

CROWN RESORTS LIMITED DIVERSITY, EQUITY, AND INCLUSION POLICY

Crown Resorts Limited ACN 125 709 953



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1. DOCUMENT CONTROL

Policy Title	Crown Resorts Diversity, Equity, and Inclusion Policy
Policy Owner	Group General Manager Culture & Capability
Accountable Executive	Chief Culture & People Officer
Summary	Crown is committed to creating and maintaining a diverse and inclusive workforce and to promote the importance of equality. We celebrate and embrace diversity which enables us to attract, retain, motivate, and develop the best talent.
Approved Date	16 October 2025
Last Review Date	August 2025
Next Review Date	17 October 2027
Review Frequency	Every 2 years
Approving Body	Crown Resorts Limited Board

2. DEFINITIONS

Belonging is the result of an inclusive environment where Team Members can be themselves. It is when individuals feel a sense of acceptance for who they are and the value they bring to their work - they feel heard, seen and recognised for the unique value they bring.

Crown means Crown Resorts and the companies described in the Crown Group.

Crown Group means the following majority owned Australian subsidiaries of Crown Resorts and any related body corporate:

- (a) Crown Melbourne Limited (**Crown Melbourne**);
- (b) Burswood Nominees Limited (**Crown Perth**);
- (c) Crown Sydney Gaming Pty Ltd and Crown Sydney Property Pty Ltd (collectively, **Crown Sydney**).

Crown Resorts means Crown Resorts Limited (ACN 125 709 953).

Team Member means any person performing duties on behalf of Crown, whether directly employed or contracted by Crown and includes directors and officers and permanent, fixed-term, temporary, volunteer, full-time, part-time and casual employees of Crown or agency workers.

Diversity refers to the differences we bring to the organisation. The differences we bring can include our demographic characteristics such as gender identity, sexual orientation, cultural identity, disability, and age. It can also refer to attributes we gain through our lived experiences such as working or thinking styles, education, marital and parental status, religion, skills, and expertise.

Discrimination means unfavourable treatment of a person due to that person's protected attribute, including an attribute that a person has, has had in the past, is presumed to have, or may have in future, and includes direct and indirect discrimination. Direct discrimination happens when a person, or a group of people, is treated less favourably than another person or group because of their background or personal characteristics. Indirect Discrimination occurs when there is an unreasonable rule or policy that is the same for everyone but has an unfair effect on people who share a particular attribute.

EEO (Equal Employment Opportunity) Law means Australian legislation that entitles everyone to equal access to employment opportunities based on merit. This access to equal employment must be without fear of discrimination, bullying or harassment.

Harassment means any conduct by an individual towards another individual based on an attribute of that other individual that is likely to humiliate, offend, intimidate, or distress the other individual.

Inclusion is about providing an environment where everyone feels safe, valued, and respected regardless of the differences they have. It is recognising the value of these differences and their contribution towards Crown achieving positive and innovative business outcomes.

Team Member means any person performing duties on behalf of Crown, whether directly employed or contracted by Crown and includes directors and officers and permanent, fixed-term, temporary, volunteer, full-time, part-time and casual employees of Crown or agency workers.

3. POLICY OVERVIEW

3.1 PURPOSE OF POLICY

This Policy outlines Crown’s commitment to embrace and cultivate a culture of diversity, equity, inclusion and belonging, where diverse backgrounds, experiences and perspectives are respected, included, and valued, leading to our people and our guests being treated with dignity and respect. This policy describes our guiding principles, implementation objectives, roles and responsibilities to diversity and inclusion and how these are promoted and embedded in our workplace.

3.2 SCOPE AND APPLICATION OF POLICY

This policy applies to all Crown Directors, Executives, and Team Members.

The principles set out in this policy will be reflected in all Crown documentation, processes, branding, contracts, and work plans. Third parties engaged by Crown, including contractors, volunteers and suppliers, are required to behave in accordance with this policy.

3.3 POLICY ALIGNMENT TO CROWN CODE OF CONDUCT AND VALUES

This policy has been written to align to the Crown Values, and with the intent to promote the behaviours and mindsets that will embed our culture. The table below summarises some of the key areas of alignment for this policy.

Value	Alignment
We act with integrity	<ul style="list-style-type: none"> ○ <i>Outlines the requirement that Team Members treat each other equally and fairly in all circumstances</i>
We care	<ul style="list-style-type: none"> ○ <i>Outlines the requirement that Team Members collaborate and support one another, regardless of their background, social and/or professional identities.</i>
We work together	<ul style="list-style-type: none"> ○ <i>Describes how Crown creates an inclusive and equitable working environment, promotes psychological safety, and creates a genuine sense of belonging for its Team Members.</i>
We strive for excellence	<ul style="list-style-type: none"> ○ <i>Describes how Crown acknowledges that a diverse workforce is instrumental to the innovation and productivity that leads to excellence.</i>

4. POLICY

4.1 BACKGROUND

At Crown, we believe our diversity is our strength. Our workforce reflects the diversity of our guests and the communities we are a part of. We are committed to fostering an inclusive culture where our people feel respected and valued for their unique perspectives and experiences.

We strive to create an environment where differences are welcomed and where everyone—regardless of background, identity, or ability—has the opportunity to thrive. Through continuous learning, open dialogue, and purposeful action, we are building a constructive culture that embraces diversity, and drives business outcomes: innovation, collaboration, and growth.

Crown complies with Equal Employment Opportunity (EEO) law and adopts a zero-tolerance approach towards unlawful workplace discrimination, either directly or indirectly, against any person based on their social identity e.g., Aboriginal and/or Torres Strait Islander background, age, gender, disability, caring responsibilities, LGBTQ+ status, culture, or faith.

Crown has an overarching Diversity and Inclusion framework, which underpins our commitment to marginalised communities. There are detailed action plans, for example the Gender Action Plan 2025-2028, that guide our work in these areas.

4.2 POLICY REQUIREMENTS

This Diversity and Inclusion Policy is based on the following principles:

4.2.1 Attracting and Retaining Diverse Team Members

- Crown endeavours to build a diverse workforce to benefit our Team Members and guests and reflect the communities in which we live and operate.
- Crown aims to eliminate systemic and individual bias throughout all stages of the employment life cycle with policies and processes designed to deliver fair and equitable outcomes.

4.2.2 Creating a Safe Working Environment

- **We must ensure that Crown's People management practices and processes are designed to listen, engage, and understand our Team Members and respond appropriately to their individual needs and changing circumstances. They should be free from bias and guided by the principles of equal opportunity to ensure decisions and initiatives affecting our people are equitable. Our people management practices and processes include:**
 - Recruitment and selection
 - Talent and succession planning (including promotion and retention)
 - Performance and reward
 - Learning
 - Flexible work practices
 - Employment benefits

- Crown is committed to building an inclusive culture where Team Members can experience a psychologically safe and respectful working environment where their contributions are welcomed and valued, and they feel a genuine sense of belonging.

4.2.3 Measurable objectives, Monitoring and Reporting

- Crown will establish measurable objectives, including key performance indicators (KPIs) for the diversity and inclusion strategies, initiatives and programs as they are developed.
- All diversity and inclusion programs and initiatives will be monitored regularly, and the Diversity and Inclusion Team will report on progress and make recommendations to the broader People and Culture Team and other key stakeholders.
- The Diversity and Inclusion Team will ensure consistent reporting to the Crown Boards, Executive Committees, and Property People and Culture Committees on established milestones and metrics, with updates provided as required, and a minimum of once annually.

4.3 IMPLEMENTATION

To effectively implement the principles and achieve Crown's Diversity and Inclusion objectives, we will undertake the following actions:

- **Design, implement and sustain initiatives that strengthen Crown's Diversity and Inclusion Framework.** Initiatives will have clear objectives that support Team Members and other stakeholders as appropriate and will be tracked and reported on a regular basis.
- **Ensure that Crown's senior leaders are champions for diversity and inclusion initiatives,** providing clear guidance, resources and support to foster a diverse and inclusive workplaces.
- Implement our Gender Action Plan to progress gender and pay parity across all levels of the organisation.
- Set measurable objectives, endorsed by the Board to baseline and track over an agreed period.
- Support and encourage the application of flexible work arrangements and provide various leave options for Team Members.
- Conduct annual assessments and reviews to address gender pay equity.
- Communicate clear expectations and responsibilities to both people leaders and Team Members, emphasising a zero-tolerance approach to discrimination, harassment, sexual harassment, vilification, and victimization. Encourage Team Members to act as Upstanders to create a positive and inclusive environment.
- Foster engagement and empowerment of Team Members through the establishment of Employee Support Groups.
- Provide inclusive leadership education and resources to support people leaders in becoming more inclusive and fostering better understanding of diverse team experiences.
- Ensuring Team Members involved in recruitment have undertaken education in non-discriminatory recruitment practices to ensure that we recruit from a diverse pool of candidates.

- Promote awareness of Equal Employment Opportunity obligations and key policies, such as the Workplace Behaviour Policy and Whistleblower Policy, to foster a safe and inclusive workplace.
- Ensure all properties deliver an inclusive and accessible guest experience, enabling individuals with disabilities to enjoy equitable access, inclusion and dignity
- Foster an environment where formal and informal communications are educated, encourage dialogue, and enable our diversity, equity, and inclusion objectives across the organisation.
- Structure appropriate supports to enable our commitment to reconciliation through our Indigenous Employment Programs.

4.4 ENFORCEMENT

This policy will be enforced by Crown's People and Culture team. Any team member who believes that they have been discriminated against or harassed on the basis of their age, disability, race, sex, intersex status, gender identity and sexual can file a complaint with their P&C business partner. All complaints will be investigated promptly and thoroughly.

4.5 POTENTIAL BREACH CONSEQUENCES

Failure to adhere to this Policy, including where behaviour is deemed as unlawful discrimination of a person because of their social identity, may be treated as serious misconduct and lead to disciplinary action, up to and including termination of employment in line with the process detailed in the Workplace Behaviour Policy and its associated procedures. Team Members may also be subject to criminal or civil proceedings.

5. ROLES & RESPONSIBILITIES

This Policy is managed primarily by the People and Culture Team.

Title	Responsibilities
All Team Members	<ul style="list-style-type: none"> • Be aware of their obligations under this policy, the Code of Conduct and any associated policies and procedures. • Take accountability for their own behaviour and ensure their behaviour complies with this policy, Crown Resorts Code of Conduct and the Crown values. • Where identified, report unacceptable behaviour that inhibits diversity, equity and inclusion to a manager or a member of the People and Culture team, or through other designated complaints or disclosure avenues in addition to the Whistleblower program. • Raise concerns where they don't feel that the behaviour is not displayed. • Complete allocated mandatory learning.
All Supervisors and Managers	<ul style="list-style-type: none"> • Make decisions based on merit and without bias. • Monitor the work environment and call out inappropriate behaviour when they see it. • Escalate misconduct and potential breaches of this policy when the matter is outside their delegation of authority. • Encourage diversity, equity, and inclusion in their teams. • Demonstrate inclusive leadership by role modelling appropriate behaviour to ensure a diverse and inclusive culture.
People and Culture Team Members	<ul style="list-style-type: none"> • Provide feedback and advice to Team Members relating to both positive and negative behaviours that affect this policy. • Governance of all people-related decisions to ensure that bias, exclusion, discrimination, or vilification does not affect decisions related to Team Members. • Submit WGEA Reporting data and present insights yearly to the Board. • Undertake annual remuneration review analysing like for like roles to address pay equity risks.
The Chief Culture & People Officer and/or their nominated delegate	<ul style="list-style-type: none"> • Ensure Crown workplace policies align with this policy. • Cascade measurable objectives to appropriate management levels and business units to enable their effective implementation. • Report to the Executive Committee and Boards annually on progress towards a more diverse and inclusive organisation and performance against measurable objectives.

6. POLICY REVIEW AND APPROVAL

This Policy will be reviewed by the Policy Owner on a biennial basis, or as close to biennial as practicable, or as required as a result of changes to the internal or external environment.

Changes to this Policy will be approved by the Crown Resorts Board. Prior to approval by the Crown Resorts Board this Policy will be submitted to the P&C Committees and the boards of each subsidiary Property for consideration and endorsement.

Minor administrative updates and amendments may be approved by the Policy Owner.

7. FEEDBACK AND QUESTIONS

Crown Team Members and contractors may provide feedback or ask questions about this document by contacting their relevant People and Culture Team representative.

8. RELEVANT LEGISLATION, REGULATIONS AND OTHER GUIDANCE DOCUMENTS

Document Title
<ul style="list-style-type: none">• Australian Human Rights Commission Act 1986• Age Discrimination Act 2004• Sex Discrimination Act 1984• Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022 (Cth)• Racial Discrimination Act 1975• Racial Hatred Act 1995• Disability Discrimination Act 1992• Workplace Gender Equality Act 2012• Fair Work Act 2009• Work Health and Safety Act 2011• Disability and Inclusion Act 2014• Multicultural Act 2000• State-based anti-discrimination laws<ul style="list-style-type: none">○ New South Wales - Anti-Discrimination Act 1977○ Victoria - Equal Opportunity Act 2010○ Western Australia - Equal Opportunity Act 1984

9. RELEVANT CROWN POLICIES AND DOCUMENTS

Document Title
<ul style="list-style-type: none"> • Code of Conduct • Workplace Behaviour Policy • Team Member Conditions • Managing Workplace Behaviour and Performance Procedure • Supplier Code of Conduct • Human Rights Policy

This policy and any other material or information related to or connected with this policy is the property of Crown Resorts and must be used for internal purposes only and in the interest of and related to Crown Resorts.

All such information is strictly confidential and may be subject to legal professional privilege.

You must not distribute or disclose this policy any other material or information related to or connected with this Policy unless authorised by Crown Resorts or required by law.

Any unauthorised use is unlawful and may result in disciplinary action and legal action being taken.

Crown reserves the right to amend, cancel or extend policies. All policies on the Crown Website/intranet are current. If you are referring to a hard copy, please ensure it is the most recent version.

Crown Resorts Limited

10. APPENDIX A: VERSION CONTROL

Version	Date	Modified by	Comments
1.0	2021		
2.0	2023	Harleen Oberoi, Head of DEIB and Talent	Update to policy
3.0	2025	Harleen Oberoi, Head of DEIB	Update to policy