

Table of Contents

| | |
|---|-----------|
| Welcome From Our Leaders | 3 |
| CSR Committee Update | 4 |
| 2023 CSR Highlights | 5 |
| About Caesars Entertainment | 6 |
| Our Business | 6 |
| Our Governance | 8 |
| Our Economic Impact | 10 |
| Our CSR Strategy: PEOPLE PLANET PLAY | 11 |
| PEOPLE | 12 |
| Best Experiences for Our Team Members | 13 |
| Driving Diversity, Equity & Inclusion | 16 |
| Promoting Team Member Health, Safety and Wellness | 21 |
| Making an Impact in Our Communities | 23 |
| Committed to Supplier Diversity | 30 |
| PLANET | 31 |
| Advancing Our Path to Net Zero | 32 |
| Conserving Water | 37 |
| Minimizing Waste | 39 |
| Activating Green Teams | 41 |
| Progressing Responsible Sourcing | 41 |
| PLAY | 43 |
| Extraordinary Destinations and Offerings | 44 |
| Making Memorable Meetings and Events | 49 |
| Always Responsible Gaming | 50 |
| Ethical Conduct and Compliance | 52 |
| About This Report | 54 |



Action Spotlight:

Throughout this Report, this symbol introduces examples of actions that have advanced our PEOPLE PLANET PLAY strategy in 2023.

This report and previous reports are published online, including our **2023 CSR Report Appendix** that contains the following disclosures:

- GRI Content Index
- SASB Disclosure
- TCFD Overview

caesars.com/corporate-social-responsibility/csr-reports



Tom Reeg
*Chief Executive Officer
Caesars Entertainment*



Anthony Carano
*President & Chief Operating Officer
Caesars Entertainment*

Welcome From Tom and Anthony

Corporate Social Responsibility is a cornerstone of Caesars Entertainment. As the largest gaming company in the U.S., we understand that ensuring we operate ethically takes more than a promise. Considering the profound influence of our business on the planet, our Team Members and our guests, ensuring our operations reflect values that positively impact our communities and the world around us is a daily pursuit that requires strategic action and steadfast commitment. As you'll see in the pages ahead, our PEOPLE PLANET PLAY framework continues to be the compass that keeps us on course as we continue to strive to achieve our CSR goals.

2023 was a landmark year for Caesars Entertainment, particularly in our commitment to Responsible Gaming. We are tremendously proud to have introduced two new Responsible Gaming policies, further positioning us as a leader in this crucial space.

In 2023, our Company became the largest multi-jurisdictional, multi-channel gaming company to offer a fully integrated universal exclusion option. This significant step underscores our unwavering commitment to responsible gaming. Through the work of a dedicated multi-disciplinary team, we developed a new self-exclusion system that encompasses all of our gaming offerings, with the exception of limited properties that are not yet fully integrated into our IT environment, including our brick-and-mortar facilities and our online gambling products. Now, when a customer tells us that playing with us is no longer in their best interest, we ensure that they are not only excluded from their local property or a state exclusion program through the mobile app but are excluded from nearly every gaming platform we offer – in-person and online – in one simple step. We believe our universal self-exclusion program is the most robust in the gaming industry, and we are proud to continue building on our three-decade legacy of prioritizing Responsible Gaming. Additionally, we adopted an enhanced 21+ policy last year, reinforcing our commitment to limit our business to those over 21. Moving forward, no one under 21 can set up a Caesars Rewards account, and – where we are allowed by law – we have limited all domestic gaming, pari-mutuel, sports and iGaming options to only those older than 21.

Our progress in 2023 expanded our reach, helped launch innovative programming in our communities and drove new technology into the hands of our Team Members and our guests. The Caesars Entertainment Empire expanded with the opening of temporary casinos in two states ahead of their permanent facility openings in 2024, providing a fast start to the economic boost we expect our properties in Columbus, NE, and Danville, VA, to bring to their communities. We partnered with Formula 1 to host the Las Vegas Grand Prix, a testament to our commitment to continually evolving the destinations we call home. And, we made strides in the digital space, not just through expanded mobile sports betting, but with the launch of our new iGaming platform, a testament to our adaptability and innovation.

Through it all, we have remained focused on doing good business by pushing ourselves to do better for everyone around us. In the coming pages, you'll discover inspiring stories about our collective efforts as a team and our impact on our local communities. Our Team Members have been instrumental in their local communities through our HERO volunteer network, philanthropic giving and property-specific activations. You'll learn about our shared commitment to supplier diversity, our joint work to combat human trafficking and our combined efforts to offer greener meeting spaces, reduce food waste and elevate our property offerings.

With these endeavors in mind, we are delighted to present our 2023 Corporate Social Responsibility report, where you can learn about our PEOPLE, the PLANET and our united efforts to promote responsible PLAY.

We're eagerly looking forward to what 2024 has in store and couldn't be more proud of our progress. Our commitment to operating our business with our PEOPLE PLANET PLAY framework in mind ensures a strong Company for the future.

Thank you for your interest.



Jan Jones Blackhurst
*Chairperson, CSR Committee
of the Board of Directors*



Don Kornstein
*Member, CSR Committee
of the Board of Directors*



Courtney Mather
*Member, CSR Committee
of the Board of Directors*

CSR Committee Update

As Caesars Entertainment's Board of Directors CSR Committee, we oversee our company's Code of Commitment, our core values and our ethical, compliant and integrity-driven behavior. We provide guidance by helping our leadership bring these principles and values to life as they lead tens of thousands of Team Members that support our mission every day and the many business partners we engage with across our entire value chain. If there is one thing that we can always be proud of at Caesars Entertainment, it's that we stand by our values, even in times of pressure.

The CSR Committee continues to support the implementation of our PEOPLE PLANET PLAY strategy that is grounded in a set of carefully selected issues that represent the key ways in which we impact people and society. We provide guidance to our Company's leaders on different aspects of our programs, informed by our interactions with investors, regulators and business partners who expect that we will continue to demonstrate leadership across our PEOPLE PLANET PLAY agenda.

As our business grows, especially in the digital space, we welcome discussions with our leadership team about the new risks and opportunities presented by the adoption of advanced technologies and support investments to make our systems more robust while improving the experience

for guests and Team Members. We continue to focus on protecting human rights, including the industry-leading work Caesars Entertainment is driving to combat human trafficking and sex exploitation, an issue the hospitality industry has a responsibility to help eradicate. And of course, we never let up on our Responsible Gaming (RG) programs and encourage the adoption of practices that promote RG so that when our guests play with us at one of our destinations across North America or online, they can simply have fun.

We continue to closely monitor and review progress against our goal to achieve gender and racial/ethnic parity at senior levels of the organization. We recognize the challenges in achieving these ambitious diversity goals that require continued investment in Team Member development and succession planning to ensure all Team Members have equitable opportunity to reach the highest levels of the organization. While in some cases, progress is slower than anticipated, we are supportive of ongoing efforts and overall progress to date.

We remain thankful to the leaders across the Empire who embed PEOPLE PLANET PLAY in our culture and our business and to our more than 50,000 Team Members for their passion and dedication to the Company's mission to Create the Extraordinary.

2023 CSR Highlights

PEOPLE

\$10B

in economic value distributed to our stakeholders

\$28M

invested in 2.1 million hours of training and development of our Team Members

29%

of senior leadership roles held by women

74.2%

Team Member Engagement Index Score

44%

of leadership roles held by people of color

>\$74M

total investment in our communities

PLANET

22%

reduction in absolute Scope 1+2 GHG emissions since 2019

44%

of waste diverted from landfill

73%

cage-free eggs of our total egg procurement volume

PLAY

\$1.3B

in capital spend to create new and enhance existing properties, including upgrades and renovations to facilities and amenities

31

jurisdictions in which Caesars Sportsbook is active, up from 28 in 2022

27,769

hours of Responsible Gaming training undertaken by 41,438 Team Members

CSR Awards and Recognitions



NEWSWEEK

Awarded Newsweek's List for America's Most Responsible Companies 2023



NEWSWEEK

Awarded Newsweek's List for America's Greatest Workplaces for Diversity 2023



NEWSWEEK

Awarded Newsweek's List for America's Greatest Workplaces 2023



DISABILITY EQUALITY INDEX

Named to Disability Equality Index's "Best Place to Work for Disability Inclusion" Score: 100/100



CIVIC 50

Named to the Civic 50 as one of America's 50 Most Community-Minded Companies by Points of Light



USA TODAY

Awarded USA Today's Climate Leaders 2023



HUMAN RIGHTS

Perfect Score of 100 on the Human Rights Campaign Corporate Equality Index



About **Caesars**

Caesars Entertainment, Inc. (NASDAQ: CZR) is the largest casino-entertainment Company in the U.S. and one of the world's most diversified casino-entertainment providers. Since its beginning in Reno, NV, in 1937, Caesars Entertainment, Inc. has grown through the development of new resorts, expansions and acquisitions. Caesars Entertainment, Inc. resorts operate primarily under the Caesars®, Harrah's®, Horseshoe® and Eldorado® brand names. We offer diversified gaming, entertainment and hospitality amenities, one-of-a-kind destinations and a full suite of mobile and online gaming and sports betting experiences. All tied to our industry-leading Caesars Rewards® loyalty program, we focus on building value with our guests through a unique combination of impeccable service, operational excellence and technology leadership. Caesars Entertainment is committed to its Team Members, suppliers, communities and the environment through our PEOPLE PLANET PLAY framework. [Learn more.](#)

Our Commitment and Values

Caesars Entertainment is committed to being a responsible corporate citizen and environmental steward. In 2000, we published our first Code of Commitment as a pledge to our guests, Team Members, communities, business partners and those we reach through our business. Our PEOPLE PLANET PLAY Corporate Social Responsibility (CSR) approach was created from our Code of Commitment and today, the Code aligns with our Environmental, Social and Governance (ESG) priorities. We bring our Code of Commitment to life through our Mission, Vision and Values.

Business in Numbers¹

| | | |
|---|--|---|
| <p>\$11.53B 2023 Net revenues</p> | <p>50K+ Team Members²</p> | <p>50+ Destinations across North America</p> |
| <p>31 States where we operate sports betting through Caesars Digital and Caesars Sportsbook</p> | <p>62K+ Square feet of air-conditioned space</p> | <p>44K+ Hotel rooms and suites</p> |
| <p>2,700+ Table games</p> | <p>51K+ Slot machines</p> | <p>100+ Owned or managed retail stores in the U.S.</p> |
| <p>500+ Owned or managed food and beverage outlets, bars and clubs in the U.S.</p> | <p>\$1.86B Paid to U.S. federal and state governments in taxes in 2023</p> | <p>27K+ Hours of Responsible Gaming training for our Team Members in 2023</p> |

¹ Data refers to end-year 2023 unless otherwise stated.
² Refers to Team Members in the U.S. For details, see GRI 2-7 in the GRI Data Tables.

Our **Code of Commitment**



PEOPLE

We commit to supporting the wellbeing of all our Team Members, guests and local communities.

Mission

Create the Extraordinary.

Vision

We Create Spectacular Worlds that immerse, inspire and connect. We don't perform magic, we create it with excellence.

Values

Blaze The Trail:

This is about leadership and innovation. It's also about keeping integrity top of mind as we imagine possibilities for growth and change in our business. Blaze the Trail reflects our leadership in CSR as demonstrated through our ambitious climate goals and those for women and people of color in leadership.

All-In On Service:

We build connections with each other and our guests by creating memorable moments, having fun and owning our Family-Style Service culture. All-in On Service reflects our attentiveness to the needs of our guests across all our offerings, including our investment in Responsible Gaming.

Together We Win:

Working together as a diverse team, caring for and respecting each other is how the magic happens. Together We Win means being an employer of choice for our Team Members and attracting, retaining and developing a diverse workforce in a caring, inclusive and empowering culture.



PLANET

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



PLAY

We commit to creating memorable experiences for our guests and leading the industry as a responsible business, including Responsible Gaming practices.

Our Governance

As a company that conducts business in the highly regulated gaming industry, Caesars Entertainment—along with our licensed affiliates and subsidiaries—is committed to upholding our regulatory agencies’ laws, regulations, policies and procedures. With an ongoing focus on compliance, risk management, anti-corruption, anti-bribery and anti-money laundering, we aim to be a responsible provider of gaming and hospitality for all those we serve. We invest in technology across all aspects of our business to support innovation, compliance, information security and data privacy. We integrate ESG considerations into our governance structures and processes to support and facilitate decision-making in ESG priority matters.

Board of Directors

Caesars Entertainment’s Board of Directors comprises ten members, two of whom are officers of the Company, including our Chief Executive Officer. The Chairman of the Board and the Chief Executive Officer roles are held by different individuals and in addition, the Board of Directors includes a lead independent director. The Board of Directors has determined that all eight outside directors are “independent” as defined under NASDAQ listing standards. We aim to maintain a Board of Directors experienced in areas needed to guide our business effectively. Key areas of Board expertise relevant to Caesars Entertainment include operational, executive and public company leadership experience, business development, strategy, M&A, real estate and real estate investment experience and consumer, hospitality and gaming industry experience.

| Caesars Entertainment Board of Directors ³ | |
|---|---------------------------|
| Total number of directors (including the Chair) | 10 |
| Separation of Chair and Chief Executive Officer roles | Yes |
| Independent directors | 8 (80%) |
| Lead independent director | Yes |
| Non-executive directors | 8 (80%) |
| Directors with financial expertise | 10 (100%) |
| Directors with gaming expertise | 8 (80%) |
| Directors with ESG expertise | 9 (90%) |
| Women directors | 3 (30%) |
| Directors from ethnically diverse groups | 1 (10%) |
| Overall Board diversity | 3 (30%) |
| Age span of directors | 47-84 years (avg. age 67) |
| Tenure of directors (average) | 3.4 years |

³ Board of Directors composition is per the Proxy Statement filed April 29, 2024

Board Committees

The Board is served by four standing committees composed of independent directors: Audit, Compensation, Nominating and Corporate Governance and the CSR Committee. The CSR Committee supports the Board’s fulfillment of its responsibilities to help deliver our corporate mission, CSR strategy and CSR-related elements of corporate governance, such as board diversity, board education and more. In addition to the Board Committee, we also maintain an executive-led Compliance Committee. [Learn more.](#)

Board Updates

In April 2024, Kim Harris Jones was appointed to Caesars Entertainment’s Board of Directors. She brings a track record of strategic corporate leadership as both an executive and a board member in different industries, and was recently named as one of the “100 Most Influential Black Corporate Directors” by Board Prospects Magazine. With her extensive experience and unique perspective as a leader of color, we welcome Kim’s contribution to our Board.

Corporate Governance

Board Engagement in CSR

Caesars Entertainment's Board of Directors is highly engaged throughout the year on matters relating to CSR. As part of its ongoing education on ESG, the Board of Directors, through the leadership of its CSR Committee, continues to interact with and learn from internal and external experts on critical CSR topics. In particular, the Board frequently interacts with Caesars Entertainment's External CSR Advisory Council and other experts for updates and insights on new developments and trends. The Board conducts an annual review of our performance against our CSR goals and target-setting for new goals. The CSR Committee of the Board of Directors reviewed and approved this CSR Report and all related disclosures.

ESG Policies and Positions

We maintain a suite of policy and position statements to inform stakeholders of our stance on key social and environmental issues. [Learn more.](#)

CSR Governance

Oversight of our PEOPLE PLANET PLAY strategy rests with Heather Rapp, Senior Vice President of Corporate Social Responsibility, who reports directly to the Chief Executive Officer. Heather engages closely with the CSR Committee of the Board of Directors and is supported by a team of CSR specialists. Operational execution of PEOPLE PLANET PLAY is driven through a company-wide network of property leaders, functional leads and CSR-related teams covering Responsible Gaming, CodeGreen (environmental action), HERO network (Team Member volunteering), diverse Business Impact Groups (BIGs) and philanthropy, including Caesars Foundation.

ESG Risk Management

Our Board of Directors oversees risks related to our company, business strategies and operations. We believe our Board's structure and experience allows our directors to provide effective oversight of risk management. The Board has delegated certain elements of risk oversight to its committees for more effective coordination with management and has retained oversight of certain elements of risk where appropriate. The committees regularly report their findings to the full Board and the Board discusses the risks that we face, including those management has highlighted as the most relevant risks. The Board's oversight of enterprise risk involves an assessment of the risks inherent in our long-term strategies, as well as other matters brought to the attention of the Board. Risk assessment results are shared with the Audit Committee and action plans are established to address findings and mitigate relevant risks. In 2022, we completed a comprehensive ESG risk assessment, which continues to inform our risk planning processes. [Learn more.](#)



Jan Jones Blackhurst, independent Director and Chairperson of the CSR Committee, is a faculty member of Competent Boards, a global organization providing sustainability, ESG, climate and biodiversity education for board directors and business leaders to build competence and compliance.

Jan Jones Blackhurst
 Competent Boards Faculty
[Read her full bio.](#)



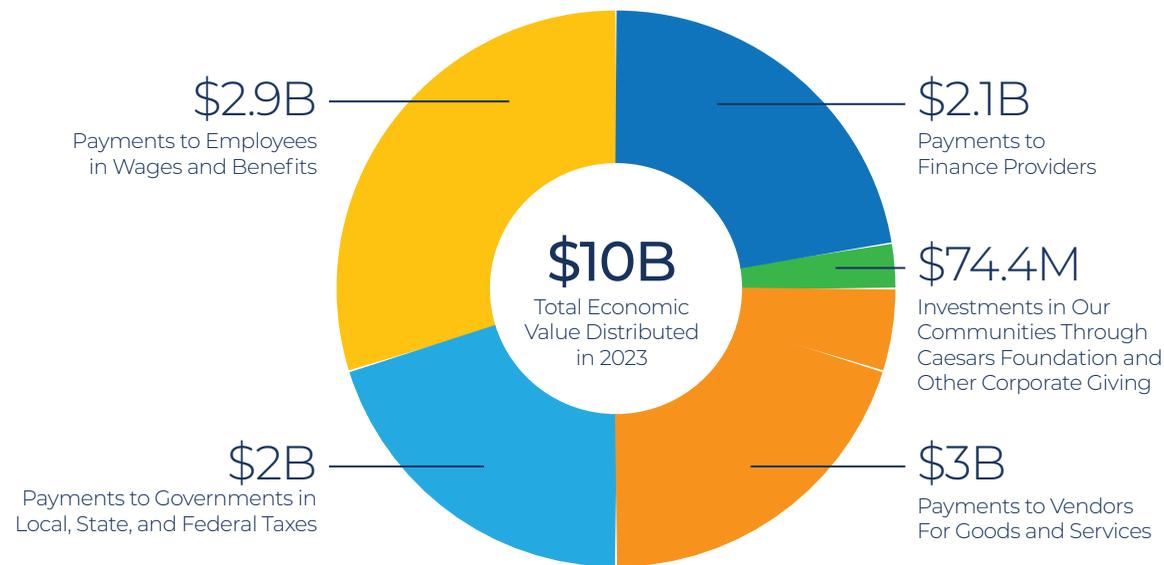
Caesars Entertainment is a business for people – we seek to create truly memorable experiences for our guests, an inspiring and energizing workplace for our Team Members and a host of benefits for our communities that improve the quality of life in many ways. Our approach, driven by family-values-based service and our commitment to responsible and accountable business, governs everything we do.

Stephanie Lepori
 Chief Administrative
 and Accounting Officer

Our **Economic Impact**

Caesars Entertainment adds considerable economic value wherever we operate. We boost city and state economies through the taxes, wages and benefits we pay, the diverse suppliers we engage and our contribution as a promoter of tourism.

In 2023, 26% of our net revenue was distributed in the form of compensation, benefits and taxes for our Team Members for their contribution during the year. Additionally, we paid \$2 billion in taxes and fees to local, state and federal authorities—funds used to support community infrastructure, housing, education and all services that improve the quality of local life.



Our CSR Strategy

Our CSR strategy reflects our promise to do business in a way that benefits people and society and cares for our environment.

Since the establishment of our Code of Commitment more than 23 years ago, the principles underpinning PEOPLE PLANET PLAY have guided our actions and inspired our leadership and Team Members to act with integrity, accountability and in collaboration with the many individuals and organizations we interact with.

We assess our impact in relation to our core stakeholders and engage with stakeholder groups regularly to inform our ongoing decisions and actions. [Learn more.](#)

| Caesars Entertainment Stakeholders | | | |
|------------------------------------|---|---------------------------------|--|
| Internal | Team Members, their families and Caesars Entertainment's Board of Directors | | |
| External | Academia | Banks, Investors and analysts | Business partners, suppliers and contractors |
| | Guests and customers | Hospitality and gaming industry | Local and global communities |
| | Media | Regulators and legislators | Sports industry |



Taking a strategic approach to CSR is the cornerstone of our Empire's success. Our Code of Commitment, which has been in place for more than 23 years, continues to be the bedrock of our operations. However, we understand that our strategy must keep pace with the changes in our business, the evolving expectations of our stakeholders and the emerging standards and regulations. We remain vigilant and proactive in keeping track of these developments and we align our PEOPLE PLANET PLAY approaches accordingly, guided by an unwavering commitment to excellence.

Heather Rapp
 Senior Vice President of Corporate Social Responsibility

Our Material Topics

The CSR topics which reflect our most significant impacts on the economy, society and the environment and on our business were identified in a robust materiality assessment process conducted in 2022 with the support of an external specialist. Our assessment followed a double materiality approach, in which we examined both the impacts of our activities on the economy, society and the environment as well as the impacts of ESG topics on our business through a risk management lens. The result of this dual process, which engaged multiple internal and external stakeholders and reviewed many industry and ESG disclosures, standards and frameworks, was 21 topics which we have aligned within our PEOPLE PLANET PLAY strategy. We also assessed our contribution to the global goals defined by the United Nations Sustainable Development Goals (SDGs). Through our activities, we specifically advance 15 of the 17 SDGs and their related SDG targets.

The Board of Directors confirmed that these topics remained relevant in 2023. [ESG Materiality Assessment](#) [ESG Risk Assessment](#)

PEOPLE

Team Members

- Team Member Experience
- Health & Safety
- Diversity, Equity & Inclusion

Communities

- Economic Contribution
- Community Impacts
- Human Rights
- Supplier Diversity

PLANET

Climate Change

- Water
- General & Food Waste
- Responsible Sourcing

PLAY

Guests

- Guest Experience
- Guest Health & Safety
- Responsible Gaming
- Sustainable Tourism

Conduct

- Ethics & Compliance
- Anti-Corruption
- Taxation
- Public Policy
- Business Continuity
- Data Privacy & Security



PEOPLE23

We commit to supporting the wellbeing of all our Team Members, guests and local communities.



Best Experiences for Our Team Members

Driving Diversity, Equity & Inclusion
 Promoting Team Member Health, Safety and Wellness
 Making an Impact in Our Communities
 Committed to Supplier Diversity

Best Experiences for **Our Team Members**

With more than 50,000 direct Team Members in the U.S., we strive to Create the Extraordinary for each one by providing a dynamic, safe and caring workplace based on family-style values and an inclusive culture. We aim to support Team Members throughout their careers with Caesars Entertainment and provide opportunities to help them reach their personal and professional goals. [Learn more.](#)



We are confident that our Team Members can achieve anything they set their minds to. Our organization has seen many individuals rise through the ranks to take on the most senior positions. We attribute this success to our inclusive and supportive culture that fosters excellence. We know our Team Members will continue to exceed expectations and go the extra mile for themselves, each other and our guests.

Kiersten Flint

Senior Vice President of Talent Development, Culture & Diversity

Focusing on Team Member Engagement

We advance many programs and initiatives to inspire our Team Members to align with our values and engage with our mission. In 2023, we held our second annual All-In, We Win Team Member engagement survey with the participation of more than 17,700 active Team Members. The overall Engagement Index Score (an aggregate of survey score responses to six questions that are considered key indicators of engagement) was marginally lower in 2023 at 74.2% (from 76.1% in 2022) but remains indicative of strong engagement overall.

The survey responses were analyzed and reviewed at the corporate, regional and property levels. Local leaders are encouraged to put action plans in place to address opportunities to enhance Team Member engagement based on the survey responses from their teams. At a company-wide level, we have launched a new onboarding program to align and enhance the first experiences for our new hires at Caesars Entertainment from day one.

**Key Results from Our “All-In, We Win”
 2023 Engagement Survey**

(Strongly agreed or agreed responses by participating Team Members)



Continuing **All-In On Education**

Since the 2022 launch of our educational assistance program for Team Members in the U.S., we have helped more than 700 Team Members advance their educational aspirations. All-In On Education provides up to \$5,250 per calendar year in tuition or student loan debt funding for qualifying full-time (\$2,625 for part-time) Team Members and their dependents, as well as a 529 college savings plan that provides tax savings for Team Members toward their dependents' education expenses. At the end of 2023, we provided more than

\$3.1M in student loan debt assistance and tuition assistance payments life to date.

In addition, The Don Carano Legacy Scholarship for dependents of Team Members offers up to \$20,000 over four years for selected applicants. The scholarship was created in honor of founder Don Carano as a tribute to his passion for the gaming industry and the family values shared by all Team Members. In 2023, 21 dependents of Team Members received scholarships to pursue their college education.

Best Experiences for Our Team Members

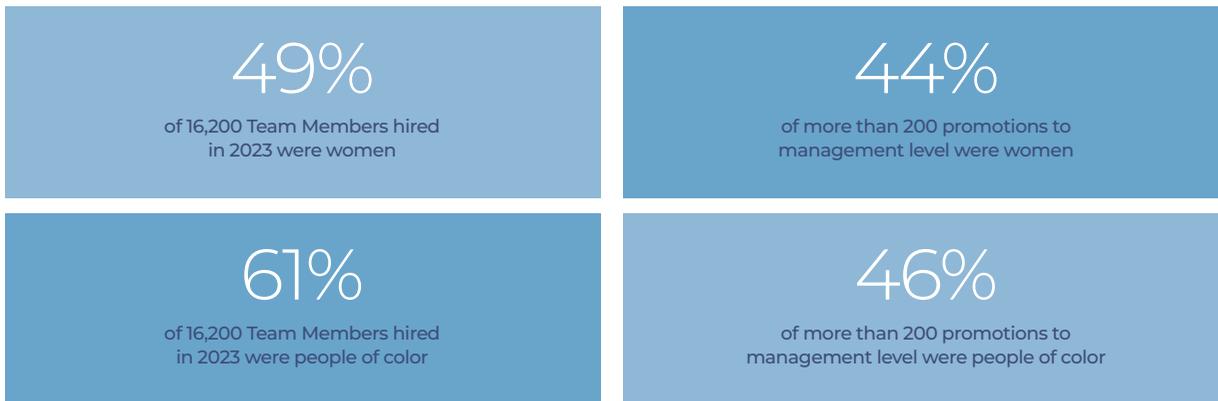
- Driving Diversity, Equity & Inclusion
- Promoting Team Member Health, Safety and Wellness
- Making an Impact in Our Communities
- Committed to Supplier Diversity

Welcoming **New Team Members**

We invest significant time and resources in our search for new Team Members to join the Empire and we aim to seek out those who share our values and want to be a part of Creating the Extraordinary.

We again held our annual National Day of Hiring with 37 properties participating. We saw an increase in applications across the country and hired more than 600 Team Members.

2023 Team Member Hiring and Development Highlights



To support our efforts, we formalized our internal recruitment process to help identify the best candidates for open positions, with an emphasis on internal promotion in advance of hiring externally. This enables a closer connection between hiring and succession planning and reinforces a strong internal pipeline of Team Members identified for bigger roles.

We continue to engage with colleges and universities and maintain a presence at job fairs to raise awareness of the opportunities we offer for new graduates. In 2023, we welcomed a visit of recruitment teams from historically Black colleges and universities (HBCUs) to hear about what’s important to their students in the recruitment process and share information about what Caesars Entertainment can offer.

In 2023, we hired 31 new summer interns at seven properties in total and offered permanent jobs to 40 interns from 2022 and 2023 cohorts.

Once hired, onboarding new Team Members is critical for their successful integration, so that they can feel prepared at work and can start to contribute as quickly as possible. Our intensive onboarding program, Welcome to the Empire—Opening Ceremonies, includes an introduction to Caesars Entertainment history, brands, Mission, Vision, Values, PEOPLE PLANET PLAY goals and progress and all relevant Company plans and policies, including Family-Style Service.

Enhancing Development Opportunities

We maintain a comprehensive suite of learning and development programs, aiming to equip Team Members at all levels and functions with the knowledge, skills and competencies needed to perform effectively in their roles and grow professionally in their careers. Each year, we update our annual mandatory training program that includes all fundamental training requirements for Team Members. The program is hosted on our integrated platform and includes live group training sessions in addition to self-paced learning. Mandatory training includes Family-Style Service, Responsible Gaming, risk and safety training, ethical conduct, anti-corruption, anti-bribery and more.

In 2023, Caesars Entertainment invested \$28 million in all forms of training and development programs for our Team Members, which is approximately \$891 per Team Member, delivering an average of 41 training hours per year per Team Member.

**Direct full- and part-time Team Members in the U.S. on an FTE basis.*

Leadership is Center Stage

Placing leadership at the heart of our development programs, we formalized our leadership development framework, designed specifically to reinforce the success of our leaders at all levels across the company.

The leadership framework embodies five fundamental principles of leadership development at Caesars Entertainment, encompassing a set of competencies that are evaluated during the year-end performance review for each leader in the Empire. We believe that helping leaders develop their abilities in each of these competencies will enable Team Members to become more versatile and capable leaders and realize opportunities for professional growth. The framework is incorporated into all our leadership development programs and communications.



Our **Emerging Leader Summit** program (ELS) is a twelve-month curriculum that provides high-performing Team Members at the manager and director level the opportunity to expand their Company knowledge, develop new skills and become part of an expanded network of leaders across the Empire. In 2023, we initiated our third cohort, bringing the total participation to 450 Team Members since the start of the program. This year we further modified the program to align closely with our leadership framework and business objectives. ELS participants are eligible to join our ELS e-Cornell Certificate and Leadership Academy hosted by Cornell University. ELS is quickly proving to be a key contributor to professional growth and advancement of our leaders. For example, 43% of participants in the 2021 ELS cohort have been promoted to more senior roles and we are seeing similar opportunities develop for subsequent cohort participants.

Additionally, we encourage our diverse Team Members to participate in **Connected Leaders Academy**, developed and facilitated

by McKinsey & Company, which offers customized content relevant to Black, Hispanic/Latino and Asian leaders with a focus on early professionals, midcareer managers and senior executives. So far, more than 120 Team Members from Caesars Entertainment have participated in these accelerator programs during the past two years.

In 2023, we introduced a quarterly publication for all our salaried populations to stimulate self-development and professional growth. **“Leading the Empire”** is designed as a leadership development tool that provides valuable information around the five pillars of our leadership framework with links to additional learning and online resources. A quarterly leadership challenge offers Supervisors and above a chance to win Total Return credits that they can redeem for a wide range of merchandise or other benefits. By the end of 2023, leaders had completed more than 3,100 learning programs offered through Leading the Empire, investing more than 2,300 hours in their own self-development.



We are all leaders! Enhancing leadership capabilities at all levels has been a key strategic focus for our development programs across the Empire. We are progressively introducing enhanced tools and platforms that offer the widest range of choices for effective, tailored, self-driven professional development, aligned with organizational needs and the personal aspirations of Team Members.

Tonika Quick
Enterprise Vice President
of Talent Development

Best Experiences for Our Team Members

Driving Diversity, Equity & Inclusion

Promoting Team Member Health, Safety and Wellness

Making an Impact in Our Communities

Committed to Supplier Diversity

Driving **Diversity, Equity** and **Inclusion**

We embrace diversity and aim to create an inclusive working culture that celebrates all our Team Members as individuals.

We continue to work toward our commitment of gender and ethnic/racial parity by 2025 among Team Members in leadership roles across our organization. We continue to expand our pipeline of women who will be able to assume senior leadership roles in the future, although our progress is slower than anticipated due to changes in our overall workforce during the past three years.

Our plans to drive DEI across the Empire include:

Enhancing inclusion and retention: Conducting ongoing inclusion assessments among our Team Members through surveys, and leveraging allyship through our Business Impact Groups (BIGs).

Developing our Team Members: Advancing leadership development and succession planning for Team Members with DEI in mind, we provide training, sponsorship and mentorship with a DEI focus and continue to expand our inclusive human resources policies and processes. Promoting from within is a key principle guiding our development and succession planning.

This year, we implemented an Empire-wide DEI Dashboard tool to show the status of diversity in our organization and progress toward our goals. The DEI Dashboard is reviewed regularly by our executive leadership, regional and property management and helps inform hiring, development and succession planning decisions.

| | Our 2025 DEI Goals | Performance in 2022 | Performance in 2023 |
|---------------|--|---|---|
| WOMEN | 50% of leadership roles* held by women at the mid-level and senior leadership populations | 45% in mid-level leadership roles | 45% in mid-level leadership roles |
| | | 30% in senior leadership roles | 29% in senior leadership roles |
| RACIAL/ETHNIC | 50% of leadership roles* held by people of color | 43% in leadership roles | 44% in leadership roles |
| | 50% representation increase in senior leadership roles | 106% increase in senior leadership roles since the baseline of December 31, 2020 | 116% increase in senior leadership roles since the baseline of December 31, 2020 |

**Leadership roles include supervisors and above. Mid-level leadership roles include supervisors and managers. Senior leadership roles include Directors, Vice Presidents, Senior Vice Presidents and C-Suite. Targets cover direct Team Members in the U.S. For definition, see GRI 2-7 in the GRI Data Tables.*

Promoting **Women** to **Leadership Positions**

In 2023, five women were promoted to Senior Vice President roles, one of our most senior roles in leadership.

We were proud to welcome these women to these challenging yet rewarding roles. All have had successful career paths and significant contributions to the growth and development of our company. Some of these impressive women in leadership are highlighted to the right.



In 2023, our first in-person Women's Senior Leadership Summit brought together Senior Vice Presidents from across Caesars Entertainment for a workshop to enhance leadership skills, share experiences and build a supportive network. CEO Tom Reeg opened the Summit, inviting participants to continue to pioneer initiatives that support the development of diverse leaders across the Empire.

PEOPLE

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Driving Diversity, Equity & Inclusion
 Promoting Team Member Health, Safety and Wellness
 Making an Impact in Our Communities
 Committed to Supplier Diversity



Karen Worman
 Senior Vice President
 & General Manager
 Caesars Atlantic City

A Certified Public Accountant, Certified Internal Auditor and Certified Fraud Examiner, Karen started her career more than 30 years ago at Harrah's Atlantic City as an accounting clerk. Following successful cadences in different senior positions, her most recent role was Regional Vice President of Finance for Atlantic City, overseeing several properties.



Amanda Hansen
 Senior Vice President
 & General Manager
 Tropicana Greenville

Amanda joined Caesars Entertainment more than 20 years ago and rose through roles of increasing responsibility while using our tuition reimbursement program to study for a university degree and an MBA. Her most recent role was Senior Director of Finance for Harrah's Gulf Coast.



Nicole Solaita
 Senior Vice President
 & Chief Audit Executive

Nicole joined Caesars Entertainment in 2018 as Director of Internal Audit after gaining extensive experience in gaming tax and regulatory compliance roles. She was promoted to Vice President of Internal Audit in 2019 and has made a significant contribution to ensuring robust compliance processes at Caesars Entertainment.

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Making an Impact in Our Communities

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Advancing People of Color

In 2023, two key roles on our senior management team were filled by people of color.

We made 106 promotions of people of color to management and senior leadership roles, alongside external recruitment of almost 10,000 people of color. Among the senior leadership placements in 2023, we are pleased to share these promotion stories.



Gene Lee
Chief Data Analytics Officer

Gene joined Caesars Entertainment in 2011 as Director of Business Intelligence Advanced Analytics and over the years has led teams responsible for leveraging data to help shape the way we do business, including supporting our Caesars Digital expansion. Gene's most recent role was Senior Vice President of Data Analytics.



Raj Anbalagan
Chief Information & Product Transformation Officer

Raj joined Caesars Entertainment this year in a newly created role to manage and develop overarching Information Technology and product development strategy that will help drive our business forward. We are excited to benefit from Raj's extensive market experience in implementing pioneering technology solutions to drive significant business growth.

Encouraging Leadership Development and Promotion

At Caesars Entertainment, we offer possibilities for leaders to grow and build careers over the long term.

Through personalized development and succession planning, Team Members are offered development opportunities that enable them to rise to the highest levels of our organization. In 2023, for example, two exceptional leaders were promoted to senior roles after more than 20 years of outstanding service.



Terrence O'Donnell, Jr.
Senior Vice President & General Manager
Caesars Palace and The Cromwell

Terrence started his career in our Food & Beverage operations and gradually took on roles of increasing responsibility, including most recently, Assistant General Manager, Caesars Palace and The Cromwell.



Russell Deaver
Senior Vice President & General Manager
Horseshoe Lake Charles

Russell joined Harrah's in Las Vegas as an internal auditor in 2003 and undertook several roles at different locations, leading finance operations at several properties. His most recent role was Vice President of Operations for the Gulf Coast.

Best Experiences for Our Team Members

Driving Diversity, Equity & Inclusion

Promoting Team Member Health, Safety and Wellness

Making an Impact in Our Communities

Committed to Supplier Diversity

Making a **BIG** Impact

We continue to drive inclusion for all groups including LGBTQ+, veterans and people with disabilities, with different tailored programs and activities to meet specific needs.

Our Business Impact Groups (BIGs) are central to assuring that each group has equitable opportunity and support. For example, Caesars Entertainment is the first gaming company to be named “Best Place to Work for Disability Inclusion” in the Disability Equality Index, a joint initiative of the American Association of People with Disabilities (AAPD) and Disability:IN. We again received a perfect score in the 2023 Disability Equality Index.

Our seven BIGs, bring self-identifying Team Members and their allies together to support each other and our communities. There are 27 active BIG chapters across our network with goals to address professional development, community service, inclusive marketing, supplier diversity and more. Throughout 2023, our BIGs were active in supporting many awareness and cultural events for our Team Members.



Black/African American and allies



LGBTQ and allies



Hawaiian, Asian, Pacific Islander and allies



Veterans, Military Spouses and allies



Women and allies



Hispanic/Latinos and allies



Team Members with disabilities, caregivers and allies



Our First **BIG** Summit

Toward the end of 2023, we held our first ever enterprise-wide BIG Summit, inviting our BIG leadership from across the country for a two-day workshop in Las Vegas. This was an opportunity to take stock of the role and impact of each BIG, share learnings and set the stage for developing a revised strategy and plan for each BIG independently and collaboratively. On a personal level, the BIG Summit provided a professional development opportunity for the attendees, who were able to draw on a wide range of resources at the summit to help them attract members and build action plans to support members while contributing to our business goals.



I believe our BIGs play an incredibly important role in reinforcing appreciation of the unique ways in which we can all contribute while respecting our differences. I am honored to sponsor CHORUS, a BIG that is building and fostering relationship of Black and African Americans in our organization.

Jason Gregorec

Senior Vice President & General Manager
Horseshoe, Paris, Planet Hollywood Las Vegas

We Are EQUAL

Our EQUAL Las Vegas chapter had an amazing year in 2023, actively advancing awareness, collaboration, support and empowerment for and by the EQUAL BIG membership.

Some of the year’s highlights include:

- Increased membership and organized several social events for members
- Hosted a Transgender Day of Visibility Panel with transgender coworkers and community leaders, attended by close to 350 people in person and online
- Hosted a DEI Resource Career Fair at the LGBTQ+ Center of Southern Nevada
- Participated in the Aids Walk and donated funds to Aid for AIDS Nevada
- Celebrated Pride Month with many events including the 40th Annual Las Vegas Pride Parade with close to 90 Team Members
- Volunteered at the Youth Thanksgiving Event at the LGBTQ+ Center of Southern Nevada and donated items for young people



PEOPLE

Best Experiences for Our Team Members

Driving Diversity, Equity & Inclusion

Promoting Team Member Health, Safety and Wellness
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Caesars Entertainment celebrated Native American Heritage Month along with our Tribal community partners with a wide range of sponsorships, events, parades, galas, donations, volunteering and contributions to a range of causes.

DEI Summit

In 2023, we hosted our third annual DEI Summit, inviting almost 70 business and nonprofit leaders from organizations we engage with in our value chain. Hosted by senior leaders from Caesars Entertainment with expert speakers sharing insights, participants reviewed best practices and explored opportunities to advance DEI competencies and leadership capabilities in their organizations.

Conscious Inclusion

We continue to provide Conscious Inclusion training across the empire, with over 700 leaders completing this program before the start of 2023, and we expect an additional 2,000 Team Members to have completed the course by the end of 2024.

Walking for Mental Health

In 2023, teams from 35 Caesars Entertainment properties joined the 2023 Walk to End Alzheimer’s® and raised more than \$44,000. Walk to End Alzheimer’s® is the world’s largest event to raise funds and awareness for Alzheimer’s care, support and research. Our participation was supported by our Business Impact Group (BIG), AVID, which mobilized our Team Members nationally and supported participating properties.

Additionally, Team Members participated in the National Alliance on Mental Illness (NAMI) affiliate NAMI DuPage’s 2023 Run for the Mind 5K and provided volunteer support for the organization.

Promoting Team Member Health, Safety and Wellness

We are committed to the safety of our Team Members and comply with applicable laws and regulations concerning workplace safety.

We aim to instill a sense of personal accountability in all our Team Members so that safety awareness and safe practice are embedded in everyone’s way of working. We expect all Team Members to feel empowered to call out any safety issue that could put them at risk or be a safety risk for any other individual at our properties, including guests, visitors and contractors.

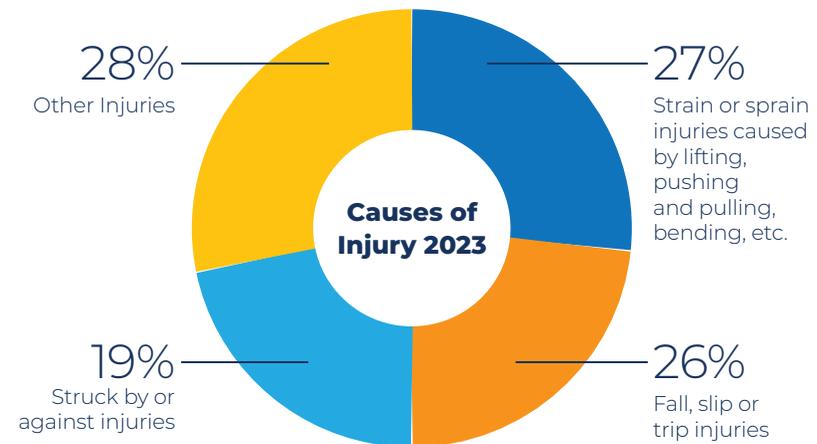
Every property maintains a safety committee focused on implementing safety procedures, risk analysis and frequent workplace inspections. Team Members complete annual safety training through our online platform (or in-person) and additional training is provided as required to meet specific job requirements. All new hires complete full safety training before starting work.

In 2023, we expanded our online safety management tool to all properties to provide new tools for managing safety risk assessments, root cause analysis of safety incidents, safety training and reporting to enable improved overall safety management

consistently across all our properties. We have dedicated Risk teams at all properties who work collectively with our Corporate Risk team to promote a safety-first culture and strive to be proactive to prevent accidents from occurring. All property Risk Managers are invited to attend our annual Risk Management Summit to share knowledge and review safety risk management practices. [Learn more.](#)

In 2023, we saw a slight increase in injuries and recordable injuries compared to prior years, due primarily to the increase of three properties to our Enterprise. The types of injuries in 2023 were similar to those in prior years, with strains and sprains, slips and trips and struck by injuries making up more than 70% of the total. Despite the increase in recordable injuries, the severity of injuries has been significantly reduced as demonstrated by a substantial decrease in claim reserves. In every case, a root cause analysis is performed by Safety and Risk Managers at each relevant location and steps are identified to prevent recurrence.

We continue to insist that all injuries are preventable and we remain determined to further increase efforts through improved prevention tools, monitoring, training and vigilance on behalf of all Team Members and our Company leadership.



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Driving Diversity, Equity & Inclusion

Promoting Team Member Health, Safety and Wellness

Making an Impact in Our Communities
Committed to Supplier Diversity

Promoting Health and Wellbeing

We strive to provide our Team Members and their families with the tools to help promote happy, healthy lives at work and at home. Our core benefits program includes Company-sponsored medical, pharmacy, dental, vision, life, short- and long-term disability, health and dependent care savings accounts and retirement savings. In addition, Caesars Entertainment provides a multitude of voluntary health plan options and access to discounts Team Members may select to suit their individual needs. We offer a centralized Benefit Service Center to help Team Members navigate their healthcare journey.

Our Path to Wellbeing platform provides various avenues to support our Team Members engaging in their own wellness journey. These resources span all modalities, from in-person to virtual to app based.

Caesars Entertainment offers 13 Company-sponsored onsite healthcare centers to ensure our Team Members have access to high-quality, timely care in convenient settings. These Patient Centered Medical Home models provide highly personalized

care at low cost to our Team Members, offering primary care, prescription drug dispensing, nutrition counseling, physical therapy, virtual care and other services. Additionally, our health centers facilitate annual health screening initiatives and free annual biometric screenings, with premium discount incentives for Team Members and eligible dependents who participate.

Caesars provides other valuable resources to improve our Team Members' physical and mental wellbeing. Our partnership with Wellhub enables us to support our Team Members by providing access to a wealth of resources for enhancing body and mind, including discounted memberships to thousands of gyms and studios across the nation, live classes, virtual private sessions, and a variety of free wellness apps focusing on mindfulness, sleep, nutrition and much more. Some of our other wellbeing resources include free retirement and financial counseling, budgeting tools, mental health counselors, stress management classes, community event participation and volunteering opportunities.

Caring for Team Members

We support Lifeboat Inc. Caesars Cares, an assistance fund to support Caesars Entertainment Team Members across the U.S. who suffer hardships. The fund is a registered 501(c)(3) nonprofit and receives donations from the public, including our Board of Directors, executives, business partners and Team Members. During 2023, Caesars Cares assisted 139 Team Members with grants totaling more than \$229,500, many of which assisted with rent and mortgage related expenses. Caesars Cares has awarded more than \$2.2 million to more than 2,600 Team Members. [Learn more.](#)

Protecting our Team Members

We work to protect our Team Members in and around our properties as well as assuring the physical security of all those who visit our destinations. In addition to security strategies and oversight across the corporate level, each property implements tailored security programs and protocols to protect Team Members, guests and local communities.

In 2023, we maintained our in-house Security Response Team comprised of 50 full-time staff, all fully trained in emergency

response to security threats. As part of our investment in security, we employ nine carefully selected dogs, trained in firearm and explosives detection, supported by a K9 handling team. We are constantly applying new approaches and methods to enhance our threat prevention and detection capabilities. All our security leaders attend an annual Security Summit to ensure they are up to date with the latest protocols and practices. Following the success of our emergency security program for our Hotel Housekeeping Team Members, we expanded the program in 2023 to our casino staff. The program provides Team Members with an alert fob that can be activated at any time through a silent trigger, sending a notification to our security hub for immediate assistance. We have issued more than 3,700 alert fobs to Team Members at several properties.

Making an impact in Our Communities

We believe it is important to invest in the communities we are privileged to serve through programs that help address local, social and environmental challenges.

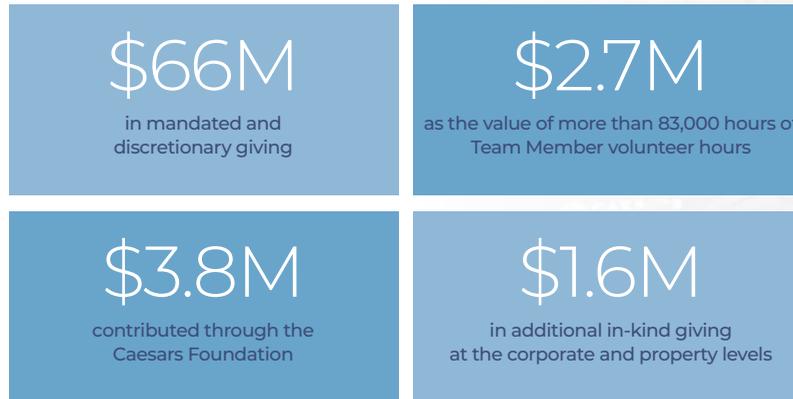
With strong communities around us, we can be a stronger business. We dedicate a portion of the revenue we generate to supporting our local communities with an emphasis on areas in which we can deliver the highest impact. [Learn more.](#)

Our community impact strategy focuses on three core needs:

- Social equity and education to help our most vulnerable and underserved populations through educational programs, tools and platforms and facilitating equitable opportunities to participate in economic life.
- Climate change and food security to support a cleaner, greener planet through work with nonprofit partners and to aid in combating hunger by supporting food nonprofits and donating surplus food to those in need.
- Responsible play and mental health to advance Responsible Gaming awareness and assistance programs and to combat social isolation, addictions and loneliness through work with nonprofits that address these issues.

We are working to better understand the impacts of our community investment so that we can continue to drive change in the most effective way to meet the needs of our communities. In 2024, we expect to finalize a custom-developed Social Return on Investment (SROI) tool that will assist us in allocating our community funding and improve communication with our community partners.

In 2023, our total community investment amounted to more than \$74 million



Strategic Giving Through Caesars Foundation

Caesars Foundation, a private foundation funded by resorts owned or operated by Caesars Entertainment, granted nearly \$2 million to nonprofits at the national level in the U.S., many of which the Foundation has supported for several years.

In addition to funding, Caesars Foundation strives to harness the energy, drive and enthusiasm of Caesars Entertainment Team Members in volunteer activities that support its beneficiary organizations.

More than \$80 million contributed by Caesars Foundation to our strategic community partners since 2002.

In 2023, Caesars Foundation continued its funding for longstanding partners such as Meals on Wheels America

(MOWA) and more recently established partners like Boys & Girls Clubs of America (BGCA) to support core programming that addresses social and environmental community needs. Caesars Foundation also gifted \$150,000 to Legal Aid Center of Southern Nevada (LACSN) to expand its victim support center and its capacity to respond to incidents of mass violence in the region and beyond. Based in Las Vegas, LACSN works to support victims of violence and exploitation and our funding enabled the hiring of a full-

time attorney to support victims of human trafficking and the expansion of pro bono legal services for victims. Also, in line with our continued focus on raising awareness and support to advance mental health, Caesars Foundation contributed a \$100,000 grant to the Las Vegas Aces Foundation to help build out youth programming and mental health initiatives, including sponsorship of the Aces Foundation's first mental health summit, attended by more than 100 local teachers and educators.

Caesars Makes Change

Our Caesars Makes Change program, which we piloted at one property in 2021, has now expanded to almost 40 Caesars Entertainment destinations nationally. When guests at our casinos redeem their slot tickets, they are prompted by our ticket redemption program to choose whether to donate a portion of their cash payout to a charitable organization. Through this program, our guests donated more than \$1.25 million in 2023, which we routed to our partner organizations MOWA and BGCA at the national and local levels.



Caesars Foundation 2023 National Grants



Human trafficking is an affront to human dignity. A single instance of trafficking can have reverberating emotional and legal consequences for a survivor which can last for decades. Caesars Foundation's funding allows Legal Aid Center to provide direct, meaningful and comprehensive legal representation to survivors who can now rebuild a brighter and more confident future.

Barbara E. Buckley, Esq.,
 Executive Director, LACSN



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Back to School Campaign

During 2023, we ran an Empire-wide Back to School campaign to collect supplies and funding for local schools and nonprofits such as BGCA and Big Brothers Big Sisters. Almost 300 Team Member volunteers (HEROs) contributed 3,500 hours at 24 fund-raising or packing events, resulting in more than 42,000 school supply items donated in total to benefit our young scholars across the country.

Additionally, our HEROs willingly gave their time and energy to advance another educational campaign to encourage schoolchildren to expand their minds and imagination through reading. Our All-In On Reading campaign was supported by \$1 million in funding through Caesars Foundation, Team Members and our properties for literacy and learning organizations such as Metropolis Public Library, Boonville Head Start, Spread the Word Nevada, Lake Tahoe Educational Foundation and Boys & Girls Clubs across the country. More than 1,100 Team Members collected both books and donations and spent thousands of hours reading to children from coast to coast in the U.S. More than 1,800 books were donated in total.



Supporting Food Security in Our Communities

Across the country, we donate surplus meals from our dining facilities to community partners, in particular food banks. Our Lake Tahoe destinations, for example, expanded their engagement with the Bread and Broth Foodbank, a nonprofit, all-volunteer organization that works to ease hunger in the Lake Tahoe South Shore Community. During the year, our properties donated food and Caesars Entertainment HEROs spent more than 3,000 hours volunteering with food security organizations like Bread and Broth, YMCA of Greater Kansas City's Mobile Food Pantry, Three Square of Southern Nevada and Food Bank of South Jersey.

Another contribution we make to advancing food security is through our more than 20-year partnership with Meals on Wheels America (MOWA). Thanks to Caesars Entertainment and Caesars Foundation, many MOWA programs have received new vans that help deliver hot meals, warm smiles and vital safety checks every day. In 2023, our Las Vegas properties donated our 63rd van to distribute meals in the city and surrounding areas. Our Regional President, Sean McBurney, joined the MOWA team to help deliver meals in the new van and meet our local community beneficiaries.



It was a privilege to serve our community by delivering meals in the new Meals on Wheels delivery van donated by Caesars Entertainment to Catholic Charities of Southern Nevada. We aim to support our local communities in many ways, but ensuring access to nutrition for our more vulnerable neighbors is one of the most fundamental ways we can use our resources to make a positive impact in our society.

Sean McBurney
Las Vegas Regional President

Serving America's Heroes

Maintaining **Corporate Giving** and **Volunteering Focus**

We maintain annual Empire-wide events designed to raise awareness, focus support and galvanize our volunteer Team Members.

These events combine and integrate with our strategic focus areas and supplement our ongoing programs throughout the year.

The 2023 theme for our annual Giving Month in November was Serving America's Heroes. Throughout the month we honored veterans in our communities with several events to help address their needs. More than 550 Team Members volunteered to support our veterans by serving thousands of meals and packing and distributing hundreds of hygiene kits and care items. Alongside volunteering efforts, we support veteran organizations in our communities with donations of \$175,000 in 2022 and 2023 to organizations including Honor Flight Columbus, Wounded Warrior Project and National Veteran-Owned Business Association.

Best Experiences for Our Team Members
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Supporting the **Horse Racing Industry**

We maintain a constant flow of investment in our racetracks to ensure the most memorable experiences for our horses, Horsemen and Horsewomen, and all visitors, with an equal focus on safety and security.

For example, in 2023, Eldorado Gaming Scioto Downs in Columbus, Ohio completed construction of a multi-million dollar new grandstand, while Harrah's Hoosier Park added greenery and seating upgrades and Horseshoe Indianapolis transformed outdoor seating space with an awning that stretches across the front of the grandstand.

Our key community impact activities in 2023 included support for:

Racehorse aftercare: Our properties donated more than \$40,000 to several organizations that assist the rehabilitation and rehoming of retired racehorses of all breeds. Our annual Empire of Hope event is held at each location to raise funding and awareness for the cause.

Disabled jockeys: We hosted the annual Jockeys and Jeans event at Caesars Palace in Las Vegas and raised a record \$400,000 for the Permanently Disabled Jockeys Fund which supplements income for 60 jockeys who have experienced career-ending disabilities due to riding injuries.

Equine welfare: We hosted the fourth annual Grayson Jockey Club Equine Research event over five weeks in August, raising more than \$9,000 through a unique handicapping contest for equine research and safety measures. All money collected from wagers made by eight nationally known handicappers was earmarked to the cause.

Our communities: Our racetracks held numerous events to support organizations directly linked to racing, including the University of Arizona's Racetrack Industry Program. Organization of Racing Investigators, Racing Medication and Testing Consortium and other regulatory avenues for the betterment of horse racing. In addition to funding equine-related causes, our horse racing venues donate nearly \$1 million annually to local communities through Team Member volunteering, sponsorships of incentives to improve local living standards and other civic causes.

| Caesars Entertainment Horse Racing Impact 2023 | |
|---|-----------|
| Racetracks | 4* |
| Number of races | 6,463 |
| Total purse money distributed to horsemen and horsewomen | \$131M |
| Total payments made to breed development organizations | \$29M |
| Total state, city and county wagering taxes paid | \$4.8M |
| Racing capital investment total | \$22.3M |
| Total charitable donations benefiting the equine and racing-related organizations | \$108,787 |

* Harrah's Columbus Racing & Casino will begin operations in 2024.

Contributing Through Horse Racing

With a long legacy of responsible horse racing destinations, Caesars Entertainment is committed to the welfare of our equine stars and the support systems keeping safety at the forefront. Our horse racing properties employ thousands of Team Members and many others indirectly through agri-business entities, including farmers, feed stores, blacksmiths, veterinarians and other businesses utilized by racing.



Leveraging **Our Entertainment Platform** for Good

Caesars Entertainment continues to be a leader in live entertainment with close to 10,000 live shows per year, showcasing the best headliners and residencies in Las Vegas and nationally, offering extraordinary entertainment for guests who travel from afar to experience the best artists in a live setting.

A key feature of our engagement with artists from all over the world is the social element we typically include as part of the package, as well as our donations of tickets to social causes.

Some examples in 2023 from our Las Vegas venues include:

- Donated approximately 18,000 tickets valuing more than \$1.5 million to Vet Tix, an organization that provides tickets for military service members and veterans.
- Paid out \$75,000 to Miranda Lambert's Muttnation Foundation, which promotes the adoption of shelter pets, by allocating \$1 from every ticket purchased to Miranda Lambert's "Velvet Rodeo The Las Vegas Residency" at Planet Hollywood.
- Hosted special fundraiser shows by "Menopause The Musical" at Harrah's Las Vegas Hotel & Casino, raising \$25,000 for health-related charities.
- Donated tickets and prizes worth more than \$10,000 to other charitable causes.



Committed to Supplier Diversity

As a multi-billion dollar buyer of goods and services every year, we engage tens of thousands of suppliers nationwide.

Our goal is to source quality goods and services, while leveraging our purchasing power to benefit local communities through engaging small, diverse and local businesses. We work with local business, minority, women-owned, disadvantaged, disabled, veteran and LGBTQ-owned and certified businesses (MWDBEs). [Learn more.](#)

We also engage with Chambers of Commerce and many other organizations that promote small and minority-owned businesses and several members of our procurement teams have Board positions with organizations that work to advance supplier diversity. For example, our Director of Supplier Diversity and Sustainability chairs the Board of the Capital Region Minority Supplier Development Council and is a Board member of the Women’s Business Enterprise National Council (South).

In 2023, our operational and capital spend* with certified diverse vendors totaled 7.68% and 4.86%, respectively, of total addressable spend.

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

In 2023, we placed specific focus on a new way of driving greater inclusion and diversity in our supply base by proactively promoting suppliers across our markets. Often small or diverse suppliers operate in one city, state or region and are challenged to expand beyond their home base. By changing our procurement approach to include a focus on diverse suppliers that service one or more properties, we are strategically seeking to increase their activity and spend across additional properties.

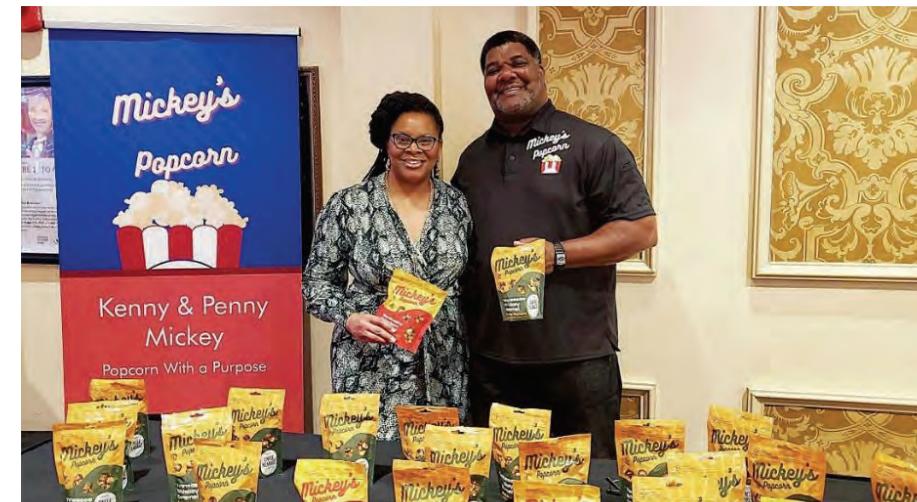
Some examples of progress in accelerating supplier diversity in 2023 include:

- Identifying a new supplier through the Chicago Minority Supplier Development Council’s database. The supplier has now commenced work at Harrah’s Joliet and is expected to expand to another property in 2024.
- Engaging with a national supplier to deploy an inclusive procurement strategy. All properties now have the option of engaging a diverse supplier in their market if it fits their needs and many properties have already done so.
- Expanding the use of suppliers to more properties with several successes including engaging existing suppliers with multi-million dollar contracts at additional properties.
- Adding a new MBE-certified seafood vendor to supply our new Peter Luger Steak House.

We awarded more than \$775,000 in procurement contracts to 16 new diverse vendors for Caesars Virginia in 2023.

Providing Opportunity for a Diverse Supplier

Mickey’s Popcorn, a Memphis-based gourmet popcorn company founded in 2020, produces boldly flavored popcorn with simple ingredients. As a social enterprise, Mickey’s provides paid transitional employment to domestic violence survivors and youth. In February 2023, the CHORUS Business Impact Group at Horseshoe Tunica invited Mickey’s to participate in their Lucky Spot Pop-Up Shop where they sold out in under three hours. This successful pop-up shop led to Mickey’s becoming a vendor for Caesars Entertainment.



We are extremely grateful to Caesars Entertainment for providing a platform to showcase small, female and minority-owned businesses such as ours.

Kenny Mickey, Founder, Mickey’s Popcorn

PLANET23

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



Advancing Our Path to Net Zero

For more than 15 years, we have been driving down the environmental impacts of our activities across the entire scope of our operations and supply chain, leading our industry in many aspects of energy reductions, emissions avoidance and resource efficiency alongside significant growth and changes in our business. [Learn more.](#)

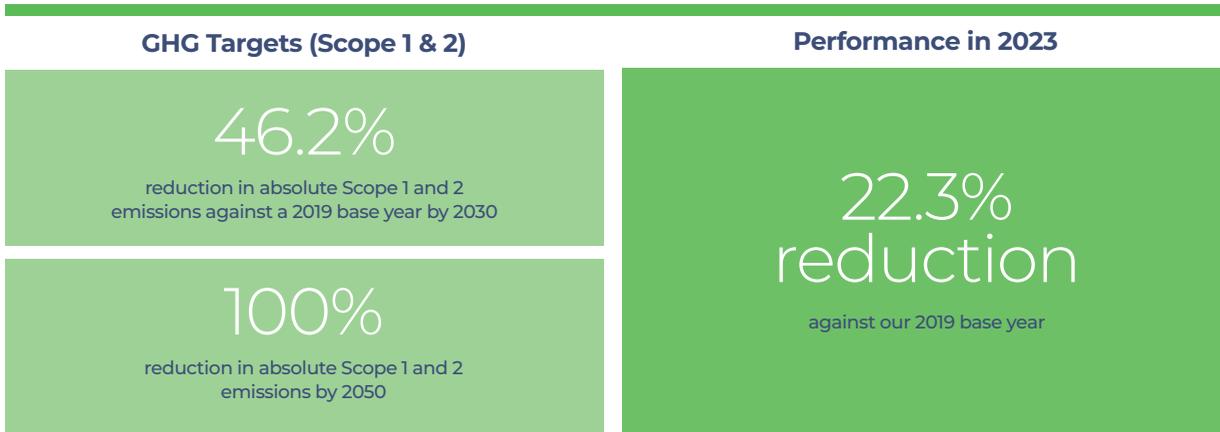
Scope 1 and 2 GHG Emission Reduction Targets

By the end of 2022, Caesars Entertainment achieved our former interim GHG emission reduction targets that were set in 2018 using a 2011 base year, as reported last year. At the time, we were the first in the industry to establish robust reduction targets for Scope 1 and 2 emissions with an ambition to achieve a level of decarbonization required to keep global temperature increase below 2-degrees Celsius compared to pre-industrial temperatures.

Having achieved (and exceeded) Scope 1 and 2 targets in 2022, we began the development of new targets, with consideration of the significant changes in our business over the past five years, including our acquisition by Eldorado Resorts, our acquisition of William Hill, divestments of international and some U.S. operations and the impact of the COVID-19 pandemic, all of which affected our emissions profile considerably. Similarly, we elevated our ambition to align with a 1.5-degree

Celsius pathway which the scientific community now believes is necessary to avoid catastrophic climate change.

We have now updated our Scope 1 and 2 GHG emission reduction goals to align with a 1.5-degree Celsius limit to global warming, measured against a 2019 base-year. Our goals were established using an absolute contraction approach and align with published guidance from the Intergovernmental Panel on Climate Change. We are reaffirming our publicly stated goal to become carbon neutral by 2050 with interim absolute GHG emission reduction goal of 46.2% by 2030 measured against a 2019 base year. We have updated our inventory management plan to allow for ongoing management and reporting of Scope 1 and 2 emissions in accordance with industry standards and we have updated and restated our energy and GHG emissions data in this report dating back to 2019.



Pathway To Net Zero

We are maintaining our path to deliver carbon neutrality for our Scope 1 and 2 emissions by 2050 through a combination of incremental efficiencies, accelerating use of renewable energy and nature-based offset solutions. While progress to date has been strong, we now operate at high levels of energy efficiency across our properties and will rely more heavily on renewable energy sources and potential offsetting solutions to address residual emissions in the future.

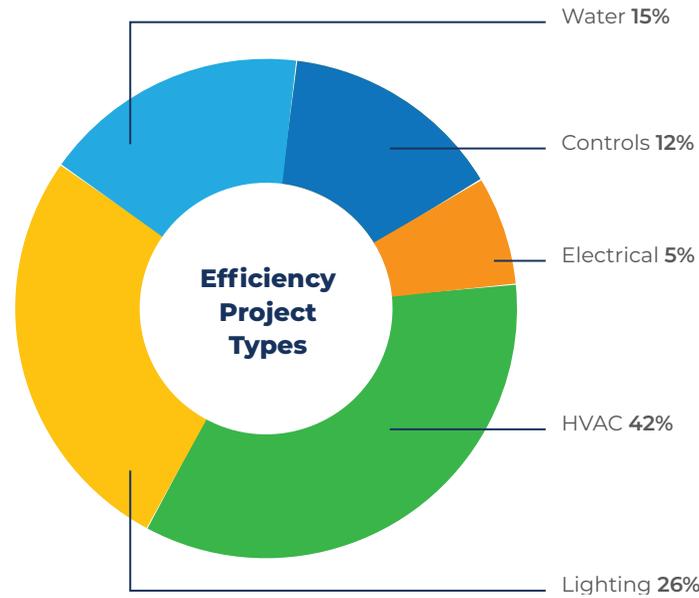


Notes: This chart shows selected years on our emissions reduction trajectory between 2019 and 2050. Years are not to scale. Planned reductions from 2024 are visualized as average annual reductions between 2024 and 2050, but in practice we expect annual reductions to fluctuate year by year depending on opportunities realized in each year.

Implementing Energy Efficiencies

Since 2007, we have been driving energy efficiencies, supported by climate-friendly capital investment and design and construction policies across all our properties, which has been a major factor in our overall reduction of GHG emissions over the years.

The energy-related best practices we have applied during this time continue to be reapplied in new construction, property retrofits and renovations.



In 2023, we continued to implement energy initiatives ranging from LED lighting upgrades to the installation of improved building automation and control to the replacement of large mechanical systems such as cooling towers and chillers. At Harrah’s Resort Southern California, we commenced an energy saving initiative to upgrade thermostats throughout the property using smart thermostats that are integrated with our leisure management system to deepen temperature setbacks when rooms are unoccupied. The project also enhances automation in common areas of the resort and is expected to save more than 1,245 MWh of energy per year at this property.

Caesars Entertainment invested over \$45 million between 2017 and 2023 in more than 71 separate energy efficiency initiatives yielding more than 36,000 MT CO₂e savings per year.

Green Construction

In 2023, we finalized several initiatives to improve the carbon profile and overall environmental impact of CAESARS FORUM, our 550,000-square-foot flagship convention center in Las Vegas. The new initiatives included a green cleaning program, monitoring based commissioning which uses data and feedback to ensure major mechanical systems are operating optimally and a composting program, all of which enabled CAESARS FORUM to achieve a Gold-level certification against the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) standard.⁴

LEED gold-certified CAESARS FORUM is one of the greenest meeting venues on the Vegas Strip.

We continue to integrate LEED building design principles in the operation and construction of new destinations and upgrades and renovations of current properties.

⁴ Note that we had previously indicated certification of CAESARS FORUM at LEED-Silver level. In practice, our implementation of environmental initiatives led to the achievement of Gold-level certification.



Charging Electric Vehicles

We continue to offer our guests the opportunity to maintain their low-carbon lifestyle by offering Electric Vehicle (EV) charging stations at our properties.

We host two Tesla supercharger stations at The ROW in Reno and at the High Roller Observation Wheel in Las Vegas. Combined, these two hosted sites provide 44 Level 3 DCFC stations and provided over 211,000 charging sessions in 2023.

300+ electric vehicle charging points at our properties to be available by 2025

In 2023, Caesars Entertainment secured over three million dollars in local grant funding and other benefits to support the installation of 236 charging ports across the enterprise. The first installations were completed at Harrah's Kansas City Hotel & Casino, which now boasts 10 charging ports. In 2024, 226 additional EV charging ports will be installed in Las Vegas and Black Hawk, Colorado with more to come across the country as we move toward a targeted 300+ EV charging ports at more than 15 Caesars Entertainment destinations across the U.S.

We expect our total U.S. EV charging infrastructure (excluding hosted Tesla stations) will provide charges⁵ to more than 55,000 vehicles annually by 2025, promoting green transportation with CO₂e savings of more than 70% compared to traditional combustion engines.

⁵ We calculate average charges on the basis of 0.5 charges per port, per day.

Expanding Renewable Energy

We integrate renewable energy as part of our total electricity consumption through three main vehicles: (1) onsite systems that we own and operate; (2) greening of the grid that occurs as our utility suppliers integrate more renewable energy into their generating mix and deliver that energy to us; and (3) direct Purchase Power Agreements (PPAs) that allow us to purchase renewable energy from projects without having to own, operate or maintain the generating facilities.

During the past two years, we expanded our onsite solar generation with initiatives at our Atlantic City and Pompano Beach destinations, bringing our total hosted solar capacity to more than 9.3 MW. The two systems in Atlantic City were installed as part of New Jersey's Transition Incentive Program. We host the systems and purchase all electricity from them, but environmental attributes are retired by the state of New Jersey for the first 15 years of the project life in an effort to further green the power grid. The Pompano Beach solar array is owned and operated by us delivering energy directly to that property.

10.8%

renewable energy across our locations

Caesars' overall renewable energy use from on-site and green grid projects was approximately 284,300 MWh in 2023

1,125 Renewable Energy Credits at our data centers

Caesars Entertainment's outsourced data centers operated by Switch are powered by certified renewable energy. In 2023, Switch retired 1,125 solar Renewable Energy Credits on our behalf.



Adding more energy from renewable sources is a critical element of our pathway to achieve Net Zero GHG emissions. We have been creative in developing different options to adopt renewable energy solutions for our properties and expect to do more in the coming years.

Eric Dominguez
Senior Vice President of Engineering & Asset Management



Renewable Energy Deployment

We continue to seek additional opportunities to accelerate our renewable energy deployment.

For example, we initiated plans in 2023 to place a solar installation on the roof of CAESARS FORUM, our LEED Gold-Certified flagship convention center in Las Vegas. Construction is scheduled to commence in 2024 with the project expected to generate approximately 37% of CAESARS FORUM's electricity needs.

We also committed to join a utility-scale offsite solar development in Southern Nevada that will supply us more than 65,000 MWh of clean energy annually to support our climate goals. In addition to the clean energy, the purchased power agreement was structured to provide us additional clean energy attributes, often referred to as renewable energy credits, annually from the project. In total, the project will supply approximately 13.5% of Caesars Entertainment's annual electricity needs for its Nevada properties and will result in over 21% of our annual electricity consumption for these properties being qualified as renewable from both energy consumed and from the retirement of stand-alone renewable energy credits.⁶

⁶ Estimates are associated with Nevada properties purchasing competitive electricity only.



Solar at Atlantic City

In 2023, we completed a four-canopy, 6.6 MW solar installation at our Harrah's Atlantic City and Caesars Atlantic City properties.

A rooftop solar system at our Waterfront Convention Center is scheduled to be completed in 2024, bringing the total solar capacity to 7.7 MW at these locations. These solar projects will offset approximately 10% of our energy needs for our Atlantic City destinations.

The solar canopies provide shaded parking for Team Members and guests and reduce snow removal costs, while the rooftop system extends the roof's lifespan and reduces cooling needs by limiting UV exposure.

SOLAR IN ATLANTIC CITY (MWdc)

| Caesars Atlantic City Resort & Casino | | Harrah's Resort Atlantic city | |
|---------------------------------------|-------------------------------|---|-------------------------------------|
| 1.7 MW Solar Garage Canopy | 0.9 MW Solar Garage Canopy | 2.0 MW Self-park Garage Solar Canopy | 2.0 MW Valet Garage Solar Canopy |

Harrah's Waterfront Conference Center

| |
|--|
| 1.1 MW Solar Rooftop To be completed in 2024 |
|--|

Our target is to reduce water consumption by 20% per square foot by 2035 from a 2019 base year. In 2023, our water consumption was approximately 7% lower per square foot compared to 2019.



Since 2019, Caesars Entertainment has saved nearly **330 million gallons** of water against our 2019 baseline by incorporating water conservation opportunities at our properties. This is equivalent to **673 Olympic-sized** swimming pools.

Conserving **Water**

A priority goal of our environmental stewardship includes minimizing water consumption throughout our properties.

We use water responsibly with water-efficient, drought-tolerant landscaping and robust maintenance programs to identify and prevent leaks at our properties. We encourage guests to conserve water through room signage that suggests limiting daily towel and bed linen replacement. [Learn more.](#)

To manage our water impacts, we invest in new technologies to bolster water conservation by retrofitting existing properties and building construction to LEED equivalent standards. Actions include cooling tower replacements, chiller and HVAC controls and efficiency upgrades, occupancy sensors, reclamation and reuse systems, low-flow fixtures, automated faucets, regular system maintenance and xeriscaping. Such measures assist in reducing the volume of water used for cooling at our properties, especially during the summer months. Effective water treatment programs for our industrial water use also plays a major role in saving water. We implemented electronic monitoring and automated chemical feed systems at many properties in order to optimize how water is used to cool our buildings. As a result, we estimated over 45 million gallons of water savings

in 2023 resulting from increased cycles of concentration in our cooling towers and improving heat transfer in our chiller systems.

Water use decreased significantly post-2019 due to COVID and associated property closures. As the effects of COVID diminished and property operations normalized, water use increased but still remained lower than 2019 on an absolute and area-normalized basis. When looking at data against occupied room-nights, there was a slight decrease each year from 2021 to 2023; however, the decrease is diminishing with similar water use per room night in 2022 and 2023. It appears many early water-saving successes have been achieved and to continue making progress, we must consider new approaches that leverage technology and begin to tackle different types of water use such as evaporative losses in cooling towers and irrigation.





X Cooling Tower Upgrades

At Harrah's Atlantic City, we replaced cooling towers at our Laguna Tower and initiated the replacement of cooling towers at our Coastal Tower. Although these projects were completed as routine maintenance, careful consideration was given to cooling tower selection and controls integration in order to minimize water use. High-efficiency drift eliminators limit the amount of unnecessary water loss, electronic controls replaced manual float systems and optimized water treatment allows for maximum cycles of concentration. As a result, we expect to save nearly 2.5 million gallons of water per year.

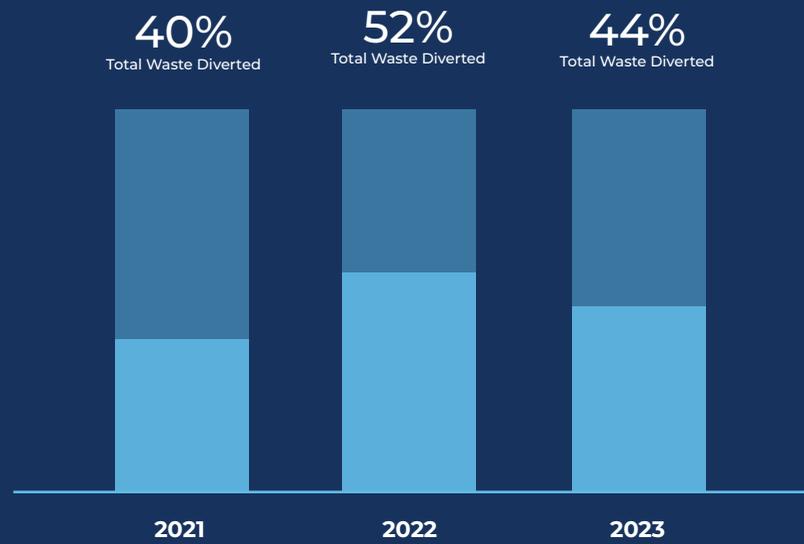
X Tackling Evaporative Loss

Like many western regions, Southern Nevada is dealing with water shortage concerns resulting from lower than historic flows on the Colorado River. The Southern Nevada Water Authority (SNWA) has been at the forefront of water conservation to reduce community water use for the last two decades and has led aggressive efforts to respond to the drought. The most recent SNWA action relates to supporting a moratorium on the installation and use of evaporative cooling systems in commercial and industrial buildings. Caesars Entertainment operates large integrated resorts in Southern Nevada which predominantly use evaporative cooling systems as a standard. Replacing these systems is not practical. However, we are partnering with the SNWA to install metering on our cooling towers to better understand evaporative water use and to develop strategies to improve water use efficiency. These efforts are expected to save tens of millions of gallons of water per year.

X Forum Convention Water Savings

The LEED Gold-certified Forum Convention Center utilized design strategies to significantly reduce water requirements of the facility. This resulted in projected indoor and outdoor water use reductions of approximately 44% and 68%, respectively, relative to a baseline building that would have otherwise met code requirements. No single technology or approach is responsible for these large reductions but instead a series of intentional design strategies that together yielded these results. These include using low flow sink fixtures, toilets and urinals throughout the complex, integrating alarms into the building automation control system to identify leaks or overflowing conditions, selecting high-efficiency drift elimination cooling towers, selecting ENERGY STAR appliances and ice machines, using low-flow prerinse spray nozzles in kitchens, managing process water chemicals through automated feeds and electronic controls and installing drought tolerant landscaping and drip systems.

Caesars Entertainment is committed to diverting 65% of all waste generated at our properties from landfills by 2030. In 2023, we diverted 44% of total waste generated.



A unit of measurement error was found for 2022 waste data (isolated to one waste stream from one site) and is restated for correction.

Minimizing **Waste**

Alongside internal initiatives, we engage guests, suppliers and partners to support eliminating waste and diverting waste from landfills through reuse and recycling initiatives. We segregate waste as far as possible at our properties and aim to expand recycling streams for all waste we cannot eliminate. [Learn more.](#)

In 2023, as part of our commitment to continuous improvement in our waste management performance, we conducted waste audits at Paris Las Vegas and Silver Legacy Resort Casino in Reno. The audits included a thorough walkthrough of each property to discover how trash moves through the hotels and casinos to the trash dock and a review of all waste materials being generated. As a result of these audits, we identified several opportunities to further eliminate or divert waste.

The audits revealed areas where we can improve our recycling rate of plastics, cardboard and metals by implementing

procedural changes internally. It also highlighted recycling opportunities we are not yet leveraging, particularly for promotional materials from events and conventions. During these audits, it was found that food waste comprises over 30% of our total waste. To tackle this issue, we have partnered with Winnow and will explore other right-sizing initiatives, donation opportunities, new uses for organic waste and compost partners as potential solutions in 2024 and beyond. As we work to reinforce and improve existing diversion activities, we continue to collect best practices and share them with other properties to scale learnings.



Slashing Food Waste

Caesars Entertainment partnered with Winnow Solutions to develop plans to reduce food waste across the Empire.

The Winnow pilot program involves the use of a scale to weigh all food waste and an AI camera to identify and categorize the food waste type. With this system in place at several kitchens, we hope to generate accurate data related to food preparation waste, overproduction and post-consumer plate waste.



Property Highlights:



>37 mt

More than 37 metric tons of metal waste recycled in 2023 at our two Council Bluffs properties following installation of metal dumpsters to enable diversion was from landfills.



290 tons

In 2023, CAESARS FORUM diverted 290 tons of food waste from the landfill by composting locally in partnership with RENUoil of America and Western Elite. This was 41% of total waste generated for the year. Additionally, Three Square restarted its prepared food donation program with CAESARS FORUM in 2023 after a long pause due to COVID, resulting in another six tons of food diverted from landfill and feeding at-risk members of the community.



>2,500 kg

More than 2,500 kg of torn or unusable linens were donated to Robinson's Rescue, a nonprofit providing affordable spay and neuter surgeries in Northwest Louisiana, through a new initiative started by Horseshoe Bossier City in 2023.

Activating **Code Green**

Our CodeGreen teams regularly engage in a variety of initiatives to support our environmental stewardship efforts. Activities at each property are diverse to align with local needs and often organized in partnership with local community groups.

Y Harrah's Ak-Chin Casino Resort

The CodeGreen team at Harrah's Ak-Chin Casino Resort pulls out all the stops each year to help improve our environmental impact. In 2023, Team Members were involved in highway cleanups, garden replanting activities, fun CodeGreen trivia to promote tree planting and running an educational booth at a Tribal Environmental Forum. A highlight of the year was the Arbor Day tree planting and seed exchange ceremony, attended by many Team Members to show appreciation and respect for the Earth and for native Indian traditions.



Michael Kintner, Senior Vice President & General Manager at Harrah's Ak-Chin Casino, left, and Ak-Chin Councilmember Gabriel Lopez, stand beside a newly planted tree during the Arbor Day ceremonial event with the Ak-Chin Indian Community.

Progressing **Responsible Sourcing**

We strive to procure products and materials from sustainable sources to minimize our environmental footprint. [Learn more.](#)

Recyclable Containers and Cups

In 2023, in line with our PLANET commitment, Caesars Entertainment approved the elimination of Styrofoam disposable containers and cups at all our owned and operated properties. This transition prevents 8.6 million pieces of non-biodegradable Styrofoam from entering the waste stream annually. All new purchases of disposables are recyclable and compostable products, made from paper, recycled plastics and compostable sugar cane fiber. At the end of 2023, 90% of Styrofoam use had been eliminated, with the remainder to be complete in 2024.

Cage-Free Eggs: We are currently transitioning to 100% cage-free eggs by 2025. With support from the Humane League and other animal rights organizations, we will collaborate with suppliers to ensure a safe, adequate supply of cage-free eggs. As of December 2023, cage-free eggs represent 73% of our total egg volume in the U.S. We expect to achieve 88% by 2024 and our target of 100% by 2025.

Certified Poultry: We aim to source chicken that is certified by Global Animal Partnership as soon as availability allows. Certification requires chickens to be processed in a humane manner in line with recommended animal rights practice.

Recycling Fry Oil: We encourage our Chefs to use FryLow in their kitchens to reduce the amount of fryer oil used. In 2023, we saw a savings of 10.7 million pounds of CO₂e.



We remain committed to working across our supply chain to better drive improved environmental impacts. We have learned much from our suppliers in recent years, as they have learned from us, and together now have a better understanding of how we can work to achieve a reduction in our collectively generated emissions. Our new Scope 3 target reflects this well and we are confident we can, and will continue to, collaborate well with our supply chain partners to drive positive environmental change.

Matt Miele
 Senior Vice President,
 Procurement

Reducing **Supply Chain** Emissions

We fell short of our supplier engagement goal which aimed for 60% of suppliers to adopt science-based GHG reduction targets by 2023. In hindsight, this goal proved overly ambitious for our supply chain, as many suppliers lacked prior experience in measuring GHG emissions before our initiative.

We continue to promote carbon efficiencies and climate action throughout our supply chain by engaging our top suppliers and encouraging them to reduce their operational emissions. During 2023, we worked with a consultant to reevaluate our Scope 3 emissions, calculation methodologies and potential to influence absolute reductions. Part of this work involved resetting our baseline to better reflect the company's Scope 3 emissions, post-merger. The most accurate data available was for 2022, which is reflected in our new Scope 3 goal's base year. To continue to drive transparency and sustainability in our supply chain, we adopted the EcoVadis platform which provides an accessible tool for suppliers to provide evidence-based reporting of their GHG emissions which we can use to track their progress. Our new Scope 3 target⁷ reflects this change.

We are committed to helping educate our suppliers and offer assistance from our procurement team and through the EcoVadis platform to increase momentum in this program.

| GHG Targets (Scope 3) | Performance in 2023 |
|---|---|
| 37.5% reduction in Scope 3 emissions by 2035 | 9% increase in Scope 3 emissions against 2022 baseline |

⁷ Previously, our supplier Scope 3 target was based on suppliers committing to SBTi-approved targets. In practice, we realized the challenges of SBTi approval for smaller and medium-sized suppliers and the difficulty of tracking progress against these targets. Our new target relies upon actual reported emissions data which we are confident will provide a more effective platform for driving down our supply chain emissions.

PLAY23

We commit to creating memorable experiences for our guests and leading the industry as a responsible business, including Responsible Gaming practices.



Extraordinary Destinations and Offerings

No matter how guests experience Caesars Entertainment—whether it’s at our resorts, hotels, restaurants, casinos, sportsbooks or online, we want them to experience the Extraordinary.

We continuously challenge ourselves to innovate, expand and improve our offerings so that our guests will choose Caesars Entertainment time and time again, knowing that every experience will be rewarded, not only with practical benefits, but also with positive memories that last a lifetime. [Learn more.](#)

Our annual capital investment in new property developments, renovations and refurbishments was \$1.3 billion in 2023. This includes capital funding invested in initiatives that span over several years of construction. Across all our design and construction, we strive to engage diverse contractors.



Creating a New Venue in Virginia

Our \$750 million investment in the construction of our newest destination in the City of Danville is progressing as planned. Promising 320 hotel rooms, almost 1,500 slots, 79 table games, 21 poker tables, a combined 2,500-seat live entertainment theater with 50,000 sq. ft. of meeting space, Caesars Virginia will Create the Extraordinary for both local residents and tourists to the region. Together with our longstanding equity partner the Eastern Band of Cherokee Indians, we expect the property to open to guests in 2024. In the meantime, our temporary casino facility, erected to provide a taste of what’s to come for the local community and visitors, has been extremely popular, proving the need for a casino-entertainment resort in Danville. The temporary facility has already provided more than 450 jobs, more than anticipated, with our expectation of reaching more than 1,100 local jobs when the full resort commences operation. The tax benefits to the City of Danville are already exceeding expectations and the city has benefited from a new fire truck donated by Caesars Virginia as well as other giving to support local community needs.



Transforming Our Destination in New Orleans

Harrah’s New Orleans Hotel & Casino is undergoing a major \$435-million overhaul to provide more extraordinary experiences for our guests by the third quarter of 2024, when the property will be renamed Caesars New Orleans. Currently under construction is a new 340-room Caesars New Orleans hotel tower. This new hotel will complement a completely remodeled casino floor, a new 5,700 sq. ft. Caesars Sportsbook, a 5,000 square-foot World Series of Poker Room, and a new 12,000-sq. ft. food hall renovation, home to celebrity chefs Bobby Flay, Nina Compton and Buddy Valastro. We will also celebrate the opening of a Nobu restaurant as well as a 54-room Nobu hotel on two floors of Caesars New Orleans hotel tower, offering a differentiated concept for guests, like our offering with internationally renowned Nobu at Caesars Palace Las Vegas.

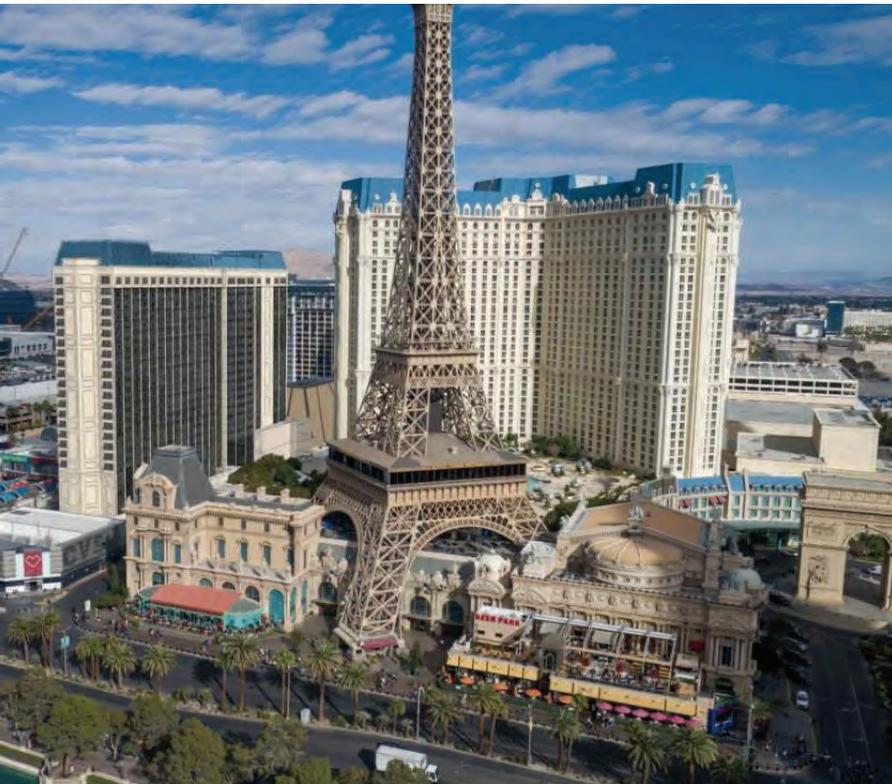
This entire construction project has engaged 34% diverse contractors from around the region, employing more than 600 construction workers.



Caesars Entertainment continues to be committed to the future of New Orleans and Louisiana. Our \$435 million capital investment is a testament to that commitment. We will continue to do our part to make New Orleans a world-class destination filled with first-class amenities.

Samir Mowad

Senior Vice President, General Manager, Harrah’s New Orleans Hotel & Casino



Bringing Versailles to Vegas

One of our most exciting developments this year is the creation of the Versailles Tower at Paris Las Vegas. Investing more than \$120 million to transform the Jubilee Tower at Horseshoe Las Vegas into the Versailles Tower, we will offer 756 luxury rooms with super-sized balconies and prime views across the Las Vegas Strip. The transformation will also include construction of a pedestrian bridge connecting the Versailles Tower to the existing Paris Las Vegas resort, providing guests with easy access to all the amenities and entertainment options available at the resort and making the new venue one of the largest resorts in the heart of the city. Paris Las Vegas will have more than 3,600 rooms when the Versailles Tower renovation is complete in 2024.



Serving Legendary Beef at Caesars Palace

In October 2023, Caesars Palace welcomed the highly anticipated Peter Luger Steak House Las Vegas. First opened in 1887, the legendary Peter Luger Steak House in Brooklyn continues its 135-year commitment to aging and serving America’s highest-quality beef. With the official union of two iconic brands, we carry on the legacy of delicious steaks and memorable dining experiences for our guests from all over the country and beyond. The new restaurant spans 8,700 square feet and seats more than 300 people throughout the main dining room, large central bar and multiple private dining options.

To recreate the same flavor that Peter Luger guests know and love, Caesars Entertainment designed a state-of-the-art dry-aging room below the restaurant, which is home to \$1 million worth of beef.



Together with Caesars Entertainment, we set out to bring our slice of Brooklyn to Las Vegas, and the restaurant speaks for itself. From the grand architecture to the smallest details in our new dry-aging box, we’ve taken extraordinary measures to preserve the authenticity of the brand, and we couldn’t have asked for better partners in this pursuit.

Daniel Rurtel
 Vice President,
 Peter Luger Steak House

Formula 1

The 2023 Formula 1 Grand Prix was a highlight event for Las Vegas, the first time this event took place in the city since 1982. A new 6.2km circuit around the Las Vegas Strip was constructed, passing close to Caesars Palace for the best views of the race. The entire array of F1 events attracted visitors to Las Vegas, and at Caesars Entertainment, we galvanized our local teams to provide the most memorable experiences possible for F1 guests. We also worked closely with the Las Vegas Convention and Visitors Authority (LVCVA) to create unique promotions for the F1 crowds, actively supporting the LVCVA mission of making Las Vegas the world's most desirable location for leisure and business travel.

A selection of our offerings and events during the 2023 Formula 1 Grand Prix included:

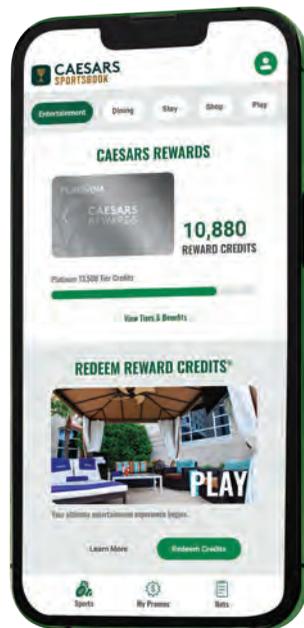
- A wide range of special offers for room and ticket packages from basic options to VIP packages for the most exclusive of experiences and guaranteed top views of the F1 race in real time.
- Several private event options in restaurants at our Las Vegas properties for companies hosting their employees and guests.
- Celebrity chef events with Gordon Ramsay, Guy Fieri, Giada, Lisa Vanderpump and Chef Nobu for unique dining experiences.
- Many special events including spa packages at our resorts, High Roller and Eiffel Tower rides, custom viewing experiences at different bars and lounges, pop-up booths at the LINQ promenade for F1 related merchandise and many others.



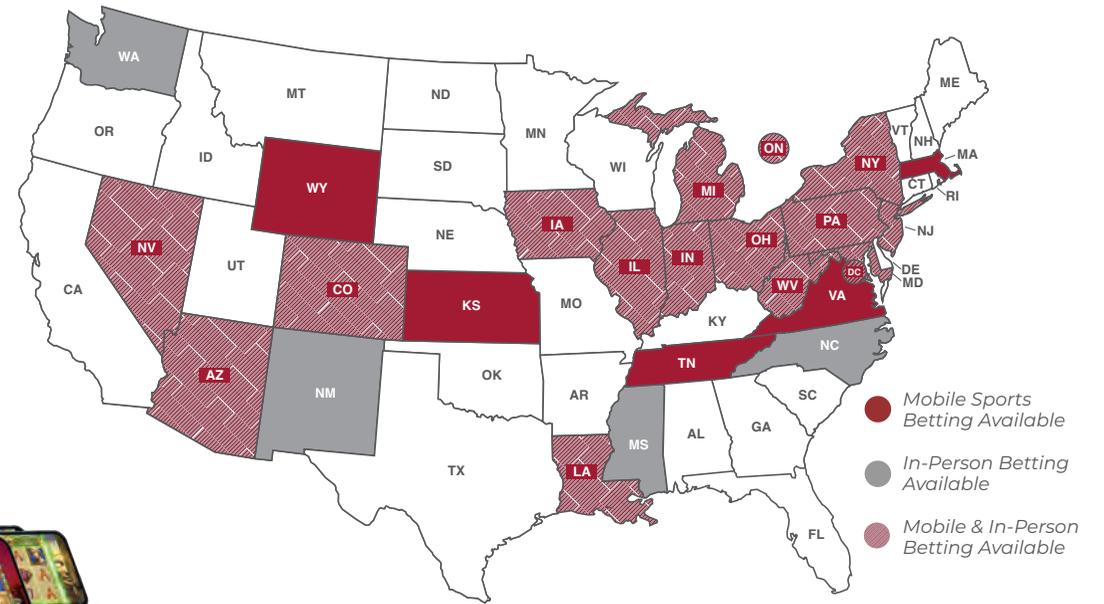
Expanding Caesars Digital

Through our Caesars Digital brand, we have significantly expanded our online sports betting, iGaming and World Series of Poker offerings to serve customers across the U.S. as online options continue to be legalized in new jurisdictions.

By the close of 2023, we operated sports wagering across 31 jurisdictions in North America of which 25 include online sports betting. We offer hundreds of online casino games, including slots, table games, live dealer and video poker and continue to invest in expanding our presence and improving our product as state regulations permit.



We deploy advanced technology on our own proprietary integrated platform that houses our Caesars Sportsbook Casino app, enabling us to connect directly to our customer base to provide attractive offers and promotions tailored to their gaming and betting preferences and provide for the best possible customer experience. Our investment in technology includes innovative developments, such as new betting products, the ability to earn and redeem Caesars Rewards, new iCasino games and a range of enhancements that optimize the playing experience on mobile phones. In 2023, we launched our new standalone iCasino app in several states, giving customers more options to use our online platforms and providing exclusive benefits such as betting history and a range of other stats that can help players get the most out of the app. We are now able to live-stream all nationally televised football games through the Caesars Sportsbook app.



Caesars Sportsbook continues to partner with major sports leagues such as the NFL, NBA, NHL and MLB as well as several individual teams. Our Caesars Racebook app operates in 20 states and provides wagering options at more than 300 racetracks around the world as well as live streaming of races and the ability to earn and use Caesars Rewards.

Similar to our brick-and-mortar casinos, we maintain a full Responsible Gaming (RG) program for all Caesars Digital platforms that integrates player information across our platforms so that a player who is self-excluded in-person will also be self-excluded online. The Caesars Sportsbook app has best-in-class tools in place to prevent problem gambling, including Deposit Limits, Spending Limits, Daily Time Limits and Cool Off Time Periods. No customers under 21 years old are allowed to wager on any of our Caesars Sportsbook, Caesars Racebook and iGaming mobile apps.

Rewarding **Our Guests**

We aim to provide unbeatable service for our guests and reward them for their loyalty to Caesars Entertainment.

Our award-winning Caesars Rewards loyalty program, the largest in our industry, reaches members who can benefit from the best that Caesars Entertainment has to offer, from hotel stays, to sports betting, to fine dining, to live entertainment on the Las Vegas Strip and so much more.

We enhanced our rewards with a VISA® Caesars Rewards Credit Card, by engaging with other hospitality providers to expand reward opportunities and tailoring offers and programs to help guests earn even more rewards. In 2023, we launched a new partnership with National Car Rental to enable our guests to earn Caesars Rewards while also receiving a discount on car rental. As our destinations and offerings expand, we continue to work to ensure that all our offerings are covered in our Caesars Rewards benefits across all our platforms, including our digital apps.



Memorable Experiences for **Guests and Communities**

We are always aiming to Create the Extraordinary and our iconic Great Italian Festival celebrating Italian culture and traditions, has become just that for the local Reno community and our guests. In 2023, the 42nd annual event was hosted by The ROW in Reno over Columbus Day weekend and drew visitors from all around the area and beyond. Our Family Sauce Cook-Off was once again a highly popular event, welcoming Italian families from across the West Coast to create their best sauce recipes right on the street. Our guests were encouraged to partake in all the festival events to experience what it means for our company to provide Family-Style Service and to explore and enjoy the city. We also provided VIP access and exclusive offerings throughout the weekend for Caesars Rewards members.



Making **Memorable Meetings** and **Events**

Nothing compares to an in-person event to inspire, connect and communicate in ways that virtual meetings simply cannot achieve.

Meetings and Events are back to record levels. Customers place great value on face-to-face interactions to help forge meaningful connections. Caesars Entertainment offers more than 2.1 million square feet of conference space at more than 50 properties nationwide to Create the Extraordinary for our meetings and events.

In addition to providing amazing venues and extraordinary customer service, we encourage meeting planners to include social elements for their events such as volunteering activities in our local communities and we support these activities where we can.

Supporting the Hospitality Industry

The Caesars Entertainment Meetings and Events team is committed to the hospitality industry and many of our sales leaders hold leadership board or committee roles with organizations such as Professional Convention Management Association, Meetings Professionals International and the Society for Incentive Travel Executives at the national and regional levels. Our support within these organizations includes funding scholarships for meeting professionals, supporting programs advancing DEI, collaborating to eliminate human trafficking and promoting environmental sustainability.



Memorable Meetings with **Community Impact**

Founded in 1919, Beta Alpha Psi is an honor organization for financial information students and professionals with more than 300,000 members. In 2023, Beta Alpha Psi hosted its annual meeting at Caesars Palace, with more than 900 attendees. The first day of the meeting was a Community Impact Day, organized in collaboration with United Way of Southern Nevada, The Pack Shack, Back 2 School America and First Book nonprofit organizations. 525 volunteers packaged 129,000 meals for underserved communities in Las Vegas and 150 volunteers undertook activities to help create school supply kits for distribution to children in need.

Always Responsible Gaming

Caesars Entertainment has maintained an industry-leading Responsible Gaming (RG) program using an integrated approach built on clear objectives, measurable outcomes and scientific research. We want everyone who gambles to do so for the right reason—to simply have fun.



We are consistent contributors to national and state problem gambling councils that provide various services to problem gamblers and their families and help advance responsible practices in the gaming industry. [Learn more.](#)

Our Industry-Leading Universal Exclusion Policy

Last year we introduced our new policy representing the largest scale gaming exclusion option available in the U.S. Any participant on a state-sponsored self-exclusion list where Caesars Entertainment operates is added to the universal exclusion list for our gaming facilities and online platforms across all Caesars Entertainment’s gaming offerings, including Caesars Sportsbook, iGaming and brick-and-mortar gaming facilities. The new capability includes players voluntarily electing to self-exclude through a state-sponsored or affiliated exclusion list via the Caesars Sportsbook app, which will then exclude them from both mobile and in-person betting. We continue to uphold this policy and expand it to new jurisdictions as mobile betting extends to additional states.

21+ Gaming Policy

Our enhanced responsible gaming policy restricts access to Caesars Rewards accounts from customers in jurisdictions that allow patrons under the age of 21 to participate in our gaming offerings. Additionally, where allowed by law, our enhanced policy limits all domestic and Canada gaming, pari-mutuel, sports, and iGaming options to individuals over the age of 21. We implemented the enhanced 21+ gaming policy to our operations in Kentucky in 2023, where gaming is generally permitted from age 18, in line with local regulatory approvals.

Investing in RG Training

To increase the robustness of our RG management and controls, we maintain a Responsible Gaming Council composed of seven senior leaders who oversee RG policies and the implementation of RG practices. Our pioneering Responsible Gaming Ambassador program has provided advanced training to more than 1,700 Team Members who are qualified to discuss Responsible Gaming concerns with customers across our brick-and-mortar gaming facilities and online platforms. Every year, we provide thousands of Team Members with RG training, ensuring they understand our commitments and their responsibilities to always promote RG.

In 2023, 41,438 Team Members participated in dedicated RG training, totaling 27,769 hours.

Supporting RG in Our Industry

Caesars Entertainment has continuously partnered with organizations and research institutions that advance RG practices and programs. For example, in 2023, we raised our commitment with the National Council on Problem Gambling (NCPG) to join the Leadership Circle at the Chairman level, which is underpinned by a multiyear commitment of more than \$100,000 per year. Since 1996, we have contributed more than \$6.2 million to the International Center for Responsible Gaming (ICRG) to support independent research and education on gambling disorders and responsible gambling, including a \$250,000 grant from Caesars Foundation in 2023. Dean Hestermann, Caesars Entertainment’s Vice President for Issues Management and Strategic Communications, has served as a member of the ICRG governing board since 2019, and is on the planning committee of the annual ICRG Conference on Gambling and Addiction since 2009.

Diverse Leaders in Problem Gambling

For the third consecutive year, Caesars Entertainment has been the major funder of the National Council on Problem Gambling (NCPG) Diversity in Leadership Scholarship Program that supports the professional development of black, indigenous, and people of color to build a diverse pool of people who can serve as leaders in the problem gambling field and in NCPG’s own leadership pipeline, including committee members, committee chairs and board members. In 2023, 16 individuals received the scholarship which included an invitation and travel stipend to attend the NCPG’s annual conference in Washington D.C.

In 2022, we welcomed members and guests of the University of Nevada, Las Vegas Gaming Institute Gaming Regulation International Policy Summit to Caesars Palace for a property tour, the capstone of the summit. Participants included regulators from around the world with whom we shared information about our RG program and how we integrate RG practices at all levels of our operations from the gaming floors to security and training. The tour included front of house and back of house to show participants the full range of operational practices across the organization.

In another collaboration, we joined an exciting initiative with the NYU Real World program, encouraging students to develop marketing concepts themed around RG which we might adopt at Caesars Entertainment, with a focus on Caesars Sportsbook and the digital marketing space. RG and marketing experts from Caesars Entertainment met with students to explain the assignment and share insights and guidance, and also during the semester as students worked on their proposals. At the end of the year, 13 participating students pitched their ideas on RG and digital marketing to leaders at Caesars Entertainment. This program offered important real-life experience for students as they think strategically about how to make an impact with responsible marketing in the new digital era, especially in terms of encouraging RG among young adults, a population that is at higher risk of gambling disorder than older adults.



Each year, Caesars Entertainment supports Responsible Gaming Education Month (RGEM) with both awareness events throughout our organization and support for problem gambling organizations. In 2023, we donated more than \$25,000 to the Louisiana Association On Compulsive Gambling (LACG) during RGEM, adding to donations made throughout the year.

Photo: Harrah’s New Orleans General Manager, Samir Mowad, and Valerie Monet, Responsible Gaming Chair, presents our donation to Janet Miller, Former Executive Director, LACG.

Ethical Conduct and Compliance

Caesars Entertainment strives to conduct its business ethically and in accordance with all applicable laws and regulations. Our Code of Commitment, first made public in 2000, is our pledge to all stakeholders to behave with integrity and respect for all, as well as care for the environment. [Learn more.](#)

Sustaining Ethical Conduct

We maintain a Code of Ethics and Business Conduct that includes standards designed to promote honest and ethical conduct and full, fair, accurate and timely public disclosures. Our Chief Legal Officer serves as the compliance officer of the Code and we provide annual Team Member training regarding the contents and importance of the Code. 100% of Director Level Team Members and above are required to complete training on our Code of Ethics and Business Conduct. In 2023, we completed our annual review of our Code of Ethics and Business Conduct and no changes were made.

Maintaining Compliance

As a publicly traded corporation registered with and licensed by multiple regulatory bodies and as required by the Mississippi Gaming Commission, Nevada Gaming Commission and New Jersey Casino Control Commission, we maintain a Compliance Committee which implements and administers our Compliance Plan. The Compliance Committee's duties include investigating key Team Members, vendors of goods and services, sources of financing, consultants, lobbyists and others who wish to do substantial business with us or our subsidiaries and making recommendations to our management concerning their suitability from an ethical and compliance standpoint. The Compliance Committee held four meetings in 2023. Again, this year, a key focus of the Compliance Committee was the ongoing expansion of Caesars Digital and the need to ensure we are operating in accordance with regulations that differ from jurisdiction to jurisdiction. In line with these considerations, we hired a dedicated Digital iGaming Compliance Director to add further oversight and management resource to this important area of our business.

Caesars Entertainment has more than 130 Team Members dedicated to upholding compliance across our organization.

Assuring Anti-Corruption and Anti-Money Laundering

As part of our ethics and compliance programs, we maintain a focus on anti-corruption, ensuring that all Team Members know their responsibilities in law, including those of the U.S. Foreign Corrupt Practices Act and other applicable local anti-bribery and anti-corruption laws and regulations. Our ethics training explicitly includes a module on anti-corruption.

We are committed to full compliance with legal and regulatory requirements and to preventing and detecting money laundering and other crimes through our gaming operations. We maintain a Bank Secrecy Act/Anti-money Laundering (BSA/AML) program that fosters an understanding of BSA/AML responsibilities across all levels of the organization, and we implement robust procedures in support of this program. It includes strong governance and effective internal controls and procedures to comply with applicable BSA requirements, regulatory guidance and any related laws and to take measures to prevent its affiliated casinos from being used for money laundering or other criminal activity. Execution of the program is governed with reference to FINCEN's guidance on the Culture of Compliance. Our internal AML Policy, Know Your Customer Policy and BSA Identification Policy outline our AML Program and set the minimum standards for the related procedures and internal controls of our casino affiliates.

Team Members in high exposure roles are required to complete annual training on Company compliance policies including AML and pass a test with a score of 100%. In 2022, with the expansion of Caesars Digital, we implemented our AML program and tools across all new platforms, while optimizing processes across our properties to ensure consistency everywhere we do business. [Learn more.](#)



Compliance for a business such as Caesars Entertainment, operating in a highly complex regulatory environment, is vital. We aim to build on our already robust basis of operation and continue to hone our skills, procedures and processes to ensure we remain an industry leader in the gaming and hospitality industry.

Jeff Hendricks
 Senior Vice President & Assistant General Counsel Regulatory & Compliance

Upholding **Human Rights**

We aim to uphold human rights throughout our value chain and have assessed our business for human rights impact. Based on our assessment, the two most salient areas of human rights that we focus on in our Company are human trafficking and supply chain partnerships. [Learn more.](#)

In 2023, we continued to implement our multiyear plan to address risks and uphold anti-trafficking practices, empowering Caesars Entertainment property teams to combat, intercept and respond to incidents of human trafficking effectively and proactively.

Our program continues to run under the guidance of our longstanding expert partner, Dr. Halleh Seddighzadeh, Forensic Traumatologist and Advisor in Sex and Labor Trafficking. Dr. Seddighzadeh hosted additional training events at our properties for our Team Members in 2023 and supported them in building their property-specific action plans and approaches. Specifically, in addition to general training for Team Members, we provide human trafficking training for our security teams, including almost 400 new hires to our security team in 2023.

In certain states, we are starting to see gaming commissions require training for Team Members in human trafficking prevention and response and display of posters and other anti-trafficking literature throughout gaming facilities. We are well prepared to implement such regulations at our properties, with many of the core requirements having already been put in place in our organization. We have been supporting the development of regulation in Nebraska by providing information about our practices and expert resources.

We also support the Nevada Resorts Association (NRA) as part of the working group on combating human trafficking. In 2023, we took an active role in creating an awareness and education summit which we hosted in Las Vegas. Employees from more than 82 NRA member resorts across Nevada attended and heard insights from expert speakers, including our resident expert, Dr. Halleh Seddighzadeh and other Caesars Entertainment leaders.



Team Members at Caesars Entertainment wear blue to signal our support for combating human trafficking during National Human Trafficking Prevention Month.

Caesars Entertainment was the first company in our industry to formally adopt the ECPAT Code of Conduct. ECPAT is an international nonprofit with a mandate to end the sexual exploitation of children.

Battling **HUMAN TRAFFICKING**

Caesars Entertainment joined forces with Sudara, a nonprofit committed to changing the lives of victims of human trafficking by creating employment opportunities to escape or avoid the sex trade.

Sudara produces and sells unique pareo scarves from upcycled saris retrieved from landfills in India, reinvesting sales revenue into training programs and sustainable, dignified employment opportunities for women. In 2023, we started stocking Sudara merchandise in our retail outlets, hoping to drive revenue to advance Sudara's mission. With the support of partners like Caesars Entertainment, Sudara trains more than 1,200 victims per year across 17 vocations with a 90% job placement rate.

Protecting **Information Security** and **Privacy**

Information security and data privacy are fundamental to our success and to retain the trust of our Team Members, guests and all we serve.

As cyber criminals become more sophisticated, it is essential that we consistently prioritize improving and integrating our information security capabilities and controls, enabling us to detect and prevent threats. [Learn more.](#)

Our work in 2023 saw the continuation of efforts to reinforce our information security infrastructure with enhancements to our core network, device and access controls. We have continued to enhance our technologies to protect information and personal data across our digital platforms, including new multi-factor authentication procedures and additional tools such to reinforce our security posture.

We play an active role in collaboration with industry partners and other companies to combat cyber threats. Caesars Entertainment

is a member of the Chief Information Security Officer (CISO) Coalition, as well as collaborative CISO groups in Las Vegas. We are also a member of the Retail & Hospitality Information Sharing and Analysis Center (RH-ISAC). The ISAC is a confidential and trusted community for sharing cybersecurity information and intelligence.

In 2023, Caesars Entertainment identified suspicious activity in its information technology network resulting from a social engineering attack on an outsourced IT support vendor used by the Company. Our customer-facing operations, including our physical properties and our online and mobile gaming applications, were not impacted by this incident and continued without disruption. For further details, see our [SEC Filing on this topic.](#)



In the area of cybersecurity, our work is never done. All businesses are targets for cybercrime — it's not enough to be vigilant, we must continuously and systematically examine our information security infrastructure to assess both current and emerging risks and preempt attacks on our systems by bad actors. We maintain our focus and always seek to be ahead of the game.

Tim Dawson, Chief Information & Security Officer

About This Report

Thank you for your interest in our 15th annual Corporate Social Responsibility (CSR) Report.

The scope of this report is Caesars Entertainment, Inc., the largest casino-entertainment Company in the U.S., formed in 2020 following the merger of Caesars Entertainment Corporation and Eldorado Resorts, Inc.

Financial data is based on data reported in Caesars Entertainment, Inc.'s Annual Report on Form 10-K for the fiscal year ended December 2023, unless otherwise noted.

Publication date: The content of this 2023 CSR Report includes information relating to the 2023 calendar year and is published in June 2024.

Human Resources data represents employees in our global headcount (GRI 2-7) identified as Direct Employees, representing owned and operated properties in North America and Non-Direct Employees, representing tribal properties Harrah's Cherokee and Harrah's Cherokee Valley River in the U.S. Caesars Palace Dubai in the United Arab Emirates was divested in 2023 and not included in this report. All other human resources data tables refer to Direct Employees in the U.S., except for safety (GRI 403-9, 403-10), where Non-Direct Employees are reported as well. For a full list of properties, see Caesars Entertainment's Annual Report on Form 10-K for the fiscal year ended December 2023, pages 31-32.

Environmental data is shown for five years. See section in our GRI Content Index: Basis of Reporting for details. Data includes adjustments to greenhouse gas emissions in line with GHG protocol guidance.

Safety data includes full- and part-time U.S. Direct Employees and Non-Direct Employees.

Currency: All dollar amounts quoted in this report refer to U.S. currency (USD).

Assurance: This report has been extensively verified internally but not externally assured, except for energy and GHG emissions data, which were verified by an external expert. Verification occurred prior to the adjustments stated in the Basis of Reporting. The verification statement can be downloaded from [our website](#).

GRI: This report has been prepared in accordance with GRI Standards. The principles outlined in GRI 1: Foundation 2021 have informed our reporting approach. For details of our materiality assessment, see section: CSR Strategy: PEOPLE PLANET PLAY.

SASB: Caesars Entertainment reports against the Sustainability Accounting Standards Board (SASB) standards relevant for our business: the Casinos & Gaming Industry Standard and the Hotels & Lodging Industry Standard.

TCFD: We include our climate change mitigation response in the form of an overview of climate change Governance, Strategy, Risk and Metrics using the Task Force on Climate-Related Financial Disclosures (TCFD) framework.

We welcome your feedback and invite you to send comments to: peopleplanetplay@caesars.com

Please also engage with us on social media:

X: @CaesarsEnt

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

Facebook: [facebook.com/CaesarsEntertainmentInc](https://www.facebook.com/CaesarsEntertainmentInc)

This report and previous reports are published online, including our **2023 CSR Report Appendix** that contains the following disclosures:

- GRI Content Index
- SASB Disclosure
- TCFD Overview

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