowest positive perception of feeling safe to speak up of all Gaming staff (19%).

Staff don't feel empowered or involved in decision making

While risk and compliance discussions were observed in meetings and forums, almost half of Crown's staff don't feel they are appropriately involved in decisions that affect their work (26), and many feel they do not have the freedom to make and act on decisions that are relevant to their role (56).

Manager behaviour was again noted as a key factor, with a majority of survey responses to the follow-up question citing issues of managers not supporting staff when they made decisions, not following through with the staff requests, taking ideas as their own or approaching issues with a lack of consistency.

Need for improvements in communication and role modelling

One in four Executive level respondents perceived that Executives and General Managers do not clearly communicate the need to balance customer demands with compliance (10) and only 70% agree they communicate consistent messages on risk and compliance (21) with positive perception decreasing by role level.

Perception that unacceptable risk taking is not consistently penalised

Two in five survey respondents perceive unacceptable risk taking is appropriately penalised (14) with the lowest positive perception being expressed by Executives (33%)

Those responding negatively cited examples including managers allowing or directing actions outside of Gaming's policies, being required to complete unsafe tasks in back of house in short time frames and overlooking poor customer behaviour or RSA issues.

The large number of neutral responses may reflect a lack of understanding of the definition of 'unacceptable risk' or of what risks may be unacceptable.

More learning, including sharing mistakes and lessons learned is needed

Despite perceiving they had the knowledge and support to manage risk, a majority of survey participants felt they did not receive regular feedback on their ability to manage risk and compliance (28).

In an interview, a regulator noted they were not confident all staff sufficiently understood the role and powers of the regulator, citing examples where inspectors had been referred off to managers when making inquiries with Crown staff.

As noted earlier, Gaming staff perceived that when they did receive feedback, it was focused on punitive measures rather than providing feedback to improve performance. This review has also identified a limited coaching culture exists and limited opportunity to share lessons learnt from successes and failures.

Lack of 'outside in' thinking

Some leaders reflected that Crown was particularly insular, and lacked 'outside in thinking' as a way of gaining competitive advantage and managing risk.

A regulator noted Crown lacked a history of adopting better practice which has seen them lagging industry peers. For example, the adoption of face recognition and use of sophisticated analytics for responsible gaming were sighted as examples.

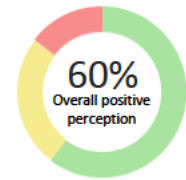
Weakness in Line One

Even though risk literacy is emerging in Line One across the organisation, there is a tendency to focus on compliance only. This may indicate little ownership of risk controls in Line One. Coupled with a small risk management team, and a lack of risk business partners supporting Line One on risk decisions. Consistently, systems supporting risk management are used by the risk team only and have no direct interface with Line One. This may result in risks not being identified, controlled or managed within the business.

"I am told to take initiative in my role to address issues or make improvements, but when I do it is questioned. It makes it hard to take ownership and accountability when you are not given the ability to enact decisions."

"Different day, different manager, different rules'."

Dashboard: Risk Culture



% positive perception

Statement	46%	45%	7%	92%
1. Compliance is everyone's responsibility at Crown, including my own*	28%	57%	11%	85%
2. I fully understand my role, including my risk and compliance obligations*	26%	59%	10%	85%
3. When I'm unsure how to manage a situation, I know where to go for help*	27%	50%	15%	77%
4. At Crown, following established rules, guidelines and regulations is a top priority*	21%	53%	16%	75%
5. I am provided with adequate training to enable me to understand and manage my compliance obligations*	16%	56%	18%	73%
48. At Crown, we accept that despite our best efforts, mistakes and failings happen*	26%	47%	18%	72%
35. The people I work with demonstrate honest behaviour*	18%	54%	18%	72%
6. I know where to access the relevant policies and procedures in place to guide how my work should be done*	15%	51%	24%	66%
52. The people I work with apply learnings from their successes and failures to their future actions*	14%	50%	22%	63%
8. The people I work with take responsibility for their actions*	16%	43%	27%	59%
10. Executives and General Managers at Crown clearly communicate the need to balance customer demands with compliance obligations*	17%	41%	21%	59%
9. I am confident that I will not be penalised for raising concerns*	12%	47%	25%	59%
53. The people I work with respond positively to constructive challenge*	15%	44%	23%	59%
20. My manager(s) and/or supervisor(s) openly share the lessons learnt from past mistakes or incidents*	14%	44%	30%	58%
21. Executives and General Managers at Crown communicate consistent messages about managing risk and compliance*	13%	43%	28%	56%
56. I have the freedom to make and act on decisions that are relevant to my role*	14%	39%	33%	53%
43. Executives and General Managers at Crown consistently behave in accordance with Crown's Values*	11%	43%	33%	53%
11. The people I work with challenge each other constructively if they think they are not doing the right thing*	13%	37%	34%	49%
12. Board members at Crown clearly communicate the need to balance customer demands with compliance obligations*	15%	30%	23%	45%
27. My manager(s) and/or supervisor(s) put their own self interest ahead of that of Crown and its customers*^A	11%	33%	45%	44%
44. Board members at Crown consistently behave in accordance with Crown's Values*	9%	35%	31%	43%
28. I regularly receive feedback on my ability to manage risk and compliance*	11%	32%	26%	43%
13. The people I work with bend the rules when it suits them*^A	7%	31%	53%	38%
14. The people I work with are penalised if they take unacceptable risks, even if their actions generate positive results*^A	8%	19%	38%	27%
15. There are often instances where working around our policies, processes or procedures is necessary to get the job done*^A				

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