

Caesars' Unique Approach to Responsible Gaming

Caesars goals regarding responsible gaming are simple and unequivocal: We want everyone who gambles at our casinos to be there for the right reasons – to simply have fun. We do not want people who can't gamble responsibly to play at our casinos or, for that matter, at any casinos. The various programs we have developed to promote responsible gaming over the past several decades are all in service of these goals.

Our integrated approach to responsible gaming is built on clear objectives, measurable outcomes and scientific research and evidence. It is supported with professional staff training and state of the art, purpose built information technology systems.

We believe that Caesars is unique within the industry in the development and deployment of RG programming that meets each of the following standards:

- **Incorporates learnings from leading academics in the field of responsible gaming research.** When originally formulating the company's responsible gaming training program in the late 1980s, Caesars consulted with leading scholars such as William Eadington, Julian Taber, and Henry Lesieur. More recently, Caesars consulted with a new generation of internationally respected researchers, including Dr. Robert Ladouceur, Dr. Carl Braunlich, and Dr. James Whelan, and clinicians in the latest evolution of its responsible gaming training curricula.
- **Uses impartial, evidence-based data to inform the development of policies, programs and procedures.** Caesars responsible gaming policy, the training that implements it, and the proactive conversations employees have with customers about their gambling were either crafted by independent leaders in the field of responsible gaming and problem gambling or independently validated across properties. The training concept at Caesars took several years to create and implement because the company engaged various stakeholders about best practices, reviewed existing research and regulations, engaged academics, and conducted numerous research studies for a truly collaborative effort.
- **Provides employees with the knowledge and skills to actively recognize and respond to customer requests for responsible gaming-related information and referrals, as well as to recognize, respond to, and report responsible gaming-related incidents.** We have been providing RG training to employees since the late 1980s, and the training has evolved over the decades to recognize employees' desire and willingness that we engage customers who may be experiencing problems related to gambling. For sixteen years across the company, we have tracked RG incidents and conducted conversations with customers about their gambling independent of any request for responsible gaming-related information.
- **Includes initiatives that educate people about the key principles of gambling, demonstrate how games work, offer tips on responsible play, and provide problem gambling treatment referral and support.** The cornerstone of RG is the informed consumer. We recognize that fostering the potential for individuals to make healthy decisions across a range of products and activities is the critical starting point for public health policy based on informed consent. We want guests to make decisions about their gambling based on accurate and relevant information.
- **Integrates responsible gaming with every aspect of the operation.** Responsible gaming programs are not simply a training course or compliance measure. Everything an operator does has to promote responsible gaming and it has to be a sustained effort, not just one ancillary class or a brochure. Caesars takes a multi-dimensional approach to responsible gaming ensuring

that the company's responsible gaming ethic is truly ingrained into every aspect of the company structure and culture.

- **Provides responsible gaming training for all employees, with specialized training based employees' roles in the business.** It is important to create awareness of the issue among all employees because every employee plays a crucial part in the company's mission to promote responsible gaming. A comprehensive education and awareness program helps employees understand the company's responsible gaming policies and their roles in promoting responsible gaming. The most important thing that operators can train is what want employees should do, when they should do it, and how should they do it, clearly explaining the expectations and the employee's individual role in the process.
- **Leverages employee customer service skills to deliver RG services,** with clear delineation of responsibilities and practical tools for those employees who interact directly with customers. Sixteen years ago, Caesars made the decision to do what no one else was doing and started proactively engaging guests about responsible gaming by integrating the program into customer service processes instead of relying on stagnant messaging. Today, we are very pleased to see other companies are taking the leap of incorporating this customer service ethic into responsible gaming policy through broad adoption of Responsible Gaming Ambassadors, a role conceived and created by Caesars.
- **Is validated through transparent analysis.** In addition to commissioning academic researchers to conduct independent analysis of the effectiveness of responsible gaming activities, Caesars welcomes third-party reviews of its efforts. In 2012, Caesars Windsor became the first casino to ever receive accreditation under the Responsible Gambling Council's RG Check program. Caesars was also the first gaming company in the UK to receive accreditation by ACE (Accreditation, Certification and Evaluation). Caesars participation in RG accreditation/certification programs serve not just as external validation of its efforts, but are a source of pride and reminder to employees about the emphasis the company places on RG.
- **Recognizes the primacy of oral communication in delivering responsible gaming as opposed to identifying "red flag" behaviors.** Most responsible gaming training requires teaching so-called "red flag" behaviors or diagnostic criteria for diagnosing a gambling disorder. Experts that consulted for Caesars on its responsible gaming policies identified no consensus on whether or which behaviors are indicative of problem gambling within the casino environment. Indeed, when one examines the American Psychiatric Association's diagnostic criteria for gambling disorder, one recognizes that they refer either to internal, mental states; or to negative effects on personal, job-related, or family life that do not lend themselves to detection within casinos or other gaming points-of-sale. Therefore, Caesars responsible gaming training primarily focuses on verbal behaviors – statements or comments that customers might make, or that others might make about them -- rather than physical behaviors. However, physical, non-verbal behaviors are hardly ignored. To the extent that physical behavior manifests distress or otherwise disrupts the casino floor, the company initially treats such behaviors as security or customer service issues. If in the course of resolving those issues customers make statements concerning negative effects of gambling, then those statements trigger the responsible gaming procedures.
- **Develops and employs cutting edge responsible gaming-specific technology.** Technology should not only provide automated tools for compliance with responsible gaming mandates, such as limits on entry or enforcing exclusion requests, but should also provide a means to offer prevention and identification tools for those customers requiring concern. Caesars has technology tools that identify and prevent restricted and excluded patrons from obtaining casino services, such as RG2 and the Responsible Gaming Identification at Slots. Further, Caesars

RG2 application allows the company to collect information regarding concerns for patrons' ability to gamble responsibly, allowing this data to be assessed over time to determine if a Responsible Gaming Ambassador should proactively engage the customer in a responsible gaming-related conversation.