

# PEOPLE PLANET PLAY

## REPORT 2017-2018



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## About this report

This is our ninth annual Corporate Social Responsibility (CSR) Report aligned with Global Reporting Initiative (GRI) Standards and it describes our impacts on local economies, people, society and the environment. Quantitative data in this report relates to 2017 calendar year and covers our global operations unless otherwise stated. Examples of practice also include stories from the early part of 2018. No data has been restated from prior years, with the exception of greenhouse gas emissions which use the GHG protocol for retroactive adjustments. Our last report was published in 2017. There have been no changes to the scope and boundaries of the report. All \$ amounts quoted in this report refer to U.S. currency (USD).

This report is written under the theme of PEOPLE PLANET PLAY and is in accordance with GRI Standards, core option, published in 2016. The 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).

This report has been extensively verified internally but not externally assured, with the exception of energy and GHG emissions data which were verified by an external expert. See our assurance statement here: <http://caesarscorporate.com/reports>

Our material impacts were defined in 2013 following extensive dialogue with primary stakeholders and were revised in 2016 in consultation with our External Advisory Board. In 2017, we again reviewed these issues internally and confirmed that they remain relevant in this reporting period.

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 on Facebook at [www.facebook.com/CitizenCaesars](https://www.facebook.com/CitizenCaesars)



# #VEGASSTRONG

We dedicate this report to the victims of terror and violence in our society, in particular, the victims, their families and friends of the mass shooting at the Route 91 Harvest Music Festival on the Las Vegas Strip on October 1, 2017 where 58 people died and 851 were injured. Each and every one of us at Caesars, in Nevada and throughout our entire organization, was heartbroken, and outraged, at this senseless destruction of the lives of so many valued members of our community in Nevada and visitors to our beautiful state.

We also dedicate this report to all those individuals who acted quickly and fearlessly to help victims and their families. Police, firefighters, medical professionals, first responders in a range of roles and volunteers with aid organizations, we salute you and thank you for being there when we needed you.

At Caesars Entertainment, we commit to doing all we can to make our society safe, harmonious and respectful of all individuals. For example, we have publicly backed stricter legislation and public policy designed to prevent gun violence and protect victims.



Our hearts are broken for the many victims who were injured or lost their lives tonight in this unconscionable attack. Words cannot express our appreciation for the LVMPD and the other law enforcement agencies who put their lives on the line to keep us safe. We ask that everyone keep the victims and their families in their prayers.

Message to our community published after the October shooting.



## Welcome from Mark Frissora

I am pleased to share our PEOPLE PLANET PLAY Report for 2017-2018, reflecting our commitment to operating responsibly and transparently. This Report is our promise to you – to continue to be a positive influence in the communities where we do business.

2017 was a landmark year for Caesars Entertainment. We emerged from restructuring and are now poised to expand globally. We have already started entering, expanding and even creating new markets that bring economic and social benefits to people and communities in different parts of the world. Since our last report, we have announced exciting new developments, among them:

- An investment of \$375 million in the development of CAESARS FORUM, a conference center like no other in our hometown, Las Vegas. With more than five football fields of meeting space and the world's largest pillarless ballrooms, in 2020, meeting organizers worldwide will have a best-in-class meetings and conventions venue to create unique gatherings and events.
- In association with Sidekick Productions, we changed the game in entertainment, creating Nevada's first full-service production studio, offering the newest, most advanced facility capable of housing full-scale television, movie and esports productions under one roof.
- We announced our plans to open two Caesars Hotels & Beach Club in Dubai to bring our

renowned hospitality, dining and entertainment offerings to Meraas' Bluewaters Island Development. The hotels will be the first non-gaming properties to carry the Caesars brand, representing our commitment to adapting to hospitality needs in different markets.

- We announced the development of Caesars Palace Luxury Resort in Puerto Los Cabos, Baja, Mexico, with a \$200 million investment in a second non-gaming, beach-front project. We look forward to working with Grupo Questro on this, our first investment in Mexico, to create a 5-Star destination that reflects the best of Caesars in hospitality, dining and entertainment.
- Based on a long-term commitment to our communities in Japan, we pledged 25 million yen (around \$250,000) to advance Responsible Gaming initiatives in the country. As we pursue developments in Japan, we will help create a standard for best-in-class gaming practices.
- In July 2018, we were delighted to announce that we gained approvals from the Indiana Horse Racing Commission and the Indiana Gaming Commission to acquire Centaur Holdings, enabling us to expand our offering in a growing region in the U.S.

As 2018 progresses, you will hear much more from Caesars about new ventures and partnerships. We are just getting started....

All of this tremendous progress is underpinned by our Code of Commitment and our PEOPLE PLANET PLAY approach to corporate

responsibility. They reflect who we are as a company and as individual team members, driven to operate ethically, inclusively, authentically and in ways that help us all live better lives. In the past year, we have transformed our core programs under the PEOPLE PLANET PLAY framework. This includes gaining approval for very challenging Science Based Targets to combat climate change, collaborating in Nevada to advance far-reaching solutions to pressing social issues, reframing our approach to diversity, equity and inclusion with even more ambitious aspirations and making momentous strides in eliminating sex trafficking. We have also introduced a holistic framework to food management and waste that will address food and nutrition and security as well as encourage local supply. I hope you will read about the details of these and many more initiatives in this report. We continue to lead our industry in responsible and sustainable business as we have done for the past two decades.

I thank you for your interest in this report.  
I look forward to hearing your thoughts.

Sincerely,



A handwritten signature in blue ink, appearing to read 'Mark Frissora'.

**Mark Frissora**  
President and Chief  
Executive Officer

## About Caesars Entertainment

Caesars Entertainment Corporation (Nasdaq: CZR), the world's most diversified casino-entertainment provider, operates its business primarily through wholly owned subsidiaries, CEOC, LLC and Caesars Resort Collection, LLC.

Since our beginning in Reno, Nevada, in 1937, Caesars has grown through development of new resorts, expansions and acquisitions and its portfolio of subsidiaries now operate 47 casinos in 13 U.S. states and five countries. Caesars operates primarily under the Caesars®, Harrah's® and Horseshoe® brand names and Caesars Entertainment in the UK and is headquartered in Las Vegas.

Caesars builds loyalty and value with guests through a unique combination of great service, unbeatable gaming, hospitality, entertainment and dining offerings, operational and technology excellence and industry-leading corporate social responsibility.

Caesars is regularly receives high scores by ESG (Environmental, Social and Governance) investment analysts and rating firms. For example, in 2017 we received an A rating by Morgan Stanley Capital International (MSCI) Index and a top score in the Institutional Shareholder Services (ISS) Environmental and Social Quality Ranking, both of which provide important tools to help inform investor decisions.

All references to Caesars in this report refer to the Caesars family of affiliated casino resort companies.

**\$4.9  
BILLION**

(2017)

Worldwide Net Revenue  
U.S. GAAP

**\$8.3  
BILLION**

(2017)

Worldwide Net Revenue  
Non-GAAP <sup>(1)</sup>



**>115  
MILLION**  
guest visits per year



**47,700**  
slot machines  
worldwide



**3,300**  
table games  
worldwide



**38,400**  
hotel rooms and  
suites in the U.S.



**310**  
owned or managed  
retail stores  
throughout the U.S.



**564**  
owned or managed food &  
beverage outlets in the U.S. and  
bars, nightclubs and lounges

**>10,000**  
Live entertainment  
shows per year

**47**

casinos in  
5 countries

**>63,200**

employees  
worldwide

**>15,700**

conventions and  
meetings per year

**>55 MILLION**

Total Reward  
members

**>55 MILLION**

square feet of  
air-conditioned  
space worldwide

**>1.7 MILLION**

square feet of  
construction according to LEED or  
similar standards

(1) See the "Reconciliation of Non-GAAP Net Revenue" on page 20 for a reconciliation of GAAP Net Revenue to Non-GAAP Net Revenue.



## Our guiding frameworks

**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

### Code of Commitment

We introduced the Caesars Code of Commitment in 2000, leading the gaming industry in making a public pledge to our employees, guests and communities. We use our Code of Commitment continuously in communications with employees, it's available online, and displayed in all our venues for our guests. All new colleagues receive training and sign their intention to comply with the Code of Commitment when joining the company.

### PEOPLE PLANET PLAY

PEOPLE PLANET PLAY expresses what we all believe in simply and clearly. It is strongly rooted in our Mission, Vision and Values as a company and our Code of Commitment and encompasses our existing corporate social responsibility (CSR) plans and programs.

#### PEOPLE

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

#### PLANET

Taking care of the world we all call home

#### PLAY

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



CAESARS CODE  
OF COMMITMENT

### FOUR PILLARS OF OUR CODE OF COMMITMENT

#### EMPLOYEES:

A commitment to all our employees to treat them with respect and provide satisfying career opportunities.

#### GUESTS:

A commitment to all our guests to promote responsible gaming.

#### COMMUNITIES:

A commitment to all our communities to help make them healthy and vibrant places to live and work.

#### ENVIRONMENT:

A commitment to responsible stewardship of the environment.

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

3 GOOD HEALTH  
AND WELL-BEING



8 DECENT WORK AND  
ECONOMIC GROWTH



11 SUSTAINABLE CITIES  
AND COMMUNITIES



## Highlights 2017-2018

### PEOPLE

**42%**  
women and

**16%**  
women of color  
in manager roles

**\$7.6 billion**  
in economic value  
distributed to our stakeholders

**54%**  
employees from  
minority groups

Selected as one  
of the **Civic 50**  
for the fourth year running  
(consumer discretionary category)

**\$63 million**  
total community giving (including licensed and  
discretionary giving)

**1.71 million**  
hours invested in employee training and  
development

**61st**  
delivery van gifted  
to Meals on Wheels in early 2018  
through Caesars Foundation

**331,000**  
reported employee hours  
volunteered in the community

**100%**  
perfect score in Human Rights Campaign  
Corporate Equality Index  
for the 11th consecutive year

### PLANET

**Scope 1, 2  
and 3 targets**  
approved by the Science Based  
Targets initiative, committing Caesars  
to far-reaching climate change  
mitigation through 2050

**100%**  
of hotel properties  
4 Green Key eco-rated  
(excluding South Africa)

**41%**  
of waste diverted away  
from landfills in 2017

**-23%**  
absolute greenhouse  
gas emissions since 2011

**7.2 million**  
kilowatt-hours of energy saved  
every year through retro-commissioning  
at Caesars Palace

**17%**  
increase in suppliers responding  
to CDP climate disclosure

**-11%**  
absolute water use  
since 2008

**A scores in  
CDP disclosures**  
A-: climate  
A: water impact  
A-: supply chain

### PLAY

**1.6%**  
service improvement for our  
guests making 2017 another year  
of record service levels

**#3**  
promoter of live entertainment  
worldwide, ranked by Billboard

**15 years**  
of Responsible Gaming Ambassadors, leading  
the industry in Responsible Gaming

**18,000 rooms**  
at our Las Vegas resorts installed Ivy™, a 24-hour virtual concierge service  
to further improve guest experience at our properties

**880**  
Responsible Gaming Ambassadors  
at our properties in North America

**6**  
top honors from Loyalty 360, including Company of the Year,  
for our Total Rewards loyalty program

**52,518**  
employees trained in Responsible Gaming

**25 million yen**  
(approx. \$250,000)  
pledged as an initial phase in our new CSR fund to  
advance Responsible Gaming initiatives in Japan

# PEOPLE PLANET PLAY dashboard

## PEOPLE

Engagement in citizenship programs	2011	2012	2013	2014	2015	2016	2017	Notes
Employee participation in people planet play initiatives				49%	45%	46%	57%	CodeGreen,HERO, diversity and Responsible Gaming activities - new baseline in 2017
Guest citizenship scores in weekly guest surveyshowing awareness and engagement of guests in our People Planet Play initiatives					55%	59%	54%	U.S. only
Great place to work	2011	2012	2013	2014	2015	2016	2017	Notes
New hires	7,025	9,358	12,012	11,410	9,705	7,495	19,286	Global data
Turnover rate	14%	16%	16%	21%	28%	20%	31%	
Employee training - million hours	3.153	3.649	3.578	3.55	1.66*	1.41	1.71	U.S. only, methodology change in 2015
Injury rate per 100 employees				3.68	3.4	3.22	2.74	
Injury severity rate per 100 employees				1.15	1.01	0.66	0.81	U.S. only
Diversity and inclusion in our workforce	2011	2012	2013	2014	2015	2016	2017	Notes
Women in the organization	0%	0%	50%	50%	50%	49%	50%	
Women in manager roles	40%	42%	41%	41%	42%	44%	42%	
Women of color in the organization	33%	33%	33%	34%	32%	33%	29%	
Women of color in manager roles	15%	15%	16%	17%	17%	18%	16%	Global data from 2017, prior years U.S. only
Employees in minority groups in the organization	0%	0%	56%	57%	58%	60%	54%	
Employees in minority groups in manager roles	0%	0%	33%	36%	34%	37%	32%	
Human Rights Campaign Corporate Equality Index	100%	100%	100%	100%	100%	100%	100%	
Community investment	2011	2012	2013	2014	2015	2016	2017	Notes
Total giving: (including Caesars Foundation, corporate, licensed and discretionary giving) (\$ million)	86.9	78.7	76.76	82.91	67.21	73.62	63.00	
Volunteering in our communities – reported volunteered hours by employees and families	148,080	133,044	164,451	199,127	260,000	409,600	331,000	Global data. Mandated giving applies in U.S. only.

## PLANET

Environment	2011	2012	2013	2014	2015	2016	2017	Notes
<b>Energy:</b> Absolute energy consumption in GWh	2,457	2,423	2,475	2,477	2,645	2,551	2,488	
<b>Greenhouse gas emissions:</b> Absolute Scope 1 and 2 GHG emissions in thousand metric tons CO2e	1,023	1,016	1,046	1,046	913	852	793	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	3,876	3,934	3,824	3,941	3,914	3,780	3,774	
<b>Waste diversion:</b> Diversion of total waste from landfill - annual rate	N/A	24%	35%	44%	38%	43%	41%	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	Achieved	Achieved	Achieved	Achieved	U.S. only
Green Keys: 4 Green Keys for all properties globally (except South Africa)	On track	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Global
Suppliers: Caesars top 150 suppliers asked to respond to CDP Supply Chain disclosure requirements				30%	33%	37%	54%	U.S. only

## PLAY

Responsible Gaming	2011	2012	2013	2014	2015	2016	2017	Notes
Total employees trained in Responsible Gaming	33,345	35,361	43,286	53,825	45,047	49,617	52,518	
Total hours spent in Responsible Gaming training	50,017	30,906	27,100	26,912	39,316	64,735	71,336	U.S. only

Note: Highlighted data points represent methodology changes and/or setting a new baseline.



## PEOPLE PLANET PLAY priorities

Eleven CSR priorities represent our most important business impacts on people, our communities, society and the environment, and influence the way our stakeholders make decisions. These priorities were established in 2013 after extensive discussion and engagement with different stakeholder groups. In 2015, we consulted with our senior executives and Caesars' Sustainability External Advisory Board and modified our list of priorities accordingly. In 2016/2017, we conducted extensive discussions at the most senior levels of our organization and with several external partners and experts to help reframe our approach and long-term plans

### PEOPLE

- A great place to work
- Diversity and inclusion
- Health and wellness
- Positive economic contribution
- Supporting local communities

### PLANET

- Reducing energy consumption
- Science-based carbon goal reduction
- Reduce and recycle waste

### PLAY

- Responsible conduct
- Creating memorable experiences for guests
- Responsible Gaming

in some of our most important areas of impact, setting new challenging directions and goals. We are confident, following this year of engagement, and our monitoring of trends and issues affecting

the industries in which we operate, that our primary areas of impact remain strategically relevant today. Our PEOPLE PLANET PLAY framework provides a coherent way to view these priorities.

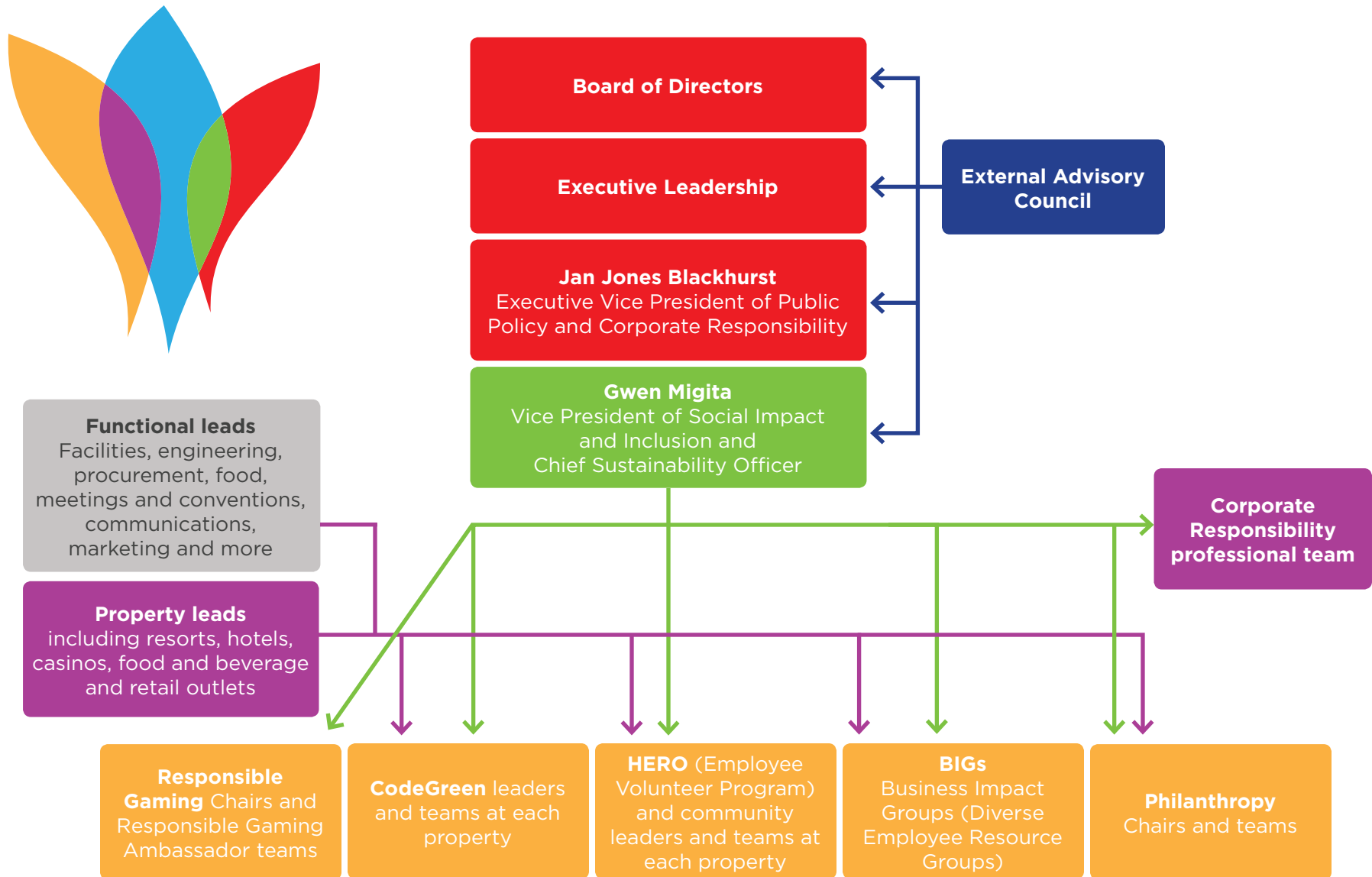
## PEOPLE PLANET PLAY targets

Our goals and targets that help us improve our impacts and contribution across the enterprise and in all three areas of the framework.

Category	Target	2016	2017
Responsible Conduct across all areas of PEOPLE PLANET PLAY	Guest perception that Caesars “does what’s right no matter what” (67% “strongly agree” scores by 2020)	49.6%	54%
PEOPLE			
Health & Wellness	85% employee wellness program participation by 2020	92%	92%
Great Place to Work	Employee Opinion Scores 2020 target 4.23 minimum (annual, from a maximum 5 points)	4.23	4.24
Diversity & Inclusion	Gender Equity in leadership roles by 2025	New goals in 2018 - results will be reported in 2019	
	Racial Equity in manager roles by 2030		
PLANET			
Science Based Targets	Reduce absolute Scope 1 and 2 emissions by 30% by 2025 and 95% by 2050 from a 2011 base-year	17% cumulative reduction achieved	23% cumulative reduction achieved
	Have 60% of suppliers by spend institute science-based GHG reduction targets for their operations by 2023	New goal in 2018 - results will be reported in 2019	
PLAY			
Responsible Gaming	100% of customer contact employees feel empowered to proactively report Responsible Gaming concerns at Caesars by 2020.	New goal in 2018 - results will be reported in 2019	

**Note:** Racial Equity target subject to final approval.

## Our PEOPLE PLANET PLAY management structure





# PEOPLE

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

**PEOPLE is what makes PLAY and PLANET work.** When we talk about business, what we mean is people. Through our team members who live our vision, drive our mission and uphold our values, we listen, engage, serve with passion, support, empower and have fun with the thousands of people in our networks around the world every day. We believe in the value that every individual brings to our business and our lives, and we behave respectfully and inclusively. We believe in the desire of individuals to make a meaningful contribution, so we create opportunities for all and we provide the means to help. We believe in the power of community and we support the causes that are close to our hearts, never fearing to speak out for social justice and equality for all those who make up our communities and our society. Together, we care for our planet and invest in our future. Our workplace is more than a place to work. It's a place to celebrate life.

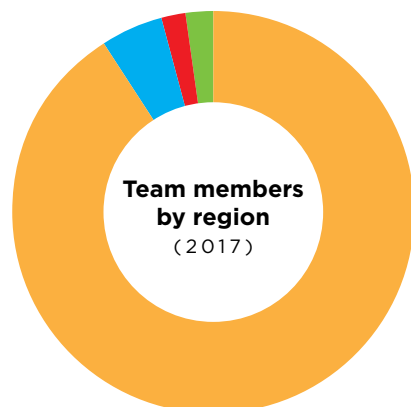
## Meet the team

Although our global team members are based in seven countries, they are closely connected through our mission and our passion for serving our guests, wherever they are. In 2017, our team numbered more than 63,200 individuals, each a unique, respected and valued contributor to our business and PEOPLE PLANET PLAY performance.

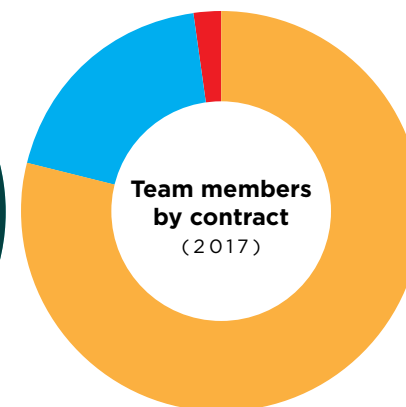
## Rewarding engaged team members

It's catching. Engagement, that is. In 2017, our companywide employee engagement index continued to improve and outpace industry benchmarks. This is a testimony to the way we live our values, our inclusive and empowering culture and our considerable investment in the professional development and personal health and wellbeing of all our team members.

In 2017, we added a new question to our annual employee engagement survey, asking team members how they feel about the public positions Caesars voices on social issues. The positive responses from team members showed they are proud to be associated with a company that takes an active stand for justice. Moreover, the engagement score of team members who strongly agreed with this statement was much higher than those who moderately agreed or disagreed (4.6 out of 5 versus 3.8), indicating that our corporate social activism is a likely contributor to greater employee engagement.

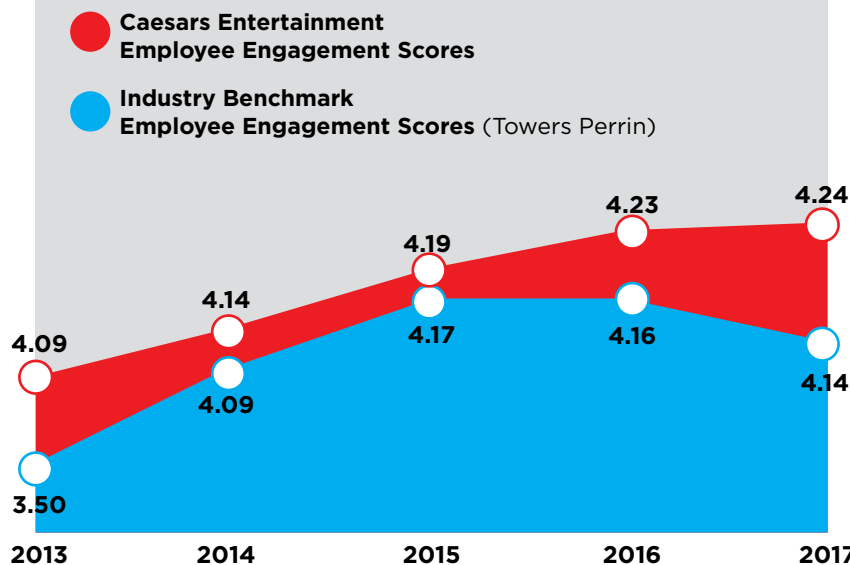


91% U.S. 5% Canada  
2% UK 2% Rest of world



79% Full time  
19% Part time  
2% On call

## Employee engagement





## Rewarding service with passion

We have always believed that if we care for our team members, they will care for our guests. And when guests keep coming back, we know it's happening. Our team members are rewarded for their service with passion through our Total Return program, that generates cash benefits for team members in recognition of their customer service achievements. In 2017, 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.

In addition, our **Root for Me e-cards**, electronic recognition sent by managers and team members to acknowledge superior guest service, teamwork, and other positive actions continue to support employee engagement. In 2017, 1.8 million Root for Me e-cards were sent through this system, an all-time annual high!

In 2017, we were honored to be named the Recognition Company of the Year in the 2017 North American Employee Engagement Awards (EE Awards) in association with CultureNext® by Maritz Motivation Solutions.



**Root-for-me ecards** were sent on average more than once per month per team member in 2017

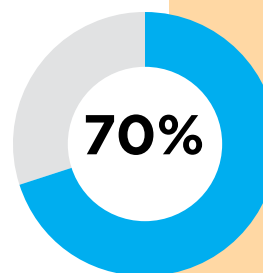
*"Achieving great service for our guests, year after year, relies on the engagement of each and every one of our team members. Our Total Return initiative, and all the other ways we connect with our team members, keeps us ahead of the industry."*

**Terry Byrnes**, Vice President, Total Service.

## Top ranking for Caesars workplace

Another indication of employee engagement is the top position in our industry that we achieved on the Glassdoor workplace ranking website. This site is the go-to site for people making career decisions with more than 40 million users, and it relies on independent, authentic insights from employed people who rank their company on culture, work ethic, terms and conditions and even their approval of the Chief Executive. In 2017, we asked our team members to post their honest reviews to help potential employees make informed decisions. We were delighted with the response, with our CEO approval rating increasing to 80% and overall score increasing to 3.6 (out of 5).

At the end of 2017,  
Caesars was ranked the  
**Number 1**  
gaming company on Glassdoor.



**70% of Caesars team members posting on Glassdoor would recommend Caesars to a friend** (November 2017)

## Developing our team members

Our enterprise training programs ensure that all team members have the opportunity to acquire the right knowledge and skills to excel in their roles. 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 2017, we launched a new leadership training initiative for 3,000 business managers in our U.S. and international operations. 86% of participants confirmed that this program created positive momentum within Caesars.

*"Our development training led to more team members clearly understanding our strategic vision and direction and delivered measurable changes in the way we apply high levels of integrity, respect diversity and hold ourselves accountable."*

Kenneth Janssen, Senior Vice President, Talent & Leadership Development

We also believe in giving promising graduates a solid foundation to progress within the company. Our U.S. MBA recruitment program from the top 20 business schools in North America offers a 24-month orientation program with three rotations in different business environments at Caesars. In 2017, we received 180 applications and selected 5 new team members from this group.

*"Everyone I've met, without exception, has been unbelievably supportive of my learning and trusting of my work; I'm constantly pushing well beyond what I ever thought I was capable of in May of this year."*

New MBA hire, September 2017

# 1.71 MILLION

HOURS INVESTED IN TRAINING BY OUR TEAM MEMBERS IN 2017.

THAT'S 29.65 HOURS PER TEAM MEMBER PER YEAR. (U.S. DATA ONLY)



## WELLNESS REWARDS PROGRAM

KEY NUMBERS IN 2017

**92%** of participants completed biometric screening

**90%** of participants completed an annual physical examination

**91%** of participants engaged in meaningful health programs

**24,119** participants earned a Wellness Bonus

**1,938** participants who did not earn a bonus in 2017 improved their health activity scores to earn a bonus in 2018

**28,802** participants saved more than \$30 million in 2017 in medical plan premiums by participating in Wellness Rewards

## Making health and wellness a habit

Our Wellness Rewards program continues to help our team members get healthier as they get older.

We maintain our funding of more than \$15 million each year to support our award-winning program that provides incentives for participation and the support of 26 WellNurses and WellCoaches and 10 clinics across our U.S. properties. Our team members save on average more than \$2,500 per year on their medical plan contributions if they and their spouses participate in the program. Each year we expand and enhance our program with new



**Wellness  
Rewards**

activities to encourage and appeal to more team members, especially those who have not yet engaged. In 2017, we revised the framework to enable team members to have greater choice in condition management programs in areas identified through their health-checks. We believe we have the highest participation rates in the industry in

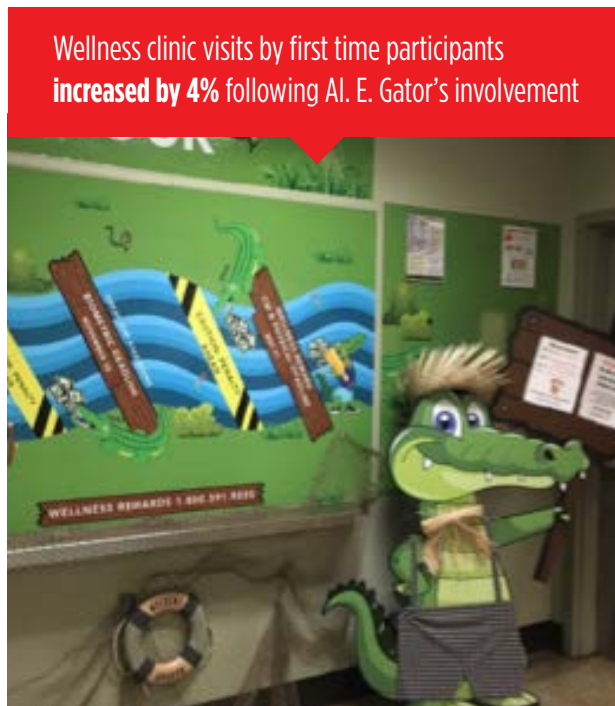
our Wellness Program and are glad to make a contribution to healthy communities, reducing the cost of good health for our team members, our business and healthcare services in cities where we operate.

## Mascot for Wellness at Bossier City

Our wellness team at Horseshoe Bossier City and Harrah's Louisiana Downs got creative in 2017, devising a new mascot, Al E. Gator, and a "Swamp Tour Wellness Wall". Al E. Gator helped communicate wellness throughout the property and reminded team members of upcoming events, activities, deadlines and clinic services, and made appearances at Travelling Biometrics events. Al E. Gator's "Swamp Tour Wellness Wall" showed the progress that departments were making as they completed Wellness Rewards activities during the year. An Al E. Gator trophy was presented to the department with the best overall completion of Wellness Rewards in 2017.

*"Since we are in Louisiana, an alligator was the perfect choice for a mascot. Al E. Gator drummed up increased weight loss and health motivation among our team members."*

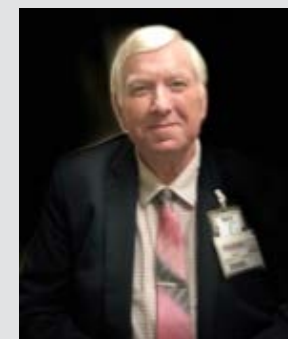
Tiffany Beauchamp, Employee Relations Specialist, Horseshoe Bossier City



Wellness clinic visits by first time participants increased by 4% following Al E. Gator's involvement

**Raymond Yetman**, a Lead Security Officer at Harrah's Bossier City since 2016, was diagnosed with diabetes and obesity after completing his biometric results. He took control of his health by losing 70 pounds and reducing his blood sugar with lifestyle changes in diet and exercise.

*"The Wellness Program gave me knowledge to accomplish my health goals and understand what needs to be done. Now I have more energy and I feel good."*



## Walk around the World

Last year, Horseshoe Council Bluffs and Harrah's Council Bluffs Hotel & Casino held an event to "Walk to the North Pole" where team members walked more than 55,000 miles to improve their health and raise money for a charitable cause. In 2017, we improved on this success with "Walk around the World", an event that again engaged more than 320 team members who walked (and cycled) 71,387 miles in total! Our properties met their commitments to donate \$1,000 to Toys for Tots for this achievement. Leisha Hammer, Vice President for Human Resources, was honored with a Wellness Award for her creativity in supporting these programs and great results.



*"My award was a property win, not just a personal one. So many people worked hard to make our walk campaigns a success. It's rewarding enough to see the difference we have made to our team members' health."*

Leisha Hammer, Vice President for Human Resources, Horseshoe Council Bluffs and Harrah's Council Bluffs Hotel & Casino



## Supporting our communities

Wherever we are, we aim to be a positive part of the communities we are privileged to serve. We believe in sharing responsibility for the prosperity of our communities and the diverse individuals who are part of them. In addition to the economic value we generate in the regions where our properties are located, we fund initiatives that make life better in communities. In 2017, our corporate giving amounted to \$63 million in licensed giving, Caesars Foundation and property giving. Our team members generously give their time and their passion in community service, spending 331,000 hours supporting local causes close to our hearts. We encourage our senior managers to lend their experience and expertise to help nonprofits grow and develop – in 2017, 57% of our global Senior Vice Presidents were active in one or more nonprofit Board Member roles.

### \$435 MILLION

Community contributions by Caesars through licensed giving, funding of community projects, volunteering time and cash donations from the Caesars Foundation in the past 6 years (2012-2017).



### 1,644,302

Hours volunteered in community service by Caesars HEROs between 2011 and 2017.

That's the equivalent of 117 full-time jobs every year for the past 7 years dedicated to our communities.



### \$20.38 MILLION

Raised for World Series of Poker (WSOP) charity partner One Drop since 2012. With contributions from more than 12,000 poker players, One Drops' safe water access projects reached over 170,000 beneficiaries.

## Celebrating 15 years of the Caesars Foundation

Since its inception in 2002, the Caesars Foundation has gifted more than \$74 million to help older individuals live more fulfilling lives, promote a more sustainable world and support educational initiatives. Caesars Foundation was established in 2002 as the charitable arm of Caesars Entertainment, funded from income of the resorts we own or operate. In 2017, Caesars Foundation committed \$1.4 million to community partners, helping them to expand their important work. Most of the Caesars Foundation beneficiaries are strategic partners with whom

we maintain a long-term relationship, involving both Foundation giving and volunteering by Caesars' team members.

For example, Caesars Foundation has donated nearly \$3.3 million to Meals on Wheels America (MOWA) since 2003 and in 2017, we donated our 60th meal delivery vehicle that was received by the Metropolitan Inter-Faith Association (MIFA), a local affiliation of MOWA to help deliver almost 13,000 meals each month to local seniors. In 2018, we gifted our 61st vehicle, more than any other company to date.



### AMONG CAESARS FOUNDATION'S STRATEGIC PARTNERSHIPS:

- Second Wind Dreams
- Meals on Wheels America
- National Park Trust
- Cleveland Clinic Lou Ruvo Center
- Clean The World



Caesars Foundation is a founding supporter of **Clean the World's** Las Vegas Recycling Operations Center, which celebrated its fifth anniversary in 2017. Our hotel properties in the U.S. have collected more than 2.3 million bars of soap to be sanitized, reformulated and distributed in 118 countries.



Clean the World®

In 2017 alone, more than 308,000 bars were distributed from Caesars properties. Since 2010, Caesars Foundation has gifted more than \$1 million to support Clean the World's important program.

In 2017, Caesars Foundation again supported community partner, the **National Civil Rights Museum in Memphis** and our HERO volunteers joined the museum in series of weekly activities throughout the year to commemorate the 50th anniversary of Rev. Dr. Martin Luther King, Jr.'s tragic death in 1968.

Caesars is thrilled to be a part of New Orleans' thriving hospitality industry that employs more than 57,000 people in the region. Caesars Foundation supported the creation of a new facility for the world-class **New Orleans Culinary & Hospitality Institute**, which has a special focus in workforce development for under-employed people in the region.

As part of our partnership with **National Park Trust**, in 2017, Caesars Foundation sponsored **Carbon Reduction Contests** at elementary schools in Atlantic City, Biloxi and Las Vegas, supported by our volunteers. Initiatives advanced by the students led to energy savings in their schools and further, the Atlantic City school district applied similar initiatives across all its schools, **saving more than \$826,000** in energy bills and reducing their carbon footprint in the first semester of the 2017-2018 school year.



Clean the World, Mexico



National Civil Rights Museum in Memphis



National Park Trust, Mississippi



Caesars Foundation has donated nearly \$3.3 million to Meals on Wheels since 2003.



Cleveland Clinic, Lou Ruvo Center

*Our partnership with Cleveland Clinic Lou Ruvo Center for Brain Health is an example of leveraging both funding and employee volunteerism. In addition to providing financial support to the Healthy Brains Initiative, we extend the program's impact by partnering with the Clinic to train Caesars team members across the U.S. to provide brain health education. In turn, this allows Healthy Brains Initiative to extend its reach to locations where it doesn't have a clinical presence."*

**Jan Jones Blackhurst**, Chair, Board of Trustees, Caesars Foundation and Executive Vice President, Public Policy & Corporate Responsibility, Caesars Entertainment

## Enhancing the effectiveness of nonprofits

In 2017 we conducted our new initiative to strengthen the capacity of nonprofit partners to measure their social impact. The initiative, called Results Rule, was year-long collaboration with ten long-standing partners such as Second Wind Dreams®, The Gay and Lesbian Community Center of Southern Nevada and the National Park Trust. Bea Boccalandro, president of VeraWorks and social impact measurement professor at Georgetown University, led the program, providing one-to-one assistance in measurement processes, data analysis and reporting. Most of the participating nonprofits have successfully developed measures of their social impact. For example:

Second Wind Dreams is a nonprofit organization that has fulfilled tens of thousands of dreams for elders since 1997. A 2017 survey, developed with the help of Results Rule, found that volunteering with Second Wind Dreams appears to improve perceptions of elders. 85% of surveyed volunteers reported that volunteering gave them a more positive view of elders.



The Teacher EXCHANGE® is a resource center available to all Southern Nevada public school teachers that also can help them save hundreds of dollars annually in out-of-pocket expense through receiving reused, repurposed or surplus materials. A survey of over 2,000 teachers, prepared with help from Results Rule, found that Teacher EXCHANGE helped 81% of respondents ensure their students are prepared to learn.



*"Most nonprofits lack the capacity to measure to what extent they effect the aspirational change expressed in their missions. To my knowledge, Caesars is the first company to respond to this issue with capacity-building assistance for its nonprofit partners. Auspiciously, early findings are promising. Caesars' innovative Results Rule project suggests that business can play a productive and respectful role in eliminating the impact data challenge that has long haunted the social sector."*

Bea Boccalandro, President of VeraWorks



Caesars contributed **three times more** to its communities per dollar of revenue earned in 2017 than the average U.S. corporation.



That's **44 cents of every dollar** in revenue versus an average of 14 cents for U.S. corporations.

(Contributed value is calculated from employee wages and benefits; taxes and licenses; and investments in the community through mandated and other giving). Analysis conducted by Bea Boccalandro who serves as a Corporate Social Responsibility advisor to the Caesars leadership team and is President of VeraWorks.



## #vegasstrong

Following the tragedy of October 1, 2017, a date that will be forever etched in the hearts of the citizens of Nevada and of our entire country, we took immediate action to support all those affected and help provide a measure of relief. Overall, Caesars gave \$2 million in direct donations and hosting fundraising events by our celebrity performers and other activities. We continue to participate in the Vegas Strong Fund, a 501(c)(3) nonprofit founded by Caesars and other companies within the Nevada resort industry, and Jan Jones Blackhurst, Caesars Executive Vice President of Public Policy and Corporate Responsibility, acts as chairwoman of the Fund.

Our activities and efforts so far to support victims, families and all those affected by the tragedy include:

- Hosting Salute to Vegas Heroes, a three-course dinner prepared by Caesars Entertainment chefs Bobby Flay, Giada De Laurentiis, Gordon Ramsay, Guy Fieri and Steve Martorano as well as live-band entertainment to recognize the bravery and courage of more than 2,500 Las Vegas first responder community heroes and their partners.
- Supporting Celine Dion in dedicating one of her concerts at Caesars Palace Colosseum to victims, families and first responders.
- Supporting Ringo Starr in dedicating the opening night of his show at Planet Hollywood Resort to victims.
- Delivering food and supplies to hospitals for staff and victims' families, providing lodging for volunteers and coordinating blood drives to help replenish the depleted supply.

## #Manchesterstrong

Following another terrible tragedy in May 2017, when a suicide bomber in Manchester (UK) killed 22 people and wounded 59 others, our team at the Manchester235 casino stepped up to support the victims and their families. Caesars UK donated funds, our team members made personal donations, held a charity quiz and took part in the Great Manchester Run to raise funds for local nurses.



Photo: Erik Kabik

Jan Jones Blackhurst, Barbara Starkey, wife of Ringo Starr, Ringo Starr, and Mark Frissora at Salute to Vegas Heroes event

*"I'm very proud of how our Caesars family has come together in support of our hometown."*

Mark Frissora, President and CEO



*"This has to be one of the most important dinners I've ever done. I want to say a special thank you to the courage, the dedication, the passion that you have and the selflessness that you put into your jobs every day."*

Gordon James Ramsay Jr. OBE,  
Restaurateur and Chef.

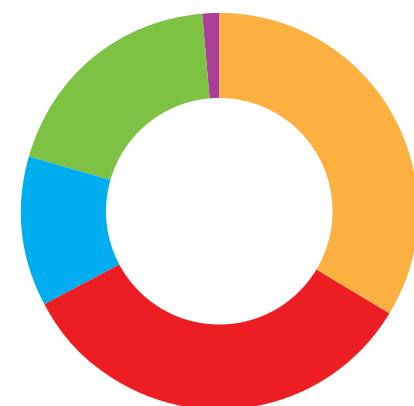
[Watch the video here.](#)

## Generating social value through economic value

The economic value we create as an organization each year supports the creation of social value in the communities where we are privileged to serve. Typically, of the revenues we generate, close to a third is distributed to our employees in compensation for their contribution to advancing our goals, and a similar proportion is distributed to our vendors as payment for the goods and services they provide. Every year, we pay taxes that fund a host of initiatives to improve the quality of life in the cities and regions where we operate and we contribute tens of millions of dollars to make life better in a variety of ways. Overall, in 2017, we distributed **\$7.6 billion** to the different groups connected to our business, making a strong contribution to the economic infrastructure and enriching the quality of life for millions of individuals.

### Economic value distributed to our stakeholders

(as a portion of revenues, 2017)



- Employees
- Vendors
- Financers
- Tax authorities
- Communities



Close to a third of our revenue is distributed to our employees in compensation.



Almost a third of our revenue is distributed to our vendors as payment for goods and services they provide. Pictured: RENUOil, who provides recycling services for Caesars. [Watch video here.](#)

Economic value generated and distributed	2017 \$ millions
<b>Revenues (net) GAAP</b>	<b>4,868</b>
Revenues (net) non-GAAP	8,348
Payments to employees in wages and benefits	2,572
Interest payments to providers of capital	965
Payments to vendors for goods and services	2,553
Payments to governments in local, state, and federal taxes and all gaming taxes and licenses	1,456
Expenditure as an investment in our community through licensed giving, corporate/property giving and the Caesars Foundation.	63
<b>Total economic value distributed</b>	<b>7,609</b>

### 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.

In millions	Year ended December 31, 2017
GAAP Net Revenue	4,868
CEOC Net Revenue (1)	3,840
Non-GAAP Net Revenue	8,348

(1) Amount represents net revenue of CEOC and subsidiaries from January 1 through October 6, 2017



## Changing social perceptions and a call to action in Las Vegas

An example of an advanced sustainable development approach is our initiative in Southern Nevada. Through several multi-partner and multi-sector workshops designed to identify intersections of major social challenges facing the city, we have developed a social sustainability master plan blueprint with long-term goals that each require systemic solutions implemented in an integrative and inclusive way. This is potentially a ten-year initiative with cities, the County, NGOs, other gaming and hospitality and service providers that will require extensive alignment, resources and regulatory expectations. As a corporation whose future success blends with and relies upon a happy, healthy and productive local community, and the positive integration of immigrant communities, we take the longer-term, broader and higher purpose view of our role in local society and how we can make life better.

We identified three urgent and complex challenges that need addressing with regulatory change as well as multi-sector support.

*“By addressing these regional, recognizable equity challenges, we will create opportunities for both businesses and residents of Las Vegas. With ways to take action, we will see our economy grow, our people prosper, and our environment reflect the changing realities of the city’s population. I believe this is the vision of leadership at Caesars Entertainment, and the city’s sustainability program is supportive of it.”*

**Namita Koppa**, Sustainability Management Analyst, City of Las Vegas.

HOMELESSNESS	SEX TRAFFICKING	THE HEALTH OF IMMIGRANT COMMUNITIES
The number of unsheltered homeless individuals continues to rise.	Sex trafficking in Las Vegas claims many victims who do not receive appropriate care.	The health of immigrant populations suffers through lack of access to healthcare services.
<b>Working targets:</b> Reduce the unsheltered homeless rates by 20% by 2020 and overall homeless rates long-term.	<b>Working targets:</b> Increase interventions by enforcement and social services by 50% by 2030 and for all victims to be referred to care services upon identification.	<b>Working targets:</b> Ensure the immigrant population receives annual physicals with specific goals to reduce preventable health indicators by 2030 and achieve improvements in documentation and financial assistance in the naturalization process.
<b>Expected actions:</b> Systemic solutions to reduce unsheltered homeless, drastic improvement in preventative care (e.g. mental health), and collective impact solutions for emergency, transition and long-term support for housing insecure residents.	<b>Expected actions:</b> Implementing a 10-20-year community-based protocol that involves training of public officials and drastic improvement in emergency, transitional and long-term medical/social services for victims toward survivor services.	<b>Expected actions:</b> New collaborative approaches to grow naturalization program support in the region. Accessibility by bridging language and cultural barriers to educate immigrant populations on wellness priorities and increase the number of culturally sensitive health care providers in the region.

The City of Las Vegas maintains several programs in these areas today, working with different partners and with ImpactNV, a nonprofit catalyst organization, dedicated to a more sustainable future in Southern Nevada. For example, the City is actively working on standardizing an education program around trafficking for its own employees and developing a standardized protocol. The Las Vegas Office of Community Services is supporting the expansion of an area called The

Courtyard to provide a safe and supportive space with resources for people who are experiencing homelessness, including 300 sheltered rooms for overnight stays. The City is also advancing naturalization by creating more streamlined ways for legal residents of Las Vegas to become U.S. citizens, and we have worked together to pilot new programs on naturalization.

Through the Caesars Foundation, we also commissioned ImpactNV to organize outcomes-based workshops on Counter-Trafficking and Homelessness to bring the many groups together already working on these issues toward a collective goal and roadmap.

*“ImpactNV, formerly Green Chips, and Caesars have a history of successful collaboration on environmental sustainability programs in Southern Nevada over the past decade. Recently, this has expanded to include important and impactful work for 2018 around collaborating, coordinating, and convening community stakeholders to achieve systems level solutions to our region’s most critical needs in the homelessness and counter sex trafficking arenas. It is a unique and much needed role that allows us to see the big picture and amplify current efforts. It is incredibly rewarding work for ImpactNV and the community.”*

**Lauren Boitel**, Executive Director, ImpactNV



## Sex trafficking. Not here. Not anywhere.

Sex trafficking and exploitation greatly concern us here at Caesars. We know that hotels are often used in trafficking transactions, unobserved by staff and security officers. In fact, recent data gathered on the East Coast shows that 44% of trafficked children are exploited in hotels. In 2017, we stepped up our ongoing work to prevent anyone at Caesars being unknowingly complicit in sex trafficking at our properties. Under the guidance of a respected and accomplished leader in treating victims of exploitation, Dr. Halleh Seddighzadeh, we created an internal protocol supported by a suite of educational materials including a dedicated

online portal for team members, a “Combating Human Trafficking Toolkit” and action guides. We trained all customer-facing and security team members across our Las Vegas properties and have appointed 120 volunteer Community Engagement Ambassadors (CEAs) as leaders in addressing sex trafficking and commercial sexual exploitation on property. We rolled out a train-the-trainers program for CEAs who continue to educate other team members.

Dr. Halleh Seddighzadeh is an international counter-trafficking advisor and Forensic Traumatologist specializing in the treatment of survivors of human trafficking, torture and

other human rights abuses. She is the founder of ARMAN, a social impact organization and human rights clinic that treats individuals who have suffered from extreme forms of trauma.

*“When I came to Las Vegas I noticed a gap in treatment options for complex trauma victims, including trafficked persons, so I established the first Center in Nevada for treating complex trauma and torture. My extensive work with Caesars since 2015 has not only enabled me to make a difference in the awareness and education of so many people to help combat commercial sexual exploitation, it has also meant that I have been able to fund the treatment of over 25 additional survivors of torture and trafficking through our organization. Through Caesars, I can see the power of corporations in making a lasting positive difference. Human trafficking cross-pollinates with so many other areas of organized crime from money-laundering, drugs and arms trafficking to terrorism. Businesses have the power to disrupt and intercept these issues, by shifting the narrative, and targeting traffickers, not the victims, as the problem, we are taking control to combat commercial sexual exploitation and use business as a powerful force and ally for healing and change.”*

**Dr. Halleh Seddighzadeh**



# WE TAKE A PUBLIC STAND ON

CLIMATE CHANGE  
CORPORATE TRANSPARENCY  
GENDER EQUITY  
HEALTHCARE  
HUMAN RIGHTS  
IMMIGRATION REFORM  
LGBTQ RIGHTS  
TRAFFICKING

## Speaking out for justice

In support of our communities everywhere, and as part of our responsibility as a good corporate citizen, we speak out on social and environmental issues that we care about. We engage with several associations that help advance social causes, including We Mean Business, Human Rights Campaign, the World Resources Institute and Sustainable Brands. We use our voice to advance greater social equality, justice and a sustainable future for our planet. For more details of our positions on these issues, and for our stance on Human Trafficking, please see our website: [caesarscorporate.com/about-caesars/public-policy/](https://caesarscorporate.com/about-caesars/public-policy/)



Top left: Caesars helping immigrants become U.S. Citizens. Bottom left: Caesars supports the Cleveland Clinic Lou Ruvo Center for Brain Health. Right: EQUA Harrah's New Orleans hosted the Inaugural Pride and EQUAL Forum to discuss LGBTQ workplace inclusion and business development.



## A visionary plan for addressing food and nutrition security

As a large hospitality organization, we provide meal options for the 115 million and more guests that visit our properties each year. From a variety of breakfasts at the start of the day to world-class fine-dining options to cater for all food tastes and styles, supported by hundreds of expert chefs at our properties and more than 560 food and dining outlets that we own or manage, our role in supporting a responsible approach to the way our food affects society has taken an increasingly holistic form. Last year, we commissioned independent research to guide us in identifying the broader implications of what we do with food. The result led to our new map of five key areas where we can make a stronger strategic contribution in the future.

We have developed a visionary strategy covering five clusters to improve the way we manage our

food impacts to help sustain the planet, eliminate inefficiencies in the food supply chain, support local economies, offer healthy options for guests who prefer them or diverse dietary options for guests who need them, and of course, ensure it all tastes good! We plan to share more on this topic in the future, including goals we are working to define. In the meantime, there's a lot going on:

- We strongly support food and nutrition security via our long-standing partnership with Meals on Wheels, supporting the delivery of more than 4 million meals to (mainly) seniors so far through our partnership with the Caesars Foundation.
- We support Food Banks and hunger organizations through HERO volunteering and donations.

### OUR NEW APPROACH TO FOOD MANAGEMENT AND NUTRITION SECURITY

#### FOOD LOSS AND WASTE (FLW)

Globally, >30% of food is wasted in:

- Farms/food production
- Food processing, transportation
- Post-consumer trash

#### HEALTHY LIVING

- Sugar and fat content of meals
- Portion control
- Avoidance of use of additives and GMO, transparency of ingredients and energy/nutritional values
- Emphasis on consuming "whole" foods

#### SUSTAINABLE SOURCING

- Strategies for beef, seafood, poultry/eggs, coffee/tea, cocoa
- Safe and ethical animal husbandry practices
- Continuity of biodiversity and species
- Human rights of workers in agriculture

#### LOCAL SOURCING

- Empowering local supply, economic development (often small, diverse suppliers)
- Avoiding environmental costs of long-distance shipping, cold storage

#### FOOD SAFETY

- Regulatory and reputational risks
- Licensed brands, partner operator business models



61

Caesars Foundation's 61st delivery van was gifted to Meals on Wheels in early 2018, maintaining Caesars as the single corporation that has delivered the most number of vans to support this important organization.



- We take a focused approach to food sourcing, identifying certain food groups such as beef, poultry, seafood and wine as priorities for sustainable sourcing, and we have engaged with our suppliers so that our sourcing process is sustainably managed. As a founding member of the Sustainable Purchasing Leadership Council, we follow their governance framework for procurement.
- We promote local sourcing of many ingredients, working with local growers and farmers' markets close to our properties. A number of our regional properties manage on site organic gardens where we grow herbs and

vegetables, offering an opportunity for our team members to get engaged and gain an appreciation for locally-grown produce in our food outlets.

- We drive food waste elimination in our kitchens and restaurants, primarily in buffets and food preparation practices, educating our chefs and kitchen stewards, and introducing food management protocols to minimize waste, and also by right-sizing portions of dishes on our menus and in our employee dining rooms.
- We provide at least one vegetarian option for appetizers and entrees in all our food outlets.



### Chefs avoiding food waste

Agata Siwinska is a chef at Hell's Kitchen, Caesars Palace. She was recognized for her outstanding performance and service with a Caesars Award of Excellence in Leadership in 2017.



[Watch the video](#)

*"It is important for all of us as a company to make sure that we are not wasting, that we are being sustainable, that we are being conscious and mindful of the food that we are preparing. We get to use our creativity to take what we have, elevate it, and make sure we are wasting less product."*

**Employee garden at the Flamingo Las Vegas Hotel and Casino tended by Director of Culinary Operations, Chef William Becker.**

## Making meetings memorable

Memorable experiences are also created at the 15,700 meetings, conventions and events that we host for our corporate and institutional customers and their guests every year. Our meeting facilities at 40 properties across the U.S. incorporate responsible and sustainable options as part of our standard service offering. With 350 managers trained and certified in our Responsible Meetings program, we can offer environmentally favorable events that help our customers stay sustainable. We audit our properties for adherence to our responsible meeting commitments – in 2017, we conducted 25 property audits. Four properties achieved a perfect 100% compliance score. Plans are in place to assist the remaining properties to improve their compliance levels.

In 2017, we announced an exciting addition to our meetings and conventions offering: the planned

construction of a new conference center in Las Vegas, CAESARS FORUM, at an investment of \$375 million. CAESARS FORUM will have 300,000 sq. ft. of flexible meeting space with the two largest pillarless ballrooms in the world, as well two junior ballrooms, and an outside 100,000-square-foot plaza. The entire CAESARS FORUM venue will accommodate large groups with up to 10,000 guests for big events and is directly connected to our hotel properties for guests who stay over in Las Vegas. Construction is being planned to meet LEED silver standards and advanced environmental considerations and smart technology are incorporated in the design. We look forward to CAESARS FORUM being operational in 2020 so that we can welcome even more guests and help our customers host perfect events.

*“One of the most spectacular and largest events we’ve ever hosted, was for a large customer at the end of last year. It was a fun corporate gathering with 22,500 attendees. We transformed our parking area, at The LINQ Promenade, into a 750-square-foot megastructure –equivalent to thirteen football fields, with three specially constructed kitchens to service the event. We even constructed a special walk bridge, so that attendees staying at Harrah’s Las Vegas could reach the venue with ease. We pulled out all the stops so that everyone could have a great time. We had bouncy ball pits, video games, fun activities and of course a top DJ to provide the best music for all the dancing that went on. It was the party of parties for our customer. For this event, just like for much more modest events, we stopped at nothing to ensure our customer, and all the event guests, had a unique and positively memorable experience. Of course, we also planned the event responsibly, in line with our Responsible Meeting Commitments.”*

**Vicki Kydd**, Director of catering and convention services



### Our Responsible Meeting Commitments for ALL Caesars Meetings:

- Implementation of 7 CodeGreen Standards, including reusable table settings, no preset water, and electronic communications
- Donation of meeting materials and optional community service activities with our local partners
- Carrying out 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 following through on these commitments on behalf of our meetings guests. In 2019, we look forward to relaunching our Responsible Meetings Certification Program with even more rigorous commitments aligned with the Green Key Meetings Program.





# PLANET

## Taking care of the world we all call home

**You can't have PEOPLE and PLAY without PLANET.** Our planet sustains us and enables us to thrive. At Caesars, we love our planet and its miraculous possibilities, and we acknowledge our responsibility, as a global organization, to care for our planet and protect its sustainability. Caesars takes 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. We believe that, to mitigate the threat that climate change poses to the ability of humanity to survive, we must be accountable. Since we established our CodeGreen strategy in 2007, that set ambitious goals for reduction in energy consumption, greenhouse gas emissions, water use and increase in waste diverted from landfill, we have made deliberate, consistent progress each year through investment, incremental performance improvement, education and measurement.

## Celebrating 10 years of energy reduction

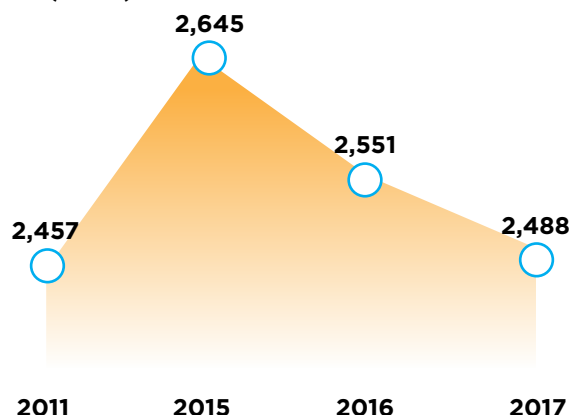
Retro-commissioning means increasing the resource efficiency of existing building systems through systematic upgrades to lighting and heating, air conditioning and ventilation equipment. For Caesars, this typically includes replacing obsolete central plant controls with state-of-the-art technology, installing new sensors, upgrading equipment, rebuilding pumps and converting when possible, constant-volume air and water delivery systems to variable flow to reduce unnecessary pumping and fan energy. A typical retro-commissioning initiative can save up to 15% of energy consumption at any of our properties. Overall, since the start of our retro journey, we have reduced our energy consumption by over 18.5 million KWh per year.

In 2017, we completed our fifth comprehensive retro-commissioning initiative at Caesars Palace in Las Vegas. At this property, a key focus was the optimization of the chilled water plant that delivers cool water throughout the building. Together with hardware upgrades and advanced control strategies, Caesars Palace now controls indoor temperature and humidity conditions with much lower energy use, consistently throughout the year, irrespective of external weather conditions.

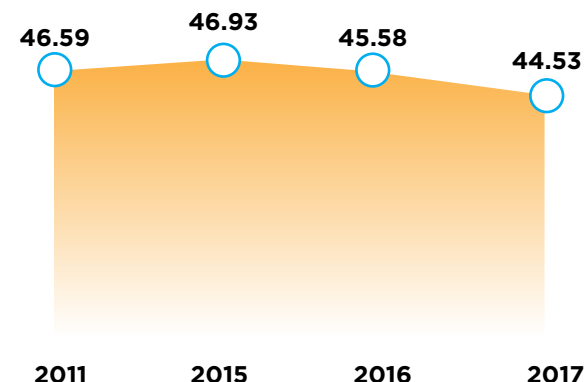
Between 2007 and 2017, we reduced energy consumption by **14%** on an absolute basis and by **24%** per 1,000 sq.ft. of air-conditioned space across our U.S. operations.

Since 2011, our new base year that aligns with our Science Based Targets, our absolute energy consumption has increased by 1%, but it has reduced by 4% on a normalized basis to property square footage.

**Total energy consumption**  
(GWh)



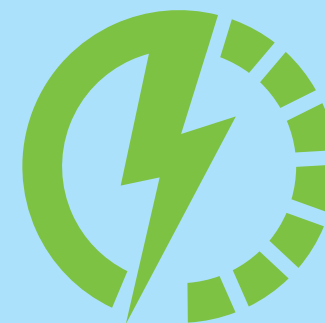
**Energy intensity**  
(MWh per 1,000 air-conditioned sq. ft.)



### RETRO INITIATIVES SINCE 2007



**Caesars Palace goes  
retro in 2017, saving  
7.2 MILLION  
KILOWATT-HOURS  
OF ENERGY EVERY YEAR**





## Integrated systems help us see the light

In 2016, we completed standardization of our maintenance management processes using an electronic platform called Maximo to manage engineering across the organization. Maximo enables us to track work flows across each property in real time, help identify inefficiencies and plan corrective and preventive maintenance of equipment and infrastructure that are not working optimally. In a given month, Maximo processes more than 100,000 work orders, providing us with opportunities to correct and improve not only operations and maintenance, but also energy performance.

For example, Caesars Palace has nearly 4,000 hotel rooms, several dining and recreation areas, and more than 150,000 light bulbs. Even though guestroom lighting at Caesars had been upgraded

over the years, we noticed that lighting was among the most frequent issues highlighted through Maximo. In particular, older fluorescent lamps in hotel rooms were producing extreme differences in light color and emitting lower levels of light. In addition, they often took many minutes to reach full light output creating a poor guest experience. We therefore initiated a large-scale replacement of light bulbs and fixtures in Caesars Palace, installing LED technology at an investment of more than \$420,000. Not only did this mean that our guests could now see the light, we significantly reduced energy consumption and streamlined maintenance requirements.

Following an enlightening (pun intended!) experience at Caesars Palace, we extended this initiative to our Rio All-Suite Hotel and Casino Las Vegas, where Maximo again alerted us to a high frequency of lighting issues. We embarked upon a new initiative at a further investment of \$400,000, and by early 2018, we were also seeing the light at the Rio.

**In 2017-2018, we  
replaced more than**

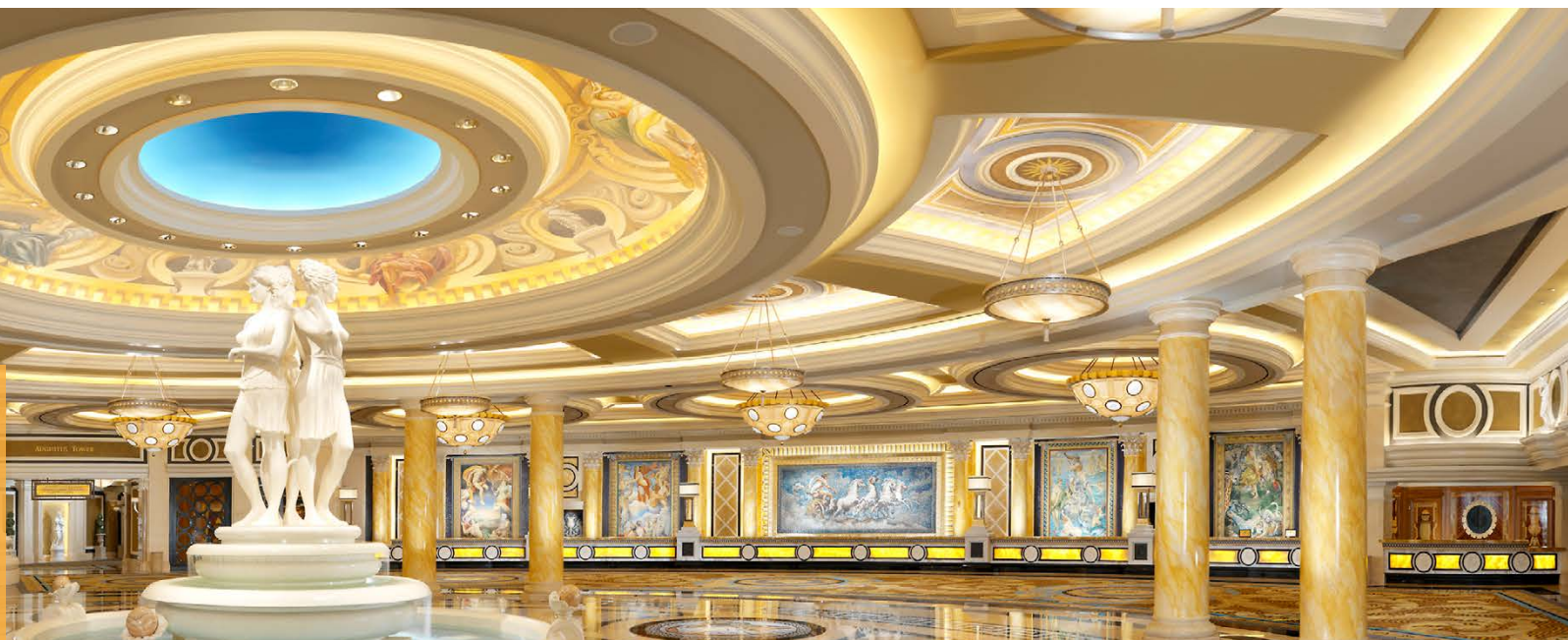
**115,000**

**light bulbs with LED  
technology at Caesars  
Palace and the Rio in  
Las Vegas achieving  
annual savings of**

**6,400,000  
KWh of electricity.**



**We initiated a large-scale  
replacement of light bulbs  
and fixtures in Caesars Palace  
to LED technology, reducing  
energy consumption and  
streamlining maintenance  
requirements.**



## Tackling climate change with science

Since 2007 when we established our internal targets through our CodeGreen strategy, our efforts to reduce GHG emissions have consistently produced positive results. However, science now dictates that stronger progress is required, and we support the global movement towards targets that are aligned with planetary imperatives as defined by science. We have therefore voluntarily committed to externally evaluated targets to take our efforts into the future, through 2050 and have established a new base year of 2011 to align with these targets.

In early 2018, we were delighted that our commitments to support global climate change mitigation efforts were formally approved by the Science Based Targets Initiative (SBTi). The Science Based Targets initiative is a collaboration between CDP, World Resources Institute (WRI), the World-Wide Fund for Nature (WWF), and the United Nations Global Compact (UNGC). It adopts a technical methodology considering planetary limits and helps companies define targets in line with best practice in the transition to a low-carbon economy. We are proud to be one of the first 105 companies in the world with SBTi approved science-based targets, leading the way to a cleaner and safer future.

*"We congratulate Caesars for setting a bold science-based target aligned with climate science and the Paris Agreement. It is particularly encouraging to see the company extending its influence to its suppliers, leveraging its purchasing power to spread science-based target setting throughout the supply chain."*

**Cynthia Cummis**, Director of Private Sector Climate Mitigation, World Resources Institute



### CAESARS' SBTi APPROVED TARGETS

# 95%

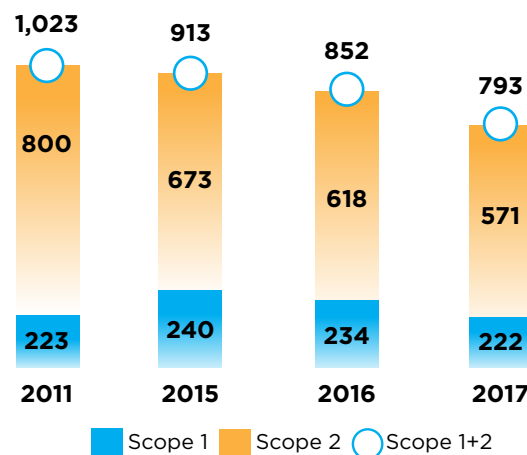
Caesars Entertainment commits to reduce absolute Scope 1 and 2 emissions 30% by 2025, and 95% by 2050 from a 2011 base-year.

# 60%

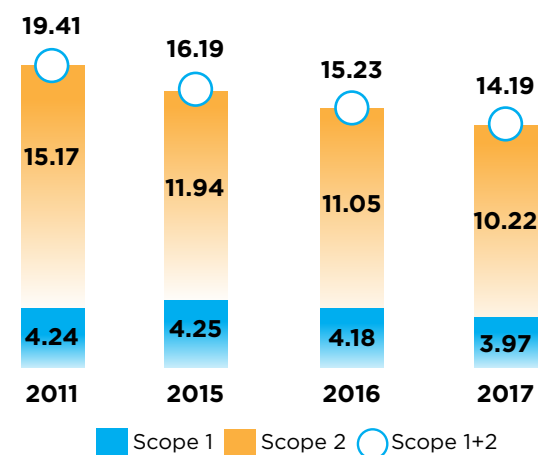
Caesars also commits to have 60% of suppliers by spend institute science-based GHG reduction targets for their operations by 2023.

Since 2011, our new base year that aligns with our Science Based Targets for reduction of GHG emissions, our absolute GHG emissions have reduced by 23%, which is 27% on a normalized basis to property square footage.

#### GHG emissions (1,000 MT CO<sub>2</sub>e)



#### GHG emissions intensity (MT CO<sub>2</sub>e per 1,000 air-conditioned sq. ft.)

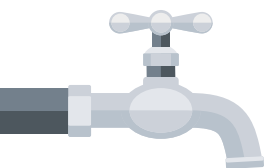


*"Caesars has taken a very public stance against climate change by establishing aggressive greenhouse-gas reduction targets that align with science. We're also proud to be the first gaming company to include a Scope 3 goal. Reducing our carbon emissions is not only good for the planet, but will also drive lower operating costs in the near-term while providing a platform for employee and customer engagement."*

**Eric Dominguez**, VP Facilities, Engineering & Sustainability

## A scores for climate, water and supply chain

We have been disclosing our carbon, water and supply chain performance to CDP for several years. For our work in 2017, we received “A” scores for climate (A-) and water (A) impact and supplier engagement (A-) from CDP (formerly the Carbon Disclosure Project), the international not-for-profit that holds the largest global database of climate information. Thousands of companies submit annual climate disclosures to CDP for independent assessment against its scoring methodology. We joined the A List for Water for the first time this year and are among 10% of companies participating in CDP’s water program to receive this honor. Caesars is the only hospitality company that was on CDP’s Water A-list in 2017 and the only hospitality / gaming company that is a member of the CDP Supply Chain program.



### A million gallons of benefit

Drought-tolerant landscaping is the new approach that shapes the planning of the entrances and outdoor recreational areas at our properties, especially in the water-scare areas of Nevada. In 2017, we replaced 20,000 square feet of green sod that lined the entrance Caesars Palace Las Vegas with artificial turf, saving an estimated one million gallons of water per year.



Caesars is one of 55 companies that achieved leadership level on Climate, Water and Supplier Engagement rankings by CDP in 2017

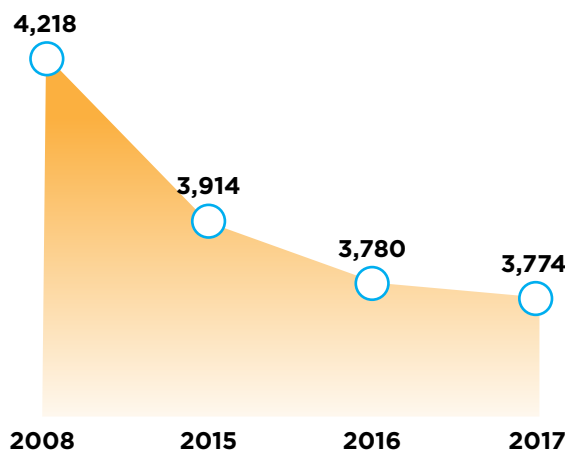
### OUR CDP SCORES IN 2017

**A-** climate **A** water impact **A-** supply chain

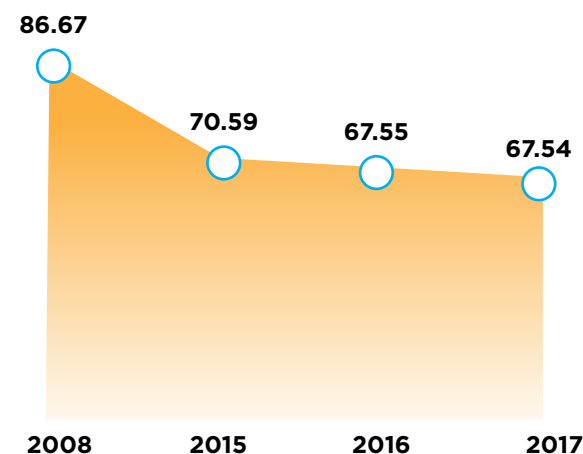
## Conserving water

Since our 2008 base year, we have reduced absolute water consumption by **11%**, which is **22%** on a normalized basis to property square footage.

**Total water withdrawal**  
(Million gal)



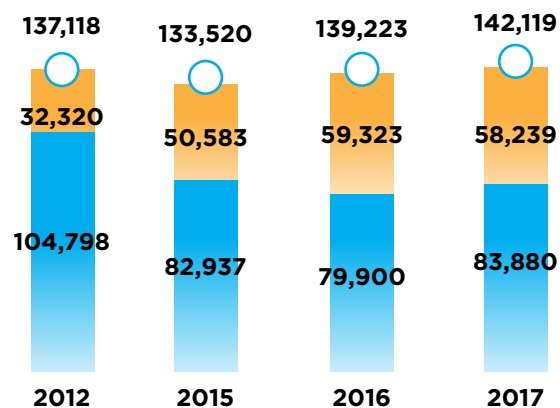
**Water intensity**  
(Kgal per 1,000 air-conditioned sq.ft.)



## Avoiding waste to landfill

Since 2012, we have reduced waste generated in our operations by **12%** on a normalized basis to property square footage and diverted more than **328,000 tons of waste** from landfill.

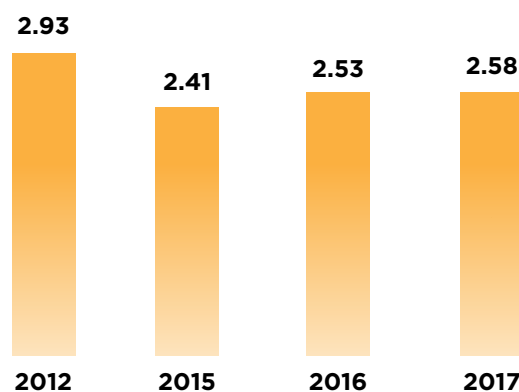
**Waste generated**  
(Metric tons)



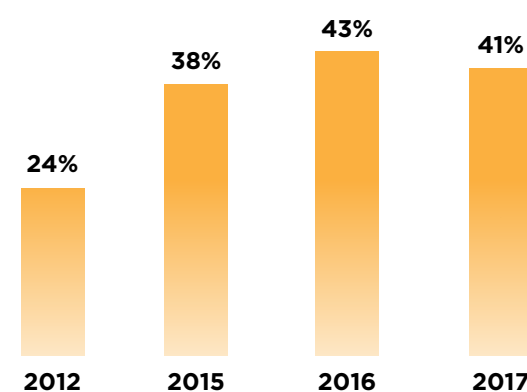
- Total waste
- Recycled or reused
- Landfill

In 2017, we took an important step forward in managing our waste diversion process at our Las Vegas properties. By introducing a new internal Standard Operating Procedure (SOP) for processing of bulk recyclable, recoverable and reusable materials we were able to find a new life for materials we no longer need. We have nominated 8 local nonprofit partners for each waste type that can be reused or recycled, thereby avoiding filling up our landfills while generating a considerable community benefit.

**Waste intensity**  
(Metric tons per 1,000 air-conditioned sq. ft.)

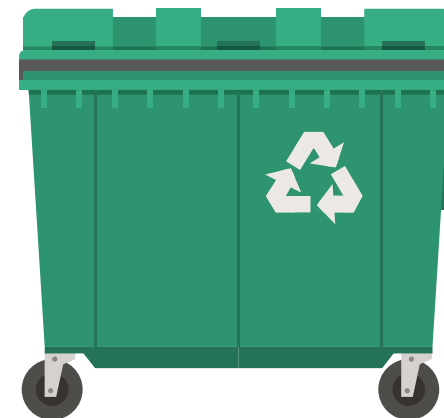


**Waste diverted from landfill**  
(% of total waste generated)



### Materials diverted from landfill covered by our new SOP

- Electronics
- Textiles and mattresses
- Furniture and kitchenware
- Demolition, renovation and construction materials
- Paint
- Convention supplies
- Soap and bottled amenities
- Landscaping debris and wood





## From renovations to social advantage

During our major renovations at Bally's Las Vegas, Flamingo Las Vegas and Planet Hollywood, project engineer Rainey Day Addison came up with a plan to re-route used furniture from hotel rooms to those in need – especially victims of Hurricane Harvey as well as low-income families and veterans in the region. Supported by Corporate Responsibility Manager Margaret George, and many other team members from Caesars, as well as transportation and recycling supplier partners, thousands of furniture items and room fittings found new homes where they were needed most. Las Vegas-based IHI Corp. loaded the trucks and transported the furniture locally for free. Volunteers from Audit Logistics organized transportation to Houston. Local supplier RENUoil took whatever could not be donated and recycled or repurposed different materials.

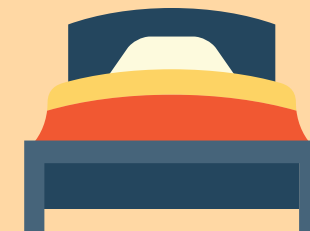
This initiative helped us turn waste into real social benefit – and what we have learned in 2017 will serve as a template for managing waste at future renovations at our properties.



Check out Rainey Day Addison talking the furniture donation project [here](#).

*It almost brings me to tears every time, just the amount of people that you don't even know you touch. You don't know how many lives you can change by the simple things that we take for granted."*

**Rainey Day Addison**, Project Engineer of Design and Construction



## FURNITURE FROM 3,800 HOTEL ROOMS

was donated and re-used by more than **512 families** affected by Hurricane Harvey – with a monetary value of **\$3.9 million** and a social value worth far more.

Renovations, like the ones completed in Bally's Las Vegas, allowed us to re-route used furniture to those in need – helping us turn waste into real world social benefit – and serve as a template for managing waste at future renovations at our properties.



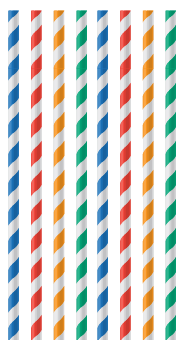
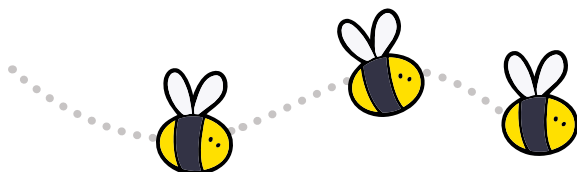
## Properties going green

Team members at our properties are passionate about stewarding our planet and they are enthusiastic participants in our annual CodeGreen challenge and a range of other events to increase awareness, enhance impacts and involve guests in our environmental stewardship efforts.

We also encourage our team members to undertake CodeGreen at Home and be rewarded for activities such as donating or recycling old clothes, switching to a greener way of getting to work or installing a renewable energy system at home. More than 1,000 employees have adopted this benefit to date.

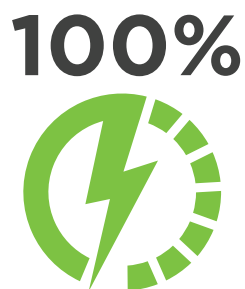
### Buzzing in Southern California

An example of a local initiative at Harrah's Southern California has got us all buzzing, alongside the quarter of a million bees that populate the five hives supported by the property. Since early 2017, on a site near our resort, our bee colony is producing honey and helping to conserve our environment. Two Resort Bee Keepers help keep the bees healthy and happy, while we all enjoy the best tasting honey around. (Just in case you were wondering, we wear protective suits when tending the bees, and no-one has been stung so far!). Check out a video our team created about our Save the Bees initiative.



## Initiatives for the planet

From January 2017 we removed plastic straws from our purchasing system, replacing them with a planet-friendly, 100% biodegradable bleach-free paper alternative. Over the past 12 months, our UK venues used an incredible 1.4 million drinking straws, so to further reduce our consumption of resources, we no longer automatically provide straws with every drink and now provide them at customers' request. We hope to reduce our consumption by a million straws a year in the UK. At the same time, we are swapping certain bottled sodas for dispensing units, reducing the number of glass bottles we purchase annually by 58,000 in the UK. In the U.S. as well, we will provide single-use plastic straws and stirrers only on request across all Caesars Food & Beverage operations, which we believe will significantly reduce usage of these items.



In 2017, we finalized contracts to provide all the electricity we purchase for Caesars properties in the UK as 100% green, starting in 2018.



In 2011, Caesars in the UK launched Food for Thought, an initiative that invites diners to agree to a small additional charge on their bill to fund tree-planting around the world. In 2017, we reached a milestone of 150,000 saplings planted in the Caribbean and Africa.



In 2017, 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 sustainable operations. 5 Green Keys is the highest possible rating. We are proud to have the most Green Key-certified resorts among any gaming company in the world.



*"The Save the Bees projects means a lot to me because it shows what our team can do when they are motivated. The team saw an opportunity to make a difference and make it happen with a positive contribution to supporting our local environment. When we harvested our first 12 gallons of honey, it was amazing. It's the best honey we can get anywhere."*

**Beau Swanson**, Vice President of Marketing at Harrah's Resort Southern California

## Engaging suppliers to protect the planet

We rely on the suppliers who work with Caesars on a national basis or at regional or property level to engage with us to help improve our overall performance, including our environmental impacts. We look to our suppliers to adhere to our Code of Commitment, and our Responsible Supplier Stance, including environmental stewardship, and improve the sustainability of the planet. Our joint initiatives include day-to-day incremental improvements in efficiencies and better ways of working together, as well as deeper collaborations on large scale projects.

In many cases, our suppliers take part in joint activities with our team members for the benefit of our local communities.

### Suppliers supporting climate change efforts

As part of a multi-company initiative of the CDP, we are one of 75 organizations that invite suppliers to disclose their greenhouse gas emissions data. We have encouraging key suppliers to share their information, and in 2017, several suppliers disclosed to CDP for the first

time, bringing our response rate to 54% of the 150 suppliers we initially approached over three years ago.

In 2017, we further formalized our commitment by including our supply chain as part of our Science Based Targets initiative and publicly committed that 60% of our suppliers by spend would institute science-based GHG reduction targets for their operations by 2023.

We are now in the process of establishing our current baseline to measure performance, and our suppliers' collaboration going forward.

*"We look forward to working with our suppliers as partners to ensure a more efficient and responsible supply chain."*

Mike Fath, Vice President and Chief Procurement Officer



Caesars works with a vast array of suppliers, partnering with them to advance efforts to mitigate climate change.



**CodeGreen cocktails for Earth Day**

Each year, our Caesars' mixologists, bartenders and chefs create a new cocktail that reflects our commitment to the planet with 50% of the ingredients locally sourced. In 2018, we teamed up with Tito's Handmade Vodka, a sustainability-minded distiller using corn grown in the U.S.







# PLAY

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

**PLAY is what helps us thrive.** Many people think of PLAY as the opposite to serious. Or that PLAY is what you do when you are not doing anything important. Well, at Caesars, we know differently. We say that PLAY is as important to our essence as almost anything else you can think of. PLAY makes people happy, it relieves stress, it connects them to others. PLAY helps fuel imagination and it creates memorable experiences. That's why our mission of "inspiring grown-ups to play" is a very serious thing indeed. 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. Of course, in a casino-entertainment business, PLAY also means gaming. As long as gaming is fun, we're happy. To protect against the risks of gaming becoming a problem for some individuals, we maintain the most robust Responsible Gaming programs in our industry, having led the industry in our commitment to Responsible Gaming almost 30 years ago.



## Diversity, equity and inclusion driving better experiences for guests

Our approach to diversity, equity and inclusion is part of our broader strategy geared to ensuring the best possible guest experience at Caesars.

That's why we have chosen to represent diversity under the PLAY element of our PEOPLE PLANET PLAY framework in this report. To achieve the best experiences for guests, the values, principles and practices of diversity, equity and inclusion must be embedded in every part of our organization - starting with the way we help change public perception through to the way we market and promote our gaming, entertainment and hospitality offerings. Of course, a lot of what we do to advance diversity starts with PEOPLE, but the impact of diversity is also strongly felt in PLAY.

Our diversity, equity and inclusion position directly connects to our endorsement of human rights for all as laid out in the United Nations Universal Declaration of Human Rights. With this in mind, and our assessment of where we can most effectively make a difference, we have formalized a diversity, equity and inclusion framework that identifies five pillars of activity, each headed by a senior executive sponsor, and each with initial workplans for the coming year and beyond.

### POLICY ADVOCACY & THOUGHT LEADERSHIP

Continued and deeper engagement on matters related to diversity and inclusion to help change perceptions and influence public policy.

### WORKFORCE & WORKPLACE

Gender and racial and ethnic inclusion and equity and all the supporting programs and practices we can put in place to attract, develop, promote and retain team members. This includes unconscious bias training throughout the organization.

### SUPPLIER & CONTRACTING DIVERSITY

The way we drive diversity in our procurement processes and proactively seek to engage with diverse suppliers, designers and contractors, helping them gain entry and grow with our business.

### COMMUNITY REINVESTMENT

Our community engagement, local market reinvestment, and business, civil rights, advocacy and charitable partnerships in areas local to our properties, and also our work with national associations to offer practical support to diverse populations.

### MARKETING, BRANDING & SALES

The way we proactively reach out to diverse guests, business conventions and leisure group sales managers and how we create events and offerings tailored to their needs and marketing materials that both appeal and ensure sensitivity to each group's needs.

In many cases, this framework reflects the activities we are currently undertaking and have been doing for many years.

In others, this framework provides clarity and added impetus to further focused initiatives.

***"We are invested in identifying the intersections between sustainability, social, impact and all the different touchpoints of diversity, equity and inclusion in our business and leveraging them individually and collectively. In the past year, with the commitment of our most senior leaders, we have completely reframed our approach, refreshed our long-term Diversity & Inclusion strategy, to set the foundation for us to deliver against a long-term vision where diversity and inclusion is proactively managed as a best practice company in an integrative and holistic way."***

**Gwen Migita**, Vice President of Social Impact and Inclusion and Chief Sustainability Officer

## All in for diversity

We believe in collaboration to raise standards of workplace inclusion so that our entire industry can benefit from the contribution of diverse individuals and we can all benefit from greater social equity. Therefore, in 2017, we had no hesitation in becoming a founding member of an exciting new initiative called the All-in Diversity Project (AIDP). AIDP aims to benchmark diversity, equality and inclusion in the gaming sector to form a global industry standard index measuring progress for diversity and inclusion. The All-Index, built in partnership with Oxford Brookes University in the UK, will report on annual progress within the industry and make recommendations to improve governance, recruitment, employment and marketing policies for industry operators around the world. We look forward to the first All-Index publication and for the first time, a clear global picture of where we all are and how we can do better.

*“For years, Caesars Entertainment has been on the leading edge of progressive policies around human rights. Through the All-in Diversity Project, we have the opportunity to learn and share information to educate the gaming industry and move forward in creating best practices and measuring progress in the gaming workspace.”*

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

## PUBLIC RECOGNITION FOR WOMEN OF CAESARS



### JAN JONES BLACKHURST

*Executive Vice President of Public Policy & Corporate Responsibility*

Honored with several awards for her valuable contributions advancing many social causes:

- Corks & Forks -Joyce Mack Philanthropic Award
- FIT (Foundation for an Independent Tomorrow) - Civitas Laurel Award
- Igaming Business (IGB)- among top ten Most Influential Woman
- MS Dinner of Champions - Champion Award
- Neon Museum - Glow Award ([view video](#))
- Naming of Jan Jones Blackhurst Elementary School



### SARAH SCULPHER

*Chief Marketing Officer at Caesars Entertainment UK*

Honored with the Industry Pride of the Year Award at the 8th annual Women in Gaming Awards.



### JILL SCHNEIDER

*Director of Citywide Entertainment Group Sales*

Honored with the Casino Entertainment Director Award by the Chamber of Commerce of Nevada's ATHENA® International Leadership Awards



### ERIN CHAMBERLIN

*Regional President Horseshoe Baltimore & Harrah's Philadelphia*

Honored as Leader of the Year 2018 in Women in Gaming Diversity Awards and Profiles in Diversity Journal 2018 Women Worth Watching® Awards



### GWEN MIGITA

*Vice President Social Impact & Inclusion and Chief Sustainability Officer*

Honored as a 2018 CSR Winner for CSR Professionals of the Year by PR news

OCA/Asian Community Development Council Las Vegas ASIAN Icon Award

VEGAS INC.'s 11th annual list of Women To Watch 2018

2017 OCA Asian Advocates National Corporate Achievement Awards, for Corporate Achievement and Community Service Award



### JESSICA ROSMAN

*Vice President of Procurement*

Honored as the procurement & purchasing leader of the year by the Western Regional Minority Supplier Development Council (WRMSDC) and named Woman of the Year in Nevada in 2017 by the National Women's Business Council.



### RENEE BECKER

*Vice President and Chief Counsel, Corporate & Securities*

Honored with the Corporate Leadership Award from the Langston Bar Association



### BRIDGET CARTER

*Senior Manager, National Supplier Diversity*

Honored with the Women of Power award by the Quad County Urban League



## Working with diversity partners

We are proud to work with a wide range of diversity partners across the U.S. to help us understand how we can improve our diversity and inclusion approach and practices throughout the organization.

## A challenge to promote racial justice

We are passionate about changing perceptions, advancing thinking on important social issues and being a positive influence in our communities. One example of an initiative that reflects our passion is the Racial Justice in Corporate America Challenge that we hosted in early 2018 with Net Impact, born of a profound belief that there is tremendous potential for Corporate America to play a significant role in moving the needle on Racial Justice. The Challenge was open to Net Impact's 300 global student and professional chapters and Caesars' diverse community partners. 88 submissions with a variety of outstanding ideas were evaluated. Four winning teams were selected based on the creativity and potential impact of their recommendations, which were:

- Provide contract workers with equitable benefits
- Sponsor programs that encourage racial equity solutions
- Directly invest in communities of color
- Create a data-driven platform to foster collaboration to address racial inequality

The challenge was supported by a series of webinars and several areas of follow-up are currently under consideration to maintain the momentum.



### The Racial Justice Challenge question:

**“How might Corporate America effectively advance Racial Justice?”**

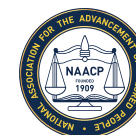
81% of survey participants reported having a deeper understanding of issues related to racial justice in corporate America

55% of survey participants reported feeling better equipped to create solutions to promote racial justice in corporate America

“I want to know how to translate racial justice into the corporate environment.”

“I want to learn how people within corporations & businesses advocate for social justice issues.”

## Our valued partners



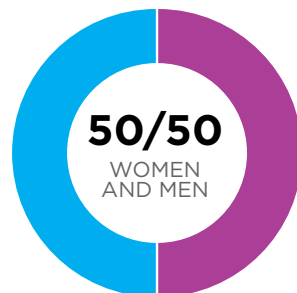
## Diversity performance in our organization

Our global workforce is in perfect balance with 50% women and 50% men. Diversity in our management ranks is higher than average for most global corporations. However, there remains opportunity for improvement. That's why, in 2017, we made a public commitment to new targets with an aim to achieve equal rates of representation for women in leadership roles and for team members from minority groups in manager roles.

Among our new initiatives to help achieve these targets, we have created a Gender Equity Council in the U.S. – a taskforce of employees and external experts, implementing unconscious bias-training for managers and engaging team members in dialogue around diversity and inclusion.

*“Our goal of achieving 50% women in leadership roles by 2025, and 50% of employees who are minorities in manager roles or higher by 2030, is more of a stretch than you might imagine. While our track record is strong, and our culture embraces difference, we still see the need to take a proactive stance. First, we make our commitment public. Then we provide all the training, tools and opportunities. I am convinced that diversity balance in our organization will make us stronger and help us achieve our ambitious sustainable growth agenda.”*

**Mark Frissora**, President and CEO



**DIVERSITY  
AT CAESARS  
IN 2017**

**50%**

WOMEN

**54%**

TEAM MEMBERS  
FROM MINORITY  
GROUPS

**42%**

WOMEN IN  
MANAGER ROLES

**16%**

WOMEN OF COLOR  
IN MANAGER ROLES

**32%**

TEAM MEMBERS FROM  
MINORITY GROUPS IN  
MANAGER ROLES



## Advancing women in Egypt

We continue with our industry-leading program in Egypt to integrate and advance women in our business, where the unemployment rate of women is three times that of men. In the past twelve months, we appointed four women to slots attendants and cashier roles - the first women in such roles in the gaming industry in the entire country. We also appointed our first female surveillance operator, the second woman in such a role in Egypt.

**5**

APPOINTMENTS OF WOMEN IN SKILLED ROLES IN OUR CASINOS IN EGYPT IN 2017



*“My passion was always to work in the accounting field. This job has made a huge difference in my life, increasing my self-confidence and giving me the opportunity to interact with different people which has given me greater social awareness. I am happy to have this opportunity!”*

**Ingy Adel**, Cashier



## Partnering with the Billie Jean King Leadership Initiative

To support our efforts in advancing diversity, in 2017, we entered into a partnership with the Billie Jean King Leadership Initiative (BJKLI). BJKLI is a nonprofit endeavor founded in 2014 by social justice pioneer and sports icon Billie Jean King to promote equality and inclusion in the workplace by inspiring future leaders and motivating those in positions of power to challenge the status quo.



CEO Mark Frissora is joined on stage by Billie Jean King and Caesars Executive Vice President Jan Jones Blackhurst, announcing our commitment to gender equality

*"We commend Mark Frissora and the Caesars organization for taking this very significant step towards ensuring that Caesars is an equal and inclusive environment where every team member is valued for being their authentic self. We are excited to support Caesars and be a part of their solution as they work to realize this new commitment."*

Billie Jean King

## Enhanced diversity and inclusion focus for responsible meetings

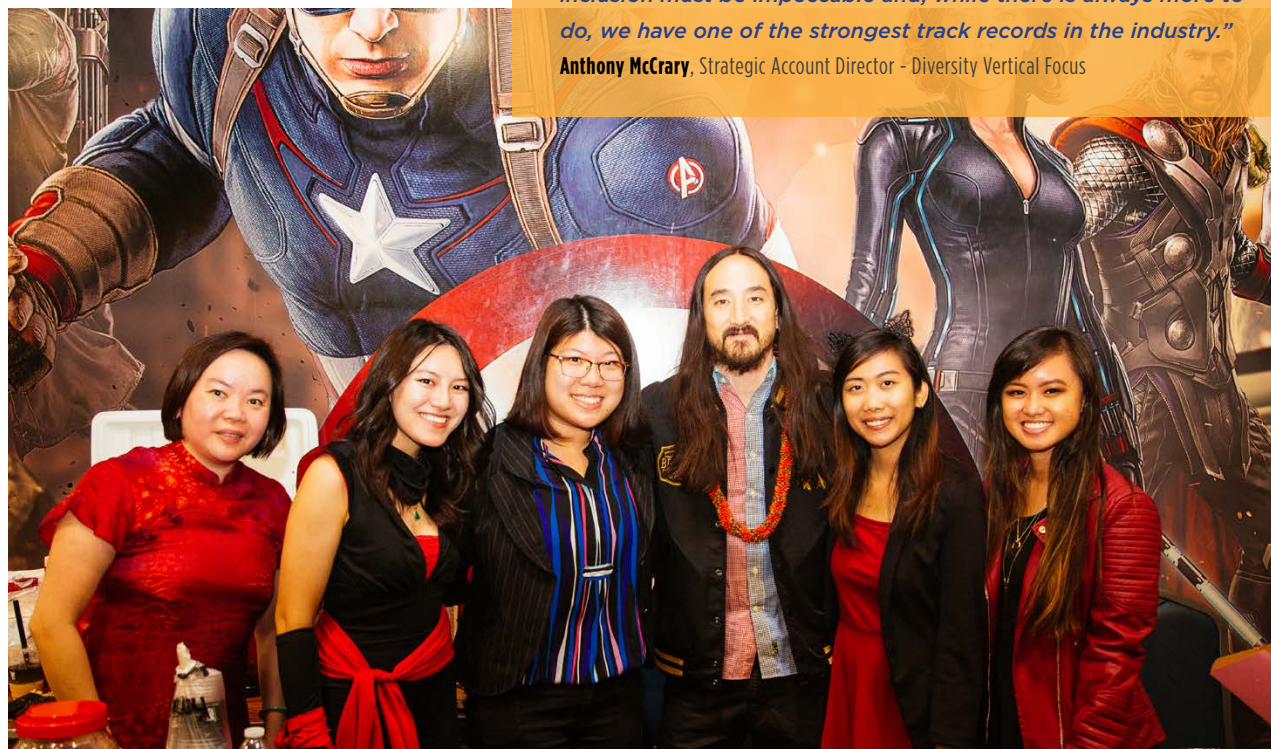
In 2017, we appointed a dedicated Strategic Account Director with a diversity and inclusion focus to our Meetings and Events division to enhance our responsiveness to diverse customers for our meetings and conventions offerings.

This role has a triple aspiration: to reach out to national organizations and associations so they know they have a home at Caesars; to engage more deeply with them to respond effectively to their unique needs and

to lend support from our vast pool of experience and resources in diversity and inclusion so they can further their own objectives more effectively and produce inclusive events.

*"I have already engaged with several associations in my first six months in this role, and what is blindingly clear, is that associations representing communities of diverse groups want to connect with organizations that can also demonstrate robust, embedded practices of inclusive behaviors. Our commitment to inclusion must be impeccable and, while there is always more to do, we have one of the strongest track records in the industry."*

Anthony McCrary, Strategic Account Director - Diversity Vertical Focus



Asian Pacific Islander American community leaders at the OCA/Asian Community Development Center - Las Vegas Asian ICON awards event with DJ Steve Aoki.



## Big impact with BIGs

Our seven Business Impact Groups (BIGs) are our Diverse Employee Resource Groups and a core element of our diversity and inclusion strategy and help integrate team members who self-identify with groups created to support different dimensions of diversity. Our BIGs and their members promote a culture of diverse engagement, business innovation and continuous improvement. Members receive professional

development and leadership opportunities, exposure to senior management and cross departmental colleagues, tools for community impact and engagement and much more. Our BIG goals include supporting inclusive marketing, recruitment, professional development, supplier engagement and community service. Overall, more than 1,500 team members engage with the BIG of their choice.



Networking in 2017 with RISING STARS. This BIG supports Junior Achievement and Teach For America in the Las Vegas area.



CHORUS members at a Black History Month Lunch & Learn, February 2017



HAPA team members partner with Asian Community Development Council (ACDC) leaders in Nevada to deliver a workshop on becoming a U.S. citizen.



Inaugural MLK Day of Service BIG Recruitment event

**BIG**  
BUSINESS  
IMPACT  
GROUPS



Black African  
diaspora and allies



LGBTQ  
and allies



Hawaiian, Asian  
Pacific Islanders  
and allies



Generations  
and allies



Veterans, Military  
Spouses and  
allies



Women  
and allies



Hispanic/Latinos  
and allies

## Enlisting heroes

We honor our veterans and acknowledge their service by going the extra mile to identify those searching for rewarding job opportunities and offering relevant roles.

We launched our company-wide veteran hiring initiative, Enlisting Heroes, in early 2013 to harness the skills and aptitudes veterans acquire throughout their military career and apply them to the business world. Since then, we have hired thousands of veterans and supported

their advancement in the organization. We also engage with local veteran support groups, host or participate in multiple outreach events and job fairs each year so that veterans know what's available, and contribute funds to supporting veteran organizations.

Our Business Impact Group, SALUTE, actively seeks to bring veteran employees, spouses and family members and supporters together around shared values of duty, honor, and selfless service.



*"Enlisting Heroes has been hugely successful for Caesars – we get to recruit accomplished individuals and we support our community at the same time. Through our close collaboration with veterans' groups, we realized the need is broader.*

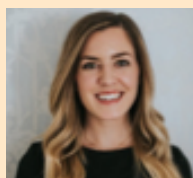
*For example, we identified the need to support military members in active duty whose spouses face career disruption due to frequent relocation. We partnered with a local nonprofit organization for military spouses, In Gear Career, and talked with military spouses at an army base in Nevada to understand their challenges. Of the 35 spouses we spoke to, we offered an opportunity to 12 women."*

**Cherece Vina**, Regional Vice President of Talent Acquisition & Talent Development

## MILITARY SPOUSES A SNAPSHOT

According to research by the Sorenson Impact Center and the University of Utah (2016):

- There are approximately **564,000 female spouses** of active-duty military members in the U.S.
- The military spouse unemployment rate is **12.04%** versus the civilian spouse rate of **7.74%**
- Military spouses with a bachelor's degree earn an estimated **40% less** than civilian counterparts
- Military spouse unemployment carries a high annual cost to the U.S. economy, estimated at **\$770 million to \$1.07 billion**



*"As an Air Force spouse, I feel incredibly lucky to work for Caesars. Over a year ago, at a networking event supported by Caesars' Enlisting Heroes program, I was invited to apply for the role of leadership development coordinator. This was a wonderful opportunity, suiting well my Human Resources background. With the support of the recruiting manager in Las Vegas, I was hired and since then I earned a promotion. I also volunteer to help spouses connect with local work opportunities in Nevada, and I am the first ever military spouse motivator for SALUTE, the Caesars' Business Impact Group that supports veterans and their families.*

*Life as a military spouse hasn't always been easy. I have experienced periods of unemployment due to frequent moves, and I have had to live apart from my spouse for my career. For me, finding meaningful work is critical to connecting to the community, supporting my service member, and feeling fulfilled. I love that Caesars supports me as a military spouse and challenges me with opportunities to grow professionally."*

**Amy Schwartz**, Leadership Development & Culture Specialist



**SALUTE** was honored with a Certificate of Recognition from the Office of the Lieutenant Governor of Nevada for organizing a Memorial Day tribute event at the Paris Las Vegas Hotel Arc de Triomphe to honor and remember fallen soldiers.

Members organized a citywide employee donation collection during the month of May and raised \$5,000 to support homeless veterans.

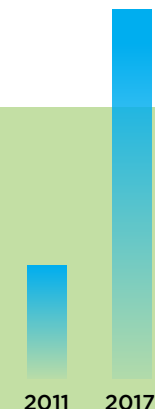
## Supplier and contracting diversity as a matter of strategy

Supplier and contracting diversity is a core strategy governing the way we reach out to, select and engage suppliers in our supply chain. Every member of our procurement team is aware that working with diverse suppliers brings benefits for our business, for local communities and, of course, for the suppliers themselves, with Caesars often serving as a springboard for additional growth. We increase our procurement spend each year with MWDBEs (minority and women-owned or disadvantaged business

enterprises), assisting them where we can to gain the necessary diversity certifications and mentoring emerging MWDBEs. We support several Chambers of Commerce and engage with many organizations that promote diverse suppliers, and our procurement team maintains several executive positions with different diversity organizations across the country. In 2017, our team attended 8 national supplier diversity events and around 35 local events in key regions to meet and get to know diverse suppliers.

Since 2011, our spend with diverse vendors has **grown from 5.8% of addressable spend to 16.7%** in 2017.

2011 2017



Companies who participated in the Diversity Best Practice Inclusion Index 2018 national survey report an average spend of 12% with diverse suppliers. Caesars spend is 16.7% among current 3rd party certified diverse suppliers, which is 39% above the Index.

### BALTIMORE ADDS 14 NEW DIVERSE SUPPLIERS

In 2017, in the Baltimore region alone, we added 14 new diverse suppliers totaling \$1 million in spend. Among our suppliers in Baltimore is Mahogany Inc., a commercial construction company and certified Minority Business Enterprise. Mahogany remodeled and renovated our Gordon Ramsay steak house at Horseshoe Baltimore, having previously completed projects during the initial construction of the property and after opening.



*"We have a wonderful relationship with Horseshoe Baltimore and are happy with the opportunities that are available to us. One of the outcomes of our work with Caesars is that we obtained contracts with other casinos in the area. Caesars has definitely opened doors for Mahogany. And, we are even collaborating on a community project together, to renovate a local school. I am really excited about that, too."*

**Jeffrey Hargrave**, Founder and President, Mahogany Inc.

**CONTRACTING DIVERSITY** is specifically focused on construction, as well as design. At Caesars, there are always several renovation and construction projects under way at our properties in the U.S. and increasingly, internationally. In contracting diversity, we approach the entire lifecycle of the project from design to completion with a diversity and inclusion lens. This includes our relationship with professionals such as architects, designers and engineers as well as the selected general contractor and all the subcontractors involved in the entire process. We are defining conditions for construction project tendering to require contractors to integrate diversity in their extended teams. For example, to lead our 550,000 sq. ft. CAESARS FORUM construction project in Las Vegas, scheduled to open in 2020, we selected a local firm that has committed to a goal of 25% diversity composition at every subcontracting level in the project and is undertaking extensive outreach in the community to identify and qualify local contractors.

*"I have had a long history of commitment to contracting diversity, including my role on the Board of National Association of Minority Contractors in Las Vegas since 2010. I firmly believe that enhancing diversity in our design and construction processes generates best value for our business while ensuring we play an important role in supporting local economies and communities."*

**Howard Tribble**, Senior Vice President of Design and Construction





## Creating more memorable experiences for our guests

Our mission, to inspire grown-ups to play, together with our passion for service, drive us to exceed our guests' expectations year after year with new hospitality, dining, shopping and live entertainment options that deliver memorable experiences for the 100 million and more guests who visit our properties every year. These experiences make life better and live on in the stories our guests tell their families, friends and communities and the photos they share.

### Passion for service

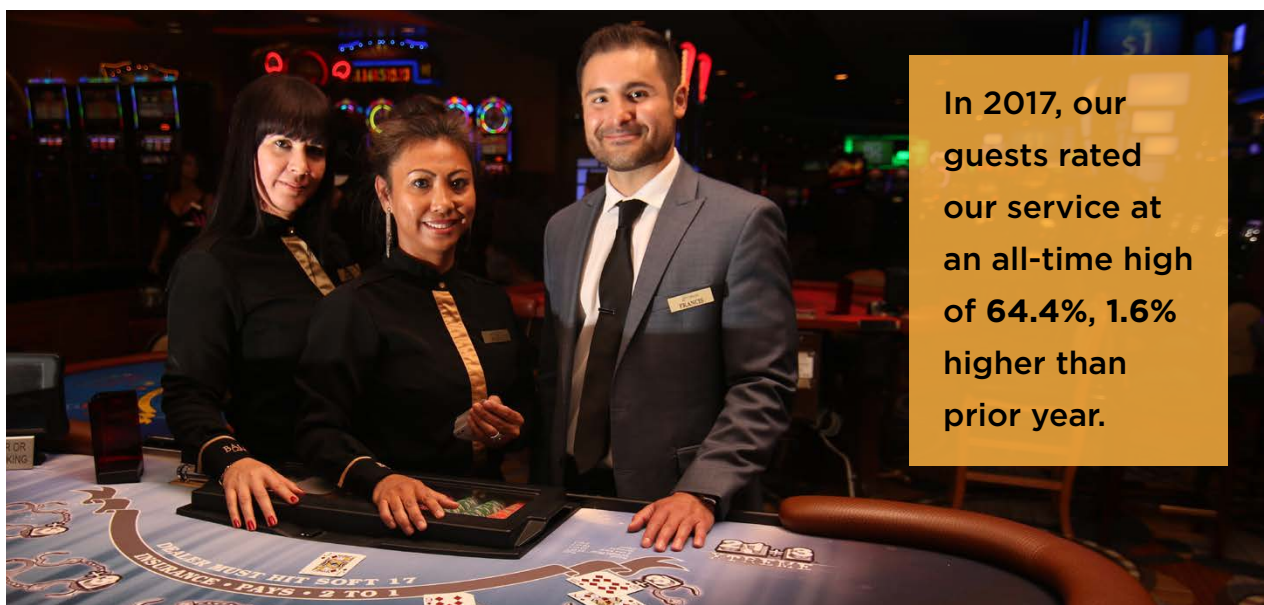
The passion of our team members for delivering outstanding service to our guests is evident in our guest feedback, and in 2017, our guests rated our service at an all-time high of 64.4%, 1.6% higher than prior year. At the same time, our Net Promoter Score, where guests confirm

they will recommend Caesars to their friends, was also at its highest level ever, 0.8% higher than 2016. We continue to invest in sales culture training and we experience the benefits in terms of guest perception and increased motivation and capability of our team members. Our Total Return program links team member rewards to guest service levels, so whenever our guests are delighted, our team members benefit.



*"We know that customer loyalty is a worthy consequence of consistently outstanding service and first-class customer experience. Generating and maintaining customer loyalty is a never-ending process and we are always seeking to delight our guests in new and better ways."*

Tom Jenkin, Global President



In 2017, our guests rated our service at an all-time high of **64.4%**, 1.6% higher than prior year.



## IN 2017, CAESARS ENTERTAINMENT WON 6 TOP HONORS

from Loyalty 360, a global leader in the areas of customer service and loyalty programs, including Company of the Year, the highest available honor, for our Total Rewards loyalty program that provides guests with unbeatable rewards for their continued patronage.

## Meet Ivy™, our digital concierge

During 2017, we introduced our Las Vegas guests to Ivy™, a 24-hour virtual concierge service. Ivy™, 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. Ivy now works hard for guests at 11 Caesars Entertainment resorts comprising 18,000 rooms.

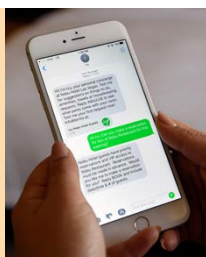
Ivy sends a welcome message to guests who provide a cell phone number at check-in and guests can text her 24/7 with questions or requests for dining, entertainment and spa bookings, as well as housekeeping and maintenance. Ivy also surveys guests during their stay, allowing for quick attention to issues if they arise. Guests can check out of their room by texting Ivy and obtain a copy of their invoice.

This smart technology has allowed us to achieve our goal of elevating the guest experience

while improving speed and efficiency within our operations teams, resulting in increased guest satisfaction and seamless experiences for our guests. Ivy can handle multiple guests' needs around the clock in seconds, cleverly automating up to 75% of responses to guests' requests. Ivy learns as she goes, leveraging machine learning to get better at responding in an optimum way. But, if Ivy does not have an answer to hand, one of our front desk agents picks up the text and responds.

To further enhance the experience of our guests, we launched mobile food ordering services at 7 of our Las Vegas locations, giving access to our in-house dining options at our resorts around the clock without having to wait in any lines. This new program processed more than 10,000 mobile food orders in the first few months since it was launched in early 2017.

Guests who engaged with Ivy rated their overall experience an average of **9 points higher** in our post-stay survey than guests who knew about Ivy but did not engage.



### IVY WINS AWARDS IN 2017!

- Platinum Loyalty 360 Award for Tech & Trends
- Gold Loyalty 360 Award for Loyalty & Advocacy for mobile experience

*"Ivy has been an overwhelming success. Guests often visit the front desk asking to meet Ivy to thank her for the wonderful service she provided during their stay. Ivy has had a conversation with 25% of our guests that provided a cell phone number at check-in and has reduced our call volume by 20% in the properties where she works. Ivy regularly shows up by name in both our post-stay surveys and TripAdvisor reviews. Our rankings on TripAdvisor have increased significantly in the hotels that Ivy has been deployed in. Everyone loves Ivy!"*

**Brenda Barré**, Manager, Marketing Products & Innovation



## Innovating the gaming experience

In line with our ongoing commitment to create innovative gaming and entertainment experiences for guests, in 2017, we partnered with Gamblit Gaming to be first in the market to offer our guests skill-based games that combine the fun of competitive video game play with the excitement found in a casino environment. The new offering was trialed at Planet Hollywood Resort and Casino with social and interactive game tables that host between two and four players for a head-to-head gaming experience. Each gaming terminal offers a unique, multi-player, multi-game machine with access to a shared touch screen. We hope to install an additional 200 interactive terminals throughout our U.S. based properties in the near future.



## Raising the bar in entertainment

At Caesars, we focus on providing the entertainment experiences that people want. Over the years, with constant investment and innovation, we are able to delight our guests with the best selection of live entertainment anywhere in the world. We also honor the diversity of our audiences with special shows for Mexican

Independence Day, the Lunar New Year and many more special events. With more than 40 venues across the U.S., 10,000 live shows per year and more than 4.2 million in our audience in 2017, we have created a center of excellence in fabulous entertainment that helps millions of people have fun and enjoy life.



# #1

**Venue worldwide<sup>1</sup>  
under 5,000 seats**

The Colosseum at Caesars Palace

# #2

**Venue worldwide<sup>1</sup>  
over 5,000 seats:**

Zappos Theater  
at Planet Hollywood

# #3

**Promoter of live entertainment  
worldwide<sup>1</sup>:**

Caesars Entertainment

**Largest residency audience  
in Las Vegas history:**

Backstreet Boys, July 1, 2017:  
6,016 tickets

**Highest residency gross revenue  
in Las Vegas history:**

Britney Spears, Dec. 31, 2017: \$1.14M

**Las Vegas weekly - #1 greatest  
show in Las Vegas history:**  
Absinthe at Caesars Palace

(1) Billboard 2017 year end results.  
Rankings based on Total Gross Revenue.



## Redefining live pop music

It was Caesars that first defined the residency concept, inviting the world's leading artists to create a show specially for our Las Vegas venues, providing them with a unique opportunity to perform live on a regular basis at the same venue, drawing in audiences from all over the world.

In 2017, we celebrated, although with a little sadness, the end of an era. Britney Spears was the first major residency at Planet Hollywood, creating her show, Piece of Me, which concluded after four spectacular years on New Year's Eve in 2017. Britney's show defined the pop music residency concept, paving the way for great performers to follow in her footsteps - Jennifer Lopez, Backstreet Boys, Lionel Richie and many others. Britney's ability to command record-breaking ticket sales as well as our ability, at Caesars Entertainment, to attract, manage and orchestrate the residency, was rewarded by fans from all over the world.

And another good thing came out of the Britney era: upon the conclusion of her residency, Britney donated \$1 million from show ticket and merchandise sales at Planet Hollywood to the Nevada Childhood Cancer Foundation Britney Spears Campus, combining more than 45 programs and services for children diagnosed with cancer and other life-threatening illnesses, in addition to adults diagnosed with cancer.

## Caesars Entertainment Studios and esports

In 2017, in association with Sidekick Productions, we launched a new initiative in the entertainment space: Nevada's first full-service production studio, offering the newest, most advanced



*"As I prepare to say goodbye to "Piece of Me", I had no idea how magical this experience would be. Having my fans from around the world come see my show has been amazing. I love Las Vegas and will miss performing this show."* – Britney Spears

production facility capable of housing full-scale television, movie and esports productions under one roof with 48,000 square feet of production space.

We hosted our inaugural Gears Pro Circuit™ Las Vegas Open esports competition. Teams from around the world competed head-to-head in "Gears of War 4," an interactive video game, with approximately 1,000 viewers who saw the action first-hand inside the new facility.

*"Caesars Entertainment has always supported innovation and world-class entertainment. Hosting esports events like the Gears Pro Circuit Las Vegas Open is the kind of emerging interactive gaming we have been and will continue offering to those customers looking to test their skills along the way."*

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

### BRITNEY'S 4-YEAR RESIDENCY

**249** performances in four years

**>900,000** tickets sold

**4** Gold "Best of Las Vegas 2017" Awards, voted by readers of the Las Vegas Review-Journal

**7,300** fans Britney met backstage during Piece of Me

**26** songs featured in each performance on average.

**8-12** costume changes Britney made through each show

## Shaping the future of gaming

The gaming industry continues to evolve as we make the gaming experience more entertaining and simply more fun for our guests. We have invested in much research over the years to understand how consumers play and what they prefer, both among traditional consumers and younger consumers (millennials). Our recent research shows, for example, that millennials both love to play and value the experience and the thrill of playing even more than the chance to win.

Three trends stand out as we work hard to stay at the cutting edge of our industry:

**Skill-based games:** In more than 15,000 gaming days on our casino floors during which we have offered skill-based games, following new regulation in Nevada in 2015 allowing this innovation, we have amassed an incredible amount of information about how guests interact with skill-based games and what works best for their enjoyment. We have tested every new game launched in the past two years, and we provide feedback to creators to help further enhance their games for better guest experience. Skill-based gaming is the biggest change in regulation around slot machines in the past decade, and we are firmly embracing this approach, which we expect to expand to other jurisdictions in the near future.

**Table games:** Table games such as blackjack and poker have been around for decades and are rooted in tradition. Nonetheless, we are excited to bring new experiences for guests who prefer these games as well, using technology to offer exciting jackpots in different forms. So far, our guests are thrilled with these new developments,

as we find the right balance between evolving the game and retaining the traditional base.

**Gamification:** We expect to start introducing gamification elements in our casinos in the near future, evolving a new kind of gaming where the consumer experience is completely transformed. Using advanced technologies that include Virtual Reality, avatars, interactive leaderboards and other exciting technological features, we will offer our guests an entirely modern and energizing experience in our casinos of the future.

*“As a leader in the gaming industry, we are also leading the future of gaming. We will provide the broadest, most advanced, exciting and dynamic gaming options to enable all guests to have the best experience possible at our casinos – whether they prefer a traditional setting or a thrilling technology-based experience.”*

Melissa Price, Senior Vice President, Enterprise Gaming

# 54%

of millennials confirmed they value gaming as a form of leisure activity





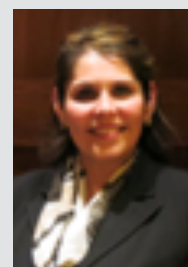
## Continuing to lead the industry in Responsible Gaming

We place Responsible Gaming at the heart of our operations and have led the industry in the development of frameworks, guidelines and practical programs to ensure that gaming at all our properties and online remains a fun form of entertainment. At the same time, we fulfil our responsibility to help anyone who has difficulty controlling their gambling can get the help they need. Our Responsible Gaming program is based on scientific research and deploys innovative technology, practical tools and comprehensive training for our team members. Responsible Gaming Ambassadors at all our properties are thoroughly trained to address concerns that customers may not be gambling responsibly, and we appoint Responsible Gaming Committee Chairpersons to oversee Responsible Gaming practices at each property. For more information about our programs, please see our website: <http://caesarscorporate.com/about-caesars/responsible-gaming/>.

Each year, we host, sponsor and attend multiple Responsible Gaming events and conferences in the industry, sharing our experience and engaging in dialogue about ways to improve support for those affected by problem gaming. We are strong supporters of the annual Responsible Gaming Education Week in the U.S., and in 2017, we actively supported the first ever national Responsible Gambling Week in the UK. As Caesars grows in markets outside the U.S., we know that our responsible approach and robust programs are highly respected by regulators and other experts in the field, and will be the cornerstone of our business expansion internationally.

### Celebrating 15 years of Responsible Gaming Ambassadors

A fundamental element in our Responsible Gaming program is our network of Responsible Gaming Ambassadors (RGAs). As we acknowledge the 15th anniversary of our RGA network, we celebrate the 880 RGAs in the enterprise at present and recognize those who have served in this role for many years, some since the start of the program. RGAs are selected after achieving supervisor status, usually with several years of gaming job experience, undertake dedicated training to qualify and annual refresher training in their role.



#### LISA ARROYO

*Director of Casino Manager  
Harrah's Joliet, RGA*

"I have been with Caesars for 25 years and an RGA for the last 15 years. I see helping customers that may have a problem with gaming as part of our overall commitment to responsible conduct. The casino is a form of entertainment. We want customers to have a good time, have fun, create memories. We don't want people to come in and spend their life savings. Where we identify a potential risk, we reach out and try to assist. I think this is part of our caring culture at Caesars."



#### STEVE ALOÏ

*Assistant Casino Operations Manager  
Harrah's Ak-Chin Resort and Casino*

"When people express concern with gaming problems and you sit down and talk with them, they're impressed that we take it so seriously and want to offer them assistance. The RGA program is about watching out for them. Each year, some fellow RG Ambassadors and I participate in an annual symposium in Phoenix to learn from gambling disorders counselors. At first, they're surprised to hear that we care so much about Responsible Gaming."



*"Caesars was a pioneer in responsible gaming and continues to be a leader in the field. From their Project 21 initiative to the Responsible Gaming Ambassador training they have one of the most comprehensive company-wide responsible gaming programs."*

**Keith Whyte**, Executive Director, National Council on Problem Gambling (U.S.)





## Pioneering Responsible Gaming in Japan

As we move forward with business expansion and exciting new ventures in Japan, we are encouraged by the serious approach displayed by local policy-makers to advance Responsible Gaming. With almost 30 years of leading our industry in Responsible Gaming, we see an opportunity to share our expertise with Japanese stakeholders as they shape policy, approaches and tools for the Japanese market. In early 2018, therefore, we committed to immediately allocating 25 million yen (approximately \$250,000) to fund meaningful responsible gaming initiatives in Japan as part of a long-term fund that will be used for CSR initiatives as well. This initial funding will include research to inform and adapt global standard Responsible Gaming programs to be uniquely suited for Japan, collaborating with Japanese experts and researchers to create public education and prevention messaging, bringing together international experts and Japanese stakeholders to share their experiences and providing support to help educate and inform local communities about Responsible Gaming. During 2017, our CEO and other senior leaders visited Japan to hold discussions with the media and others and to share our insights on science-based approaches to Responsible Gaming. We look forward to seeing the fruits of these efforts and the creation of a world-class Responsible Gaming ecosystem in Japan.

**25**  
**MILLION YEN**  
(approx \$250,000) **committed by Caesars to support Responsible Gaming in Japan**

## Leading Responsible Gaming in the UK

With 14 properties throughout the United Kingdom, South Africa and Egypt, Caesars Entertainment UK is one of Europe's leading casino companies. True to the Caesars Code of Commitment, our UK organization has been a long-standing promoter of Responsible Gaming, raising the bar for the industry and helping educate the gaming public in the UK, Middle East and South Africa. In 2017, we continued to advance several initiatives. For example, we took an active role in supporting the first Responsible Gambling Week (RGW) held in the UK in 2017 as a national awareness campaign to promote responsible gambling. During RGW, our team led a UK wide roadshow at all our UK venues to raise awareness and engage our teams across the country.

*"We were delighted to be involved with Responsible Gaming Week and fully support this initiative. While Responsible Gaming has always been a fundamental part of our business at Caesars, we recognize, as an industry, we must continue to maintain awareness and ensure that everyone can get help if needed."*

**Mike Rothwell**, Managing Director, Caesars Entertainment, EMEA



### CAESARS UK RESPONSIBLE GAMING MEMBERSHIPS

- Casino industry "Playing Safe" Forum
- GambleAware, formerly the Responsible Gambling Trust
- 'SENSE' (Self-Enrolment National Self-Exclusion)
- ACE Accreditation (National Casino Forum)
- GamCare
- IGRG (Industry Group for Responsible Gambling)
- The Gordon Moody Association
- Young Gamblers Education Trust (YGAM)
- Think 21 Test Purchase Scheme

## Supporting youth gambling awareness

Caesars UK supports charitable organizations that assist prevention of problem gaming and treatment of gambling addiction. As a Gold Supporter of The Young Gamblers Education Trust (YGAM), the UK's first accredited gambling awareness education program, we donated more than \$50,000 to fund a peer education project called "Informed Choice", raising awareness of gambling related harm among young people at university. We are also long-time funders of the Gordon Moody Association, that offers a residential treatment program in the UK for severely addicted gamblers.



*"Caesars UK has supported YGAM for many years helping YGAM grow from strength to strength. YGAM is very proud of its long-term association with Caesars UK."*

**Lee Willows**, Chief Executive, Young Gamblers Education Trust (YGAM)

*"We are grateful for the long team support Caesars Entertainment UK gives us. It undoubtedly makes a significant difference to the lives of people we work with, and their families, when they need it most."*

**Adele Duncan**, Chief Executive, Gordon Moody Association

## Upholding compliance and anti-money laundering

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. We take 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 our jurisdictions. 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 2017, we completed anti-corruption and anti-money laundering training for all relevant managers and team members, including enhanced training for those in higher risk roles.

### Meeting the UK's Gambling Commission assurance requirements

The UK Gambling Commission is currently in the second year of a three-year pilot AS (assurance statement) scheme with a small number of gambling businesses including Caesars UK. Assurance statements are designed to improve accountability of large gambling businesses in relation to anti-money laundering and responsible gaming and require evidence and performance measurements in these areas. As required, Caesars UK submitted our assurance statement in 2017 and received positive feedback from the UK Gambling Commission.



### Best practice at Playboy Club London

In early 2018, Playboy Club London was selected by the UK Gambling Commission to be part of the 2018 Financial Action Task Force (FATF) assessment of the United Kingdom. FATF is an inter-governmental body established in 1989 to set standards and promote effective implementation of measures for combating money laundering and terrorist financing. Playboy Club was selected for its strong anti-money-laundering and Responsible Gaming best practice. The assessment was completed successfully with no identified gaps in controls.

### Compliance with the UK Modern Slavery Act

In the UK, the Modern Slavery Act (MSA) came into force in June 2017 requiring UK businesses to annually disclose actions taken to ensure there is no modern slavery in their business or supply chains. In compliance with MSA, we published our newly developed Supplier Code of Conduct on our website, and continue to work with our suppliers to ensure they are aware of and compliant with its requirements.

# GRI Content Index

GRI Standard		Disclosure	Page reference or response	Omission
GRI 102: General Disclosures 2016	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	<a href="#">5</a>	
	102-6	Markets served	<a href="#">5</a>	
	102-7	Scale of the organization	<a href="#">2</a>	<b>102-9:</b> 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.
	102-8	Information on employees	<a href="#">58</a>	
	102-9	Supply chain	—————→	
	102-10	Significant changes	<a href="#">2</a>	
	102-11	Precautionary Principle	<a href="#">26</a>	
	102-12	External initiatives	<a href="#">23, 30</a>	
	102-13	Membership of associations	<a href="#">55</a>	
	102-14	Statement from senior manager	<a href="#">4</a>	<b>102-18:</b> See our website: Corporate Governance for details of our governance structure and Board committees: <a href="http://investor.caesars.com/corporate-governance">http://investor.caesars.com/corporate-governance</a>
	102-16	Values, principles, standards	<a href="#">6</a>	
	102-18	Governance structure	—————→	
	102-40	List of stakeholder groups	<a href="#">55</a>	
	102-41	Collective bargaining agreements	—————→	<b>102-41:</b> 49% of employees globally are covered by collective bargaining agreements.
	102-42	Identifying and selecting stakeholders	<a href="#">55</a>	
	102-43	Stakeholder engagement	<a href="#">55</a>	
	102-44	Key topics and concerns raised	<a href="#">55</a>	
	102-45	Entities included	<a href="#">2</a>	
	102-46	Report content and topic Boundaries	—————→	<b>102-46:</b> Details of employees in related disclosures has been expanded to include all employees globally. In 2016 and prior years, these details were provided for U.S. employees only.
	102-47	List of material topics	<a href="#">9</a>	
	102-48	Restatements of information	—————→	<b>102-48:</b> No information has been restated.
	102-49	Changes in reporting	<a href="#">2</a>	
	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="#">53</a>	
	102-56	External assurance	<a href="#">2</a>	



Material priority	GRI Standard	Management Approach page:	Specific GRI Disclosures	Page	Omissions
A commitment to responsible conduct	205: Anti-Corruption	101: 1-3: <a href="#">52</a>	205-2: Communication and training about anti-corruption policies and procedures	<a href="#">52</a>	Details by level not available
Creating memorable experiences for our guests	419: Socioeconomic Compliance	101: 1-3: <a href="#">52</a>	419-1: Non-compliance with laws and regulations in the social and economic area	None	
	418: Customer Privacy	101: 1-3: <a href="#">54</a>	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	None	
Responsible Gaming	417: Marketing and Labeling	101: 1-3: <a href="#">52</a>	417-3: Incidents of non-compliance concerning marketing communications	None	
Positive economic contribution	201: Economic performance	101: 1-3: <a href="#">20</a>	201--1: Direct economic value generated and distributed	<a href="#">20</a>	
	203: Indirect economic impacts	101: 1-3: <a href="#">11,27,36</a>	203-2: Significant indirect economic impacts	<a href="#">18, 21, 23, 50</a>	
Supporting local communities	413: Local Communities	101: 1-3: <a href="#">16</a>	413-1: Operations with local community engagement	<a href="#">18</a>	
Health and wellness	403: Occupational Health and Safety	101: 1-3: <a href="#">58</a>	403-2: Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and fatalities	<a href="#">58</a>	
Diversity and inclusion	405: Diversity and Equal Opportunity	101: 1-3: <a href="#">36</a>	405-1: Diversity of governance bodies and employees	<a href="#">60</a>	
Great place to work	401: Employment	101: 1-3: <a href="#">11</a>	401-1: New employee hires and turnover	<a href="#">59</a>	
	404: Training and Education	101: 1-3: <a href="#">14</a>	404-1: Average hours of training	<a href="#">14</a>	
			404-2: Programs for upgrading employee skills	<a href="#">14</a>	
Reducing energy consumption	302: Energy	101: 1-3: <a href="#">27</a>	302-1: Energy use	<a href="#">56</a>	
			302-3: Energy intensity	<a href="#">56</a>	
Science-based carbon goal reduction	305: Emissions	101: 1-3: <a href="#">27</a>	305-1: Direct (Scope 1) GHG emissions	<a href="#">56</a>	
			305-2: Energy indirect (Scope 2) GHG emissions	<a href="#">56</a>	
			305-4: GHG emissions intensity	<a href="#">56</a>	
Reduce and recycle waste	306: Effluents and Waste	101: 1-3: <a href="#">27</a>	306-2: Waste by type and disposal	<a href="#">57</a>	
	303: Water	101: 1-3: <a href="#">27</a>	303-1: Water withdrawal by source	<a href="#">57</a>	

**Customer Privacy:** Caesars is committed to ensuring the privacy of our customers. We maintain robust controls to secure our data and protect the privacy of our employees, guests and partners.

**GRI 102-13****Membership of associations**

A selection of Senior Management Team and Caesars Foundation Trustee board activity for charitable and civic organizations:

**Jan Jones Blackhurst, EVP of Public Policy & Corporate Responsibility**

- U.S. Chamber of Commerce, Board Member
- Las Vegas Global Economic Alliance, Board Member
- Global Fairness Initiative, Board Member
- Public Education Foundation (Nevada), Board Chair
- Caesars Foundation Trustee
- Several other positions not included here

**Richard Broome, EVP of Communications and Government Relations**

- Three Square Food Bank, Board Member

**Timothy R. Donovan, EVP, General Counsel, Chief Legal, Risk and Security Officer and Corporate Secretary**

- Be a Gift Foundation: Founder and Director

**Eric Hession, EVP, Chief Financial Officer, and Treasurer**

- American Red Cross of Southern Nevada, Board Member

**Tom Jenkin: Global President of Destination Markets**

- Las Vegas Convention and Visitors Authority, Board Member
- Las Vegas Events, Board Member
- Opportunity Village Foundation Board, Board Member
- Olive Crest, Board Member
- Caesars Foundation Trustee

**Jonathan Jones, SVP & General Manager of Harrah's Gulf Coast**

- Mississippi Gaming and Hospitality Association, Board Member
- Mississippi Gulf Resort Foundation, President
- Mississippi Economic Council, Board of Governors
- Caesars Foundation Trustee

**Daniel Nita, SVP, Regional President & General Manager, Horseshoe Hammond**

- Northwest Indiana Forum, Board Member
- Crisis Center, Inc, Board Member
- Caesars Foundation Trustee

**Les Ottolenghi, EVP and Chief Information Officer**

- Founder Manager of non-profit : Submitted documentary – Nobystanders Films
- UNLV, Engineering and Computer Science School, Member of Board of Advisors
- Duke Fuqua School of Business for Entrepreneurship & Innovation, Board Member

**Christian Stuart, EVP of Gaming and Interactive Entertainment**

- Caesars Foundation Trustee
- Clean the World, Board Member

**GRI 102-40, 102-42, 102-43, 102-44**

Stakeholder group	Engagement	Topics raised	Stakeholder group	Engagement	Topics raised
Caesars Citizenship External Advisory Board	Meetings 3–4 times per year plus informal interactions	Responsible growth	Community organizations	Periodic reviews of joint activity, attendance at meetings and events	Support for local causes
		Climate change			Capacity building
		Waste management			Effective Responsible Gaming programs
Guests	Daily interactions and formal feedback through surveys	Great service and value			Resource conservation, including water
		Sustainable practices in our properties and events	Regulators	As needed on a direct basis and through industry groups as required	Compliance with responsible gaming regulations
		Privacy of personal information			Training for employees in responsible gaming
		Inclusion of different groups and needs	Partners and suppliers	Business reviews and industry meetings	Collaboration and long-term relationships
Employees	Daily interactions and formal feedback through surveys	Personal development			Ethical and honest behavior
		Fair and competitive benefits	Shareholders	Shareholder calls and conferences	Positive economic return
		Equal opportunity			Ethical conduct
					Risk management

# Environmental Disclosures

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

Parameter	Units	Base year	Base year result	2015	2016	2017	Change in 2017	Change from base year
Electricity	MWH	2011	1,357,414	1,448,559	1,375,740	1,327,447	-4%	-2%
Natural Gas	MMBTU	2011	3,133,2450	3,419,178	3,343,643	3,281,756	-2%	5%
Steam	MMBTU	2011	353,924	391,886	375,741	389,574	4%	10%
Chilled Water	MMBTU	2011	647,937	587,461	587,461	604,410	3%	-7%
Propane	Gallons	2011	512,155	636,961	837,967	788,734	-6%	54%
<b>Energy in GJ</b>								
Electricity	GJ	2011	4,886,689	5,214,814	4,952,663	4,778,810	-4%	-2%
Heat (gas)	GJ	2011	3,357,235	3,675,832	3,617,360	3,545,423	-2%	6%
Purchased steam	GJ	2011	466,765	516,831	495,538	513,782	4%	10%
Purchased cooling	GJ	2011	136,067	123,367	126,926	126,779	0%	-7%
<b>Total energy consumption</b>	<b>GJ</b>	<b>2011</b>	<b>8,846,756</b>	<b>9,530,844</b>	<b>9,192,487</b>	<b>8,964,793</b>	-2%	1%
	<b>MWh</b>	<b>2011</b>	<b>2,456,835</b>	<b>2,645,493</b>	<b>2,550,973</b>	<b>2,488,255</b>	-2%	1%
	<b>GWh</b>	<b>2011</b>	<b>2,457</b>	<b>2,645</b>	<b>2,551</b>	<b>2,488</b>	-2%	1%

## GRI 302-3 Energy Intensity

Energy intensity	MWh per 1,000 air-conditioned sq. ft.	2011	46.59	46.93	45.58	44.53	-2%	-4%
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## GRI 305-1, 305-2 Greenhouse gas emissions

GHG emissions (Scope 1)	Thousand metric tons CO2e	2011	223	240	234	221	-5%	-1%
GHG emissions (Scope 2)	Thousand metric tons CO2e	2011	800	673	618	571	-8%	-29%
<b>Total Scope 1+ 2 GHG emissions</b>	<b>Thousand metric tons CO2e</b>	<b>2011</b>	<b>1,023</b>	<b>913</b>	<b>852</b>	<b>793</b>	-7%	-23%
<b>Scope 2 market vs.location based emissions</b>								
Market-based emissions	MT CO2e	2011	799,898	672,865	618,193	570,860	-8%	-15%
Location-based emissions	MT CO2e	2011	799,898	759,382	667,981	646,739	-3%	-15%

## GRI 305-4 Greenhouse gas emissions intensity

GHG emissions (Scope 1)	MT CO2e per 1,000 air-conditioned sq. ft.	2011	4.24	4.25	4.18	3.97	-5%	-6%
GHG emissions (Scope 2)	MT CO2e per 1,000 air-conditioned sq. ft.	2011	15.17	11.94	11.05	10.22	-8%	-33%
<b>GHG emissions intensity (Scope 1+2)</b>	<b>MT CO2e per 1,000 air-conditioned sq. ft.</b>	<b>2011</b>	<b>19.41</b>	<b>16.19</b>	<b>15.23</b>	<b>14.19</b>	-7%	-27%



**GRI 305-3 Scope 3 GHG emissions**

Parameter	Units	Base year	Base year result	2015	2016	2017	Change in 2017	Change from base year
Scope 3 from waste and business travel (U.S. only)	MT CO2e	2015	N/A	43,842	31,901	37,073	16%	-15%

**GRI 303-1 Water withdrawal**

Total water withdrawal	Kgal	2008	4,217,870	3,914,021	3,780,064	3,773,989	0%	-11%
<b>Total water withdrawal</b>	<b>Million Gal</b>	<b>2008</b>	<b>4,218</b>	<b>3,914</b>	<b>3,780</b>	<b>3,774</b>	<b>0%</b>	<b>-11%</b>
<b>Water intensity</b>	<b>Kgal per 1,000 air-conditioned sq. ft.</b>	<b>2008</b>	<b>86.67</b>	<b>70.59</b>	<b>67.55</b>	<b>67.54</b>	<b>0%</b>	<b>-22%</b>

**GRI 306-2 Waste by disposal method**

Recycled or reused	Metric tons	2012	32,320	50,583	59,323	58,239	-2%	80%
Landfill	Metric tons	2012	104,798	82,937	79,900	83,880	5%	-20%
<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>2%</b>	<b>4%</b>
Diverted waste as % of total	Metric tons	2012	24%	38%	43%	41%	-4%	74%
<b>Waste intensity (waste generated)</b>	<b>Tons per 1,000 air-conditioned sq. ft.</b>	<b>2012</b>	<b>2.93</b>	<b>2.41</b>	<b>2.53</b>	<b>2.58</b>	<b>2%</b>	<b>-12%</b>

**Notes:**

Energy and emissions base year of 2011 represents U.S. only operations. 2015–2017 includes all international owned and operated locations.

Market-based emissions are used for overall emissions calculations from 2015

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. In 2017, all golf course sites were removed as these ceased to be under Caesars management. This was not significant, however, at <5% overall impact. A small number of additional minor adjustments have been made to correct errors.

Water withdrawal is from municipal sources. Minor quantities drawn from wells or surface water are not recorded.

## Safety Disclosures

Caesars Entertainment is committed to creating a safe workplace for our employees and a safe venue 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	2014	2015	2016	2017
Injury rate per 100 employees	3.68	3.40	3.22	2.74
Lost day rate per 100 employees	1.15	1.01	0.66	0.81
Occupational disease rate per 100 employees	N/A	N/A	N/A	0.05
Fatalities	1	0	0	0

### GRI 403-2

	2015		2016		2017	
Injuries and lost days by gender	Women	Men	Women	Men	Women	Men
Injury rate per 100 employees	3.90	2.74	3.95	2.70	3.29	2.11
Lost day rate per 100 employees	1.15	0.86	0.61	0.43	0.52	0.29
Occupational disease rate per 100 employees	N/A	N/A	N/A	N/A	0.06	0.04

#### Notes:

(1) Data refers to our operations in the U.S. for all direct employees. No data is currently available for international operations or contract employees.

(2) Rates are calculated per 100 employees for actual hours worked, and include all injuries except first aid.

(3) Occupational disease is recorded for the first time in 2017, and represents repetitive strain injuries, primarily in hotel housekeeping roles.

## Human Resources Disclosures

### GRI 102-8

	2015			2016			2017		
Employees by region and gender	Women	Men	Total	Women	Men	Total	Women	Men	Total
U.S.	28,426	28,501	56,927	26,650	26,005	52,655	29,050	28,671	57,721
Canada	1,694	1,265	2,959	1,483	1,172	2,655	1,628	1,267	2,895
UK	732	875	1,607	705	833	1,538	665	829	1,494
Rest of world	54	363	417	263	562	825	390	717	1,107
<b>Total</b>	<b>30,906</b>	<b>31,004</b>	<b>61,910</b>	<b>29,101</b>	<b>28,572</b>	<b>57,673</b>	<b>31,733</b>	<b>31,484</b>	<b>63,217</b>

### GRI 102-8

	2015			2016			2017		
Employees by contract	Women	Men	Total	Women	Men	Total	Women	Men	Total
Full time	24,079	25,525	49,604	22,610	23,488	46,098	25,224	25,629	50,853
Part time	4,347	2,976	7,323	4,040	2,517	6,557	6,509	5,855	12,364
On call	1,808	1,748	3,556	1,738	1,629	3,367	804	641	1,445
Permanent	28,426	28,501	56,927	26,650	26,005	52,655	30,650	30,069	60,719
Temporary	815	1,512	2,327	275	314	589	1,083	1,415	2,498

**GRI 401-1****2015****2016****2017****New hires rates - 2017**

<b>Employee new hires and turnover</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
New hires < age 30	2,637	1,967	4,604	2,345	1,837	4,182	4,972	3,927	8,899	8%	6%	15%
New hires age 30 – 50	1,912	1,800	3,712	1,295	1,132	2,427	3,528	3,671	7,199	6%	6%	12%
New hires > age 50	659	730	1,389	416	470	886	1,423	1,765	3,188	2%	3%	5%
<b>All new hires</b>	<b>5,208</b>	<b>4,497</b>	<b>9,705</b>	<b>4,056</b>	<b>3,439</b>	<b>7,495</b>	<b>9,923</b>	<b>9,363</b>	<b>19,286</b>	<b>16%</b>	<b>15%</b>	<b>32%</b>
<b>Turnover rates - 2017</b>												
Leavers < age 30	3,118	2,232	5,350	2,425	1,894	4,319	4,199	3,195	7,394	7%	5%	12%
Leavers age 30 – 50	3,485	3,404	6,889	2,286	2,164	4,450	3,349	3,624	6,973	6%	6%	11%
Leavers > age 50	1,726	1,892	3,618	904	962	1,866	1,998	2,254	4,252	3%	4%	7%
<b>All leavers</b>	<b>8,329</b>	<b>7,528</b>	<b>15,857</b>	<b>5,615</b>	<b>5,020</b>	<b>10,635</b>	<b>9,546</b>	<b>9,073</b>	<b>18,619</b>	<b>16%</b>	<b>15%</b>	<b>31%</b>



## GRI 405-1

	2015			2016			2017		
Diversity	Women	Men	Total	Women	Men	Total	Women	Men	Total
<b>Board of Directors</b>									
Total number	0	11	11	0	11	11	0	11	11
< age 30	0	0	0	0	0	0	0	0	0
age 30 – 50	0	2	2	0	1	1	0	1	1
> age 50	0	9	9	0	10	10	0	9	9
Directors in minority groups	0	2	2	0	1	1	0	1	1
<b>Executives</b>									
Total number	2	9	11	3	11	14	20	53	73
< age 30	0	0	0	0	0	0	0	0	0
age 30 – 50	1	3	4	1	4	5	13	26	39
> age 50	1	6	7	2	7	9	7	27	34
Executives in minority groups	0	2	2	1	2	3	0	1	1
<b>Managers</b>									
Total number	2,732	3,837	6,569	2,410	3,059	5,469	3,722	5,039	8,761
< age 30	307	325	632	293	302	595	388	421	809
age 30 – 50	1,647	2,241	3,888	1,391	1,683	3,074	2,149	2,781	4,930
> age 50	778	1,271	2,049	726	1,074	1,800	1,185	1,837	3,022
Managers in minority groups	1,098	1,134	2,232	1,000	1,013	2,013	1,400	1,428	2,828
<b>Non-managers</b>									
Total number	24,247	23,031	47,278	23,927	22,641	46,568	28,805	27,050	55,855
< age 30	4,838	4,169	9,007	4,500	3,765	8,265	6,244	5,398	11,642
age 30 – 50	11,157	10,339	21,496	10,473	9,522	19,995	12,221	11,162	23,383
> age 50	8,252	8,523	16,775	8,954	9,354	18,308	10,340	10,490	20,830
Non-managers in minority groups	16,103	13,005	29,108	16,205	12,896	29,101	17,595	14,338	31,933
<b>Total employees</b>									
All employees (excluding Board of Directors)	26,981	26,877	53,858	26,340	25,711	52,051	32,547	32,142	64,689
< age 30	5,145	4,494	9,639	4,793	4,067	8,860	6,632	5,819	12,451
age 30 – 50	12,805	12,583	25,388	11,865	11,209	23,074	14,383	13,969	28,352
> age 50	9,031	9,800	18,831	9,682	10,435	20,117	11,532	12,354	23,886
Total employees in minority groups	17,201	14,141	31,342	17,206	13,911	31,117	18,995	15,767	34,762
<b>Workforce rates (%)</b>									
Total workforce by gender	50.1%	49.9%	100%	50.6%	49.4%	100%	50.3%	49.7%	100%
Total managers	2,734	3,846	6,580	2,413	3,070	5,483	3,742	5,092	8,834
% women in management			42%			44%			42%
% minorities	32%	26%	58%	33%	27%	60%	29%	24%	54%
% minorities in management	17%	17%	34%	18%	19%	37%	16%	16%	32%
< age 30	10%	8%	18%	9%	8%	17%	10%	9%	19%
age 30 – 50	24%	23%	47%	23%	22%	44%	22%	22%	44%
> age 50	17%	18%	35%	19%	20%	39%	18%	19%	37%

**Note:** In 2017, all HR data now includes all employees in all countries: U.S., Canada, UK, Egypt, Hong Kong, Korea and South Africa. Data for 2015–2016 shows U.S. based employees only so the data is not directly comparable.