

# PEOPLE PLANET PLAY

Caesars Entertainment  
2018-2019 CSR Report

*Rainbow light shows at the Eiffel Tower at Paris Las Vegas in celebration of WorldPride | Stonewall 50*





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# About this Report

This is our tenth annual Corporate Social Responsibility (CSR) Report aligned with the Global Reporting Initiative (GRI) Standards. The report describes our Environmental, Social and Governance (ESG) performance and impacts on society in 2018-2019.

Quantitative data in this report relates to the 2018 calendar year and covers our global operations unless otherwise stated. Examples of practice also include stories from the early part of 2019. No data has been restated from prior years, except for greenhouse gas (GHG) emissions which use the GHG protocol for retroactive adjustments. Our last report was published in 2018. There have been no changes to the scope and boundaries of the report. All dollar amounts quoted in this report refer to U.S. currency (USD).

This report has been prepared in accordance with GRI Standards: Core option. GRI Standards represent the most widely used corporate responsibility and sustainability reporting framework in the world today. GRI principles have informed our reporting approach: materiality (the issues relevant to our most significant impacts and which are of most importance to stakeholders), stakeholder inclusiveness (responding to stakeholder expectations and interests), sustainability context (presenting our performance in the wider context of sustainability issues) and completeness (inclusion of all the information which reflects significant economic impacts to enable stakeholders to assess our performance).

This report has been extensively verified internally but not externally assured, except for energy and GHG emissions data, which were verified by an external expert.

We welcome your feedback and invite you to send comments to: [peopleplanetplay@caesars.com](mailto:peopleplanetplay@caesars.com)

Please also engage with us on Twitter [@CitizenCaesars](https://twitter.com/CitizenCaesars) and Facebook at [www.facebook.com/CitizenCaesars](https://www.facebook.com/CitizenCaesars)



# Welcome from James Hunt

Today, perhaps more than ever, our investors, employees, community partners and all other stakeholders have significant expectations of Caesars Entertainment Corporation which encompass environmental, social and governance (ESG) matters along with the generation of long term financial value. The ESG of enterprises is front and center as we pursue our business purpose. At Caesars, we refer to these considerations as our Corporate Social Responsibility.

Our teams around the enterprise are focused on achieving more for all our stakeholders by improving not only what we do, but how we deliver results. Objective measurement of our performance is also key.

Our Caesars Entertainment 2018-2019 CSR Report, **PEOPLE PLANET PLAY**, represents our 10th year of reporting on important areas of social and environmental impacts that we generate as we pursue our business objectives. The report presents our teams' many directions in taking care of our people, our customers and the communities in which we live and operate, to do better today and tomorrow based on defined objectives and measurable continuous improvement.

Through our Governance and Corporate Responsibility Committee, the Board of Directors of Caesars Entertainment maintains and increases awareness of the developments in CSR while providing oversight, guidance and support for our team members who work diligently with the dual purpose of entertaining our guests while advancing each area of our Corporate Social Responsibility strategy.

On behalf of the committee and our entire Board of Directors, I invite you to review our report which reflects our continuing journey in this very important aspect of Caesars Entertainment Corporation.

Thank you

**James Hunt**  
Chairman, Board of Directors



**James Hunt,**  
Chairman, Board of Directors

*“Environmental, Social and Governance matters of enterprises are front and center as we pursue our business purpose.”*



# Welcome from Tony Rodio

Among the many reasons I am proud to lead Caesars Entertainment this year as CEO is the company's sustained focus on corporate social responsibility. This is Caesars 10th CSR Report, summarizing our performance in 2018 and early 2019. It's also a testament to the commitment of our team members across the enterprise who take great pride in community service. With 54 destinations in 13 states and six countries, and more than 66,000 employees, we are able to leverage our corporate commitment to CSR, in many cities and towns, addressing a variety of needs and challenges.

One way we make a difference is by being an employer of choice, where local residents with diverse backgrounds and work experiences can build successful, long-term careers. The taxes we pay to government entities, as well as the taxes paid by our team members, help our host communities thrive and build an even better future. Our team members are active in their hometowns and regions, with company encouragement and support, and are making big differences in the charitable and social activities they support. Caesars also partners with local non-profit organizations doing outstanding work to improve the lives of the people they serve. All of us at Caesars are proud to make positive contributions year-after-year to the wellbeing of our host communities.

Beyond that, we are committed to addressing significant sustainability challenges. We have a record of continual improvement in addressing environmental issues such as mitigating climate change by reducing energy consumption and by working to reduce water use and food waste across a range of initiatives. We've become active on broader social issues such as homelessness and human trafficking, where we can help the most vulnerable members of society.

We are also leading by example with respect to diversity and inclusion, including our commitment to have equal representation of women and men at all levels of Caesars leadership by 2025. We extended benefits to domestic partners in 2019, and we also adopted family leave benefits for new parents at the same time. We have created several, company-supported affinity groups for women, LGBTQ, veteran, African American and other team members to help them build careers free from the historic barriers that have prevented advancement based on merit. In 2019, as part of our strong focus

on diversity, equity and inclusion, we are launching an Economic Equity Tour around America to provide opportunity and resources to members of our community.

Caesars promotes the importance of citizenship to our business in a number of ways. One of the most prominent is by annually conferring our highest honor, the Caesars Award of Excellence, on two team members from across the enterprise for their community service achievements.

This report summarizes the company's CSR performance and showcases stories of our teams throughout our company who are making a difference for each other, for our guests and our communities.



**Tony Rodio**, Chief Executive Officer  
Caesars Entertainment

*“Among the many reasons I am proud to lead Caesars Entertainment this year as CEO is the company's sustained focus on corporate social responsibility.”*

I feel honored to serve as Caesars' CEO, and, as a company, we understand that it is a privilege, not a right, to operate gaming, hospitality and entertainment businesses in our host communities. I hope you will read Caesars' 10th Citizenship Report and come away believing that all of us at Caesars understand that, with the privilege to do business, comes an obligation to do good.

**Tony Rodio**, Chief Executive Officer  
Caesars Entertainment



# Caesars Entertainment: Pleased to Meet You!

**We are:** one of the world's most diversified casino-entertainment providers and the most geographically diverse U.S. casino-entertainment company, headquartered in Las Vegas, operating with 55 exciting destinations, welcoming more than 115 million visits each year by valued, diverse guests from all over the world.

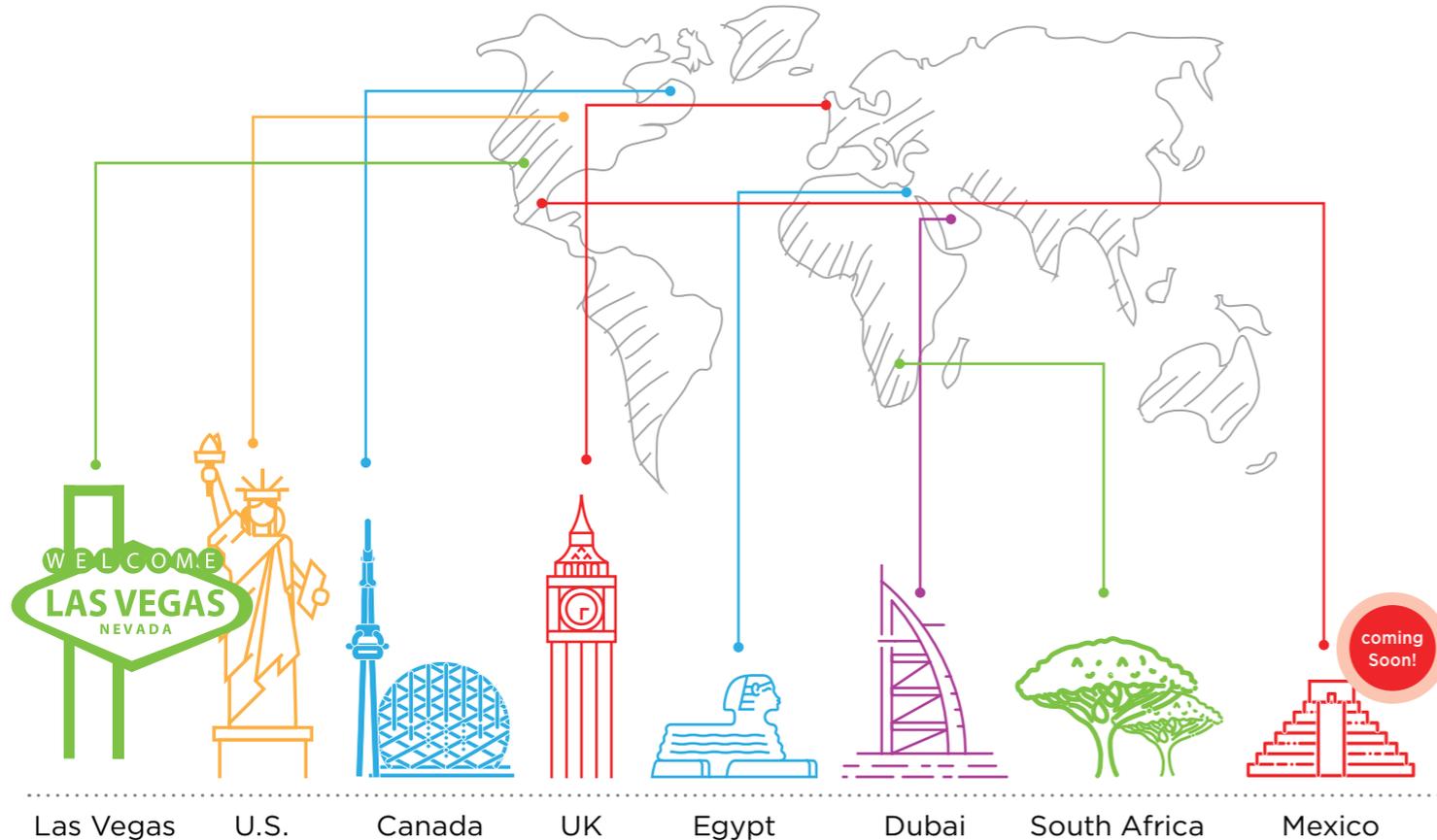
**Our portfolio includes:** Caesars®, Harrah's®, Horseshoe®, and the Caesars Entertainment UK family of casinos.

**Where we started:** A bingo parlor opened by William Harrah in Reno, Nevada, more than 80 years ago.

**How we have grown:** Through the development of new resorts, expansions and acquisitions, founded on our passion for service and investment in building sustainable value for our guests, team members, communities and the environment.

## Our destinations:

### The Empire in 2018



# \$8.39B

(2018) total global net revenues



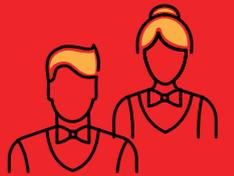
# >55M

Caesars Rewards loyalty program members



# >115M

guest visits per year



# >57M

square feet of air-conditioned space worldwide



# >15,700

conventions and meetings per year



# >9,000

Live entertainment shows per year



# >40,100

hotel rooms and suites worldwide



# >3,300

table games worldwide



# >50,900

slot machines worldwide



# 276

owned or managed retail stores in the U.S.



# >486

owned or managed food and beverage outlets, bars and clubs in the U.S.



For more information, please visit [www.caesars.com/corporate](http://www.caesars.com/corporate)



### Our Mission

We inspire grown-ups to play

### Our Vision

Create memorable experiences, personalize rewards and delight every guest, every team member, every time

### Our Values

- Integrity
- Service with passion
- Celebrating success
- Diversity & Inclusion
- Caring culture
- Ownership



Gwen Stefani performs "Just a Girl" in Las Vegas



# OUR CODE OF COMMITMENT

The Code of Commitment is our public pledge to our guests, team members, communities, business partners and all those we reach through our business. We were the first company in our industry to make such a pledge in 2000. We believe in being transparent about what we stand for, both to guide our team members in their roles, and also to help people know what to expect when they interact with Caesars Entertainment. **PEOPLE PLANET PLAY** is the framework underpinning our Corporate Social Responsibility strategy and our support for the United Nations Sustainable Development Goals. It rests on our robust platform of corporate governance, ethical conduct and integrity. We updated our Code of Commitment in 2019 to align with our **PEOPLE PLANET PLAY** framework.

### PEOPLE:

We commit to supporting the wellbeing of all our team members, guests and local communities.

### PLANET:

We commit to taking care of the world we all call home.

### PLAY:

We commit to creating memorable experiences for our guests and leading the industry in Responsible Gaming.

## The UN Sustainable Development Goals (SDGs)

Caesars supports the UN Sustainable Development Agenda that aims to deliver global prosperity by 2030. Although our global activities help advance most of the seventeen SDGs, we assess that our most significant impacts are in three areas, underpinning Goals 3, 8 and 11.



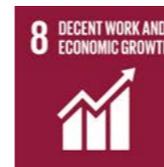
### What we are doing:

We advance good health among our team members through our significant investment in our Wellness Rewards Program with high team member participation and proven results. Also, we provide healthy lifestyle options for our guests at our hospitality, dining and conventions offerings. We support healthy communities through our investments in social causes that include a range of healthcare and wellbeing contributions.



### Learn more:

- Always a Great Place to Work.
- Diversity, Equity and Inclusion in Focus.



### What we are doing:

As a large employer of more than 66,000 team members, we hold a responsibility to deliver a workplace that is empowering, inclusive and ethical, protecting human rights and upholding labor rights. We drive diversity, equity and inclusion in our workforce, communities and supply base. We make a strong economic contribution to the cities in which we operate through our business operations and corporate giving.



### Learn more:

- Always a Great Place to Work.
- Diversity, Equity and Inclusion in Focus.



### What we are doing:

As a major operator of hotels and resorts, we are present in many cities across 6 countries. Wherever we are, we connect to help strengthen the fabric of society and build sustainable communities. Our efforts to improve our environmental impacts, in the U.S. and internationally, including our continued investment in electric vehicle charging stations in the U.S., continue to make a positive contribution.



### Learn more:

- Positively Inspiring Experiences for Guests.
- Protecting the Planet in a Host of Ways.



Read the full Code of Commitment on our website: <https://www.caesars.com/corporate/corporate-social-responsibility/corporate-code-of-commitment>



# OUR APPROACH TO CSR



*"WOW" performance at The Rotunda at Caesars Palace, Dubai*



# Our Approach to Corporate Social Responsibility (CSR)

## More of what we do best

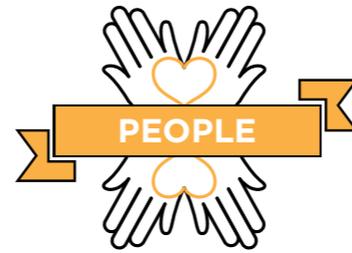
Our mission, to inspire grown-ups to play, means helping people enjoy experiences that enrich the quality of their lives, their relationships and their self-esteem. Play, in the broadest sense of the word, delivers an uplifting sensation, one that has become even more critical in the increasingly fast-paced and pressured world, many of us find ourselves challenged by. Creating memorable experiences, relaxing in the company of family and friends, enjoying incredible fine food and wines, taking a dip in a luxurious pool or indulging (responsibly) in a thrilling session at the roulette table – all these add value in our lives.

**We believe that helping create a society that knows how to have fun and get the most out of life is an important part of the social value we generate – and an integral part of our approach to CSR.**

Alongside play, we manage the impacts of our business and activities, complying with the law, while going beyond the law to make a positive contribution to people, communities and the environment.

## PEOPLE PLANET PLAY

Encompassing our existing CSR plans and programs, and strongly rooted in our Mission, Vision and Values and our Code of Commitment, PEOPLE PLANET PLAY is our frame of reference for how we make a positive difference in society.



Supporting the wellbeing of our team members, guests and local communities



Taking care of the world we call home



Creating memorable experiences for our guests and leading Responsible Gaming practices in the industry

Throughout this report, look out for the icons that show where our CSR priorities and activities align with our PEOPLE, PLANET and PLAY themes.



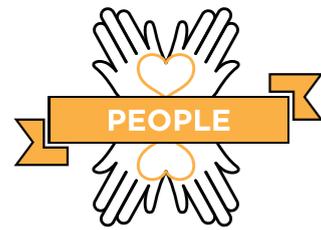
“Caesars Entertainment is committed to leading the way as we build a responsible business culture rooted in supporting the wellbeing of people and our communities and acting as steadfast stewards of the environment. Through **PEOPLE PLANET PLAY**, we dedicate attention and resources to each of our mission areas to create industry-leading impact. ”

**Jan Jones Blackhurst**, Executive Vice President, Public Policy & Corporate Responsibility



## Our CSR Priorities

Our most important business impacts affecting people, communities, society and the environment were established in 2013 after extensive discussion and engagement with multiple employees, guests, suppliers, community representatives, investors and CSR experts. In 2015, we consulted with our senior executives and Caesars' Corporate Social Responsibility External Advisory Board and updated our list of priorities accordingly. In 2018/2019, we again consulted with the External Advisory Board and key senior leaders and conducted research into current and emerging trends. As a result, we confirm our priority topics to include eleven focus areas.



- Health and wellness
- Great place to work
- Positive economic contribution
- Supporting local communities



- Science Based Goals
- Reducing energy consumption
- Reduce and recycle waste



- Responsible business
- Diversity, equity and inclusion
- Creating memorable guest experiences
- Responsible Gaming

\* Represents number of suppliers by spend that have been asked officially to report to CDP, an interim measure on the way to these suppliers establishing science-based targets

\*\* Interim measure represents percentage of all employees who agree or strongly agree that they feel empowered to report a customer comment related to RG that concerns them.

People Planet Play Targets		Performance			
		2016	2017	2018	
	<b>Ethical Conduct</b>	Guest perception that Caesars "does what's right no matter what" (67% "strongly agree" scores by 2020)	50%	54%	56%
	<b>Health &amp; Wellness</b>	85% employee wellness program participation by 2020	92%	92%	91%
	<b>Employee Engagement</b>	Employee Opinion Scores: outperform industry average	Achieved	Achieved	Achieved
	<b>Science Based Targets</b>	Reduce absolute Scope 1 and 2 emissions by 30% by 2025 and 95% by 2050 from a 2011 base-year*	17%	23%	24%
		Have 60% of suppliers by spend institute science based GHG reduction targets for their operations by 2023	N/A	N/A	30.2%*
	<b>Diversity, Equity &amp; Inclusion</b>	Gender equity in leadership roles by 2025	New targets in 2018		44%
		Racial equity in manager roles by 2030			33%
	<b>Responsible Gaming</b>	100% of customer contact employees feel empowered to proactively report RG concerns at Caesars by 2020	New target in 2018		83%**



### \$7.85 billion

economic wealth distributed to our stakeholders, helping improve lives in our communities



### CAESARS FORUM

broke ground - our new 550,000 sq.ft. LEED Silver meetings and conventions center in Las Vegas



### Indiana

two new exciting destinations: Harrah's Hoosier Park Racing and Casino and Indiana Grand Racing and Casino



### 2.5%

Increase in guest service scores - a new record - appreciation for our passion for service



### Caesars Palace and Resort in Dubai

amazing new destinations offering more memorable experiences for our guests



### Economic Equity Tour

to help improve equity in our communities in six cities in the U.S. in 2019



### Shared Future Fund

created to address pressing social issues with ImpactNV in Nevada



### Arrive and Thrive

New diversity and inclusion program in our construction supply chain



### \$69 million

total community investment in 2018



### Diversity, Equity and Inclusion

training in unconscious bias

# CSR HIGHLIGHTS

## Economic and Equity Impacts



A performance at The Fillmore, New Orleans



**68,000 hours**

Responsible Gaming training in 2018



**Japan**

investment, research and collaboration to help develop Responsible Gaming best practice



**20%**

reduction in lost-time injury rate - safety performance improvement in 2018



**A List**

CDP Supply Chain Engagement Leadership in 2019



**Innovation**

Partnership with the University of Nevada, Las Vegas to advance gaming and hospitality innovation



**343,000 hours**

reported volunteering by our team members in our communities in 2018



**1.6 million hours**

training for our team members in 2018



**91%**

participation in our Wellness Rewards program in the U.S.



**49%**

total waste diverted from landfill - a new record in 2018



**24%**

Reduction in absolute Scope 1 & 2 emissions versus 2011, bringing us to 79% achievement against 2025 Science Based Target

# CSR HIGHLIGHTS

Responsible Business



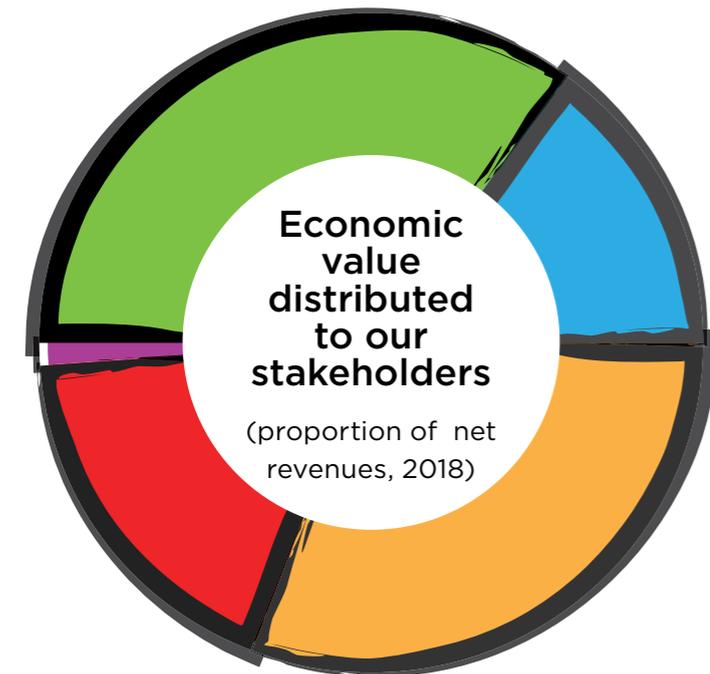
Guests having fun at The Fillmore, New Orleans



## Generating economic value

The economic value we create as an organization each year translates into tangible social value. The distribution of the wealth we generate sustains thousands of team members, suppliers and their employees, and helps governments and municipalities enrich the quality of life in the cities and countries in which we operate.

In 2018, we shared **\$7.85 billion** of economic wealth with our team members, suppliers, financiers, governments and municipalities, amounting to **90%** of our net revenues for that year. The major portion of this was for our team members - **31%**.



- 31%** Payments to employees in wages and benefits
- 28%** Payments to vendors for goods and services
- 16%** Payments to governments in international, local, state, and federal taxes
- 14%** Interest payments, net of interest capitalized
- 1%** Investments in our communities through Caesars Foundation, corporate, mandated and discretionary giving



## Awards and recognitions

- Named to 100 Best Corporate Citizens 2019 by CR Magazine
- Named to America's Most Just Companies in 2019 by JUST Capital and JUST Capital Foundation, Inc.
- Recognized for the fifth consecutive year as one of the "Most Community-Minded Companies" by Civic 50, a Points of Light initiative
- Named among the Top 100 Best Places to Work in IT by IDG's Computerworld
- Perfect score of 100% for the 12th consecutive year in the Human Rights Campaign Corporate Equality Index
- Achieved 4 keys (out of 5) in Green Key Meetings Certification for Las Vegas Resorts
- LGBTQ Business Equality Excellence Award from Business Equality Network (BEQ)
- Bronze Awards for Employee Engagement, Program Partnership and 360-Degree award by Loyalty 360 Magazine
- Best Customer Service Award in the 2019 Freddie Awards for our Caesars Rewards loyalty program
- 2019 TripAdvisor Hall of Fame Awards at 14 destinations
- 2019 TripAdvisor Certificate of Excellence Awards at a record 31 destinations
- Named to CDP Supplier Engagement Leader Board for Climate Action



**POSITIVELY  
INSPIRING  
EXPERIENCES  
FOR GUESTS**





# Positively Inspiring Experiences for Guests

## More Places to Play, Meet, Be Entertained and Have Fun

At Caesars, we deliver value for our guests by creating memorable experiences that stay with them for a lifetime. Leisure, fun, relaxation and indulgence – we all deserve a little respite from the stresses and pressures of our daily routines or a way to celebrate special milestones in our lives. At Caesars, we believe this is an essential part of living. Providing destinations for people to simply have fun and enjoy life, with family, friends or work colleagues makes people happier, more productive and more positive. Corporate social responsibility is not only about helping people exist; it's about helping them thrive and flourish.



## More of Everything for Everyone at Caesars

How we help people play includes continuously expanding our Empire, so that even more people can enjoy their leisure time or come together at meetings and conventions, and continuing to enhance our legendary live entertainment, all delivered with first-class service and attention to the needs of our guests. Read more about PLAY in this section (but if you are thinking about PLAY in the context of gaming, then see our dedicated chapter later in this report: Continued Leadership in Responsible Gaming).

Positively Inspiring Experiences	Amazing New Destinations	Live Entertainment Leadership	Exciting New Spaces to Meet and Convene	Service with Passion
Key area of alignment with PEOPLE PLANET PLAY framework				
<b>Aspiration</b>	Create more destinations for inspiring hospitality experiences for all types of guests, including those who want to have fun without gaming.	The best in live entertainment from globally renowned artists to delight our guests.	Expansive, all-service, sustainably managed meeting and convention spaces for all types of gatherings.	World-class service for our guests, from our dedicated team members.
<b>Main initiatives</b>	<ul style="list-style-type: none"> <li>▪ New destination in Dubai</li> <li>▪ Two new destinations in Indiana</li> <li>▪ A fabulous development planned for Mexico</li> <li>▪ Creation of Caesars Republic brand</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gwen Stefani's new residency</li> <li>▪ New Orleans Filmcore opens</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAESARS FORUM breaks ground</li> <li>▪ Expanded meeting space at additional venues</li> <li>▪ Green Key Meetings certifications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Record service scores – again- from our guests</li> </ul>



# Captivating New Destinations

We inspire people to play at our 54 exciting destinations in 6 countries that offer hospitality befitting the superior reputation of the Caesars brand to delight guests time and time again. In 2018 we pulled out all the stops to expand our Empire, both in the U.S. and internationally, in some pretty amazing ways.



## A premier new destination in Dubai

We couldn't have been more excited to open a host of brand new possibilities for our guests in Dubai this year with the introduction of three distinct properties forming one impressive destination at Bluewaters Island in Dubai.

- **Caesars Bluewaters Dubai** for couples, families and discerning travelers, great hospitality, dining and entertainment
- **Caesars Palace Bluewaters Dubai** for a luxury, sophisticated experience in true Caesars Palace tradition
- **Caesars Resort Bluewaters Dubai** for all the family, with entertainment for all ages



# Dubai

Partnering with Meraas Holdings LLC, creator of the man-made Bluewaters Island, we selected this unforgettable location for the first non-gaming destination of our Caesars' brand, building on our decades of leadership in the hospitality, entertainment and culinary spaces.

### Caesars Bluewaters Dubai by the numbers

- 490 guest rooms across all properties
- 6 restaurants and bars
- State of the art conference center including an 8,000 sq.ft. pillarless ballroom
- 80 apartments for short and long-term lease, located adjacent to Caesars Palace Bluewaters Dubai
- Connected to Cove Beach for a private beach club experience



“Bluewaters Island is a truly unique space where guests will find that our offerings are synonymous with the quality hospitality, dining, spa and entertainment experiences that have helped establish Caesars as one of the most respected and recognizable brands in the hospitality industry.”

**Vincent McGrath**, Area General Manager,  
Caesars Bluewaters Dubai



## Two stunning destinations in Indiana



# Indiana

In 2018, we completed the acquisition of Centaur Holdings, LLC with an investment of \$1.7 billion, bringing two stunning destinations, Harrah's Hoosier Park Racing and Casino and Indiana Grand Racing and Casino to our line-up of destinations that offer our guests new opportunities to have fun and enjoy new experiences. Through 2018 and 2019, we are investing more than \$50 million to make improvements to both properties that will enhance the guest experience for an expected 6.5 million visitors each year.





## And a beautiful resort in Mexico

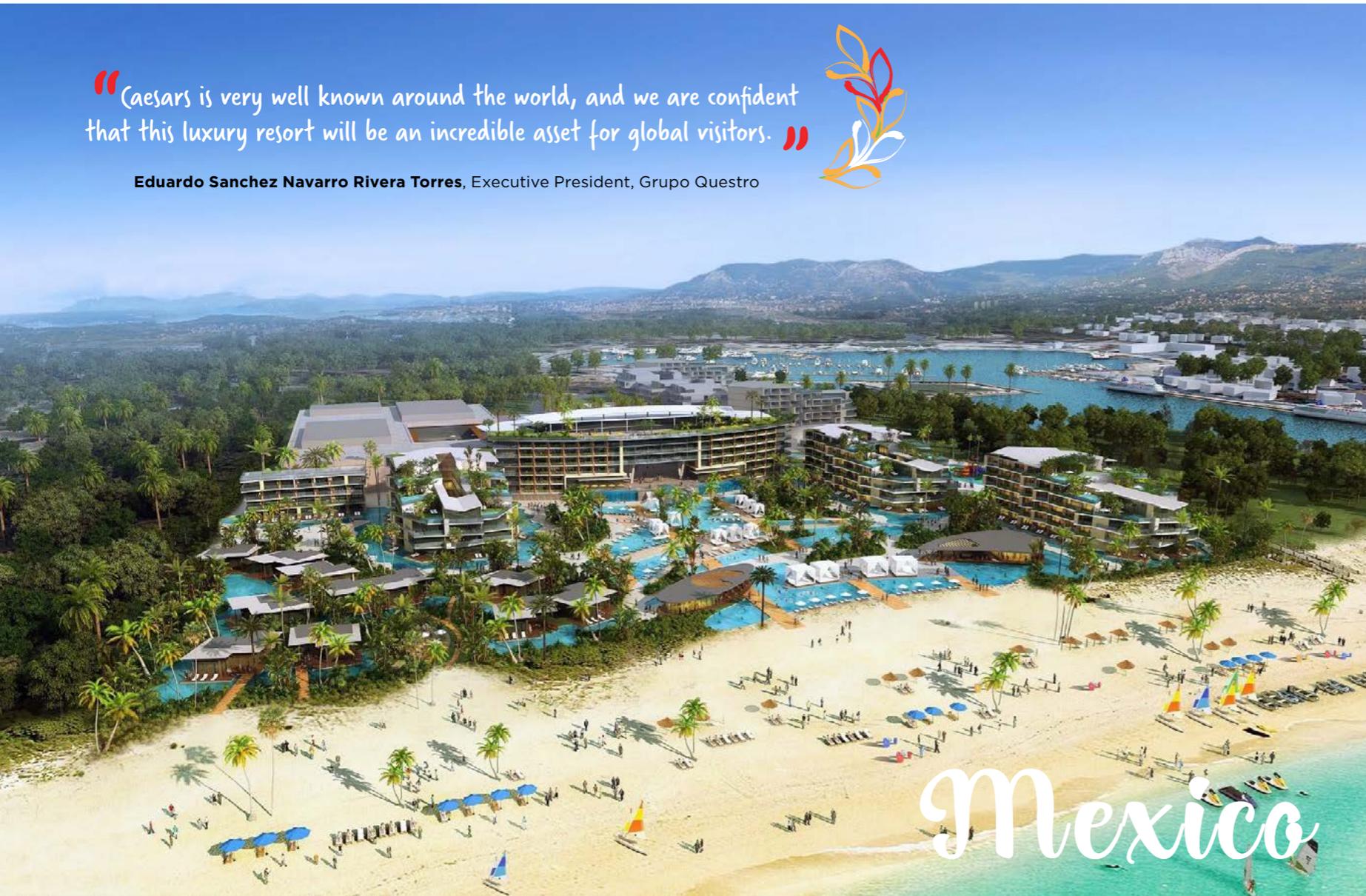
In the coming year, we will see the opening of our second major non-gaming destination outside of the U.S. – our Caesars Palace beachfront resort in Marina Puerto Los Cabos, Mexico, in partnership with a local development company Grupo Questro. A stunning location, in an integrated compound right on the beach, the resort will offer 500 hotel rooms, a 40,000 sq.ft. convention center, a spa, fine dining, entertainment and two golf courses.



## Caesars Republic in development

“Caesars is very well known around the world, and we are confident that this luxury resort will be an incredible asset for global visitors.”

Eduardo Sanchez Navarro Rivera Torres, Executive President, Grupo Questro



Mexico



Caesars Republic

Another dimension of our global expansion includes a totally new licensing approach to bring globally supported, locally relevant branded destinations within reach of millions more guests. Our new Caesars Republic chain in development offers a new kind of lifestyle hotel experience; the first brand from Caesars Entertainment designed exclusively for non-gaming hotels. Caesars Republic builds on the dynamic energy of Las Vegas but adapts itself to local culture and traditions, tapping into the unique pulse of each host city. Although each destination will offer the same unrivalled service standards of Caesars and uphold our Caesars Code of Commitment and PEOPLE PLANET PLAY approach, no two Caesars Republic hotels will be exactly alike. Our first destination, partnering with HCW Development and Aimbridge Hospitality, is planned for Scottsdale (Arizona, U.S.).



# Maintaining our Leadership in Live Entertainment

Live entertainment is a core component of inspiring people to play



At Caesars, we have an incredible record of delivering the best in live entertainment, in the hottest venues, with the most inspiring artists. Our approach has been to add value in many ways through entertainment – it’s not just about the show. For example, we were the first to bring headliner residencies to Las Vegas, making world-famous artists accessible to a wide range of fans in a way never achieved before, as well as bringing innovative shows such as Criss Angel MINDFREAK® at Planet Hollywood with state-of-the-art technology and never-before-seen illusions.

“Caesars has always been on the leading edge of programming paradigms, making the best in entertainment more diverse, more exciting and more memorable. Establishing partnerships with highly-rated TV programs, such as America’s Got Talent or Jimmy Kimmel Live have further amplified exposure for our artists and our guests. The value this brings to Las Vegas and to the entertainment industry in general, is undisputable; and we are proud that our artists share our values, with many headliners sharing a portion of the income they generate in Las Vegas back into the community.”



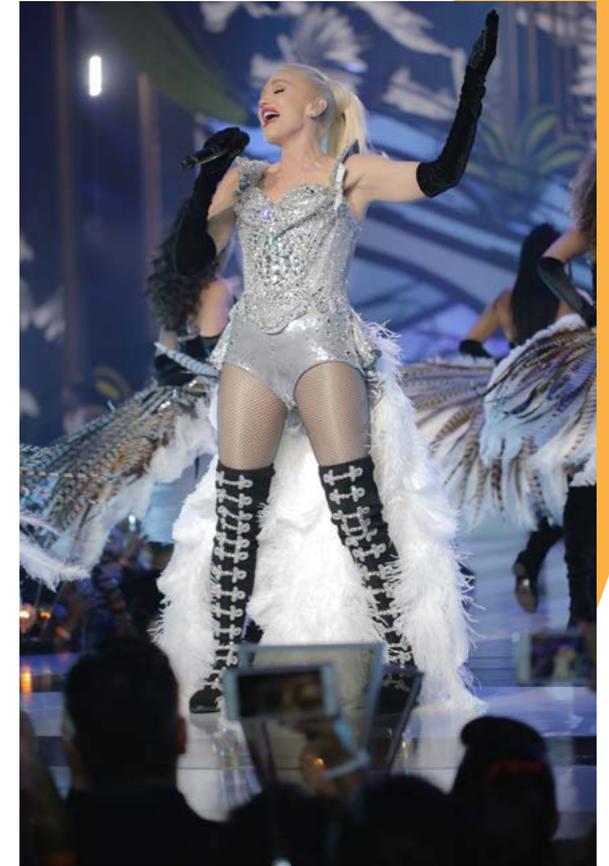
Jason Gastwirth, President, Entertainment

Multi-platinum recording artist, three-time GRAMMY® Award winner and global icon, Gwen Stefani became a Caesars headliner with her new residency of 46 scheduled live shows in 2018 and 2019. “Gwen Stefani – Just A Girl” at Planet Hollywood Resort & Casino will draw a total of more than 200,000 guests. Gwen also meets guests after every performance through our Meet & Greet opportunity.

As part of the residency, \$1 of every ticket purchased is donated to Cure 4 the Kids Foundation, a Las Vegas nonprofit that helps children who are facing life-threatening diseases. In 2018 alone, more than \$55,000 was donated to the foundation.

“To be able to do a show in Vegas is such an incredible honor. Growing up in Anaheim, California, I could never have imagined one day having my own Vegas residency.”

Gwen Stefani



Caesars Entertainment is the clear market leader in entertainment within the casino industry being at the forefront of the resident headliner business in Las Vegas, having built the most wide-ranging network of alliances and leveraging its scale to become the #3 largest live entertainment promoter in the United States with two of the top theaters in the world.

(Billboard, 2018)



## Beyond Vegas

Live entertainment has always been a priority for Caesars. As part of our mission to make our offerings more diverse and make top artists accessible to a wider audience, we are continuously expanding beyond our home base. In 2018, for example, we launched our new venue at Caesars Bluewaters Dubai where two Las Vegas resident artists have already held shows in 2018. Our Summer Concert Series at Harrah's and Harveys Lake Tahoe has become a top attraction for guests in the region, adding 50% more shows with 70% more guests from 2017 to 2018.

### Recreating an iconic music venue

In 2018, partnering with Live Nation®, a leading theater and club operator, we opened The Fillmore New Orleans, a 35,000-square-foot music hall with room for about 2,000 guests named after the legendary San Francisco music club. The Fillmore is housed on the upper floor of Harrah's New Orleans and has a separate entrance for concertgoers. A prime benefit of The Fillmore is its promise to add to the thriving music scene in New Orleans by attracting artists who might otherwise not include the city on their tours due to limited venue space. Duran Duran, Jason Isbell and Willie Nelson are among the early artists who have already performed at the venue. Also, by creating up to 1,000 new jobs in the area and using recycled materials from around New Orleans to decorate the interiors, The Fillmore is perfectly aligned with our **PEOPLE PLANET PLAY** aspirations.



Outside Las Vegas, Caesars has  
**27**  
**active venues**  
in the U.S. that held  
**954**  
**performances**  
in 2018 with  
attendance of  
**876,000**  
**guests.**

The Fillmore New Orleans opened to the public in February 2019

## Adding Exciting New Spaces to Meet and Convene



Committed to inspiring our customers and helping them deliver memorable events and meetings, Caesars Means Business, our meetings and conventions group, is leveraging its know-how, resources and passion for service to bring the biggest and best exciting new meeting venue to the heart of The Strip. Adding to more than 1.9 million sq.ft. of meeting space and hotel rooms our properties across the U.S., CAESARS FORUM is a masterpiece in sustainable design with infinite possibilities for guests. With a \$375 million investment, CAESARS FORUM is already booked solid for 2020 and also heavily booked into 2021, a testament to the need for such a venue and customer trust in Caesars to deliver the promise.



Artist rendering of CAESARS FORUM



“CAESARS FORUM redefines meetings and events offerings in Las Vegas and will ultimately be a gateway to our brand’s unmatched network of exclusive features that our guests and groups have come to expect. We know it will be the place where our corporate, nonprofit and other convention customers will build partnerships, network, debate, make important decisions. We are building the two largest pillarless ballrooms in the world, connected to 8,500 hotel rooms. It is an exciting time for Caesars Entertainment and the meetings industry.”

Lisa Messina, Vice President of Sales

### Scheduled to open in early 2020, CAESARS FORUM offers:



**550,000 square-foot** of total conference center space on one floor, accessible for mobility-impaired guests



**Two 110,000 square-foot** pillarless ballrooms (the largest in the world), two 40,000 square-foot ballrooms and six state-of-the-art boardrooms



**FORUM Plaza, the first 100,000 square-foot** dedicated outdoor meeting and event space in Las Vegas



**Sustainable construction** conforming to the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) standards, silver level



**Innovative** construction contracts with local vendors to encourage small and diverse businesses to take part in creating CAESARS FORUM (learn more in the section on Suppliers Arrive and Thrive).

## Sustainable features of CAESARS FORUM

**23% more energy efficient** than a typical building, yielding annual energy savings of 1,900 MWh. This will be achieved through demand-control ventilation using CO<sub>2</sub> sensors to ensure spaces are heated, cooled and ventilated optimally while minimizing energy use, LED lighting and real-time fault detection for mechanical systems operation and maintenance.

**44% more water efficient** than a typical building, saving over 4.6 million gallons of water per year, enough to fill seven Olympic swimming pools. This will be achieved through minimizing water waste with low-flow installations in all washrooms and drought-tolerant landscaping.



### Designing meetings responsibly

CAESARS FORUM will join all other Caesars meetings venues in applying our Responsible Meeting Commitments for meetings and conventions we host for our customers, including;

- Implementation of seven Responsible Meeting Standards, including reusable table settings, no preset water, and electronic communications;

- Donation of meeting materials and optional community service activities with our local partners;
- Responsible Gaming and business practices that proactively address issues like problem gaming and human trafficking.

All of our Certified Responsible Meetings Professionals are trained in communicating and implementing these commitments. Our Responsible Meetings Certification also aligns with the rigorous commitments of the Green Key Meetings Program, including monthly audits and recertification programs.



## Designing your event

In 2018, we partnered with the Switzerland-based Event Design Collective to deliver a new program, with a plan to certify 1,000 meetings industry professionals as Certified Event Designers by 2022, including Caesars Means Business sales and convention services teams. EventCanvas™, the methodology developed by the Event Design Collective, helps event planners create a common visual language to design, articulate and prototype “event stories” enabling an optimal event offering for customers.

The first 3-day Event Design Collective training course in Las Vegas in early 2019, including representation from the Caesars Means Business team. 90 Caesars team members will complete the training by the end of 2019.



Graduates of the first Event Design Collective training course.

## Walk to your event!

We support our guests by encouraging them to stay healthy, especially while attending meetings and events where they may be seated for an extended period of time. Caesars Means Business partners with Heka Health to host CAESARS FORUM Walking Challenges at key industry events including the America Society of Association Executives (ASAE) and IMEX America. The Challenges promote healthy lifestyles and encourage participants to walk more, engage in friendly competition, exceed target step goal levels, and take the opportunity to win prizes.



“Walking is one of the simplest ways to get active and live a healthier life. With Heka Health, we create a fun, social, motivating, and, most importantly, healthy experience for attendees at key industry events.”

**Reina Herschdorfer**, Director of Marketing for National Meetings and Events

At the IMEX America event in Las Vegas in October 2018, 358 participants in the CAESARS FORUM Walking Challenge walked 5.7 million steps with the winning walker achieving more than 100,000 steps. That’s equivalent to walking the entire Las Vegas Strip nearly 750 times!





## Service with Passion

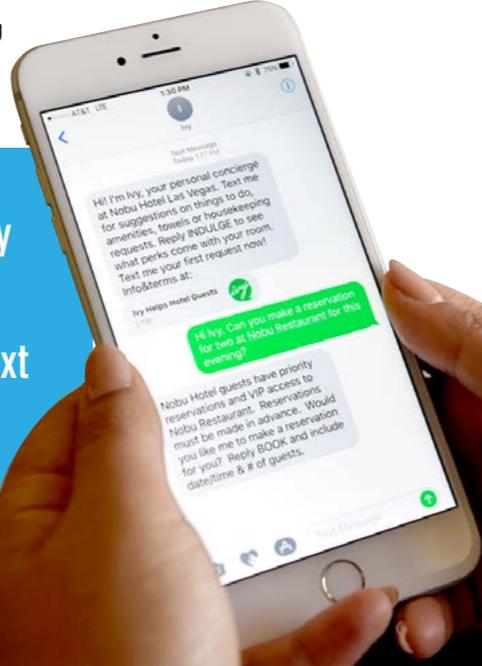
At Caesars Entertainment, we serve our guests with passion and determination to make their experience with Caesars both positive and memorable. With more than 115 million guest visits at our destinations annually, we have billions of opportunities to show our guests how much we value their patronage.

We reward our team members for the service they provide to our guests; in fact, service is the only performance incentive we maintain for our team members, showing our single-minded focus on the guest experience. Our Total Return program links team member rewards to guest service levels, so when our guests are delighted, our team members benefit. Again in 2018, we enjoyed record service ratings from our guests, and a 2.7% increase in Net Promoter Score, which measures whether guests would recommend our destinations to their friends.

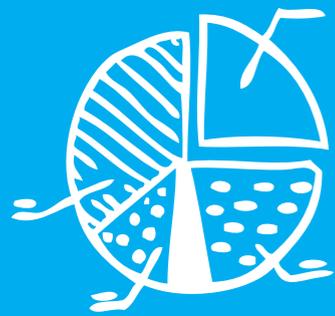
We continue to invest in technology to improve our service experience. We are progressing with our Hotel Systems Transformation to replace the Caesars' Lodging Management System (LMS), which is more than 30 years' old, adding for the first time in our history a cloud-based, best-in-class Central Reservation capability that will enable guests to book their stay at our destinations easily and instantly. In 2018, we also expanded our digital concierge Ivy™ to several additional destinations and thousands of more rooms, providing guests with rapid responses to any query they may have during their stay.

In 2018, our guests rated our service at an all-time high with an increase in guest ratings of **2.5%** overall, and an increase of **4.5%** A scores from non-A scores in 2017.

**Ivy™**, our 24-hour virtual concierge service, created by Go Moment® and powered by IBM Watson, is the world's first, and the casino industry's first, widespread guest text messaging program with built-in artificial intelligence for hotels.




Team members at Caesars Palace ensuring the safety of guests at the pool.



# DIVERSITY, EQUITY AND INCLUSION IN FOCUS

Power women at “Take Your Seat at the Table” event hosted by Caesars which brought 400 women and allies together for an afternoon of advice, reflection and inspiration. Pictured from Left to Right: **Gwen Migita**, Global Head of Social Impact, Equity & Sustainability, Caesars Entertainment; **Lora Picini**, Vice President of Equity, Strategic Policy & Regulatory Affairs, **Eileen Moore**, Regional President, Caesars Entertainment; **Karla Perez-Larragoite**, Corporate Vice President, Gaming, Sysco; **Deana Morrow Kay**, President and CEO, Torn Ranch; **Chef Christina Wilson**, Executive Chef, Gordon Ramsay Group  
Image credit: Erik Kabik



# Diversity, Equity and Inclusion in Focus

## More Action on Gender, Trafficking, Social Empowerment and Supplier Opportunity

Over the years, we have realized that Diversity, Equity and Inclusion (DEI) is not just about doing what's right for our team members and society in general, it's also a genuine driver of positive business. Our approach has always been to embrace diversity, and since the development of a deliberately more holistic strategy in 2017, we are taking proactive and innovative action to embed DEI policies, practices and goals into our daily work across all areas of our operations. This includes setting high standards and targets for the diversity of our own workforce, embracing diversity in our supply chain and communities, and actively supporting public policy designed to improve lives for people from a diverse array of backgrounds.



### DEI as a Driver of Positive Business

Our DEI Strategy has five pillars with defined actions and goals, each headed by an executive sponsor. We approach DEI holistically, touching every part of our business and connections, internally and externally.

DEI Strategic Pillar	Workforce & Workplace	Supplier & Contracting Diversity	Community Reinvestment	Marketing, Branding & Sales	Policy Advocacy & Thought Leadership
Key area of alignment with PEOPLE PLANET PLAY framework					
<b>Aspiration</b>	Gender, racial and ethnic inclusion and equity in our workplaces around the world, supported by DEI policies and practices for recruitment, development and retention.	Driving diversity in procurement, engaging with and empowering diverse suppliers, designers and contractors, helping them gain entry and grow with our business.	A host of voluntary initiatives, partnerships and advocacy programs supporting diverse populations and addressing social inequalities.	Proactive outreach to diverse guests, convention organizers and leisure groups with tailored offerings and marketing with sensitivity to meet different needs.	Ongoing deep engagement to raise awareness, change perceptions and influence public policy.
<b>Main initiatives</b>	<ul style="list-style-type: none"> <li>Gender and Racial Equity by 2025</li> <li>Unconscious bias training</li> <li>Business Impact Groups</li> <li>Hiring Veterans</li> <li>Action against trafficking</li> </ul>	<ul style="list-style-type: none"> <li>Mentoring suppliers</li> <li>Arrive &amp; Thrive at CAESARS FORUM</li> </ul>	<ul style="list-style-type: none"> <li>National and Southern NV D&amp;I partners</li> <li>Philanthropy &amp; volunteerism</li> <li>Economic Equity Tour</li> <li>Shared Future Fund</li> </ul>	<ul style="list-style-type: none"> <li>Collaborations with diverse organizations</li> <li>Inclusive guest experiences</li> </ul>	<ul style="list-style-type: none"> <li>Human rights</li> <li>Immigration integration</li> <li>LGBTQ Advocacy</li> <li>Gender Equity policies &amp; legislation</li> <li>Climate action</li> </ul>



# DEI in Our Workplace

Diversity, equity and inclusion is a prominent feature of our workplace, and we consistently encourage and celebrate our team members for who they are and the unique value they bring to our organization. While we have diverse representation of women and people of color in our workforce at all levels, we aim for increased representation in manager roles and executive leadership and have publicly committed to achieving this in coming years.



Caesars has publicly committed to gender and racial balance in our workforce:

**50% of leadership roles held by women by 2025 in U.S.**

**50% of manager roles and above held by team members of color by 2030**

## Eliminating unconscious bias

To support our goals, we have developed a focused training program, "From Unconscious Bias to Conscious Inclusion," for all leaders at our U.S. properties. Training commenced in early 2019 and will continue to be offered to additional team members. We are also moving forward with several activities to help keep DEI a part of our ongoing conversation and culture. For example, efforts include testing a new approach to support diverse team members by assigning senior sponsors, revising

job descriptions to better reflect the skills and aptitudes we seek by using inclusive language and publishing open positions in the company internally so that our team members from different backgrounds feel encouraged to apply. As we expand our business to new destinations, we ensure the same focus on diversity, equity and inclusion is maintained - in Dubai, for example, we employ team members from 65 countries around the world!

## Action

Caesars is a signatory to the CEO Action for Diversity & Inclusion™, the largest CEO-driven business commitment to advance diversity and inclusion within the workplace

## 51%

Women comprise 51% of our workforce globally, including 44% of leadership roles in U.S. owned and operated properties

## 43%

Team members of color comprise 43% of our workforce, including 33% of manager roles

## Perfect score

Achieved perfect score on the Human Rights Campaign Corporate Equality Index for the 12th consecutive year

## Awarded

Awarded the 2018 LGBTQ Business Equality Excellence by the Business Equality Network





# Going BIG for diverse causes

In 2018, our Employee Resource Groups, BIGs, got bigger. BIG stands for Business Impact Group, and they are groups that bring self-identifying, like-minded team members together to support each other and our communities through dimensions of diversity. Established and gaining momentum in our Las Vegas home base, the BIGs are now expanding through the Empire with 20 new groups launched in 2018, promoting a culture of engagement, business innovation and continuous improvement. Members of each BIG benefit from professional development and leadership exposure. They also engage in our communities to support causes related to their BIG mission. Our BIG goals address inclusive marketing, recruitment, professional development, supplier engagement and community service.

Overall, more than **1,500 team members** engaged with the BIG of their choice in 2018.



Veterans, Military Spouses and allies

Supported a wide range of activities for veterans - read more in the section on "Honored to hire veterans."



Generations and allies

Hosted a monthly Power Lunch for groups of young team members together with a senior leader at Caesars.

Adopted Earth Month to raise awareness for the environment and organized several initiatives including a plastic bag drive to provide materials used to make mats for the homeless.



Black African diaspora and allies

CHORUS held a panel discussion for African American leaders from around the company on "LESSONS in LEADERSHIP."



CHORUS members in Las Vegas volunteering in our local community



LGBTQ and allies

New BIG launched in New Orleans hosted an inaugural Pride & EQUAL forum with Gulf South Gay and Lesbian Chamber of Commerce and raised funds for LGBTQ charities.



Caesars Entertainment is a proud sponsor of Las Vegas PRIDE. Members of our EQUAL Business Impact Group celebrated equality with friends and family.



Hawaiian, Asian Pacific Islanders and allies

Partnered with the Asian Community Development Council (ACDC) to hold a citizenship workshop and assisted with completing citizenship applications in the Nevada community.

Launched a new BIG at Harrah's Reno with team members donating hospitality packages to the local Annual Dragon Boat Festival Celebration.





Women and allies

Conducted several networking events providing hundreds of women with opportunities to meet, share, gain inspiration and guidance for advancing their careers and dealing with work and personal challenges.

Held an inaugural event at Harrah's Cherokee, with guest keynote speaker Joyce Dugan, the former first and only Principal Chief for the Eastern Band of Cherokee Indians and later Director of Community and Government Relations at Harrah's Cherokee.



Joyce Dugan offers advice to women at a Savvy event at Harrah's Cherokee



Hispanic/Latinos and allies

Started the Habits of Highly Effective Leaders guest speaker series with invited business leaders sharing insights about the habits they attribute to their success.

Hosted a tour and learning session for the students of the Academy of Hospitality and Tourism from Valley High School at Caesars Palace.

Organized a series of activities to celebrate Hispanic Heritage Month in 2018 including Latin dance lessons, a fundraiser to support KIND (Kids in Need of Defense) and sharing stories of the experiences of immigrants.

## Helping women-owned businesses succeed

As a 15-year corporate partner of the Women's Business Enterprise National Council (WBENC), we welcome opportunities to engage and with and support women-owned businesses. For example, we supported the WBENC three-day 2019 National Conference & Business Fair in Baltimore, with senior Caesars managers hosting a VIP reception at GDL Italian by Giada at Horseshoe Baltimore and delivering workshops on continuous improvement and leveraging environmental, social and governance (ESG) to advance women-owned businesses.



Engaging with businesses at Caesars' booth at the WBENC 2019 national event





## Achieving gender pay equity

As part of our Gender Equity Initiative to reach 50% of women in leadership roles, we also monitor and report on gender pay parity. In 2018, we reported that 99% of women at our corporate headquarters and 98% of women who work in non-union roles at our properties in the U.S. had no meaningful differences in average pay when compared to men in the same positions. We will conduct regular reviews of pay equity, supported by a clear parity pay policy, reflecting our commitment to achieve 100% pay equity across all levels.

In the UK, we published our annual [Gender Pay Parity Report](#) in line with UK regulation. In 2018, we made headway in closing the pay gap from 6.2% to 2.7% (measuring the difference between the mean hourly rate of pay for full-pay relevant men and women team members). This is largely due to an increase in women appointed to more senior corporate roles in our UK operations, and therefore earning higher salaries, a development that is perfectly in line with our Gender Equity objectives.



Caesars Entertainment EVP of Public Policy & Corporate Responsibility Jan Jones Blackhurst, presented a keynote address at the Woman Expo Tokyo 2019. Jan discussed Caesars' Gender Equity Initiative and joined a panel discussion on "harnessing the power of women to revitalize local economy."

## Honored to hire veterans

Our initiative Enlisting Heroes is one of the most popular causes we stand for among our team members at Caesars – every one of us is passionate about providing our veteran communities with assistance in integrating back into civilian life, and opportunities to use their skills in meaningful work. Our SALUTE Business Impact Group is active year-round in supporting veterans in different ways. In 2018, for example, SALUTE partnered with our Human Resources and business teams in dozens of events. A small selection of these are:

- Launched a mentorship program for our veteran team members to help translate their unique skills into a career within the hospitality industry
- Supported veterans at several events, including a new SALUTE chapter that provided meals for veterans at the Northwest Louisiana Veterans Home
- Partnered with U.S. Vets organization in a shoe drive, receiving 500 pairs of shoes, the biggest donation they have ever received
- Brought the 10th Annual U.S. Vets Benefit Dinner to the Rio All-Suites Hotel and Casino, the first time ever it has been held at a Caesars Entertainment property. The event surpassed its fundraising goal with \$125,000 raised.
- Engaged our senior leaders to tour Fort Irwin, the Army National Training Center, in a Blackhawk helicopter, to get to know the Center leadership. We donated hospitality and entertainment benefits to army trainees and their families.



Caesars team members proactively reaching out to support veterans.



## Totally against trafficking

Over the past four years, we have systematically formalized our policies, organizational structure, training and awareness activities to ensure we have a robust plan to eliminate commercial trafficking in persons and sex exploitation from our properties and our communities. Supported by a respected leader in treating victims of exploitation, Dr. Halleh Seddighzadeh, we have created internal protocols, educational materials, an online portal, and appointed more than 150 Community Engagement Ambassadors to lead awareness-building and training throughout our properties. Our ongoing conversation ensures everyone involved understands the need to be vigilant at all times and provides them with tools to report suspected incidents. In 2018 we continued to embed these programs in properties beyond Las Vegas.

For example, at Harrah's Cherokee Casino Resort and Harrah's Cherokee Valley River Casino & Hotel properties, we hosted the first ever multi-partner convening by an Indian tribe in the U.S. to address human trafficking. This was a pivotal event to drive collective awareness and action to make Cherokee safe from commercial sex exploitation. As a next step, Cherokee is supporting the development of a comprehensive resource guide involving all local social service agencies to provide practical assistance for those observing or affected by trafficking. The guide will be widely distributed in 2019. At both our Cherokee properties, we have trained more than 50 employee ambassadors, and adopted new security and surveillance protocols. Following a "Train the Trainer" event in 2019, our department trainers will conduct awareness training for all employees at our Cherokee properties.

*"We have a deep-seated sense of responsibility to all those we serve. Inspired by our partners at Caesars Entertainment, we felt compelled to take a leadership role in eliminating human trafficking.*

*We have embarked on a long-term initiative, welcoming government, social services and local community representatives to join us in raising awareness, and providing practical tools to prevent trafficking in and around our properties. We are hopeful that other Indian tribes in America will adopt a similar approach."*

**Principal Chief Richard G. Sneed,**  
Eastern Band of Cherokee Indians



*"As the first global gaming-entertainment company to sign The Code, Caesars Entertainment's efforts will be amplified through our network as we identify and respond to human trafficking and child exploitation."*

**Michelle Guelbart,** Director of Private Sector Engagement at ECPAT-USA

In 2019, in alignment with National Human Trafficking Awareness Month, we amplified our commitment to end human trafficking in partnership with two global organizations.

- We announced our support to combat commercial sexual exploitation of children by signing ECPAT's Tourism Child-Protection Code of Conduct (The Code).
- We joined other hospitality industry leaders as a member of [International Tourism Partnership](#) (ITP), a unique industry coalition that convenes leading hotel brands for collective action on sustainability goals including advancing human rights and ending human trafficking.



We have also measured team member feedback after taking they completed training on human trafficking – **first results show this is having a positive impact:**

**72%**

reported they felt better prepared to handle potential sex trafficking incidents in the workplace

**100%**

reported feeling more compassion for individuals who are sexually exploited

**93%**

reported understanding the falsity of the statement, "most people who sell sex choose to do this freely."



**Learn more:**

- [Stance Against Human Trafficking](#)
- [Statement on Modern Slavery \(UK\)](#)



## Diversity in Our Social Initiatives and Corporate Giving

We have a long tradition of engaging in our communities and supporting diverse groups in unique ways that endeavor to improve the quality of life for those in areas we live and work. Caesars Foundation, which is funded from the income of the resorts we own or operate, has supported diverse groups for more than 15 years, and our HERO program engages thousands of team members each year in community volunteer activities. We also support many local causes through giving on a property by property basis, in partnership with nonprofit organizations.



### Among Caesars Foundation's strategic partnerships:

Second Wind Dreams®

Meals on Wheels America

National Park Trust

Cleveland Clinic Lou Ruvo Center

Clean The World

Since its inception in 2002, Caesars Foundation has gifted more than **\$75 million** to help older individuals live more fulfilling lives, promoting a more sustainable world and supporting educational initiatives with several strategic partnerships. A recent example of a multi-year Foundation gift is a three-year endowment totaling **\$375,000** to Legal Aid of Southern Nevada to address financial exploitation of seniors.

## Contributing to communities in the U.S.



Caesars HERO volunteers helping with renovations in the community.



Caesars contributed to its communities more than **2.5 times** per dollar of revenue earned in 2018 than the average U.S. corporation. That's **48 cents of every dollar** of revenue versus an average of 19 cents for U.S. corporations.

(Contribution = employee wages and benefits, taxes and licenses, and investments in the community through Caesars Foundation, corporate, licensed and discretionary giving. Analysis conducted by Bea Boccalandro, who serves as a Corporate Social Responsibility advisor to the Caesars leadership team and is President of VeraWorks.)





## It's a Wrap for Results Rule

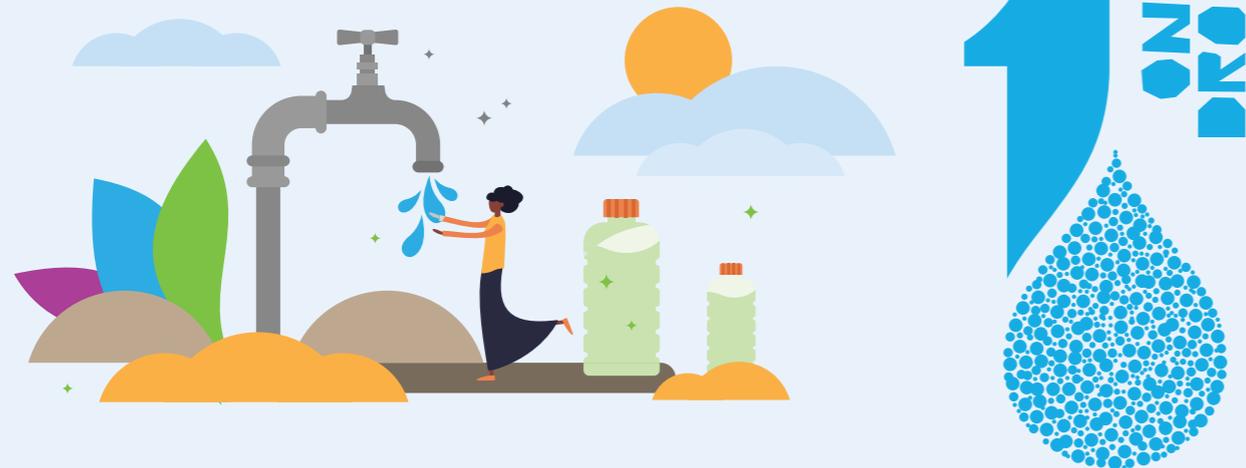
Bringing **PEOPLE PLANET PLAY** values to our communities takes innovative forms at Caesars. In 2018, we concluded a year-long program called Results Rule, which was aimed at helping diverse nonprofit partners measure and communicate their social impact to advance their cause. The Clark County Public Education Foundation, Clean the World, the National Park Trust, Second Wind Dreams® and the Gay and Lesbian Community Center of Southern Nevada were among ten nonprofits that participated. All now can leverage data that shows how they generate meaningful societal change, such as: improved classroom outcomes in low-income schools, reduced illness in impoverished families or increased interest among school children in protecting the environment. VeraWorks, a firm specializing in CSR measurement, led this program on our behalf.

“The Results Rule project allowed us to formally see the positive impact we have on a teacher’s ability to enhance the learning experience for their students.”

**Tim McCubbin**, Vice President of Teacher EXCHANGE® & Property Operations, The Public Education Foundation

## Contributing value through World Series of Poker

Since 2012, we have been inviting poker players to share their good fortune with our communities. Our major World Series of Poker (WSOP) events are linked to charitable giving opportunities and our ongoing 1% for ONE DROP campaign invites players to donate 1% of their winnings to WSOP’s official charity partner, **ONE DROP**, supporting water access projects in developing countries. In 2018, WSOP players raised \$2.79 million, bringing the total amount raised for ONE DROP to \$23.17 million since 2012.



As we continue to work, engage and give in our communities, our focus is moving from strategic philanthropy to strategic social impact – broader, far-reaching, deeper-engagement programs that address systemic issues and try to change the baseline for equity in our society. Our Economic Equity Tour, and the work we are doing in partnership with ImpactNV in Southern Nevada are two such initiatives.

## The Economic Equity Tour

Planned in 2018, our first Economic Equity Tour will take place in 2019 in six cities across the U.S. where we’ll host in-person educational workshops and expert-led webinars. At each tour stop, we will provide guidance and resources in the areas of financial empowerment, workforce development, non-profit organization development, entrepreneurship and potential business opportunities with Caesars. The idea behind the tour is to provide a stepping-stone for diverse members of our communities, including our team members, potential workforce, potential suppliers and members of the local communities in which we operate. Further, the meetings will bring together diverse groups of people who can benefit through networking, sharing of ideas and potential collaboration. Created to incorporate the principles underpinning our **PEOPLE PLANET PLAY** framework, the Economic Equity Tour is an investment in our shared future.



“Of all the companies I have worked with over the past 20 years, Caesars sees this as a strategic process. Many companies wait for people to come to them. Caesars is proactive about going out to where the people are and offering support. This is unique.”

**Rohena Miller**, CEO, Niche Marketing (advisor to the Economic Equity Tour)



“The Tour is an exciting new approach that we developed after considering how we can make more of a transformative difference in our local communities. We aim to help create better-rounded, inclusive communities for today and the future so that everyone benefits from social and economic prosperity. Focusing on areas in which we see great potential for growth, we foresee a multiplier effect in these communities, and at the same time, we at Caesars will be able to build a stronger base of employees, suppliers and service providers.”

**Gwen Migita**, Global Head of Social Impact, Equity & Sustainability



**Learn more:**

Check out the Economic Equity Tour video [here](#).



# Our partnership with ImpactNV

In 2019, we took our ongoing partnership with ImpactNV, a nonprofit in Southern Nevada dedicated to addressing pressing social needs and building a better community, to a new level. This took form with the creation of the Shared Future Fund, an innovative investment model to change the game in a positive way for adult and child victims of human trafficking. ImpactNV will manage the Fund, which will be initially accelerated by financial and in-kind support from Caesars Entertainment and its affiliates and the Caesars Foundation. The Fund will work toward a self-sustaining model through catalyzing other resource channels such as via grants, loans and investments. The initial emphasis of the fund will be to provide support for women and children affected by trauma associated with human trafficking, an issue that intersects heavily with other negative outcomes of social inequity including homelessness and immigration challenges.

The Shared Future Fund aims to define a new pathway to achieve philanthropic goals by supporting a holistic, community-centered strategy that emphasizes advocacy and collective impact rather than the traditional approach of contributing financial resources to company-chosen causes.



*“ImpactNV has a proven track record for accelerating and deploying evidence-based solutions that solve systemic challenges facing Southern Nevada’s most vulnerable populations. However, we know change requires collaboration, and are proud to be part of this innovative venture with Caesars Entertainment. With the Shared Future Fund, we believe we can create a safety net for the local community where every person is seen, heard and valued, ultimately building a stronger community for us all.”*

**Lauren Boitel**, Executive Director, ImpactNV

*“As the first social impact fund for Nevada, we hope that our new venture can be a model for companies and communities collaborating to end systematic inequity.”*

**Jan Jones Blackhurst**, Executive Vice President of Public Policy and Corporate Responsibility at Caesars Entertainment

*“This new Fund dispenses financial assistance to address homelessness in Nevada, which has the nation’s third-highest homeless rate. It will also be used in the service of immigrant integration, to help new Nevadans via community connections, education, employment, naturalization and healthcare. It is a privilege to be able to use our business for good in our communities.”*

**Cherece Vina**, Vice President Las Vegas Region Employment & Caesars Foundation Secretary



**Learn more:**

See ImpactNV for more information  
<https://impact-nv.org/>





## Proactive about Diversity in our Supply Base

At Caesars, we have a long history of proactively advancing diversity in our supply chain and not only welcoming, but actively seeking out and helping onboard minority, diverse, and disadvantaged suppliers. As a multi-billion-dollar buyer of goods and services in our industry, we know that encouraging inclusion in our supply chain benefits our business, local communities and our suppliers, who are often able to achieve new business as a result of engaging with Caesars. Our focus is on MWDBEs (minority and women-owned or disadvantaged business enterprises), assisting them to gain diversity certifications and mentoring those we can. We support several diverse Chambers of Commerce and engage with many organizations that promote diverse suppliers, including MWDBEs and also disabled, veteran and LGBTQ owned and certified businesses.

In 2018, we also advanced an innovative program, called Arrive and Thrive, to boost supplier diversity in our construction activities.

Our properties meet and exceed regulatory targets for diverse suppliers. For example, Harrah’s New Orleans Hotel and Casino consistently meets or exceeds targets of 5% DBE and 35% MWBE year after year, and Horseshoe Bossier City increased spend with diverse suppliers in 2018, meeting regulatory targets of 35% WBE, 35% MBE and 75% local Louisiana team members for the first time in 2018.

(WBE: Women’s Business Enterprise; MBE: Minority Business Enterprise; DBE: Disadvantaged Business Enterprise; MWBE: Minority and Women-owned Business Enterprise)



Since 2011, our spend with certified diverse vendors has grown from 5.8% of addressable spend\* to

**13.3%** in 2018.

*\* Not included in addressable spend are taxes, utilities, and some highly regulated gaming trade sectors defined as addressable.*



“It is very uplifting for me to be able to help minority-owned businesses and women-owned businesses and be able to watch them grow.”

**Jessica Rosman**, Vice President of Procurement

## Mentoring Suppliers

Our Mentor Protégé program supports diverse suppliers by assisting them with all the steps needed to qualify as a supplier to Caesars and gain initial business, with support along the way to expand to additional properties or new services. More than ten suppliers have benefited from this program, with six currently under our wing in 2018. One of them, Burchell Upholstery, founded 25 years ago by Jamaican-born Robert Burchell, has been a supplier to Harrah’s Joliet Hotel & Casino for around three years. With the support of Bridget Carter, Senior Manager, National Supplier Diversity, the company has achieved considerable business expansion.

“ For years, we remained a small business operating in the private sector, and it was challenging. After we became a supplier to Caesars, who reached out to us, Bridget Carter brought us into the mentorship program and encouraged us to think bigger, targeting new opportunities with other hotels and in the broader textile industry.

As a result, we have moved into manufacturing in addition to upholstery services, and recently we won a large contract with a major airline to supply bedding for use on flights. Bridget is very passionate about helping our business grow and we are certainly happy about that! ”

**Herbert Stokes**, Marketing and Development Manager, Burchell Upholstery.



Another local business that has flourished through engagement and mentorship is Delta Personnel, a staffing agency for all talent acquisition needs and certified women-owned and minority-owned business.

*“From what started as an emergency need for one day turned into a fruitful a long-term relationship. We work every week with Harrah’s in different departments and locations. The more we learn how we can work with each other, the more the opportunities come our way.*

*We are super excited with our continuous growth and, thanks to additional business in the area, in 2019, we opened a new office in downtown New Orleans, close to Harrah’s and all the local hotels. You see, Harrah’s is an “anchor” account we can build from! Sharing that we are working with Harrah’s validates our service and helps us gain more business.”*



**Teresa Lawrence**, Founder and Chief Executive, Delta Personnel, Inc.

### Suppliers Arrive and Thrive

With our major construction project in Las Vegas, CAESARS FORUM, breaking ground in 2018, we saw a perfect opportunity to transform the landscape for contractors and service providers in the construction industry. Through our selected General Contractor, Penta Building Group, and with the support of SUMNU/MYS Project Management, our objective is to make a meaningful impact on the contracting community by focusing on inclusion and growth of diverse businesses that might not normally be able to work on a project of this size. To do this, the general contractor not only engaged diverse businesses and tradesmen but actively mentors and supports them in taking on the challenging demands of a large construction project. The contractor assists in meeting quality, safety, training, sustainability, equity and other objectives to qualify to work on the FORUM and other projects. With total dedication to this mission, our project partners collaborated to deliver this transformational target. We think this is a new blueprint for driving diversity in contracting and construction projects and we couldn’t be prouder of how all involved moved forward to help our local small businesses Arrive and Thrive, to help our community do so as well.

*“Long terms projects don’t happen so often. Most of our projects are six months or less. So in the case of CAESARS FORUM, we had a wonderful opportunity to do things differently and find a way that would bring in more local and diverse businesses, not just for this single initiative, but creating a new cadre of capable, qualified local providers that would benefit the entire region.”*

**Shawn Coffin**, Senior Director of Pre-Construction Services



More than **28%** of the total pool of diverse businesses invited to participate in Arrive and Thrive are currently engaged in the program. Of those engaged, **29%** have been qualified as eligible to begin work immediately or within a short qualifying period as contractors on the CAESARS FORUM project. However, Arrive and Thrive program has qualified and supported **48%** of the program’s businesses which can be engaged on other local projects.



## Marketing for Diversity

We take an inclusive approach in our marketing and outreach to guests and meetings and conventions customers, matching the commitment to DEI that we advance in other areas of our business. We spend time understanding the needs of our different and diverse communities and tailor our offerings to provide them with memorable experiences and events. Our wedding venues for the LGBTQ community in Las Vegas are legendary, for example. The diverse artists we bring to our venues as part of our live entertainment residencies are models of the inclusive society we wish to help create and be a part of.

In some cases, we go beyond hospitality and events to create a broader relationship that supports diverse causes. For example, 100 Black Men of America, Inc. is hosting its

33rd Annual Conference at Caesars Palace in Las Vegas this year. Our partnership with this organization extends to supporting the 100 Academy, which trains young people in journalism and broadcast media by donating suites for students to use as meeting space for interviews with community leaders in Las Vegas. We also support other educational and recreational programs maintained by 100 Black Men and intend to provide more programmatic support to this organization that makes such a difference in the lives of so many young people.



100  
BLACK MEN  
OF AMERICA, INC.

# OPENING CEREMONY

## Policy Advocacy & Thought Leadership

Speaking out and speaking up is part of who we are at Caesars. We speak for social justice across many dimensions, and we publicly engage on the social and environmental issues that are important to us.



### We are for

- Human rights
- Gender equity
- Immigration integration
- LGBTQ rights
- Affordable healthcare
- Mitigating climate change
- Corporate transparency
- Supplier responsibility

### We are against

- Human trafficking
- Abuse and exploitation of vulnerable populations
- Gun violence

In early 2019, we testified on behalf of, and fully support, Nevada's Senate Bill 538 for the creation of the Office for New Americans (ONA). This bill is designed to help new and aspiring Americans participate fully in economic and civil life by creating an office to break down bureaucratic barriers, act as an information clearinghouse, and connect agencies supporting immigration programs and procedures. We are proud to champion immigration integration and support the community that is such an essential part of a prosperous state. This builds on our long-standing support for comprehensive immigration reform that both advances border security as well as streamlines the immigration process for those who are willing to work hard and complete the legal process of citizenship.



# CONTINUED LEADERSHIP IN RESPONSIBLE GAMING



...REAL FUNCTION OR INABILITY TO VERIFY GAME PLAY VOIDS ALL HANDS





# Continued Leadership in Responsible Gaming

## More Investment in Responsible Gaming Practices

Our leadership in Responsible Gaming (RG) started 30 years ago when we established the industry's first RG program. We have invested heavily in innovative technology, awareness, training, development of standards and protocols, independent, academic research and collaboration across a wide range of networks and partners to deliver practical tools and resources. Our RG goals are clear and unequivocal: Caesars wants everyone who gambles at its casinos to be there for the right reason—to simply have fun. Caesars does not want people who cannot gamble responsibly to play at our casinos, racinos, OTBs (Off Track Betting facilities) or online gambling projects or, for that matter, at any gambling establishment or online. The programs, initiatives, and systems we have developed over the past three decades are all in service of these goals.



### Maintaining our Legacy

We continue to invest in RG at our own gambling locations and online offerings while continuing to support the responsible development of new markets as they enter the world of gaming, so that gaming can always be fun. At the same time, we seek to make our offerings even more exciting for our guests through innovative gaming options. In 2018, with the addition of our new properties in Indiana, we have expanded to the Off Track Betting facilities with a responsible approach to horseracing. Four key pillars of activity supporting RG are as follows:



Continued Leadership in Responsible Gaming	Skilled RG Team Members	Helping Shape Responsible Gaming	New cutting-edge gaming options	Responsible Racing and Caring for our Racers
Key area of alignment with PEOPLE PLANET PLAY framework				
<b>Aspiration</b>	A skilled team capable and empowered to recognize and assist to guests who may need it	Maintaining our 30-year leadership of Responsible Gaming programs	Expansion of RG Programs to new markets and new technologies	Acting responsibly in our racing programs
<b>Main initiatives</b>	<ul style="list-style-type: none"> <li>RG structure</li> <li>RG training</li> <li>RG Ambassador Program</li> </ul>	<ul style="list-style-type: none"> <li>Supporting developments in Japan</li> <li>Innovation with UNLV</li> </ul>	<ul style="list-style-type: none"> <li>Re:Match – gaming innovation with technology</li> <li>Sports wagering</li> <li>Sports betting integrity</li> </ul>	<ul style="list-style-type: none"> <li>New Empire Fund for retired racing horses</li> </ul>



## Skilled team members

Our experience suggests that employees are the most critical group in any RG program. Employees' skills and dedication related to the delivery of gaming services in a responsible way must be cultivated, reinforced and rewarded.

Responsible Gaming, therefore, is an essential element of each new team member's orientation at Caesars; everyone must complete training that addresses Problem Gambling Awareness and Education, and learn about Responsible Gaming Policies that include listening to comments or statements that cause concern and reporting this to a supervisor. In addition, all customer contact team members are required to take the annual RG refresher training. For team members who are in a supervisory role and wish to be more involved in helping guests or individuals who may have a gambling problem, advanced training is offered, which may develop into more senior role such as a property RG Chairperson. We also provide technical training for those in cashier, credit and related roles so they understand how to avoid processing transactions from a self-restricted or self-excluded guest.

In 2018, a total of **59,169 team members** were trained in Responsible Gaming in the U.S. with a total of **68,830 invested hours**. In the past five years alone, our U.S. teams have spent more than 270,000 hours training in Responsible Gaming – **that's the equivalent of 27 full-time employees every year – just in training!**

## Our Property Responsible Gaming Structure

### Responsible Gaming (RG) Committee

It takes an entire team working together to bring Caesars' commitment to RG to life at each property. Each member plays an important role.

Led by the RG Chairperson and consisting of at least six managers from different functions, The Responsible Gaming Committees prioritize Responsible Gaming efforts at their property, monitoring implementation, measuring adherence to the standards and supporting information and communications related to Responsible Gaming.

### Property RG Teams

RG Chairperson	RG Administrator	RG Ambassadors	Patron Contact Employees
<ul style="list-style-type: none"> <li>Manages all aspects of the property RG program</li> <li>Leads the RG committee</li> <li>Oversees RG Administrators and Ambassadors</li> <li>Oversees RG Restrictions, Exclusions and Reinstatements</li> </ul>	<ul style="list-style-type: none"> <li>Supports RG efforts by maintaining the RG system and records</li> <li>Activating and reinstating RG Restrictions, Exclusions</li> </ul>	<ul style="list-style-type: none"> <li>Specially trained and qualified to assist patrons who may need support</li> <li>Typically, several qualified RGAs at each property in a supervisor or above role.</li> </ul>	<ul style="list-style-type: none"> <li>Trained to listen and report statements or comments from patrons that could signal need for assistance.</li> </ul>

In 2018, Caesars' Responsible Gaming Ambassador Program celebrated **15** years of supporting guests and promoting RG. In the U.S alone, more than **1,100** Responsible Gaming Ambassadors are engaged in seeking to assist guests at all our properties.



For more information about our programs, please [www.caesars.com/corporate/corporate-social-responsibility/play/responsible-gaming](http://www.caesars.com/corporate/corporate-social-responsibility/play/responsible-gaming)



# Helping Shape Responsible Gaming

Caesars has a long history of and commitment to working with researchers, clinicians, charitable organizations, and other experts to improve our internal programs and to address and minimize the effects of gambling disorders in our home communities in the U.S. and other countries in which we operate.

Globally, Caesars takes a leadership role with Responsible Gaming programs, investing over **\$1 million** since January 2018 with the National Center for Responsible Gaming and other third party institutions in the U.S., Japan and elsewhere.



## Establishing RG in Japan

In Japan, where the government is preparing to award rights to develop large-scale integrated resorts with casinos for the first time, we are taking a proactive and collaborative role in helping shape best Responsible Gaming practices. In 2018, we pledged a total of 50 million yen (almost \$500,000) towards Responsible Gaming Initiatives in Japan. Specifically, this pledge represents Caesars' long-term commitment to:

- Work with Japanese researchers to adapt responsible gaming programs in a way that best fits Japan and offer this program to all interested parties in Japan.
- Collaborate with Japanese experts and researchers to create messaging that promotes problem gambling prevention strategies and educates on how to identify potential problems.
- Bring together international experts and Japanese stakeholders to share experiences and expertise to design strong, responsible gaming initiatives.
- Provide support to educate and inform local communities about Responsible Gaming.
- Conduct research and consultation with different problem gambling organizations in Japan and hold focus groups.



*“ We are not simply using our established RG program and assuming it will work. We aim is to share our knowledge and best practices and collaborate to develop programs that are right for the Japanese regulatory bodies, culture and preferences. ”*

**William Shen,**  
Senior Vice President, Managing Director, Japan & Korea

In 2018, we commissioned an independent research body to explore Japanese citizens' perceptions of gambling and problem gambling, and to understand how to adapt RG practices to be more effective in local Japanese communities. The research included eight two-hour focus group sessions in two cities and yielded valuable insights about the kind of program elements and messaging that would be most effective to support RG in light of current attitudes towards gaming and casinos, and the benefits and risks associated with both.

In May 2019, we collaborated with The Responsible Gambling Council of Canada (RGC) to raise awareness for responsible gaming at the IR (Integrated Resorts) Expo in Osaka, coinciding with Japan's first annual Problem Gambling Awareness Week, a government awareness initiative. We set up an RG Center on the expo floor, demonstrating how an RG center in an integrated resort can work, like a comfortable and inviting space for guests to take a break from gaming or seek information and support.



Interest in our Responsible Gaming Center at the IR Expo in Osaka



*“ We see it being a center for innovation not only for Nevada, not only for UNLV but the broader gaming and hospitality industry. ”*

**Andrew Baca,** Director of Business Innovation and Technology Strategy



# New Cutting-Edge Gaming Options

At Caesars, we are always at the forefront of new development in gaming, embracing new technology as it becomes available and entering new markets as they open up to responsible and controlled gaming licensees. Use of technology in gaming, including online and mobile options, offer many sustainability advantages, reducing, for example, our physical use of resources such as paper, energy and equipment, while providing additional digital data controls for improved privacy and security of our guests. Equally, digital offers the potential for engaging experiences like never before. 2018 has been no exception to our continued expansion of technology-based options, giving our guests a maximum choice, the most thrilling experiences and the safest, sustainable gaming environment possible.



Re:Match at the LINQ Hotel + Experience- a thrilling new first-of-a-kind experience

“Caesars Entertainment is redefining the gaming experience like never before, adding state of the art technology, new ways to play, and new experiences to share with friends. With Re:Match, we’ve created a new gaming space by introducing never-before-seen products and games. Speaking to digital savvies – people who thrive in a technology environment – we pulled together our latest innovations and created a space where you can experience it all.

We understand that guests are looking for that new definition of play – our new experiential casino floor space and Re:Match provides a place to hone your gaming skills, play, win, share and have more fun than ever before. ”

**Christian Stuart,**  
Executive Vice President of Gaming & Interactive Entertainment





## Betting on sports

We have also made it our priority to provide platforms for online and mobile sports wagering as this becomes legal in additional states in the U.S. In 2018, for example, we received a license in Pennsylvania and set up our new offering there, and we are continuing to open up platforms in additional states as regulators allow. We want to make sports wagering accessible to those who love the thrills of gaming combined with the excitement of their favorite sports – in a legal, regulated, controlled and safe way.



Additionally, in 2019, we announced our partnership with Walt Disney Co.'s ESPN to create sports-betting content to engage sports fans, with plans to open a branded studio at the LINQ Hotel + Experience. This will be a new hub for sports-betting content to give sports fans new options to engage. Similarly, we have partnered with professional sports teams such as NBA's Philadelphia 76ers and NHL's New Jersey Devils, offering new sports gaming experiences for millions of fans at their arenas.

“ As online sports wagering becomes legal throughout the U.S., we see an opportunity to raise the bar on Responsible Gaming. With our newly legalized online and mobile options, we apply the same rigorous Responsible Gaming policies as with our land-based facilities, the same self-exclusion frameworks apply and the same due diligence checks. In many ways, online gambling offers a digital footprint that makes the entire gambling environment safer and easier to monitor. Also, as a responsible corporate citizen, we pay for gaming licenses and taxes on revenues that contribute to improving the quality of life wherever we operate, something that clearly doesn't happen when sports betting that runs into billions of dollars per year is conducted illegally. ”

Carolene Layugan, Director of Responsible Business

As sports wagering legally expands, we see it as our responsibility to maintain the integrity of gaming. In 2018 we became founding members of an innovative nonprofit, **Sports Wagering Integrity Monitoring Association (SWIMA)**, designed to monitor sports betting and to protect consumers, operators and others from potential fraud caused by the unfair manipulation of sporting events and subsequent betting offerings. Jan Jones Blackhurst, our Executive Vice President, Public Policy & Corporate Responsibility, is a member of the initial SWIMA Board of Trustees.





## Responsible Racing and Caring for our Racers

With our four destinations that engage in gaming on the racetrack - Harrah's Louisiana Downs, Indiana Grand Racing and Casino, Harrah's Hoosier Park and Harrah's Philadelphia - we have a vested interest in ensuring that our programs are responsible not only from a gaming standpoint but also in the care we provide for the racehorses. In early 2019, we announced a new program, Empire of Hope, designed to help raise awareness and funding for the care of horses after their racing careers are over. Developed with support from accredited racehorse aftercare programs, Empire of Hope will directly assist efforts to relocate, rehabilitate and repurpose retired horses.



Horses that compete at Caesars' racing properties range in age from two to 15; they retire on their 15th birthday.

It is estimated that more than 15,000 horses annually are placed in existing aftercare programs after their racing careers are complete. Funding to relocate, rehabilitate and repurpose these equine athletes can cost several thousand dollars per horse. Through Empire of Hope, Caesars will provide funding and support to accredited non-profit racehorse aftercare organizations, including Thoroughbred Aftercare Alliance and Standardbred Transition Alliance.



“ Empire of Hope is a direct reflection of the appreciation and pride we have for the horses that participate in Caesars' racing program. Our equine athletes are the stars of our program, and we want to ensure that when they retire, they are placed in productive and loving environments to live out a long and healthy life. ”

**Rick Moore**, Vice President and General Manager of Racing at Harrah's Hoosier Park



**ALWAYS  
A GREAT  
PLACE TO  
WORK**



# Always a Great Place to Work

## More Engagement, Development, Wellness, Health and Safety

Just as our mission is about inspiring grown-ups to play, our workplace inspires team members to make that possible. Our workplace is one where all individuals can realize themselves and contribute at their best. We provide meaningful work, training and development, an industry-leading wellness program underpinned by robust health and safety practices, opportunities to volunteer for causes close to our hearts, and, most importantly, a culture that is rooted in our passion for service.



Michelle Tribble, winner of Hell's Kitchen season 17 is Head Chef at Hell's Kitchen restaurant at Caesars Palace in Las Vegas.

## Creating a Workplace We Are Proud Of

As our workforce continues to grow, we follow four key pillars of activity that help create a great place to work.

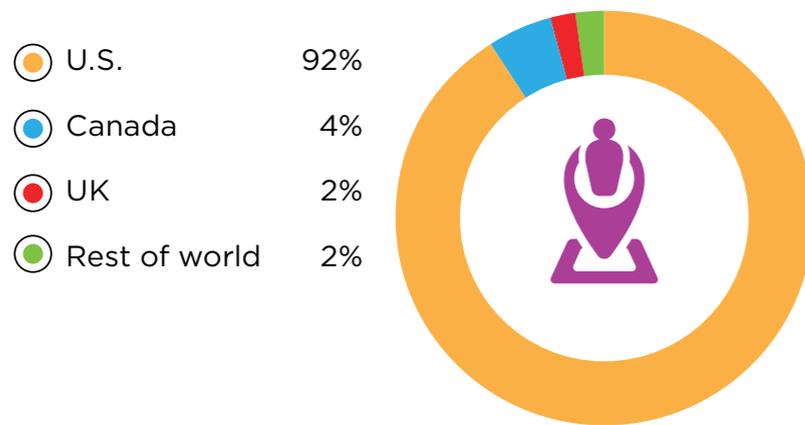
Great Place to Work	Engagement and Purpose	Training and Performance	Wellness for All	Becoming HEROs
Key area of alignment with PEOPLE PLANET PLAY framework				
<b>Aspiration</b>	We aspire to engage our team members in advancing our mission and delivering memorable experiences for guests.	We provide our team members with knowledge and skills to perform effectively and achieve personal development.	We want to encourage and help our team members care for their health and improve their health profiles.	We support our team members volunteering for causes they care about in our community volunteering program, HEROs.
<b>Main initiatives</b>	<ul style="list-style-type: none"> <li>Engagement surveys</li> <li>Root for Me recognition</li> </ul>	<ul style="list-style-type: none"> <li>Training delivery</li> </ul>	<ul style="list-style-type: none"> <li>Wellness Rewards</li> <li>Mental Health First Aid (UK)</li> <li>Wellbeing benefits</li> </ul>	<ul style="list-style-type: none"> <li>Volunteering at all properties</li> <li>Cure for a Cause</li> <li>Community Involvement</li> </ul>



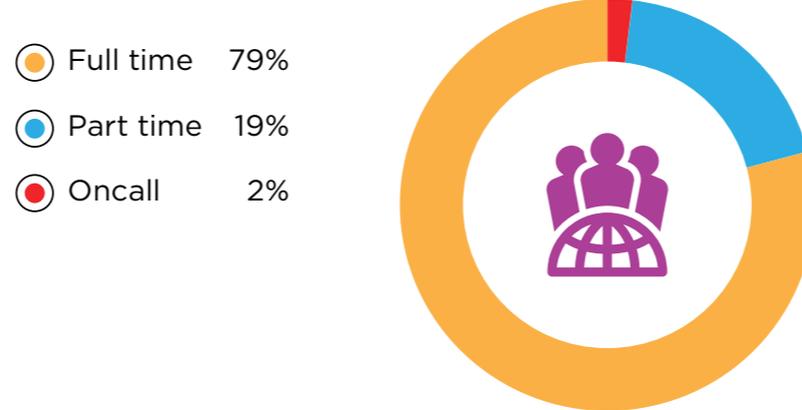
# More team members, more engagement

In 2018, our team members around the world numbered more than 66,800, a record year of employment in our history, approximately 2% more than 2017. Our U.S. workforce remains our largest base with 92% of our team members in 2018.

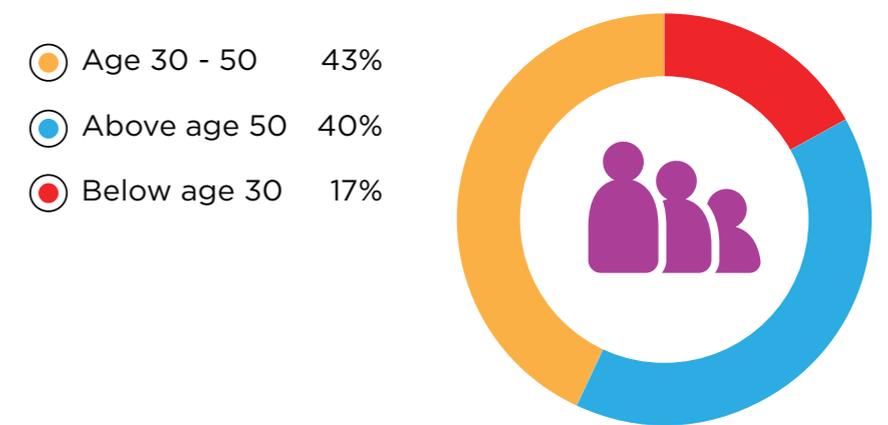
## TEAM MEMBERS BY REGION (2018)



## TEAM MEMBERS BY CONTRACT (2018)

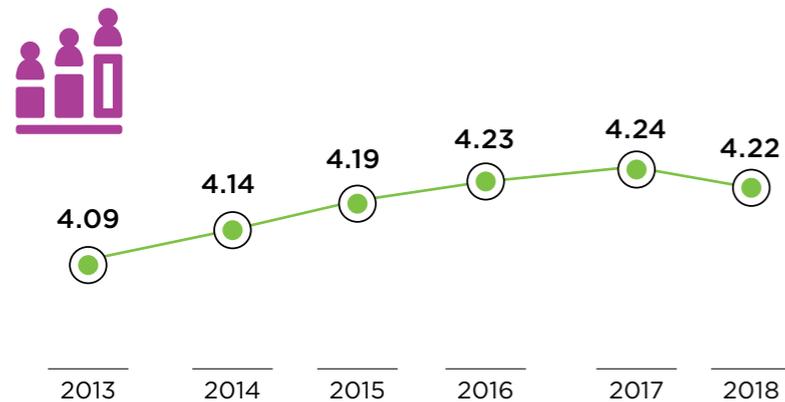


## TEAM MEMBERS BY AGE (2018)



In 2018, we again measured the degree to which our team members engage with our mission and purpose, and we were pleased to note that our results remain strong and outperform external industry benchmarks.

## EMPLOYEE ENGAGEMENT SURVEY (2018)



Note: Survey results exclude new team members at two properties in Indiana

## Perspectives on engagement - insights from our CHRO

With our new Chief Human Resources Officer, Monica Digilio, joining Caesars in late 2018, we asked her to share some insights about what she found at Caesars and where our Human Resources Management is heading.

“What surprised me when joining Caesars is just how resilient our team members are. The company has been through some challenges over the past few years, and overall, this stood out as a remarkable differentiating strength of our organization.”

As we look at our strategy going forward, I am considering our multigenerational workforce and how to create an inclusive, holistic employee experience that addresses the diverse needs of employees from different backgrounds, in different countries and with different skillsets.

A key part of my focus going forward will be to extend the use of technology and digital platforms for our key HR processes, training, communications and HR systems management. Today’s workforce is digitally savvy – we must match that and gain the benefits of technology to simplify and enhance our HR contribution.”

Monica Digilio, Executive Vice President and Chief Human Resources Officer

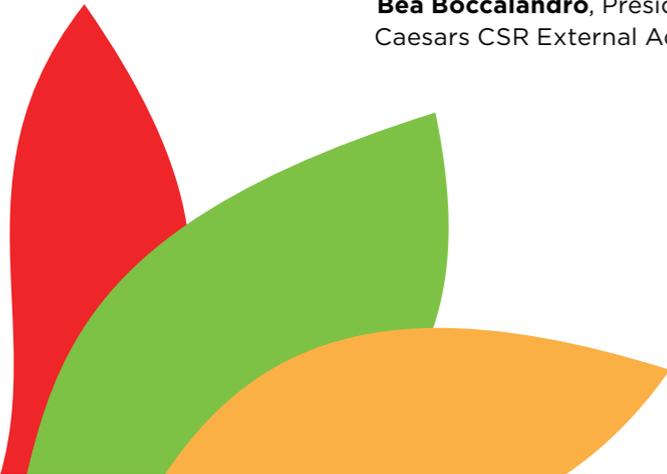


## Innovating on purpose

Providing meaningful work, connected to a mission that team members can relate to, is an vital part of advancing employee engagement. Part of this is integrating our **PEOPLE PLANET PLAY** themes into the roles of every team member in our organization, which we do at all levels.

*“At Caesars, bartenders concoct environmentally sustainable drinks, security personnel combat sex trafficking, housekeepers collect soap for distribution to impoverished families and, increasingly, employees are otherwise encouraged to tilt their jobs toward making a positive social impact. This is not merely a nice thing to do. ‘Job purposing,’ as this practice is called, is an emerging employee expectation and a proven driver of employee engagement, performance, retention and well-being.”*

**Bea Boccalandro**, President of VeraWorks and Caesars CSR External Advisory Board member



## Rooting for our team members

Our team members are single-minded about service, dedicated to delighting our guests with unbeatable service. This is evident in the rewards they earn through our Total Return program for their customer service achievements.

In 2018, Caesars’ team members earned **more than \$8 million** in Total Return Credits that they can redeem for merchandise, travel, entertainment, event tickets, and digital media.

Additionally, we recognize internal service and positive actions relating to guest service, upholding our values and superior teamwork through our **Root for Me e-cards**, electronic recognition notes sent by managers and team members to teams and colleagues.

Caesars team members recognized each other with an amazing **1.86 million** electronic recognitions in 2018. That’s equivalent to a team member sending a Root for Me e-card **every 17 seconds** throughout the entire year.

## Training and performance management

We maintain a suite of personal and professional training programs to ensure our team members have the knowledge and skills to perform their roles at each level in the organization and prepare themselves for new opportunities. Our programs cover new hire orientation through to leadership development at the highest levels of the organization, as well as training in Responsible Gaming and specialist training in specific topics, such as guest service, compliance and risk management.

In 2018, our team members spent **1.6 million hours** in training programs that help them excel in their roles. This is an average of more than 25 hours per team member per year.

In the past three years (2016-2018) we have delivered more than **4.7 million hours** training for our team members – that’s the equivalent of more than **2,300** full-time roles!

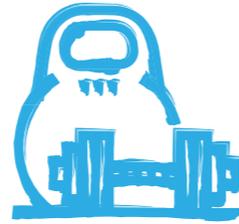


# Wellness Rewards: A Payout That Last A Lifetime

We continue to engage our team members in our Wellness Rewards program that incentivizes our team members to look after their health and wellbeing. Launched in 2009, Wellness Rewards has positively impacted the health of thousands of team members. Our WellNurse's provide a personalized approach, motivation, and tools to help our team members make sustainable changes that fit into their busy life based on their individual priorities and needs.

**In 2018/2019 program year, Wellness Rewards experienced a significant increase in meaningful health engagement and completion.**

## Wellness Rewards Program – key achievements in the 2018/2019 program year



91%

of participants completed biometric screening



90%

of participants completed an annual physical examination



90%

of participants engaged in meaningful health programs



21,972

participants earned a Wellness Bonus

## Biometric outcomes between the last two program years



### Weight Loss

10,611 participants lost a total of 81,760 pounds.



### Reducing blood pressure – Diastolic BP

10,012 participants reduced their blood pressure with an average reduction of 7.8 mm Hg.



### Reducing blood pressure – Systolic BP

9,916 participants reduced their systolic blood pressure with an average reduction of 10.6 mm Hg.



### Lowering glucose

5,094 participants lowered their glucose level with an average reduction of 11.9 mg/dl per participant.



### Lowering body fat

8,407 participants reduced their percent of body fat with average of 3% per participant



### Lowering cholesterol

10,121 participants lowered their cholesterol with an average reduction of 23.5 mg/dl per participant.



## Advancing mental health initiatives in the UK

In our UK business, we have been focusing on mental health as a core strategy to support the wellbeing of our team members. In 2018, we engaged an occupational health advisor for the first time, which resulted in a plan to address mental health, something that is gaining rapid momentum as an important responsibility of employers. Through our engagement with the social enterprise Mental Health First Aid (MHFA) England, we introduced our Mental Health First Aid Program at all nine of our UK properties. To date, we have trained 24 employees in the program and appointed and trained 36 team members to act as Mental Health First Aid Champions. Our plan for 2019 is to deliver training to at least 80 more managers and team members.



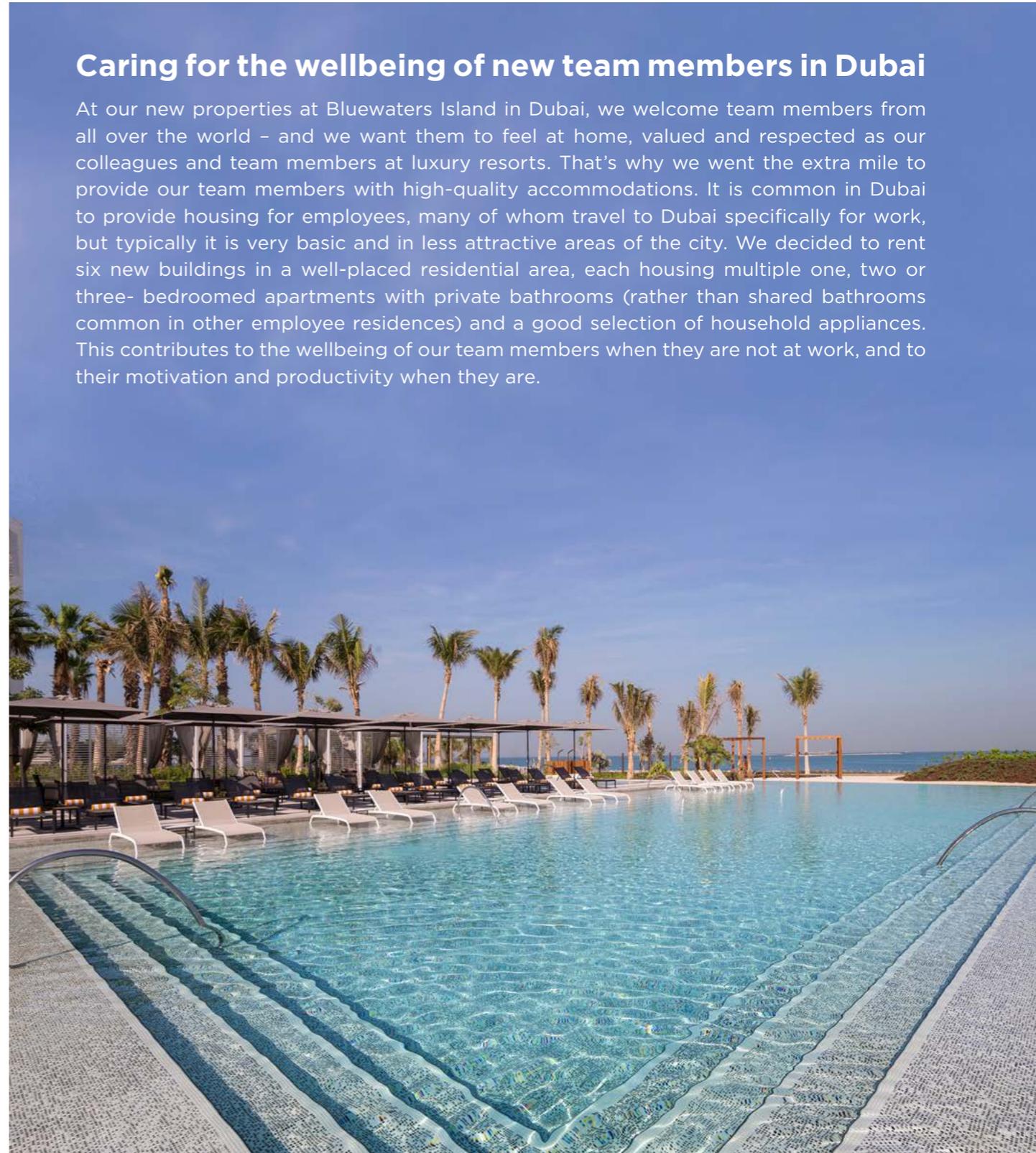
*“ It is vitally important to have ears and eyes on the ground when addressing the issue of mental health due to the sensitivities of talking about these problems. Having trusted colleagues, trained to notice and support those who have or are developing mental health issues is a critical element in getting the necessary help to people before the situation deteriorates*

*All of this is resonating with our teams. They are keenly interested in taking the training and being able to help others. We are also finding that honest conversations about challenges in the workplace that may cause stress are helping us identify where we can make practical changes that make a difference. For example, as a result of discussions about shift times and rotations, we were able to reconfigure work patterns that are far less stressful to our team members. ”*

**Ian Woodward**, Group HR Director, Caesars Entertainment EMEA

## Caring for the wellbeing of new team members in Dubai

At our new properties at Bluewaters Island in Dubai, we welcome team members from all over the world – and we want them to feel at home, valued and respected as our colleagues and team members at luxury resorts. That’s why we went the extra mile to provide our team members with high-quality accommodations. It is common in Dubai to provide housing for employees, many of whom travel to Dubai specifically for work, but typically it is very basic and in less attractive areas of the city. We decided to rent six new buildings in a well-placed residential area, each housing multiple one, two or three- bedroomed apartments with private bathrooms (rather than shared bathrooms common in other employee residences) and a good selection of household appliances. This contributes to the wellbeing of our team members when they are not at work, and to their motivation and productivity when they are.





## Creating HEROs

Our HERO employee volunteer program inspires our team members to get involved in causes they have passion for. Many of these activities are supported by Caesars Foundation (see the section on Diversity in our social initiatives and corporate giving) but others may be local grassroots initiatives at any of our properties. One thing is clear: all our properties maintain HERO programs and our team members everywhere engage in many ways.



Caesars HEROs serving meals to community members in Bossier City.

In 2018, Caesars HEROs volunteered **343,050 hours in community service** – the equivalent of **171 full-time jobs for the entire year**, bringing our total to more than 1.5 million hours' volunteering in the past five years.

## Helping the Shade Tree



The Shade Tree in Las Vegas provides safe shelter to homeless and abused women and children in crisis and offers life-changing services promoting stability, dignity, and self-reliance. Housing up to 300 residents at any given time, The Shade Tree provides an invaluable service to our community. Last year we joined efforts to help renovate the premises. We started to remodel the shower room but quickly realized that the entire second floor of the home was in dire need of refurbishment. To make this happen, we engaged not only our HEROs in our volunteer efforts but also several general contractors and tradesmen who were engaged with us on other construction projects. This turned into a huge collaboration that enabled The Shade Tree to provide a comfortable, safe and secure home to around 150 more women and children.



“When we all come together to support a worthy cause, we can achieve great things. Supporting The Shade Tree was an effort by our community for our community. We are immensely proud that our approach to local contractors and tradesmen was so positively received and that everyone was willing to lend a hand. This meant we could multiply the extent and speed of our renovations, enabling urgently needed safe shelter for more women and children.”



**Karyn Steenkamp**, Vice President,  
Design & Construction and Member of the Board of Trustees of The Shade Tree



# PROTECTING THE PLANET IN A HOST OF WAYS





# Protecting the Planet in a Host of Ways

## More Progress on Climate Change and Sustainable Supply

Almost everything we do has an impact on the planet. Whether it's constructing exciting new destinations for our guests, managing our fuel and electricity consumption across our entire operations, preparing new menus in our hundreds of food and beverage outlets, organizing big meetings and conventions - our activities use resources and generate emissions and waste. Our commitment as responsible stewards of the environment is to minimize these impacts, keeping our footprint as small as possible. We take a precautionary approach, assessing and mitigating environmental risk and reducing the burden we place on planetary limits through our activities and those of our team members, guests and suppliers.



### Environmental Responsibility

Our responsible approach to protecting the planet includes four key pillars of activity:

Protecting the Planet	Progress for Climate Change	Reducing and Recycling Waste	Sustainable Supply	Engaging our Team Members and Guests
Key area of alignment with PEOPLE PLANET PLAY framework		  	 	  
<b>Aspiration</b>	Joining the global effort to mitigate climate change	Aspiring to minimize waste and maximize waste diversion from landfill	Driving sustainable practice through our entire supply chain	Engaging collaboratively to support sustainable practice.
<b>Main initiatives</b>	<ul style="list-style-type: none"> <li>Science Based Targets</li> <li>Tesla EV supercharging station</li> </ul>	<ul style="list-style-type: none"> <li>Minimizing food waste</li> <li>Routing furniture and other items for use in the community</li> </ul>	<ul style="list-style-type: none"> <li>CDP supplier engagement leadership</li> </ul>	<ul style="list-style-type: none"> <li>CodeGreen Challenge</li> <li>Earth Month events</li> </ul>



## Progress for Climate Change

We demonstrate our commitment to mitigating the effects of climate change in several ways, including:

- (1) Reducing energy consumption through upgrades of installations, retro-commissioning at our properties, LED lighting replacement and ongoing efficiency measures;
- (2) Environmentally responsible construction and application of U.S. Green Building Council LEED standards, and eco-certification of our properties through Green Key;
- (3) Using cleaner forms of energy, including renewable energy and
- (4) Providing facilities for our guests to charge electric vehicles at our numerous charging stations in Nevada.

Since 2007, we have made significant progress against targets to reduce our energy consumption and greenhouse gas emissions (GHG), and we are currently dedicated to meeting our approved science-based targets established in 2017.

### Caesars Science Based Targets initiative approved targets

# 30% by 2025

Caesars entertainment commits to reduce absolute Scope 1 and 2 emissions by 30% by 2025 and by 95% by 2050 from a 2011 base-year.

# 60% of suppliers

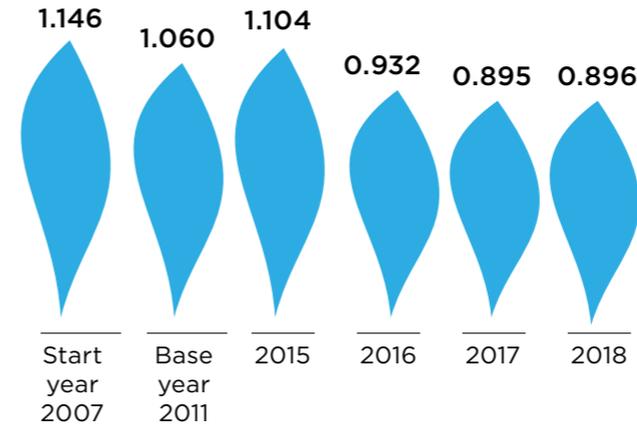
Caesars also commits to have 60% of suppliers by spend institute science based GHG reduction targets for their operations by 2023.

In 2018, our Scope 1 & 2 emissions reduced by **23.7%** versus 2011, bringing us to **79%** of our 2025 Science Based Target.

“ Our positive progress towards our 2025 science-based emissions target represents years of investment and consistent focus on reducing energy consumption. To reach our 2025 target, and our far more stretching 2050 target, we will need a major step-change in our approach to energy. We are setting the foundations for this in our current strategic planning. ”

Eric Dominguez, VP Facilities, Engineering & Sustainability

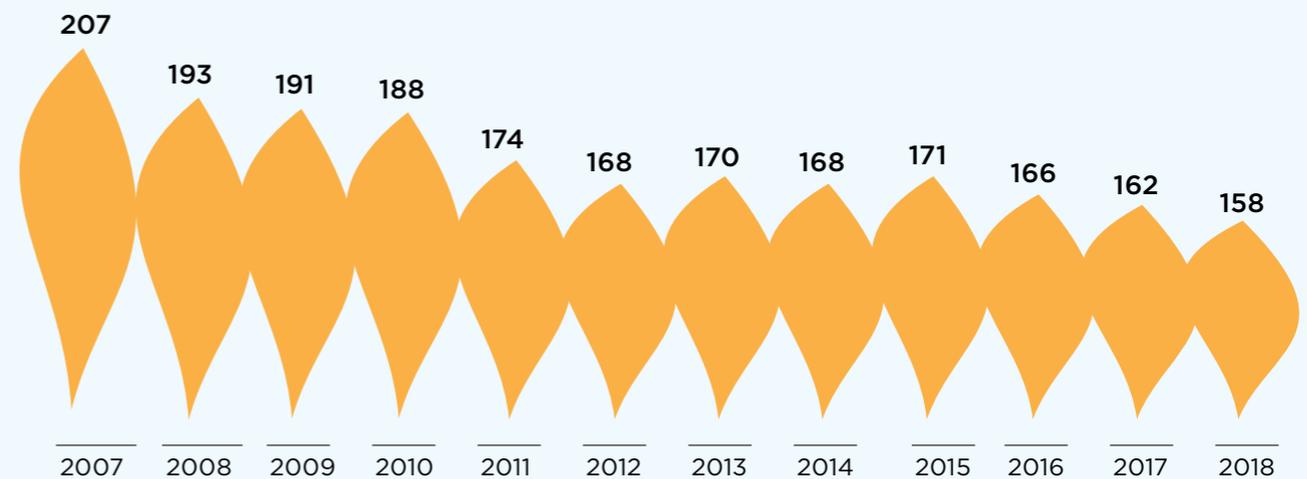
GHG EMISSIONS 2007 - 2018 (MILLION TONS CO2e)  
(U.S. only 2007-2009; U.S.& Canada 2010-1014; Global 2015-2018)



## Consistently reducing energy consumption

In 2018, we continued to reduce our overall energy consumption through ongoing, incremental energy efficiency practices, retrofits and new initiatives.

TOTAL ENERGY CONSUMPTION 2007 - 2018 IN GJ PER 1,000 sq.ft.  
(U.S. only 2007-2009; U.S.& Canada 2010-1014; Global 2015-2018)





## Getting more renewable

In early 2019, we were delighted to inaugurate a new solar project at Harrah's Cherokee Valley River Casino and Hotel. Construction on the project began in the summer of 2018 of this new 700-kilowatt solar energy system. The power produced from the solar array will offset a portion of the energy demand from the casino, hotel and two administration buildings at the property.

With more than 2,000 solar panels installed at the project, this installation will reduce our GHG emissions, enabling guests at this property to enjoy green power and contributing to achieving our long-term Science Based climate change targets.



Harrah's Cherokee Valley River Casino and Hotel



## More LED lighting for energy reductions

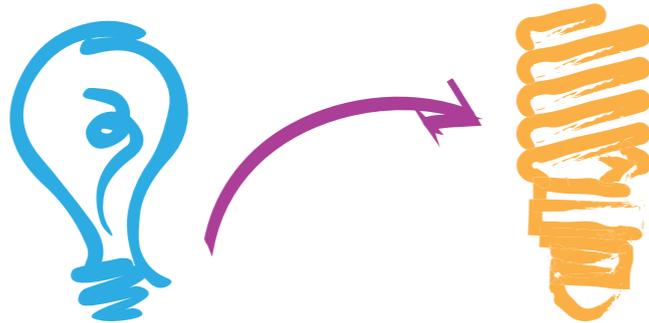
We continued our LED-lighting initiatives, replacing 62,500 incandescent and fluorescent lamps with long life LED lamps and LED luminaires in 2018.

An example among our 2018 initiatives was a full upgrade of the parking lot and boulevard entry lighting at Harrah's Louisiana Downs. We conducted field studies of existing light levels and photometric studies to establish desired light levels for our guests and team members. As a result, we were able to replace almost 200 halide lamps in the parking lot with just 67 LED fixtures, while improving the lighting effects for people, plants and animals. Overall, this single initiative, one of many, saves 224,000 kW of electricity per year.

*“ Many of the lamps we replaced illuminated our back of house corridors, kitchens, offices and utility rooms. Utilization of spectrally enhanced lighting allowed us to reduce energy usage while maintaining light levels required for visually demanding tasks in these areas. ”*



**Kayla Brown-Cestero**, Energy Projects Manager,  
Lighting Technologies Design and Consultation

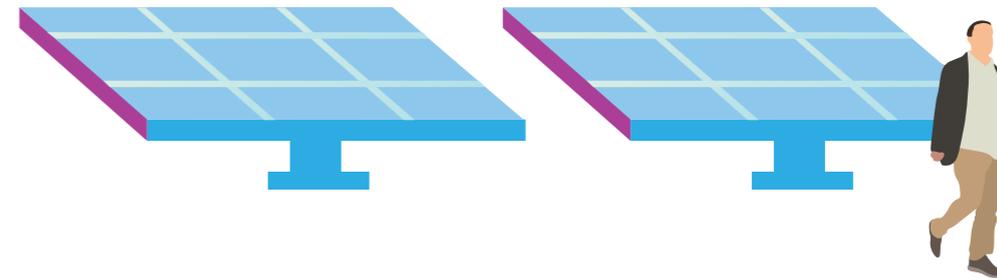
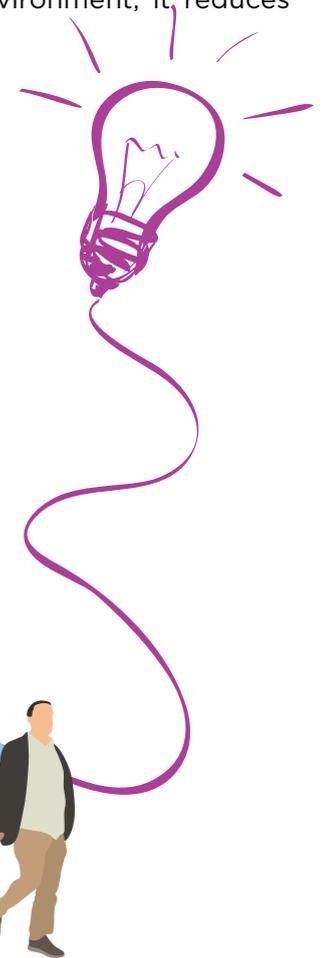


Since 2007, we have replaced **hundreds of thousands** of light bulbs with LED technology, reducing our energy use for lighting and cooling and lowering maintenance requirements with fewer bulb replacements.

## More Clean Energy in Southern California

In 2018, Harrah's Resort Southern California expanded its clean energy capabilities by installing lithium-ion battery storage. Through a partnership with Stem, Tesla Powerpack batteries were installed on site to provide 680 kWh of clean energy storage capacity. The batteries can be charged during periods of low grid demand and discharged during periods of high grid demand, thereby helping alleviate congestion on the power grid when demand for energy is highest. For Caesars, this provides power reliability while reducing costs; for the environment, it reduces greenhouse gas emissions.

Harrah's Resort Southern California has long been a pioneer in clean energy: in 2010, the property installed a **4,056**-panel solar photovoltaic array, designed to produce **2**-gigawatt hours per year. This clean energy avoids greenhouse gas emissions equivalent to the electricity use of more than **250** homes per year!



CAESARS FORUM, scheduled to open in early 2020, will conform to the U.S. Green Building Council's LEED Standards. It will be the sixth major new construction project to be built to LEED standards and the third LEED-compliant major meetings and convention space owned and operated by Caesars. To learn more, see our section on adding exciting new spaces to meet and convene.



## Optimizing transportation of waste

At Caesars, we invest in more than recycling and minimizing waste. In 2018, we also examined the effects of transporting waste to landfill or recycling centers. We conducted an enterprise-wide review of waste transportation in 2018, and installed 16 pressure monitors in trash compactors at 11 properties that notify waste haulers when full. As a result, we were able to optimize our waste haulage, reducing almost 1,500 trips per year, saving more than 76 tons of greenhouse gas emissions from transport annually.

## Tesla Superchargers on The Strip

In 2018, Caesars partnered with Tesla to host Nevada's largest electric vehicle super-charging station and energy center. The site, completed in mid-2019, hosts 39 charging stations, including 16 of Tesla's newest and most advanced superchargers, and incorporates both solar canopies and battery storage. Our partnership with Tesla to bring advanced supercharging to the Las Vegas Strip promotes low-carbon transportation and aligns with Caesars' long-standing commitment to protecting our planet. The new Tesla station brings the overall number of charging locations across 18 Caesars destinations in the U.S. to 110, providing an increasingly important amenity for guests with electric vehicles.



Our new Tesla EV Supercharging Station in Las Vegas - artist rendering

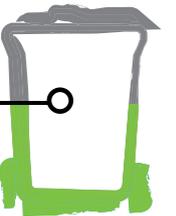
## Reducing and Recycling Waste

Reducing waste has been formally on our agenda since 2012 when we set ourselves challenging objectives to both minimize the waste we generate and maximize the amount that we divert from landfill.

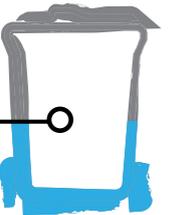
In 2018, we recycled 49% of our total waste, a record level for Caesars. Since 2012, we have recycled 397,000 tons of waste, diverting it from landfill.

Food waste is a prominent challenge, and we have been educating the chefs in our hundreds of food and beverage destinations to manage food ingredients wisely, right-size food portions and ensure kitchen waste, such as oils and fats used in food preparation, are routed for recycling. We have also engaged with local organizations in Las Vegas and elsewhere to route safe, surplus prepared food to local nonprofit partners to provide healthy meals to those in need. In 2019, we are establishing baseline food waste data in Las Vegas as a way to measure and accelerate progress going forward.

2018:  
**49%** of waste diverted from landfill



2017:  
**41%** of waste diverted from landfill





## From Caesars to Veterans' Village with Love

We continue our practice of donating furniture from hotel rooms undergoing refurbishment, both to support our neighboring communities and also to save the items from ending up in landfill. Eight fifty-foot truckloads, packed to the hilt with furniture from 200 rooms at our Paris Las Vegas Hotel & Casino were transported in early 2019 to Veterans Village in Las Vegas, where bedframes, chairs, tables, sofas, wall fittings and more were put to excellent use, supporting the Village's mission of eradicating veteran homelessness.



*Furniture on its way to Veterans Village - one of 80 truckloads!*

*“ We are grateful for the amazing donation of furniture to Veterans Village Las Vegas. I cannot describe how amazing it is to honor our heroes with the first-class furniture that you have provided for our veterans. ”*

**Dr. Arnold Stalk, PhD, Founder Veterans Village Las Vegas**

## Maintaining a sustainable supply chain

We engage with suppliers, vendors and contractors that support our values and are committed to acting responsibly. We aim to ensure that **PEOPLE PLANET PLAY** reaches every corner of our supply chain.

See our [Responsible Supplier Statement](#) that outlines our expectations of our suppliers.

A key area of engagement with our suppliers is in the area of mitigating climate change, and we were pleased to have been recognized for our global leadership in carbon and climate change across our supply chain by CDP (formerly the Carbon Disclosure Project). CDP named Caesars to the Supplier Engagement Leader board, published in 2019, among the top 3% of companies out of the 5,000 and more that were assessed by CDP on their supply chain engagement strategies.



*“ Caesars Entertainment recognizes our role in reducing our impact on the planet, which is why we continually set ambitious goals and actions that significantly decrease our carbon footprint throughout the full supply chain. ”*

**Eric Hession, Executive Vice President and Chief Financial Officer**

# \$1.4 million

Earlier in the year, we donated all surplus retail items worth \$1.4 million to around **12** local community nonprofits and organizations.



*“ We were happy to donate goods held in a warehouse that we would otherwise been sent to landfill. After realizing there was an opportunity to do some good in our community, we engaged volunteer HERO teams – around 30 people – to spend two days sorting and repacking stationery, sweatshirts and T-shirts and small gift items*

*of various sorts. It's such a privilege to be able to help our communities in the course of doing our jobs and contribute to saving the planet at the same time. ”*

**Jill Schneider, Director, Las Vegas Citywide Entertainment Group Sales & HERO Volunteer Coordinator for Asset Donations**



## Talking Sustainable Supply Chains

We also take the opportunity to share our sustainable supply chain story to raise awareness and inspire other corporations to create their own benefits. We host and take part in many events and industry networks to support a collective effort to address climate change.



Jessica Rosman, Vice President of Procurement, presented at the CDP inaugural summit in Tokyo on how Caesars embeds sustainability into its supply chain program and collaborates to share ways in which Caesars assists suppliers on their journey towards decreasing their carbon footprint.

Caesars hotel resorts are environmentally responsible too! In 2018, 100% of our North American owned or managed hotel properties achieved a **4 Green Key rating or higher**. Green Key is a rigorous program that ranks, certifies, and inspects hotels and resorts based on their commitment to environmental and socially responsible operations. 5 Green Keys is the highest possible rating. We are proud to have the highest number of Green Key-certified resorts among any gaming company in the world.

## Engaging our Teams in the CodeGreen Challenge

Every year, we invite all our properties in North America to take part in the CodeGreen Challenge by creating initiatives for team members, guests and local communities that help our planet stay green. In 2018, 20 properties entered the Challenge with hundreds of team members supporting important environmental causes, which starts with support for Earth Hour in March and leads into Earth Day in April, in addition to many other CodeGreen activities throughout the year.

### 2018 CodeGreen Challenge Winners

Harrah's Ak-Chin Casino	Harrah's and Horseshoe Council Bluffs	Harrah's New Orleans
<ul style="list-style-type: none"> <li>26 CodeGreen Challenge events, including local community clean-ups, recycling programs assembling hygiene kits through Caesars Foundation's partnership with Clean the World.</li> <li>14 guest CodeGreen Challenge promotions for guests such as the CodeGreen Koozie giveaway and 5K Poker Run Pool Party where they helped build veteran hygiene kits.</li> </ul>	<ul style="list-style-type: none"> <li>260 pairs of shoes and 1,300 hygiene items were collected, more than 1,400 pounds of household waste was recycled and 225 trees were distributed at Trees Forever in CodeGreen Challenge events involving team members and guests</li> </ul>	<ul style="list-style-type: none"> <li>HERO volunteering with the National Park Trust on Kids to Park Day, connecting kids and families with national parks.</li> <li>HERO volunteers helped assemble 300 Clean the World hygiene kits for distribution to homeless people</li> <li>Weekly Wellness Wednesdays, Diabetes Alert Day, health cooking demonstrations, Earth Hour, and the CodeGreen Cocktail Challenge</li> </ul>

### 2018 CodeGreen Cocktail Challenge Winners

Across our properties, guests ordered more than **3,100** CodeGreen Cocktails, specially created by our bartenders for CodeGreen Challenge, using local and natural ingredients.

Harrah's New Orleans All-Star Bloody Mary	Harrah's Cherokee Mountain Mule
<ul style="list-style-type: none"> <li>Tito's Handmade Vodka</li> <li>Zing Zang Bloody Mary Mix</li> <li>Worcestershire sauce, Tabasco hot sauce, freshly squeezed lime juice and lemon juice)</li> </ul> 	<ul style="list-style-type: none"> <li>Tito's Handmade Vodka</li> <li>Tea, cranberry vanilla bean honey and ginger ale</li> </ul> 



# STRONG GOVERNANCE AT OUR CORE





# Strong Governance at our Core

## Continued Focus on Governance, Compliance and Anti-Corruption

As an entity that conducts business in the highly regulated gaming industry, Caesars and our licensed affiliates and subsidiary entities are committed to upholding the laws, regulations, policies and procedures of our regulatory agencies. With an ongoing focus on compliance, anti-corruption, anti-bribery and anti-money laundering, we aim to be a responsible provider of gaming and hospitality for all those we serve. Additionally, we invest in technology across all aspects of our business to support innovation, compliance and data security and privacy. As part of our overall approach to Environmental, Social and Governance (ESG) matters, strong governance is the foundation of everything we do in our **PEOPLE PLANET PLAY** framework.

### Our Board of Directors and CSR

Our Board consists of eleven Directors, with James Hunt, as an independent, non-executive Chairman. Two Directors are women (18%), representing significant progress versus prior years where women had no representation on our Board, a testament to our commitment to achieve 50% representation of women in leadership levels by 2025. The Board of Directors maintains a number of Board Committees, detailed in our Annual Proxy Statement, including the Governance & Corporate Responsibility Committee, which oversees the Caesars corporate social responsibility initiatives, evaluates emergent environmental, social and governance risks and planned CSR goals, policies and programs.



“As a large and leading company in our sector, an employer of tens of thousands of individuals and a business that has a meaningful presence in many communities, Corporate Social Responsibility is critical as an effective contributor to our long-term success. Investors today want reassurance that we minimize non-financial risk and act in a way that builds trust. As Chair of the Governance & Corporate Responsibility Committee, I can say that our Board is fully engaged and supportive of our extensive work in this area.”

**Rick Schifter**, Director, Caesars Entertainment  
and Chair, Governance & Corporate Responsibility Committee



Caesars' team members in discussion



## Robust Compliance

We take all appropriate steps to prevent, mitigate and correct compliance breaches if they occur and always work in a spirit of cooperation and collaboration with regulatory authorities in all the jurisdictions where we conduct business. Caesars is required to have a Compliance Committee under the gaming laws of various jurisdictions. Our Compliance Committee is currently made up of non-employee outside independent members. The Compliance Committee meets on no less than a quarterly basis and, often meets more regularly, such as on a monthly basis. The Chief Regulatory and Compliance Officer reports to the Compliance Committee on matters falling within the scope of the Caesars Entertainment Corporation Ethics & Compliance Program. The Compliance Committee, in turn, reports its findings and decisions directly to the Caesars Entertainment Corporation Board of Directors. We continually review and update our various compliance policies, subject to the required regulatory approvals, for consistency and to maintain the most up-to-date requirements across the Company.

Under the Ethics & Compliance Program, we conduct due diligence reviews on third-party relationships, including new business developments/international projects. These reviews are vetted by the Compliance Committee before the Company can move forward with finalizing a project or development. Often, in international jurisdictions, a country risk report is obtained so that we can analyze risks such as the risk for corruption and money-laundering.

Information relating to disciplinary actions imposed by the various gaming regulators is generally made public. Over the past three years, with the support of our compliance and anti-money laundering teams, we have added significant staff resources to manage the multiple processes involved in improving transparency and controls throughout our systems in the U.S. In 2018, we completed anti-corruption and anti-money laundering for all relevant managers and team members, including enhanced training for those in higher-risk roles.

## Aligning on Anti-Money Laundering

Compliance with the letter and spirit of the Bank Secrecy Act (BSA) and Anti-Money Laundering (AML) regulation are key focus areas of our programs. In 2018, our progress included:

- **Technology:** Building on an investment of almost \$7 million in enhancing our BSA/AML and OFAC technology, we completed implementation of customer due diligence and watchlist screening modules of our selected technology platform. Overall, we now have robust case management capabilities and information sharing across our corporate and casino compliance teams. Our technology now enables improved customer risk identification by automating the initial risk assessment of every customer within our network using our defined criteria.
- **Risk Assessment:** Enhancing our BSA/AML risk assessment methodology to further embed our risk-based approach in the operation. All of Caesars' brick-and-mortar and online casinos underwent the revised risk assessment process with the support and involvement of 170 company leaders.
- **Training and Education:** We invested close to 3,000 hours in 2018 in BSA/AML classroom training, online education and conferences for our compliance professionals



*As part of our ongoing education and reinforcement of AML knowledge and skills, our AML team at Caesars hosted a 2 ½ day conference for approximately 120 team members from across our legal and compliance functions with senior speakers from Caesars, and guest speakers from industry, law enforcement and regulators, including the IRS Criminal Investigations Unit, The Nevada Gaming Control Board and more.*

“With 72 dedicated compliance professionals on our corporate team, we maintain a continuous focus on building our knowledge, skills and tools to support absolute alignment with the letter and spirit of the laws regarding AML.”

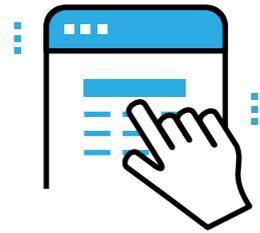
**Benjamin Floyd**, SVP, Corporate AML Officer





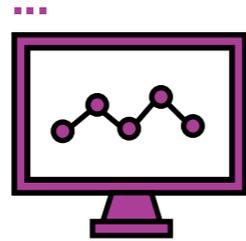
## Assuring Data Privacy and Security

Data privacy and data security are fundamental to our successful operations and to the trust of our employees, guests and all those we touch. The immense responsibility we have as we process billions of data points each day is clear to all of us, and we spare no effort in ensuring our teams are aware, competent and technology-supported to perform with the highest professional care in this area. In 2018, we further improved our programs and team member competence in several ways:



### Identity access management

we deployed enterprise-wide new best-in-class software to increase our level of control that Caesars has over employee data and prevent access from being exploited by unauthorized persons



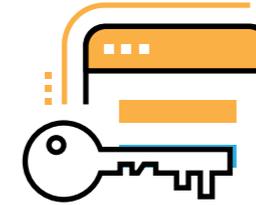
### Executive training and engagement

Implemented a multi-event program to enhance awareness and execution of cybersecurity program to protect customer information, including cyberthreat simulations and discussions



### Security awareness program

implemented a new security and payment card industry training program for approximately 5,000 team members and updated our annual security awareness training to focus on current threats



### New cross-sector partnerships

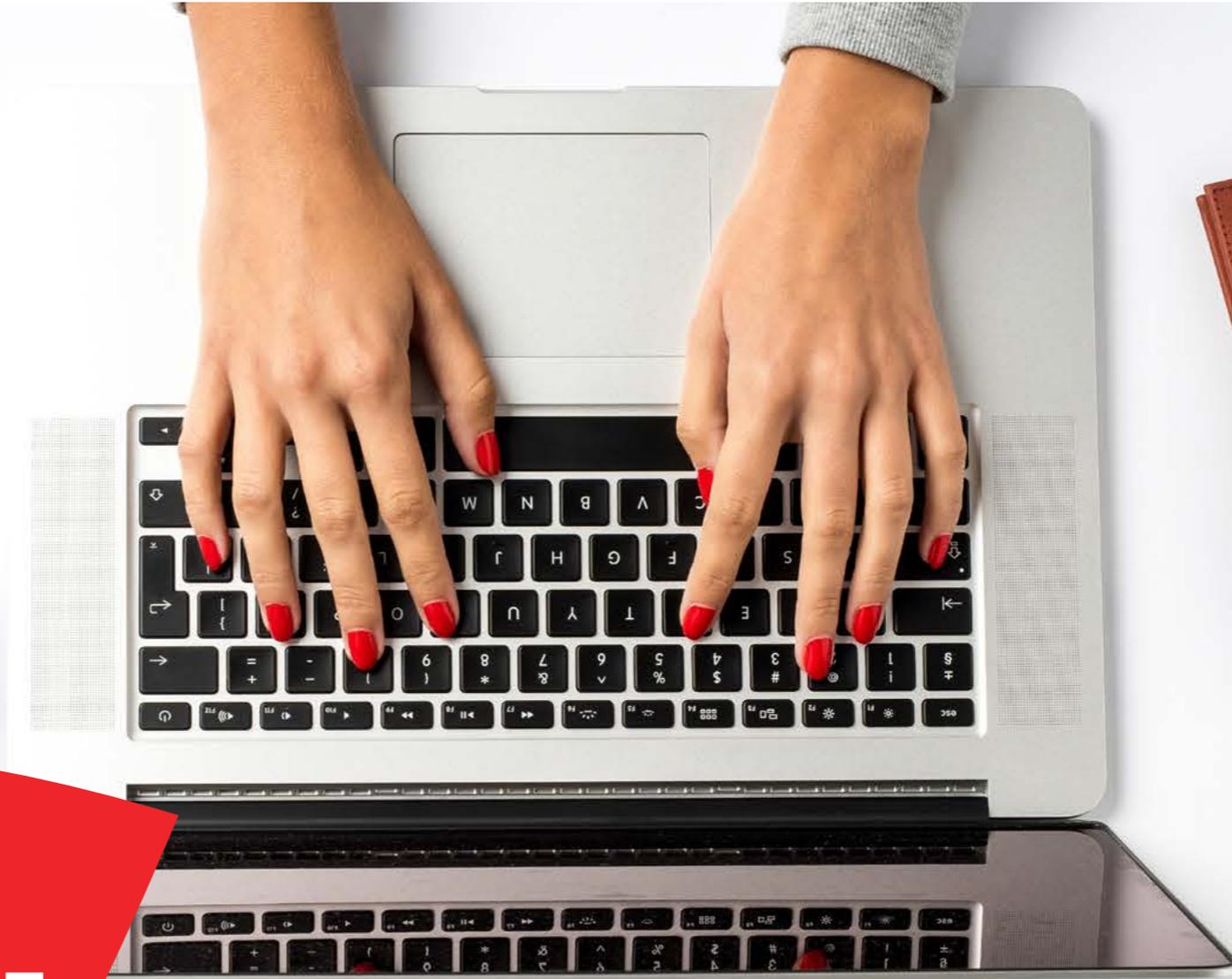
engaged in governmental, industry, and technology cybersecurity threat information sharing programs to identify specific threats against Caesars data and information systems including joining the Gaming and Hospitality threat information sharing group

“ At Caesars, we are leading a technology revolution, updating all our core processes and adding the best in available cutting-edge technology to create modern, efficient and highly effective technology platforms that serve every element of our business including gaming technology, hotel systems transformation, sales platforms, and payroll and human resources information systems and more. Common to every single technology

development is the need to ensure data security and data protection. I believe we have more robust systems than ever before and keeping our finger on the pulse through communications and training can give our guests, business partners, team members and regulators confidence that we are serious about security. ”

Les Ottolenghi, Executive Vice President & Chief Information Officer





# PERFORMANCE SUMMARY AND GRI



# Performance Summary

Engagement in citizenship programs	2016	2017	2018	Notes
<b>Employee participation in People Planet Play initiatives</b> , responding positively to “I know my work makes a positive difference in the world.”		42%	42%	Revised measure in 2017
<b>Guest citizenship scores</b> in weekly guest survey showing awareness and engagement of guests in our People Planet Play initiatives	59%	54%	56%	U.S. only
Great place to work	2016	2017	2018	Notes
New hire rate	21%	22%	21%	U.S. data
Turnover rate	21%	20%	23%	
Employee training - million hours	1.41	1.71	1.62	U.S. only, methodology change in 2015
Average training hours per employee	26.68	29.65	25.13	
Injury rate per 100 employees	3.22	2.74	2.18	U.S. only
Injury severity rate per 100 employees	0.66	0.81	0.27	
Diversity and inclusion in our workforce	2016	2017	2018	Notes
Women in the organization	49%	50%	51%	
Women in leadership roles (executives and managers)	44%	42%	43%	
Women of color in the organization	33%	29%	29%	
Women of color in manager roles	18%	16%	17%	Global data from 2017, prior years U.S. only
Employees of color in the organization	60%	54%	53%	
Employees of color in manager roles	37%	32%	33%	
Human Rights Campaign Corporate Equality Index	100%	100%	100%	U.S. only
Community investment	2016	2017	2018	Notes
<b>Total giving:</b> (including Caesars Foundation, corporate, mandated and discretionary giving) (\$ million)	73.62	63.00	69.16	Global data. Mandated giving applies in U.S. only.
<b>Volunteering in our communities</b> - reported volunteered hours by employees and families	409,600	331,000	343,050	
Environment	2016	2017	2018	Notes
<b>Energy:</b> Absolute energy consumption in GWh	2,610	2,548	2,533	
<b>Greenhouse gas emissions:</b> Absolute Scope 1 and 2 GHG emissions in thousand metric tons CO2e	932	895	896	Global data from 2015, U.S. only prior to 2015. For details see GRI Content Index.
<b>Water:</b> Absolute water consumption in million gallons	3,828	3,821	3,803	
<b>Waste diversion:</b> Diversion of total waste from landfill - annual rate	42%	40%	49%	U.S. and Canada from 2015, U.S. only prior to 2015
<b>Real estate:</b> LEED certification for all newly built and expanded properties owned by Caesars.	Achieved	Achieved	Achieved	U.S. only
<b>Green Key Certification:</b> 100% certification for all properties globally	Achieved	Achieved	Achieved	Global (excl. South Africa)
Responsible Gaming	2016	2017	2018	Notes
Total employees trained in Responsible Gaming	49,617	52,518	59,679	Global
Total hours spent in Responsible Gaming training	64,735	71,336	68,830	



# GRI Content Index

## Standard: GRI 102: General Disclosures 2016

Disclosure	Description	Page reference or response
102-1	Name of the organization	<a href="#">5</a>
102-2	Activities, products, and services	<a href="#">5</a>
102-3	Location of headquarters	<a href="#">5</a>
102-4	Location of operations	<a href="#">5</a>
102-5	Ownership and legal form	Form 10k
102-6	Markets served	<a href="#">5</a>
102-7	Scale of the organization	<a href="#">4</a>
102-8	Information on employees	<a href="#">68</a>
102-9	Supply chain	
102-10	Significant changes	None, with the exception of ongoing expansion and acquisitions.
102-11	Precautionary Principle	<a href="#">53</a>
102-12	External initiatives	<a href="#">13</a>
102-13	Membership of associations	<a href="#">68</a>
102-14	Statement from senior manager	<a href="#">3,4</a>
102-16	Values, principles, standards	<a href="#">6</a>
102-18	Governance structure	<a href="#">61</a>
102-40	List of stakeholder groups	<a href="#">69</a>
102-41	Collective bargaining agreements	46% of employees globally are covered by collective bargaining agreements.
102-42	Identifying and selecting stakeholders	<a href="#">69</a>
102-43	Stakeholder engagement	<a href="#">69</a>
102-44	Key topics and concerns raised	<a href="#">69</a>
102-45	Entities included	<a href="#">2</a>
102-46	Report content and topic Boundaries	Details of employees in related disclosures provided for U.S. employees only.
102-47	List of material topics	<a href="#">10</a>
102-48	Restatements of information	As noted in GRI data tables.
102-49	Changes in reporting	None
102-50	Reporting period	<a href="#">2</a>
102-51	Date of most recent report	<a href="#">2</a>
102-52	Reporting cycle	<a href="#">2</a>
102-53	Contact point	<a href="#">2</a>
102-54	Reporting in accordance with the GRI Standards	<a href="#">2</a>
102-55	GRI content index	<a href="#">66</a>
102-56	External assurance	<a href="#">2</a>

Caesars is a service industry and our supply chain is comprised primarily of tens of thousands of suppliers of products and services required to serve our guests in our diverse entertainment properties. We maintain a complex inflow of diverse goods and services ranging from furniture, fixtures and equipment, food and beverages, transportation and IT, communications and other technology support systems. Our supply base is almost entirely local to the country of operation and in many cases, local to a specific state within the U.S. for U.S. properties.



Material priority	GRI Standard	Management Approach page	Topic-specific GRI Disclosures	Page	Omissions
<b>A commitment to responsible conduct</b>	205: Anti-Corruption	101: 1-3: 61	205-2: Communication and training about anti-corruption policies and procedures	<a href="#">62</a>	Detailed training statistics not available
<b>Creating memorable experiences for our guests</b>	419: Socioeconomic Compliance	101: 1-3: 61	419-1: Non-compliance with laws and regulations in the social and economic area	None	
	418: Customer Privacy	101: 1-3: 63	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	None	
<b>Responsible Gaming</b>	417: Marketing and Labeling	101: 1-3:39	417-3: Incidents of non-compliance concerning marketing communications	None	
<b>Positive economic contribution</b>	201: Economic performance	101: 1-3: 13	201-1: Direct economic value generated and distributed	<a href="#">70</a>	
	203: Indirect economic impacts	101: 1-3: 15	203-2: Significant indirect economic impacts	<a href="#">15-24</a>	
<b>Supporting local communities</b>	413: Local Communities	101: 1-3: 25	413-1: Operations with local community engagement	100%, also page <a href="#">32</a>	
<b>Health and wellness</b>	403: Occupational Health and Safety	101: 1-3: 73	403-2: Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and fatalities	<a href="#">73</a>	
<b>Diversity and inclusion</b>	405: Diversity and Equal Opportunity	101: 1-3: 26	405-1: Diversity of governance bodies and employees	<a href="#">74</a>	
<b>Great place to work</b>	401: Employment	101: 1-3: 46	401-1: New employee hires and turnover	<a href="#">73</a>	
	404: Training and Education	101: 1-3:45	404-1: Average hours of training	<a href="#">65</a>	
			404-2: Programs for upgrading employee skills	<a href="#">48</a>	
<b>Reducing energy consumption</b>	302: Energy	101: 1-3: 53	302-1: Energy use	<a href="#">70</a>	
			302-3: Energy intensity	<a href="#">70</a>	
<b>Science-based carbon goal reduction</b>	305: Emissions	101: 1-3: 53	305-1: Direct (Scope 1) GHG emissions	<a href="#">71</a>	
			305-2: Energy indirect (Scope 2) GHG emissions	<a href="#">71</a>	
			305-4: GHG emissions intensity	<a href="#">71</a>	
<b>Reduce and recycle waste</b>	306: Effluents and Waste	101: 1-3: 53	306-2: Waste by type and disposal	<a href="#">72</a>	
Additional	303: Water	101: 1-3: 53	303-1: Water withdrawal by source	<a href="#">72</a>	



## GRI 102-8: Information on employees

### GRI 102-8: Employees by region and gender

	2016			2017			2018		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
U.S.	30,698	30,297	60,995	30,305	29,865	60,170	31,160	30,288	61,448
Canada	1,483	1,172	2,655	1,628	1,267	2,895	1,553	1,208	2,761
UK	705	833	1,538	665	829	1,494	683	850	1,533
Rest of world	263	562	825	390	717	1,107	407	709	1,116
<b>Total</b>	<b>33,149</b>	<b>32,864</b>	<b>66,013</b>	<b>32,988</b>	<b>32,678</b>	<b>65,666</b>	<b>33,803</b>	<b>33,055</b>	<b>66,858</b>

Notes:

- Data includes Caesars Entertainment and all affiliated companies as of year-end at all global destinations.
- Data in prior years has been restated to align with new HR systems accounting methodology

### GRI 102-8: Employees by contract

	2016			2017			2018		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Full time	21,670	21,866	43,536	21,654	21,571	43,225	21,505	21,355	42,860
Part time	3,027	1,975	5,002	2,801	1,915	4,716	2,693	1,778	4,471
On call / Other	4,244	4,571	8,815	4,193	4,547	8,740	4,395	4,467	8,862
Permanent	24,697	23,841	48,538	24,455	23,486	47,941	24,198	23,133	47,331
Temporary	4,244	4,571	8,815	4,193	4,547	8,740	4,395	4,467	8,862

Notes:

- Data refers to U.S. based employees only, at domestic owned and operated properties for full year 2018, and Harrah's Ak-Chin, Harrah's Resort Southern California and Horseshoe Baltimore. Details of diversity in other locations not fully available currently. Managers include first line management and above, not including supervisory roles.
- Prior year data has been restated to align with updated methodology for HR accounting
- In 2018, the U.S. population grew due to the acquisition of 2 Indiana properties - Harrah's Hoosier Park and Indiana Grand.



## GRI 102-42, 102-43, 102-44

Stakeholder group	Engagement	Topic
<b>Caesars CSR External Advisory Board</b>	Meetings 3-4 times per year plus informal int Meetings 3-4 times per year plus informal interactions	Responsible growth
		Climate change
		Waste management
<b>Guests</b>	Daily interactions and formal feedback through surveys	Great service and value
		Sustainable practices in our properties and events
		Privacy of personal information
		Inclusion of different groups and needs
<b>Employees</b>	Daily interactions and formal feedback through surveys	Personal development
		Fair and competitive benefits
		Equal opportunity

Stakeholder group	Engagement	Topic
<b>Community organizations</b>	Periodic reviews of joint activity, attendance at meetings and events.	Support for local causes
		Capacity building
		Effective Responsible Gaming programs
		Resource conservation, including water
<b>Regulators</b>	As needed on a direct basis and through industry groups as required.	Compliance with Responsible Gaming regulations
		Training for employees in Responsible Gaming
<b>Partners and suppliers</b>	Business reviews and industry meetings	Collaboration and long-term relationships
		Ethical and honest behavior
<b>Shareholders</b>	Shareholder calls and conferences.	Positive economic return
		Ethical conduct
		Risk management

### GRI 102-13: Memberships

- Diversity Best Practices (Member)
- Catalyst (Member)
- Clean the World (Board)
- International Tourism Partnership (Corporate Member/Board)
- Disability In (Member)
- National Center for Responsible Gaming (Member/Board)
- National Park Trust (Advisory Board)
- Second Wind Dreams (Board)
- Sustainable Brands (Corporate Member/Advisory Board)
- Sustainable Purchasing Leadership Council (Corporate Member)
- National Minority Supplier Development Council (Member)
- US Chamber of Commerce (Corporate Member/Advisory Board)
- US Pan Asian American Chamber of Commerce (Member)
- World Resources Institute (Corporate Member MindShare/MindShare Advisory Board)



## GRI 201: Economic performance

### 201-1: Direct economic value generated and distributed

	2017	2018
<b>Economic value generated and distributed</b>	\$ Million	\$ Million
Net revenues	8,348	8,391
<b>Economic Value Distributed</b>		
Payments to employees in wages and benefits	2,572	2,626
Interest payments, net of interest capitalized	965	1,169
Payments to vendors for goods and services	2,553	2,385
Payments to governments in international, local, state, and federal taxes	1,456	1,333
Investments in our communities through Caesars Foundation, corporate, mandated and discretionary giving	63	69
<b>Total economic value distributed</b>	<b>7,609</b>	<b>7,582</b>

Note to 2017 data:

- **Reconciliation of Non-GAAP Net Revenue:** In accordance with GAAP, the results of CEOC and its subs were not consolidated with Caesars Entertainment from 1/15/15 - 10/6/17. Non-GAAP Net Revenue includes net revenues of CEOC and its subs from 1/1/17 - 12/31/17 and should not be construed as an alternative to Net Revenue determined in accordance with GAAP. This information is to illustrate comparable results to Caesars Entertainment's consolidated structure post CEOC's emergence from bankruptcy.

## GRI 302: Energy

### 302-1: Total fuel consumption from non-renewable sources

Type	Units	Base year 2007 (U.S. only)	Base year 2011 (U.S. only)	2015	2016	2017	2018	Change in 2018	Change from 2011	Change from 2007
Electricity	GJ	5,431,119	5,047,433	5,249,138	4,982,308	4,806,599	4,759,571	-1%	-6%	-12%
Heat (mainly natural gas and propane)	GJ	3,762,420	3,580,144	3,849,689	3,789,014	3,724,278	3,763,741	1%	5%	0%
Purchased steam	GJ	438,760	367,375	517,484	496,166	514,421	464,108	-10%	26%	6%
Purchased cooling	GJ	75,161	68,074	123,367	126,926	126,779	131,686	4%	93%	75%
<b>Total energy consumption</b>	<b>GJ</b>	<b>9,707,461</b>	<b>9,063,026</b>	<b>9,739,678</b>	<b>9,394,414</b>	<b>9,172,077</b>	<b>9,119,106</b>	<b>-1%</b>	<b>1%</b>	<b>-6%</b>

Note:

- We do not generate or specifically purchase significant amounts of renewable fuel. We have a 1MW solar facility at Harrah's Resort Southern California, but this provides a minor proportion of our overall consumption and is not included in our energy data.

### 302-3: Energy intensity

Units	Start year 2007	Base year	Base year result	2015	2016	2017	2018	Change in 2018	Change from base year	Change from 2007
GJ per 1,000 air-conditioned sq. ft.	57.38	2011	48.45	47.43	46.09	44.96	43.81	-3%	-10%	-24%



## GRI 305: Emissions

### 305-1: Direct (Scope 1) GHG emissions

### 305-2: Energy indirect (Scope 2) GHG emissions

### 305-4: GHG emissions intensity

Type	Units	Base year 2007 (U.S.only)	Base year 2011 (U.S.only)	2015	2016	2017	2018	Change in 2018	Change from 2011	Change from 2007
GHG emissions (Scope 1)	Thousand metric tons CO <sub>2</sub> e	233,446	227,259	258,617	237,403	225,088	228,448	1%	1%	-2%
GHG emissions (Scope 2) (location based)	Thousand metric tons CO <sub>2</sub> e	912,292	832,683	845,445	694,467	670,106	667,333	0%	-20%	-27%
GHG emissions (Scope 2) (market based)	Thousand metric tons CO <sub>2</sub> e	912,292	832,683	672,865	618,193	570,552	580,454	2%	-30%	-36%
<b>Total Scope 1+2 GHG emissions</b>	<b>Thousand metric tons CO<sub>2</sub>e</b>	<b>1,145,738</b>	<b>1,059,942</b>	<b>931,482</b>	<b>855,596</b>	<b>795,640</b>	<b>808,902</b>	<b>2%</b>	<b>-24%</b>	<b>-29%</b>
GHG emissions (Scope 1)	MT CO <sub>2</sub> e per 1,000 air-conditioned sq. ft.	4.97	4.26	4.53	4.19	3.97	3.95	-1%	-7%	-20%
GHG emissions (Scope 2)	MT CO <sub>2</sub> e per 1,000 air-conditioned sq. ft.	19.41	15.62	11.80	10.92	10.07	10.04	0%	-36%	-48%
<b>GHG emissions intensity (Scope 1+2)</b>	<b>MT CO<sub>2</sub>e per 1,000 air-conditioned sq. ft.</b>	<b>24.38</b>	<b>19.89</b>	<b>16.33</b>	<b>15.11</b>	<b>14.04</b>	<b>13.99</b>	<b>0%</b>	<b>-30%</b>	<b>-43%</b>

#### Notes:

- Energy and emissions base year of 2007 represents U.S. only operations. Energy, emissions and water usage data for 2007 -2010 represents U.S. only. Data for 2011-2014 includes Canada. Data from 2015 includes international operations.
- Market based emissions are used for overall emissions calculations. Emissions factors are calculated using Energy attribute certificates, supplier/utility emission rates, residual mix and grid average.
- Location Scope 2 emissions are calculated using eGrid 2014 sub-region GHG emissions factors for the U.S. Scope 1 and 3 emissions are calculated using IPCC AR4 100-year GWP factors.
- Emissions are recalculated annually retroactively in line with Greenhouse Gas Protocol guidelines representing locations acquired, newly managed or divested in each year. In 2018, our new Dubai location was added, as well as two new properties in Indiana that were acquired in that year.

### GRI 305-3: Scope 3 GHG emissions

Units	2015	2016	2017	2018	Change from 2018	Change from 2015
MT CO <sub>2</sub> e	43,842	31,901	37,073	30,863	-17%	-30%
<b>MT CO<sub>2</sub>e per 1,000 air-conditioned sq. ft.</b>	<b>0.77</b>	<b>0.56</b>	<b>0.65</b>	<b>0.53</b>	<b>-18%</b>	<b>-31%</b>

#### Note:

- Scope 3 includes waste and business travel in U.S.



## GRI 303: Water

### 303-1: Water withdrawal by source

Parameter	Units	Base year 2008	2015	2016	2017	2018	Change in 2018	Change from 2008
Total water withdrawal	Kgal	4,238,855	3,963,184	3,827,577	3,821,468	3,803,151	-0.5%	-10%
Water intensity	Kgal per 1,000 air-conditioned sq. ft.	86.80	69.48	67.60	67.44	65.78	-2%	-24%

Notes:

- Water withdrawal is from municipal sources. Minor quantities drawn from wells or surface water are not recorded. Data includes U.S. only from 2008, and international from 2015.

## GRI 306: Effluents and Waste

### 306-2: Waste by type and disposal

Parameter	Units	Base year	Base year result	2015	2016	2017	2018	Change in 2018	Change from 2012
Recycled or reused	Metric tons	2012	32,320	50,583	59,323	58,239	68,700	18%	113%
Landfill	Metric tons	2012	104,798	82,937	79,900	83,880	70,472	-16%	-33%
<b>Total waste</b>	<b>Metric tons</b>	<b>2012</b>	<b>137,118</b>	<b>133,520</b>	<b>139,223</b>	<b>142,119</b>	<b>139,172</b>	<b>-2%</b>	<b>1%</b>
Diverted waste as % of total	Metric tons	2012	24%	38%	43%	41%	49%	20%	109%
<b>Waste intensity (waste generated)</b>	<b>Metric tons per 1,000 air-conditioned sq. ft.</b>	<b>2012</b>	<b>2.52</b>	<b>2.34</b>	<b>2.46</b>	<b>2.51</b>	<b>2.41</b>	<b>-4%</b>	<b>-4%</b>

Notes:

- Waste data includes U.S. only from 2012, and U.S. and Canada from 2015.



## GRI 401: Employment

### 401-1: New employee hires and turnover

New hires	New hire rates - 2016			New hire rates - 2017			New hire rates - 2018		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
< age 30	6%	5%	11%	7%	5%	12%	6%	5%	11%
age 30 - 50	4%	3%	7%	4%	4%	8%	4%	3%	7%
> age 50	1%	1%	3%	1%	1%	3%	1%	1%	3%
<b>All new hires</b>	<b>12%</b>	<b>10%</b>	<b>21%</b>	<b>12%</b>	<b>10%</b>	<b>22%</b>	<b>11%</b>	<b>10%</b>	<b>21%</b>

Turnover	Turnover rates - 2016			Turnover rates - 2017			Turnover rates - 2018		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
< age 30	5%	4%	9%	5%	4%	9%	6%	4%	10%
age 30 - 50	4%	4%	8%	4%	4%	7%	5%	4%	9%
> age 50	2%	2%	4%	2%	2%	3%	2%	2%	5%
<b>All leavers</b>	<b>11%</b>	<b>10%</b>	<b>21%</b>	<b>11%</b>	<b>9%</b>	<b>20%</b>	<b>13%</b>	<b>11%</b>	<b>23%</b>

#### Notes:

- New hires refers to external hires.
- Data refers to U.S. based permanent full and part time status employees only, at domestic owned and operated properties for full year 2018, and Harrah's Ak-Chin, Harrah's Resort Southern California and Horseshoe Baltimore. Details of diversity in other locations not fully available at this time. Managers include first line management and above, not including supervisory roles.
- Prior year data has been restated to align with updated methodology for HR accounting
- In 2018, turnover rate increased by 3% driven by increased competition in certain markets from the opening of new competitor properties. Across management levels, women representation increased by 1% to 44% as the organization commits to our 50/50 by 2025 Gender Equity Initiative.

## GRI 403: Occupational Health and Safety

### 403-2: Types of injury and rates of injury

Caesars Entertainment is committed to creating a safe workplace for our employees and safe destinations for our guests. We strive for zero injuries every day at every property. Our company-wide initiative launched in 2015, "All in for Zero", continues to embed standards and procedures to ensure all our colleagues have the awareness, knowledge and tools to make safe working a habit.

GRI 403-2: Injuries and lost workdays	2015	2016	2017	2018
Injury rate per 100 employees	3.40	3.22	2.74	2.18
Lost day rate per 100 employees	1.01	0.66	0.81	0.27
Occupational disease rate per 100 employees	N/A	N/A	0.05	0.09
<b>Fatalities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

GRI 403-2: Injuries by gender	2015		2016		2017		2018	
	Women	Men	Women	Men	Women	Men	Women	Men
Injury rate per 100 employees	3.90	2.74	3.95	2.70	3.29	2.11	2.47	1.89
Lost day rate per 100 employees	1.15	0.86	0.61	0.43	0.52	0.29	0.32	0.22
Occupational disease rate per 100 employees	N/A	N/A	N/A	N/A	0.06	0.04	0.10	0.09

#### Notes:

- Data refers to our operations in the U.S. for all direct employees. No data is currently available for international operations or contract employees.
- Rates are calculated per 100 employees for actual hours worked and include all injuries except first aid.
- Occupational disease is tracked since 2017, and represents repetitive strain injuries, primarily in hotel housekeeping roles.



## GRI 405: Diversity and Equal Opportunity

### 405-1: Diversity of governance bodies and employees

<b>Board of Directors</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Women	0%	0%	17%
< age 30	0%	0%	0%
age 30 - 50	9%	9%	8%
> age 50	91%	82%	92%
Minority	9%	9%	8%
<b>Executives</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Women	17%	17%	15%
< age 30	0%	0%	0%
age 30 - 50	25%	25%	31%
> age 50	75%	75%	69%
Minority	8%	0%	8%
<b>Managers</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Women	43%	43%	44%
< age 30	10%	9%	8%
age 30 - 50	60%	60%	61%
> age 50	31%	31%	31%
Minority	33%	33%	35%
<b>Non-managers</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Women	52%	52%	52%
< age 30	18%	18%	18%
age 30 - 50	43%	42%	41%
> age 50	40%	40%	41%
Minority	63%	63%	64%
<b>Total employees</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Women	51%	51%	51%
< age 30	17%	17%	17%
age 30 - 50	44%	43%	43%
> age 50	39%	40%	40%
Minority	61%	61%	62%



Notes:

- Data refers to U.S. based permanent employees at domestic owned and operated properties for full year 2018, and Harrah's Ak-Chin, Harrah's Resort Southern California and Horseshoe Baltimore. Details of diversity in other locations not fully available currently. Managers include first line management and above, not including supervisory roles. Prior year data has been restated to align with updated methodology for HR accounting.



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**Thank you for your  
interest in this report!**

*Rainbow light shows at the High Roller  
at The LINQ Promenade in celebration of  
WorldPride | Stonewall 50*