

Company:	Tabcorp Holdings
Sector:	Consumer Services
Report Year:	2013
Headquarters:	Australia
Standard Application:	AASB 1039 Concise Financial Reports
Format:	Summary Text Annual Report (e.g. on "People")

## SUPPORTING OUR PEOPLE

Tabcorp has approximately 3,000 employees, each of whom are critical in delivering the most exciting and engaging gambling and entertainment experience for our customers. Tabcorp strives to create a vibrant workplace with opportunities that engage and motivate our people to grow and perform. Tabcorp assists employees to pursue their goals and fulfil their potential, in support of the organisation's priorities. Our people are integral to achieving Tabcorp's growth strategy and to secure our future success. The programs and benefits offered to employees are detailed on Tabcorp's website at [www.tabcorp.com.au](http://www.tabcorp.com.au). Some of the key achievements since the start of the 2013 financial year are outlined below.

### Engagement

Maximising employee engagement is a key priority for Tabcorp. Research shows that a highly engaged workforce correlates to better customer service, reduced health and safety incidents, as well as higher productivity and profitability.

The Engage 2012 Survey (conducted by international consulting firm Gallup) reported Tabcorp's employee engagement at 3.65 (out of a total of 5). This result was an improvement on the prior year, up from 3.47, and reflects substantial work to address employee feedback in the areas of; acknowledgement, communication and development. Across Tabcorp, teams have identified priorities specific to their people and have developed plans to drive and build engagement.

### Diversity

Since the start of the 2013 financial year, a number of new initiatives were implemented to further develop the foundations that underpin and support the Tabcorp Group's Diversity Policy and diversity objectives. Important initiatives included:

- An increase to paid parental leave entitlements from 6 weeks to 13 weeks for eligible employees;
- Revision of the Flexible Work Policy to support and promote greater flexibility for all employees in the performance of their roles; and
- Ensuring an appropriate gender balance is represented among shortlisted candidate pools during the recruitment process.

These initiatives are part of an overall strategy to assist the achievement of the Tabcorp Board's objective to have at least 33% female representation in senior management roles by 2015, which comprises the Senior Executive Leadership Team (Chief Executive Officer and direct reports) and the Senior Management Team (direct reports to the Senior Executive Leadership Team, and their direct reports).

In accordance with the Workplace Gender Equality Act 2012 (Cth), Tabcorp submitted its annual report regarding workplace gender equality for the reporting period ended 31 March 2013 to the Workplace Gender Equality Agency. Tabcorp's shareholders, employees and relevant unions can access the report under the Sustainability section of Tabcorp's website at [www.tabcorp.com.au](http://www.tabcorp.com.au).

### Talent management

Our ability to attract and retain the best people is critical in our journey to achieve our objectives and support our growth strategy. In the last year we have developed a clear line of sight into our talent pools and development priorities. Tabcorp Talent is a fully integrated talent management approach that assists to identify the leadership potential of employees and manage targeted development and succession planning.

Tabcorp Talent delivers a contemporary, targeted talent management approach which focuses on identifying the leadership potential of employees, comprising:

- Tabcorp leadership capabilities
- Talent identification
- Internal and external succession plans
- Leadership capability development
- Tabcorp talent system

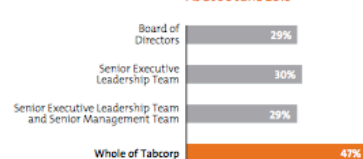
**Lost time injury frequency rate**  
Number of lost time injuries per million hours worked (excluding former casinos business)



### Health and Safety

Tabcorp has in place systems to identify, report and manage health and safety risks throughout the workplace. Health and safety risk profiles exist for each area of the business and are regularly reviewed, in conjunction with other health and safety performance measures, by Workplace Health and Safety Committees, the Senior Executive Leadership Team and the Board Audit, Risk and Compliance Committee. There was a small increase in Tabcorp's lost time injury frequency rate from the previous year, although this level remains consistent with industry benchmarks. Tabcorp remains committed to providing a healthy and safe working environment for all its employees, contractors and visitors. Tabcorp's Health and Safety Policy is available from the Sustainability section of Tabcorp's website.

**Proportion of female employees**  
As at 30 June 2013



## TABCORP IS A LEADING AUSTRALIAN GAMBLING ENTERTAINMENT COMPANY

- Operating four businesses: Wagering, Media and International, Gaming Services and Keno
- Holding secure long term licences in Australia's most attractive markets in Victoria, New South Wales and Queensland
- With a portfolio of iconic Australian brands with market leading positions
- Offering a unique multi-product gambling entertainment experience through an extensive multi-channel footprint covering retail, mobile, internet, television, call centre and self service delivery
- Generating strong cash flows and earnings
- A top 100 public company listed on the Australian Securities Exchange
- Employing over 3,000 people
- Recognised as a global industry leader in responsible gambling

### About this Annual Report

Tabcorp's Annual Report consists of two documents – the Concise Annual Report (which incorporates the concise financial statements) and the financial report. The concise financial statements included in the Concise Annual Report cannot be expected to provide as full an understanding of Tabcorp's performance, financial position and investing activities as provided by the full financial report. A copy of Tabcorp's financial report is available, free of charge, on request and can be accessed via the Company's website at [www.tabcorp.com.au](http://www.tabcorp.com.au).

### Notice of meeting

The Annual General Meeting of Tabcorp Holdings Limited will be held at the Mayfair Ballroom, Grand Hyatt Melbourne, 123 Collins Street, Melbourne, Victoria on Thursday 31 October 2013 at 10am (AEDT).

### At the front

- 1 Highlights
- 2 Financial performance
- 3 Financial benefits to stakeholders
- 4 Chairman's message
- 6 Chief Executive Officer's message
- 9 Wagering business
- 11 Media and International business
- 13 Gaming Services business
- 15 Keno business
- 16 Responsible gambling
- 17 Supporting our people
- 18 Environment
- 19 Community involvement
- 20 Board of Directors
- 22 Senior Executive Leadership Team

### With the financials

- 24 Corporate governance
- 36 Directors' report
- 48 Remuneration report
- 62 Income statement
- 63 Balance sheet
- 64 Cash flow statement
- 65 Statement of changes in equity
- 66 Notes to the concise financial statements
- 67 Directors' declaration
- 68 Independent audit report
- 69 Five year review

### At the back

- 70 Shareholder information
- 72 Online shareholder services
- 73 Company directory
- 73 Key dates

## CHIEF EXECUTIVE OFFICER'S MESSAGE



The best measure of the company's financial performance is the growth in Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA), which was up 9.5%<sup>2</sup> to \$463.9 million.