

**PEOPLE PLANET PLAY**

CAESARS ENTERTAINMENT  
**2019-2020 CSR REPORT**



**CAESARS**  
ENTERTAINMENT®

# ABOUT THIS REPORT

Thank you for your interest in our eleventh annual Corporate Social Responsibility (CSR) Report. This Report is published under very different circumstances than all previous reports for two main reasons:

First, effective July 20, 2020, Caesars Entertainment Corporation and Eldorado Resorts, Inc. merged to create Caesars Entertainment, Inc., forming the largest gaming and hospitality company in the U.S. Following the merger, the new organization has established a revised governance structure and many new policies and practices to support effective operations going forward. Our approach to CSR and commitment to PEOPLE PLANET PLAY has not wavered, and while some elements may be prioritized differently in the future, CSR has been reinforced as a core element of our philosophy, strategy and action.

Second, in March 2020, all our properties and resorts shut their doors in response to the COVID-19 pandemic and remained closed for months. Our phased reopening during 2020 have been restricted in line with COVID-19 protections and government guidelines. This was unprecedented – in all the years of our rich history, our properties have never been closed on such a scale. COVID-19 created far-reaching changes for our business and our team members in 2020, which continue in different forms as we now prepare this Report. Although the annual CSR Report would typically focus on prior year operations, we felt it was important to reflect our COVID-19 response and its impacts on our stakeholders in this Report.

While this Report was originally intended to primarily reflect our impacts on local economies, people, society and the environment in 2019 and early 2020 for our usual mid-year publication (our last Report was published in August 2019), the factors above delayed preparation of this Report until November 2020. Despite challenging circumstances, our commitment to accountable and transparent disclosure remains unchanged.

## The scope of the Report is therefore as follows:

- Corporate footprint data and governance overview reflecting Caesars Entertainment, Inc., the new merged organization as it is in 2020. Progress against previously published CSR targets is included where relevant; some targets are not included as they are under revision and new targets will be published in the next Report.
- Quantitative CSR performance data for the Caesars Entertainment Corporation legacy operation for the 2019 calendar year, covering global operations unless otherwise stated, as previous years. No data has been

restated, except for greenhouse gas emissions which use the GHG protocol for retroactive adjustments.

- Examples of practice from 2019 and 2020, including our COVID-19 response through 2020 until the time of writing (September 2020).
- 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 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). Our material impacts were defined in 2013 following extensive dialogue with primary stakeholders and were annually reviewed/modified in consultation with our External CSR Advisory Board and internally each year through 2019. No review took place in 2020, as we plan to revise our materiality assessment for the merged organization in 2021. For the purposes of this report, we retain the material topics updated in 2019.
- 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: [@CaesarsEnt](https://twitter.com/CaesarsEnt)

LinkedIn: [www.linkedin.com/company/caesars-entertainment-inc](https://www.linkedin.com/company/caesars-entertainment-inc)

Facebook: <https://www.facebook.com/CaesarsEntertainmentInc>

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# WELCOME TO THE EMPIRE!

## About Caesars Entertainment, Inc.

Caesars Entertainment, Inc. (NASDAQ: CZR) is the largest casino-entertainment company in the U.S. and one of the world's most diversified casino-entertainment providers. Since its beginning in Reno, Nevada, in 1937, Caesars Entertainment has grown through development of new resorts, expansions and acquisitions. Caesars Entertainment's resorts operate primarily under the Caesars®, Harrah's®, Horseshoe® and Eldorado® brand names. Caesars Entertainment offers diversified amenities and one-of-a-kind destinations, with a focus on building loyalty and value with its guests through a unique combination of impeccable service, operational excellence and technology leadership. Caesars Entertainment is committed to its employees, suppliers, communities and the environment through its PEOPLE PLANET PLAY framework.

Caesars Entertainment, Inc. was formed in 2020 following the merger of Caesars Entertainment Corporation and Eldorado Resorts, Inc. 



## Our Code of Commitment:

Caesars Entertainment is committed to being a responsible corporate citizen and environmental steward through our PEOPLE PLANET PLAY framework. This is reflected in our Code of Commitment, our public pledge to our guests, team members, communities, business partners and all those we reach through our business.

**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 as a responsible business, including Responsible Gaming practices.

## 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  
 DIVERSITY & INCLUSION  
 SERVICE WITH PASSION  
 CARING CULTURE  
 CELEBRATING SUCCESS  
 OWNERSHIP

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# MESSAGE FROM OUR LEADERSHIP

It is our pleasure to introduce Caesars Entertainment's CSR Report for 2019-2020. This is a significant publication as it signals a new era for our combined company. Our organization is now transitioning to the new Caesars Entertainment Inc., bringing two respected giants of the hospitality and gaming sector, Eldorado Resorts, Inc. and Caesars Entertainment Corporation, together to become the largest gaming company in the U.S. Our new size, scale and reach enable us to go further in delivering our mission of inspiring grown-ups to play, in ways only we can deliver. We expect the value we can bring to our host communities as a merged organization will far exceed the value of either operator alone.

A second aspect of this new era is the impact of COVID-19. Unlike many other industries that were able to operate during the spread

of the pandemic, we needed to painfully shut our doors for several months to protect our team members and our guests. The only thing more devastating than seeing our vibrant, fun, always-on hotels, resorts and casinos grind to a halt was the pain we felt for our communities that were affected so horribly by the pandemic. From the start, we were focused on one thing: keeping our team members and guests safe. We voluntarily undertook protective protocols well before we were required to do so by local regulators, and we provided financial and other forms of support for our team members as we regrettably furloughed most during the height of the pandemic.

As we continue to reopen our operations, we do not return the same. Beyond the physical restrictions that will continue for some time, we have realized that things can be done differently. We can collaborate differently, we can be creative and innovative differently, and we can support each other and our communities in different ways that help overcome new challenges. As we go forward, as a different organization, in a different world, there is one thing we can promise on behalf of the new Caesars Entertainment leadership: our values have not changed. Our commitment to being a responsible corporate citizen has not changed. Our approach to operating ethically and advancing gender and racial equity has not changed. Our family values and community spirit have not changed. We will reframe parts of our strategy, and revise goals and targets, but the underlying principles and values that have guided our businesses to date will continue. That's why we are optimistic, that despite the differences, we will pull together, care for each other and the planet, and emerge stronger than before.

We hope you find this report interesting.

With best wishes for good health and a brighter year ahead,

**TOM REEG,**  
Chief Executive Officer  
Caesars Entertainment

**ANTHONY CARANO,**  
President and Chief Operating Officer,  
Caesars Entertainment



“ We can be creative and innovative differently, and we can support each other and our communities in different ways that help overcome new challenges. ”

# CARING FOR PEOPLE THROUGH THE COVID-19 PANDEMIC

At Caesars Entertainment we've been inspiring grown-ups to play for over 80 years. However, in 2020, the COVID-19 pandemic brought unparalleled threats to the health and safety of everyone around the world, and specifically, our team members and their families, our guests and all the partners we rely on to make Caesars Entertainment venues vibrant, fun places. As we quickly understood the rapid spread and scale of the pandemic, safeguarding health took center stage as the guiding principle for everything we undertook to protect people and keep them safe. 

## Managing through the Pandemic\*

- Closed properties in line with strict safety protocols, effectively furloughing over 90% of our workforce.
- Provided continued pay for two to six weeks for furloughed team members, and offered assistance to gain benefit entitlements in every jurisdiction in which we operate
- Maintained and subsidized medical benefits for team members enrolled in company sponsored plans, as well as our Employee Assistance Programs for team members in need of confidential counselling on issues ranging from social isolation to financial stress.
- Launched an intranet platform to provide support for parents and caregivers through the pandemic, including updates about other local benefits in their regions
- Procured hundreds of laptops and webcams to equip team members for remote working
- Donated perishable goods amounting to thousands of meals following the closure of our dining facilities at our properties – overall, we donated more than 450,000 pounds of food. 
- Stepped up support in every market where possible with donations amounting to more than \$400,000 to organizations in Nevada and other regions. Our team members volunteered to help distribute food packages and other necessities, such as hand lotions and hygiene items.
- Launched Caesars Cares, an assistance fund to support team members across the U.S. who suffer hardships related to COVID-19, with donations from our Board of Directors, executives, business partners and team members. 
- Collaborated with the State of Nevada to support Nevada Senate Bill 4 - landmark legislation outlining operational hygiene obligations, protecting workers in the hospitality industry.



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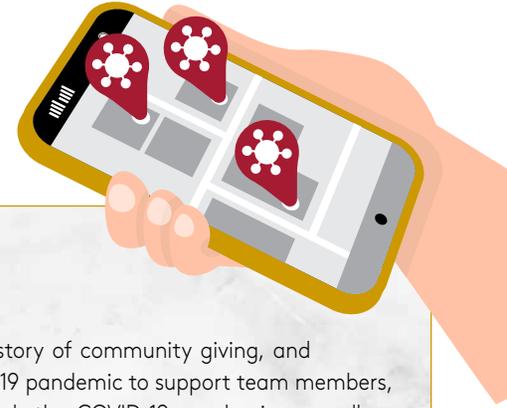
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## Reopening

- Created robust Health and Safety Protocols with guidance from the Centers for Disease Control and Prevention (CDC) and medical experts. We retained an epidemiologist to guide us on medical science and help determine the safest plans for our team members and guests.
- Prepared all venues with PPE, signage, distancing, increased spacing between tables at dining venues, increase the frequency of cleaning and sanitation practices across high-touch areas, limits on numbers of people gaming at the same table and more.
- Instituted rigorous PPE, health screening, COVID-19 testing and distancing measures for all team members and maintained frequent communications to keep team members fully updated.
- Reinforced Health and Safety Protocols on social media content, ensuring property channel content features masks and proper practice of social distancing.



### Eldorado Resorts – COVID-19 Response

Eldorado Resorts has a long history of community giving, and stepped up through the COVID-19 pandemic to support team members, guests and communities through the COVID-19 pandemic, as well as following all the operational precautions and protocols required to keep people safe. All Eldorado team members who were furloughed received full pay for six weeks and were paid available time off. Property and leadership teams, including members of the Board of Directors, took a pay cut in support of COVID-19 efforts. Similarly, Eldorado Resorts donated \$125,000 to the Nevada Community Foundation COVID-19 Emergency Response Fund and truckloads of food to almost all cities in which Eldorado operates, amounting to thousands of meals.



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# TEAM MEMBER EXPERIENCES DURING THE COVID-19 PANDEMIC



## Achieving the Impossible During COVID-19 Closures

“ The pandemic caused us to rethink almost everything we were doing. Our prime objective, of course, was to protect the health and safety of our team members and guests and others. In doing so, we were able to deliver benefits that we had never even imagined and will retain going forward. For example, we turned our Las Vegas Fitness Center into a virtual platform for team members enterprise-wide, to help them engage in healthy exercise while furloughed or working from home. It started with a new Caesars Alerts technology communications platform we had planned to roll out to all team members for text and email on mobile devices, to improve our connectedness as an organization. We found ourselves deploying that in 15 days, rather than the planned six months. On the back of this platform, enabling us to communicate instantly with more than 60,000 team members, we developed a Caesars Portal, to inform team members about COVID-19 protocols, hear from the CEO and other leaders, and ask questions. Then, something amazing happened. Our Fitness Center Manager, Christie Garrett, sprang into action and together with her team of trainers, developed workout routines and exercise programs, complete with push notifications, virtual personal training and virtual group exercise opportunities. We have received positive responses from team members who see this as a really cool benefit, especially during the tough COVID-19 period.

**Matt Krystofiak**, Senior Vice President, Human Resources



## The COVID-19 Experience at Caesars Palace

“ I've worked for Caesars Palace for 20 years, participating in the property's expansion and many successful events. We were pacing ahead of plan in Q1 when coronavirus hit. Then, at the end of March, our properties shut down with the rest of the city. It took more than two months to reopen.

It was an uncertain time for everyone. Many Team Members were placed on furlough, while others worked remote. In-person, on-property meetings became Zoom gatherings and conference calls. Our Senior Management Team kept in close contact through our team member website and we adjusted to a digital workplace. At home, I rewrote Standard Operating Procedures, reviewed recommended health and safety protocols and collaborated with the sourcing department on COVID-19 PPE requirements. We'd need to implement these upon reopening, but we'd be ready.

In June, Caesars Palace and Flamingo became our first properties to reopen in Las Vegas. We were excited to return, but also hesitant. What would work be like? Operationally, many of our practices had changed. Masks and social distancing were now mandatory. Surfaces were being disinfected before every transaction. Back-of-house and public areas received additional hand sanitizer stations. All our Team Members required training on COVID-19 protocols.

Our business was different when we returned. But our ability to adapt remained. We developed an entrepreneurial mindset. And, because of that, we overcame our challenges.

**Sara Smith**, Vice President of Hotel Operations, Caesars Palace & Rio



# OUR CSR PRIORITIES

Our most important business impacts affecting people, communities, society and the environment were established in 2013 after extensive engagement with employees, guests, suppliers, community representatives, investors and CSR experts. Since then we have reconfirmed these topics with internal and external experts each

year. We did not revalidate our priorities in 2020, given disruption caused by the COVID-19 pandemic. We plan to revisit our materiality assessment as we revise our CSR strategy and goals in the coming year. In the meantime, we continue to report against 11 key impact areas that were reconfirmed in early 2019:

## PEOPLE

- Health and wellness
- Empowering workplace
- Positive economic contribution
- Supporting local communities

## PLANET

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

## PLAY

- Responsible business
- Diversity, Equity and Inclusion
- Creating memorable guest experiences
- 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.



### SDG

### What we are doing



We advance good health among our team members through our award-winning 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 support healthcare and wellbeing.



As a large employer, 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.



As a major operator of hotels and resorts, we connect in our local communities to help strengthen the fabric of society and build sustainable economic and social value. Our efforts to improve our environmental impacts, in the U.S. and internationally, including our investment in electric vehicle charging stations in the U.S., continue to make a positive contribution to sustainable living.

# CSR PERFORMANCE SUMMARY

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Engagement in citizenship programs	2017	2018	2019	Notes
Guest citizenship scores in weekly guest survey showing awareness and engagement of guests in our People Planet Play initiatives	54%	56%	53%	U.S. only
Team members hiring, training and safety	2017	2018	2019	Notes
New hire rate	22%	21%	22%	U.S. data
Turnover rate	20%	23%	23%	
Diversity and inclusion in our workforce	2017	2018	2019	Notes
Women in the organization	50%	51%	31%	Global data
Women in leadership roles (executives and managers)	42%	43%	45%	All US Domestic Owned and operated for full year including Harrah's Ak-Chin, Harrah's Resort Southern California, Horseshoe Baltimore.
Women of color in the organization	33%	33%	33%	
Women of color in manager roles	16%	17%	17%	
Employees of color in the organization	57%	58%	61%	
Employees of color in manager roles	32%	33%	35%	
Human Rights Campaign Corporate Equality Index	100%	100%	100%	
Community investment	2017	2018	2019	Notes
Total giving: (including Caesars Foundation, corporate, mandated and discretionary giving) (\$ million)	63.00	69.16	66.60	Global data. Mandated giving applies in U.S. only.
Volunteering in our communities - reported volunteered hours by employees and families	331,000	343,050	373,621	
Environment	2017	2018	2019	Notes
Energy: Absolute energy consumption in MJ	9,172	9,119	8,962	Global data from 2015, U.S. only prior to 2015. For details see GRI Content Index.
Greenhouse gas emissions: Absolute Scope 1 and 2 GHG emissions in thousand metric tons CO2e	796	809	858	
Water: Absolute water consumption in million gallons	3,821	3,801	3,636	
Waste diversion: Diversion of total waste from landfill - annual rate	41%	49%	43%	U.S. and Canada from 2015, U.S. only prior to 2015
Real estate: LEED certification for all newly-built and expanded properties owned by Caesars	Achieved	Achieved	Achieved	U.S. only
Green Key Certification: 100% certification for all properties globally	Achieved	Achieved	Achieved	North America only
Responsible Gaming	2017	2018	2019	Notes
Total employees trained in Responsible Gaming	52,518	59,679	49,943	Global
Total hours spent in Responsible Gaming training	71,336	68,830	35,024	

We generated **\$8.74** billion in total net revenues in 2019. We shared **\$7.32** billion of economic wealth with our team members, suppliers, financial service providers, governments and municipalities, amounting to **90%** of our net revenues for that year. The major portion of this was for our team members: **37%**.

Note: All data refers to Caesars Entertainment legacy properties - prior to the merger with Eldorado Resorts, Inc.



# DIVERSITY, EQUITY AND INCLUSION – NOW MORE THAN EVER

At Caesars we have a long and rich history of standing up for social justice and supporting the rights of all. We embrace diversity and value the differences every individual brings to our business, our community and our society. More than that, we deliberately advance an inclusive culture and practices, embedding Diversity, Equity and Inclusion (DEI) policies in the way we do things every day. We believe this is more than just doing the right thing; it adds tangible value

for our business and all those we engage with. Now more than ever, in a world where vulnerabilities have been exacerbated through the COVID-19 pandemic, and support for racial justice has gained unprecedented momentum through, in large part, the Black Lives Matter movement, we are committed to remaining an active player in creating a just, equal and inclusive society.

## Caesars' Five Strategic DEI Pillars

### Team Members:

Gender, racial and ethnic inclusion and equity for our people in our workplaces.

### Suppliers/Contractors:

Diversity in procurement and advancing diverse suppliers, designers and contractors.

### Communities:

Voluntary initiatives, community investment, partnerships and social programs.

### Guests:

Tailored offerings for diverse guests, convention and leisure group organizers, with marketing that is sensitive to different needs.

### Advocacy:

Ongoing deep engagement to raise awareness, change perceptions and influence public policy.



“ We are committed to remaining an active player in creating a just, equal and inclusive society. ”

Our structured DEI strategy was established three years ago. We are currently reviewing our DEI goals following the changes in our organization this year, but our fundamental aspirations have not changed: our commitment to achieving gender and racial equity across our business remains a goal we all share. We will redefine specific targets and report progress with our next report and beyond. In the meantime, we are pleased to share some highlights from the last year in this Report.

## A Shared Vision and Call to Action at our Corporate DEI Summit

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In October 2019, in Las Vegas, following more than 10 months of planning, Caesars hosted our first-ever Corporate Diversity, Equity & Inclusion Summit, which was attended by 48 executives representing major corporate and advocacy partners. Our vision was to kick-off a multi-year initiative to create alignment and support throughout our network to advance DEI, with each year focusing on a different dimension of impact, ranging from the employee

journey in different organizations, understanding and addressing intersectional issues, to enhancing diverse supplier opportunities and more. The rich dialogue and engagement at the Summit were valued as a platform for learning, sharing and debate, and multiple cross-sector taskforces committed continued work on DEI topics to deliver meaningful action. 

100 Black Men of America, Inc. • Adobe • ADP • AT&T • Bank of America • Constellation Brands • Cox Automotive • Disability:IN • E. & J. Gallo Winery • Grant Thornton, LLP • Hispanic Association on Corporate Responsibility • Human Rights Campaign • IBM • Iron Mountain • Keeton Iconoclast Consulting, LLC • League of United Latin American Citizens • MillerCoors Brewing Company • Molson Coors • National Association for the Advancement of Colored People • National Association of Asian American Professionals • National Association of Black Journalists • National Association of Minority Contractors • National LGBT Chamber of Commerce • National Minority Supplier Development Corporation • National Organization of Black Law Enforcement Executives • OCA National Center • PepsiCo • Point B • Salesforce • SAP Labs, LLC • SAS • Schneider Electric • Scientific Games • Siemens • Sony Pictures • Starbucks Coffee Company • Sysco Corporation • U.S. Black Chambers, Inc. • U.S. Hispanic Chamber of Commerce • U.S. Pan Asian American Chamber of Commerce • UnidosUS • VeraWorks • Verizon • Women's Business Enterprise National Council • Working Mother/Diversity Best Practices/NAFE



# 85%

of participants confirmed they are "very interested" in continuing their involvement with future DEI efforts initiated at the Summit.

“

There were leaders in the room with similar responsibilities and missions, who were meeting for the first time. Caesars' role of convening the conversation, establishing a research framework, and tasking participants with engagement and shared problem solving, will greatly contribute to creating a shared commitment to making impact, and underscore Caesars' corporate leadership on this important issue.

”

**Marvin J. Owens, Jr.**, Chief Engagement Officer, Impact Shares



## Maintaining our Commitment to Gender and Racial Balance

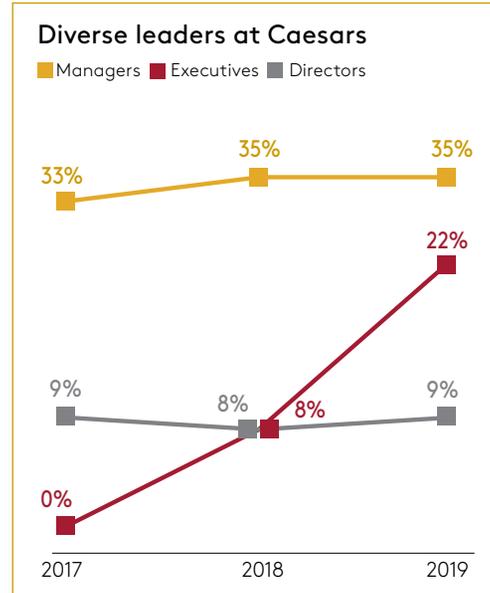
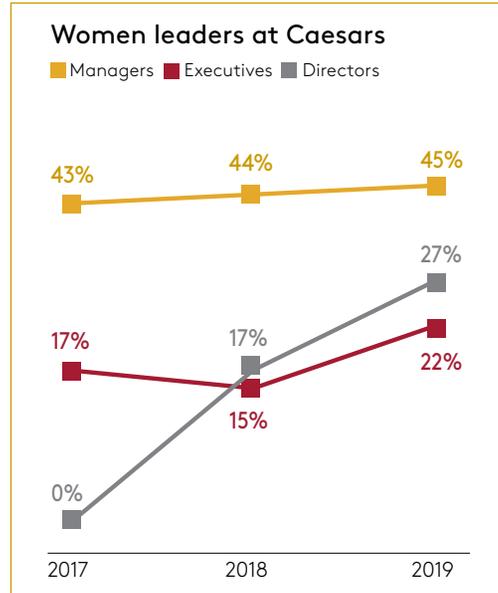
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In 2019, we delivered stronger gender and racial balance across all levels of leadership, achieving record rates in almost all cases, the result of consistent awareness and practical actions across the Empire.



“ Equal and balanced representation is paramount to driving the success of an organization. Harrah’s New Orleans and the Southern Region work hard to promote balanced representation of genders and our leadership team has enthusiastically engaged in Unconscious Bias training as a start to dismantling bias in hiring and promoting in our organization. Our support for diversity and inclusion includes extensive support in our communities too. Almost all our team members, from hourly employees to vice presidents, donated their time in 2019, volunteering nearly 13,000 hours to improve the lives of underrepresented groups in our community.

**Dan Real**, Regional President – South ”



Note: U.S. permanent workforce at owned and operated properties at end 2019.

**Eliminating Unconscious Bias:** Unconscious bias training was delivered widely throughout Caesars during 2019/2020 to team members from across the organization, including our current senior executives and Board of Directors. We see this as a fundamental step in raising awareness and encouraging the accountability of all team members for creating an inclusive culture.

Caesars’ public commitments to gender and racial balance in our workforce:

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

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

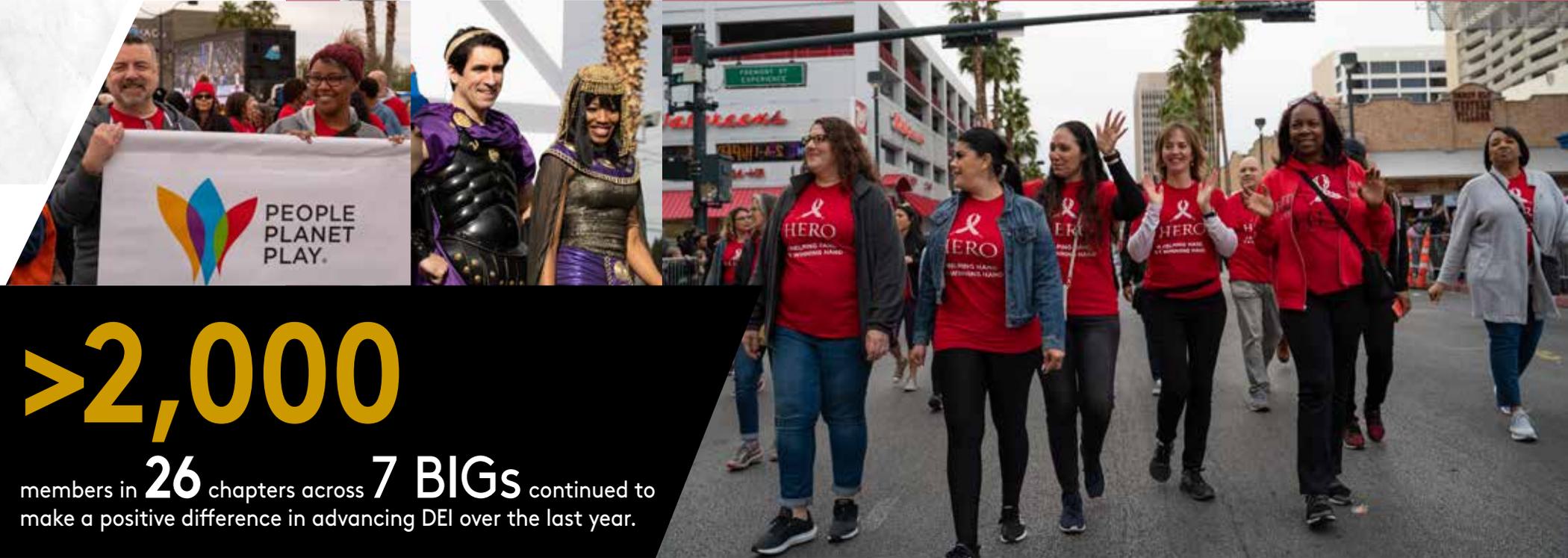
## Making BIGs Bigger

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Our highly active BIGs (Business Impact Groups) bring self-identifying, like-minded team members together to support each other and our communities through dimensions of diversity. BIG goals address inclusive marketing, recruitment, professional development, supplier engagement and community service.



**Coming Together to Honor Dr. Martin Luther King:** Our BIG, Chorus, pulled out all the stops with a public acknowledgement of the value and importance of Dr. Martin Luther King Jr. at the parade in Downtown Las Vegas, attended by nearly 100 Caesars team members, with an impressive parade float signaling our sincere appreciation and support for the Black Community and justice for all.



# >2,000

members in **26** chapters across **7 BIGs** continued to make a positive difference in advancing DEI over the last year.

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## Promoting Economic Equity

Our very first Economic Equity Tour took place, following extensive coordination and planning, in 2019, hosted by six Caesars properties in Louisiana, Indiana, Maryland and Nevada. Our aim was to provide practical support for diverse members of our communities, including current and potential team members, suppliers, and community organizations in regions that are home to our properties, helping equip them for financial stability and diverse networks that can help them grow. 



### Highlights of the Tour:

# 840

registered participants at 6 in person meetings and workshops covering financial empowerment, nonprofit operations and business development

# 1,209

registered participants at 4 webinars supplementing our in-person workshops

# 93%

feedback from participants confirming the Tour met or exceeded their expectations

“ To have a casino-entertainment company have the vision to do this for communities that they are doing business in is refreshing. Caesars should continue to promote their diversity program through this event. A great way to teach people “how to fish and not just give them something to eat” in asking to do business with Caesars. ”

**Tour Participant**

## Continuing the Fight Against Trafficking

In 2019, we continued activity to raise awareness, education and undertake tangible measures to help eliminate commercial trafficking in persons and sex exploitation from our properties and our communities. We have embedded policies and programs and, through our 150+ Community Engagement Ambassadors, continued to keep this important topic in the minds and hearts of our team members. Activities in 2019/2020 at our Northwest Louisiana properties, for example, included:

- Providing detailed information for team members including our corporate anti-trafficking communications pack and Louisiana State Police brochures on anti-trafficking.
- Attendance by all managers at training sponsored by the Louisiana State Police Special Victims Unit and The Gingerbread House.
- Several event sponsorships, donations and volunteer support with partner organizations such as [Purchased: Not For Sale](#) and [the Gingerbread House](#)
- Hosting the Inspiring Women’s Week Breakfast for the Bossier Commission of Women with keynote speaker, Cassie Hammett, Founder of Purchased: Not For Sale.
- Team member participation in the [Heels Up Half Marathon](#) to raise funds to support trafficking victims.



Caesars Entertainment ranked 60% in the 2019 Diversity Best Practices Index, administered by the Working Mother Research Institute (WMRI) which recognized leading companies for their high-quality diversity and inclusion practices.

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## Embracing Supplier Diversity in Multiple Ways

As a multi-billion-dollar buyer of goods and services every year, we practice inclusive procurement, always seeking to source quality goods and services while strengthening local businesses and economies. Our focus is on MWDBEs (minority and women-owned or disadvantaged business enterprises), assisting them to gain diversity certifications and mentoring business owners. We engage widely with Chambers of Commerce and many organizations that promote MWDBEs and also disabled, veteran and LGBTQ owned and certified businesses. 📺

**In 2019, our spend\* with certified diverse vendors represented 17.6% of operational and 10.8% of capital expenditure.**

\* Addressable spend does not include taxes, utilities, and some highly regulated gaming trade sectors defined as addressable.

Document Imaging Systems (DIS), established in 1995, is a certified minority, woman-owned business, providing promotional products for Caesars' U.S. properties. Our connection started when we invited DIS to a Diverse Vendor Fair hosted by Harrah's Joliet. Following some years of reliable supply, we invited DIS to participate in Caesars Mentor Protégé program to support its expansion across Caesars. During the COVID-19 pandemic, DIS rapidly stepped up to source an array of PPE for all Caesars properties, enabling us to be compliant with local legislation and protect team members and guests in line with our protocols.



“ We have been working with Caesars for almost 10 years, and Caesars has been instrumental in our growth, offering us many opportunities to expand our product range and supply across the U.S. Beyond that, Caesars has recommended us to other major clients and we have gained significant business as a result. I always feel we are a valued partner rather than just a supplier to Caesars. Their commitment to diversity is solid and I applaud them for that. I recommend other businesses to engage with Caesars.

**Mike Orr**, Partner, DIS,  
[www.disrepro.com](http://www.disrepro.com)

”

## Arrive and Thrive with CAESARS FORUM

From breaking ground in 2018 to the conclusion of construction in 2020, our innovative inclusive contracting initiative, Arrive and Thrive, engaged small local contractors under the mentorship of our General Contractor, The PENTA Building Group, with the support of SUMNU/MYS Project Management. Its objective is to make a meaningful contribution to the contracting community by offering a stepping stone for diverse businesses that might not normally be able to work on a project of this size.

### Highlights from Arrive & Thrive:

- Approximately **370** diverse businesses (DBs) were invited to participate with **133** (36%) enrolling in the program through **28** prime subcontractors.
- The program facilitated nearly **\$30 million** to more than **36** DBs across **7** diversity categories over a 2-year span.
- Prime subcontractors achieved **130%** of the expected total commitment to engage DBs.
- Overall, there were **49** total partnerships, between **18** different prime subcontractors and **37** DBs.
- **82%** of DBs who participated in the program reported being “very satisfied”.



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## Perspectives from the Arrive and Thrive program



“ The key thing in many ways is not how much you spend on supplier diversity, but how many diverse businesses you actively engage. Higher diverse contracting spend may be easier with contractors that are already large established companies that are already thriving. It’s the smaller diverse firms that need the opportunity in order to first “arrive” and then “thrive”. The great satisfaction for me and our team in the CAESARS FORUM Arrive & Thrive initiative was the scale of participation and engagement. We will be looking to reapply this model in future construction projects in line with local market needs and regulations.

**Karyn Steenkamp**, Vice President,  
Design & Construction

”

“ We wanted to make sure that the goals for the program were prescriptive and meaningful for each of the targeted companies. It was really important for us to not focus on purely a size of a contract, or just getting a job or revenue. The goals for the individual participants needed to be relevant to them.

**Glen Maxwell**, The PENTA  
Building Group  
(General Contractor)

”

“ I would hope in the future that more general contractors do this. I felt it was a great tool for us smaller businesses. It was great overall.

**Buddy Fishman**, Energy Mechanical  
Insulation (WBE)

”

“ Improvements I’ve noticed within my company due to the program are improvements in safety. We thought we had good safety plans. Our new plan far exceeds what we had. The project management piece as well had to be improved with the pace of the project.

**Rebecca Fountain**, KOR Building Group  
(WBE)

”

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# POSITIVE EXPERIENCE FOR GUESTS



Our destinations are places where people come to relax, recharge, enjoy world-class dining, entertainment, health and leisure amenities of all kinds, as well as gaming, and also, for many, do some business or attend conventions or trade shows. Of course, during the COVID-19 pandemic, for the first time in our history, our destinations were closed. But, as we carefully and safely reopen through 2020, our new and returning guests can benefit from the investments we made in 2019 to enrich our destinations for their enjoyment and perfect leisure experiences.

## Facelift at Tahoe

Built in 1944, Harveys Lake Tahoe is the very first casino hotel constructed on the South Shore, boasting a rich tradition of hospitality with 740 Lake Tahoe hotel rooms and suites, fine dining options, luxury spa and unique live entertainment the Lake Tahoe Outdoor Arena at Harveys plus other indoor shows. In 2019, we completed a major upgrade of 519 hotel rooms and added new venues such as Harveys Purple Zebra Daiquiri Bar, Gordon Ramsay Hell’s Kitchen as well as upgrading the Sage Room Steak House which has been a landmark restaurant ever since its opening in 1947. With a total investment of \$36 million, Harveys Lake Tahoe is now welcoming our guests back to a bigger, better venue.

## Harrah’s Las Vegas Remodel

In 2019, we completed the full renovation of Harrah’s Las Vegas Hotel and Casino, adding 500 room upgrades to those completed over the past two years, and the entire remodeling of the lobby and other public guest areas. This destination now offers guests positive new experiences with improved room facilities, more robust security, increased water savings with low flow toilets and faucets, and higher energy efficiency with new air-conditioning units temperature controls and smart connection through digital services. Replaced furniture and fittings did not end up at the landfill; we donated more than 20 truckloads of items to our local communities or recycled what we could not donate.



“ Market Resolution is the only woman owned hotel/casino liquidation and product sourcing company in Las Vegas that offers 100% sustainability and customized charitable giveback programs for the local community in all liquidations and product sales. Our first project was to help liquidate 923 rooms from Harrah’s Las Vegas Hotel and Casino, almost all of which were recycled through donations to local charities. We are now expanding to other hospitality chains.

**Sharni R. Gaskins**, Founder/CEO,  
Market Resolution



In 2019, we completed renovations at 20 properties, enhancing more than 2,000 hotel rooms and other facilities with a total investment of more than \$430 million.



## CAESARS FORUM Ready for Business

In early 2020, right on schedule, we completed construction of CAESARS FORUM, our state-of-the-art convention center, offering inspiring possibilities for business, networking, training and meetings of all kinds. Despite the disruption of our grand opening celebration due to COVID-19 in March, CAESARS FORUM, complete with new safety and social distancing protocols, is ready for business as the venue of choice for meeting organizers.

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

**Two 110,000 sq. ft. 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 sq. ft. 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, gold level expected

**Supplier diversity** in construction contracts with local diverse vendors (Arrive and Thrive program).

## Digitization for Inspiring Guest Experiences

Technology has enabled us to transform the quality of service for our guests, and our investments in cloud-based, best-in-class central reservation and digital concierge platforms enable rapid, clickable, responsive service that helps make guest interactions with Caesars easy, flexible, convenient and fun.



We have expanded the availability of our digital personal concierge, Ivy™, over the past three years and she is now delighting guests at 22 resorts across the Empire comprising 33,000 rooms.

Ivy now speaks all languages supported by Google Translate - guests can text with Ivy in their preferred language and she will reply in that language. Guests continue to love Ivy texting with Ivy! Those who text with her during their stay give higher service scores for overall experience and overall service in our post-stay surveys. We plan to expand these capabilities via integration with our Caesars Rewards programs and also for venue booking, payments, mobile ordering and mobile redemption of Rewards Credits across all our destinations.

**Meals by Mobile:** In 2020, we expanded our mobile food and beverage ordering service at several destinations in Las Vegas, so that guests can enjoy meals from our world-class restaurants, conveniently delivered to their room or other locations within our destinations. We have had an overwhelmingly positive response from guests, who are enjoying and greater variety and accessibility of their favorite dishes as well as enhanced accessibility.



# SOCIAL IMPACT

We have always been a business with a strong social conscience. We deliver a positive social contribution through philanthropy and employee (HERO) volunteering in our communities, engagement with local partners in long-term initiatives for transformational social change, and public advocacy. We are known for our visionary and strategic approach to social impact and, in 2019, we delivered another year of community support, as well as additional efforts in 2020 through the COVID-19 pandemic.

## Community Giving and Philanthropy

In 2019, our total community reinvestment amounted to **\$66.6 million**, and includes more than \$1.6 million via our philanthropic arm, Caesars Foundation, as well as corporate, mandated and discretionary giving and the value of employee volunteer time. Team members volunteered more than 370,000 hours in our communities in 2019.

Since its inception in 2002, [Caesars Foundation](#) has gifted more than **\$76 million** to help older individuals live more fulfilling lives, promoting a more sustainable world and supporting educational initiatives with several strategic partnerships including Second Wind Dreams®, Meals on Wheels America, National Park Trust, Cleveland Clinic Lou Ruvo Center and Clean The World.



Our volunteer teams across the enterprise raised an unparalleled **\$603,564** during the 2019 Campaign. This is in addition to the **\$30,000** Caesars Foundation donated to local American Cancer Society chapters on behalf of the top four performing properties.



Dustin and Maria Starr at Tunica's Kick-off Event

In 2019, Caesars turned every dollar of revenue into a contribution to its communities of **46 cents**. That's almost four times the average community contribution for U.S. corporations (12 cents per dollar of revenue).

(Contribution is calculated as employee wages and benefits; taxes and licenses; and investments in the community through monetized volunteer time and mandated and other giving. This analysis was conducted by Bea Bocalandro, author of [Do Good At Work: How Simple Acts of Social Purpose Drive Success and Wellbeing](#) and president of the global corporate social responsibility consulting firm, VeraWorks.)

## Campaigning for the Cause

In 2019, we continued and expanded our 7<sup>th</sup> year of our enterprise-wide Campaign for the Cause (formerly called Breast Cancer Awareness Month) to recognize cancer and health issues and bring support to everyone as they work to live healthy fulfilling lives. Campaign for the Cause recognizes all activities throughout the year in support of or benefit cancer organizations – much broader than our previous annual Breast Cancer Awareness month activity. In 2019, our properties were excited to compete for team and individual prizes as they contributed to raising awareness of women's and men's health issues while reinforcing our own Wellness Rewards program, which encourages team members to take care of themselves by engaging in preventive care to stay healthy.

**Horseshoe Tunica – 2019 Campaign Winner:** Following a year of creative engagement, Horseshoe Tunica earned the Campaign for the Cause Grand Prize of \$10,000 in the form of a donation by the Caesars Foundation to their local American Cancer Society chapter. Activities included:

- A kick-off walk and a special roadshow event with local celebrities, raising \$180,000.
- Team member participation in fundraising events such as Making Strides, Sista Strut, Walk for a Cure, and Relay for Life.
- Contests for team members including an Employee Carnival and Grill Raffle and lots more.
- Multiple posts on social media to raise awareness.
- A special ceremony celebrating Horseshoe Tunica's 15 cancer survivors.

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## Combating Social Isolation

Even before the COVID-19 pandemic, social isolation and loneliness among older adults has been a pressing social issue. In 2020, as part of our long-time partnership with Meals on Wheels America, we co-hosted a first National Social Isolation Summit. Due to social distancing restrictions, the program was held virtually, with presentations and a panel discussion from six highly accomplished experts in this field, and our own Vice President for Social Impact, Sustainability, Diversity, Equity & Inclusion, Gwen Migita. Attended by more than 450 delegates from different sectors of the economy, the summit:

- Examined the power of human connection with emphasis on homebound seniors;
- Explored the general state of the issue of social isolation and loneliness; and
- Collectively inspired solutions on how to increase human connectedness across sectors. 📺

## Partnering with City Impact to Improve Lives

Our partnership with the City Impact Foundation goes back more than 7 years and has grown from a modest start of donating funds to a deeply committed relationship, working for the benefit of Las Vegas' underserved and disadvantaged populations. City Impact provides on-site access to programs, education, housing and wellness organizations that ensure citizens, young and old, can live productive, healthy and whole lives. A focus of the City Impact's work is transformational programs to meet critical needs such as Opportunity Village that provides education and activity programs for men and women with all levels of disabilities, adult night school to help adults obtain their HSE (High School Equivalency), an After School Program (CIASP) for kids and teens to receive help with schoolwork, tutoring and an afternoon meal, and much more. Caesars' involvement includes ongoing fundraising, financial, food and equipment donations, Caesars team member volunteering, technology support and support for addressing pressing issues such as homelessness, trafficking and education. In 2019, for example, we collaborated on the development of educational programming for diverse adults with learning disabilities.

## Giving with Poker

Our flagship World Series of Poker® (WSOP) engages poker players in positive social impact and during 2019, nearly \$800,000 was raised by our poker community. Of this amount, more than \$690,000 was channeled to, our charity partner since 2012, bringing WSOP player contributions to almost \$24 million, helping provide access to safe water, sanitation, and hygiene for more than 2.1 million people in 13 countries.

In 2020, to support COVID-19 relief efforts, WSOP launched an online poker tournament series, partnering internationally with GGPoker, a UK-based online poker site. Kicking off with an "Every 1 for COVID Relief" tournament, where \$111 of every buy-in went to Caesars Cares relief fund, 2,323 players donated \$257,853 which, together with an additional donation of almost \$100,000 from GCPoker, amounted to a total contribution of \$354,756 to support those affected through the COVID-19 pandemic.



“ I advocate for an intersectional approach – for example, diversity and social justice or disability and mental health - we can all find these intersections within the topic of social isolation and loneliness today. In order to be transformative for our future we need to invest more deeply in partnerships that embrace this broader thinking. Our Social Isolation Summit was an inspirational example of how this can work and the start of an essential dialogue.

**Gwen Migita**, Vice President, Social Impact, Sustainability, Diversity, Equity & Inclusion



“ Caesars has really stepped up in the pandemic, both financially and supplying food for our beneficiaries. Many of our other larger partners have not been able to help as much. But this is what we have come to expect from Caesars. From being the first in the gaming industry to step up and help, Caesars has supported multiple initiatives including technology tools for our education programs and so much more.

**Elizabeth Gallagher**, CEO of Gallagher Group International, key responsible for City Impact fundraising and program sustainability



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# RESPONSIBLE GAMING

In 2019, we celebrated 30 years of Responsible Gaming (RG) leadership, and to mark the occasion, we refreshed our external partnerships and comprehensively analyzed data documenting fifteen years of our Responsible Gaming Ambassador program and broader RG initiatives. Our 30-year history boasts many industry RG firsts: the first comprehensive RG program in the industry, including RG training for all team members, the first nationwide self-exclusion and self-restriction program and the first television campaign focused entirely on RG awareness, to name but a few. We maintain our focus on RG with a clear goal: everyone who gambles at our casinos or on our gambling apps should do so for the right reason—to simply have fun. We also support RG messages on all property social media channels. By advancing RG, we aim to encourage positive play among our customers, and reduce problems associated with disordered gambling. 

In 2019, we focused on deepening and strengthening our programs, including our RG Ambassador Program, composed of hundreds of active Ambassadors in North America who are trained to assist guests whose gambling may be causing concerns. We established plans to extend our RG Ambassador Program through all our newly merged properties, transferring in-person training to virtual training platforms through 2020. By the end of 2020, our land-based properties and online gambling platforms at the newly expanded Caesars will continue to fulfill the legacy of our leading Responsible Gaming Program.



“ We were the first company to recognize compulsive behavior and establish an independent scientific approach to gambling disorders. We were determined to provide meaningful interventions and solutions to provide social safeguards for our customers and host communities.

**Jan Jones Blackhurst**, Director,  
 Chair of Caesars CSR Committee of the Board of Directors



“ I continue to be impressed by Caesars Entertainment’s tireless work to promote responsible gaming to its guests and the industry. Their influential ambassador training program sets them apart from competitors and instills a standard for how RG programs should operate.

**Judge Cheryl Moss**, 8th Judicial District Court – Las Vegas



In 2019, the [National Center for Responsible Gaming \(NCRG\)](#) appointed Dean Hestermann, Caesars’ Director of Issues Management and Strategic Communications to its governing Board of Directors. The NCRG funds research that helps increase understanding of gambling disorder and youth gambling and find effective methods of treatment and prevention.

## Data-based Approach to Improving Responsible Gaming Programs

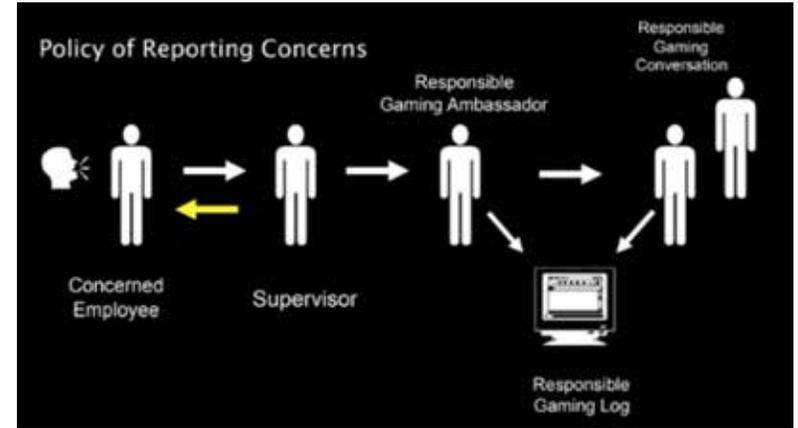
In 2019, at the 33<sup>rd</sup> National Conference on Gambling Addiction & Responsible Gambling, hosted by the National Council on Problem Gambling (NCPG), we proudly presented a data-rich analysis of our RG program implementation as a resource for the gaming industry and advocates of responsible gaming. Caesars is both a member of the NCPG and an annual conference sponsor. The research was compiled by Carl Braunlich, Associate Professor, University of Nevada Las Vegas; Heather Monteiro, PhD and Lead Researcher, Hickory Ridge, LLC, Jennifer Shatley, Responsible Gaming Advisor, Logan Avenue Consulting and Dean Hestermann, Director of Strategic Communications at Caesars.

This ground-breaking research was the result of months of collaboration and used information on self-restrictions, self-exclusions and company-imposed exclusions for more than 135,000 unique customers over a 15-year period. Our fully integrated database also incorporates customer statements that created employee concern regarding a customer's ability to gamble responsibly. Based upon these statements, the actions and outcomes of thousands of customer interactions were analyzed.

### Research highlights:

- The majority of active voluntary self-exclusions are lifetime (90,000), with far fewer exclusions for shorter periods. The total number of exclusions constitutes less than 0.2% of Caesars overall known customer database.

### Process for Data Collection



- The most common outcome of a Responsible Gaming (RG) conversation with a patron, triggered originally by a patron comment, is an exclusion request. This indicates that the RG program is identifying the right people at the right time in order to offer them options for assistance.
- Some statements that are reported by employees are less direct. This indicates that the training emphasis on a personal level of concern, instead of specific statements, is an effective tool for employees as it is both a recognizable state of mind and a compelling trigger to empower employees to take action.
- Almost 70% of all incidents occur in guest safety/security (36%) and gaming (33%) departments, but employees from all departments, even those with no customer contact, may become aware of issues. This stresses the importance of ensuring that all employees receive responsible gaming training.

We believe these insights are invaluable for informing our own ongoing improvement to our RG programs and practices. They will also help other RG professionals who lead RG programs for the benefit of those who simply want to have fun at casino establishments or game online, and for the families, friends and communities who are affected by issues of problem gambling.

## Ground-breaking research



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## Expanding Online Gaming Options

In 2019, we continued to expand our retail and mobile sports betting product offerings to new states across the US. In addition, we expanded our online and mobile iGaming products (Slots & Tables) to Pennsylvania which was the first expansion opportunity for Caesars online/mobile casino since our launch in New Jersey in 2013. Caesars now offers customers betting opportunities—mainly retail and mobile sports—in more than 9 states and continues to await regulatory opportunities to open in additional jurisdictions. We maintain our partnerships with the National Football League (NFL) and ESPN, one of the world’s largest sports entertainment brands, to provide customers the widest range of gaming opportunities available, including access to sports betting at our properties with our exclusive partner, William Hill, the global leader in sports betting.

Alongside our online expansion, we take care to frequently remind our online players of the Responsible Gaming options we offer including different gaming limits and exclusion options.

## Collaboration for the Future of Responsible Gaming

We maintain an ongoing collaboration with the University of Nevada, Las Vegas (UNLV) to support our Blackfire initiative to drive research and technology applications that will help shape the future of entertainment, hospitality and responsible gaming. In early 2020, we held the grand opening of our Blackfire facility on the UNLV Harry Reid Research and Technology Park campus, supported ongoing by three full time Caesars team members. Additional support continues through Caesars team members’ hands-on involvement, sponsorship we facilitate through our corporate contacts and other in-kind contributions and expenses. Blackfire provides opportunities for students to gain real-world experience, for example, by working alongside Caesars to complete coursework in a business setting.



Alongside our online expansion, we take care to frequently remind our online players of the Responsible Gaming options we offer including different gaming limits and exclusion options.

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# FAMILY VALUES AT WORK

Caesars has always aimed to provide a workplace that is engaging, empowering, inclusive, caring and respectful for all team members, embracing a culture of openness, passion for service, recognition and fun. Our long-standing programs, driven in partnership by our Human Resources professionals with our business leaders throughout the enterprise, have always included personal and professional development and training, an award-winning wellness program easily accessible to all team members, best practices in safety management and an extensive reward platform for team members who succeed in delighting our guests through world-class service. We have consistently engaged our team members in corporate responsibility through our CodeGreen strategy for environmental stewardship, inviting active participation through events such as our CodeGreen Challenge where property teams compete to raise awareness and engage in green practices at work and at home, and in our HERO volunteering program where team members enthusiastically contribute to causes that help their local communities thrive. As we reemerge following COVID-19 closures in 2020, Caesars Entertainment is a somewhat different organization. Both the conclusion of our merger in July 2020 with Eldorado Resorts, Inc. and the longer-term implications of post-pandemic practice on our operations, mean that we must rethink many of the ways we currently work. One thing is clear. Our inclusive, respectful and socially responsible approach will not change.

## Training and Development for Team Members

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 2019, we also completed a revision of our Information Security training programs for improved engagement throughout the Empire.

## Recognition for our Team Members

We recognize customer service achievements through our Total Return program. In 2019, Caesars' team members earned \$9.3 million in Total Return Credits that they can redeem for merchandise, travel, entertainment, event tickets, and digital media. Additionally, using our Root for Me eCards platform, managers and team members sent 1.8 million recognition notes to teams and colleagues, showing appreciation for their efforts and contributions.



“ These are extraordinary and challenging times, but also an unprecedented opportunity to create a new organizational culture. We are going back to the basics and aim to combine the best practices in both parts of our merged organization in a genuine way. We are clear in our goal to leverage the positive core values of both organizations – which are already so well aligned in many ways – to create a new and even better Caesars Entertainment – and a continuation of the foundational CSR strategies. We are reviewing specific targets and program elements, but the fundamentals will remain. All of our new combined leadership, including our Board of Directors, is committed to being best in class and to retaining the loyalty of all our team members.

**Stephanie Lepori**, Chief Administrative and Accounting Officer

”

## Training highlights from the Las Vegas Region in 2019

- Provided new hire orientation for nearly 4,000 new team members in 2019.
- Trainer observations and cofacilitation sessions to improve trainer performance through collaboration.
- Launching a series of Total Wellbeing webinars as part of our online learning programs
- Creating the New Leader Onboarding Program with a mentor to help new leaders navigate their first few months on the job. This program was piloted in early 2020.
- Hosted two Emerging Leaders Summits recognizing high-potential leaders and offering them personal access to senior leadership and exclusive exposure to Caesars operations
- Implemented a Learning Partner role – a training specialist who partners with property leadership to analyze and identify training or learning gaps and helps to create and support the implementation of key initiatives to improve department engagement and retention.

In 2019, our team members spent **1.51 million** hours in training programs that help them excel in their roles. This is an average of more than **27 hours** per team member per year.

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## Maintaining a Safe Workplace

We believe that safety is paramount in the workplace and we continuously strive to improve our safety culture, alongside full compliance with all safety regulations governing our operations. Over the past few years, we have invested heavily in enhancing our procedures and training for our team members, including the implementation of a customized Safety Observation Program across all our properties. Since 2015, we have reduced our injury rate across all properties from 4.11 in 2014 to 2.5 in 2019 – an improvement of 39%. 



Green Cross for Safety® Awards 2020 Finalist - Excellence

In 2019, we were a National Safety Council nominated finalist in the Safety Excellence Award category, based on the success of our safety programs.



## Another Year of Wellness

Since 2009, our award-winning Wellness Rewards program has been encouraging and incentivizing our team members to care for their health and wellbeing, with tangible, positive results across multiple health metrics. Some 2019 highlights:

**91%**

of team members enrolled completed biometric screening

**>21,600**

of team members enrolled completed biometric screening

**78,422**

lbs. total weight loss by 9,432 team members

**12.22**

12.22 mg/dl average reduction in glucose by 8,422 team members

**7.76/10.89**

average reduction in diastolic/systolic blood pressure by more than 9,800 team members

In addition to these health benefits, team members saved thousands of dollars in 2019 for themselves and their families in medical insurance premiums due to wellness program participation.

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# ENVIRONMENTAL SUSTAINABILITY

At Caesars, caring for our planet and contributing to preserving our natural environment for future generations is embedded in the way we approach all business decisions. Whether it's about green construction and renovation, or making electric vehicle charging stations available for our guests, or driving down energy consumption through LED lighting installations, reducing and recycling waste, or even our CodeGreen Challenges that engage team members in a range of environmental activities, we aim to minimize our carbon footprint and our overall environmental impact. Our track record is positive – since 2007, in the U.S., our absolute carbon footprint (greenhouse gas emissions) has reduced by 29%.

**We submit climate change and water data to CDP each year. In 2019, we achieved an A score for climate and an A- score for water, placing us as a top climate performer in our industry.**



**Science Based Targets:** By voluntarily adopting Science-Based Targets, Caesars joins a network of hundreds of global organizations that have agreed to limit their carbon footprint in line with best-science planetary necessity. In 2019, following strong performance in the past two years and our expected broader uptake of renewable electricity, we raised our commitment to becoming carbon neutral by 2050 to meet new scientific guidelines and achieve global warming levels that are “Well Below 2 degrees”.

In 2019, we invited 53% of suppliers by spend to submit their climate data through the CDP Supply Chain program. As we build engagement with our suppliers for disclosure to CDP, we expect to engage them in setting science-based targets in line with our 2023 commitment.

## Caesars Science Based Targets:

- Caesars Entertainment commits to reduce absolute Scope 1 and 2 emissions by 35% by 2025 and by 100% by 2050 from a 2011 base-year.
- Caesars also commits to have 60% of suppliers by spend institute science based GHG reduction targets for their operations by 2023.

**In 2019, our Scope 1 & 2 emissions were 19.7% lower than 2011, bringing us to 64% of our 2025 Science Based GHG Reduction Target.**

**Renewable electricity:** In order to meet our carbon reduction targets, we are prioritizing conversion of our energy sources towards renewable and low-carbon options. Our recent initiative to become an unbundled utility customer in Nevada allows us to procure our own renewable energy and we are now investigating several options including long-term procurement contracts or new projects to directly acquire renewable energy from off-site facilities. For example, in early 2019 Harrah’s Cherokee Valley River completed a 700-kilowatt solar energy project that will supply power to property operations. Also, Harrah’s Southern California installed a 2MW, 4,056- panel solar array, which has generated approximately 18GW of electricity for the property. Further green energy projects are underway at Harrah’s Southern California including a carport solar system and more electric vehicle charging stations.

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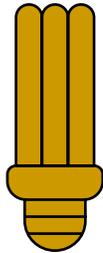
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**LED lighting:** In 2019, we continued our ongoing initiatives to install environmentally favorable LED lighting throughout our properties. We have invested more than \$80 million over the past 10 years to bring major lighting improvements and carbon savings to many of our properties, saving more than 86 million lbs. of carbon emissions.

LED initiatives in 2019 included:

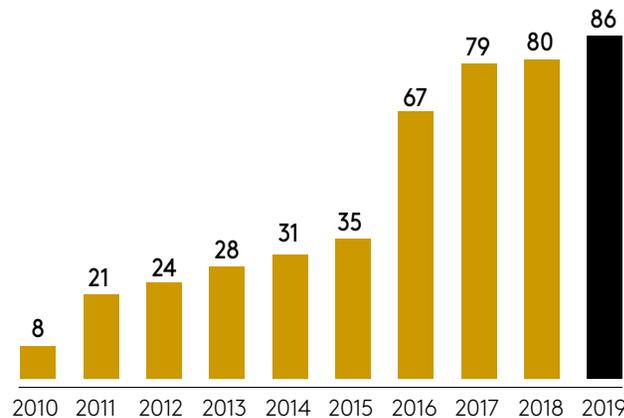
- The Paris Convention Center Grand Ballroom received a state-of-the-art lighting and networked lighting controls upgrade, resulting in 2,480,832 kWh in energy savings per year, while doubling light levels.
- A lighting and controls upgrade at Bally's Event Center replaced halogen lamps and incandescent lamps, while upgrading the lighting control system, delivering 504,400 kWh per year in energy savings.
- Harrah's Metropolis fully upgraded to LED Lighting in 2019, with an energy saving of 1,017,097 kWh per year. During the course of the project, 7,022 LED lamps and 969 LED luminaires were installed. In addition to upgrading all of the incandescent, halogen and metal halide technologies with LED, the project provided a face lift for the exterior of the property with a full retrofit of the parking lots, with all façade lighting upgraded to watertight LED luminaires.
- The Caesars Las Vegas Pool Villas went 'green' with an LED upgrade during the 2019 renovation. This project replaced 11,348 incandescent and halogen lamps with LED lamps and a fully upgraded lighting control system. This upgrade resulted in 612,572 kWh per year in energy savings, while providing an aesthetically pleasing and welcoming environment for our guests.

**Electric Vehicle (EV) charging stations:** Over five years ago, Caesars began installing EV charging station at our properties. We now have over 150 EV charging ports available for guests at multiple locations across the U.S. Many of these charging stations are located conveniently at property parking or valet garages and available for guests as an amenity at no cost to encourage cleaner forms of transportation. In 2019, Caesars became host to the largest and most advanced Tesla Supercharger station and energy center on the Las Vegas strip located at the Linq Promenade. The complex includes solar photovoltaic canopies, battery storage, 15 level II charging stations and 24 of Tesla's most advanced version 3 Superchargers. Caesars is also host to a Tesla Supercharger station in the heart of downtown Reno, Nevada at THE ROW.

Since the start of Caesars' EV charging program, Caesars has accommodated over **40,000** charging sessions resulting in estimated avoided emissions of over **500** metric tons of CO<sub>2</sub>.



Cumulative CO<sub>2</sub> emissions avoided through LED lighting installations at our properties over the past 10 years (million lbs.)



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**Laundry efficiencies:** We continue to encourage our guests to share our commitment to the environment by opting out of daily laundering services. In 2019, we show an average reduction of 16% of linen and terrycloth laundered per room-night across our properties nationwide over the past 5 years.

**Green building:** CAESARS FORUM, completed in 2020, was constructed in line with green building standards and is in the process of certifying to the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) standards at the gold level. The facility boasts advanced building automation controls; LED lighting; low flow water fixtures, water closets and urinals; native landscaping and will receive an innovation credit associated with the amount of construction materials having environmental declarations that were used allowing for transparency with respect to upstream environmental impact. The building also has a unique front façade that was designed with fins to strategically provide shading to help reduce cooling load, and was engineered to acoustically keep meeting spaces quiet.

**Water efficiencies:** We actively pursue opportunities to reduce water consumption including the use of drought-tolerant and native landscaping; low-flow fixtures and aerators; low-flow showerheads; and water-efficient operating practices. For example, 2019 marked the fifth year of operating advanced water treatment monitoring and controls of our cooling towers to minimize water waste at over 30 properties. This effort alone resulted in savings of over 40 million gallons of freshwater annually.

**Food waste avoidance:** In 2020, three Las Vegas properties began piloting a quick chill recovery method for saving excess banquet food. As a result, we were able to increase the amount of food that could be made available for donation to our local food banks by 45%.

## Cleaning the World from Las Vegas

In 2019, we marked the 10th anniversary of our partnership with Clean the World, that provides an opportunity for our housekeepers and team members to join our environmental and social efforts by collecting hotel room soap and amenities

and enabling them to be recycled and donated to communities around the world. For the past 7 years, team members who have done an outstanding job in collecting our items for recycling, and supported our environmental programs in other ways, have been invited to join a trip to see the positive effects of their efforts. In January 2020, the trip was close to home – to Las Vegas. Six Caesars team members, and two colleagues from our housekeeping vendor, The Services Companies, joined the Las Vegas trip and built kits for the homeless, toured the Clean the World facility in Southern Nevada, and distributed kits to the homeless population and those who are food insecure. This special event helped us deepen our relationships with the Las Vegas community through distribution at MOSES to the food insecure, and at the Courtyard, to the unsheltered homeless, while contributing to our environmental efforts by diverting waste from landfill. 



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# GOVERNANCE

As an entity that conducts business in the highly regulated gaming industry, Caesars Entertainment 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. We invest in technology to support compliance and data security and privacy. In 2020, following completion of the merger of Caesars Entertainment Corporation and Eldorado Resorts, Inc., we implemented the necessary measures to align the governance of the new Caesars Entertainment Inc. with both regulatory requirements and our shared aspiration to continue the best of our joint heritage of corporate responsibility.



“ Our new Board structure has been enhanced by the formation of the Corporate Social Responsibility (CSR) Committee. This is a big step and demonstrates our commitment going forward. Our key challenge as we continue our journey, beyond issues related to the COVID-19 pandemic and the rebuilding of our business, is about the merging of cultures throughout the organization. While our core values are similar, culturally Eldorado Resorts and Caesars Entertainment are quite different. It is part of the Board of Director’s role to oversee this process and ensure that we objectively select the practices that represent the best of each company and use that as our guide going forward for the full organization.

*Ed Quatmann, Jr., Chief Legal Officer*

”

**Board of Directors:** Our Board of Directors currently comprises ten members, eight of whom are not officers of the Company (the “Outside Directors”) and two of whom are officers of the Company (the “Inside Directors”). The Board of Directors has determined that all eight of the Outside Directors are “independent” as that term is defined under the listing standards of Nasdaq, and none of the Outside Directors has a direct or indirect material relationship with the Company. Two Directors are women (20%).

**Board Committees:** The Board is served by four standing committees, composed of independent Directors: Audit, Compensation, Nominating and Corporate Governance and the newly formed CSR Committee. The latter is chaired by newly appointed Director and former Caesars Entertainment Executive Vice President for Public Policy & Corporate Responsibility, Jan Jones Blackhurst, representing the new leadership’s absolute commitment to maintaining continuity with a strong focus on CSR and accountability at Board level. The [CSR Committee Charter](#) is available on our Corporate Governance website and commits the Board to duties and responsibilities in defining and delivering on our corporate purpose and CSR strategy as well as supporting oversight of sustainability-related elements of corporate governance, such as Board diversity, Board education and more. 

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## Insights from Jan Jones Blackhurst

As a former Caesars Executive, you are known for your enlightened leadership of CSR, including gender and racial diversity, equity and inclusion, social advocacy and environmental sustainability. Will the Board of the new Caesars embrace these as priorities as well?



**Jan:** “The interesting thing in this evolution is the intent to sustain the momentum that has been created in sustainability and sustainability governance. There is a very strong commitment that the current Board will keep the key elements. Proof points include our new CSR Committee of the Board of Directors, which I am proud to chair. Similarly, our accomplished team that led Caesars to great CSR achievements remains in place for the new larger organization so that we can continue to benefit from their expertise. Of course, there will be challenges, also in the light of the COVID-19 pandemic that has caused every business to stop and recalibrate. But I cannot stress enough that while we may be a new Caesars, our commitments to responsible activity and to our people, guests, communities and the environment have not changed.”

**In what ways will your experience at Caesars to date help the new Board define priorities?**

**Jan:** “I have learned that you can lead without driving the bus. This allows me to play a leadership role but from a different vantage point. The important thing is that we are maintaining continuity as far as possible. I think one of the biggest opportunities we have now is to ensure the Board is equipped with knowledge of best practices in CSR in our industry and beyond our industry, so that they can make informed decisions. We envision being best in class in CSR, and to do this, we have to move forward together with everyone on the same page, at the right pace. We must be careful of not overreaching but at the same time, we are intent on moving forward in the right way, efficiently. Our story is one of continuity and continuous improvement, and that’s a really good story.”

## Maintaining Active Compliance

Our company and all our affiliated subsidiaries operate under a compliance program approved by our multiple gaming regulatory jurisdictions. Establishing a revised compliance structure framework has been a first priority of the newly merged Caesars organization to support a culture of compliance we aim to instill across our business. All essential infrastructure, including advanced technology, is in place, as well as around 100 individuals across the enterprise who play a role in compliance delivery, helping us meet our obligations in this area. We maintain comprehensive training programs for our compliance professionals and team members in relevant roles throughout the organization.

**Risk Management:** Our approach is a proactive one – we aim to prevent risk and we deploy processes to anticipate where we have exposure, and then take steps to mitigate identified risks. Our Internal Audit department defines an annual audit plan, based on an examination of issues and other organizational priorities, and this is reviewed and approved by the Audit Committee of the Board of Directors. Audit results are shared with the Audit Committee and action plans agreed to address findings.

**Anti-Money Laundering (AML):** We are currently synthesizing a plan for our entire organization, adopting best practices from the heritage of both companies to meet the needs of a company of the scale and size of the new Caesars Entertainment. Our AML program is sophisticated and responsive to changing best practices and we maintain a dedicated team for the more intricate elements of AML such as Know Your Customer procedures and incident reporting.

**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 serve. We spare no effort in ensuring our teams are aware, competent and supported by state-of-the-art technology to perform with the highest professional care in this area. We have experienced no significant data security or privacy breaches in the past years and continue to improve our practices and team member training.

THANK YOU FOR YOUR  
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