





On-site Resources for Problem Gambling

Responsible Gaming Foci

Caesars' goals regarding responsible gaming are simple and unequivocal: Caesars wants everyone who gambles at the company's casinos to be there for the right reasons – to simply have fun. Caesars does not want people who cannot gamble responsibly to play at its casinos or, for that matter, at any casinos. The various programs Caesars has developed on responsible gaming over the past several decades are all in service of these goals.

One of the reasons Caesars is so successful is that the company creates a lively, entertaining social experience for customers. However, when gaming isn't "fun" anymore, Caesars want guests and employees to be aware of services that are available to help them. Caesars is in business to entertain guests. Caesars is not in business to capitalize on disordered behavior or on individuals whose behavior in the past has demonstrated that they do not experience the company's product as it is intended to be experienced – as a form of recreation. Caesars asks employees to act in a socially responsible manner and to interact with customers in a caring, supportive fashion. It is primarily the responsibility of the customer to make an informed decision about whether and how to engage in casino gaming, and to act in a manner consistent with that decision. It is primarily Caesars' responsibility to deliver casino entertainment in a socially responsible manner, to make customers aware of the consequences of disordered gambling and to promote resources available for those who need assistance.

Ensuring that individuals who may have a gambling problem are aware that help is available if they need it is a cornerstone of the company's responsible gaming efforts. Honoring customer requests that they not be permitted to gamble, or to receive various casino services such as credit or check cashing, is also at the heart of the company's efforts.

On-Site Collateral Materials

Caesars will use responsible gaming collateral that has been approved by the Gaming Commission, incorporating responsible gaming messaging pursuant to New York regulations and/or other language approved by the Gaming Commission. This collateral will include information on responsible gaming in general, information targeted towards seniors, information related to casino odds and information regarding self-restriction options available to patrons, including denial of check cashing privileges, denial of casino credit extensions and/or removal from promotional mailing lists, as well as information on self-exclusion. All of the responsible gaming collateral, as well as all print gambling advertising, will contain the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1-877-8-HOPENY) helpline number, or an applicable state or local specific helpline number. These materials serve to provide patrons an unobtrusive vehicle for obtaining more information about responsible gaming and seeking assistance.



Posters – Caesars will display posters at various locations within the venue that pertaining specifically to responsible gaming.

Brochures – Caesars will provide brochures at various locations within the venue pertaining specifically to responsible gaming in general, responsible gaming among seniors and understanding casino odds. Other Company-approved program brochures may be used as well.

Examples of current Caesars' responsible gaming posters and brochures are provided as attachments. All of these responsible gaming-related program posters and brochures will be updated to include the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1-877-8-HOPENY).

Stickers/Plaques – Stickers/Plaques containing the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1-877-8-HOPENY) helpline number, or applicable state specific helpline number, shall be placed on all fast cash machines and bill breakers.

Helpline Number – The New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1-877-8-HOPENY) helpline number, or an applicable state or local specific helpline number, shall be printed on all gaming-specific print and direct mail collateral, marketing and promotional materials, player reward cards and ATMs.

Back-of-House – Articles relating to responsible gaming, underage gambling, or unattended children shall be included at least quarterly in the property newsletter. The newsletter shall contain the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1-877-8-HOPENY) number. Further, a Responsible Gaming bulletin board shall be maintained back-of-the-house. The purpose of the board is to serve as a communication vehicle for all current news and information related to responsible gaming. This board may include the following:

1. Any news articles – print media and employee publications
2. Local referral services
3. Employee Assistance Program (EAP) number
4. Gamblers Anonymous meeting schedule
5. Responsible Gaming committee activities and announcements
6. Responsible Gaming Posters (8 1/2" x 11")

Collateral Placement

In casino collateral proving information on self-exclusion and the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1-877-8-HOPENY) will be placed at various contact points throughout the casino, specifically at the main entrance, valet entrance, garage entrance, ATMs, cashiering cages, credit offices, player reward card center, VIP services, concierge and back of house. In addition to the placement on the casino



floor, Caesars will provide responsible gaming signage back-of-house so that employees always know where to refer patrons requesting assistance and have access to this information if they need it for themselves or a loved one.

Further, promotion of responsible gaming messages extends to the following:

- Displaying responsible gaming-specific messages on plasma screen locations throughout casino properties
- Displaying responsible gaming-specific broadcast advertisement(s)/messages on the in-room hotel channel, if applicable
- Including responsible gaming messages and helpline number(s) on company website(s) as well as featuring a responsible gaming page on caesars.com

Resources for Phone Calls

Caesars maintains a toll-free helpline to assist patrons requesting self-restriction and/or self-exclusion information via phone. Upon receipt of a helpline call, the patron is contacted by a Responsible Gaming Ambassador in the applicable jurisdiction so that appropriate information regarding self-restriction and self-exclusion options and the applicable problem gambling helpline number is provided, as well as the appropriate jurisdictional forms. For example, a Responsible Gaming Ambassador from Caesars New York would respond to calls from its customers and offer information on the New York government sponsored self-exclusion program, if applicable, and the Caesars in-house exclusion program, if applicable, as well as the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1---877---8---HOPENY) number.

Further, operators that answer property calls will be instructed to refer callers to the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1-877-8-HOPENY) if they are seeking assistance for a gambling disorder. A sample of a PBX operator script is as follows:

If a person calls and asks for information about a gambling disorder for himself or herself or for someone else, the operator should respond:

“The New York State Office of Alcoholism and Substance Abuse Services has a 24 hour a day HOPEline that will refer you to someone in your area who can help. You should call (1-877-8-HOPENY) <or insert jurisdictionally appropriate number>.”

If the caller is interested in being self-restricted or self-excluded from Caesars' properties or any applicable New York state exclusion program, the operator will either transfer the caller to an available Responsible Gaming Ambassador or respond:



“Please call the Caesars self-restriction and self-exclusion line at 1-800-694-9960 and a form can be mailed to you. These forms can also be picked up at any Caesars property. <Insert jurisdictionally appropriate information for enrollment in any applicable New York state exclusion program>.”

Responsible Gaming Ambassadors

Caesars will train all employees about the importance of responsible gaming and the policies and procedures of Caesars’ Responsible Gaming Programs, supplying them with valuable information and direction to potentially help themselves or others. All frontline employees will be trained to report to a supervisor any comments that cause concern that a patron may not be gambling responsibly. A select group of employees at each property known as Responsible Gaming Ambassadors (RGAs) will receive these reports of employee concerns and be empowered to conduct conversations about these concerns with customers. The RGAs will be providing information to customers about responsible gaming while discussing options available for assistance, such as self-restriction, self-exclusion and the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1---877---8---HOPENY) number. Further, all employees are trained to contact a supervisor so that a Responsible Gaming Ambassador may be notified when a patron requests information pertaining to self-exclusion or self-restriction.

In addition to offering information on the HOPEline and self-exclusion and restriction options, Caesars’ Responsible Gaming Ambassadors shall provide a list of qualified treatment professionals, including mental health, behavioral health, and other professionals, as well as information regarding community problem gambling organizations, among the information that is provided to customers during a responsible gaming conversation. The same information shall also be provided to customers who choose self-restriction or self-exclusion options, as well as to employees, family members reporting concerns and other parties interested in resources related to disordered gambling and responsible gaming.

Responsible Gaming Committee

A six- to 10-member Responsible Gaming Committee, headed by the property Responsible Gaming Chairperson, will be created at Caesars New York to give priority attention to all responsible gaming efforts at the property, monitor the timely implementation of these efforts and ensure compliance with these standards. It is the responsibility of the Responsible Gaming Committee to ensure the responsible gaming collateral is maintained in all required locations, to replenish brochures when quantities run low and to maintain the employee responsible gaming bulletin board or wall wrap back-of-house. The Responsible Gaming Committee shall audit the collateral and report on their findings at each meeting and on the self-audit.

Restriction and Exclusion Policy

Caesars’ goal is for customers to enjoy themselves with gaming and other entertainment activities. If any patron determines that he or she does not responsibly engage in gaming at a Caesars facility, Caesars will honor a voluntary request for self-exclusion or a restriction on the patron’s access to gaming-related services.



Further, Caesars exceeds all U.S. state government requirements with a policy on customer exclusions that permits banning a customer at the company's discretion. Established in September 2004, the policy establishes a three-person review panel at the corporate level that may place company-imposed limits on a patron's gambling privileges, if the panel determines there is an unreasonable risk that the patron does not responsibly engage in gambling. Leading international treatment professionals and researchers assisted Caesars in developing the policy, which was designed to improve and formalize the company's response to substantial, reliable information that a customer does not gamble responsibly and, in particular, to certain customers who choose not to enroll in Caesars or state-administered self-restriction and/or self-exclusion programs.

If Caesars receives substantial reliable information that a patron does not responsibly engage in gaming, it reserves the right, in its sole discretion, to exclude the patron from its casinos or to restrict the patron's access to its programs and services, after first attempting to review the matter directly with the patron.

This Policy and related exclusions or restrictions are based on Caesars desire to extend its services only to those seeking entertainment, and such exclusions or restrictions do not reflect any finding or conclusion by the Company that a patron has a pathological gambling disorder or other condition that requires medical diagnosis.

For purposes of this Policy, unless the context requires otherwise, "Caesars" or the "Company" refers to all facilities in which gaming entertainment is offered that are owned, operated or managed by Caesars. It includes but is not limited to gaming facilities currently operated under the Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, Bluegrass Downs Racetrack, O'Sheas (collectively "Caesars"), brand names as well as any other properties, gambling facilities, companies, online gambling sites or brands that are opened or acquired in the future under any of these brand names or any other name.

The policies identified here are the minimum brand standards. Where there is a state mandated regulation, that regulation supersedes the Company's policies.

Definitions

"Restriction"

Responsible gaming restrictions – a patron can request to have check cashing, casino credit, and/or mail privileges eliminated.

"Exclusion"

Responsible gaming exclusion – a patron can request to have all privileges, including check cashing, extension of credit, mail, comps, Total Reward benefits and play privileges denied. A patron with a responsible gaming exclusion



is “gaming prohibited” at all Caesars properties and should not be in any part of a facility, including (where applicable) gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions, entertainment venues, and any other parts of the property. All services should be denied to responsible gaming excluded patrons, as these individuals should not be on the property.

Caesars' policy stipulates that a self-exclusion request at one Caesars property, either via the company's in-house self-exclusion program or a state agency, is relevant to all Caesars properties nationwide. The rationale for this decision is based on the fact that problems related to gambling are not specific to a particular venue; rather they are specific to the individual. Caesars feels that it would be irresponsible to welcome a patron with an acknowledged problem in one jurisdiction to gamble at any of the company's casinos, including those outside of the jurisdiction where the self-exclusion was requested.

“Responsible Gaming Ambassadors”

A Responsible Gaming Ambassador is a specially trained supervisor or manager who may speak with and offer assistance to a patron who Caesars is concerned may not be gambling responsibly.

Options at Patron's Request

Self-Restrictions (short of total exclusion)

- No Casino Credit
- No Check-Cashing privileges
- No Mail/promotions/marketing

These restrictions will apply in all Caesars casinos, and the patron may choose to have the period of restriction extend for one year or five years, or be permanent, or extend for such other term as may be prescribed by applicable law. At the end of any specified period of restriction, the patron must request the removal of the restriction in writing; Caesars will not remove the restrictions without such a request.

Removal of Self-Restriction -- Patrons may request to have their self-restriction lifted before the expiration of the term selected (including permanent self-restriction) only if permitted by law, and only by decision of a three-person Corporate Review Panel designated by the Chief Executive Officer, on recommendation from the local General Manager, if it is established that the patron was placed on the self-restriction list due to administrative error.

NOTE: Patrons wishing to “self-restrict” from Total Rewards card benefits, as provided in the Code of Conduct of the American Gaming Association, can do so only through self-exclusion (see below).

Self-Exclusions completed via Caesars in-house exclusion program, if allowed by applicable law

- *Term* – Individuals will have the option of voluntarily self-excluding for one year, five years, or permanently, or for such other period prescribed by applicable law.
- *Expiration of Self-exclusion* – For those individuals selecting a non-permanent self-exclusion, if allowed by applicable law, upon the expiration of that period the person may request the removal of his or her name from the self-exclusion list. Caesars will not undertake such removals without such a written request.
- *Removal from the Self-Exclusion List* – As with self-restriction, under this policy, if allowed by applicable law, individuals may request to be removed from the self-exclusion list in writing before the expiration of the term selected (including permanent self-exclusion). Such requests will be granted only by decision of the Corporate Review Panel, on recommendation from the local General Manager, if it is established that the exclusion was established due to administrative error.
- *Geographic scope*: Self-exclusions extend to all Caesars properties and encompass the entire facility, including (where applicable) gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions and any other parts of the property.
- *Special cases*: Caesars will honor the terms and conditions of self-exclusions established under its previous policy or by such similar policy then in effect at a facility subsequently acquired by the Company, or as may be required under applicable law. Also, gaming facilities acquired by Caesars will implement this policy within a reasonable period of time following their acquisition.
- Upon receipt of notification that an individual has entered a state-sponsored self-exclusion program in a jurisdiction, Caesars will exclude that person from all its gaming facilities, and will attempt to provide written notice to the individual of such exclusion.

NOTE: Global Cash Access operates a self-exclusion program for many of its ATMs and credit card cash advance services; where relevant, Caesars employees should make that self-exclusion option known to patrons, as well.

Options at Company Discretion

Triggering Events (any of these events may trigger Responsible Gaming action)

- Caesars may receive substantial, reliable written information that a patron does not responsibly engage in gaming activity (from family, friends, therapists, or public sources).



- The patron may report or acknowledge to a Caesars employee that he or she does not responsibly engage in gaming activity but does not request to self-exclude or self-limit as provided in Section A of this Policy.
- The patron may make statements suggesting that he or she does not gamble responsibly, but does not request to self-exclude or self-limit as provided elsewhere in this Policy.

If acknowledgement by the patron is direct, then the interaction should occur immediately. Otherwise, after a triggering event occurs, the following sources of information may be used to evaluate the situation by a Responsible Gaming Ambassador:

- Incident reports in responsible gaming program records, or with the Security Department;
- Review of the patron's gaming activity with the host/junket rep, or other casino personnel familiar with patron; or
- Credit/collection information.

If the situation involves a direct risk to self or others, the patron interaction should occur immediately and should involve the appropriate Security personnel/measures.

If a third party report has been received,

- (a) The property will confirm the identity of the person making the report and will require that such reports be made in writing; and
- (b) Any written responses to third parties by the property must be cleared with the Law Department and should follow a pre-approved format. Any response should include information about responsible gaming and treatment opportunities, which also should be provided in any face-to-face interactions with a third party making such a report.

If a patron interaction is warranted:

- it should be conducted by a Responsible Gaming Ambassador; and
 - *A summary record of the triggering event and/or the interaction, regardless of outcome, should be prepared and retained on a confidential basis in the Responsible Gaming Log in a manner that permits Caesars responsible gaming officials in each property to have access to that information. The Responsible Gaming Log shall be a separate log or database from any other Company maintained logs or databases.*



When patron interaction follows receipt of a third party report the Responsible Gaming Ambassador will refer to the third party report to the patron only if the third party has agreed to be identified to the patron as having made such a report.

Company-Imposed Limits on a Patron's Gambling Privileges

Temporary Restrictions or Exclusion:

During a responsible gaming conversation, a Responsible Gaming Ambassador may suggest that the patron discontinue gaming for a time, or may determine that the patron's gaming privileges should be temporarily limited for that visit, including, without limitation, denial of check cashing or, subject to the law of that jurisdiction, the exclusion of the patron from the casino. Any such temporary restriction or exclusion shall be recorded in the Responsible Gaming Log.

Long-Term Exclusion:

If, based upon triggering events, the property General Manager or designee believes that there is a reasonable risk that the patron does not responsibly engage in gaming activity and the patron is unwilling to self-exclude or self-limit, the patron shall be referred to a three-person Review Panel at the corporate level, appointed by the Chief Executive Officer, for possible restriction or exclusion at the Company's discretion. Such submissions should include (1) all records of casino interactions with patron concerning responsible gaming, (2) any verified reports of the patron's potential responsible gaming problems from third parties, and (3) available information from the Surveillance/Security department, and the Responsible Gaming Log or data base. Such submissions should be acted upon by the Corporate Review Panel within a reasonable time, based on the following general standard:

Is there a reasonable risk that the patron does not responsibly engage in gaming?

- a) Individuals who are excluded or restricted at the Company's discretion may appeal that decision only as follows:
- An appeal can be made to the Corporate Review Panel;
 - The initial decision to restrict or exclude may be reversed only because of administrative error in the initial decision (e.g., mistaken identity, or incorrect data reviewed).

Any action taken at the Company's discretion by the Corporate Review Panel are applicable to all of its gaming facilities, and are not limited to specific properties.

Forfeiture of Winnings



Should any patron be found to have used any Caesars gaming facility contrary to the terms of an exclusion (executed either at the patron's request or at the discretion of the Company), the gaming regulatory agency in that jurisdiction will be notified, if applicable. In some jurisdictions these matters may be reported as patron or player disputes. In jurisdictions where the gaming regulatory agency has a regulation or policy governing the handling of such winnings, Caesars will follow that regulation or policy. In jurisdictions where the gaming regulatory agency does not have such a regulation or policy Caesars will:

- Refuse the payment of any winnings and seek from the patron any winnings reasonably identifiable by Caesars; and
- Place all such winnings¹ withheld or received from the patron will be placed in safekeeping until any legal proceedings patron may exercise are concluded.
- Upon conclusion, Caesars will donate to an appropriate governmental or non-profit responsible gaming research or treatment organization the amount of winnings¹ recovered or withheld from, the patron, in accordance with all applicable laws.

Government Sponsored Self-Exclusion Programs

Individuals participating in a government sponsored restriction or exclusion program will be treated in accordance with those programs. In addition, Caesars will apply those restrictions or exclusions on a system wide basis to all Company properties, unless prohibited by law. In other words, an individual who self-excludes through the New York state sponsored exclusion program, if applicable, will be excluded at Caesars New York and at all properties owned, managed or operated by Caesars. Individuals entering a government sponsored exclusion program will be sent a letter by the company informing them that as a result of being on a government sponsored exclusion list, that pursuant to Caesars policy, the individual is banned from all company properties.

An individual excluded pursuant to a governmental sponsored responsible gaming program can only be reinstated by the appropriate governmental agency. Only a property within the agency's jurisdiction may reinstate an individual in a governmental sponsored responsible gaming program after being notified by the appropriate governmental agency. Properties outside of a particular governmental agencies jurisdiction are prohibited from reinstating such an individual prior to reinstatement by a property within that governmental agencies jurisdiction. In other words, New York state sponsored self-exclusions, if applicable, may only be reinstated by Caesars New York upon notification from the Gaming Commission, or appropriate entity, that the self-exclusion has been reinstated.

Employee Self-Exclusion

¹ The policy of donating excluded gamblers' winnings does not include any "progressive jackpots." Progressive jackpots will not be paid to excluded players and will remain on the progressive meter unless the Company is directed otherwise by a gaming regulatory agency.



Potential and existing employees' self-exclusion status shall not interfere with their ability to be employed at Caesars. Employees will have the ability to self-exclude from all Caesars owned, managed and operated properties. If an employee self-excludes, either via the in-house Caesars self-exclusion program or a government sponsored program, then an agreement shall be drafted between Caesars and the self-excluded employee that allows the employee to be on a Caesars property for work related reasons only and shall allow for termination if the employee is found gambling at any Caesars property. Also, an employee may be reassigned from a gaming-related position to a non-gaming and/or back of house position upon request, if qualified for the position.

Employee Assistance Program (EAP)

To further assist employees that may have responsible gaming issues, Caesars will have in place an employee assistance program (EAP) that provides assessment and treatment referral for employees and their dependents that may have a gambling problem.

Procedures for Identifying Excluded Persons and Preventing Transactions

Caesars self-exclusion program is based on the well excepted principle that the primary responsibility to prevent breaches of a self-exclusion agreement belongs with the individual; however, advocating a personal responsibility approach does not equate to not having processes in place to assist patrons with adhering to self-exclusion agreements.

Caesars utilizes a nationwide responsible gaming information technology application, a standalone service that provides for the entry, viewing, modification, and reporting of patron gaming statuses, to manage self-exclusions and self-restrictions. This application interacts with the Casino Management System (CMS) to prevent prohibit transactions processed through CMS, such as check cashing, credit extension, mailings, extension of complementaries, printing of player reward cards, printing a W2G and access to account information via Caesars website. The Caesars New York will utilize this application in order to prevent CMS based transactions and promotional mailings for self-excluded patrons.

Further efforts to identify self-excluded patrons at Caesars will include the deployment of the responsible gaming identification at the slot machine system (RGID@slots). This system immediately identifies the insertion of a self-excluded patron's player card into a slot machine. Once identified, surveillance will be notified by a priority alert message of the name of the patron whose player card was inserted as well as the location of the machine in which the card was inserted. Simultaneously, an email alert will be sent to applicable employees, including the Responsible Gaming Chairperson, to assist in the interaction with the identified patron. Upon receipt of the alert, surveillance will contact security personnel to assist in the interaction as well.



To assist with identification of patrons who breach self-exclusion agreements, Caesars will allow employees to view the pictures of self-excluded patrons, if available and allowed by applicable law, in order to broaden the pool of employees that may identify self-excluded patrons in the venue. To increase vigilance for detection of self-excluded patrons, Caesars may institute a program that will provide an employee incentive for identifying self-excluded patrons outside of the employee's normal job function.

Finally, as a deterrent mechanism, Caesars will withhold any identifiable winnings, including jackpots, from identified self-excluded patrons and donate these funds to an appropriate governmental or non-profit responsible gaming research or treatment organization, in accordance with applicable law.

Removal of Excluded Persons from Venue

All CMS users are trained to contact appropriate personnel if an excluded person is identified during a transaction. If under these or any other circumstances an excluded customer is identified at Caesars, a Responsible Gaming Ambassador should be notified to review paperwork reinforcing the exclusion agreement with the individual. The customer should be removed from the property, the Gaming Commission should be notified, if applicable, and an incident report should be created. Consistent with Caesars training, such removal shall be done as swiftly as possible without creating any undue hardship upon the individual or other patrons of the casino.

Responsible Gaming Log Entries/Reporting

In order to support the responsible gaming program, Caesars made a significant investment in technology. In addition to preventing prohibited transactions for restricted or excluded patrons, RG2 supports the policy of reporting customer comments that cause concern. RG2 contains a database of information regarding comments by customers that caused concerns on the part of the employees, as well as actions taken as a result of the report. This database of information is available company-wide to all Responsible Gaming Ambassadors, and assists these individuals in making decisions whether or not to have a conversation with a customer regarding the company's concern that the customer may not be gambling responsibly. The utility of RG2 also includes the ability to audit the success of the program to ensure that comments are being reported by employees, that Responsible Gaming Ambassadors are having conversations with customers based on these reports and provides details on the outcome of those conversations.

Attachments:

- X.A.1_A1 Know When to Stop poster
- X.A.1_A2 Know When to Stop brochure
- X.A.1_A3 Golden Years brochure
- X.A.1_A4 Understanding the Odds brochure

Attachment X.A.1_A1

RESPONSIBLE GAMING MEANS:

Knowing when to stop

At Caesars, we're committed to responsible gaming. If you would like to restrict your credit, check cashing, mail, or casino play privileges, just ask any employee for more information.

WHEN GAMBLING

MIGHT BE A PROBLEM:

- Gambling makes home life unhappy.
- Gambling to escape worry or trouble.
- Gambling to obtain money for debts.
- Considering or committing an illegal act to finance gambling.
- Feeling remorse after gambling.
- Changing sleeping or eating habits due to gambling.
- Losing work time due to gambling.
- Borrowing to finance gambling.
- Considering harming yourself as a result of gambling.

Responsible Gaming

Is Our Business.® If you think you or someone you care about may have a gambling problem, call **1-800-522-4700**. All calls are confidential.



YOU MUST BE 21 OR OLDER TO GAMBLE

©2012 Caesars License Company, LLC.



IT'S WHO WE ARE



Attachment X.A.1_A2

More than two decades ago,
 we became the **first**
 casino company to create
 a **responsible gaming**
 program.

At Caesars, we want to make
 sure all of our customers have
 a **great time**. That's why
 we educate our employees
 about responsible gaming, and
 encourage our customers
 to **play responsibly**.

Caesars cares about its customers,
 and is leading the industry in
 encouraging responsible gaming.
 That's why we created the Caesars
 Code of Commitment. It's a
 public pledge to our guests,
 our employees, our communities,
 and the environment that we will
 honor the trust they have
 placed in us. For more
 information, go to:

[www.caesars.com/corporate/
 about-us-code-of-commitment.html](http://www.caesars.com/corporate/about-us-code-of-commitment.html)

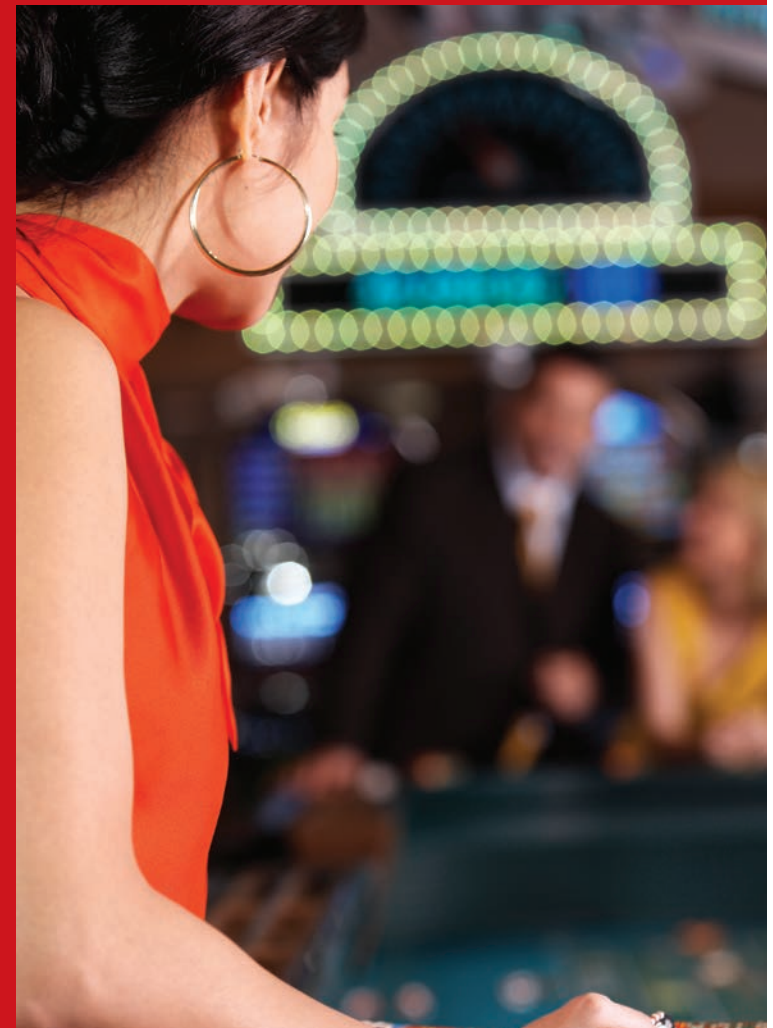
Responsible Gaming Is Our Business.*
 If you think you or someone you care
 about may have a gambling problem,
 call 1-800-522-4700.



YOU MUST BE 21 OR OLDER TO GAMBLE
 ©2012, Caesars License Company, LLC.

CAESARS ENTERTAINMENT

RESPONSIBLE GAMING MEANS:
**Knowing
 when to stop**



IT'S WHO WE ARE





At Caesars, we want all of our customers to enjoy casino gaming as a planned and budgeted entertainment option — like an evening out for dinner, the theater, or a sporting event. We recognize, though, that a small percentage of people may have problems gambling responsibly.

This brochure contains a number of key questions to ask yourself and your loved ones to help identify potential signs of a problem.

Caesars has programs in place that allow a customer to restrict certain casino privileges, such as credit, check cashing, mail, or casino play. Please contact any employee if you are interested in entering these programs. And if you think you or someone you care about may have a gambling problem, call 1-800-522-4700.

WHEN MIGHT GAMBLING BE A PROBLEM?

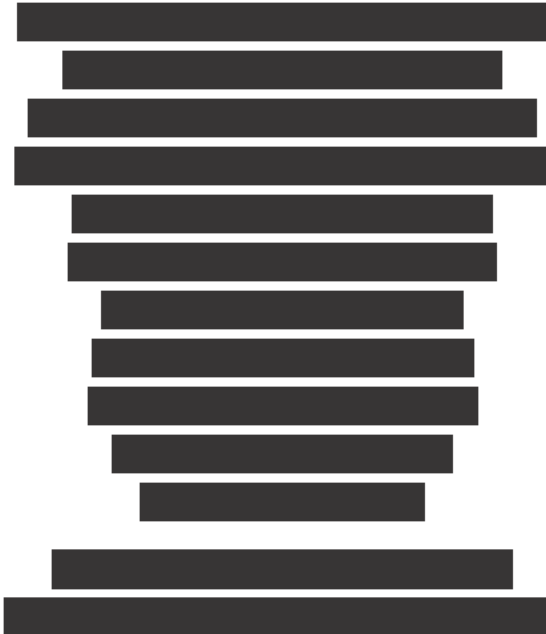
While the following is not a diagnostic test and should not be used as such, many people who have called gambling help lines have answered yes to one or more of the following questions.

1. Do you lose time from work due to gambling?
2. Is gambling making your home life unhappy?
3. Is gambling affecting your reputation?
4. Have you ever felt remorse after gambling?
5. Do you ever gamble to get money to help pay debts or to otherwise solve financial difficulties?
6. Does gambling cause a decrease in your ambition or efficiency?
7. After losing, do you feel you must return as soon as possible and win back your losses?
8. After a win, do you have a strong urge to return and win more?
9. Do you often gamble until your last dollar is gone?
10. Do you ever borrow to finance your gambling?
11. Have you ever sold any real or personal property to finance gambling?
12. Are you reluctant to use “gambling money” for normal expenditures?
13. Does gambling make you careless of the welfare of your family?
14. Do you ever gamble longer than you had planned?
15. Do you ever gamble to escape worry or trouble?
16. Have you ever committed or considered committing an illegal act to finance gambling?
17. Does gambling cause you to have difficulty in sleeping?
18. Do arguments, disappointments, or frustrations create an urge to gamble?
19. Do you have an urge to celebrate any good fortune by a few hours of gambling?
20. Have you ever considered self-destruction as a result of your gambling?

Attachment X.A.1_A3

Never gamble when it interferes with work or family responsibilities, when in recovery for addictive disorders or dependencies, when the form of gambling is illegal, or when trying to make up for prior gambling losses.

6. Excessive use of alcohol when gambling can be risky. Irresponsibly using alcohol can affect a person’s judgement and interfere with the ability to adhere to predetermined limits.



Responsible Gaming Is Our Business.[®]
If you think you or someone you care about may have a gambling problem, call 1-800-522-4700.



YOU MUST BE 21 OR OLDER TO GAMBLE
©2012, Caesars License Company, LLC.

CAESARS ENTERTAINMENT

RESPONSIBLE GAMING MEANS:
Keeping your golden years golden



IT'S WHO WE ARE



IT'S WHO WE ARE



You've worked hard your whole life, and now you're enjoying the fruits of your labor—your **retirement**. It's a special time to **enjoy** your loved ones and your hobbies.

You have much more time to **enjoy**—time you can use to read, take walks, fish, golf, play cards, travel, explore new places, go to the movies, even volunteer around town. **Visiting a casino** is another activity that many seniors find enjoyable. There's an exciting atmosphere, and an occasional night out **gambling** can be **fun** and **exhilarating**.

But, as with many other things in life, it's possible to get too much of a good thing. **Moderation** is the key for all who gamble, regardless of age. **Gambling responsibly** means keeping it fun.

CHARACTERISTICS OF RESPONSIBLE GAMING

Most adult gamblers are social gamblers—they do it for fun and entertainment. Experts agree that casual gambling with affordable wagers can be a harmless, enjoyable pastime. Responsible gamblers understand that gambling entails risk. That's why gambling responsibly means setting predetermined, acceptable limits.

People who set responsible limits are gambling with funds they can afford to lose. Those limits differ from person to person, according to their financial situations. Setting those limits—and sticking to

them—is crucial, especially for people living on fixed incomes.

You can establish your own limits and provide direction to others by developing a set of personal guidelines to determine whether, when and how much to gamble.

1. The decision to gamble is a personal choice. No one should feel pressure to gamble—from other people or themselves.
2. Gambling is not essential for having a good time. Gambling should not be perceived as necessary to have fun.
3. Limits should be set before you start to gamble. Money spent on gambling should be considered the cost of entertainment for the evening. People should only

gamble with money they can afford to lose. A person who chooses to gamble should set an absolute time and monetary limit, and stick with it.

4. Borrowing money to gamble is a bad idea. Borrowing money from friends, relatives, or any other source with the intention of repaying with gambling winnings is always high-risk, and should be avoided.
5. There are times when people should not gamble. Certain emotional states can heighten the risk of gambling. Avoid gambling when feeling lonely, angry, depressed or under stress, or when coping with the death of a loved one. Similarly, gambling should not be used as a way to solve personal or family problems, or to impress others.

Attachment X.A.1_A4

GOVERNMENT REGULATION

While some people believe that casinos can “rig” slot machines and other games, the reality is that the actions of every casino in the United States are tightly controlled by regulatory agencies, which ensure that all the games are fair and determined by chance. Slot machines must meet stringent technical and operating standards, including specific payout percentages, before they ever reach the casino floor.

For more information, visit the American Gaming Association website at www.americangaming.org.



CASINO HOUSE ADVANTAGE AND EXPECTED LOSS

	House Advantage	For every \$100 bet, the player can expect to lose...
BACCARAT		
Player/Banker	1.1%-1.2%	\$1.10-\$1.20
Tie	14.4%	\$14.40
BLACKJACK		
	0.5%-1.5%	50¢-\$1.50
CRAPS		
Pass/Don't Pass	1.4%	\$1.40
Prop Bets	10%-16.7%	\$10-\$16.70
KENO AND SPORTS		
Keno 1-15 Spots	25%-30%	\$25-\$30
Video Keno	8%-15%	\$8-\$15
Sports Betting (Bet \$11/Win \$10)	4.5%	\$4.50
ROULETTE		
Single Zero	2.7%	\$2.70
Double Zero	5.3%	\$5.30
REELS		
Nickel Slots	7%-12%	\$7-\$12
Quarter Slots	5%-10%	\$5-\$10
Dollar Slots	2.5%-6%	\$2.50-\$6
VIDEO POKER		
	0.5%-5%	50¢-\$5

Note: For games with strategic decisions (e.g., blackjack, video poker), an “average player” strategy is assumed. For games in which rule/pay variations exist (for example, slot machines), a typical offering is assumed although an operator may, subject to governmental requirements, provide for a greater or lower house advantage. The information in this brochure is provided for the purposes of illustration only. Actual house advantages and hold percentages may vary.

Caesars cares about its customers, and is leading the industry in encouraging responsible gaming. That’s why we created the Caesars Code of Commitment. It’s a public pledge to our guests, our employees, our communities, and the environment that we will honor the trust they have placed in us. For more information, go to:

www.caesars.com/corporate/about-us-code-of-commitment.html

Responsible Gaming Is Our Business.®
If you think you or someone you care about may have a gambling problem, call 1-800-522-4700.



YOU MUST BE 21 OR OLDER TO GAMBLE
©2012, Caesars License Company, LLC.

THE HOUSE ADVANTAGE: A guide to understanding the odds



IT'S WHO WE ARE



Whether you play slots, craps, blackjack, roulette or any other game in a casino, it is important to remember that games of chance are based on random outcomes and always favor the casino. These games of chance are a form of entertainment, at a price to you, the player. Casino gaming should **not** be considered a way to make money.

This booklet provides information about the advantage the casino has in various games — also known as the “house advantage.” Beyond mathematical probabilities, it covers other factors a player should take into account, such as the amount wagered, length of time spent playing a game and, to a degree, the level of a player’s skill at certain games. Finally, the booklet discusses some of the common myths associated with gambling that should be understood before betting on any casino games.

UNDERSTANDING THE HOUSE ADVANTAGE

Casino games are designed with a house advantage. Mathematically, the house advantage is a measure of how much the house expects to win, expressed as a percentage of the player’s wager. For example, in a wager with a house advantage of 5 percent, the player will lose, on average over time, \$5 for every \$100 wagered. House advantages vary by region, casino and game. In some games, player betting or skill decisions can affect the house advantage, but it’s important to keep in mind that the house always has some advantage against the typical player.



We encourage you to play responsibly by betting within your limits and by recognizing that over time, the house will come out ahead.

OTHER FACTORS BEHIND WINNING AND LOSING

While the house advantage is useful for understanding the casino’s expected win (or a player’s expected loss) per bet, there are other factors that can influence the amount a player might spend when gambling in a casino.

Length of Time Played, Speed of Play and Amount Wagered: Because the odds always favor the house, the longer or faster a person plays a casino game, the more the person should expect to lose. In the same way, the more a person wagers, the more the person should expect to lose. For instance, if the “hold percentage” (or house advantage) for a typical slot machine is 10 percent, then, on average, a player will win back \$90 for each \$100 wagered. However, if this player then re-wagers the \$90, the player will again win back, on average, 90 percent of the \$90, or \$81. As the betting continues, over time players are more and more likely to lose money, rather than win. An individual may lose more or less than the average, but the machine always comes out ahead in the long run.

Skill: The chances of winning are maximized when games involving an element of skill (in playing or betting) — such as blackjack or video poker — are played at the highest level. However, with few exceptions, it’s important to remember that the house continues to have a statistical advantage in every play of every game, even against a skillful player.

SUPERSTITIONS AND FALSE BELIEFS

It might be fun to imagine that rubbing a rabbit’s foot improves a player’s chances of hitting a jackpot, but the reality is that this “magical thinking” has no impact whatsoever. Cheating aside, there’s nothing a player can do — no ritual and no lucky charm — to influence the outcome of any casino game. Superstitions can’t determine whether a player wins or loses because every casino game — whether it’s blackjack, craps or a slot machine — is based on randomness, or chance.

To understand gambling, it’s also important to understand the concept of “independent events.” Each spin of the wheel or roll of the dice is considered an “independent event,” meaning that the chances of a specific outcome remain the same and are not influenced by previous events. For example, if a player has just rolled snake eyes, the player is no more or less likely on the next roll to get snake eyes again. Slot machines are not any more or less likely to hit a jackpot just because they haven’t hit for a while. A player cannot influence the outcome of traditional slot machine play through any decision-making strategy.

And roulette wheels are no more or less likely to land on red if they have just previously landed on black. So-called gambling “hot streaks” are merely random sequences of events perceived by players to be favorable. Over time, the overall outcome of the game will favor the casino and always approach the house advantage.



Problem Gambling Signage

Promoting responsible gaming is part of the heritage and culture of Caesars. It's the foundation of the Caesars Code of Commitment, which spells out the principles that govern the way the company does business. Caesars long-standing and continuing commitment to responsible gaming is something the company takes great pride in. Caesars position on this issue is clear: Caesars want everyone who gambles at the company's casinos to be there for the right reasons - to simply have fun. Caesars believe that all entities involved in legal wagering have an obligation to promote responsible gaming and address underage gambling.

Caesars, then named Harrah's, pioneered the casino entertainment industry's first responsible gaming efforts over a decade ago when a group of employees formed a task force to study the issue of problem gambling. After months of research, the task force developed the industry's first initiative to help employees, guests, and the public understand the importance of responsible gaming and underage gaming.

Caesars continues to be the casino industry's chief advocate for promoting responsible gaming through the Operation Bet Smart® program. The provision of printed and other material to educate patrons and the general public about problem gambling and responsible gaming, and to inform them about treatment services, is an important feature of Caesars' responsible gaming program. Operation Bet Smart® is the company's collateral, awareness, and outreach program designed to deliver responsible gaming messages to appropriate audiences. At all of the company's casinos, Caesars provide responsible gaming signage on the casino floor and back-of-house so that employees always know where to refer patrons requesting assistance. Caesars also provide responsible gaming information in the casino in brochures and on plasma screens, as well as including helpline phone numbers on all gambling marketing collateral, player cards, and hotel room communications. These communication efforts serve to provide patrons an unobtrusive vehicle for obtaining more information about responsible gaming and seeking assistance.

Caesars will use responsible gaming collateral that has been approved by the Commission, incorporating responsible gaming messaging pursuant to New York regulations and/or other language approved by the Board.

Collateral Materials

Posters – The Company has posters available pertaining to responsible gaming, as well as other responsible gaming-related programs such as prevention of underage gaming and unattended children.

Brochures – The Company has brochures available pertaining to responsible gaming in general, responsible gaming among seniors, and understanding casino odds, as well as other responsible gaming-related programs such as prevention of unattended children. Other Company-approved program brochures may be used as well.



Examples of current Caesars' responsible gaming posters and brochures are provided as attachments. All of these responsible gaming-related program posters and brochures shall be updated to include the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1-877-8-HOPENY).

Placement

The following standards shall be met, or exceeded, in terms of collateral placement:

Table X.A.2

Locations	Posters			Brochures				Stickers/ Plaques/ Wraps (any of the 3 items listed above)	TV Ad
	Know When To Stop	Project 21	Unattended Children	Know When To Stop	Seniors Responsible Gaming	Unattended Children	Odds		
Main/Valet Entrance (3 in 1 combo poster approved)	X	X	X						
Garage Entrance (3 in 1 combo poster approved)	X	X	X						
Turnstile Entrance		X							
All Other Entrances/Exits		X							
All ATMs (FOH)	X (8.5x11)			X				X (when applicable)	
Main Cage	X			X			X		
All Cashier Cages				X					
Credit Offices (Property and shared services)				X					
Total Rewards Center				X	X		X		
VIP Services (Diamond and Seven Star Lounge and cage)				X					
Concierge				X					
Arcade			X				X		
Pool (if not age restricted)			X						
Hotel Lobby			X				X		
Hotel Rooms (in- room TV channel)									X



Back Of House	X	X	X	X	X	X	X		
Fast Cash and Bill Breaker machines								X	
Casino Floor (non-audio plasma spots)	X	X	X						

Signage shall be prominently placed within 50 feet of each entrance and exit of the facility, and within 50 feet of each ATM, cash dispensing, or change machine in each facility.

The posters do not have to be on every floor of the garage. The posters shall, where applicable, be located in the main entryway leading from all levels of the garage into the casino.

For entrances other than those specified, the Project 21 poster is not mandatory. Having a state gaming law fixture, a placard, or an etching on the door indicating the legal age to gamble can fulfill the requirement.

An 8 ½ X 11 version of the poster is acceptable for the ATM requirement, as well as one brochure holder in between two ATMs in a row of ATMs.

The responsible gaming TV Ad is required to be looped onto the in-room TV channel. If the responsible gaming TV Ad is not looped onto the in-room TV channel, then RG brochures will need to be in hotel rooms or casino floor plasma spots will need to be aired on the in-room TV.

Stickers/Plaques – Stickers/Plaques containing the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1-877-8-HOPENY) helpline number, or applicable state specific helpline number, shall be placed on all fast cash machines and bill breakers.

State Gaming Laws Fixture – A permanent sign or fixture that explains state gaming laws for minors (e.g. “State Gaming Laws prohibit anyone under the age of 21 from entering gaming areas.”) shall be displayed at all entrances to the casino.

Employee Newsletter – Articles relating to responsible gaming, underage gambling, or unattended children shall be included at least quarterly in the property newsletter. The newsletter shall contain the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1-877-8-HOPENY) number.

Employee Bulletin Board – A Responsible Gaming bulletin board shall be maintained back-of-the-house. The purpose of the board is to serve as a communication vehicle for all current news and information related to responsible gaming. This board may include the following:

Workforce Enhancement
Factors

X.A.2.



1. Any news articles – print media and employee publications
2. Local referral services
3. EAP number
4. Gamblers Anonymous meeting schedule
5. Responsible Gaming committee activities and announcements
6. Responsible Gaming Posters (8 1/2" x 11")

Helpline Number – The New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1-877-8-HOPENY) helpline number, or an applicable state or local specific helpline number, shall be printed on all gaming-specific print and direct mail collateral, marketing and promotional materials. Also, the helpline number shall be posted on credit applications. PBX operators shall be instructed to refer callers to this number if they are seeking information and assistance.

A sample of a PBX operator script is as follows:

If a person calls and asks for information about a gambling problem for himself or herself or for someone else, PBX operator should respond:

“The New York State Office of Alcoholism and Substance Abuse Services has a 24 hour a day HOPEline that will refer you to someone in your area who can help. You should call (1-877-8-HOPENY) <or insert jurisdictionally appropriate number>.”

If the caller is interested in being self-restricted or self-excluded from Caesars’ properties, the PBX operator shall respond:

“Please call the Caesars self-restriction and self-exclusion line at 1-800-694-9960 and a form can be mailed to you. These forms can also be picked up at any Caesars property.”

In addition to on-property collateral material, a select group of employees at each property known as Responsible Gaming Ambassadors (RGAs) will receive reports of employee concerns and are empowered to conduct conversations about these concerns with customers. The RGAs will be providing responsible gaming information to customers while discussing options available for assistance.



Attachments:

- X.A.2_A1 Know When to Stop poster
- X.A.2_A2 Know When to Stop brochure
- X.A.2_A3 Golden Years brochure
- X.A.2_A4 Understanding the Odds brochure
- X.A.2_A5 Project 21 poster
- X.A.2_A6 Unattended Children poster
- X.A.2_A7 Unattended Children brochure
- X.A.2_A8 Combined poster
- X.A.2_A9 Know When to Stop plasma (Digital only)
- X.A.2_A10 Project 21 plasma (Digital only)
- X.A.2_A11 RG TV ad (Digital only)
- X.A.2_A12 Unattended Children plasma (Digital only)

Attachment X.A.2_A1

RESPONSIBLE GAMING MEANS:

Knowing when to stop

At Caesars, we're committed to responsible gaming. If you would like to restrict your credit, check cashing, mail, or casino play privileges, just ask any employee for more information.

WHEN GAMBLING

MIGHT BE A PROBLEM:

- Gambling makes home life unhappy.
- Gambling to escape worry or trouble.
- Gambling to obtain money for debts.
- Considering or committing an illegal act to finance gambling.
- Feeling remorse after gambling.
- Changing sleeping or eating habits due to gambling.
- Losing work time due to gambling.
- Borrowing to finance gambling.
- Considering harming yourself as a result of gambling.

Responsible Gaming

Is Our Business.® If you think you or someone you care about may have a gambling problem, call **1-800-522-4700**. All calls are confidential.



YOU MUST BE 21 OR OLDER TO GAMBLE

©2012 Caesars License Company, LLC.



IT'S WHO WE ARE



Attachment X.A.2_A2

More than two decades ago,
 we became the **first**
 casino company to create
 a **responsible gaming**
 program.

At Caesars, we want to make
 sure all of our customers have
 a **great time**. That's why
 we educate our employees
 about responsible gaming, and
 encourage our customers
 to **play responsibly**.

Caesars cares about its customers,
 and is leading the industry in
 encouraging responsible gaming.
 That's why we created the Caesars
 Code of Commitment. It's a
 public pledge to our guests,
 our employees, our communities,
 and the environment that we will
 honor the trust they have
 placed in us. For more
 information, go to:

[www.caesars.com/corporate/
 about-us-code-of-commitment.html](http://www.caesars.com/corporate/about-us-code-of-commitment.html)

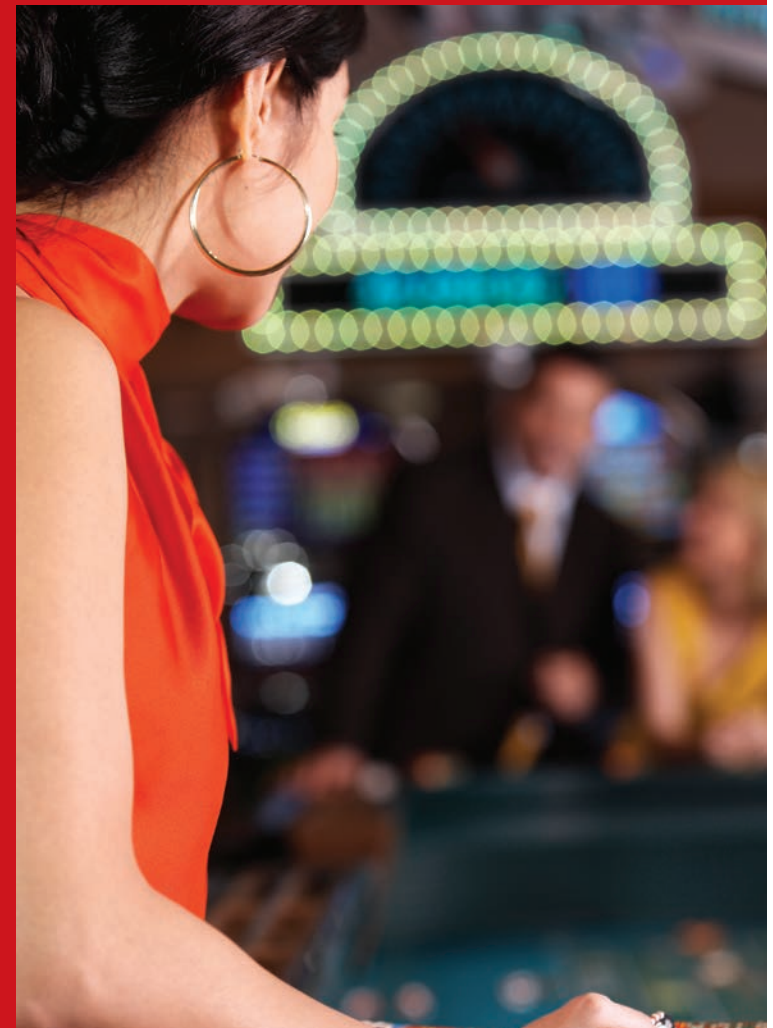
Responsible Gaming Is Our Business.*
 If you think you or someone you care
 about may have a gambling problem,
 call 1-800-522-4700.



YOU MUST BE 21 OR OLDER TO GAMBLE
 ©2012, Caesars License Company, LLC.

CAESARS ENTERTAINMENT

RESPONSIBLE GAMING MEANS:
**Knowing
 when to stop**



IT'S WHO WE ARE





At Caesars, we want all of our customers to enjoy casino gaming as a planned and budgeted entertainment option — like an evening out for dinner, the theater, or a sporting event. We recognize, though, that a small percentage of people may have problems gambling responsibly.

This brochure contains a number of key questions to ask yourself and your loved ones to help identify potential signs of a problem.

Caesars has programs in place that allow a customer to restrict certain casino privileges, such as credit, check cashing, mail, or casino play. Please contact any employee if you are interested in entering these programs. And if you think you or someone you care about may have a gambling problem, call 1-800-522-4700.

WHEN MIGHT GAMBLING BE A PROBLEM?

While the following is not a diagnostic test and should not be used as such, many people who have called gambling help lines have answered yes to one or more of the following questions.

1. Do you lose time from work due to gambling?
2. Is gambling making your home life unhappy?
3. Is gambling affecting your reputation?
4. Have you ever felt remorse after gambling?
5. Do you ever gamble to get money to help pay debts or to otherwise solve financial difficulties?
6. Does gambling cause a decrease in your ambition or efficiency?
7. After losing, do you feel you must return as soon as possible and win back your losses?
8. After a win, do you have a strong urge to return and win more?
9. Do you often gamble until your last dollar is gone?
10. Do you ever borrow to finance your gambling?
11. Have you ever sold any real or personal property to finance gambling?
12. Are you reluctant to use “gambling money” for normal expenditures?
13. Does gambling make you careless of the welfare of your family?
14. Do you ever gamble longer than you had planned?
15. Do you ever gamble to escape worry or trouble?
16. Have you ever committed or considered committing an illegal act to finance gambling?
17. Does gambling cause you to have difficulty in sleeping?
18. Do arguments, disappointments, or frustrations create an urge to gamble?
19. Do you have an urge to celebrate any good fortune by a few hours of gambling?
20. Have you ever considered self-destruction as a result of your gambling?

Attachment X.A.2_A3

Never gamble when it interferes with work or family responsibilities, when in recovery for addictive disorders or dependencies, when the form of gambling is illegal, or when trying to make up for prior gambling losses.

- 6. Excessive use of alcohol when gambling can be risky. Irresponsibly using alcohol can affect a person's judgement and interfere with the ability to adhere to predetermined limits.

Caesars has programs in place that allow a customer to restrict certain casino privileges, such as credit, check cashing, mail, or casino play. Please contact any employee if you are interested in entering these programs. And if you think you or someone you care about may have a gambling problem, call 1-800-522-4700.



IT'S WHO WE ARE



Caesars cares about its customers, and is leading the industry in encouraging responsible gaming. That's why we created the Caesars Code of Commitment. It's a public pledge to our guests, our employees, and our communities that we will honor the trust they have placed in us. For more information, go to:

www.caesars.com/corporate/about-us-code-of-commitment.html

Responsible Gaming Is Our Business.[®]
If you think you or someone you care about may have a gambling problem, call 1-800-522-4700.



CAESARS ENTERTAINMENT[®]



YOU MUST BE 21 OR OLDER TO GAMBLE
©2012, Caesars License Company, LLC.

CAESARS ENTERTAINMENT

RESPONSIBLE GAMING MEANS:
Keeping your golden years golden



IT'S WHO WE ARE



You've worked hard your whole life, and now you're enjoying the fruits of your labor—your **retirement**. It's a special time to **enjoy** your loved ones and your hobbies.

You have much more time to **enjoy**—time you can use to read, take walks, fish, golf, play cards, travel, explore new places, go to the movies, even volunteer around town. **Visiting a casino** is another activity that many seniors find enjoyable. There's an exciting atmosphere, and an occasional night out **gambling** can be **fun** and **exhilarating**.

But, as with many other things in life, it's possible to get too much of a good thing. **Moderation** is the key for all who gamble, regardless of age. **Gambling responsibly** means keeping it fun.

CHARACTERISTICS OF RESPONSIBLE GAMING

Most adult gamblers are social gamblers—they do it for fun and entertainment. Experts agree that casual gambling with affordable wagers can be a harmless, enjoyable pastime. Responsible gamblers understand that gambling entails risk. That's why gambling responsibly means setting predetermined, acceptable limits.

People who set responsible limits are gambling with funds they can afford to lose. Those limits differ from person to person, according to their financial situations. Setting those limits—and sticking to

them—is crucial, especially for people living on fixed incomes.

You can establish your own limits and provide direction to others by developing a set of personal guidelines to determine whether, when and how much to gamble.

1. The decision to gamble is a personal choice. No one should feel pressure to gamble—from other people or themselves.
2. Gambling is not essential for having a good time. Gambling should not be perceived as necessary to have fun.
3. Limits should be set before you start to gamble. Money spent on gambling should be considered the cost of entertainment for the evening. People should only

gamble with money they can afford to lose. A person who chooses to gamble should set an absolute time and monetary limit, and stick with it.

4. Borrowing money to gamble is a bad idea. Borrowing money from friends, relatives, or any other source with the intention of repaying with gambling winnings is always high-risk, and should be avoided.
5. There are times when people should not gamble. Certain emotional states can heighten the risk of gambling. Avoid gambling when feeling lonely, angry, depressed or under stress, or when coping with the death of a loved one. Similarly, gambling should not be used as a way to solve personal or family problems, or to impress others.

Attachment X.A.2_A4

GOVERNMENT REGULATION

While some people believe that casinos can “rig” slot machines and other games, the reality is that the actions of every casino in the United States are tightly controlled by regulatory agencies, which ensure that all the games are fair and determined by chance. Slot machines must meet stringent technical and operating standards, including specific payout percentages, before they ever reach the casino floor.

For more information, visit the American Gaming Association website at www.americangaming.org.



CASINO HOUSE ADVANTAGE AND EXPECTED LOSS

	House Advantage	For every \$100 bet, the player can expect to lose...
BACCARAT		
Player/Banker	1.1%-1.2%	\$1.10-\$1.20
Tie	14.4%	\$14.40
BLACKJACK		
	0.5%-1.5%	50¢-\$1.50
CRAPS		
Pass/Don't Pass	1.4%	\$1.40
Prop Bets	10%-16.7%	\$10-\$16.70
KENO AND SPORTS		
Keno 1-15 Spots	25%-30%	\$25-\$30
Video Keno	8%-15%	\$8-\$15
Sports Betting (Bet \$11/Win \$10)	4.5%	\$4.50
ROULETTE		
Single Zero	2.7%	\$2.70
Double Zero	5.3%	\$5.30
REELS		
Nickel Slots	7%-12%	\$7-\$12
Quarter Slots	5%-10%	\$5-\$10
Dollar Slots	2.5%-6%	\$2.50-\$6
VIDEO POKER		
	0.5%-5%	50¢-\$5

Note: For games with strategic decisions (e.g., blackjack, video poker), an “average player” strategy is assumed. For games in which rule/pay variations exist (for example, slot machines), a typical offering is assumed although an operator may, subject to governmental requirements, provide for a greater or lower house advantage. The information in this brochure is provided for the purposes of illustration only. Actual house advantages and hold percentages may vary.

Caesars cares about its customers, and is leading the industry in encouraging responsible gaming. That’s why we created the Caesars Code of Commitment. It’s a public pledge to our guests, our employees, our communities, and the environment that we will honor the trust they have placed in us. For more information, go to:

www.caesars.com/corporate/about-us-code-of-commitment.html

Responsible Gaming Is Our Business.®
If you think you or someone you care about may have a gambling problem, call 1-800-522-4700.



YOU MUST BE 21 OR OLDER TO GAMBLE
©2012, Caesars License Company, LLC.

THE HOUSE ADVANTAGE: A guide to understanding the odds



IT'S WHO WE ARE



Whether you play slots, craps, blackjack, roulette or any other game in a casino, it is important to remember that games of chance are based on random outcomes and always favor the casino. These games of chance are a form of entertainment, at a price to you, the player. Casino gaming should **not** be considered a way to make money.

This booklet provides information about the advantage the casino has in various games — also known as the “house advantage.” Beyond mathematical probabilities, it covers other factors a player should take into account, such as the amount wagered, length of time spent playing a game and, to a degree, the level of a player’s skill at certain games. Finally, the booklet discusses some of the common myths associated with gambling that should be understood before betting on any casino games.

UNDERSTANDING THE HOUSE ADVANTAGE

Casino games are designed with a house advantage. Mathematically, the house advantage is a measure of how much the house expects to win, expressed as a percentage of the player’s wager. For example, in a wager with a house advantage of 5 percent, the player will lose, on average over time, \$5 for every \$100 wagered. House advantages vary by region, casino and game. In some games, player betting or skill decisions can affect the house advantage, but it’s important to keep in mind that the house always has some advantage against the typical player.



We encourage you to play responsibly by betting within your limits and by recognizing that over time, the house will come out ahead.

OTHER FACTORS BEHIND WINNING AND LOSING

While the house advantage is useful for understanding the casino’s expected win (or a player’s expected loss) per bet, there are other factors that can influence the amount a player might spend when gambling in a casino.

Length of Time Played, Speed of Play and Amount Wagered: Because the odds always favor the house, the longer or faster a person plays a casino game, the more the person should expect to lose. In the same way, the more a person wagers, the more the person should expect to lose. For instance, if the “hold percentage” (or house advantage) for a typical slot machine is 10 percent, then, on average, a player will win back \$90 for each \$100 wagered. However, if this player then re-wagers the \$90, the player will again win back, on average, 90 percent of the \$90, or \$81. As the betting continues, over time players are more and more likely to lose money, rather than win. An individual may lose more or less than the average, but the machine always comes out ahead in the long run.

Skill: The chances of winning are maximized when games involving an element of skill (in playing or betting) — such as blackjack or video poker — are played at the highest level. However, with few exceptions, it’s important to remember that the house continues to have a statistical advantage in every play of every game, even against a skillful player.

SUPERSTITIONS AND FALSE BELIEFS

It might be fun to imagine that rubbing a rabbit’s foot improves a player’s chances of hitting a jackpot, but the reality is that this “magical thinking” has no impact whatsoever. Cheating aside, there’s nothing a player can do — no ritual and no lucky charm — to influence the outcome of any casino game. Superstitions can’t determine whether a player wins or loses because every casino game — whether it’s blackjack, craps or a slot machine — is based on randomness, or chance.

To understand gambling, it’s also important to understand the concept of “independent events.” Each spin of the wheel or roll of the dice is considered an “independent event,” meaning that the chances of a specific outcome remain the same and are not influenced by previous events. For example, if a player has just rolled snake eyes, the player is no more or less likely on the next roll to get snake eyes again. Slot machines are not any more or less likely to hit a jackpot just because they haven’t hit for a while. A player cannot influence the outcome of traditional slot machine play through any decision-making strategy.

And roulette wheels are no more or less likely to land on red if they have just previously landed on black. So-called gambling “hot streaks” are merely random sequences of events perceived by players to be favorable. Over time, the overall outcome of the game will favor the casino and always approach the house advantage.

Attachment X.A.2_A5

RESPONSIBLE GAMING MEANS:

You must be at least 21 to gamble

This casino does
not allow underage
gambling.

Any person under
the age of 21 found
gambling in the
casino is subject
to arrest and
prosecution.

If you think you or
someone you care
about may have a
gambling problem,
call 1-800-522-4700.
All calls are confidential.

We Care. We Card.®



YOU MUST BE 21 OR OLDER TO GAMBLE
©2012 Caesars License Company, LLC.



IT'S WHO WE ARE



Attachment X.A.2_A6

RESPONSIBLE GAMING MEANS:

Don't leave your kids unattended



Keeping an eye on your children when you're in a casino is just as important as knowing where they are at a baseball game or at the mall.

So help keep your children safe by not leaving them unattended. And remember, children are not allowed to loiter on the gaming floors, or even accompany a parent who is gambling on a casino floor.

Responsible Gaming Is Our Business.® If you think you or someone you care about may have a gambling problem, call **1-800-522-4700**. All calls are confidential.



YOU MUST BE 21 OR OLDER TO GAMBLE
©2012 Caesars License Company, LLC.



IT'S WHO WE ARE



Attachment X.A.2_A7

You wouldn't leave your
child alone in a shopping mall
or at a baseball game. It should
be no different in a casino.

At Caesars, **responsible**
gaming means making sure
that parents understand
the importance of
supervising their
children at all times.

Caesars cares about its customers,
and is leading the industry in
encouraging responsible gaming.
That's why we created the Caesars
Code of Commitment. It's a
public pledge to our guests,
our employees, our communities,
and the environment that we will
honor the trust they have
placed in us. For more
information, go to:

[www.caesars.com/corporate/
about-us-code-of-commitment.html](http://www.caesars.com/corporate/about-us-code-of-commitment.html)

Responsible Gaming Is Our Business.®
If you think you or someone you care
about may have a gambling problem,
call 1-800-522-4700.



YOU MUST BE 21 OR OLDER TO GAMBLE
©2012, Caesars License Company, LLC.

CAESARS ENTERTAINMENT

RESPONSIBLE GAMING MEANS:

Don't leave your kids unattended



IT'S WHO WE ARE





Caesars works hard to provide a fun, exciting environment for all of our customers.

We want you to enjoy your stay at our casinos. But it's important to remember that casinos are just like any other public place, and children must never be left alone. That means parents need to be responsible for supervising their children at all times.

If your child becomes lost or missing during your hotel-casino visit, make sure you notify casino personnel immediately.

UNDERSTANDING THE RULES

Caesars places the highest priority on the enforcement of all laws and regulations pertaining to underage gambling and drinking. Since parents must be responsible for the safety and behavior of their children, it is critical that they understand these laws.

That's why Caesars follows these policies.

- We adhere to all local curfews and laws. Hotel guests traveling with minors should inquire about these laws at check-in.
- Employees working in appropriate areas receive training in handling situations involving unattended children, underage gambling, and alcohol consumption.
- If a child or minor appears to be without appropriate supervision, or in violation of local curfews or other laws, security or appropriate personnel will be

contacted and will remain with the child while reasonable steps are taken to locate the parent or responsible adult on property or by telephone. If efforts to reunite the child or minor with the parent or responsible adult are unsuccessful, security personnel will contact an appropriate third party, such as the police department or department of youth services, and release the child or minor to their care.

- We adhere to all laws regarding unattended children, underage gambling, and consumption and purchase of alcoholic beverages.

Children are not allowed to loiter on the gaming floor, or accompany a parent who is gambling. Please ask a security guard to find out more about local laws.

Attachment X.A.2_A8

Caesars Entertainment Proudly Supports Responsible Gaming

RESPONSIBLE GAMING MEANS:

Knowing when to stop



At Caesars, we're committed to responsible gaming. If you would like to restrict your credit, check cashing, mail, or casino play privileges, just ask any employee for more information.

WHEN GAMBLING MIGHT BE A PROBLEM:

- Gambling makes home life unhappy.
- Gambling to escape worry or trouble.
- Gambling to obtain money for debts.
- Considering or committing an illegal act to finance gambling.
- Feeling remorse after gambling.
- Changing sleeping or eating habits due to gambling.
- Losing work time due to gambling.
- Borrowing to finance gambling.
- Considering harming yourself as a result of gambling.

Responsible Gaming Is Our Business. If you think you or someone you care about may have a gambling problem, call 1-800-522-4700. All calls are confidential.

CAESARS Harrah's HORSESHOE
BALLY'S Flamingo ANNUNCIUS THE QUAD SHOWBOAT ROADHOUSE
HOT SPOT THISTLEDOWN BLUEGRASS DOWNS

YOU MUST BE 21 OR OLDER TO GAMBLE
©2012 Caesars License Company, LLC.

IT'S WHO WE ARE
CAESARS CODE OF COMMITMENT

RESPONSIBLE GAMING MEANS:

You must be at least 21 to gamble



This casino does not allow underage gambling.

Any person under the age of 21 found gambling in the casino is subject to arrest and prosecution.

If you think you or someone you care about may have a gambling problem, call 1-800-522-4700. All calls are confidential.

We Care. We Card.

YOU MUST BE 21 OR OLDER TO GAMBLE
©2012 Caesars License Company, LLC.

CAESARS Harrah's HORSESHOE
BALLY'S Flamingo ANNUNCIUS THE QUAD SHOWBOAT ROADHOUSE
HOT SPOT THISTLEDOWN BLUEGRASS DOWNS

IT'S WHO WE ARE
CAESARS CODE OF COMMITMENT

RESPONSIBLE GAMING MEANS:

Don't leave your kids unattended



Keeping an eye on your children when you're in a casino is just as important as knowing where they are at a baseball game or at the mall.

So help keep your children safe by not leaving them unattended. And remember, children are not allowed to loiter on the gaming floors, or even accompany a parent who is gambling on a casino floor.

Responsible Gaming Is Our Business. If you think you or someone you care about may have a gambling problem, call 1-800-522-4700. All calls are confidential.

YOU MUST BE 21 OR OLDER TO GAMBLE
©2012 Caesars License Company, LLC.

CAESARS Harrah's HORSESHOE
BALLY'S Flamingo ANNUNCIUS THE QUAD SHOWBOAT ROADHOUSE
HOT SPOT THISTLEDOWN BLUEGRASS DOWNS

IT'S WHO WE ARE
CAESARS CODE OF COMMITMENT

If you think you or someone you care about may have a gambling problem, call 1-800-522-4700. All calls are confidential.



©2012 Caesars License Company, LLC.



IT'S WHO WE ARE





Identification of Problem Gambling

Caesars believes it is important to create awareness of the issue among both employees and guests. Training is critical to ensuring that employees understand the company's responsible gaming policies and their roles in implementing its components.

When originally formulating the responsible gaming training program in the late 1980s, the company consulted with leading scholars such as Dr. William Eadington, Dr. Julian Taber, and Dr. Henry Lesieur. More recently, Caesars consulted with a new generation of internationally respected researchers, including Dr. Robert Ladouceur, Dr. Carl Braunlich, and Dr. James Whelan, and clinicians in the latest evolution of its responsible gaming training curricula.

Caesars' training emphasizes appropriately responding to customer statements about their gambling and its effects, as an extension of the company's customer care responsibilities, and distinct from formal or informal disordered gambling "assessment" or "diagnosis." As the scholars responsible for the Reno Model explained, "The gambling industry does not have the expertise or responsibility to diagnose or treat clinically individuals with gambling-related harms." Experts that consulted for Caesars on the responsible gaming policies identified no consensus on whether or which behaviors are indicative of problem gambling within the casino environment. Indeed, when one examines the American Psychiatric Association's diagnostic criteria for disordered gambling, one recognizes that they refer either to internal, mental states; or to negative effects on personal, job-related, or family life that are not detectable within casinos or other gaming points-of-sale.

Therefore, Caesars responsible gaming training focuses on verbal behaviors – statements or comments that customers might make, or that others might make about them -- rather than physical behaviors. However, physical, non-verbal behaviors are not ignored. To the extent that physical behavior manifests distress or otherwise disrupts the casino floor, Caesars treat such behaviors as security or customer service issues. If in the course of resolving those issues customers make statements concerning negative effects of gambling, then those statements trigger responsible gaming procedures.

Modules

Caesars currently use three main responsible gaming employee training modules:

Module I – "Responsible Gaming Awareness" – This training is provided to all employees and is required to be completed within 30 days of employment. This module provides an overview of Caesars commitment and leadership on responsible gaming, along with an overview of disordered gambling that emphasizes its complex causes, its prevalence, its impact, and resources that are available to disordered gamblers. Module I also stresses that



gambling addiction is a diagnosis only a trained clinician can provide and distinguishes normal, recreational gambling from disordered gambling.

Module II – “Roles in Responsible Gaming” – This training is provided to all customer contact employees and all supervisors (these individuals also receive Module I training) and is required to be completed within 30 days of employment. This module is more interactive than Module I, delineating the varied roles of front line employees, supervisors and Responsible Gaming Ambassadors (described below in Module III) in implementing Caesars responsible gaming policies. It focuses on the kinds of statements customers might make that should be reported to a supervisor. It emphasizes that ambiguous behaviors are not to be reported, only statements that cause an employee concern that a customer may not be gambling responsibly. The training distinguishes responsible gaming concerns from customer satisfaction and security issues and explains what employees should expect after they report a concern to a supervisor.

Module III – “Responsible Gaming Ambassador Training” – Caesars provide this training to a select group of employees at each property who are empowered to conduct conversations about responsible gaming with customers. These individuals also receive Module I and Module II training. Module III is highly interactive, requiring role-playing and discussions about how to handle various scenarios that may unfold on the casino floor. This module covers how and when to conduct responsible gaming conversations with customers, what kinds of assistance can be offered to customers and information on how to use Caesars’ responsible gaming information technology tools that provide for the entry, viewing, modification and reporting of patron gaming statuses, as well as logging of interactions and exceptions.

Additional Technical Training

Training for Responsible Gaming Chairpersons, Responsible Gaming Administrators and Responsible Gaming Ambassadors also includes technical training on the company’s responsible gaming information technology application (RG2). RG2 is used to record employee reports of statements that caused concern as well as the action taken based on that concern and the outcome of that action. Further, RG2 is utilized to communicate responsible gaming restrictions and exclusions to casino management systems in order to prevent prohibited transactions for responsible gaming restricted or excluded patrons.

To further our efforts to identify responsible gaming excluded patrons, surveillance, security, and Responsible Gaming Chairpersons receive additional training regarding responding to alerts from the responsible gaming identification at the slot machine system (RGID@slots). This training details actions to take once an excluded patron’s player card has been identified as being inserted into a slot machine, as well as how to code these alerts in the casino management system in order to create a record of these incidents and the outcomes.



Specialized responsible gaming training is also provided to other employees, depending on their roles in implementing the company's responsible gaming programs. For example, cashiers are required to check for restrictions and exclusions when processing requests for check cashing, credit card advances and the granting and extension of credit. Total Rewards employees, for example, are trained to check systems for a responsible gaming status before opening an account, reprinting a Total Rewards player card or fulfilling a request for complementaries.

The online content for Modules I, II and the annual refresher, the instructor guide for Module III, RG2 workbooks and RGID@slots training bulletins, as well as examples of various supplemental training and policy manuals related to responsible gaming, are provided as appendices.

Timing

This plan requires that all new employees receive Responsible Gaming Module I and/or Responsible Gaming Module II, as relevant, during the first 30 days of employment. Responsible Gaming Ambassadors are required to complete Module III prior to assuming the duties of an RGA.

Training on Project 21, to prevent underage gambling, and on Unattended Children, to prevent adults from leaving children unattended on property, shall also be provided to appropriate employees during the first 30 days of employment.

In addition, all gaming floor employees are required to complete a refresher session on responsible gaming at least on an annual basis.

Responsible gaming training is reinforced with employees multiple times throughout the year through numerous mechanisms. For example, responsible gaming is used as a topic during employee "buzz sessions," i.e. informal pre-shift meetings. Also, Caesars participates in the AGA-sponsored Responsible Gaming Education Week that occurs annually during the first full week of August and highlights a different aspect of responsible gaming, including employee training.

An example of a buzz session planner is included in the appendix.





All training shall be provided within timetables approved by the Board for the completion of training.



Attachments:

- X.A.3_A1 Module I Responsible Gaming Awareness Training
- X.A.3_A2 Module II Roles in Responsible Gaming Training
- X.A.3_A3 Module III Responsible Gaming Ambassador Training
- X.A.3_A4 Module III Role Play Scenarios
- X.A.3_A5 Responsible Gaming Refresher Training
- X.A.3_A6 RG2 Chair Instructor Guide
- X.A.3_A7 RG2 Responsible Gaming Ambassador Instructor Guide
- X.A.3_A8 RG2 Add Patron Supplement
- X.A.3_A9 RG ID at Slots – Surveillance
- X.A.3_A10 RG ID at Slots – Security
- X.A.3_A11 RG ID at Slots – RG Chairperson
- X.A.3_A12 Responsible Gaming Ambassador Procedures Manual
- X.A.3_A13 Responsible Gaming Policies IT Transactions Manual
- X.A.3_A14 Responsible Gaming Policy Hand-out
- X.A.3_A15 Responsible Gaming Buzz Session Planner

Attachment X.A.3_A1

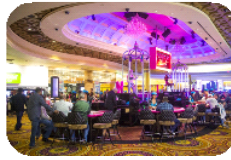
<p>Slide 1 Module 1 Duration: 00:00:05 Advance mode: Auto</p>	<p style="text-align: center;">Module 1</p> 	<p>Notes:</p>
<p>Slide 2  Learning Objectives Duration: 00:00:28 Advance mode: Auto</p>	<p style="text-align: center;">Learning Objectives</p>  <ul style="list-style-type: none"> ❖ Understand how responsible gaming supports our Code of Commitment ❖ Describe our policies regarding underage gambling ❖ Describe our policies regarding unattended children ❖ Define the concept of responsible gaming ❖ Define pathological gambling and where to find help ❖ Describe how our company supports responsible gaming 	<p>Notes:</p> <p>As a result of participating in this training session, you will understand how responsible gaming supports our Code of Commitment. You will be able to describe our policies regarding underage gambling and unattended children. You will be able to define the concept of responsible gaming and provide information on pathological gambling and where to find help. Lastly, you will be able to describe how our company supports responsible gaming.</p>

Slide 3

Code of Commitment and Responsible Gaming

Duration: 00:00:51
Advance mode: Auto

Code of Commitment and Responsible Gaming



Click Attachments to see the Code of Commitment

- ❖ Responsible gaming is important to each of us
- ❖ Not gambling responsibly can seriously affect people's lives and the people around them
- ❖ We are in the business of serving guests who gamble for fun and recreation
- ❖ We only want people who gamble responsibly to play in our casinos



Notes:

Promoting responsible gaming is part of the heritage and culture of our company and is at the heart of everything we do. It's the foundation of our Code of Commitment, and we should all take great pride in our history as an industry leader in responsible gaming efforts.

Responsible gaming is important to each of us because, as you will see, not gambling responsibly can seriously affect peoples' lives and the lives of those around them. We are committed to promoting responsible gaming, and we are in the business of serving guests who gamble for fun and recreation. We want our guests to have fun whenever they visit our casinos, whether they win or lose on any particular occasion. We want to encourage responsible gaming and we only want people who gamble responsibly to play in our casinos.

Slide 4

Project 21: Prevention of Underage Gambling

Duration: 00:04:34
Advance mode: Auto

Notes:

Introduction:

Project 21 is the name of our program for the prevention of underage gambling. Its name comes from the fact that 21 is the legal age to gamble in a U.S. casino. To ensure we abide by the law, we card guests who appear to be under 30 years of age. This section will address how to handle a request for identification and how to determine if an ID card is acceptable.

One of the reasons this issue is so critical is that state law and regulation may impose strict penalties against the company, the underage gambler, and you, the employee. Not only are we subject to stiff penalties but we have an obligation and commitment to our communities and our guests.

Click each tab to learn more.

Request for Identification:

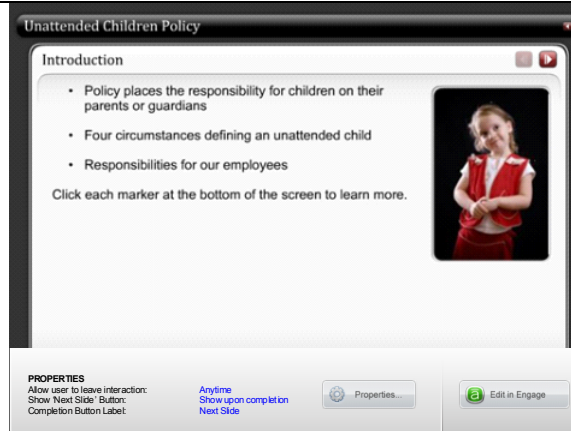
		<p>Anyone who is in the gaming area and appears to be under 30 years of age must be asked to show identification to prove they are 21 years of age or older. There is no exception to this rule. All employees have the responsibility to ask for identification. If it appears to you that a guest is under 30 years of age, approach the guest and identify yourself as an employee. Explain our policy and request identification from the guest.</p> <p>All casino guests, even those underage, must be treated politely and with respect. Remember to smile, use a pleasant tone of voice, make eye contact, and avoid any exaggerated or boastful body language. You need to see the ID, but you don't want to embarrass the guest.</p> <p>Review the identification to determine if the guest is 21 or older. Look for signs of tampering, match the photo to the face of the guest, and ask the guest for their birthday to compare with the birthday on the ID. If the ID is acceptable, thank the guest for their cooperation. If the ID appears altered in any way or not to be valid, ask for a second form of ID. If a second form of ID cannot be produced, is unacceptable, or if the guest is under 21 years of age, contact your supervisor. Any questionable identification should be brought to a Supervisor or above for review. If uncomfortable, the Supervisor or above may reach out to Security or the Cage for a second opinion. No matter what, the Supervisor or above is NOT obligated to accept the ID provided, and can turn the patron away.</p> <p>Acceptable Identification Cards:</p> <p>There are many types of identification that legally prove to us that a guest is 21 years of age or older, but we can only accept specific types. The forms of ID that you can accept are a state drivers license, a department of motor vehicle ID card, a military ID card, a passport, and an immigration and naturalization card. All IDs must be valid, must have a photograph, and must not</p>
--	--	--

		<p>be expired. Keep in mind that we are under no obligation to accept any form of ID.</p> <p>Tips for Conducting an ID Check:</p> <p>Review the identification to determine if the guest is 21 or older. There are valuable tips that you can use when conducting an ID check:</p> <p>Have the person REMOVE the ID from any wallet, checkbook, or holder</p> <p>Hold the ID in your own hands</p> <p>Look for a Raised or Tampered Photograph</p> <p>Compare the photo with the person presenting the ID</p> <p>Check the Birth date and expiration date</p> <p>Make sure the ID has a reflective or holographic image or wording in the laminate</p> <p>Make sure the signature does not appear to be written in original ink</p> <p>Confirm that the card is rigid plastic and is not flimsy</p> <p>Look for alterations, additions and erasures</p> <p>Letters and numbers should be sharp, clear and easy to read</p> <p>Summary:</p> <p>Again, any questionable identification should be brought to a Supervisor or above for review. If uncomfortable, the Supervisor or above may reach out to Security or the Cage for a second opinion. No matter what, the Supervisor or above is NOT obligated to accept the ID provided, and can turn the patron away.</p>
--	--	---

Slide 5 Unattended Children Policy

Duration: 00:02:19

Advance mode: Auto



The screenshot shows a presentation slide titled "Unattended Children Policy" with a subtitle "Introduction". The slide content includes a bulleted list:

- Policy places the responsibility for children on their parents or guardians
- Four circumstances defining an unattended child
- Responsibilities for our employees

Below the list, it says "Click each marker at the bottom of the screen to learn more." To the right of the text is a small image of a young girl in a red vest. At the bottom of the slide, there is a "PROPERTIES" section with the following text:

Allow user to leave interaction: Anytime
Show 'Next Slide' Button: Show upon completion
Completion Button Label: Next Slide

There are also two buttons: "Properties" and "Edit in Engage".

Notes:

Introduction:

Now let's move on to another important part of our commitment to responsible gaming: our unattended children policy. Sometimes adults do not act responsibly with regard to the welfare of children, and leave them unattended on the property. This is a serious and dangerous situation for both the child and our company, and we have in place a policy to deal with this issue. Our company places responsibility for children on their parents or guardians.

We have defined four circumstances when a child is considered unattended, and responsibilities for our employees when dealing with these circumstances.

Click each marker at the bottom of the screen to learn more.


Four Circumstances:

When do we consider a child unattended? There are four circumstances when you should follow our unattended child policies. The first is when a child does not have appropriate supervision, meaning, the child is not being supervised by a responsible adult. The second is when a child is out in public late at night or early in the morning and is violating local curfew laws. The third is when a child is loitering, or staying in a public place for a long period of time. And then fourth, when a child is on the casino floor or any part of the property and not in the company of an adult. Each of these represents a serious and dangerous circumstance for both the child and our company. If you see any or all of these circumstances it is your responsibility to intervene and follow our policies for unattended children.

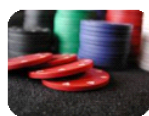
Responsibilities of Our Employees:

When you recognize a situation involving an

unattended child, you must follow these steps. Approach the child in a friendly manner and inquire as to the location of the parent. Stay with the child and call Security, advising them where you and the child are located. Call your supervisor and advise that you are with an unattended child. Wait with the child until Security arrives to take custody of the child. Report back to your supervisor immediately after you've finished your unattended child responsibilities.

Slide 6 
Responsible Gaming
Duration: 00:00:47
Advance mode: Auto

Responsible Gaming



- ❖ Describe the people who gamble in casinos
- ❖ What is meant by "responsible gaming"
- ❖ Review information on pathological gambling
- ❖ Review resources available to the pathological gambler, their family and their friends



Notes:
Now that we have addressed our policies with regard to the prevention of underage gambling and unattended children, let's move on to the concept of gambling in a responsible manner. Our company is in the business of serving guests who gamble for fun and recreation. We want our guests to have fun whenever they visit our casinos, whether they win or lose on any particular occasion. We want to encourage responsible gaming, and we only want people who gamble responsibly to play in our casinos. While the vast majority of people are able to gamble responsibly, it is very important for you to learn about pathological gambling: the kind of gambling that can disrupt people's lives. It is also important for you to know where to find help for pathological gambling.

Slide 7

People Who Gamble in Casinos

Duration: 00:02:21

Advance mode: Auto

People Who Gamble in Casinos

Introduction

Recreational Gambler

Irresponsible Gambler

- More than 25% of American adults gamble in a casino every year
- Casino players enjoy an active lifestyle with their friends
- Casino gambling is just one of the many activities they enjoy

PROPERTIES

Allow user to leave interaction: Anytime

Show 'Next Slide' Button: Show upon completion

Completion Button Label: Next Slide

Properties...

Edit in Engage

Notes:

Introduction:



Casino gambling is a form of recreation that many people enjoy. Many more people gamble in casinos than you may think. More than a quarter of Americans age 21 and over gamble in a casino in a single year. Research has shown that, when compared with the average American, casino players have very active lives. They read more, travel more, and are more involved in cultural and community affairs than the average American. Research shows that casino players, like many other people, enjoy an active lifestyle and like to spend an evening out enjoying many types of activities with their friends, in a responsible and entertaining manner. Casino gambling is just one of the many activities they enjoy.

Different people experience gambling in different ways. Click each tab to learn more.

Recreational Gambler:

Gambling for the responsible gambler is recreational; it's entertainment, a social activity, like going out to dinner and a movie with friends. Most people, in fact the overwhelming majority of people who gamble, can be called recreational gamblers. Our company is in the business of attracting and serving the recreational gambler; that is who we want in our casinos.

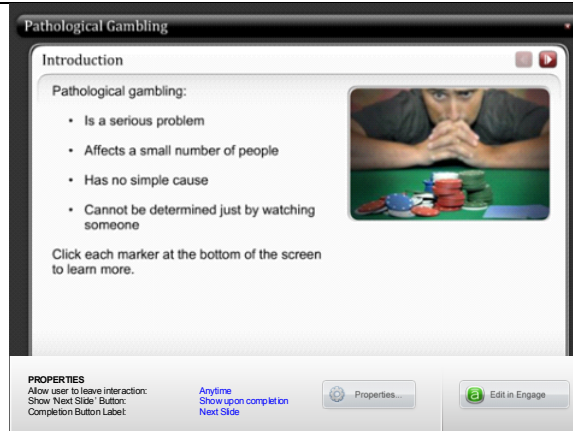
It is important to understand that the amount of time or the amount of money a person may spend at our casinos does not determine whether someone has a gambling problem. Different people have different disposable incomes and varying gambling budgets. While one amount of money gambled may seem large to you, it might be a very small portion of another person's entertainment budget. So, we can't assume that just because a customer spends a lot of time or money with us that he or she

		<p>gambles irresponsibly.</p> <p>Irresponsible Gambler:</p> <p>Some people gamble irresponsibly, and it's behaviors and problems that result from their gambling that are used by mental health professionals to diagnose pathological gambling, not the gambling itself. At the extreme, gambling that is not responsible can cause serious problems. Those experiencing these severe problems are called pathological gamblers. About one percent of the population can be classified as pathological gamblers.</p>
<p>Slide 8 </p> <p>A Pathological Gambler</p> <p>Duration: 00:02:05</p> <p>Advance mode: Auto</p>	<p>A Pathological Gambler... (five or more of the following):</p> <ol style="list-style-type: none"> 1. Is preoccupied with gambling, always talking about gambling, past and future wins 2. Needs to gamble with increasing amount of money in order to achieve the desired excitement 3. Has made repeated unsuccessful efforts to control, cut back, or stop gambling 4. Is restless or irritable when attempting to cut down or stop gambling 5. Gambles as a way of escaping from problems or relieving feelings of helplessness, guilt, anxiety, or depression 6. After losing money gambling, often returns another day to get even; this behavior is called "chasing" 7. Lies to family members, therapist, or others to conceal the extent of involvement with gambling 8. Has committed illegal acts such as forgery, fraud, theft, or embezzlement to finance gambling 9. Has jeopardized or lost a significant relationship, job, or educational or career opportunity because of gambling 10. Relies on others to provide money to relieve a desperate financial situation caused by gambling 	<p>Notes:</p> <p>It takes a trained and experienced mental health professional to diagnose a person for pathological gambling. Even then, the process is not a simple one and the diagnosis comes after many hours of discussion and consultation to rule out other mental health issues that can be present.</p> <p>In the end, it is the behaviors and problems that result from gambling that are used by mental health professionals to diagnose pathological gambling, not the gambling itself. In fact, none of these behaviors and problems can be seen on the casino floor and no one can make a diagnosis of pathological gambling just by watching someone gamble. When diagnosing a patient for pathological gambling, a mental health professional listens for at least five or more of the following characteristics.</p> <p>A pathological gambler:</p> <ol style="list-style-type: none"> 1. is preoccupied with gambling, always talking about gambling, past and future wins

2. needs to gamble with increasing amount of money in order to achieve the desired excitement
3. has made repeated unsuccessful efforts to control, cut back, or stop gambling
4. is restless or irritable when attempting to cut down or stop gambling
5. gambles as a way of escaping from problems or relieving feelings of helplessness, guilt, anxiety, or depression
6. after losing money gambling, often returns another day to get even – this behavior is called “chasing”
7. lies to family members, therapist, or others to conceal the extent of involvement with gambling
8. has committed illegal acts such as forgery, fraud, theft or embezzlement to finance gambling
9. has jeopardized or lost a significant relationship, job or educational or career opportunity because of gambling
10. relies on others to provide money to relieve a desperate financial situation caused by gambling

Slide 9
Pathological Gambling

Duration: 00:05:12
 Advance mode: Auto



Notes:

Introduction:

Pathological gambling is a serious problem that affects a small number of people. And, you can't determine if someone is a pathological gambler just by watching them.

Why do some people have such problems when they gamble, while most people do not? We really don't know the answer. We do know that there is no simple cause. We also know the causes are different for different people. Biological, social and situational factors all have a role. For example, someone whose parent has a gambling problem is more likely to have a gambling problem themselves.

We also know that there is no simple way to look at someone and decide that they have a gambling problem. Keep in mind that pathological gambling is not common. As noted before, only about one percent of the population, or one person out of one hundred, have this problem.

Click each marker at the bottom of the screen to learn more.

Help Resources:




Where should you turn if you, or someone you know, is concerned about their gambling? The good news is that pathological gambling is treatable. Those interested in changing their gambling habits can benefit from seeking help. Everyone has individual needs and no one program works for everyone. Some people, once they see themselves having a problem, can change the way they gamble, often with the help of their family and friends. For others, change is more challenging.

The Caesars Employee Assistance Program and medical plan covers counseling visits for employees and/or their family members for help with issues including pathological gambling, as well as providing a 1-800 number staffed with professional counselors 24 hours a day, 7 days a week, every day of the year.






Here are some other options to consider. One option is Gamblers Anonymous, or GA. GA uses the support of group members to help a pathological gambler get on the road to recovery. Other options include individual therapy with a mental health professional, and services through addiction treatment centers. There is also help for family members and friends of pathological gamblers. Specifically, Gam Anon is a self-help organization where friends and family can work together.

For immediate assistance is the problem gambling helpline, a toll-free telephone number

		<p>that can be used to get referrals for local resources for help.</p> <p>Problem Gaming Helpline</p> <p>The helpline serves as a clearinghouse for information of all types - how to contact local GA chapters, names of gambling addiction specialists in the area, and general information on pathological gambling and how to cope with a pathological gambler in the home. The helpline operates 24/7 and all conversations are completely confidential. This is the phone number that is listed on all of the company's casino marketing and promotional materials as well as our company's responsible gaming posters and brochures. It can be used as a referral resource for our company's customers and employees. Publishing and promoting the helpline number is the most effective means for our company to connect those who need help with the local services that are available.</p> <p>Leadership in Responsible Gaming:</p> <p>We have a long history of promoting responsible gaming and continue to demonstrate our commitment in the everyday operations of our business. We were the first casino company to acknowledge the issue of pathological gambling and developed the industry's first initiative to help employees, guests, and the public understand the importance of responsible gaming. We provide our customers and our employees with information on responsible gaming and how to get help if they think they, or someone they know, might have a problem. In fact, we provided the initial funding to establish the National Council on Problem Gambling's toll-free helpline, which is featured on all of our print casino advertising, responsible gaming materials, and Total Rewards cards. We are careful about how and where we advertise and restrict the placement and content of our ads. Additionally, we were the first in the industry to broadcast a responsible gaming advertising</p>
--	--	---

		<p>campaign.</p> <p>We honor customer requests to be denied casino play privileges or to be taken off mailing lists and denied credit and check-cashing privileges. We don't want people who can't gamble responsibly to play at our casinos and we have a process to ban customers who may not gamble responsibly.</p> <p>And finally, we support the work of groups trying to improve public awareness of pathological gambling, such as the National Council on Problem Gambling and its state affiliates. We also support research on the causes, prevention, and treatment of pathological gambling through the National Center for Responsible Gaming.</p>
<p>Slide 10 </p> <p>Summary</p> <p>Duration: 00:00:29</p> <p>Advance mode: Auto</p>	<p>Summary </p> <ul style="list-style-type: none"> ❖ Understand how responsible gaming supports our Code of Commitment ❖ Describe our policies regarding underage gambling ❖ Describe our policies regarding unattended children ❖ Define the concept of responsible gaming ❖ Define pathological gambling and where to find help ❖ Describe how our company supports responsible gaming 	<p>Notes:</p> <p>As a result of participating in this training session, you should understand how responsible gaming supports our Code of Commitment. You should be able to describe our policies regarding underage gambling and unattended children. You should be able to define the concept of responsible gaming and provide information on pathological gambling and where to find help. Lastly, you should be able to describe how our company supports responsible gaming.</p>

Attachment X.A.3_A2

<p>Slide 1 </p> <p>Module 2</p> <p>Duration: 00:00:31</p> <p>Advance mode: Auto</p>	<p style="text-align: center;">Module 2</p> 	<p>Notes:</p> <p>Welcome to this training session on our roles in responsible gaming. Responsible gaming is part of our company's Code of Commitment, and each of us has an important role in supporting our responsible gaming program.</p> <p>This module addresses these roles and reviews a policy for addressing employee concerns and for encouraging our customers to gamble responsibly. This program is just one of many that support our ability to provide great service to our guests.</p>
<p>Slide 2 </p> <p>Learning Objectives</p> <p>Duration: 00:00:22</p> <p>Advance mode: Auto</p>	<p style="text-align: center;">Learning Objectives</p>  <ul style="list-style-type: none"> ❖ Describe the policy of reporting employee concerns ❖ Understand roles of employees ❖ Understand roles of supervisors ❖ Understand roles of Responsible Gaming Ambassadors ❖ Explain when concerns should be reported 	<p>Notes:</p> <p>As a result of participating in this training session, you will be able to describe the policy of reporting employee concerns. You will understand the roles of employees, supervisors, and Responsible Gaming Ambassadors with regard to the policy of reporting employee concerns. Lastly, you will be able to explain when concerns should be reported.</p>

Slide 3

Statements By Customers

Duration: 00:04:41
Advance mode: Auto

The screenshot shows a presentation slide titled "Statements By Customers" with an "Introduction" section. The text on the slide includes:

- Sometimes you will hear statements, or a series of statements, from one of our customers
- As a result of these statements, you may be concerned about the ability of the customer to gamble responsibly
- This program will explain your responsibilities for reporting this concern
- We want to do everything we can to ensure our guests gamble for fun and entertainment

Below the text, it says: "Click each marker at the bottom of the screen to learn more." The slide also features a small image of a man and a woman talking. At the bottom, there is a "PROPERTIES" panel with options like "Allow user to leave interaction: Anytime", "Show 'Next Slide' Button: Show upon completion Next Slide", and buttons for "Properties..." and "Edit in Engage".

Notes:

Slide 4

Policy for Reporting Concerns

Duration: 00:02:56
Advance mode: Auto



Notes:

Let's review our company's policy for reporting concerns step-by-step.

During conversations with a customer, an employee becomes concerned with the ability of the customer to gamble responsibly. This may be a single statement that is direct. It may be a series of statements made over time, that by themselves do not create concern, but together create concern about the customer. In some instances, the statement may be from a spouse or a friend of a customer.

If the statement, or series of statements makes you concerned, you must report it to a Supervisor. Report the customer's name, the actual statement or series of statements that were made, location on the property and time of day.

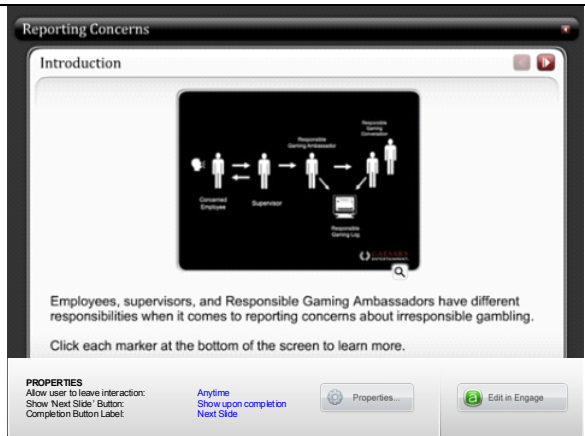
The Supervisor in turn reports the statement to a Responsible Gaming Ambassador.

If you are a Supervisor, you must automatically

		<p>report the information provided to you by a concerned employee to a Responsible Gaming Ambassador. You should not make a decision whether or not to report the statement and it should be reported without revision.</p> <p>Once the statement has been reported you should report back to the concerned employee that the statement has been reported to the Responsible Gaming Ambassador. In order to protect the customer's privacy, the action taken as a result of the report should not be discussed with the employee, only that it was passed on to a Responsible Gaming Ambassador.</p> <p>If time permits, the Responsible Gaming Ambassador accesses the Responsible Gaming Log to see if concerns were previously reported about this customer. At this point the Responsible Gaming Ambassador makes a decision as to whether or not to meet with the customer. If a decision is made not to meet with the customer, an entry is completed in the Responsible Gaming Log, which is a special computer system that tracks reports of employee concerns.</p> <p>If a decision is made to meet with the customer, the Responsible Gaming Ambassador holds a short conversation with the customer in a private area. The Responsible Gaming Ambassador expresses our concern with the customer. If the customer is open to further discussion, the Responsible Gaming Ambassador may offer specific alternatives to assist a customer.</p> <p>Finally, based on the circumstances or on the information that's been received, the</p>
--	--	--

		<p>Responsible Gaming Ambassador may need to inform a customer that he could be banned from all of our casinos because of our concerns that he might not gamble responsibly.</p> <p>Following the meeting with the customer, an entry is completed in the Responsible Gaming Log regarding the employee concern and the outcome of the meeting with the customer. Responsible Gaming Ambassadors from all of our company's casino properties have access to this log.</p>
--	--	---

Slide 5
Reporting Concerns
 Duration: 00:05:14
 Advance mode: Auto



Notes:

Slide 6
Reporting Concerns - Scenarios
 Duration: 00:00:21
 Advance mode: Auto

Reporting Concerns - Scenarios

Let's test your knowledge with the following scenarios.


- ❖ Listen to the scenario and use your knowledge to determine the best response for the corresponding questions.
- ❖ After each video, a series of questions will appear. Once you are confident you know the answers, click the next button to enter your responses.

Notes:

Let's test your knowledge with the following scenarios.

- Listen to the scenario and use your knowledge to determine the best response for the corresponding questions.
- After each video, a series of questions will appear. Once you are confident you know the answers, click the next button to enter your responses.

Slide 7
Reporting Concerns - Scenario A
 Duration: 00:00:05
 Advance mode: Auto

 Flash movie: this hurts.swf
 Display : In Articulate player

Reporting Concerns – Scenario A




Notes:
 I was dealing to a guest who seemed pretty down. This guy looked me right in the eyes, and said, “This hurts. I can’t go home after losing like this. I can’t afford it. I don’t know what to do.”

Slide 8
Reporting Concerns
 Duration: 00:00:05
 Advance mode: Auto

Reporting Concerns

- ❖ Am I concerned?
- ❖ Are there security or service issues involved?
- ❖ Is my concern based on statements?
- ❖ How quickly should I report my concern?
- ❖ What to do
 - ❖ Do not report
 - ❖ Report to supervisor
 - ❖ Report to security
 - ❖ Address service issues
- ❖ When to do it
 - ❖ As soon as possible
 - ❖ Before end of shift



Notes:

Slide 9
Reporting Concerns - Scenario A
 Duration: 00:00:15
 Advance mode: Auto

Reporting Concerns - Scenario A


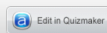
Question 1 of 5 Point Value: 10

Are you concerned?

Yes


No

PROPERTIES
 On passing, 'Finish' button: [Goes to Next Slide](#)
 On failing, 'Finish' button: [Goes to Next Slide](#)
 Allow user to leave quiz: [At any time](#)
 User may view all dses after quiz: [At any time](#)
 User may attempt quiz: [Unlimited times](#)

Notes:

Slide 10
Reporting Concerns - Scenario B
 Duration: 00:00:05
 Advance mode: Auto

 Flash movie: pawn.swf
 Display : In Articulate player



Notes:
 I've seen a guest trying to sell his Rolex watch to his dealer at a blackjack table. He actually thought he could pawn his watch right at the table. Later I saw him trying to sell the watch to another customer at a bar—it seemed as if he was being really annoying to everyone.

Slide 11
Reporting Concerns
 Duration: 00:00:05
 Advance mode: Auto

- Reporting Concerns**
- ❖ Am I concerned?
 - ❖ Are there security or service issues involved?
 - ❖ Is my concern based on statements?
 - ❖ How quickly should I report my concern?
 - ❖ What to do
 - ❖ Do not report
 - ❖ Report to supervisor
 - ❖ Report to security
 - ❖ Address service issues
 - ❖ When to do it
 - ❖ As soon as possible
 - ❖ Before end of shift
- 

Notes:

Slide 12
Reporting Concerns - Scenario B
 Duration: 00:00:15
 Advance mode: Auto


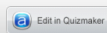
Reporting Concerns - Scenario B
 Question 1 of 3 Point Value: 10

Are you concerned?

Yes


No

PROPERTIES
 On passing, 'Finish' button: [Goes to Next Slide](#)
 On failing, 'Finish' button: [Goes to Next Slide](#)
 Allow user to leave quiz: [After user has completed quiz](#)
 User may view all dds after quiz: [At any time](#)
 User may attempt quiz: [Unlimited times](#)

Notes:

Slide 13
Reporting Concerns - Scenario C
 Duration: 00:00:05
 Advance mode: Auto

 Flash movie: what do i do.swf
 Display : In Articulate player

Reporting Concerns – Scenario C




Notes:
 What really makes me uncomfortable is a situation where a family member is trying to get one of us to keep someone away from the casino. I had the wife of a video poker player ask me what she had to do to get us to ban her husband from coming into the place.

Slide 14
Reporting Concerns
 Duration: 00:00:05
 Advance mode: Auto

Reporting Concerns

- ❖ Am I concerned?
- ❖ Are there security or service issues involved?
- ❖ Is my concern based on statements?
- ❖ How quickly should I report my concern?
- ❖ What to do
 - ❖ Do not report
 - ❖ Report to supervisor
 - ❖ Report to security
 - ❖ Address service issues
- ❖ When to do it
 - ❖ As soon as possible
 - ❖ Before end of shift



Notes:

Slide 15
Reporting Concerns - Scenario C
 Duration: 00:00:00
 Advance mode: Auto


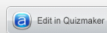
Reporting Concerns - Scenario C
 Question 1 of 5 Point Value: 10

Are you concerned?

Yes

No

PROPERTIES
 On passing, 'Finish' button: [Goes to Next Slide](#)
 On failing, 'Finish' button: [Goes to Next Slide](#)
 Allow user to leave quiz: [At any time](#)
 User may view slides after quiz: [At any time](#)
 User may attempt quiz: [Unlimited times](#)

Notes:

Slide 16

Summary

Duration: 00:00:24

Advance mode: Auto

Summary



- ❖ Describe the policy of reporting employee concerns
- ❖ Understand roles of employees
- ❖ Understand roles of supervisors
- ❖ Understand roles of Responsible Gaming Ambassadors
- ❖ Explain when concerns should be reported

Notes:

As a result of participating in this training session, you should be able to describe the policy of reporting employee concerns. You should understand the roles of employees, supervisors, and Responsible Gaming Ambassadors with regard to the policy of reporting employee concerns. Lastly, you should be able to explain when concerns should be reported.

Slide 17

Caesars Responsible Gaming Assessment

Duration: 00:00:05

Advance mode: Auto

Caesars Responsible Gaming Assessment

Question 1 of 13 Point Value: 10

We only want people who gamble _____ to play in our casinos.

- Irresponsibly
- Recklessly
- Now and then
- Responsibly

PROPERTIES

On passing, "Finish" button: Goes to Next Slide
On failing, "Finish" button: Goes to Next Slide
Allow user to leave quiz: After user has completed quiz
User may view all items after quiz: At any time
User may attempt quiz: Unlimited times

Properties... Edit in Quizmaker

Notes:

Slide 18

Conclusion

Duration: 00:00:07

Advance mode: Auto

**Thank you for participating in our
Responsible Gaming Program**

Notes:

Thank you for participating in this training and supporting our company's commitment to responsible gaming

Attachment X.A.3_A3



Responsible Gaming Training – Instructor Guide Revision Date: 1/15/12

Roles of Responsible Gaming Ambassadors

SAY, “Welcome to this training session for Responsible Gaming Ambassadors. Each of us has an important role in supporting Caesars Commitment to responsible gaming. Your role is to address the concerns of our employees regarding guests who may not be gambling responsibly, and to offer those guests alternatives for assistance.”

CLICK to slide 2.

Please Note: These responsible gaming training materials and all trademarks appearing in these materials are the sole and exclusive property of Caesars Entertainment. The materials are being shared with you to review but their contents may not be used, distributed, or reproduced in whole or in part without Caesars Entertainment’s express prior written authorization.



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Learning Objectives

- List the responsibilities of a Responsible Gaming Ambassador
- Describe the purpose and use of the Responsible Gaming Log
- Describe decision making for Responsible Gaming Conversations
- Discuss the six steps of conducting a Responsible Gaming Conversation

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

2

SAY “Let me introduce the topics we will be discussing during this session.”

BUILD the slide by clicking. SAY, “We will define and discuss the responsibilities of a Responsible Gaming Ambassador.”

BUILD the slide by clicking. SAY, “We will describe the purpose and use of the Responsible Gaming Log .”

BUILD the slide by clicking. SAY, “We will explain the decision making process for whether or not to meet with the customer and conduct what is called a Responsible Gaming Conversation. This is a meeting with a very specific focus and purpose.”

BUILD the slide by clicking. SAY, “We will also go over six important steps in conducting a Responsible Gaming Conversation.”

CLICK to slide 3



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Responsibilities

- Receive reports of employee concerns
- Access and maintain entries in Responsible Gaming Log
- Make decisions regarding Responsible Gaming Conversations
- Complete the six steps of a Responsible Gaming Conversation

SAY “Responsible Gaming Ambassadors have a number of responsibilities in performing their role.”

BUILD the slide by clicking. SAY “Responsible Gaming Ambassadors must receive reports of employee concerns which have been reported to supervisors.”

BUILD the slide by clicking. SAY “Responsible Gaming Ambassadors must access and maintain entries in the Responsible Gaming Log.”

BUILD the slide by clicking. SAY “Responsible Gaming Ambassadors may make decisions to have Responsible Gaming Conversations with a customer based upon situations that require immediate attention. Responsible Gaming Ambassadors also may make decisions to have a Responsible Gaming Conversation with a customer based upon information collected in the Responsible Gaming Log and other sources.”

BUILD the slide by clicking. SAY “Responsible Gaming Ambassadors carry out the six steps of a Responsible Gaming Conversation.”

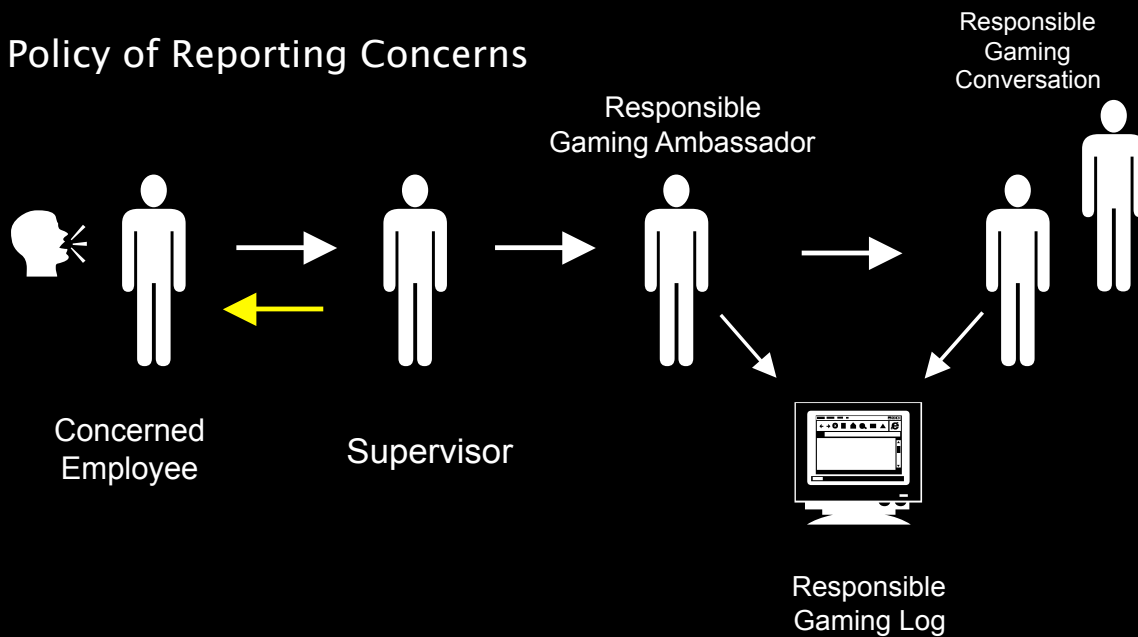
CLICK to slide 4.



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Policy of Reporting Concerns



CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

4

SAY “Let’s review how employee concerns are handled by Supervisors and Responsible Gaming Ambassadors.”

BUILD the slide by clicking. SAY “An employee becomes concerned due to a statement or series of statements made by a customer or statements made by a third party.”

BUILD the slide by clicking. SAY “The employee reports this concern to a supervisor.”

BUILD the slide by clicking. SAY “The supervisor in turn reports the concern to a Responsible Gaming Ambassador.”

BUILD the slide by clicking. SAY “The supervisor provides feedback to employee that the concern was reported to the Responsible Gaming Ambassador.”

BUILD the slide by clicking. SAY “If time permits, the Responsible Gaming Ambassador accesses the Responsible Gaming Log to see if concerns were previously reported about this customer. At this point the Responsible Gaming Ambassador makes a decision as to whether or not to meet with the customer. If a decision is made not to meet with the customer, an entry is completed in the Responsible Gaming Log regarding the employee concern.”

BUILD the slide by clicking. SAY “If a decision is made to meet with the customer, a short meeting is held with the customer to express concern and offer assistance.”

BUILD the slide by clicking. SAY “Following the meeting with the customer, an entry is completed in the Responsible Gaming Log regarding the employee concern and the outcome of the meeting.”

ASK “Are there any questions regarding this policy?”

CLICK to slide 5.



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Responsible Gaming Log

- Contains information about
 - Customer comments
 - Third party reports
 - Previous Responsible Gaming Conversations
- Used for
 - Making decisions regarding Responsible Gaming Conversations
 - Making recommendations for company-imposed exclusions

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

5

SAY, “The Responsible Gaming Log is a part of our responsible gaming program. Through the Responsible Gaming IT system, a guest may be restricted from certain casino privileges, up to and including, exclusion from gaming. The Responsible Gaming IT system also can be used to place comments in a log on a customer’s account. At this point in the training we want to discuss the use and functions of the Responsible Gaming Log.”

BUILD the slide by clicking. SAY “The log contains information about customer comments, third party reports, and Responsible Gaming Conversations that have been had with the customer. It is the Responsible Gaming Ambassador’s responsibility to document employee reports of customer comments, third party reports, and Responsible Gaming Conversations in this log. Because of the confidential and sensitive nature of this type of information, responsible gaming related comments should NEVER be placed in the message screen of CMS.

BUILD the slide by clicking. SAY “The Responsible Gaming Ambassador uses this log to determine whether or not to have a Responsible Gaming Conversation with a customer or to recommend company-imposed exclusions for a customer. The information placed in the RG log only resides in the RG IT system and only certain employees have access to this information.

CLICK to Slide 6.



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: The Responsible Gaming Log

The responsible gaming log is a part of the responsible gaming IT system. Different authority levels provide different levels of access to the responsible gaming log. Some employees will be allowed only to view the log, while others will be able to view the log and create log entries. Information entered into the log does not appear on the customer's CMS account. The information only resides in the responsible gaming system and only those authorized can view the information.

Our employees are trained to report to a supervisor any concern they have about whether a customer gambles responsibly. Concerns may arise because of the things customers might say or because of things that others may say about them. Supervisors report these comments to Responsible Gaming Ambassadors, and Responsible Gaming Ambassadors are expected to either meet with the customer immediately or review the customer's responsible gaming log and decide whether or not to initiate a responsible gaming conversation with the customer. Whenever comments are reported to a Responsible Gaming Ambassador, a log entry should be created regarding the comment and the action taken.

Additionally, any letters or phone calls received from a customer or a third party referencing a gambling problem should be included in the responsible gaming log. However, third-party reports should only be mentioned to a customer if the third party agrees that we can talk to the customer about the report.

After a responsible gaming conversation is had with a patron, the conversation as well as the outcome should be documented in the log. For instance, if our self-restriction and self-exclusion programs are explained to the patron and the patron chooses not to enter either program, then this information should be entered into the log.

SAY “A video will now be shown to explain the Responsible Gaming Log and its use. You will be receiving training on how to use the Responsible Gaming technical application and how to make log entries.”

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

When the video is completed, SAY “It is important that every employee report, 3rd party report, and every Responsible Gaming Conversation, regardless of the outcome, is documented in the log. The combined log entries for any one customer is what the Ambassador will use in making a decision as to whether or not a Responsible Gaming Conversation should take place with a customer.”

CLICK to Slide 7



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Decision Making

- When to have a Responsible Gaming Conversation
- Decisions based on situations that require immediate attention
- Decisions based on entries in the Responsible Gaming Log

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

7

SAY, “Let’s talk about decisions you will have to make when you are contacted by a supervisor regarding a concern about a customer.”

BUILD the slide by clicking. SAY “These decisions are about when to have Responsible Gaming Conversations with customers.”

BUILD the slide by clicking. SAY, “You may make a decision to have a Responsible Gaming Conversation immediately. Situations that require immediate attention are when a customer expresses having a gambling problem, requests help with a gambling problem, or requests information on the company’s restriction and exclusion programs. You should have a conversation with the customer and you should have it immediately in these cases. If a third party is reporting that one of our customers has a gambling problem, then the third party should be spoken with immediately.”

BUILD the slide by clicking. SAY, “You may make a decision to have a Responsible Gaming Conversation with a customer based upon information collected in the Responsible Gaming Log and other sources. These sources include reports from third parties about customers, host and junket rep comments about a customer, and other sources of information. Information contained in the Responsible Gaming Log assists the Responsible Gaming Ambassador in making a decision to have a Responsible Gaming Conversation when the customer has made indirect statements that may indicate a problem.”

SAY, “There will be situations in which the Responsible Gaming Ambassador will make a decision NOT to have a Responsible Gaming Conversation with a customer. Situations that include indirect statements that are vague or infrequent in nature, third party reports where permission is not granted to discuss the report with the patron, and the lack of previous entries in the Responsible Gaming Log may lead to a decision not to have a Responsible Gaming Conversation, even though an employee has reported concerns about a customer. More detailed information on the decision making process can be found in the Responsible Gaming Procedures Manual provided during this training session.”

CLICK to Slide 8



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Six Steps

1. Prepare
2. Arrange
3. Open with expression of concern
4. Offer assistance and explain options
5. Document results
6. Recommendations

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

8

SAY “Once a decision is made that a Responsible Gaming Conversation is required, the Responsible Gaming Ambassador has the responsibility to complete six steps of a Responsible Gaming Conversation. Please write these six steps down as they will need them for an activity later on in the session.”

CLICK to Slide 9



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Step 1: Prepare

- Review information if necessary
 - Statements from guests
 - Entries in Responsible Gaming Log
- Collect necessary materials
 - Responsible Gaming brochure
 - Self-restriction form
 - Self-exclusion form
- Review steps of Responsible Gaming Conversation

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

9

SAY “The first step in a Responsible Gaming Conversation is to prepare yourself.”

BUILD the slide by clicking. SAY “Review the statements from the guest as reported by the supervisor. If an immediate response is not required, review the entries in the Responsible Gaming Log and other sources of information as discussed previously. Think about how you are going to present this information to the guest without divulging specific comments or names of the reporting employee or employees.”

BUILD the slide by clicking. SAY “Collect collateral material to review with the customer, including the Responsible Gaming brochure and the self-restriction and self-exclusion forms.

BUILD the slide by clicking. SAY “Review the remaining steps that should be followed during every Responsible Gaming Conversation.”

CLICK to Slide 10



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Step 2: Arrange

- Contact the customer discretely and professionally
- Arrange a time and a place
- Escort the customer off the casino floor
- Use an area that provides privacy
- If not on property, contact on future visit

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

10

SAY, “The Responsible Gaming Ambassador has the responsibility to contact the customer and arrange a time and a place for the Responsible Gaming Conversation.”

BUILD the slide by clicking. SAY “Contacting the customer must be done discretely and professionally and should not interfere with play. Instead, look for a natural break in play, for instance when the customer is getting change, getting a drink, or the deck is being reshuffled.”

BUILD the slide by clicking. SAY “Arrange a time and a place to meet with the customer.”

BUILD the slide by clicking. SAY “The customer should be escorted off the casino floor or asked to meet you at a certain time in an area that provides some degree of privacy. Avoid detaining the customer in any way.”

BUILD the slide by clicking. SAY “Use an area that that provides some level of privacy such as a table in a lounge that is not open, or a corner of a dining room that is not in use. Responsible Gaming Conversations must be private because of their sensitive nature.”

BUILD the slide by clicking. SAY “If a customer is not on the property when a decision to have a Responsible Gaming Conversation is made, then the customer should be contacted during a future visit.”

CLICK to Slide 11



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Step 3: Express Concern

- Let the customer know why we are concerned
 - No judgments or accusations
- Be attentive to message, not response
- Accept and deal with
 - Resistance
 - Unreasonable solutions
- Maintain emotional distance

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

11

SAY “The Responsible Gaming Ambassador should begin the discussion by letting the customer know why we are concerned.”

BUILD the slide by clicking. SAY “The Responsible Gaming Ambassador should clearly let the customer know why we are having the discussion by paraphrasing what the customer said that caused concern. The Responsible Gaming Ambassador should not discuss the specific employee who expressed the concern. The customer should then be allowed to react to this concern. This should be done in a non-judgmental, non-accusatory tone. It is important NOT to accuse a customer of having a problem or to try to convince a customer that he or she has a problem.”

BUILD the slide by clicking. SAY “During the conversation, the Responsible Gaming Ambassador should be attentive to the message, not the response of the customer. The goal of the conversation is to express concern and offer assistance.”

BUILD the slide by clicking. SAY “The Responsible Gaming Ambassador should not battle with or confront anger on the part of the customer. However, the Responsible Gaming Ambassador should be ready to accept and deal with resistance by customers and unreasonable solutions offered by customers, such as returning their losses to them. The Responsible Gaming Ambassador should return to and repeat the message of concern by reflecting back to the customer what was said and suggesting that maybe the customer should do something differently.”

BUILD the slide by clicking. SAY “The Responsible Gaming Ambassador should maintain emotional distance from the issues that may be discussed. Do not give a customer your home phone number or continue to discuss concerns away from the property.”

CLICK to Slide 12



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Step 4: Offer Assistance

- Let customer know assistance is available
- Ask permission to discuss specific options
- Review and explain materials
 - Responsible Gaming brochure
 - Self-restriction form
 - Self-exclusion form
- Determine interest in participation
- Conclude with expression of concern
- Escort customer out of meeting area

SAY “During the conversation, the Responsible Gaming Ambassador should let the customer know that assistance is available and offer to discuss specific Responsible Gaming options available to the customer.”

BUILD the slide by clicking. SAY “ To present the specific options that are available, the Responsible Gaming Ambassador should bring along a packet of information containing the property’s responsible gaming brochures, and copies of the property’s self-restriction form and self-exclusion form to provide to the customer.”

BUILD the slide by clicking. SAY “It is a good idea to ask permission to discuss the specific Responsible Gaming options with the customer because it makes them feel more empowered and in control.”

BUILD the slide by clicking. SAY “After receiving the customer’s permission, the company’s self-exclusion and self-restriction program should be discussed as well as any applicable state sponsored exclusion program. The customer may wish to have you explain further the self-restriction and self-exclusion options at this point. A possible script for discussing these programs can be found in in the Responsible Gaming Procedures Manual provided during this training session.”

BUILD the slide by clicking. SAY “The Responsible Gaming Ambassador should conclude the offer of assistance by asking the customer if he or she would like to participate in any of the programs. Depending on the property, the customer may complete and sign the forms with the Responsible Gaming Ambassador at this stage of the Responsible Gaming Conversation.”

BUILD the slide by clicking. SAY “The Responsible Gaming Ambassador should end the conversation with another expression of concern and a firm closing of the discussion.”

BUILD the slide by clicking. SAY “The Responsible Gaming Ambassador should escort the customer out of the meeting area.”

SAY “There might be times when the specifics of the Responsible Gaming program will not be discussed with a customer. There will be customers who do not want you to discuss the specifics of the RG options or will deny having a problem or making the statement that caused a statement. In those cases, the Responsible Gaming Ambassador should let the customer know that options are available and that the customer can contact him if he would like to talk about these options in the future. Also, in some instances, a customer’s comments that led to an Responsible Gaming Conversation could be unrelated to Responsible Gaming issues. In these cases, Responsible Gaming options would not be discussed with the customer.”

CLICK to Slide 13



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: Explaining Responsible Gaming Forms to the Customer

You might have the important task of explaining responsible gaming information and program forms to the customer. Our customers need to completely understand these materials. Your knowledge of these form and what they mean is essential. This function may be handled by Security or another department. Whatever the case may be, it is essential that someone from your property reviews the forms in detail with the customer and answers any questions the customer might have.

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

13

SAY “A video clip will now be shown that discusses the review of information regarding responsible gaming programs with the customer during a Responsible Gaming Conversation.”

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

When the video is completed SAY “In our property, the responsibility for reviewing the forms and answering questions about the forms belongs to _____.”

CLICK to Slide 14



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Step 5: Document

- Every Responsible Gaming Conversation must be logged
 - Regardless of outcome
 - Include main points of conversation
 - Include programs accepted or declined

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

14

SAY “Step five of a Responsible Gaming Conversation is to fully document the discussion.”

BUILD the slide by clicking. SAY “This documentation within the Responsible Gaming Log occurs regardless of the outcome of the Responsible Gaming Conversation. The log entry should include the main points of the conversation and which programs were accepted or declined.”

CLICK to Slide 15



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Step 6: Recommendations

- Recommendations to the property Responsible Gaming Committee
 - Company-imposed limits on privileges
 - Corporate Review Panel

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

15

SAY “The last step of a Responsible Gaming Conversation, is to make recommendations, if necessary to the property Responsible Gaming Committee.”

BUILD the slide by clicking. SAY “The Responsible Gaming Ambassador is expected to make recommendations to the property Responsible Gaming Committee as to company-imposed limits on the patron’s gambling privileges by providing all documentation to the Committee regarding the customer. If during a Responsible Gaming Conversation, a customer specifically states that they have a gambling problem and doesn’t enroll in the self-exclusion or self-restriction program, then any supporting documentation on this customer, including Responsible Gaming Log entries, CMS information, security incident reports, and other relevant information, should be sent to your property’s Responsible Gaming Chairperson. Also, if repeated Responsible Gaming Conversations are had with a customer, but the customer denies having a problem gambling responsibly, then the case and all supporting documentation should be sent to your property’s Responsible Gaming Chairperson to be reviewed for possible exclusion at company discretion.”

SAY “The Chairperson will provide this information to the property General Manager and the Director of the Code of Commitment, who will forward this information to the Corporate Review Panel. The Corporate Review Panel will review the matter for possible exclusion at company discretion. If the decision is made to exclude the customer at the company’s discretion, a letter will be sent to the customer explaining this decision.”

CLICK to Slide 16



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Responsible Gaming Conversations

- Video describes statements and situations
 - Employees have become concerned
 - Concern has been reported to supervisor
- Video shows resulting Responsible Gaming Conversation
- Teams of two critique
- Group critiques

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

16

SAY “For the next few minutes we will critique several examples of Responsible Gaming Conversations that occurred as a result of an employee reporting a concern about a customer.”

BUILD the slide by clicking. SAY “First we will see a video in which an employee describes the nature of the concern for a customer.”

BUILD the slide by clicking. SAY “Then we will see a video in which a Responsible Gaming Ambassador conducts a Responsible Gaming Conversation with the customer.”

BUILD the slide by clicking. SAY “After the end of the second video, a team of two participants will critique the Responsible Gaming Conversation. The critique should be based on the six steps just discussed.”

BUILD the slide by clicking. SAY “At that point our entire group will assess the procedures used for the Responsible Gaming Conversation. Then we will repeat the entire exercise several more times.”

CLICK to Slide 17



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: Statement of Concern – I Need Help

One of my customers pulled me aside one day and whispered to me “I need help. I have gambling problem and I am in a lot of trouble. Can you loan me some money for a couple of days?”

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

17

SAY “Here is the first video of an employee reporting a concern. The team of two for this exercise is _____.”

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

CLICK to Slide 18



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: Responsible Gaming Conversation – I Need Help

RGA: Thanks for meeting me over here Mr. Russell. I thought it best that we talk away from the casino floor. I am glad you said something about your gambling and your need for help.

Customer: What I really need is some money. I'm not going to be able to make my house payment this month and I'm already behind.

RGA: So you're saying gambling has put you in a difficult position with your house payment. I know money would definitely help today, but I wonder if taking a break from gambling might give you a chance to make some changes and get back on your feet.

Customer: That's the whole idea of coming in here, to get a good jackpot to pay off my bills. I've done it before.

RGA: The jackpot may have helped before, but if you want to get your financial decisions under control, then a break from gambling might give you a chance to get some help.

Customer: I've tried that but it doesn't work. I always come back. I figure my luck has got to turn around at some point.

RGA: You're right, changes are hard and we don't always succeed right away. Maybe another try would help.

We do have some options available that may make it easier for you to take a break. We have an exclusion program. This is where you can tell us not to let you gamble in any of our casinos for a certain period of time.

Would you like to look at the forms?

Customer: Okay. At least it's a start.

RGA: Let me take a few minutes to go over how the self-exclusion program works. If you decide it might help you, then it will only take a few minutes to fill out the paperwork. In addition, I can give you a package of information that contains resources available for you to get help.

SAY “Let’s watch the Responsible Gaming Conversation that took place as a result of the reporting of the employee’s concern.”

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

ASK “Would the team of two please critique this Responsible Gaming Conversation?”

SAY “Let’s as a group critique this Responsible Gaming Conversation.”

Note to trainer: The Responsible Gaming Ambassador reflected back the statements made by the customer, kept going back to the message of concern, offered assistance, and asked permission to discuss alternatives.

CLICK to Slide 19



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: Statement of Concern – This Hurts

I was dealing to a guest who seemed pretty down. This guy looked me right in the eyes, and said “This hurts. I can’t go home after losing like this. I can’t afford it. I don’t know what to do.”

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

19

SAY “Here is the second video of an employee reporting a concern. The team of two for this exercise is _____.”

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

CLICK to Slide 20



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: Responsible Gaming Conversation – This Hurts

RGA: Mr. Robertson, I'm Bill Smith. Thanks for taking a few minutes to talk with me.

Customer: No problem, but I don't understand why you wanted to talk to me.

RGA: Mr. Robertson, one of our employees was concerned about you not wanting to go home and not knowing what to do. It sounded like you were really upset and concerned about your finances.

Customer: Yeah, okay, I said a few things. It's really not that bad. I was just thinking I was going to get lucky. You know win some – lose some. I'm okay – well – I will be okay.

RGA: I hope everything is okay, Mr. Robertson. If we have customers who feel like maybe they should do something about their gambling, we want to offer some suggestions that might be helpful. I appreciate your time and am always available if you would like to talk about some options.

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

20

SAY “Let’s watch the Responsible Gaming Conversation that took place as a result of the reporting of the employee’s concern.”

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

ASK “Would the team of two please critique this Responsible Gaming Conversation?”

SAY “Let’s as a group critique this Responsible Gaming Conversation.”

Note to trainer: This scenario depicts a direct statement that was denied during the Responsible Gaming Conversation. The Responsible Gaming Ambassador could have proceeded with an offer of assistance as he was getting no resistance. On the other hand, the customer could have asked for information if he wanted, so the Responsible Gaming Ambassador cut the discussion short. Giving the customer his business card was a good idea as it was a way to letting the customer know the Responsible Gaming Ambassador was available.

CLICK to Slide 21



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: Statement of Concern – This Just Is Not Fun Anymore

I had a customer who really enjoyed coming in on the weekends and playing for a couple of hours. She was always happy and seemed like she enjoyed the place. But yesterday she told me “This just isn’t fun anymore. I really don’t feel good coming in here. I get all stressed out instead of having a good time.” And as I thought about it, I realized she hadn’t looked as cheerful as she had in the past.

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

21

SAY “Here is the next video of an employee reporting a concern. The team of two for this exercise is _____.”

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

CLICK to Slide 22



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: Responsible Gaming Conversation – This Just Is Not Fun Anymore

RGA: Mrs. Almanza, thank you for meeting with me for a few minutes. I wanted to talk to you about coming here being stressful for you rather than fun.

Customer: I'm okay, I just get a little down when I lose and I was having a really bad day.

RGA: I understand. Nobody likes to lose.

Customer: It's not just a matter of not liking to lose. I hate it when I come in here and lose money that I really can't afford to lose.

RGA: Well, if your gambling is getting you down and you're playing with money you can't afford to lose, then maybe you should consider making some changes or taking a break from gambling for awhile.

Customer: Maybe.

RGA: If you really would like to take a break for awhile, we have some programs that might help you.

Customer: Can you keep me out of here?

RGA: We do have a program where you can choose to ban yourself from gambling in our casinos for a certain period of time. We call it self-exclusion. If you'd like to enter this program, it will only take a few minutes to fill out the paperwork.

Customer: I'll think about it.

RGA: Okay. Please take this packet of information to read. It describes our self-exclusion program, and other programs and resources available to you.

Customer: What should I do if I am interested?

RGA: Let me take a moment to go over the programs that we have available. If you decide you're interested, you can fill out the forms and bring them back in person or you can mail a notarized copy back to us. Whatever is most convenient for you.

SAY “Let’s watch the Responsible Gaming Conversation that took place as a result of the reporting of the employee’s concern.”

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

ASK “Would the team of two please critique this Responsible Gaming Conversation?”

SAY “Let’s as a group critique this Responsible Gaming Conversation.”

Note to trainer: The Responsible Gaming Ambassador used the customer’s own words during the conversation and reflected back what she said. The Responsible Gaming Ambassador went over the programs with the customer and let her know how to enroll if she was interested.

CLICK to Slide 23



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: Statement of Concern – My Boss Would Fire Me

Some of my customers come in just about every day to have lunch and to spend some pocket change in the machines. It's a good way to break up the day for them. They usually clear out right after lunch. But one time I had a woman tell me "My boss would fire me if she knew I was here, but what she doesn't know won't hurt her." "Same thing with my husband," she said, "It's none of their business." I had a feeling she was hiding out.

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

23

SAY "Here is the next video of an employee reporting a concern. The Responsible Gaming Ambassador receiving the report decided not to have a Responsible Gaming Conversation with the customer. Let's see if we can figure out why this decision was made.

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

SAY "This is an example of a customer comment that may be reported but would not necessarily lead to a responsible gaming conversation. This statement is extremely vague and not specifically related to gambling. This statement alone should not lead to a conversation. If there are no other incidents in the customer's Responsible Gaming Log or any other records, then this should not lead to a Responsible Gaming Conversation. Even though this comment would not lead to a Responsible Gaming Conversation by itself, it should be documented in the Responsible Gaming Log"

CLICK to Slide 24



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: Statement of Concern – I Have Had Enough of This

One of my customers is usually friendly and always has something nice to say to me. But some days he gets moody and grumbles to me like “I have had enough of this – I should not be throwing my money away.” Yesterday he was really in a foul mood and he told me “I am not having a good time today.” I don’t know if he is having health problems or what. He can come in the next day and be just fine.

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

SAY “Here is the next video of an employee reporting a concern. The team of two for this exercise is _____.”

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

CLICK to Slide 25



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: Responsible Gaming Conversation – I Have Had Enough of This

RGA: Good to see you Rich, thanks for talking with me for a few minutes.

Customer: No problem – what do you want to talk to me about?

RGA: You've said a few things over the past few weeks that make me concerned. You said that you really don't want to be here.

Customer: I'd rather be here than at home these days. My son is out of control and driving me crazy. I guess I get a little stressed out lately and take it out on other people. It has nothing to do with your casino. I like it here, it's my favorite place to gamble.

RGA: I'm glad to hear it. I hope things get better with your son. Thanks for talking to me.

Customer: No problem – see you around.

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

25

SAY “Let’s watch the Responsible Gaming Conversation that took place as a result of the reporting of the employee’s concern.”

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

ASK “Would the team of two please critique this Responsible Gaming Conversation?”

SAY “Let’s as a group critique this Responsible Gaming Conversation.”

Note to trainer: The decision by the Responsible Gaming Ambassador to meet with the customer was based on the fact that a number of statements were made over time. After expressing concern and listening to the customer’s response, the Responsible Gaming Ambassador decided to end the conversation without providing information on programs.”

CLICK to Slide 26



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: Statement of Concern – What Do I Have To Do

What really makes me uncomfortable is a situation where a family member is trying to get one of us to keep someone away from the casino. I had the wife of a video poker player ask me what she had to do to get us to ban her husband from coming into the place.

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

26

SAY “Here is the next video of an employee reporting a concern. The team of two for this exercise is _____.”

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

CLICK to Slide 27



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Video: Responsible Gaming Conversation – What Do I Have To Do

RGA: Mrs. Jones, my name is Sharon Foster. How can I help you?

Customer: I asked Carolyn, the slot attendant that knows my husband, to do something about my husband's gambling. It's gotten completely out of hand and I am not going to put up with it anymore. I don't want you to let him gamble here any more.

RGA: We want to help and I hope we can work together here. I need you to put your request in writing, just a short letter will do. Tell us about the problem and give us permission to discuss your concerns with your husband. You can put the letter to my attention, and drop it back here whenever you like. You could also put it in the mail.

Customer: Why do I have to put it in writing? I just want you to keep him out of here before he destroys himself and our marriage. Can't you just do it?

RGA: I understand. You want to see a change and we want to help. However, we know that the best way to do this is for us to work together. From you we need something in writing. Next, we'll talk with him and discuss your concerns with him.

Customer: No. I need you to talk to him, but it will only make things worse if you tell him I said something.

RGA: Getting someone to see their problems and make a change is hard to do. It is best if we work together. Unfortunately, without you we won't be able to talk with him. If you let us, we can talk to him about your concerns and offer him some information about options that are available if he is interested. Otherwise, we're limited in what we can do.

Customer: Fine, but he's not going to be happy. I will be looking for you in a few hours with the letter. Will you be around?

RGA: Yes, I will be here until 9:00pm this evening. If you don't see me in the casino, you can have me paged from any house phone.

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

27

SAY "Let's watch the Responsible Gaming Conversation that took place as a result of the reporting of the employee's concern."

CLICK ON THE SLIDE TO PLAY VIDEO CLIP

ASK "Would the team of two please critique this Responsible Gaming Conversation?"

SAY "Let's as a group critique this Responsible Gaming Conversation."

Note to trainer: The Responsible Gaming Ambassador could have offered brochure and forms to spouse to take home to her husband, could have given the helpline number. Review points on closing slide.

SAY "Consult the Responsible Gaming Procedures Manual provided during this training session for more information regarding third party reports and conversations."

CLICK to Slide 28



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Responsible Gaming Conversation Practice

- Groups of three
 - Customer
 - Responsible Gaming Ambassador
 - Observer
- Provide with statement of concern
- RGA conducts Responsible Gaming Conversation with customer
- Observer critiques the Responsible Gaming Conversation

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

28

SAY “In this portion of the training we will practice Responsible Gaming Conversations. Participants will break into groups of three, with one group member as the customer, one group member as the Responsible Gaming Ambassador, and one group member as an observer. I will provide each group with a scenario of an expression of concern by an employee. The Responsible Gaming Ambassador will conduct a Responsible Gaming Conversation with the customer, followed by a critique of the Responsible Gaming Conversation by the observer. I will debrief each group and summarize the exercise. Group members will then exchange roles and the exercise will be completed a second and a third time.”

CLICK to Slide 29

Note to trainer: Scenarios for Responsible Gaming Conversations are provided below.

1. An employee has reported to a supervisor that a guest made several statements over one visit that “this is not fun anymore” and “I really would rather be somewhere else than in a casino.” During the Responsible Gaming Conversation, the guest denies every having made the statement.
2. A slot floorperson reports that the sister of a high limit slot player insists that the customer be banned immediately due to financial problems. The sister is demanding to see someone right away.
3. An employee has reported that a customer is making statements such as “I should be at work by now” and “If anyone comes around here asking for me, don’t let them know I am here.” When the Responsible Gaming Ambassador reviews the Responsible Gaming Log, she finds a number of entries indicating the customer has made these kinds of comments before.
4. A supervisor pages the Responsible Gaming Ambassador with a request by a customer for information on getting help with a gambling problem. It turns out that the customer wants information to help a friend who they believe has a gambling problem.
5. An employee reports that a regular customer is making statements that indicate they are having problems, but a problem with gambling is not specifically stated. There are no entries for this customer in the Responsible Gaming Log. A decision is made to arrange for a Responsible Gaming Conversation, during which it is not clear if gambling is the source of the customer’s difficulties.
6. An employee reports that a customer has made some very disturbing comments to him that evening. The customer has stated “I am in very bad trouble tonight. I just can’t stop what I’m doing. I can’t do this anymore.” During the Responsible Gaming Conversation, the customer admits making the statement and is cooperative in listening to the options discussed by the Responsible Gaming Ambassador.



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Summary

- Responsibilities of a Responsible Gaming Ambassador
- Purpose and use of the Responsible Gaming Log
- Decision making for Responsible Gaming Conversations
- Six steps of conducting a Responsible Gaming Conversation

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

29

SAY “Before we go, let’s review the topics we discussed during this session.”

BUILD the slide by clicking. ASK “What are the responsibilities of a Responsible Gaming Ambassador.” SAY “Responsibilities include receiving reports of employee concerns, accessing and maintaining entries in the Responsible Gaming Log, making decisions regarding Responsible Gaming Conversations and completing the six steps of a Responsible Gaming Conversation.”

BUILD the slide by clicking. ASK “What is the purpose and use of the Responsible Gaming Log.” SAY “The purpose of Responsible Gaming Log is to record customer statements and third party reports that have caused employees to be concerned. The log entries are used to make decisions about Responsible Gaming Conversations, and to document these conversations.”

BUILD the slide by clicking. ASK “What does a Responsible Gaming Ambassador review with regard to the decision making process for when to meet with the customer and conduct what is called a Responsible Gaming Conversation.” SAY “Situations that require immediate attention are when a customer expresses having a gambling problem, requests help with a gambling problem, or requests information on the company’s restriction and exclusion programs. If a third party is reporting that one of our customers has a gambling problem, then the third party should be spoken with immediately. You may make a decision to have a Responsible Gaming Conversation with a customer based upon a review information collected in the Responsible Gaming Log and other sources. Information contained in the Responsible Gaming Log assists the RGA in making a decision to have a Responsible Gaming Conversation when the customer has made indirect statements that may indicate a problem.”

BUILD the slide by clicking. ASK “What are the six steps in conducting a Responsible Gaming Conversation.” SAY “The six steps include prepare, arrange, open with expression of concern, offer assistance and explain options, document, make recommendations if necessary.”

CLICK to Slide 30



Responsible Gaming Training – IG

Roles of Responsible Gaming Ambassadors

Thank you for attending

- Our company has a strong commitment to responsible gaming
- Thank you for your active participation to support this commitment

CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL

SAY “Caesars has a strong commitment to responsible gaming. This commitment is fulfilled by your active participation in your role as a Responsible Gaming Ambassador. Thank you for attending today’s session on Responsible Gaming Ambassador Training.”

END OF PROGRAM – STOP HERE

Please Note: These responsible gaming training materials and all trademarks appearing in these materials are the sole and exclusive property of Caesars Entertainment. The materials are being shared with you to review but their contents may not be used, distributed, or reproduced in whole or in part without Caesars Entertainment’s express prior written authorization.

Attachment X.A.3_A4

AMBASSADOR ROLE-PLAY

1. An employee has reported to a supervisor that a guest made several statements over one visit that “this is not fun anymore” and “I really would rather be somewhere else than in a casino.” During the Responsible Gaming Conversation, the guest denies every having made the statement.

AMBASSADOR ROLE-PLAY

2. A slot floor-person reports that the sister of a high limit slot player insists that the customer be banned immediately due to financial problems. The sister is demanding to see someone right away.

AMBASSADOR ROLE-PLAY

3. An employee has reported that a customer is making statements such as “I should be at work by now” and “If anyone comes around here asking for me, don’t let them know I am here.” When the Responsible Gaming Ambassador reviews the Responsible Gaming Log, she finds a number of entries indicating the customer has made these kinds of comments before.

AMBASSADOR ROLE-PLAY

4. A supervisor pages the Responsible Gaming Ambassador with a request by a customer for information on getting help with a gambling problem. It turns out that the customer wants information to help a friend who they believe has a gambling problem.

AMBASSADOR ROLE-PLAY

5. An employee reports that a regular customer is making statements that indicate they are having problems, but a problem with gambling is not specifically stated. There are no entries for this customer in the Responsible Gaming Log. A decision is made to arrange for a Responsible Gaming Conversation, during which it is not clear if gambling is the source of the customer's difficulties.

AMBASSADOR ROLE-PLAY

6. An employee reports that a customer has made some very disturbing comments to him that evening. The customer has stated “I am in very bad trouble tonight. I just can’t stop what I’m doing. I can’t do this anymore.” During the Responsible Gaming Conversation, the customer admits making the statement and is cooperative in listening to the options discussed by the Responsible Gaming Ambassador.

Attachment X.A.3_A5



Responsible Gaming Refresher Program



Presentation Details:

Slides: 18

Duration: 00:20:54

Filename: C:\Courseware\Ceasars\SB-Published-for-Michelle\2013 Responsible Gaming Refresher\Responsible Gaming Refresher 2013.ppt

Slide 1

Welcome

Duration: 00:00:04

Advance mode: Auto



Responsible Gaming Refresher Program



Notes:

Welcome to this refresher session on responsible gaming.

Slide 2

Introduction

Duration: 00:00:32

Advance mode: Auto

Introduction

- ❖ Promoting responsible gaming is a major part of our Code of Commitment
- ❖ We only want people who gamble responsibly to play in our casinos
- ❖ There are many things you see on property that support this commitment to responsible gaming



Notes:

Promoting responsible gaming is a major part of our Code of Commitment. We only want people who gamble responsibly to play in our casinos.

There are many things you see on property that support this commitment to responsible gaming. You have all seen the responsible gaming posters and brochures, heard about the self-restriction and self-exclusion programs, and attended the training classes. Other programs you may be aware of include the property responsible gaming committee, and the activities of Responsible Gaming Education Week.

Slide 3

Learning Objectives

Duration: 00:01:03

Advance mode: Auto

Learning Objectives




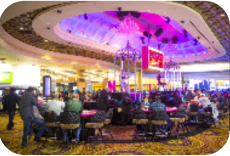

- ❖ Understand how responsible gaming supports our Code of Commitment
- ❖ Describe our policies regarding underage gambling
- ❖ Describe our policies regarding unattended children
- ❖ Describe the policy of reporting employee concerns



Notes:

This course is designed to refresh your knowledge of our policies and procedures regarding responsible gaming. When you have completed this course, you will be able to explain our company's commitment to responsible gaming. You will also be able to describe Project 21 and to identify carding requirements to prevent underage gambling. Additionally, you will be able to explain our policy on unattended children and how to inform parents of their responsibilities for their children while they are on any of the properties. You will also be able to recognize the types of customer statements that may cause concern that a customer is not gambling responsibly. Finally, when you complete this course, you will be able to explain the steps and requirements of our Responsible Gaming program, including when and how to report concerns and the assistance options a Responsible Gaming Ambassador may offer.

At the end of the training, there will be a required assessment. You must complete the assessment with a score of 85% or better for this training to be complete.

<p>Slide 4 </p> <p>Code of Commitment and Responsible Gaming</p> <p>Duration: 00:00:48</p> <p>Advance mode: Auto</p>	<p>Code of Commitment and Responsible Gaming</p>  <p>Click Attachments to see the Code of Commitment</p> <ul style="list-style-type: none"> ❖ Responsible gaming is important to each of us ❖ Not gambling responsibly can seriously affect people's lives and the people around them ❖ We are in the business of serving guests who gamble for fun and recreation ❖ We only want people who gamble responsibly to play in our casinos 	<p>Notes:</p> <p>Promoting responsible gaming is part of the heritage and culture of our company and is at the heart of everything we do. It's the foundation of our Code of Commitment, and we should all take great pride in our history as an industry leader in responsible gaming efforts.</p> <p>Responsible gaming is important to each of us because, as you will see, not gambling responsibly can seriously affect peoples' lives and the lives of those around them. We are committed to promoting responsible gaming, and we are in the business of serving guests who gamble for fun and recreation. We want our guests to have fun whenever they visit our casinos, whether they win or lose on any particular occasion. We want to encourage responsible gaming and we only want people who gamble responsibly to play in our casinos.</p>

Slide 5

Project 21: Prevention of Underage Gambling

Duration: 00:03:06

Advance mode: Auto

Project 21: Prevention of Underage Gambling

Request for Identification

Tips for Conducting an ID Check

Summary

Introduction

- 21 is the legal age to gamble in a casino (U.S.)
- State can and will impose severe penalties against:
 - The casino
 - The underage gambler
 - You

Click each tab to learn more.

PROPERTIES

Allow user to leave interaction: Anytime

Show 'Next Slide' Button: Show upon completion

Completion Button Label: Next Slide

Properties...

Edit in Engage

Notes:

Introduction

Now that we have reviewed our company's commitment to responsible gaming, let's review one of our earliest programs: Project 21. The goal of Project 21 is to prevent underage gambling. The legal age to gamble in a casino in the United States is 21. One of the reasons this issue is so critical is that state law and regulation may impose strict penalties against the company, the underage gambler, and you, the employee. Not only are we subject to stiff penalties but we have an obligation and commitment to our communities and our guests.

Click each tab to learn more.

Request for Identification

Anyone who is in the gaming area and appears to be under 30 years of age must be asked to show identification to prove they are 21 years of age or older. There is no exception to this rule. All employees have the responsibility to ask for identification.

If it appears to you that a guest is under 30 years of age, approach the guest and identify yourself as an employee. Explain our policy and request identification from the guest.

There are many types of identification, but we can only accept specific types of identification. The forms of ID that you can accept are a state driver's license, a department of motor vehicle ID card, a military ID card, a passport, and an immigration and naturalization card. All IDs must be valid, must have a photograph, and must not be expired.

Tips for Conducting an ID Check

Review the identification to determine if the guest is 21 or older. There are valuable tips that you can use when conducting an ID check:

Have the person REMOVE the ID from any wallet,

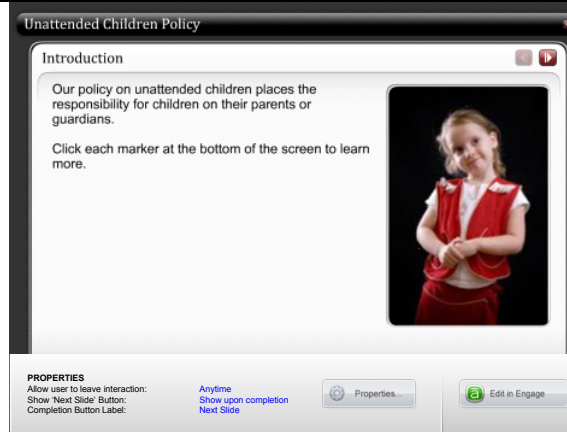
		<p>checkbook, or holder</p> <p>Hold the ID in your own hands</p> <p>Look for a Raised or Tampered Photograph</p> <p>Compare the photo with the person presenting the ID</p> <p>Check the birth date and expiration date</p> <p>Make sure the ID has a reflective or holographic image or wording in the laminate</p> <p>Make sure the signature does not appear to be written in original ink</p> <p>Confirm that the card is rigid plastic and is not flimsy</p> <p>Look for alterations, additions, and erasures</p> <p>Letters and numbers should be sharp, clear, and easy to read</p> <p>Summary</p> <p>If the ID is acceptable, thank the guest for their cooperation.</p> <p>If the ID appears altered in any way or not to be valid, ask for a second form of ID. If a second form of ID cannot be produced, is unacceptable, or if the guest is under 21 years of age, contact your Supervisor.</p> <p>Any questionable identification should be brought to a Supervisor or above for review. If uncomfortable, the Supervisor or above may reach out to Security or the Cage for a second opinion. No matter what, the Supervisor or above is NOT obligated to accept the ID provided, and can turn the patron away.</p> <p>All casino guests, even those underage, must be treated politely and with respect. Remember to smile, use a pleasant tone of voice, make eye contact, and avoid any exaggerated or boastful body language. You need to see the ID, but you don't want to embarrass the guest.</p>
--	--	---

Slide 6

Unattended Children Policy

Duration: 00:01:31

Advance mode: Auto



The screenshot shows a presentation window titled "Unattended Children Policy". The main content area is titled "Introduction" and contains the following text: "Our policy on unattended children places the responsibility for children on their parents or guardians. Click each marker at the bottom of the screen to learn more." To the right of the text is a photograph of a young girl in a red vest. At the bottom of the window, there is a "PROPERTIES" section with the following settings: "Allow user to leave interaction: Anytime", "Show 'Next Slide' Button: Show upon completion", and "Completion Button Label: Next Slide". There are also two buttons: "Properties..." and "Edit in Engage".

Notes:

Introduction

Now let's turn our attention to our policy on unattended children. Our company works hard to provide a fun, exciting environment for all our customers. But, it's important to remember that casinos are just like any other public place, and children must never be left alone. That means that parents need to be responsible for supervising their children at all times. Click each marker at the bottom of the screen to learn more.

Informing Parents

All parents are not aware of our policy, so you must tell them politely. Point out the signage in our arcade, swimming pool area, retail shops, lobby, and parking garage. Tell them about local curfew information. Tell them about the unattended children brochure called Keeping Your Children Safe. Politely and professionally advise them that the casino will ask parents who violate laws and policies concerning these matters to leave.

Responsibilities of Our Employees

If a child appears to be without supervision, is violating local curfews, appears to be loitering, or is on the casino floor or any part of the property without an adult, you must follow these steps:

Approach the child in a friendly manner and inquire as to the location of the parent.

Stay with the child and call Security, advising them where you and the child are located.

Call your Supervisor and advise that you are with an unattended child.

Wait with the child until Security arrives to take custody of the child.

Report back to your Supervisor immediately after

you've finished your unattended child responsibilities.

Slide 7

People Who Gamble in Casinos

Duration: 00:01:25

Advance mode: Auto

People Who Gamble in Casinos

Recreational Gambler

Introduction

Different people experience gambling in different ways. Click each tab to learn more.

Irresponsible Gambler

PROPERTIES
Allow user to leave interaction: Anytime
Show 'Next Slide' Button: Show upon completion
Completion Button Label: Next Slide

Properties Edit in Engage

Notes:

Introduction

Different people experience gambling in different ways. Click each tab to learn more.

Recreational Gambler

Gambling for the responsible gambler is recreational; it's entertainment, a social activity, like going out to dinner and a movie with friends. Most people, in fact the overwhelming majority of people who gamble, can be called recreational gamblers. Our company is in the business of attracting and serving the recreational gambler; that is who we want in our casinos.

It is important to understand that the amount of time or the amount of money a person may spend at our casinos does not determine whether someone has a gambling problem. Different people have different disposable incomes and varying gambling budgets. While one amount of money gambled may seem large to you, it might be a very small portion of another person's entertainment budget. So, we can't assume that just because a customer spends a lot of time or money with us that he or she gambles irresponsibly.

Irresponsible Gambler

Some people gamble irresponsibly, and it's behaviors

and problems that result from their gambling that are used by mental health professionals to diagnose pathological gambling, not the gambling itself. At the extreme, gambling that is not responsible can cause serious problems. Those experiencing these severe problems are called pathological gamblers. About one percent of the population can be classified as pathological gamblers.

Slide 8

Statements By Customers

Duration: 00:05:32

Advance mode: Auto

The screenshot shows a presentation window titled "Statements By Customers". The main content area is titled "Introduction" and contains a bulleted list of four points. To the right of the text is a small image of a man and a woman in conversation. At the bottom of the slide, there is a "PROPERTIES" section with several options: "Allow user to leave interaction:", "Show 'Next Slide' Button:", "Completion Button Label:", "Anytime", "Show upon completion", "Next Slide", "Properties", and "Edit in Engage".

Notes:

Introduction

As a customer contact employee, you will have many opportunities to interact with our customers. Many of us get to know our customers and have conversations with them on a regular basis. During these conversations, we may hear statements that cause concern that a customer may not be gambling responsibly. While you will not hear these kinds of statements very often, it is important to know what to do when you do hear them. This program will explain your responsibilities for reporting your concerns.

This policy is designed to deal with employee concerns based on customer statements. The policy is NOT designed to diagnose pathological gamblers, which can only be done by a trained mental health professional.

Click each marker at the bottom of the screen to learn more.




Customer Behaviors




Although we see behaviors that may cause us concern, we are not in a position to judge behaviors. Behaviors can be interpreted in many ways, and we do not want to draw conclusions from behaviors. We often make mistakes when making assumptions about what a behavior means. We can only respond to things that guests tell us, so it is important for us to

		<p>listen to what our guests say.</p> <p>However, there may be, on occasion, behaviors that make you concerned. For instance, if a guest is trying to sell her jewelry to another guest, or if a guest is trying to borrow money from other guests or employees, normal security procedures should be followed. If you see that a guest is angry, crying, acting threatening, destroying company property, or in other ways showing a potential for violence, these types of behaviors cannot be ignored, and normal security or customer service procedures should be followed.</p> <p>In the course of investigating these types of situations, statements may be made by the guest that cause concern the guest might not be gambling responsibly. At this point, the responsible gambling policy of reporting concerns should be followed because we can now react to what the guest is saying.</p> <p>Policy of Reporting Concerns</p> <p>Over time, you may be concerned about whether a customer gambles responsibly because of the things they might say or things that others may say about them. If you are concerned about a customer because of something he said or a series of things he said, it is your responsibility to report that concern to a supervisor.</p> <p>At each of our properties, we train a select group of managers to respond to concerns that a customer might not gamble responsibly. These managers are called Responsible Gaming Ambassadors. Once you report your concern to a supervisor it will be automatically reported to a Responsible Gaming Ambassador, who will record your concern in the Responsible Gaming Log. This log contains a record of all reports of concerns for specific customers from all of our properties.</p> <p>Based on the circumstances or on the information</p>
--	--	--

		<p>that's been received about a customer, a Responsible Gaming Ambassador may approach and talk to a customer, explaining our concerns and offering information on our company's responsible gaming programs and other resources for help.</p> <p>Reporting Concerns</p> <p>Let's discuss the roles of all employees with regard to reporting concerns about customers who may not be gambling responsibly. When an employee becomes concerned due to a statement or series of statements made by a customer or statements made by a third party, the employee is expected to report these concerns to a supervisor. The report should include the customer's name and the statements the customer has made. These types of comments or concerns should never be entered into the guest's CMS account.</p> <p>Questions to Ask Yourself</p> <p>In order to make a decision as to whether or not to make a report to a supervisor, questions that you should ask yourself include the following.</p> <ul style="list-style-type: none"> • "Am I concerned?" If you are concerned, then you should ask yourself • "Are there service or security issues involved that should be investigated before reporting my concerns to a supervisor?" If there are not, then you should ask yourself • "Is my concern based on statements and not behaviors?" If so, then you should ask yourself • "How quickly should I report my concern to a supervisor?" <p>As Soon As Possible</p> <p>Sometimes a statement creates immediate concern, and should be reported as soon as possible. A customer may make very clear statements that he or she has a gambling problem, such as "I need help," or "I have a problem with my gambling." When you</p>
--	--	---

		<p>hear customers make any statements that sound like their gambling is causing them problems, then you should find a supervisor as soon as possible. Another time when you should find a supervisor as soon as possible is when a guest requests information on help for a gambling problem or wants to find out more information on our restriction or exclusion programs.</p> <p>Before End of Shift</p> <p>Sometimes a statement creates mild concern, which should be reported before end of shift. A statement such as “I don’t like losing - this is not fun” could mean different things depending on the customer or the circumstance. By itself, this type of comment may seem harmless, but depending on how the customer says it or if you hear it several times from the same customer, then it may cause some concern. If so, report this to a supervisor before the end of your shift.</p> <p>Other Situations</p> <p>Sometimes a statement by a family member creates concern. The family member may want a gambler removed or banned from the casino. In this case, contact a supervisor as soon as possible to arrange for a Responsible Gaming Ambassador to speak to the family member.</p> <p>Of course, if a customer is making statements that threaten your safety or the safety of our guests, or if a guest is becoming violent, Security should be notified and normal security procedures should be followed.</p>
--	--	---

<p>Slide 9</p> <p>Customer Statement Vignette #1</p> <p>Duration: 00:00:05</p> <p>Advance mode: Auto</p> <p> Flash movie: I need help.swf</p> <p>Display : In Articulate player</p>	<p>Customer Statement Vignette #1</p> 	<p>Notes:</p>
<p>Slide 10</p> <p>Reporting Concerns</p> <p>Duration: 00:00:05</p> <p>Advance mode: Auto</p>	<p>Reporting Concerns</p> <ul style="list-style-type: none"> ❖ Am I concerned? ❖ Are there security or service issues involved? ❖ Is my concern based on statements? ❖ How quickly should I report my concern? ❖ What to do <ul style="list-style-type: none"> ❖ Do not report ❖ Report to supervisor ❖ Report to security ❖ Address service issues ❖ When to do it <ul style="list-style-type: none"> ❖ As soon as possible ❖ Before end of shift 	<p>Notes:</p>

<p>Slide 11</p> <p>Customer Statement Vignette #2</p> <p>Duration: 00:00:05</p> <p>Advance mode: Auto</p> <p> Flash movie: Just lost my mortgage money.swf</p> <p>Display : In Articulate player</p>	<p>Customer Statement Vignette #2</p> 	<p>Notes:</p>
<p>Slide 12</p> <p>Reporting Concerns</p> <p>Duration: 00:00:05</p> <p>Advance mode: Auto</p>	<p>Reporting Concerns</p> <ul style="list-style-type: none"> ❖ Am I concerned? ❖ Are there security or service issues involved? ❖ Is my concern based on statements? ❖ How quickly should I report my concern? ❖ What to do <ul style="list-style-type: none"> ❖ Do not report ❖ Report to supervisor ❖ Report to security ❖ Address service issues ❖ When to do it <ul style="list-style-type: none"> ❖ As soon as possible ❖ Before end of shift 	<p>Notes:</p>

Slide 13

Policy for Reporting Concerns

Duration: 00:02:44

Advance mode: Auto



Notes:

Let's review our company's policy for reporting concerns step-by-step.

During conversations with a customer, an employee becomes concerned with the ability of the customer to gamble responsibly. This may be a single statement that is direct. It may be a series of statements made over time, that by themselves do not create concern, but together create concern about the customer. In some instances, the statement may be from a spouse or a friend of a customer.



If the statement, or series of statements makes you concerned, you must report it to a Supervisor. Report the customer's name, the actual statement or series of statements that were made, location on the property and time of day.




The Supervisor in turn reports the statement to a Responsible Gaming Ambassador.

If you are a Supervisor, you must automatically report the information provided to you by a concerned employee to a Responsible Gaming Ambassador. You should not make a decision whether or not to report the statement and it should be reported without revision.

Once the statement has been reported you should report back to the concerned employee that the statement has been reported to the Responsible Gaming Ambassador. In order to protect the

		<p>customer's privacy, the action taken as a result of the report should not be discussed with the employee, only that it was passed on to a Responsible Gaming Ambassador.</p> <p>If time permits, the Responsible Gaming Ambassador accesses the Responsible Gaming Log to see if concerns were previously reported about this customer. At this point the Responsible Gaming Ambassador makes a decision as to whether or not to meet with the customer. If a decision is made not to meet with the customer, an entry is completed in the Responsible Gaming Log, which is a special computer system that tracks reports of employee concerns.</p> <p>If a decision is made to meet with the customer, the Responsible Gaming Ambassador holds a short conversation with the customer in a private area. The Responsible Gaming Ambassador expresses our concern with the customer. If the customer is open to further discussion, the Responsible Gaming Ambassador may offer specific alternatives to assist a customer.</p> <p>Finally, based on the circumstances or on the information that's been received, the Responsible Gaming Ambassador may need to inform a customer that he could be banned from all of our casinos because of our concerns that he might not gamble responsibly.</p> <p>Following the meeting with the customer, an entry is completed in the Responsible Gaming Log regarding the employee concern and the outcome of the</p>
--	--	---

		<p>meeting with the customer. Responsible Gaming Ambassadors from all of our company's casino properties have access to this log.</p>
<p>Slide 14 🎧</p> <p>Offering Assistance to Guests</p> <p>Duration: 00:01:13</p> <p>Advance mode: Auto</p>	<p style="text-align: center;">Offering Assistance to Guests</p> <ul style="list-style-type: none"> ❖ Self-restriction program <ul style="list-style-type: none"> - Denied cash-check in privileges - Denied credit privileges - Block all mail promotions and marketing ❖ Self-exclusion program <ul style="list-style-type: none"> - Prohibited from gambling in all Caesars casinos ❖ State-sponsored self-exclusion <ul style="list-style-type: none"> - Prohibited from gambling in all Caesars casinos  	<p>Notes:</p> <p>The Responsible Gaming Ambassador may offer specific alternatives to assist a customer, such as information on our self-restriction or self-exclusion program. Under the self-restriction program, the customer can request to be denied credit and check-cashing privileges and to block all mail promotions or marketing of any kind from being sent to them. Under our self-exclusion program, the customer can request to be prohibited from gambling in all of our casinos.</p> <p>In some jurisdictions, the Responsible Gaming Ambassador also may offer information on a state-sponsored self-exclusion program. Similar to our company's self-exclusion program, any customer entering a state-sponsored self-exclusion program will be prohibited from gambling in all of our casinos.</p> <p>Finally, based on the circumstances or on the information that's been received, the Responsible Gaming Ambassador may need to inform a customer that he could be banned from all of our casinos because of our concerns that he might not gamble responsibly.</p>

		<p>This policy is designed to encourage our guests to gamble responsibly at our casinos and to address concerns of our employees that a customer may not gamble responsibly.</p>
<p>Slide 15 </p> <p>Leadership in Responsible Gaming</p> <p>Duration: 00:01:38</p> <p>Advance mode: Auto</p>	<p>Leadership in Responsible Gaming</p> <ul style="list-style-type: none"> ❖ Long history of promoting responsible gaming ❖ Helpline numbers on casino advertising ❖ Careful about not advertising to youths ❖ Honor guest requests for self-restriction and exclusion ❖ Support work to increase awareness of pathological gambling issues ❖ Support research on causes, prevention, and treatment of pathological gambling  	<p>Notes:</p> <p>We have a long history of promoting responsible gaming and continue to demonstrate our commitment in the everyday operations of our business. We were the first casino company to acknowledge the issue of pathological gambling and developed the industry's first initiative to help employees, guests, and the public understand the importance of responsible gaming. We provide our customers and our employees with information on responsible gaming and how to get help if they think they, or someone they know, might have a problem. In fact, we provided the initial funding to establish the National Council on Problem Gambling's toll-free helpline, which is featured on all of our print casino advertising, responsible gaming materials, and Total Rewards cards. We are careful about how and where we advertise and restrict the placement and content of our ads. Additionally, we were the first in the industry to broadcast a responsible gaming advertising campaign.</p> <p>We honor customer requests to be denied casino</p>

play privileges or to be taken off mailing lists and denied credit and check-cashing privileges. We don't want people who can't gamble responsibly to play at our casinos and we have a process to ban customers who may not gamble responsibly.

And finally, we support the work of groups trying to improve public awareness of pathological gambling, such as the National Council on Problem Gambling and its state affiliates. We also support research on the causes, prevention, and treatment of pathological gambling through the National Center for Responsible Gaming.

Slide 16

Caesars Responsible Gaming Refresher Assessment

Duration: 00:00:05

Advance mode: Auto

The screenshot shows a quiz interface with the following elements:

- Title:** Caesars Responsible Gaming Refresher Assessment
- Progress:** Question 1 of 13
- Point Value:** 10
- Question:** What should you do if a guest's card is unacceptable, expired, or seems to have been tampered with?
- Options:**
 - Destroy the card
 - Call the police
 - Ask the guest to leave the property
 - Ask for a second ID
- Properties Panel:**
 - On passing, 'Finish' button: Goes to Next Slide
 - On failing, 'Finish' button: Goes to Next Slide
 - Allow user to leave quiz: After user has completed quiz
 - User may view slides after quiz: At any time
 - User may attempt quiz: Unlimited times
- Buttons:** Properties... and Edit in Quizmaker

Notes:

Slide 17

Summary

Duration: 00:00:50

Advance mode: Auto

Summary




- ❖ Understand how responsible gaming supports our Code of Commitment
- ❖ Describe our policies regarding underage gambling
- ❖ Describe our policies regarding unattended children
- ❖ Describe the policy of reporting employee concerns



Notes:

This course was designed to refresh your knowledge of our policies and procedures regarding responsible gaming. You should now be able to explain our company's commitment to responsible gaming. You should now be able to describe Project 21 and to identify carding requirements to prevent underage gambling. Additionally, you should now be able to explain our policy on unattended children and how to inform parents of their responsibilities for their children while they are on any of the properties. You should now be able to recognize the types of customer statements that may cause concern that a customer is not gambling responsibly. Finally, you should now be able to explain the steps and requirements of our Responsible Gaming program, including when and how to report concerns and the assistance options a Responsible Gaming Ambassador may offer.

Slide 18 

Conclusion

Duration: 00:00:03

Advance mode: Auto

**Thank you for participating in the
Responsible Gaming Refresher**



Notes:

Thank you for participating in this refresher course.

Attachment X.A.3_A6

RG2 CHAIRPERSON & ADMINISTRATOR Instructor Guide

Trainer Information

Audience:

- RG Chairperson
- RG Administrator

Materials

- Instructor Guide
- Power Point
- Participant Guide
- Policy Manual

Equipment

- In Focus system
- Computer/participant
- Programs - RG

Preparation

- Assign User ID and Password for all participants, setting appropriate authorities to complete all training transactions
- Be prepared to discuss your property's 86 procedures
- Prepare training accounts to be used in training exercises
- Gather Handouts and examples
 - Samples of
 - Restriction and Exclusion forms
 - State reinstatement letter
 - Notification of reinstatement due to error
 - Denial of reinstatement

Learning Objectives

At the end of this session participants will:

- Understand how transactions are handled for RG patrons
- Understand Restrictions and Exclusions
 - Self
 - Company imposed
 - State
- Be able to execute and reinstate restrictions and exclusions
- Be able to successfully use the RG system to include
 - Log in
 - Navigation

- Data Entry Standards
- Search for Patrons
- Add a Patron
- Enter Restrictions and Exclusions
- Reinstate patrons
- Reports
 - Access
 - Use

Chair

- Be able to manage the Responsible Gaming Program at the property
- Be able to successfully use the RG system to include:
 - Incident Reports
 - Review
 - Add & Disable



Slide 1

WELCOME & INTRODUCTIONS

1. **WELCOME** the group to Responsible Gaming Training for RG Chairs and Administrators. **INTRODUCE** yourself and explain your role in Responsible Gaming.



Slide 2

2. **ASK** participants to introduce themselves with this information.

- Name**
- Property and Position**
- Involvement in Responsible Gaming**

3. **EXPLAIN** that they are part of an exciting endeavor... the re- launch of Caesars Responsible Gaming program. This launch includes a more detailed RG process at the property, new training and a new RG system to track activities. **TELL** them they have all been selected to play a leadership role in the implementation of RG at their properties and today's session has been designed to prepare them for that role.

4. **TELL** them that they have a guide and policy manual in front them. They will be using them in today's session and later on the job as resources. **ALLOW** a minute to look over.

5. **REVIEW** the objectives for today's session explaining that these objectives address the needs of both the property Chairs and Administrators.



Slide 3

Learning Objectives

At the end of this session participants will:

- Understand the how transactions are handled for RG patrons
- Understand Restrictions and Exclusions
 - Self
 - Company imposed
 - State
- Be able to execute and reinstate restrictions and exclusions
- Be able to successfully use the RG & CMS system to include
 - Log in
 - Navigation

- Data Entry Standards
- Search for Patrons
- Add a Patron
- Enter Restrictions and Exclusions
- Reinstate patrons
- Access and use Reports

Chair

- Able to manage the Responsible Gaming Program at the property
- Be able to successfully use the RG & CMS system to include:
 - Incidents Reports
 - Review
 - Add
 - Disable



Page 3

6. **TRANSITION** to Philosophy and Policy. **ASK** them to read page 3 in the guide.
7. **EMPHASIZE** the importance of adhering to the policy by reviewing
 - Commitment to RG
 - State Mandated regulations
 - Potential for fines
8. **EXPLAIN** that many employees function as a team to carry out the Responsible Gaming. This team includes:
 - **RG Chair**
 - **RG Admin**
 - **RG Ambassador**
 - **Patron Contact Employee**
9. **Tell** the group that each person plays a key role in the implementation of the RG program. **USE** this example **to REVIEW** the process.
 - A patron contact employee is talking with a Patron. This patron makes a statement that causes the employee concern. **PROVIDE** examples of statements, "I think I may have a gambling problem." "This isn't fun anymore – I need help." Etc. **EMPHASIZE** that employees are trained to react to statements not behaviors.

- ❑ Employee then tells the supervisor
- ❑ Supervisor tell the RG Ambassador
- ❑ RG Ambassador
 - ❑ May researches the patron in the RG system
 - ❑ Decides to speak to the patron or not.
 - ❑ Approaches the patron and invites to discuss issues
 - ❑ Present options
 - ❑ Documents incident in RG log (incident is documented in RG even if patron declines discussion.)
- ❑ If the patron chooses a restriction or exclusion, he or she will complete the required paper work that will be sent to RG Admin.
- ❑ RG Admin will enter into RG system



Pgs. 4-5



Slide 4

10. EXPLAIN that there are several options for a patron.

11. TELL them to read the information on Restrictions and Exclusions in the policy manual and the guide book.

12. REVIEW each option. These options include

- ❑ Restriction –
 - ❑ Patron may request to have check cashing, credit or mail privileges eliminated at all Caesars owned, operated, or managed properties.
 - ❑ Patron must complete form or provide written request to activate.
- ❑ Exclusion –
 - ❑ Patron may request to have all privileges including check cashing, credit, mail, comps, Total Rewards benefits, and play privileges denied .
 - ❑ Patrons must complete a form or provide written request to activate.
 - ❑ Excluded patrons
 - ❑ Are “Gaming Prohibited” at all Caesars owned, managed, or operated properties
 - ❑ Should not be on property at any Caesars owned, managed, or operated properties.
 - ❑ Notify security if excluded patron in on property.
 - ❑ Includes hotels – Excluded patrons should not be registered at any Caesars owned, operated or managed hotel.



Slide 5

- ❑ Length of Restriction or Exclusion

- Patron may select one (1) year, five (5) year or permanent options
 - Some jurisdictions
 - Allow different time periods
 - These differences supercede Caesars time frames
 - Specific time periods are listed in patron's information in RG system
 - Location
 - Patron restricted or excluded at any Caesars is excluded at all Caesars owned, managed, or operated properties.
- Excluded patrons should not be
- In any part of a Caesars property including the hotel.
 - All services should be denied to an excluded patron, as these patrons should not be on the property
 - Call Security if an excluded patron is on property
- State Sponsored Exclusion –
 - All patrons in state sponsored programs are excluded from all Caesars owned, managed, or operated casino
 - In all cases, patron's entering a state sponsored self-exclusion program are sent a letter indicating that by virtue of being on the state list, it is Caesars policy that they are banned from all of our casinos, specifically stating Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, and Bluegrass Downs Racetrack gaming facilities.
 - Excluded patrons should not be
 - In any part of a Caesars facility including the hotel.
 - All services should be denied to an excluded patron, as these patrons should not be on the property.
 - Call Security if an excluded patron is on property

13. EXPLAIN the process and any applicable local processes.

- To be restricted or excluded the patron must complete and sign a restriction/exclusion form or provide a written request.

- ❑ Completed forms must be sent to the Director of Code of Commitment via interoffice mail with five business days of completion
- ❑ Completed forms will be placed in the corporate Responsible Gaming files
- ❑ RG Admins will be responsible for entering restrictions and exclusions in the RG system.

14. DISTRIBUTE the completed form and **REVIEW**.

15. EXPLAIN that RG exclusion is different than being 86'd. **REVIEW** your property's 86 procedures.

16. EXPLAIN Reinstatement

Restrictions and Exclusions may be reinstated

- ❑ Reinstatement occurs: Be prepared for trainees to ask if a trigger occurs to note reinstatement
 - Exclusions under Caesars program
 - After the expiration date may be completed at any property
 - Before the expiration date
 - Only for administrative error
 - Must be completed by property entering where exclusion was initiated
 - Must be approved by the Corporate Review board
 - Patron must complete reinstatement forms prior to any reinstatement being granted.
 - State exclusions
 - Patron may only be reinstated by the state
 - State will notify property to reinstate.
 - Only properties within that jurisdiction can reinstate after being notified by the state.
 - Properties outside of the jurisdiction may not reinstate the state exclusion.
 - All Reinstatements must be entered via the RG system
 - Patrons requesting reinstatement should be referred to RG Ambassador.
 - If an employee, supervisor, manager thinks a Restriction or Exclusion has been incorrectly applied; RG Administrator or Chair will be notified.



Slide 6



Slide 7

- The Responsible Gaming Chairperson will investigate the matter.
- If the account is believed to have been coded in error, the Responsible Gaming Chairperson should send supporting documentation to the Director of the Code of Commitment.
- This information will be provided to the Corporate Review Panel so that a determination can be made if the account was coded in error and should be reinstated.
- If applied in error, the RG Administrator should reinstate through RG and contact the patron.
- If no error exists the restriction or exclusion will not be removed and the patron will be sent a letter to explain.

17. DISTRIBUTE 3 scenarios and **ASK** participants to determine if reinstatement is appropriate.

18. EMPHASIZE that the Caesars Responsible Gaming program impacts many transactions particularly in Total Rewards, Cashiering, Slot and Marketing. These transactions are detailed in the policy manual.

19. Transaction Exercise

- **Divide** the group into four small groups
 - Total Rewards
 - Creating a Total Rewards Account
 - Reprinting a TR Card
 - Total Rewards Comps/Credits
 - Account Access
 - Cashiering
 - Check Cashing
 - Credit Card Advances
 - Front Money
 - Wire Transfers
 - Maker Issue and Payment
 - Slot/hotel
 - Jackpot payouts
 - Hotel reservations



Slide 8

- Marketing
 - Combines
 - Marketing Lists
 - Casino Promotions
 - Bus/Junkets Trips
 - Host, etc. Contact

- **Provide** these instructions
In your groups,
 - Review the Policies for handling transactions in your assigned area.
 - Answer these questions and report to group including these points.
 - What the policy is
 - Why it is important
 - How it is accomplished – process
 - Check – What is the accountability for the process?

RG SYSTEM



Slide 9



Page 6

1. **ASK** them to review the information on page 6 in their guide then **PROVIDE** an overview of the RG system
 - Stores patrons' Responsible Gaming activity and information including
 - Incidents
 - Restrictions
 - Exclusions
 - Allows employees to access a patron's Responsible Gaming information before completing critical transactions like check cashing, issuing markers, etc.
 - Interfaces with other systems to ensure up to date Responsible Gaming information.
 - Used to
 - Inquire about a patrons RG status
 - Add a patron to the system
 - Log RG Incidents
 - Add restrictions and exclusions
 - Reinstate patrons

- Run/view reports



Slide 10

2. **TELL** the group that the RG system is closely tied to the PDB, CMS and other Caesars systems and that means that we must be careful to keep all transactions in isynch. There are several "Rules" that have been established to accomplish this.

Rules

- ❑ Information must be shared among systems – Cashiers will be looking for RG information in CMS etc.
 - ❑ All patrons in the RG system must have CMS accounts and TR numbers
 - ❑ Joint accounts should be split. Explain that it is only in certain jurisdictions & describe briefly what happens to accounts when split
 - ❑ Duplicate CMS accounts should be combined in order to prevent responsible gaming prohibited privileges from being granted under other existing accounts for a patron. **REFER** to Appendix in the guide for instructions.
3. **EXPLAIN** that it is critically important that we all adhere to the established data entry standards. This will
 - ❑ Maintain the integrity of our data
 - ❑ Reduce the chance for error
 - ❑ Reduce duplicate patron accounts and entries
 - ❑ Increase accuracy
 - ❑ While ultimately reducing the potential for lawsuits/fines
 4. **REFER** to Appendix in the guide and **REVIEW** Data Entries Standards Data Entry Standards:
 - Double check spelling.
 - Do not use address fields for messages.
 - Do not indent when entering patron information.
 - Record name and date of birth directly from presented identification.
 - Verify that address is correct.
 - Do not use periods in address field.
 - Do not add extra spaces in any information field.
 - Put appropriate data in designated field.
 - Address line 1 is the **primary** address field.
 - Only put in information that is necessary to get the mail delivered.
 - Do not use hyphen, apostrophes, spaces or other punctuation, unless a hyphen is part of the standardized address.
 - Abbreviate directionals (N, S, E, W?) and suffixes. Use STE for suite, DR for drive and BLVD for boulevard. Do not use periods after abbreviations. Do not abbreviate street names.
 - Enter information in the appropriate fields.

5. **REVIEW** the steps for each process using these points

- ❑ What Overview of the function
- ❑ Why It is used or important
- ❑ Who Authorized users
- ❑ How Steps
- ❑ Check Practice and feedback

Trainers' Note: This information is also in their guides. Ask them to review the information before discussing each function.

Log in



Page 7

What

- ❑ All users will have a User ID and Password.
- ❑ **EXPLAIN** process for issuing the User ID and Password and determining authorization levels.

Why

- ❑ Logging on allows the user to access those functions they are authorized to complete.

Who

- ❑ All users

How

- ❑ To access RG, Open the browser and enter URL <http://RG.harrahs.org>, Enter.
- ❑ The Log in screen will appear
- ❑ Enter your User ID and Password
- ❑ Enter "Submit"

Check

- ❑ Allow the group to log in. Provide feedback as needed

Patron Searches



Pgs. 8-9

What

- ❑ Before entering any information to the RG system, the patron must be located through a Patron Search.
- ❑ You may search by one or multiple fields to locate a patron. The more information you use in your search the more accurate your results.
- ❑ The more fields in your search and the more precise the data you enter the better the chance of finding an exact match if one exists.

Why

- ❑ Minimizes the risk of duplicate entries
- ❑ Maintains date integrity

WHO

- All users

How

- From the Navigation Bar, Select one of these options
 - Search
 - Restrict/Exclude
 - Update Patron Data
 - Reinstate Patron
 - State Exclusion
- The "Search Criteria Screen will appear.
- Ask the patron for a TR account number, Drivers License, or other valid identification.
- Look at this screen you see it has several fields available to be used in the search.
 - You may use One or Multiple Fields
 - The more information you use in your search the more accurate your results.
- Names Searches
 - May enter partial names if provide at least 3 characters
 - May use Alias and Nicknames
 - Enter as much information as possible to narrow search results.
- Identification Number search
 - You may search by TR number or Driver License Number.
 - Total Rewards # must be 11 digits.
 - Driver's License #, a State must also be entered in the State field.
 - If you search by ID, you are required to select an Identification Type from the drop down menu.
- Results
 - Multiple Results Options
 - If there is a match, Click on the SELECT button at the beginning of the row to select
 - No match
 - Check the data entered for accuracy and repeat search if there is an error. The system automatically adds 2 zeros to the beginning of Total Rewards numbers. If you searched with a TR Number, be sure to remove these zeros if you re-submit the search.

- ❑ If you searched correctly and there is still no match, add the patron to the RG system using the ADD Patron Button.

Check

- ❑ **Provide 4 names and ask group to locate 2 names and Driver License numbers and have them locate the patrons**
Provide 2 names and 2 other pieces of information to refine the search and ask them to locate the patron.

ADD NEW PATRON



Pgs. 10-11

What

- ❑ If no matches are found, add the patrons to the RG system.

WHY

- ❑ All patrons must be added to the RG system prior to adding information

WHO

- ❑ RG Administrator
- ❑ RG Chairperson
- ❑ RG Ambassador

HOW

- ❑ At the bottom of the Search Results screen, click on Add Patron.
- ❑ This will take you to the Add Patron Screen.
- ❑ Enter information
- ❑ Fields in **Red** are required.
- ❑ Click on *SUBMIT*
- ❑ Review and verify information on next screen
- ❑ If information is incorrect, click on Return to return to Add Patron screen and make changes
- ❑ If correct, click on Submit to add the patron
- ❑ The next screen confirms that patron has been added.

CHECK

- ❑ With information provided add 2 patrons to the RG system.

ADDING RESTRICTIONS/EXCLUSIONS



Pgs. 12-15

WHAT

- ❑ Used to add Restrictions/Exclusions to a patron

- ❑ Patron must be in the RG system before entering Restrictions/Exclusions.
- ❑ If patron is not in the system use the preceding process to add.
- ❑ Triggers
 - Patron submits completed Self-Restrict/Self-Exclude form
 - State sends State Bulk Load List.
 - State Exclusions can be entered manually by the property user or
 - Via an automatic state bulk upload to the RG system.

WHY

- ❑ Restrictions and Exclusions must be entered in the RG system.
- ❑ Provides the information needed to honor restrictions and exclusions.

WHO

- ❑ RG Administrator
- ❑ RG Chairperson

HOW

- ❑ Before adding restrictions/exclusions
 - Check to be sure that Joint/shared CMS accounts have been separated, even if both patrons on the account are having a Responsible Gaming restriction or exclusion applied.
 - If the responsible gaming patron is the primary, the existing CMS account should have the restriction or exclusion applied.
 - If the responsible gaming patron is the secondary, a new CMS account should be created for this patron and this account should have the restriction or exclusion applied.
 - In all cases, a letter explaining that the accounts are no longer joint in should be sent to both patron.
- ❑ For Self-Restrictions/Exclusions,
 - Select Restrict/Exclude from the top or bottom navigation
 - Search to find patron in system or add patron
 - Enter the requested criteria.
 - Complete either Restriction or Exclusion section
 - If a patron being Excluded, only the exclusion section should be completed. It automatically includes all of the items under the Restriction section.
- ❑ For State Exclusions,
 - ❑ All responsible gaming exclusions received from state sponsored programs should be entered into the Responsible Gaming

application. (Note: Illinois state exclusions cannot be communicated outside of the state of Illinois and should not be entered into the Responsible Gaming application)

- Electronic or Bulk Uploading
 - Some jurisdictions allow electronic or Bulk uploading of the list.
 - After the list is uploaded, run a report run from the state exclusion suspended records screen of individuals on the list that do not have a WINet account.
 - The individuals returned on this report will have an account in the Responsible Gaming application, but not WINet.
 - Create a CMS account for all of those returned on the report.
 - Once the account is created in CMS, the new account should be added to the existing account in the Responsible Gaming application.
 - After this process, run a report from the State Exclusion Suspended Records screen of individuals on the list who did not get added to RG2 during the bulk upload either because they already existed or were in an improper format for the bulk upload.
 - If these patrons already exist, there is no need to re-add them to RG2. If there was an error in the format and the patrons do not exist in RG2, the format should be fixed for another bulk upload or the accounts should be entered and excluded manually.
 - In states with more than one property, the Responsible Gaming Administrator for one of these properties will need to update the system from the state list and send out the appropriate letter to the patrons on the list.
- In states without an upload option, a property will be designated to manually update the system from the state list.
 - Select State Exclusion from the top or bottom navigation
 - Search to find patron in system or add patron
 - Enter the requested criteria – Property, Activation Date, Length of State Exclusion
- If the patron does not have a TR number, create a CMS account to obtain a Total Rewards number.
- Complete the Exclusion information.
- Required fields are red and marked with asterisk
- Omitting required fields results in error message
- “Clear” erases all entries
- When complete, click on Submit
- On the “Caution” screen review and verify data

- If information is incorrect, click on Return to return to Add Patron screen and make changes
 - If correct, click on Submit to add the Exclusion
- Next screen- Confirmation - confirms that information has been added.

CHECK

- Provide completed RG forms and ask participants to add Restrictions and Exclusions
- Provide state list and ask participants to enter a state exclusion.

REINSTATEMENT

WHAT

- Reinstating a patron removes Restrictions or Exclusions from a patron's account.
- Strict criteria must be met before reinstatement.
- Reinstating a patron does not remove them from the RG system. History still exists.

WHY

- Restrictions and Exclusions are imposed for specific lengths time and should be removed at the patron's request when expired or if applied due to an administrative error.
- Allows ability to correct errors and maintain data integrity

WHO

- RG Administrator
- RG Chairperson

HOW

- Select **Reinstate Patron** from the top or bottom navigation and enter the requested criteria.
- Select Restriction/ Exclusion to be reinstated
- Select reason and Submit
- If multiple restrictions or exclusions are being reinstated, can be completed at the same time.



Page 17

- On Caution screen, review and verify
 - If incorrect, click on Return to return to Reinstatement Patron screen and make corrections
 - If correct, click on Submit
 - Confirm screen will be displayed.

CHECK

- Provide 3 reinstatement scenarios and have participants process
 - 1 invalid reason
 - 2 valid

Reports

- I. **EXPLAIN** that the RG system produces a number of reports that are useful in managing the Responsible Gaming program at your property.
- II. **EXPLAIN** the general “rules” for reports.
 - All fields in red with an asterisk are required.
 - If you omit a required field or enter invalid content into a validated field an error message will be displayed.
 - *CLEAR* gives you the opportunity to “erase” all entries made and start over.
 - *SUBMIT* will display the results on the screen and allow the printing of the report.
 - Once viewed/printed, *RETURN* takes user back to the previous screen
- III. **REVIEW** each report covering this information
 - **What it is**
 - **Why it is important**
 - **How it is used**
 - **How to access it**

Trainers’ Note: This information is included in the guide. Ask participants to review prior to reviewing each report.

ATTEMPTED EXCEPTIONS REPORT

What:

- When a RG Restricted or Excluded patron attempts an unauthorized transaction – which is any transaction that violates the RG Rules set by that restriction or exclusion – the RG system generates a record of the transaction.
- These transactions are reported on the RG Attempted Exceptions Report.



Pgs. 18-19

- ❑ This report can be run using user-defined criteria to meet specific needs of the user.
- ❑ This criteria include Property, Division, State, Date Range, Restriction Type, or All
- ❑ This report will return records on the screen and display the following information.
 - ❑ TR Number,
 - ❑ Name,
 - ❑ DOB,
 - ❑ Address& Phone,
 - ❑ Date of the Exception,
 - ❑ Location,
 - ❑ RG Type,
 - ❑ Attempted Exception Type,
 - ❑ Division,
 - ❑ Initiating Property

Why & How to Use:

- ❑ This report will indicate if and which patrons are attempting to engage in prohibited activity at your property, as well as how frequently. This issue can be addressed with the patron as necessary.
- ❑ This report should be run quarterly and reviewed during the Responsible Gaming Committee Quarterly Meeting

How to Access:

- ❑ Selects **Reports** from the top or bottom navigation
- ❑ Select **Attempted Exceptions Report** and enter valid search criteria
- ❑ Enter Start and End date
- ❑ Choose Property, State or Division
- ❑ Remember property is where the attempted exception took place.
- ❑ Submit
- ❑ When the report is returned select either View or Print.

CHECK

- ❑ **ALLOW** the group to access the report and review information.

STATUS REPORT

What:

- ❑ Keeps a log of all patrons who have been:
 - ❑ Placed on RG Restriction or Exclusion,
 - ❑ Reinstated
 - ❑ Current status of patrons.



Pgs. 20-21

- ❑ May run by Property, Division, State, Date Range, Restriction Type, or All.
- ❑ Will return records on the screen
- ❑ Displays:
 - TR Number,
 - Name,
 - SSN,
 - DOB,
 - Address & Phone,
 - Driver's License No.,
 - Activation Date,
 - RG Type,
 - Length in Years,
 - Initiating Property
 - **Why & How:** To be run weekly for list placement in the cage/credit area for CMS and RG downtimes or outages.
 - ❑ To be run weekly for list placement in the cage/credit area for CMS and RG downtimes or outages
 - ❑ To be run and submitted with the RG Quarterly Self-Audit to determine the number of restrictions/exclusions added or reinstated for that time period.
 - ❑ To create lists of RG patrons for state's requesting such information.
 - ❑ Generate list to verify against manually entered state exclusions to ensure all persons were entered and basic info is correct
 - ❑ Periodically verify no inappropriate reinstatements occurred,
 - ❑ Ensure all forms are on file for a period and all forms received during that period were entered.
 - ❑ Use as a cover sheet when sending weekly packet of new restrictions/exclusions to Corporate Compliance.
 - ❑ IAD will request for audit purposes.
- ❑

How to Access

- ❑ Select **Reports** from the top or bottom navigation
- ❑ Select **Status Report** and enter valid search criteria
- ❑ Select one option for each section
- ❑ Submit
- ❑ When the report is returned select either View or Print.

CHECK

- ❑ **ALLOW** the group to access the report and review information.

TICKLER REPORT

What



Pgs. 22-23

- ❑ There may be time when follow up is required.
- ❑ Tickler Reports serve as reminders.
- ❑ Displays all patrons who may need to be followed up for RG purposes. For example, if a patron was given RG forms but has to complete them or a verbal report was requested in writing but not yet received.
- ❑ Can be run by Property, Division, State, Date Range, Restriction Type, or All.
- ❑ Will return records on the screen
- ❑ Displays:
 - **TR Number,**
 - **Patron Name,**
 - **Address,**
 - **Phone Number,**
 - **Date Forms Sent,**
 - **Initiating Property.**

Why & How:

- ❑ This report should be run to identify any outstanding issues with patrons that may require follow up, i.e. patron received Responsible Gaming forms but has not returned them.

How to Access

- ❑ Select **Reports** from the top or bottom navigation
- ❑ Select **Tickler Report** and enter valid search criteria
- ❑ Enter End Date and Initiating Property.
- ❑ Submit
- ❑ When the report is returned select either View or Print

CHECK

- ❑ **ALLOW** the group to access the report and review information.

INCIDENT REPORT

WHAT



Pgs. 24-25

- ❑ Displays all manual and automatic incidents entered in the RG system.
- ❑ Includes disabled incidents.
- ❑ May run report by Property, Division, State, Date Range, Restriction Type, or All.
- ❑ Will return records on the screen

- Displays:
 - **TR Number,**
 - **Name,**
 - **SSN,**
 - **DOB,**
 - **Address & Phone,**
 - **Incident Date,**
 - **Incident Trigger,**
 - **Incident Action,**
 - **Incident Outcome,**
 - **Employee Involved,**
 - **Initiating Property.**

Why & How:

- Used by RGA's to track patron comments, RG conversations with patrons, etc.
- Can be broken down to specifically see the number of incidents based on a 3rd party report, based on a patron comment, etc.
- Can be used to see how many RG conversations led to a patron excluding/restricting.
- Can be used for audit purposes.
- To be run by RG Chairs for review during RG Quarterly meetings

How to Access

- Select **Reports** from the top or bottom navigation
- Select **Incident Report** and enter valid search criteria
- Enter Start and End Dates
- Select Initiating Property, State or Division
- Trigger, Action, and Outcome are optional
- Submit
- When the report is returned select either View or Print

Check: Allow participants to run these reports and answer questions about the information.

OTHER CHAIRPERSON RESPONSIBILITIES

1. **EXPLAIN** that there are additional responsibilities to be completed by the RG Chairperson and Administrator.
2. **REVIEW** the following procedures



Slide 11



a. Payments against markers

Responsible gaming excluded patrons will have an “H” status on their account if a balance is owed. When the balance has been paid in full, the credit department should send you an e-mail with the patron’s name and CMS account number. You will remove the exclusion from the account via the RG application. Then, immediately, reapply the exclusion to the account using the original activation dates, not the current date. This will update the account with the proper “X” status.

B. Jackpot payouts

If the decision is made to pay a jackpot to an excluded patron, remove the exclusion from the account via the RG application in order to enter information for the W2G. Once the W2G form has been completed, reapply the exclusion on the account using the original activation dates, not the current date.

Trainers’ Note: Be prepared to answer, “What sort of backup comments/validations would be needed for this type of override?”



Slide 12

3. **REVIEW** System Down procedures.

A. CMS DOWNTIMES patron contact employees should:

Search the RG system prior to cashing a check, issuing credit, or other gaming related transaction with a patron. If the patron has a related restriction or exclusion, then the transaction should be denied.

Tell the patron, “I am unable to process this transaction due to a responsible gaming restriction/exclusion on your account.”

If the patron objects, contact a supervisor for assistance. If the patron has a responsible gaming exclusion, contact Security. This patron should be escorted off the property.



Slide 13



Pgs. 27-28

If it is not discovered that a restricted or excluded patron was granted a prohibited transaction until after the transaction is completed,

1. Enter the completed transaction into CMS when it comes back on-line.
 2. A record of the transaction will automatically be made in the Responsible Gaming application
- b. Responsible Gaming System Downtimes



LIST SHOULD BE AVAILABLE IN THE CAGE/MARKER BANK AND CREDIT AREAS TO BE USED WHEN CMS OR THE RESPONSIBLE GAMING APPLICATIONS ARE UNAVAILABLE.

Using the RG system, the RG Administrator should print list of responsible gaming check cashing/credit restricted or excluded patrons and state excluded patrons each week

TECHNICAL DIFFICULTIES WITH THE RESPONSIBLE GAMING SYSTEM



Slide 15

IV. All technical issues related to the Responsible Gaming application should be submitted to the Caesars Helpdesk. This can be done by calling the Helpdesk at the appropriate telephone number for your property or sending an e-mail to “Caesars Helpdesk Tickets” in the global address book of Outlook. The e-mail should include “EBIZ” in the subject line and the e-mail should detail the problem being encountered.

- v. Critical Issues such as the RG Application being down should be escalated directly to the Help Desk via 901-537-3900 and marked critical so that the proper attention is given to the issue. Everything else is marked as non-critical and the response time as stated in the SLA policy for Corporate IT Support is 48 hours.

d. Questions Regarding the Responsible Gaming Policy

- V. All questions related to the Responsible Gaming Policy should be discussed with you supervisor. If the question is not resolved, send an e-mail of your question to “RG Support” in the global address book of Outlook.



Slide 16

4. **IN BASKET EXERCISE: PROVIDE** the following scenarios and have participants carry out their related responsibilities
- ❑ Processing Restrictions and Exclusions
 - ❑ Marker Payment – e-mail from Credit department(who?) about marker payment
 - ❑ Jackpot- Excluded patron will be paid a jackpot
 - ❑ CMS is down
 - ❑ RG system is down

RG CHAIRS

CREATE LOG ENTRIES

What



Page 28

- ❑ It is the Responsible Gaming Ambassador's responsibility to document all employee and third party reports and Responsible Gaming Conversations in the Responsible Gaming Log in the RG system. RG Chairs also have the ability to create entries in the Log.
- ❑ Information in the Responsible Gaming Log only resides in the Responsible Gaming system and only authorized employees have access to this information.
- ❑ This type of information should never be placed in the comments screen of CMS.
- ❑ Enter
 - All employee reports of customer comments that caused concern even if a Responsible Gaming Conversation does not occur. However, if the identity of the customer is not known, then no log entry can be created.
 - All third party reports, regardless of if submitted in writing or permission was granted to discuss the report with the customer.
 - All responsible gaming conversations held with a customer.

- ❑ The log entries are used to track customer comments and to determine if a customer should be contacted regarding our concerns.
- ❑ The log entry should contain at a minimum, the reporting employee's name, the date of the incident, and the verbatim comment that was reported.
- ❑ Once a responsible gaming conversation takes place with the customer, the results of the conversation should be documented in the log, i.e. customer took responsible gaming forms, customer signed up for a responsible gaming restriction or exclusion, customer refused responsible gaming forms.
- ❑ The summary report entered into the Responsible Gaming Log should utilize the drop down boxes and comment boxes to indicate the event that triggered the conversation, including the verbatim statement if applicable, as well as the outcome of the conversation, i.e. patron took RG forms, etc

Logging an Incident

What

- ❑ Used to capture Responsible Gambling interactions, conversations, employee reports of customer comments, and third party reports (See RGA policy training re: Log for more info)
- ❑ Manually (e.g., RG conversation) or automatically (e.g., messages added when exclusion applied to account) added

Why

- ❑ Provides a record of a patron's RG activity
- ❑ Provides valuable information to RG ambassadors

How

- ❑ Select ***Incident Occurrence*** from the top or bottom navigation bar
- ❑ Search to find patron in system or add patron
- ❑ Enter the requested information –
 - Select from menu for Initiating Property, incident date, incident time, incident trigger, documentation location, and incident location
 - Type in specific statements
- ❑ Be sure descriptions
 - Are clear and concise

- Include all required information (see RG Ambassador Guide)
- Required fields are red and marked with asterisk

CHECK

- Provide 3 scenarios and ask participants to add to the log.
-

DISABLE INCIDENT OCCURRENCE



Page 28

WHAT

- Incidents can be disabled if they meet one of the reasons for disablement.
- Disabling an incident does not remove the patron from the RG system, only the incident.
- A record of the disable incident is retained.

WHY

- Important to have accurate incident reporting
- Allows us to remove incorrect entries

WHO

- RG Administrator
- RG Ambassador

HOW

- Determine that incident meets one of the mandatory reasons for disablement
- Select Maintain Incidents from the Incident Report menu
- Search for and select the patron
- The View Only Patron Status screen is displayed.
- Click on date of the incident to be disabled.
- Enter the reason for disabling
- Click on Submit
- On the Caution screen, review and verify the information
 - If incorrect, click on Return to return to the Disable an Incident Screen to correct
 - If correct, click on Submit
- Confirmation screen is displayed

CHECK

- Provide scenarios requiring disabling and have participants process

Attachment X.A.3_A7

RG2 RG Ambassador Instructor Guide

Trainer Information

Audience:

- ❑ RG Ambassador

Materials

- ❑ Instructor Guide
- ❑ Policy Manual

Equipment

- ❑ Computer/participant
- ❑ Programs - RG

Preparation

- ❑ Assign User ID and Password for all participants, setting appropriate authorities to complete all training transactions
- ❑ Prepare training accounts to be used in training exercises

Learning Objectives

At the end of this session participants will:

- ❑ Be able to use the RG system to research patrons and document RG reports and conversations

WELCOME & INTRODUCTIONS

1. **WELCOME** the group to Responsible Gaming System Training
2. **REVIEW** the objectives for today's session

Learning Objectives

At the end of this session participants will:

- Be able to use the RG system to research patrons and document RG reports and conversations

RG SYSTEM

1. **PROVIDE** an overview of the RG system
 - Stores patrons' Responsible Gaming activity and information including
 - Incidents
 - Restrictions
 - Exclusions
 - Allows employees to access a patron's Responsible Gaming information before completing critical transactions like check cashing, issuing markers, etc.
 - Interfaces with other systems to ensure up to date Responsible Gaming information.
 - Used to
 - Inquire about a patrons RG status
 - Add a patron to the system
 - Log RG Incidents
 - Add restrictions and exclusions
 - Reinstate patrons
 - Run/view reports
2. **TELL** the group that the RG system is closely tied to the PDB, CMS and other Caesars systems and that means that we must be careful to keep all transactions in is synch. There are several "Rules" that have been established to accomplish this.
 - Rules
 - Information must be shared among systems – Cashiers will be looking for RG information in CMS etc.

- ❑ All patrons in the RG system must have CMS accounts and TR numbers
- ❑ Joint accounts should be split. Explain that it is only in certain jurisdictions & describe briefly what happens to accounts when split

Duplicate CMS accounts should be combined in order to prevent responsible gaming prohibited privileges from being granted under other existing accounts for a patron.

3. **EXPLAIN** that it is critically important that we all adhere to the established data entry standards. This will
 - ❑ Maintain the integrity of our data
 - ❑ Reduce the chance for error
 - ❑ Reduce duplicate patron accounts and entries
 - ❑ Increase accuracy
 - ❑ While ultimately reducing the potential for lawsuits/fines

4. **REVIEW** Data Entries Standards

Data Entry Standards:

- Double check spelling.
- Do not use address fields for messages.
- Do not indent when entering patron information.
- Record name and date of birth directly from presented identification.
- Verify that address is correct.
- Do not use periods in address field.
- Do not add extra spaces in any information field.
- Put appropriate data in designated field.
- Address line 1 is the **primary** address field.
- Only put in information that is necessary to get the mail delivered.
- Do not use hyphen, apostrophes, spaces or other punctuation, unless a hyphen is part of the standardized address.
- Abbreviate directionals (N, S, E, W?) and suffixes. Use STE for suite, DR for drive and BLVD for boulevard. Do not use periods after abbreviations. Do not abbreviate street names.
- Enter information in the appropriate fields.

5. **REVIEW** the steps for each process using these points

- ❑ What Overview of the function
- ❑ Why It is used or important
- ❑ Who Authorized users
- ❑ How Steps
- ❑ Check Practice and feedback

Log in

What

- All users will have a User ID and Password.

Why

- Logging on allows the user to access those functions they are authorized to complete.

Who

- All users

How

- To access RG, Open the browser and enter URL <http://RG.harrahs.org>, Enter.
- The Log in screen will appear
- Enter your User ID and Password
- Enter "Submit"

Check

- Allow the group to log in. Provide feedback as needed

Patron Searches

What

- Before entering any information to the RG system, the patron must be located through a Patron Search.
- You may search by one or multiple fields to locate a patron. The more information you use in your search the more accurate your results.
- The more fields in your search and the more precise the data you enter the better the chance of finding an exact match if one exists.

Why

- Minimizes the risk of duplicate entries
- Maintains data integrity

WHO

- All users

How

- From the Navigation Bar, Select one of these options
 - Search
 - Update Patron Data
- The "Search Criteria Screen will appear.
- Ask the patron for a TR account number, Drivers License, or other valid identification.
- Look at this screen you see it has several fields available to be used in the search.

- You may use One or Multiple Fields
- The more information you use in your search the more accurate your results.
- Names Searches
 - May enter partial words if they have at least 3 characters
 - May use Alias and Nicknames
 - Enter as much information as possible to narrow search results.
- Identification Number search
 - You may search by TR number or Driver License Number.
 - Total Rewards # must be 11 digits.
 - Driver's License #, a State must also be entered in the State field.
 - If you search by ID, you are required to select an Identification Type from the drop down menu.
- Results
 - Multiple Results Options

If the patron you are searching for has a restriction,

The screenshot shows the 'RG Search Results - Multiple' page. At the top, there is a navigation bar with links: Home, Restrict/Exclude, State Exclusion, Update Patron, Reinstate Patron, Reports, Exclusion Notifications, Search, and Logout. Below this is the 'Search Results' section. It displays 'INITIAL SEARCH CRITERIA' with fields for Name (Dube), Total Reward Number, Date of Birth, and Identification Type. A message states: 'Your search has resulted in the following matches. If you would like to narrow your search, or found an error in your initial search, select Return to Search button. If you see a match in the list below, click on the of the row you want to select and then click on the SELECT button. If you do not see a match and you are satisfied that your search criteria is correct, you can add the patron to the RG system by clicking on the Add Patron button.' Below this is a table with columns: Select, Acct. No., Name, Birth Date, City, State, Driver License No., and Status. The table contains two rows: one for Todd Dube (EXCLUDED) and one for Emilie Dube (RESTRICTED). At the bottom of the table are buttons for 'Return to Search', 'Add Patron', and 'SELECT'.

Select	Acct. No.	Name	Birth Date	City	State	Driver License No.	Status
<input type="radio"/>	0010412345678	Todd Dube	1968-02-21				EXCLUDED
<input type="radio"/>	0010412345678	Emilie Dube	1968-12-21			123123123123	RESTRICTED

a
tch, Click on the SELECT button at the beginning of the row to select. This takes you to the View Only Patron Status screen where you will see more detail such as the type of restriction.

- No match
 - Check the data entered for accuracy and repeat search if there is an error. The system automatically adds 3 zeros to the beginning of

Total Rewards numbers. If you searched with a TR Number, be sure to remove these zeros if you re-submit the search.

- If you searched correctly and there is still no match, add the patron to the RG system using the ADD Patron Button.

Check

- Provide 4 names and ask group to locate 2 names and Driver License numbers and have them locate the patrons
Provide 2 names and 2 other pieces of information to refine the search and ask them to locate the patron.

ADD NEW PATRON

What

- If no matches are found, add the patrons to the RG system.

WHY

- All patrons must be added to the RG system prior to adding information

WHO

- RG Administrator
- RG Chairperson
- RG Ambassador

HOW

- At the bottom of the Search Results screen, click on Add Patron.
- This will take you to the Add Patron Screen.
- Enter information
- Fields in **Red** are required.
- Click on *SUBMIT*
- Review and verify information on next screen
- If information is incorrect, click on Return to return to Add Patron screen and make changes
- If correct, click on Submit to add the patron
- The next screen confirms that patron has been added.

CHECK

- With information provided add 2 patrons to the RG system.

CREATE LOG ENTRIES

What

- It is the Responsible Gaming Ambassador's responsibility to document all employee and third party reports and Responsible Gaming Conversations in the Responsible Gaming Log in the RG system.
- Information in the Responsible Gaming Log only resides in the Responsible Gaming system and only authorized employees have access to this information.
- This type of information should never be placed in the comments screen of CMS.
- Enter
 - All employee reports of customer comments that caused concern even if a Responsible Gaming Conversation does not occur. However, if the identity of the customer is not known, then no log entry can be created.
 - All third party reports, regardless of if submitted in writing or permission was granted to discuss the report with the customer.
 - All responsible gaming conversations held with a customer.
- The Responsible Gaming Ambassador uses the log entries to track customer comments and to determine if a customer should be contacted regarding our concerns.
- The log entry should contain at a minimum, the reporting employee's name, the date of the incident, and the verbatim comment that was reported.
- Once a responsible gaming conversation takes place with the customer, the results of the conversation should be documented in the log, i.e. customer took responsible gaming forms, customer signed up for a responsible gaming restriction or exclusion, customer refused responsible gaming forms.
- The summary report entered into the Responsible Gaming Log should utilize the drop down boxes and comment boxes to indicate the event that triggered the conversation, including the verbatim statement if applicable, as well as the outcome of the conversation, i.e. patron took RG forms, etc

Logging an Incident

What

- ❑ Used to capture Responsible Gambling interactions, conversations, employee reports of customer comments, and third party reports (See RGA policy training re: Log for more info)
- ❑ Manually (e.g., RG conversation) or automatically (e.g., messages added when exclusion applied to account) added

Why

- ❑ Provides a record of a patron's RG activity
- ❑ Provides valuable information to RG ambassadors

How

- ❑ Select **Incident Occurrence** from the top or bottom navigation bar
- ❑ Search to find patron in system or add patron
- ❑ Enter the requested information –
 - Select from menu for Initiating Property, incident date, incident time, incident trigger, documentation location, and incident location
 - Type in specific statements
- ❑ Be sure descriptions
 - Are clear and concise
 - Include all required information (see RG Ambassador Guide)
- ❑ Required fields are red and marked with asterisk

CHECK

- ❑ Provide 3 scenarios and ask participants to add to the log.

DISABLE INCIDENT OCCURRENCE

WHAT

- ❑ Once logged incidents cannot be deleted but they can be disabled if an administrative error caused a log entry to be added to a patron. Example: Entry associated with the wrong patron.
- ❑ Disabling an incident does not remove the patron from the RG system, only the incident.
- ❑ A record of the disable incident is retained.

WHY

- ❑ Important to have accurate incident reporting

- ❑ Allows us to remove incorrect entries

WHO

- ❑ RG Chair
- ❑ RG Ambassador

HOW

- ❑ Determine that incident meets one of the mandatory reasons for disablement
- ❑ Select Maintain Incidents from the Incident Report menu
- ❑ Search for and select the patron
- ❑ The View Only Patron Status screen is displayed.
- ❑ Click on date of the incident to be disabled.
- ❑ Enter the reason for disabling
- ❑ Click on Submit
- ❑ On the Caution screen, review and verify the information
 - If incorrect, click on Return to return to the Disable an Incident Screen to correct
 - If correct, click on Submit
- ❑ Confirmation screen is displayed

CHECK

- ❑ Provide scenarios requiring disabling and have participants process

Why & How:

- ❑ To be run weekly for list placement in the cage/credit area for CMS and RG downtimes or outages
- ❑ To be run and submitted with the RG Quarterly Self-Audit to determine the number of restrictions/exclusions added or reinstated for that time period.
- ❑ To create lists of RG patrons for state's requesting such information.
- ❑ Generate list to verify against manually entered state exclusions to ensure all persons were entered and basic info is correct
- ❑ Periodically verify no inappropriate reinstatements occurred,
- ❑ Ensure all forms are on file for a period and all forms received during that period were entered.
- ❑ Use as a cover sheet when sending weekly packet of new restrictions/exclusions to Corporate Compliance. IAD will request for audit purposes.

Attachment X.A.3_A8

ADD NEW PATRON

What

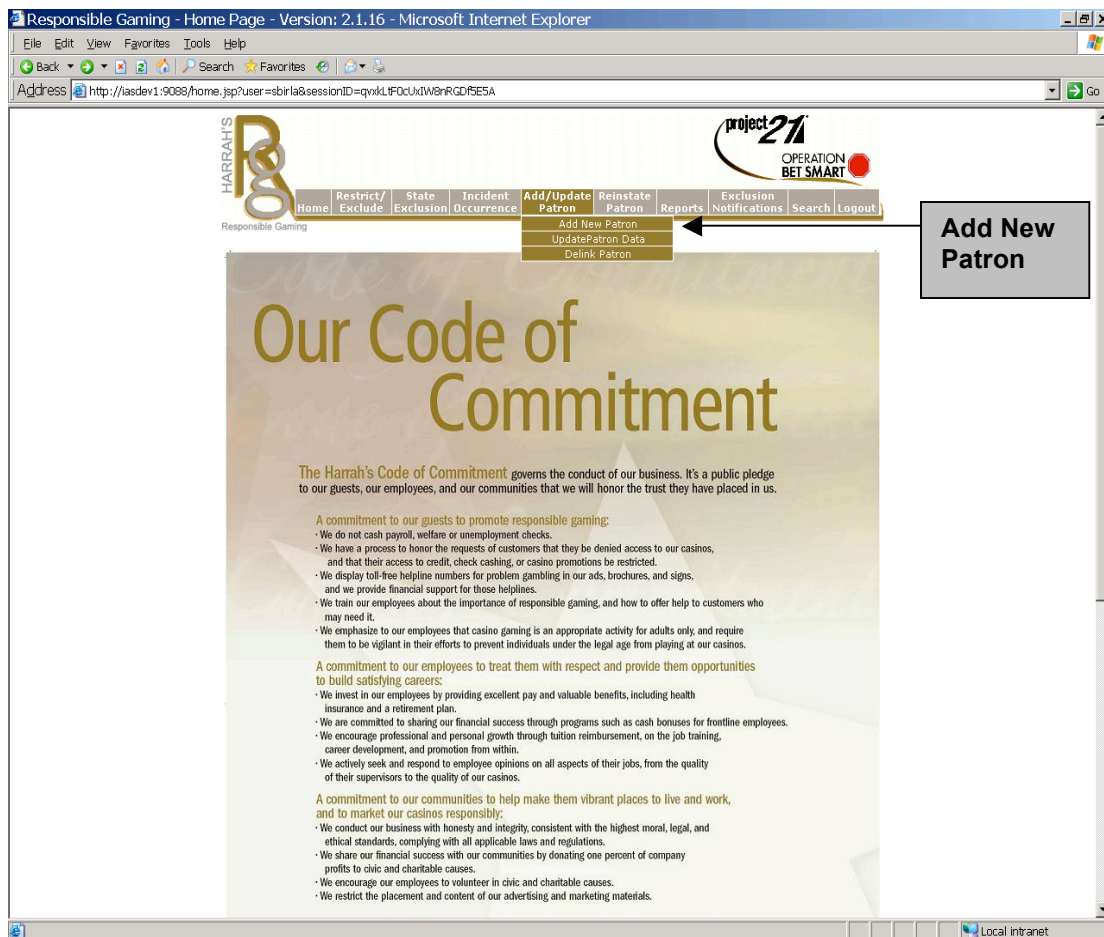
If no matches are found, add the patron to the RG system.

Why

All patrons must be added to the RG system prior to adding information.

How

- From the Navigation Bar, select:
 - Add/Update Patron
 - Add New Patron



Step One of Three

The "Add a New Patron – Search Criteria" Screen will appear:


- Search for account using Total Rewards (TR) number only.
 - No other search criteria can be used with a TR search.
 - TR number must be 11 digits.

–OR–

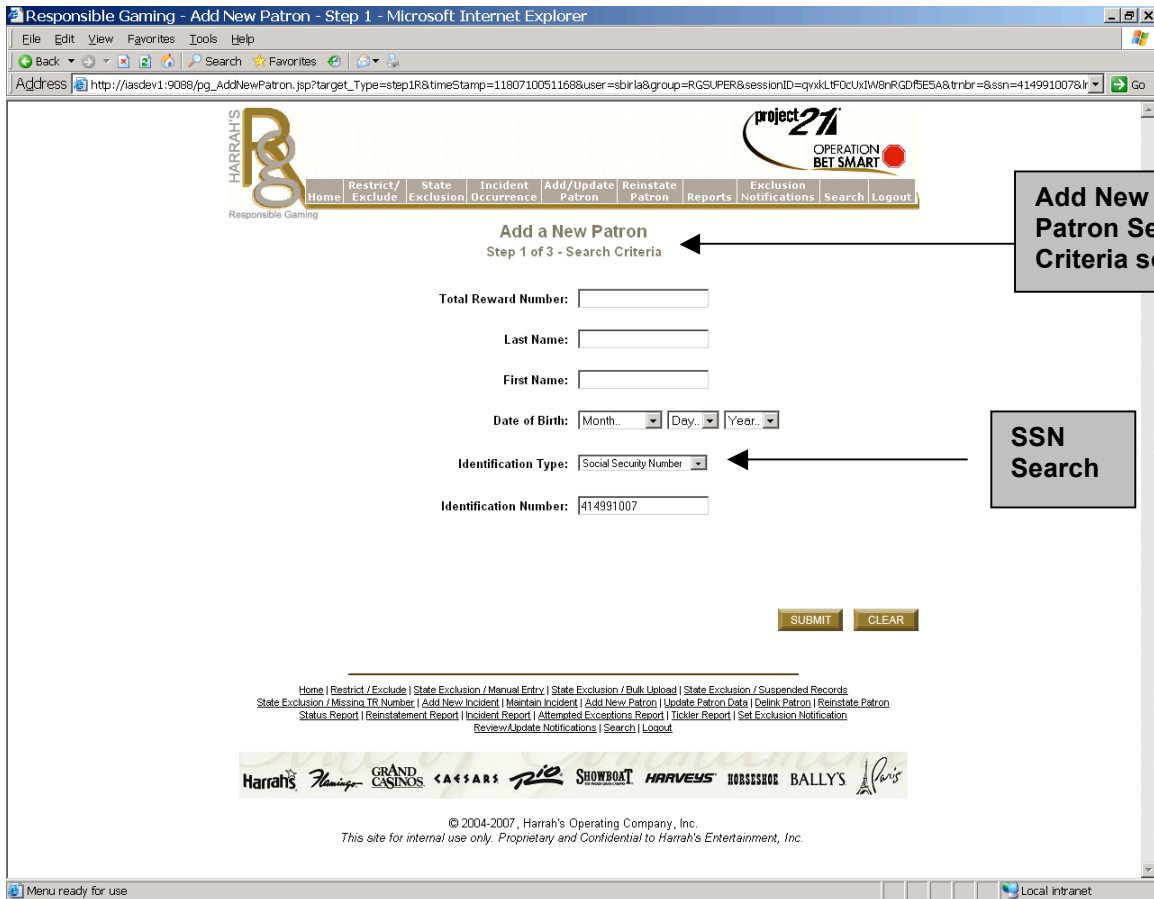
- Search for account using first name, last name, and date of birth (DOB) combination.
 - Name cannot be used as search criteria without DOB.
 - DOB cannot be used as search criteria without name.
 - Search may include a social security number (SSN) or driver's license (DL) number.
 - Name and DOB searches that include SSN or DL will be treated as "or" searches which could return multiple results. The results will include everyone with the same name and DOB as well as everyone with a matching SSN or DL number.

-OR-

- Search for account using SSN or DL number.
 - If you search by SSN or DL, an "Identification Type" must be chosen from the drop down menu.
 - If search by DL, a state must also be entered in the state field.
 - No other identification type other than SSN or DL may be used for an add patron search.

- Click on 

Note: A CLEAR button next to the SUBMIT button allows you to delete all input data on the screen.



Step Two of Three

The “Add a New Patron – Selection” Screen will appear:

- Existing account is found in RG2.
 - The “Source” column displays “RG.”
 - If the TR number is found in RG2, PDB search results will not be displayed.
 - Account already exists in RG2 so it cannot be added again.
 - Choose option from navigation bar to perform selected activity for the account (e.g. restrict/exclude, incident occurrence, etc.)

Responsible Gaming - Add New Patron - Step 2 - Microsoft Internet Explorer

Address: http://lasdev1.9088/pg_AddNewPatron2.jsp?target_Type=step2&trnbr=8&ssn=8&lname=SADLER&fname=AGNES&dobmonth=April&dobday=30&dobyear=1947&dobmonthidx=4&dobdayidx=30

HARRAH'S **project 21** **OPERATION BET SMART**

Home Restrict/Exclude State Exclusion Incident Occurrence Add/Update Patron Reinstate Patron Reports Exclusion Notifications Search Logout

Add a New Patron

Step 2 of 3 - Selection

The following search criteria was used:
 Total Reward Number:
 Patron Name: AGNES SADLER
 Date of Birth: April 30, 1947
 Identification Number:
 Identification Type:
 Driver's License State:

[Return to Search](#)

If the patron you are searching for appears in the list below with RG in the source column, then the patron already exists in the RG system. Please select the appropriate action from the top menu bar and use the existing RG account. If the patron you are searching for appears in the list below with PDB in the source column as the source, then the patron exists in PDB but not in the RG2 system. Please carefully review the patron details to ensure it is the correct patron to be added to the RG2 system. If so, please click on the ADD button next to the patron you wish to add to the RG2 system. If the patron you are searching for does not appear in the list below, then the patron does not exist in PDB or the RG2 system. The patron account must be created in CMS before it can be added to the RG2 system.

The search found 1 possible record matches on the RG2 database.
The search found 0 possible record matches on the patron database (PDB).

Select	Source	TR No.	Name	Address	Birthdate	SSN	DL No.	Status
<input type="radio"/>	RG	0017000368626	SADLER, AGNES	11771 FOSTER RD LOS ALAMITOS, CA	1947-04-30		P0115980	NONE

[Home](#) | [Restrict / Exclude](#) | [State Exclusion / Manual Entry](#) | [State Exclusion / Bulk Upload](#) | [State Exclusion / Suspended Records](#) | [State Exclusion / Missing TR Number](#) | [Add New Incident](#) | [Maintain Incident](#) | [Add New Patron](#) | [Update Patron Data](#) | [Delink Patron](#) | [Reinstate Patron](#) | [Status Report](#) | [Reinstatement Report](#) | [Incident Report](#) | [Attempted Exclusions Report](#) | [Ticket Report](#) | [Set Exclusion Notification](#) | [Review/Update Notifications](#) | [Search](#) | [Logout](#)

Harrah's **Flamingo** **GRAND CASINOS** **CASARS** **rio** **SHOWBOAT** **HARVEYS** **HORSESHOE** **BALLY'S** **Paris**

© 2004-2007, Harrah's Operating Company, Inc.

Local intranet

Choose desired option from navigation bar

Existing RG2 account found

- ❑ Existing account is not found in RG2, but account is found in PDB.
 - The "Source" column displays "PDB".
- ❑ Add account to RG2:
 - Click on the radio button under the "Select" column to choose the account.
 - Click on [Add Patron](#)

Responsible Gaming - Add New Patron - Step 2 - Microsoft Internet Explorer

Address: http://iasdev1.9088/pg_AddNewPatron2.jsp?target_Type=step2&trnbr=&ssn=&lname=THACKER&fname=JONE&dobmonth=May&dobday=30&dobyyear=1934&dobmonthndx=5&dobdayndx=30&

HARRAH'S
Responsible Gaming

project 21
OPERATION
BET SMART

Home Restrict/Exclude State Exclusion Incident Occurrence Add/Update Patron Reinst. Patron Exclusion Notifications Search Logout

Add a New Patron

Step 2 of 3 - Selection

The following search criteria was used:
 Total Reward Number:
 Patron Name: JONE THACKER
 Date of Birth: May 30, 1934
 Identification Number:
 Identification Type:
 Driver's License State:

[Return to Search](#)

If the patron you are searching for appears in the list below with RG in the source column, then the patron already exists in the RG system. Please select the appropriate action from the top menu bar and use the existing RG account. If the patron you are searching for appears in the list below with PDB in the source column as the source, then the patron exists in PDB but not in the RG2 system. Please carefully review the patron details to ensure it is the correct patron to be added to the RG2 system. If so, please click on the ADD button next to the patron you wish to add to the RG2 system. If the patron you are searching for does not appear in the list below, then the patron does not exist in PDB or the RG2 system. The patron account must be created in CMS before it can be added to the RG2 system.

The search found 0 possible record matches on the RG2 database.
 The search found 1 possible record matches on the patron database (PDB).

Select	Source	TR No.	Name	Address	Birthday	SSN	DL No.	Status
<input type="radio"/>	PDB	0015701614148	THACKER, JONE	1780 SEA FAIR DR SAINT AUGUSTINE, FL	1934-05-30	414991007	T260422346900	N/A

[Add Patron](#)



Home | Restrict/Exclude | State Exclusion | Manual Entry | State Exclusion / Bulk Upload | State Exclusion / Suspended Records | State Exclusion / Missing TR Numbers | Add New Incident | Main Incident | Add New Patron | Update Patron Data | Delete Patron | Reinst. Patron | Status Report | Reinstatement Report | Incident Report | Attempted Exceptions Report | Ticker Report | Set Exclusion Notification | Review/Update Notifications | Search | Logout

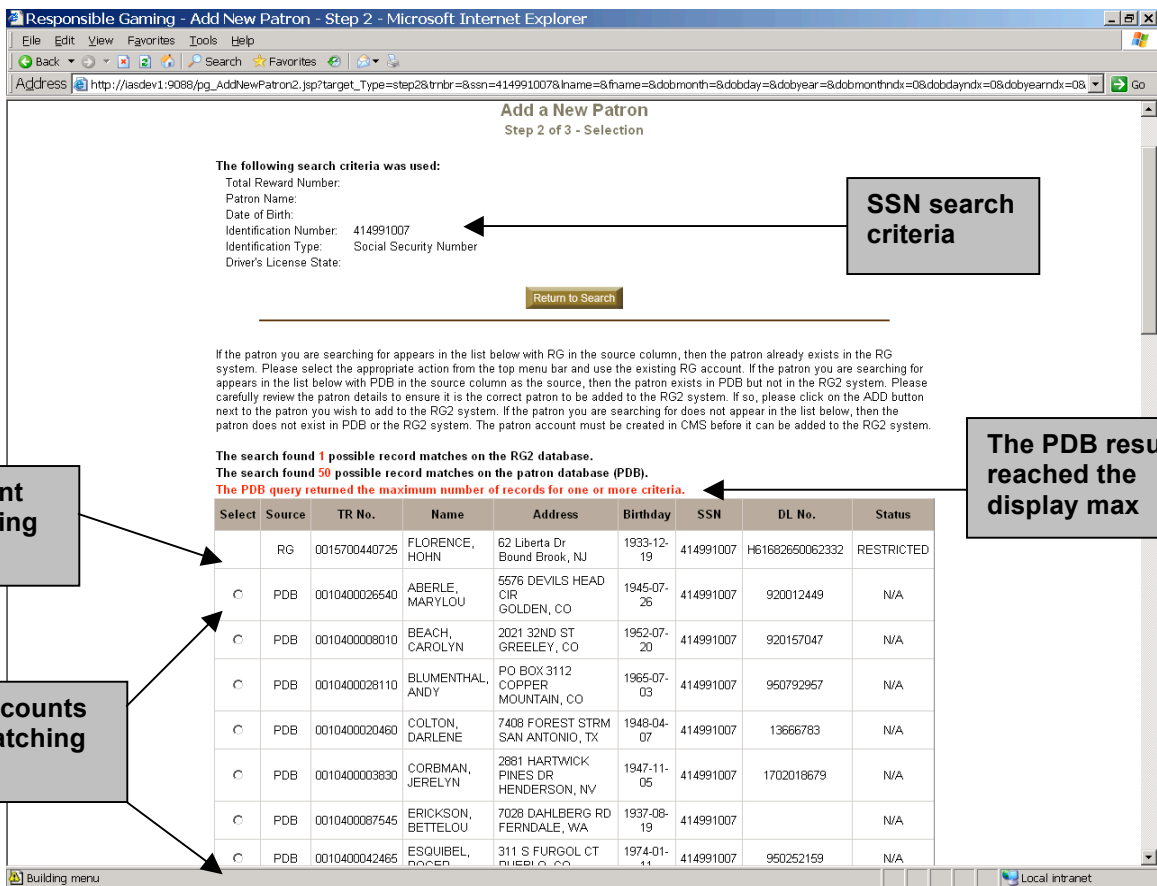
GRAND

Menu ready for use Local intranet

Existing PDB account found

- Multiple search results found in RG2 and PDB.
 - The “Source” column indicates if the search result exists in RG2 or PDB.
 - The maximum number of accounts returned for any search by PDB and/or RG2 is 50.
- Review search results to identify the correct account to be added.
- If “RG” is noted as the “Source” of the correct account to be added:
 - Account already exists in RG2 so it cannot be added again.
 - Choose option from navigation bar to perform selected activity for the account (e.g. restrict/exclude, incident occurrence, etc.)
- If “PDB” is noted as the “Source” of the correct account to be added:
 - SSN and DL may be updated, if necessary, when adding an account to RG2.
 - Click on the radio button under the “Select” column to choose the account.
 - Click on [Add Patron](#)
- If the correct account to be added is not included in the search results:
 - Search PDB to ensure the account does not exist in PDB. This step will reduce the creation of multiple PDB/CMS accounts.
 - The maximum number of accounts returned for any search by PDB and/or RG2 is 50 so the account may exist in PDB but may not return in the search results.
 - If the account does exist in PDB:
 - Search RG2 using the TR number to add patron into RG2 under the “Add New Patron” function.

- Click on the radio button under the “Select” column to choose the account.
- Click on 
- If the account does not exist in PDB:
 - Create the account in CMS.
 - Search RG2 using the TR number to add patron into RG2 under the “Add New Patron” function.
 - Note: The account may not be available during an RG2 search until 24 hours after being created in CMS due to the PDB synch process.
 - Click on the radio button under the “Select” column to choose the account.
 - Click on 



Add a New Patron
Step 2 of 3 - Selection

The following search criteria was used:

- Total Reward Number:
- Patron Name:
- Date of Birth:
- Identification Number: 414991007
- Identification Type: Social Security Number
- Driver's License State:

SSN search criteria

[Return to Search](#)

If the patron you are searching for appears in the list below with RG in the source column, then the patron already exists in the RG system. Please select the appropriate action from the top menu bar and use the existing RG account. If the patron you are searching for appears in the list below with PDB in the source column as the source, then the patron exists in PDB but not in the RG2 system. Please carefully review the patron details to ensure it is the correct patron to be added to the RG2 system. If so, please click on the ADD button next to the patron you wish to add to the RG2 system. If the patron you are searching for does not appear in the list below, then the patron does not exist in PDB or the RG2 system. The patron account must be created in CMS before it can be added to the RG2 system.

The search found 1 possible record matches on the RG2 database.
The search found 50 possible record matches on the patron database (PDB).
The PDB query returned the maximum number of records for one or more criteria.

Select	Source	TR No.	Name	Address	Birthdate	SSN	DL No.	Status
<input type="radio"/>	RG	0015700440725	FLORENCE, HOHN	62 Liberta Dr Bound Brook, NJ	1933-12-19	414991007	H61682690062332	RESTRICTED
<input type="radio"/>	PDB	0010400026540	ABERLE, MARYLOU	5676 DEVILS HEAD CIR GOLDEN, CO	1945-07-26	414991007	920012449	N/A
<input type="radio"/>	PDB	0010400008010	BEACH, CAROLYN	2021 32ND ST GREELEY, CO	1952-07-20	414991007	920157047	N/A
<input type="radio"/>	PDB	0010400028110	BLUMENTHAL, ANDY	PO BOX 3112 COPPER MOUNTAIN, CO	1965-07-03	414991007	950792957	N/A
<input type="radio"/>	PDB	0010400020460	COLTON, DARLENE	7408 FOREST STRM SAN ANTONIO, TX	1948-04-07	414991007	13666783	N/A
<input type="radio"/>	PDB	0010400003830	CORBMAN, JERELYN	2881 HARTWICK PINES DR HENDERSON, NV	1947-11-05	414991007	1702018679	N/A
<input type="radio"/>	PDB	0010400087545	ERICKSON, BETTELOU	7028 DAHLBERG RD FERNDALE, WA	1937-08-19	414991007		N/A
<input type="radio"/>	PDB	0010400042465	ESQUIBEL, ROGER	311 S FURGOL CT DUBUO, CO	1974-01-11	414991007	950252159	N/A

RG2 account with matching SSN


PDB accounts with matching SSN

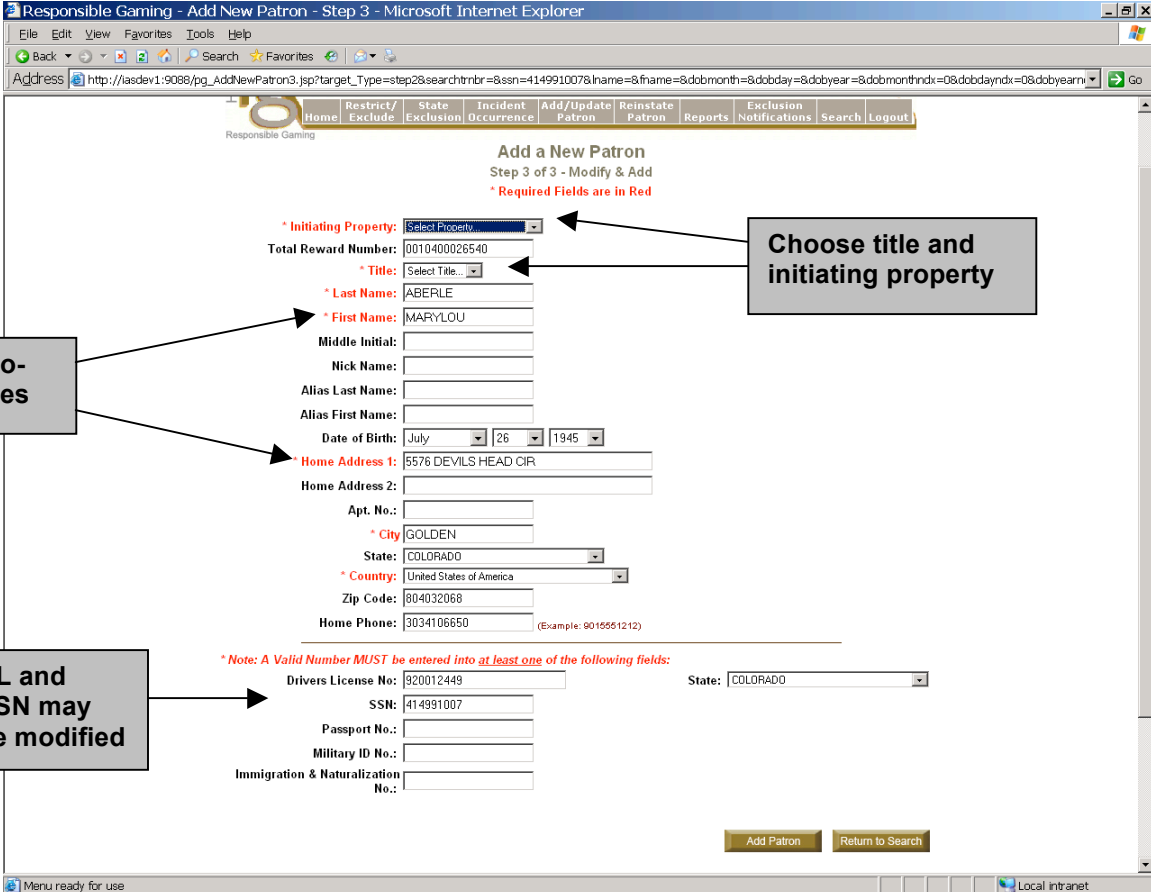
The PDB results reached the display max

Step Three of Three

The “Add a New Patron – Modify & Add” Screen will appear:

- The identification details from the selected account will auto-populate into the corresponding fields.
 - All fields noted with **red** must be completed to add a patron to RG2.
 - The only fields that may be modified are the SSN, DL, Initiating Property, and Title.

- If the SSN is already in RG2, then the account cannot be added.
 - To add the account to RG2, remove the SSN prior to clicking "Add Patron."
 - Once entered, modify the SSN on the existing RG2 account and the newly entered RG2 account to ensure the correct SSN is on each account. Modify the CMS/PDB accounts to reflect the accurate SSN's as well.
- If fields other than SSN, DL, Initiating Property, or Title must be modified:
 - Update the account information in CMS.
 - Note: The account updates will not be available during an RG2 search until 24 hours after being created in CMS due to the PDB synch process.
 - Once the PDB account gets updated by the CMS changes, search RG2 using the TR number to add patron into RG2 under the "Add New Patron" function.
 - Click on the radio button under the "Select" column to choose the account.
 - Click on 
- The account has not been created in RG2 until the following message is received on the Confirmation screen: **"The information you submitted has been successfully entered into the RG System."**



Responsible Gaming - Add New Patron - Step 3 - Microsoft Internet Explorer

Address http://asdev1.9086/pg_AddNewPatron3.jsp?target_Type=step28searchtrnbr=&ssn=414991007&lname=&fname=&dobmonth=&dobday=&dobyear=&dobmonthndx=&dobdayndx=&dobyearm...

Responsible Gaming

Home Restrict/Exclude State Exclusion Incident Occurrence Add/Update Patron Reinstate Patron Reports Exclusion Notifications Search Logout

Add a New Patron

Step 3 of 3 - Modify & Add

* Required Fields are in Red

* Initiating Property:

Total Reward Number: 0010400026540

* Title:

* Last Name: ABERLE

* First Name: MARYLOU

Middle Initial:

Nick Name:

Alias Last Name:

Alias First Name:

Date of Birth:

* Home Address 1: 5576 DEVILS HEAD CIR

Home Address 2:

Apt. No.:

* City: GOLDEN

State: COLORADO

* Country: United States of America

Zip Code: 804032068

Home Phone: 3034106650 (Example: 8016551212)

* Note: A Valid Number **MUST** be entered into at least one of the following fields:

Drivers License No: 920012449 State: COLORADO

SSN: 414991007

Passport No.:

Military ID No.:

Immigration & Naturalization No.:

Menu ready for use Local intranet

Info auto-populates

DL and SSN may be modified

Choose title and initiating property

Responsible Gaming - Add New Patron - Confirmation - Windows Internet Explorer

http://iasdev1:9088/pg_AddNewPatron4.jsp?initprop=CLV&trnbr=0010400026540&title=Mrs.&lname=ABERLE&fname=

Responsible Gaming

project 21 OPERATION BET SMART

Home Restrict/Exclude State Exclusion Incident Occurrence Add/Update Patron Reinstatement Patron Reports Exclusion Notifications Search Logout

Add a New Patron Confirmation

Identification number already exists in RG. Please do a search in RG to locate this patron information.

RETURN

You may select an option from the top navigation to continue or select **Logout** if you are finished utilizing the RG System.

Home | Restrict / Exclude | State Exclusion / Manual Entry | State Exclusion / Bulk Upload | State Exclusion / Suspended Records | State Exclusion / Missing TR Number | Add New Incident | Maintain Incident | Add New Patron | Update Patron Data | Delink Patron | Reinstatement Patron Status Report | Reinstatement Report | Incident Report | Attempted Exceptions Report | Tickler Report | Set Exclusion Notification Review/Update Notifications | Search | Logout

Harrah's Flamingo GRAND CASINOS CAESARS RIO SHOWBOAT HARVEYS HORSESHOE BALLY'S Paris

© 2004-2007, Harrah's Operating Company, Inc.
This site for internal use only. Proprietary and Confidential to Harrah's Entertainment, Inc.

Account cannot be added due to existing RG2 account with SSN.

Responsible Gaming - Add New Patron - Confirmation - Windows Internet Explorer

http://iasdev1:9088/pg_AddNewPatron4.jsp?initprop=CLV&trnbr=0016700001086&title=Mr.&lname=DUCK&fname=DAI

Responsible Gaming

project 21 OPERATION BET SMART

Home Restrict/Exclude State Exclusion Incident Occurrence Add/Update Patron Reinstatement Patron Reports Exclusion Notifications Search Logout

Add a New Patron Confirmation

The information you submitted has been successfully entered into the RG System.

You may select an option from the top navigation to continue or select **Logout** if you are finished utilizing the RG System.

Home | Restrict / Exclude | State Exclusion / Manual Entry | State Exclusion / Bulk Upload | State Exclusion / Suspended Records | State Exclusion / Missing TR Number | Add New Incident | Maintain Incident | Add New Patron | Update Patron Data | Delink Patron | Reinstatement Patron Status Report | Reinstatement Report | Incident Report | Attempted Exceptions Report | Tickler Report | Set Exclusion Notification Review/Update Notifications | Search | Logout

Harrah's Flamingo GRAND CASINOS CAESARS RIO SHOWBOAT HARVEYS HORSESHOE BALLY'S Paris

© 2004-2007, Harrah's Operating Company, Inc.
This site for internal use only. Proprietary and Confidential to Harrah's Entertainment, Inc.

Account entered into RG2 successfully.

Attachment X.A.3_A9

SURVEILLANCE TRAINING BULLETIN

ID RG Patron at Slots

What

Ability to identify patron accounts coded as Responsible Gaming Excluded that card in at a slot machine.

Why

Patrons with Responsible Gaming Exclusions are not allowed to gamble or to be on property.

How

When a patron account with a Responsible Gaming Exclusion is detected as carding in at a slot machine, a break message with an audible alarm will appear on identified surveillance workstations.

The break message will contain the following:

1. The patron's name
2. The patron's account number
3. The location of the card-in

```
Display Messages
Queue . . . . . : XXXW76A
Library . . . . : QSYS
Severity . . . . : 00
System: FOHDEV2
Program . . . . : PDCMSGHDLR
Library . . . . : *LIBL
Delivery . . . . : *NOTIFY

Type reply (if required), press Enter.
From . . . . . : JSUBOLESKI 10/03/11 10:09:44
A Gaming Prohibited patron has Carded-in at the SHREVEPORT property. The
account number is 4601137 and the patron name is VIPUL A PATEL. The
card-in has occurred at Asset# 01234 in Zone 01 Location 012.
```

**Break
Message**

Action Required

Once this message is received, immediately contact Security and provide the information.

Locate a surveillance camera on the area identified.

After giving the information to Security, type F3 to remove the message from the screen. The current message must be removed in order for future messages to be received.

Note

CMS must be running in order for the break message to appear so the monitored workstation(s) in Surveillance that was designated to receive the message should always have a CMS session open and sleep mode on the computer should be turned off. The CMS session can be minimized on the screen but it must be running for the alert to appear.

Attachment X.A.3_A10

SECURITY TRAINING BULLETIN

ID RG Patron at Slots

What

Ability to identify patron accounts coded as Responsible Gaming Excluded that card in at a slot machine.

Why

Patrons with Responsible Gaming Exclusions are not allowed to gamble or to be on property.

How

When a patron account with a Responsible Gaming Exclusion is detected as carding in at a slot machine, a break message with an audible alarm will appear on identified surveillance workstations.

Surveillance will contact Security with the following information:

1. The patron's name
2. The patron's account number
3. The location of the card-in

The system may also send an e-mail to Security, which contains the following:

1. The patron's name
2. The location of the card-in

```
ESEND/ESNDMAIL RECIPIENT('SUBOLESKIJ@HARRAHS.COM') SUBJECT('RG Patron Carded-in at SHREVEPORT')  
MSG('Gaming Prohibited patron VIPUL A PATEL has carded-in at Asset# 01234 in Zone 02 Location 022.')
```

E-Mail Message

Action Required

Go to the location identified and attempt to locate the patron.

Follow existing procedures for responding to a Responsible Gaming Excluded patron identified on the property.

Send an e-mail to the RG Chairperson detailing all of the action taken even if the patron was not able to be located.

Note

RG2 should be checked to determine if patron is excluded due to your state's self-exclusion program, another state exclusion program, and/or the internal Caesars exclusion program.

Attachment X.A.3_A11

RG CHAIRPERSON TRAINING BULLETIN

ID RG Patron at Slots

What

Ability to identify patron accounts coded as Responsible Gaming Excluded that card in at a slot machine.

Why

Patrons with Responsible Gaming Exclusions are not allowed to gamble or to be on property.

How

When a patron account with a Responsible Gaming Exclusion is detected as carding in at a slot machine, an e-mail will be sent to the Responsible Gaming Chairperson. The e-mail will contain the following:

1. The patron's name
2. The location of the card-in

```
ESEND/ESNDMAIL RECIPIENT('SUBOLESKI@HARRAHS.COM') SUBJECT('RG Patron Carded-in at SHREVEPORT')  
MSG('Gaming Prohibited patron VIPUL A PATEL has carded-in at Asset# 01234 in Zone 02 Location 022.')
```

E-mail message

Surveillance and Security procedures are in place to respond to the Responsible Gaming Excluded patron identified on the property.

Security will send an e-mail to the RG Chairperson detailing the action taken even if the patron was not able to be located.

Action Required

Assign action code: Every alert that a patron account coded as Responsible Gaming Excluded carded in at a slot machine must be assigned an action code in CMS based on the outcome of the attempted interaction.

Go to the Shift Manager's Menu in CMS.

Select Option 27 to reach the Active Players Display screen.

Choose F14 to access Identify RG at the Slots Patrons screen.

Identify the correct record and enter a 2 in the selection field.

```
ECGRGSACT.RGDACTSC1 Identify RG at the Slots Patrons 09/29/11 14:02:50  
JSUBOLESKI Shreveport XXXW76  
  
2=Edit Action Codes 5=Display Detail  
  
Gaming Gm Seq Patron Slot Slot Slot Action  
YYMMDD HHMMSS ID Zone Loc. Asset Code  
2 110222 091001 4601146 02 022 05678
```

Enter 2 in selection field to add action code

Select F4 to retrieve the list of action codes:

```

ECGRGSACT.RGDACTSR1A  Identify RG at the Slots Patrons  12/12/11 13:52:08
TMONROE      CHANGE      Council Bluffs      XXXW01

Gaming Date of RG ID . . 111212
Gaming Time of RG ID . . 115800
Sequencing Gaming Time. . 115800
Patron Local ID . . . . . 6896173
Patron First Name . . . . TEST
Patron Middle Initial . .
Patron Last Name. . . . . POSTEST
Slot Zone . . . . . AA
Slot Asset. . . . . 01101

Action Code . . . . . (F4 to retrieve Action Codes)
Approver ID . . . . .

Last changed:
  
```

**F4 to
retrieve
Action
Codes**

Identify the action that corresponds to the outcome of the attempted interaction by Security. This information should be available in the e-mail sent by Security detailing the action taken in response to the alert.

Place and X in the selection field:

**X to
select
action**

```

ECGRGSACT.RGDACTSR1A  Identify RG at the Slots Patrons  12/12/11 13:52:08
TMONROE      CHANGE      Council Bluffs      XXXW01

Ga
Ga
Se
Pa  X  ID
Pa
Pa  X  RGS  R01  36  PATRON ESCORTED OFF PROPERTY  PATRON ESCORTED
Pa  RGS  R02  36  PATRON ARRESTED  PATRON ARRESTED
S1  RGS  R03  36  PATRON INCORRECTLY CODED AS RG  INCORRECT RG CD
S1  RGS  R04  36  PATRON LEFT BEFORE INTERACTION  PATRON LEFT
   RGS  R05  36  PATRON REMOVED WINNINGS HELD  REMOVED HLD WIN
   RGS  R06  36  PATRON RELEASED TO GAMING  PATRON RELEASED
   RGS  R07  36  UNABLE TO LOCATE PATRON  COULDNT LOCATE
Ac  RGS  R08  36  STATUS DISPUTE NEEDS RESEARCH  STATUS DISPUTE
Ap
                                     More...
  
```

The system will attach the selected Action Code to the patron record:

Action Code added

```

ECGRGSACT.RGDACTSR1A  Identify RG at the Slots Patrons  12/12/11 13:54:57
TMONROE      CHANGE      Council Bluffs                XXXW01

Gaming Date of RG ID . . 111212
Gaming Time of RG ID . . 115800
Sequencing Gaming Time. . 115800
Patron Local ID . . . . . 6896173
Patron First Name . . . . TEST
Patron Middle Initial . .
Patron Last Name. . . . . POSTEST
Slot Zone . . . . . AA
Slot Asset. . . . . 01101

Action Code . . . . . R01          (F4 to retrieve Action Codes)
Approver ID . . . . .

Last changed:

F3=Exit  F4=Prompt  F10=Save  F12=Cancel
  
```

Enter Approver ID.

Enter F10 to Save.

Approver ID and F10 To Save

```

JSUBOLESKI  CHANGE      Shreveport                XXXW76

Gaming Date of RG ID . . 110222
Gaming Time of RG ID . . 081001
Sequencing Gaming Time. . 091001
Patron Local ID . . . . . 4601146
Patron First Name . . . . ROGER
Patron Middle Initial . .
Patron Last Name. . . . . FEDERER
Slot Zone . . . . . 02
Slot Asset. . . . . 05678

Action Code . . . . . R01          (F4 to retrieve Action Codes)
Approver ID . . . . . 12289

Last changed: TEST1, TEST #1

F3=Exit  F4=Prompt  F10=Save  F12=Cancel
  
```

Action Code will appear on the sub-file display:

```

ECGRGSACT.RGDACTSC1  Identify RG at the Slots Patrons  09/29/11 14:02:50
JSUBOLESKI          Shreveport                XXXW76

2=Edit Action Codes  5=Display Detail

Gaming Gm Seq Patron Slot Slot Slot Action
YYMMDD HHMMSS ID Zone Loc. Asset Code
_ 110222 091001 4601146 02 022 05678 R01 PATRON ESCORTED OFF PROPERTY
  
```

Action Code added

Note

The only field available for editing is the Action Code field.

The screen can be sorted to display a specific date and/or time (in descending order) by entering the value under the particular heading:

To view specific Date/Time enter Date/Time

```
ECGRGSACT.RGDACTSC1 Identify RG at the Slots Patrons 09/29/11 14:02:50
JSUBOLESKI Shreveport XXXW76

2=Edit Action Codes 5=Display Detail

Gaming Gm Seq Patron Slot Slot Slot Action
YYMMDD HHMMSS ID Zone Loc. Asset Code
110218 153301 4601137 07 077 01234 R07 PATRON GONE BEFORE CONTACT 7
```

The screen can be limited to display a specific Patron ID, Slot Zone, Slot Location, Slot Asset, and/or Action Code by entering the value under the particular heading:

To limit to Specific Info enter info

```
ECGRGSACT.RGDACTSC1 Identify RG at the Slots Patrons 09/29/11 14:02:50
JSUBOLESKI Shreveport XXXW76

2=Edit Action Codes 5=Display Detail

Gaming Gm Seq Patron Slot Slot Slot Action
YYMMDD HHMMSS ID Zone Loc. Asset Code
4601146
110222 091001 4601146 02 022 05678 R01 PATRON ESCORTED OFF PROPERTY
110222 081001 4601146 02 022 05678 R04 PATRON LEFT BEFORE INTERACTION
110222 071001 4601146 01 011 05685 R03 PATRON INCORRECTLY CODED AS RG
```

The screen can be limited to display only records with no Action Code by entering 3 asterisks under the Action Code heading:

Enter * to view records with no Action Code**

```
ECGRGSACT.RGDACTSC1 Identify RG at the Slots Patrons 09/29/11 14:02:50
JSUBOLESKI Shreveport XXXW76

2=Edit Action Codes 5=Display Detail

Gaming Gm Seq Patron Slot Slot Slot Action
YYMMDD HHMMSS ID Zone Loc. Asset Code
110222 071001 4601147 02 022 05678 ***
110222 061001 4601146 02 022 05678
110222 060801 4601146 01 011 05685
```

Records that do not contain an action code should be researched and assigned valid action codes.

Display a record:

Go to the Shift Manager's Menu in CMS.

Select Option 27 to reach the Active Players Display screen.

Choose F14 to access Identify RG at the Slots Patrons screen.

Identify the correct record and enter a 5 in the selection field.

Enter 5 in selection field to display a record

```
ECGRGSACT.RGDACTSC1 Identify RG at the Slots Patrons 09/29/11 14:02:50
JSUBOLESKI Shreveport XXXW76

2=Edit Action Codes 5=Display Detail

Gaming Gm Seq Patron Slot Slot Slot Action
YYMMDD HHMMSS ID Zone Loc. Asset Code
5 110222 091001 4601146 02 022 05678
```

The details for the individual record selected will display:

```
ECGRGSACT.RGDACTSR1A Identify RG at the Slots Patrons 12/14/11 06:47:27
TMONROE VIEW Council Bluffs XXXW01

Gaming Date of RG ID . . 111213
Gaming Time of RG ID . . 103500
Sequencing Gaming Time. . 103500
Patron Local ID . . . . 6896693
Patron First Name . . . . LORI
Patron Middle Initial . .
Patron Last Name. . . . RIIS
Slot Zone . . . . . AA
Slot Asset. . . . . 01101

Action Code . . . . .

Last changed:

F3=Exit F4=Prompt F10=Done F12=Cancel
```

Details of selected individual record displayed

Action Required

Create Report:

Go to Operations Analysis menu in CMS.

Select Option 18 to reach the Report Selection Menu.

Key-in Entered By number at the top of the screen.

Page down.

Select Option 19 for the RG Excluded Patron At The Slots Report.

```
CMG249A.CMR249A          Report Selection Menu          12:11:51 09/30/11
JSUBOLESKI      MENU-14  Entered by:                XXXW76

      14 _ Potential Duplicate Account Report
      15 _ Total Redeemed Rewards
      17 _ IDENTIFY OUTLETS FOR CCC COMP REPORT
      19 X RG EXCLUDED PATRONS AT THE SLOTS REPORT
      20 _ Cross Property Report
```

Key-in Entered By Number and select Option 19

Enter From Date and To Date fields for the report.

Enter F10 to submit.

```
ECGRGSMNU.RRGSMNUR1     Excluded RG Patrons who Carded-in  10/07/11 11:02:18
JSUBOLESKI              Shreveport                          XXXW76

Change the Date Range if necessary, then press F10 to Submit the report job:

Beginning date . . . . . 01/01/2001
Ending date   . . . . . 10/07/2011

F1=Exit  F10=Submit
```

Enter Date Ranges and press F10 to Submit

The report will display all records in ascending date/time sequence for date range defined:

```
ECGRGSRPT.ECNRGSRPT          Shreveport
PAGE 1
DATE 09/28/2011  TIME 19:17:56  Excluded RG Patrons who Carded-in at the
Slot Machines  HETCMS 2008011
                                From Date: 01/01/2001  To Date: 10/05/2011
(In Date/Time Ascending Seq)

Patron Name      Patron ID  Gaming Date  Gaming Time  Zone/Loct.  Asset  Action
Code & Description
-----
PATEL, VIPUL    4601137   02/18/2011   03:33:01    00 000      01234  R01
PATRON ESCORTED OFF PROPERTY 1
FEDERER, ROGER 4601146   02/18/2011   04:33:01    00 000      01234  R04
PATRON LEFT BEFORE INTERACTION 4
PATEL, VIPUL    4601137   02/19/2011   05:13:01    33 333      33333  R02
PATRON ARRESTED 4
FEDERER, ROGER 4601146   02/19/2011   05:13:01    33 333      33333  R01
PATRON ESCORTED OFF PROPERTY 1

      4  Total Records

***** End of Report *****
```

Excluded RG Patrons Who Carded-In At The Slot Machines report

If there are no records within the date range specified, the following report will appear:

```
ECGRGSRPT.ECNRGSRPT                               Shreveport
PAGE 1
DATE 09/28/2011   TIME 19:17:56 Excluded RG Patrons who Carded-in at the
Slot Machines    HETCMS 2008011
                                From Date: 01/01/2011 To Date: 01/31/2011
(In Date/Time Ascending Seq)

Patron Name      Patron ID  Gaming Date  Gaming Time  Zone/Loct.  Asset  Action
Code & Description
-----
***** No Records Found in the Specified Date Range
*****
```

Report produced no results for Specified Date Range

Note

If specific date ranges are not entered, the beginning date for the report defaults to 01/01/2001 and the ending date defaults to the current date.

The report should automatically print at the device attached to your workstation. If not, ask Property IT for assistance.

Attachment X.A.3_A12

Responsible Gaming Ambassador Procedures Manual

Responsible Gaming Ambassador Procedures Manual

Table of Contents

TITLE	PAGE
RESPONSIBLE GAMING RESTRICTION AND EXCLUSION POLICY.....	3
Definition of Restriction.....	3
Definition of Exclusion	3
Definition of Responsible Gaming Ambassadors	4
Length of Restriction or Exclusion.....	9
Governmental Sponsored Self-Exclusion Programs	9
Reinstatements	9
RESPONSIBLE GAMING AMBASSADOR DUTIES	11
Receive Employee Reports	11
Decision Making Process to Have Responsible Gaming Conversations.....	12
Direct statements of a gambling problem	12
Indirect statements.....	12
Third party statements.....	13
Procedure for Conducting Responsible Gaming Conversations.....	14
Preparing for the Responsible Gaming Conversation	14
Arranging the Responsible Gaming Conversation	14
Expressing Concern	15
Offering Assistance	16
Documenting Results of the Responsible Gaming Conversation	18
Sample Scripts for Responsible Gaming Conversations	19
Completing Responsible Gaming Forms	21
Written Request for Restriction/Exclusion, But No Caesars Responsible Gaming Forms	22
Verbal Restriction/Exclusion Requests.....	22
SELF-RESTRICTION REQUEST AND RELEASE.....	23-24
SELF-EXCLUSION REQUEST AND RELEASE	25-26
Completing Responsible Gaming Reinstatements	27
REQUEST TO REMOVE SELF-RESTRICTIONS AND RELEASE	28-29
REQUEST TO REINSTATE GAMING PRIVILEGES AND RELEASE.....	30-31
Create Log Entries	32
Recommending Company-Imposed Exclusions	35

RESPONSIBLE GAMING RESTRICTION AND EXCLUSION POLICY

Policy Statement: *Caesars goal is for our individuals to enjoy themselves with gaming and other entertainment activities. If any patron determines that he or she does not responsibly engage in gaming at a Caesars facility, we will honor a request for self-exclusion or a voluntary restriction on the patron's access to gaming-related services. If Caesars receives substantial reliable information that a patron does not responsibly engage in gaming, it reserves the right, in its sole discretion, to exclude the patron from its casinos or to restrict the patron's access to its programs and services, after first attempting to review the matter directly with the patron. This Policy and related exclusions or restrictions are based on Caesars desire to extend its services only to those seeking entertainment, and such exclusions or restrictions do not reflect any finding or conclusion by the Company that a patron has a pathological gambling disorder or other condition that requires medical diagnosis. For purposes of this Policy, unless the context requires otherwise, "Caesars" or the "Company" refers to all facilities in which gaming entertainment is offered that are owned, operated or managed by any subsidiary or affiliate of Caesars Entertainment Corporation. It includes facilities currently operated under the Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, and Bluegrass Downs Racetrack brand names as well as any facilities that are opened or acquired in the future under any of these brand names or any other name.*

The policies identified in this manual are the minimum brand standards. Where there is a state mandated regulation, that regulation will supersede the Company's policies.

Definition of Restriction

Responsible gaming restrictions – a patron can request to have check cashing, credit, and/or mail privileges eliminated.

Definition of Exclusion

Responsible gaming exclusion – a patron can request to have all privileges, including check cashing, extension of credit, mail, comps, Total Reward benefits, and play privileges denied. A patron with a responsible gaming exclusion is "gaming prohibited" at all Caesars properties and should not be in any part of a facility, including gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions, entertainment venues, and any other parts of the property. All services should be denied to responsible gaming excluded patrons, as these individuals should not be on the property.

Definition of Responsible Gaming Ambassadors

A Responsible Gaming Ambassador is a specially trained supervisor or manager who may speak with and offer assistance to a patron who we are concerned may not be gambling responsibly.

A. OPTIONS AT PATRON'S REQUEST

Self-Restrictions (short of total exclusion)

- No Markers
- No Check-Cashing privileges
- No Mail/promotions/marketing

These restrictions will apply in all Caesars casinos, and the patron may choose to have the period of restriction extend for one year or five years, or to be permanent, or to extend for such other term as may be prescribed by applicable law. At the end of any specified period of restriction, the patron must request the removal of the restriction in writing; Caesars will not remove the restrictions without such a request.

Removal of Self-Restriction -- Patrons may request to have their self-restriction lifted before the expiration of the term selected (including permanent self-restriction) only if permitted by law, and only by decision of a three-person Corporate Review Panel designated by the Chief Executive Officer, on recommendation from the local General Manager/Regional President, if it is established that the patron was placed on the self-restriction list due to administrative error.

NOTE: Patrons wishing to "self-restrict" from Total Rewards card benefits, as provided in the Code of Conduct of the American Gaming Association, can do so only through self-exclusion (see below).

Self-Exclusions

- *Term* – Individuals will have the option of voluntarily self-excluding for one year, five years, or permanently, or for such other period prescribed by applicable law.
- *Expiration of Self-exclusion* – For those individuals selecting a non-permanent self-exclusion, if allowed by applicable law, upon the expiration of that period the person may request the removal of his or her name from the self-exclusion list. Caesars will not undertake such removals without such a written request.
- *Removal from the Self-Exclusion List* – As with self-restriction, if allowed by applicable law, individuals may request to be removed from the self-exclusion list in writing before the expiration of the term selected (including permanent self-exclusion). Such requests will be granted only by decision of the Corporate Review Panel, on recommendation from the local General Manager/Regional President, if it is established that the exclusion was established due to administrative error.
- **GEOGRAPHIC SCOPE:** Self-exclusions extend to all Caesars properties encompass the entire facility, including gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions, and any other parts of the property.

Responsible Gaming Ambassador Procedures Manual

- *Special cases:* Caesars will honor the terms and conditions of self-exclusions established under its previous policy or by such similar policy then in effect at a facility subsequently acquired by the Company, or as may be required under applicable law. Also, gaming facilities acquired by Caesars will implement this policy within a reasonable period of time following their acquisition.
- Upon receipt of notification that an individual has entered a state-sponsored self-exclusion program in a jurisdiction, Caesars will exclude that person from all its gaming facilities, and will attempt to provide written notice to the individual of such exclusion.

NOTE: Global Cash Access operates a self-exclusion program for many of its ATMs and credit card cash advance services; where relevant, Caesars employees should make that self-exclusion option known to patrons, as well.

B. OPTIONS AT COMPANY DISCRETION

Triggering Events (any of these events may trigger responsible gaming action)

- Caesars may receive substantial, reliable written information that a patron does not responsibly engage in gaming activity (from family, friends, therapists, or public sources).
- The patron may report or acknowledge to a Caesars employee that he or she does not responsibly engage in gaming activity but does not request to self-exclude or self-limit as provided in Section A of this Policy.
- The patron may make statements suggesting that he or she does not gamble responsibly, but does not request to self-exclude or self-limit as provided in Section A of this Policy.

If acknowledgement by the patron is direct, then the interaction should occur immediately. Otherwise, after a triggering event occurs, the following sources of information may be used to evaluate the situation by a Responsible Gaming Ambassador:

- Incident reports in responsible gaming program records, or with the Security Department;
- Review of the patron's gaming activity with the host/junket rep, or other casino personnel familiar with patron; or
- Credit/collection information.

If the situation involves a direct risk to self or others, the patron interaction should occur immediately and should involve the appropriate Security personnel/measures.

Responsible Gaming Ambassador Procedures Manual

If a third party report has been received,

- (a) The property will confirm the identity of the person making the report and will require that such reports be made in writing; and
- (b) Any written responses to third parties by the property must be cleared with the Law Department and should follow a pre-approved format. Any response should include information about responsible gaming and treatment opportunities, which also should be provided in any face-to-face interactions with a third party making such a report.

If a patron interaction is warranted:

- it should be conducted by a Responsible Gaming Ambassador; and
 - *A summary record of the triggering event and/or the interaction, regardless of outcome, must be prepared and retained on a confidential basis in the Responsible Gaming Log in a manner that permits Caesars responsible gaming officials in each property to have access to that information. The Responsible Gaming Log shall be a separate log or database from any other Company maintained logs or databases.*

When patron interaction follows receipt of a third party report the Responsible Gaming Ambassador will refer to the third party report to the patron **only** if the third party has agreed to be identified to the patron as having made such a report.

Company-Imposed Limits on a Patron's Gambling Privileges

Temporary Restrictions or Exclusion:

During a responsible gaming conversation, a Responsible Gaming Ambassador may suggest that the patron discontinue gaming for a time, or may determine that the patron's gaming privileges should be temporarily limited for that visit, including, without limitation, the restricting of credit, denial of check cashing or, subject to the law of that jurisdiction, the exclusion of the patron from the casino. Any such temporary restriction or exclusion shall be recorded in the Responsible Gaming Log.

Long Term Exclusion:

If based upon triggering events, the property General Manager/Regional President or designee believes that there is a reasonable risk that the patron does not responsibly engage in gaming activity and the patron is unwilling to self-exclude or self-limit, the patron shall be referred to a three-person Review Panel at the corporate level, appointed by the Chief Executive Officer, for possible restriction or exclusion at the Company's discretion. Such submissions should include (1) all records of casino interactions with patron concerning responsible gaming, (2) any verified reports of the

Responsible Gaming Ambassador Procedures Manual

patron's potential responsible gaming problems from third parties, and (3) available information from the Surveillance, Security, or Credit departments, and the Responsible Gaming Log or data base. Such submissions should be acted upon by the Corporate Review Panel within a reasonable time, based on the following general standard:

Is there a reasonable risk that the patron does not responsibly engage in gaming?

- a) Individuals who are excluded or restricted at the Company's discretion may appeal that decision only as follows:
- An appeal can be made to the Corporate Review Panel;
 - The initial decision to restrict or exclude may be reversed only because of administrative error in the initial decision (e.g., mistaken identity, or incorrect data reviewed).

Any action at the Company's discretion either at the property level or by the Corporate Review Panel is applicable to all of its gaming facilities, and is not limited to specific properties.

FORFEITURE OF REASONABLY IDENTIFIABLE WINNINGS INCURRED BY EXCLUDED PERSONS

Should any patron be found to have used any Caesars gaming facility contrary to the terms of an exclusion (executed either at the patron's request or at the discretion of the Company), the gaming regulatory agency in that jurisdiction will be notified. In some jurisdictions these matters may be reported as patron or player disputes. In jurisdictions where the gaming regulatory agency has a regulation or policy governing the handling of such winnings, Caesars will follow that regulation or policy. In jurisdictions where the gaming regulatory agency does not have such a regulation or policy Caesars will:

- Refuse the payment of any winnings and seek from the patron any winnings reasonably identifiable by Caesars; and
- Place all such winnings* withheld or received from the patron will be placed in safekeeping until any legal proceedings patron may exercise are concluded.
- Upon conclusion, Caesars will donate to an appropriate governmental or non-profit responsible gaming research or treatment organization the amount of winnings* recovered or withheld from, the patron, in accordance with all applicable laws.

*The policy of donating excluded gamblers' winnings does not include any "progressive jackpots." Progressive jackpots will not be paid to excluded players and will remain on the progressive meter unless the Company is directed otherwise by a gaming regulatory agency.

Length of Restriction or Exclusion

An individual may select a one-year, five-year, or permanent option for either a restriction or exclusion under this policy; however, some jurisdictions allow for different time periods that will supercede and be reflected in the Responsible Gaming IT Application.

Governmental Sponsored Self-Exclusion Programs

Individuals participating in a governmental sponsored restriction or exclusion program will be treated in accordance with those programs. In addition, Caesars will apply those restrictions or exclusions on a system wide basis to all Company properties, unless prohibited by law. In other words, an individual excluded at any Company property is excluded at all Company properties regardless of whether or not they formally entered through the Caesars program or a state program. In some jurisdictions, the governmental forms indicate that the individual may be excluded from gaming facilities in other jurisdictions by entering the self-exclusion program. Individuals entering a governmental sponsored exclusion program will be sent a letter by the Company informing them that as a result of their being on a governmental sponsored exclusion list, that pursuant to Caesars policy they are banned from all of Company properties.

Reinstatements

Responsible gaming restricted or excluded individuals may be reinstated 1) after the expiration of the time period of the restriction or exclusion, or 2) if the restriction or exclusion was an administrative error, i.e. it was applied in error to the wrong person.

Reinstatements for individuals restricted or excluded under the Caesars policy after the expiration of the time period of the restriction or exclusion may be completed at any property. These reinstatements may occur if requested by the individual without review by the Responsible Gaming Committee.

Reinstatements for individuals restricted or excluded under Caesars policy prior to the expiration of the specified time period may only be made in the case of administrative error and only be processed by the property where the restriction or exclusion was initiated. That property must review the request and make a determination whether there was an administrative error. If the property believes that the restriction or exclusion was applied in error, that determination along with supporting documentation must be sent to Corporate Responsible Gaming. This information will be provided to the Corporate Review Panel so that a determination can be made if the account was coded in error and should be reinstated. Based on the Corporate Review Panel's determination, the Responsible Gaming Chairperson should contact the Responsible Gaming Administrator to either remove or not remove the RG status from the individual individual's account.

Reinstatement forms should be completed by an individual prior to any reinstatement being granted.

An individual excluded pursuant to a governmental sponsored responsible gaming program can only be reinstated by the appropriate governmental agency. Only a property within the agency's jurisdiction may reinstate an individual in a governmental sponsored responsible gaming program after being notified by the appropriate governmental agency. Properties outside of a particular governmental agencies jurisdiction cannot reinstate such an individual prior to reinstatement by a property within that governmental agencies jurisdiction.

Individuals who self-excluded under the Company's previous permanent self-exclusion program may be only considered for reinstatement after a minimum of **two years** from the date of the self- exclusion. These requests should be forwarded to Corporate Responsible Gaming for review and discussion with the property's Responsible Gaming Committee and General Manager for possible reinstatement.

All reinstatements should be entered via the Responsible Gaming IT Application.

If a customer requests a responsible gaming reinstatement, it is a duty of the Responsible Gaming Ambassador to speak to the patron and begin this process.

RESPONSIBLE GAMING AMBASSADOR DUTIES

Each of the following duties is discussed in detail below:

1. Receive employee reports of customer comments that caused a concern.
2. Make decisions about whether or not to conduct responsible gaming conversations with customers.
3. Conduct responsible gaming conversations with customers, explaining available options.
4. Assist customers in the completion of responsible gaming restriction or exclusion forms.
5. Log employee reports of customer comments and any responsible gaming conversations with the customer.
6. Recommend customers to be considered for company-imposed exclusion.

Receive Employee Reports

At least one Responsible Gaming Ambassador should be on duty every shift to ensure availability at all times when the casino is open for business.

Responsible Gaming Ambassadors will receive information from supervisors regarding customer comments that caused concern to the reporting employee. The nature of these reports will determine if and when a responsible gaming conversation is to take place with the customer.

Responsible Gaming Ambassadors should record all employee reports of comments that caused a concern into the Responsible Gaming Log. Such comments or concerns should never be entered into the customer's CMS account.

These reports should indicate comments made by customers or third parties. The reports should not be based on behaviors or interpretations of behaviors. We can't read customers' minds and we're not psychologists, but we do listen to what our customers say. We are not in a position to judge behaviors. Behaviors can be interpreted in many ways and we don't want to draw conclusions from behaviors. Decisions about responsible gaming conversations are the result of things that customers say, or things that friends, family members, or other third parties tell us about customers.

If an employee reports behavior instead of a comment, the Responsible Gaming Ambassador should have the supervisor explain to the employee that reports should be based only on customer or third party comments, as we are not in a position to judge behaviors.

Decision Making Process to Have Responsible Gaming Conversations

Direct statements of a gambling problem

Customer specifically states has gambling problem:

“I need help/I have a gambling problem.”

“My gambling is ruining my life/marriage, etc.”

Any statement that specifically states “my gambling caused X problem.”

Direct statements, such as the following, require an immediate interaction:

when a customer expresses having a gambling problem;

when a customer requests help with a gambling problem;

or when a customer requests information on the company’s restriction and exclusion programs.

Indirect statements

Customer makes statement that may indicate a problem but there is no explicit link that the problem is related to gambling:

“My boss would fire me if he knew I was here.”

“I really shouldn’t be throwing my money away.”

If a customer makes vague or indirect statements, a Responsible Gaming Ambassador may make the decision to have a responsible gaming conversation with a customer based upon the comment or upon information collected in the Responsible Gaming Log and other sources, such as host and junket rep comments about a customer, security incident reports, and other sources of information.

Indirect statements that are extremely vague and not specifically related to gambling would not typically trigger a responsible gaming conversation. Indirect statements can lead to a responsible gaming conversation if the Responsible Gaming Log shows a reasonable number of these types of statements were made over time.

There will be situations in which the Responsible Gaming Ambassador will make a decision NOT to have a responsible gaming conversation with a customer. Indirect statements that are vague or infrequent in nature, third party reports where permission is not granted to discuss the report with the customer, and a lack of previous entries in the Responsible Gaming Log are circumstances that may not trigger a responsible gaming conversation, even though an employee has reported concerns about a customer.

Responsible Gaming Ambassador Procedures Manual

Third party statements

Written or verbal statement from a third party

If a third party is reporting that one of our customers has a gambling problem, then a Responsible Gaming Ambassador should speak with the third party as soon as possible while they are on property.

The third party should be asked to submit their concern in writing and the written letter should consent to allowing us to speak to the patron. The letter should specifically mention that the letter and the author of the letter can be discussed with the customer. The letter should contain the specific concern, reasons for the concern, the third party's identity, and permission to discuss the report and who made the report with the customer.

If the third party refuses to submit the report in writing or grant permission to discuss the report with the customer, the third party should be given responsible gaming information and informed that we cannot address the concern with the customer without the written report and permission to discuss the report with the customer, including the third party's identity.

If the report indicates that the third party's concern is not a responsible gaming related issue, i.e. religious issue, etc., explain to the third party that you cannot speak to the customer regarding these issues.

If the third party submits the report in writing and grants permission to discuss the report with the customer, the conversation with the customer should occur as soon as possible. However, the third party should not be allowed to be present during this responsible gaming conversation.

During a conversation with a third party, explain that after you receive the written consent from the third party allowing you to discuss the concern and the identity of the third party expressing the concern with the customer, you will set up a meeting with the customer to discuss this concern. It is also appropriate to offer the third party information on resources available for assistance, including the Caesars self-restriction or self-exclusion program, any applicable governmental sponsored programs, and organizations that may be of assistance, i.e. a problem gambling helpline number, Gam-Anon, gambler's anonymous, etc.

Don't conclude that the customer has a gambling problem.

Don't assure the third party that the customer will be excluded.

Don't agree to speak with the customer if the third party refuses to submit in writing.

Best efforts should be made to verify the identity of the third party making the report.

Procedure for Conducting Responsible Gaming Conversations

Caesars conducts responsible gaming conversations with certain customers to communicate Caesars concerns in a manner that the customer will hear and understand. To be effective, these interactions must take place away from the casino floor; convey a high level of personal caring and support that will allow the customer to consider the legitimacy of the concern; and offer the customer options for assistance.

Demonstrations of caring support and concern are much more likely to be heard and acted upon. The responsible gaming conversation is not intended to fix anyone's problems. It is simply an effort to express concern in a way that encourages the customer to look for options that might help them to gamble more responsibly.

Don't accuse a customer of having a problem.

Don't attempt to convince a customer that he has a problem.

Don't mention or discuss specific employee who reported comment.

Don't be confrontational.

Steps include a) preparing for the responsible gaming conversation; b) arranging the responsible gaming conversation; c) expressing concern, c) offering assistance, and; d) documenting results of the responsible gaming conversation.

Preparing for the Responsible Gaming Conversation

A folder containing two copies of the Caesars self-restriction form, two copies of the Caesars self-exclusion form, a Caesars responsible gaming brochure, and a listing of resources for professional help in your jurisdiction should be maintained and taken to responsible gaming conversations with customers.

Make sure you have all of the collateral materials, forms and paperwork that you will need to discuss with the customer prior to the meeting.

Arranging the Responsible Gaming Conversation

The Responsible Gaming Ambassador is responsible for contacting the customer and arranging a time and a place for the responsible gaming conversation. Contacting the customer must be done discreetly and professionally and should not interfere with play. Instead, look for a natural break in play, such as when the customer is getting change, getting a drink, or the deck is being reshuffled. Let the customer know that you would like to speak with them for a moment as soon as they are willing to take a short break.

If a customer is not on the property when a decision to have a responsible gaming conversation is made, then the customer should be contacted during a future visit. The Responsible Gaming Ambassador should place a priority message on the customer's CMS account instructing the user to contact the Responsible Gaming Ambassador on duty. This will allow a responsible gaming conversation to take place with the customer

Responsible Gaming Ambassador Procedures Manual

the next time the customer is on property and the customer's CMS account is accessed. The Responsible Gaming Ambassador that spoke with the customer should remove the message from the customer's CMS account after the conversation is concluded.

The Responsible Gaming Ambassador should accompany the customer off the casino floor or ask the customer to meet the Responsible Gaming Ambassador at a certain time in an area that provides some degree of privacy. Responsible gaming conversations must be private because of their sensitive nature.

If the customer asks or demands to know why you want to meet with him, explain that you would like to discuss some concerns with him in private.

If the customer refuses to meet with you, give him your card and ask him to contact you at his earliest convenience.

In selecting the location for the dialogue, choose locations that are away from the casino floor and places where the conversation will be private. These locations could include private/quiet sections of restaurants/lounges, or conference/meeting rooms. Locations can vary with situations; during a slow shift the dialogue may even take place in a quiet corner off the casino floor or in pavilion areas.

If preferred, Senior Management can be contacted regarding conducting a responsible gaming conversation with the customer if the customer is a Seven Stars customer. However, it is the duty of the Responsible Gaming Ambassador to create a log entry indicating that a Senior Management staff member was contacted to have the conversation with the customer, as well as the results of the conversation between the Senior Management staff and the customer.

Expressing Concern

The responsible gaming conversation is an opportunity for the Responsible Gaming Ambassador to promote more responsible behavior of a customer by pointing out that Caesars' employees or the customer's loved ones have become concerned about the customer.

Open the dialogue, introduce yourself and make the customer comfortable. A quick introduction and handshake will do. Thank the customer for taking the time to meet with you.

The Responsible Gaming Ambassador should begin the conversation by clearly telling the customer why the Responsible Gaming Ambassador is talking to him by paraphrasing what the customer said that caused concern or, in the case of a third party report, paraphrasing the concerns of the third party. However, the Responsible Gaming Ambassador should not discuss the specific employee who expressed the concern.

Responsible Gaming Ambassador Procedures Manual

During the conversation, the Responsible Gaming Ambassador should be attentive to the message, not the response of the customer. The Responsible Gaming Ambassador should return to and repeat the message of concern by reflecting back to the customer what was said and suggesting that maybe the customer should do something differently.

It is important to remain in control of the conversation at all times. The goal of the conversation is to express concern and offer assistance. It is important NOT to accuse a customer of having a problem or try to convince a customer that he or she has a problem. Do not battle with anyone or confront anger, but be ready to accept and deal with resistance by customers and unreasonable solutions offered by customers, such as returning their losses to them.

Maintain emotional distance from the issues that may be discussed; do not give a customer your home phone number or continue to discuss concerns away from the property.

Avoid detaining the customer in any way. If the customer does not want to continue the conversation or discuss alternatives, thank him for his time and conclude the conversation.

If at any time during this conversation the customer threatens your safety or himself, contact security immediately.

Offering Assistance

The responsible gaming conversation also is an opportunity to offer responsible gaming alternatives to a customer during the interaction.

If appropriate, during the conversation the Responsible Gaming Ambassador should let the customer know that assistance is available and offer to discuss specific responsible gaming options available to the customer. It is a good idea to ask permission to discuss the specific responsible gaming options with the customer because it makes them feel more empowered and in control. After receiving the customer's permission, the company's self-exclusion and self-restriction program should be discussed as well as any applicable governmental sponsored exclusion program.

At this time the packet of information containing the Caesars responsible gaming brochure, and copies of the Caesars self-restriction forms and self-exclusion forms should be provided to the customer. The Responsible Gaming Ambassador should review the responsible gaming collateral material and discuss the problem gambling helpline as a resource.

The Responsible Gaming Ambassador should explain the options available for a customer including the restriction options of a) restriction of all mailings; b) no extension of credit; and/or c) no cashing of checks, or the exclusion option of prohibition from

Responsible Gaming Ambassador Procedures Manual

gambling or entering any part of a facility owned, operated, or managed by Caesars by excluding either through the Caesars program or a state program, if applicable.

A possible script would be as follows: “I want you to have this packet of information to read if you wish. There are some options that we can offer you, and each is described in these materials. We have a program that puts you on a list so that you cannot cash checks or get credit in any of our casinos. You can choose not to receive any promotional material from us in the mail. Or you can choose to voluntarily ban yourself from all of our casinos. There is also a state program that will allow you to ban yourself from all of the casinos in the state.” The customer may wish to have you explain further the self-restriction and self-exclusion options at this point.

The Responsible Gaming Ambassador should conclude the offer of assistance by asking the customer if he or she would like to participate in any of the programs. If so, the Responsible Gaming Ambassador may assist the customer in completing the appropriate forms. If the customer would like to enroll in the state exclusion program, the appropriate contact information should be provided to the customer. If the customer would like some time to consider these options, then provide the packet to the customer to take home and review. Explain that the completed forms can be returned to the property in person or by mail. If returned by mail, the forms must be notarized. The Responsible Gaming Ambassador should let the customer that he can be contacted if the customer would like to talk about these options in the future.

There might be times when the specifics of the responsible gaming program will not be discussed with a customer.

There will be customers who do not want you to discuss the specifics of the responsible gaming options or will deny having a problem or making the statement that caused concern. In those cases, the Responsible Gaming Ambassador should give the packet of information to the customer and encourage the customer to take a look at the materials. If the customer refuses to take the materials, the Responsible Gaming Ambassador should let the customer know that options are available and that the customer can contact him if he would like to talk about these options in the future.

Also, in some instances, a customer’s comments that led to a responsible gaming conversation could be unrelated to responsible gaming issues. In these cases, responsible gaming options would not be discussed with the customer.

The responsible gaming conversation should be ended with another expression of concern and a firm closing of the discussion by the Responsible Gaming Ambassador. The customer should then be escorted out of the meeting area.

Documenting Results of the Responsible Gaming Conversation

Responsible Gaming Ambassadors document the result of conversations. All responsible gaming conversations are entered into the Responsible Gaming Log, regardless of the outcome of the conversation.

The summary report entered into the Responsible Gaming Log should utilize the drop down boxes and comment boxes to indicate the event that triggered the conversation, including the verbatim statement if applicable, as well as the outcome of the conversation, i.e. patron took RG forms, etc.

The Responsible Gaming Ambassador is required to make recommendations to the property Responsible Gaming Committee concerning company-imposed limits on the customer's gambling privileges and to provide all supporting documentation to the Committee regarding the customer.

For more specific information on the process for creating log entries, please see the section entitled "Creating Log Entries."

Sample Scripts for Responsible Gaming Conversations

Customer comment that caused concern: “I need help. I have a gambling problem and I am in a lot of trouble. Can you loan me some money for a couple of days?”

Responsible Gaming Ambassador

Thanks for meeting me over here Mr. Russell. I thought it best that we talk away from the casino floor. I am glad you said something about your gambling and your need for help.

Customer

What I really need is some money. I’m not going to be able to make my house payment this month and I’m already behind.

Responsible Gaming Ambassador

So you’re saying gambling has put you in a difficult position with your house payment. I know money would definitely help today, but I wonder if taking a break from gambling might give you a chance to make some changes and get back on your feet.

Customer

That’s the whole idea of coming in here, to get a good jackpot to pay off my bills. I’ve done it before.

Responsible Gaming Ambassador

The jackpot may have helped before, but if you want to get your financial decisions under control, then a break from gambling might give you a chance to get some help.

Customer

I’ve tried that but it doesn’t work. I always come back. I figure my luck has got to turn around at some point.

Responsible Gaming Ambassador

You’re right, changes are hard and we don’t always succeed right away. Maybe another try would help. We do have some options available that may make it easier for you to take a break. We have an exclusion program. This is where you can tell us not to let you gamble in any of our casinos for a certain period of time. Would you like to look at the forms?

Customer

Okay. At least it’s a start.

Responsible Gaming Ambassador

Let me take a few minutes to go over how the self-exclusion program works. If you decide it might help you, then it will only take a few minutes to fill out the paperwork. In addition, I can give you a package of information that contains resources available for you to get help.

Responsible Gaming Ambassador Procedures Manual

Customer comment that caused concern: “This just isn’t fun anymore. I really don’t feel good coming in here. I get all stressed out instead of having a good time.”

Responsible Gaming Ambassador

Mrs. Almanza, thank you for meeting with me for a few minutes. I wanted to talk to you about coming here being stressful for you rather than fun.

Customer

I’m okay, I just get a little down when I lose and I was having a really bad day.

Responsible Gaming Ambassador

I understand. Nobody likes to lose.

Customer

It’s not just a matter of not liking to lose. I hate it when I come in here and lose money that I really can’t afford to lose.

Responsible Gaming Ambassador

Well, if your gambling is getting you down and you’re playing with money you can’t afford to lose, then maybe you should consider making some changes or taking a break from gambling for awhile.

Customer

Maybe.

Responsible Gaming Ambassador

If you really would like to take a break for a while, we have some programs that might help you. We do have a program where you can choose to ban yourself from gambling in our casinos for a certain period of time. We call it self-exclusion. If you’d like to enter this program, it will only take a few minutes to fill out the paperwork.

Customer

I’ll think about it.

Responsible Gaming Ambassador

Okay. Please take this packet of information to read. It describes our self-exclusion program, and other programs and resources available to you.

Customer

What should I do if I am interested?

Responsible Gaming Ambassador

Let me take a moment to go over the programs that we have available. If you decide you’re interested, you can fill out the forms and bring them back in person or you can mail a notarized copy back to us. Whatever is most convenient for you.

Completing Responsible Gaming Forms

A customer can chose to restrict any combination of credit, check cashing, and/or mailing for any time period indicated on the form. If the customer still wants to be able to gamble but restrict any of these privileges, then a self-restriction form should be completed.

A customer can chose to completely exclude him/herself from the entire facility and all privileges associated with the casino, including check cashing, extension of credit, mail, comps, Total Reward benefits, and play privileges. If the customer wants to exclude himself from the entire facility, then a self-exclusion form should be completed. If a self-exclusion form is completed, then a self-restriction form should not be completed.

When assisting a customer in completing responsible gaming self-restriction or self-exclusion forms, the Responsible Gaming Ambassador should ensure the information on the form is legible, complete, accurate, and obtained from a valid form of ID. The information should include the following:

- SSN
- DOB
- Driver's License # & Driver's License State
- First Name, Middle Initial, Last Name
- Phone Number
- Address
- Total Rewards Number

If a customer completes a self-exclusion or self-restriction form on property, the form does not have to be notarized. However, the form does need to be witnessed. If the customer submits the form through mail service, email, fax, or via third party, the form is required to be notarized.

A copy of the signed form should be provided to the customer. If the responsible gaming conversation is taking place in an area inconvenient to create copies of the responsible gaming forms after they have been signed, the Responsible Gaming Ambassador should have the customer complete another identical form along with the customer's signature and keep it for his records.

The completed forms should be forwarded to your property's Responsible Gaming Chairperson or Responsible Gaming Administrator immediately so that the restriction or exclusion may be placed on the customer's account and the forms may be filed appropriately.

Copies of all signed responsible gaming restriction or exclusion forms should sent to Corporate Responsible Gaming as soon as they are completed for placement in the corporate responsible gaming files.

Written Request for Restriction/Exclusion, But No Caesars Responsible Gaming Forms

If a customer letter is received requesting a restriction or exclusion due to responsible gaming issues, this restriction or exclusion request should be honored and entered into the system. As a follow up, responsible gaming forms should be sent to the customer to complete.

Verbal Restriction/Exclusion Requests

If a customer verbally requests a restriction or exclusion due to responsible gaming issues, either in person or on the telephone, this customer should be provided with a responsible gaming restriction or exclusion form to complete. Verbal requests should not be honored.

Responsible Gaming Ambassador Procedures Manual

SELF-RESTRICTION REQUEST AND RELEASE

Full Name (include any nicknames): _____
Mailing Address: _____
Telephone No.: _____ Total Rewards Account No.: _____
Driver's License State and No.: _____ Date of Birth: _____
Social Security No.: _____

I, _____, request that Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, and Bluegrass Downs Racetrack gaming facilities (collectively "Caesars"), including properties, companies, or brands that are opened or acquired after the date of this request (check all that apply):

___ Deny me any casino based credit/markers (I understand this does not affect my current credit obligations);

___ Deny me check-cashing privileges;

___ Remove my name from lists for direct mail promotional material. I understand that I may continue to receive mail from Caesars inadvertently. If this occurs, I agree to advise Caesars as soon as practical by calling _____.

I request that these restrictions remain effective for the following time period, and understand that they will apply at all properties owned or managed by Caesars during the term of this self-restriction, including facilities that are opened or acquired after the date of this request.

___ 1 Year ___ 5 Years ___ Permanent

NOTE: A one-year or five-year self-restriction period will not be reinstated unless and until the person requests removal after the term of applicable restriction expires.

I have taken the time to review and understand the following terms of this Self-Restriction Request, and agree with all of them:

- **I will not attempt to use any of the services or privileges from which I have requested restriction** during the period of this self-restriction.
- If I do attempt to use any of the services or privileges from which I have requested restriction during the period of this self-restriction, and am detected, **I understand that Caesars will take reasonable steps to deny me the service or privilege.** By accepting this self-restriction request and taking reasonable steps to deny me these services or privileges, however, I understand that Caesars is not obligating itself to do so. **The ultimate responsibility to limit my access to Caesars services and privileges remains mine alone.**
- **This self-restriction request is irrevocable** during the time period indicated above. I understand that I will not be automatically reinstated after the term of my restriction(s) expires and that I will remain restricted until I complete and submit a Request To Remove Self-Restrictions and Release.
- **Caesars will treat this Self-Restriction Request confidentially**, but will reasonably provide information regarding this request to Caesars personnel and certain vendors (including cash access providers, tour operators, and possibly others) who Caesars determines should reasonably be aware of this request in order to assist Caesars in taking reasonable steps to carry out my restriction request.

Responsible Gaming Ambassador Procedures Manual

RELEASE

- **I will not seek to hold Caesars liable in any way should I continue using Caesars gaming facilities, and/or services or privileges despite this restriction request, and I agree to indemnify Caesars for any liability it may incur relating to this request.** Specifically, I, for myself, my heirs, executors, administrators, successors, and assigns, hereby release, and forever discharge Caesars Entertainment Corporation, Caesars Entertainment Operating Company, Inc., and all of their direct and indirect subsidiaries, their partners, agents, employees, officers, affiliates, directors, subsidiary companies, successors, and assigns, and those with whom they may lawfully share information regarding this restriction (collectively, the “Released Parties”), from any and all claims in law or equity that I now have, or may have in the future, against any or all of the Released Parties arising out of, or by reason of, the performance or non-performance of this Self-Restriction Request, or any other matter relating thereto. I further agree, in consideration for the Released Parties’ efforts to implement my restriction, to indemnify and hold harmless the Released Parties to the fullest extent permitted by law for any and all liabilities, judgments, damages, and expenses of any kind, including reasonable attorneys’ fees, resulting from or in connection with the performance or non-performance of the self-restriction requested herein.

Signature/Date

Witness/Date

Notarization (Must be completed if returned by mail, fax, or third-party)

STATE OF _____ COUNTY OF _____

I certify that on _____, 201__, _____ personally came before me and acknowledged under oath that he or she executed this document personally and voluntarily.

Notary Public

Must be 21 years or older to gamble. Know When To Stop Before You Start.®

Gambling Problem? Call 1-800-522-4700.

(IL, PA, NJ or CA: If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537).

AZ: 1-800-NEXTSTEP. MO: 1-888-BETSOFF. IA: 1-800-BETSOFF. IN: 1-800-9WITHIT.

OH: 1-800-589-9966. Ontario, Canada: Know Your Limit, Play Within It! 1-888-230-3505.)

Responsible Gaming Ambassador Procedures Manual

SELF-EXCLUSION REQUEST AND RELEASE

Full Name (include any nicknames): _____
Mailing Address: _____
Telephone No.: _____ Total Rewards Account No.: _____
Driver's License State and No.: _____ Date of Birth: _____
Social Security No.: _____

I, _____, request that I be excluded from all facilities at all Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, and Bluegrass Downs Racetrack gaming facilities (collectively "Caesars"), including properties, companies, or brands that are opened or acquired after the date of this request for the following time period:

___ 1 Year ___ 5 Years ___ Permanent

NOTE: A one-year or five-year self-exclusion period will not be reinstated unless and until an individual requests removal after the term of the exclusion expires.

I have taken the time to review and understand the following terms of this Self-Exclusion Request, and agree with all of them:

- **I will not attempt to gain access to any part of a facility, including gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions, entertainment venues, and any other parts of a casino complex at any property owned, operated, or managed by Caesars during the period of this self-exclusion.**
- **If I enter Caesars during the period of this self-exclusion, and am detected, I request that I be summarily evicted and/or arrested for trespassing. I also request, subject to any regulatory requirements to the contrary, that any winnings I incur while gaming at Caesars contrary to the terms of this exclusion, to the extent reasonably identifiable, be withheld from me and donated to a responsible gaming research or treatment organization chosen by Caesars, or in the event I win a "progressive jackpot," that the winnings be returned to the jackpot.**
- **This self-exclusion request is irrevocable** during the time period indicated above. I understand that I will not be automatically reinstated after the term of my exclusion expires and that I will remain excluded until I complete and submit a Request To Reinstate Gaming Privileges and Release.
- By accepting this self-exclusion request and taking reasonable steps to deny my access to its properties, Caesars is not obligating itself to prevent my access to its properties. **The ultimate responsibility to limit my access to the facilities at Caesars remains mine alone.**
- **Caesars will treat this Self-Exclusion Request confidentially**, but will reasonably provide information regarding this request to Caesars personnel and certain vendors (including cash access providers, tour operators, and possibly others) who Caesars determines should be aware of this request in order to assist Caesars in taking steps to carry out my exclusion request.
- Caesars will take steps to remove my name from mailing lists, but **I agree to notify Caesars by calling _____ as soon as practical if I continue to receive any promotional materials from Caesars.**
- **I will not seek to hold Caesars liable in any way should I continue gaming at any Caesars property despite this exclusion request, and I agree to indemnify Caesars for any liability it may incur relating to this request.** Specifically, I, for myself, my heirs, executors, administrators, successors, and assigns, hereby release, and forever discharge Caesars Entertainment Corporation,

Responsible Gaming Ambassador Procedures Manual

Caesars Entertainment Operating Company, Inc., and all of their direct and indirect subsidiaries, their partners, agents, employees, officers, affiliates, directors, successors, and assigns, and those with whom they may lawfully share information regarding this exclusion (collectively, the "Released Parties"), from any and all claims in law or equity that I now have, or may have in the future, against any or all of the Released Parties arising out of, or by reason of, the performance or non-performance of this Self-Exclusion Request, or any other matter relating thereto. I further agree, in consideration for the Released Parties' efforts to implement my exclusion, to indemnify and hold harmless the Released Parties to the fullest extent permitted by law for any and all liabilities, judgments, damages, and expenses of any kind, including reasonable attorneys' fees, resulting from or in connection with the performance or non-performance of the self-exclusion requested herein.

Signature/Date

Witness/Date

Notarization (Must be completed if returned by mail, fax, or third-party)

STATE OF _____ COUNTY OF _____

I certify that on _____, 201__, _____ personally came before me and acknowledged under oath that he or she executed this document personally and voluntarily.

Notary Public

Must be 21 years or older to gamble. Know When To Stop Before You Start.®
Gambling Problem? Call 1-800-522-4700.

(IL, PA, NJ or CA: If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537).

AZ: 1-800-NEXTSTEP. MO: 1-888-BETSOFF. IA: 1-800-BETSOFF. IN: 1-800-9WITHIT.
OH: 1-800-589-9966. Ontario, Canada: Know Your Limit, Play Within It! 1-888-230-3505.)

Completing Responsible Gaming Reinstatements

If a customer requests a responsible gaming reinstatement, it is a duty of the Responsible Gaming Ambassador to speak to the patron and begin this process.

Responsible gaming restricted or excluded individuals may be reinstated 1) after the expiration of the time period of the restriction or exclusion, or 2) if the restriction or exclusion was an administrative error, i.e. it was applied in error to the wrong person.

Reinstatements for individuals restricted or excluded under the Caesars policy after the expiration of the time period of the restriction or exclusion may be completed at any property. These reinstatements may occur if requested by the individual without review by the Responsible Gaming Committee.

Reinstatements for individuals restricted or excluded under Caesars policy prior to the expiration of the specified time period may only be made in the case of administrative error and only be processed by the property where the restriction or exclusion was initiated. If you are at the initiating property and believe that the restriction or exclusion was applied in error, contact your property's Responsible Gaming Chairperson. The Responsible Gaming Chairperson will provide supporting documentation to Corporate Responsible Gaming. This information will be provided to the Corporate Review Panel so that a determination can be made if the account was coded in error and should be reinstated. If the Corporate Review Panel makes the determination that the account was coded in error and should be reinstated, a Responsible Gaming Ambassador should contact the customer and have the customer complete a reinstatement form indicating the reinstatement is due to an administrative error.

Reinstatement forms should be completed by an individual prior to any reinstatement being granted.

An individual excluded pursuant to a governmental sponsored responsible gaming program can only be reinstated by the appropriate governmental agency. Only a property within the agency's jurisdiction may reinstate an individual in a governmental sponsored responsible gaming program after being notified by the appropriate governmental agency. Properties outside of a particular governmental agencies jurisdiction cannot reinstate such an individual prior to reinstatement by a property within that governmental agencies jurisdiction.

Individuals who self-excluded under the Company's previous permanent self-exclusion program may be only considered for reinstatement after a minimum of **two years** from the date of the self- exclusion. These requests should be forwarded to your property's Responsible Gaming Chairperson. The Responsible Gaming Chairperson will forward the request to Corporate Responsible Gaming for review and discussion with the property's Responsible Gaming Committee and General Manager for possible reinstatement.

Completed reinstatement forms should be forwarded to your property's Responsible Gaming Chairperson or Responsible Gaming IT Administrator immediately so that the restriction or exclusion reinstatement may be applied to the customer's account and the forms may be filed appropriately.

Responsible Gaming Ambassador Procedures Manual

REQUEST TO REMOVE SELF-RESTRICTIONS AND RELEASE

Full Name (include any nicknames): _____
Mailing Address: _____
Telephone No.: _____ Total Rewards Account No.: _____
Driver's License State and No.: _____ Date of Birth: _____
Social Security No.: _____

I, _____, request that Caesars Entertainment Corporation and/or Caesars Entertainment Operating Company, Inc. (collectively "Caesars"), restore to me the following privileges (check all that apply):

- Access to casino credit/markers (subject to Caesars ordinary policies and procedures regarding the extension of credit);
- Check-cashing privileges;
- Receipt of direct mail promotional material.

The basis for my request is:

- I did not request the current self-restrictions and believe they were established by mistake.
- I requested the current self-restrictions, but the initial period of restriction has expired. I am aware Caesars will not remove the current restrictions except at my written request.

I am aware that Caesars offers a voluntary self-exclusion program, whereby Caesars will make reasonable efforts to exclude me from Caesars casinos. I am also aware that Caesars offers a voluntary self-restriction program, whereby Caesars will make reasonable efforts to restrict my access to various casino services and privileges. I do not want Caesars to exclude me from Caesars casinos and I do not want Caesars to restrict my access to any of the services and privileges indicated above.

I understand that my request to remove these voluntary self-restrictions will apply at all properties owned, operated, or managed by Caesars including Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, and Bluegrass Downs Racetrack.

I have taken the time to review and understand the following terms of this Request to Remove Self-Restrictions and agree with all of them:

- **I am knowingly and voluntarily requesting Caesars to allow me to use the services or exercise the privileges listed above.**
- I release Caesars from any obligation to restrict me from using any of the above services or privileges. I recognize that I am responsible for the use of the above services. **I acknowledge that Caesars is not responsible for, and will not be liable for, my use of any of the above services or for my gaming losses.**
- Caesars may provide information regarding this request to Caesars personnel and business partners (including cash access providers, tour operators, and possibly others) who Caesars determines should reasonably be aware of this request.

Responsible Gaming Ambassador Procedures Manual

- I acknowledge that Caesars reserves the right, in its sole discretion, to exclude me from its casinos or deny me access to casino services or privileges. **I acknowledge that Caesars is not responsible for, and will not be liable for, denying me access to the gaming area of its casinos or otherwise denying me access to other casino services.**

RELEASE

- **I will not seek to hold Caesars liable in any way for allowing me to use Caesars gaming facilities and/or the services or privileges listed in this request, even if Caesars negligently permits me to engage in gaming or negligently permits me to use the services or privileges listed in this request, and I agree to indemnify Caesars for any liability it may incur relating to this request.** Specifically, I, for myself, my heirs, executors, administrators, successors, and assigns, hereby release, and forever discharge Caesars Entertainment Corporation all of its direct and indirect subsidiaries, their partners, agents, employees, officers, affiliates, directors, subsidiary companies, successors, and assigns, and those with whom they may lawfully share information regarding this request (collectively, the “Released Parties”), from any and all claims in law or equity that I now have, or may have in the future, against any or all of the Released Parties arising out of, or by reason of, the performance or non-performance of this request, or any other matter relating thereto, including any and all claim claims I now have, or may have in the future, arising out of the negligence of any of the Released Parties. I further agree, in consideration for the Released Parties’ efforts to implement my request, to indemnify and hold harmless the Released Parties to the fullest extent permitted by law for any and all liabilities, judgments, damages, and expenses of any kind, including reasonable attorneys’ fees, resulting from or in connection with the performance or non-performance of the request herein, including the negligent performance or non-performance of this request.

Signature/Date

Witness/Date

NOTARIZATION (Must be completed if returned by mail, fax, or third-party)

STATE OF _____

COUNTY OF _____

I certify that on _____, 201____, _____ personally came before me and acknowledged under oath that he or she executed this document personally and voluntarily.

Notary Public

Must be 21 years or older to gamble. Know When To Stop Before You Start.®
Gambling Problem? Call 1-800-522-4700.

(IL, PA, NJ or CA: If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537).

AZ: 1-800-NEXTSTEP. MO: 1-888-BETSOFF. IA: 1-800-BETSOFF. IN: 1-800-9WITHIT.
OH: 1-800-589-9966. Ontario, Canada: Know Your Limit, Play Within It! 1-888-230-3505.)

Responsible Gaming Ambassador Procedures Manual

REQUEST TO REINSTATE GAMING PRIVILEGES AND RELEASE

Full Name (include any nicknames): _____
Mailing Address: _____
Telephone No.: _____ Total Rewards Account No.: _____
Driver's License State and No.: _____ Date of Birth: _____
Social Security No.: _____

I, _____, request that Caesars Entertainment Corporation and/or Caesars Entertainment Operating Company, Inc. (collectively "Caesars"), allow me access to the entire facility at all Caesars related properties.

The basis for my request is:

___ I did not request to be excluded from Caesars casinos and believe the current exclusion was imposed by mistake.

___ I requested to be excluded from Caesars casinos, but the initial period of exclusion has expired. I am aware that Caesars will remove the current exclusion only upon my written request.

I am aware that Caesars offers a voluntary self-exclusion program, whereby Caesars will make reasonable efforts to exclude me from Caesars casinos. I am also aware that Caesars offers a voluntary self-restriction program, whereby Caesars will make reasonable efforts to restrict my access to various casino services and privileges. I do not want Caesars to exclude me from Caesars casinos.

I understand that my request to reinstate gaming privileges will apply at all properties owned, operated, and/or managed by Caesars including Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, and Bluegrass Downs Racetrack.

I have taken the time to review and understand the following terms of this Request to Reinstate Gaming Privileges and Release and agree with all of them:

- **I am knowingly and voluntarily requesting Caesars to allow me access to its casinos and to the gaming areas of its casinos.**
- I release Caesars from any obligation to exclude me from its casinos. I recognize that I am responsible for my actions, including any losses I may incur, while present in a Caesars casino or while on the gaming floor of a Caesars casino. **I acknowledge that Caesars is not responsible for, and will not be liable for, my gaming losses or for any other matter relating to my gaming.**
- I understand that Caesars will, upon accepting this request to reinstate gaming privileges, also restore my access to credit, check cashing privileges, and direct mail promotions, each as permitted by law, subject to Caesars ordinary policies and procedures regarding these services and privileges. I understand that Caesars offers programs allowing patrons voluntarily to restrict their access to credit, check cashing privileges, or direct mail.
- Caesars may provide information regarding this request to Caesars personnel and business partners (including cash access providers, tour operators, and possibly others) who Caesars determines should reasonably be aware of this request.
- I acknowledge that Caesars reserves the right, in its sole discretion, to exclude me from its casinos or deny me access to casino services or privileges. **I acknowledge that Caesars is not**

Responsible Gaming Ambassador Procedures Manual

responsible for, and will not be liable for, denying me access to its casinos or otherwise denying me access to other casino services.

RELEASE

- **I will not seek to hold Caesars liable in any way for my gaming at any Caesars property, even if Caesars negligently permits me to engage in gaming, and I agree to indemnify Caesars for any liability it may incur relating to this request.** Specifically, I, for myself, my heirs, executors, administrators, successors, and assigns, hereby release, and forever discharge Caesars Entertainment Corporation all of its direct and indirect subsidiaries, their partners, agents, employees, officers, affiliates, directors, successors, and assigns, and those with whom they may lawfully share information regarding this exclusion (collectively, the “Released Parties”), from any and all claims in law or equity that I now have, or may have in the future, against any or all of the Released Parties arising out of, or by reason of, the performance or non-performance of this Request to Reinstate Gaming Privileges, or any other matter relating thereto, including any and all claim claims I now have, or may have in the future, arising out of the negligence of any of the Released Parties. I further agree, in consideration for the Released Parties’ efforts to implement this request, to indemnify and hold harmless the Released Parties to the fullest extent permitted by law for any and all liabilities, judgments, damages, and expenses of any kind, including reasonable attorneys’ fees, resulting from or in connection with the performance or non-performance of the request herein, including the negligent performance or non-performance of this request.

Signature/Date

Witness/Date

NOTARIZATION (Must be completed if returned by mail, fax, or third-party)

STATE OF _____

COUNTY OF _____

I certify that on _____, 201__, _____ personally came before me and acknowledged under oath that he or she executed this document personally and voluntarily.

Notary Public

Must be 21 years or older to gamble. Know When To Stop Before You Start.®
Gambling Problem? Call 1-800-522-4700.

(IL, PA, NJ or CA: If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537).

AZ: 1-800-NEXTSTEP. MO: 1-888-BETSOFF. IA: 1-800-BETSOFF. IN: 1-800-9WITHIT.
OH: 1-800-589-9966. Ontario, Canada: Know Your Limit, Play Within It! 1-888-230-3505.)

Create Log Entries

It is the Responsible Gaming Ambassador's responsibility to document all employee and third party reports and responsible gaming conversations in the Responsible Gaming Log. The information placed in the Responsible Gaming Log only resides in the Responsible Gaming IT Application and only authorized employees have access to this information. This type of information should never be placed in the comments screen of CMS.

All employee reports of customer comments that caused concern should be entered into the Responsible Gaming Log, even if a responsible gaming conversation does not occur. However, if the identity of the customer is not known, then no log entry can be created.

All third party reports, regardless of if submitted in writing or permission was granted to discuss the report with the customer, are documented in the log.

All responsible gaming conversations held with a customer should be documented in the Responsible Gaming Log.

The Responsible Gaming Ambassador uses the log entries to track customer comments and to determine if a customer should be contacted regarding our concerns.

The log entry should contain at a minimum, the reporting employee's name, the date of the incident, and the verbatim comment that was reported.

Once a responsible gaming conversation takes place with the customer, the results of the conversation should be documented in the log, i.e. customer took responsible gaming forms, customer signed up for a responsible gaming restriction or exclusion, customer refused responsible gaming forms.

A search should be conducted in the Responsible Gaming IT Application to see if the individual's information already exists. If no records are returned, then add the individual to the application. If multiple records are returned, verify that none of the records belong to the individual prior to creating a new account in the Responsible Gaming IT Application.

When adding an individual into the Responsible Gaming IT Application, the information should be complete and accurate. The information must include the following:

- First Name, MI, Last Name
Use accurate fields for data entry (i.e. put the MI in the correct field.)
- Address
- At least one form of identification (SSN, Driver's License # & Driver's License State, Passport, Military ID, Immigration & Naturalization Card)
- The property initiating the restriction or exclusion (i.e. the property where the individual signed the forms.)

Responsible Gaming Ambassador Procedures Manual

The information should also include the following:

- Total Reward number
- Alias and nicknames
- DOB
- Phone Number

Data Entry Standards:

- Double check spelling.
- Do not use address fields for messages.
- Do not indent when entering individual information.
- Record data directly from presented identification/responsible gaming form.
- Do not use periods in address field.
- Do not add extra spaces in any information field.
- Put appropriate data in designated field.
- Address line 1 is the **primary** address field.
- Do not use hyphen, apostrophes, spaces or other punctuation, unless a hyphen is part of the standardized address.
- Abbreviate directionals and suffixes. Use STE for suite, DR for drive and BLVD for boulevard. Do not use periods after abbreviations. Do not abbreviate street names.
- Enter information in the appropriate fields.
- Note: Individuals from certain cultures may have 2 “first names” and can easily be confused with a first name and a last name.

When creating a log entry in the Responsible Gaming IT Application, the information should be complete and accurate. The information must include the following:

- Initiating Property
- Incident Date
- Incident Time
- Incident Trigger
- Incident Location
- Incident Action
- Employee Involved in Incident:
 - Last Name
 - First name
 - Department
- Employee Supervisor:
 - Last Name
 - First Name

Responsible Gaming Ambassador Procedures Manual

Log entries are created in the incident occurrence screen of the Responsible Gaming IT Application.

1. User selects **Incident Occurrence** from the top or bottom navigation and enters the requested criteria.
2. The user would then land on the screen via one of the following pages:
 - a. *Search Page*
 - b. *Multiple Search Results*
 - c. *Add New Patron*

Incident Occurrence

Add Incident Occurrence
* Required Fields are in Red

Total Reward Number: 0019808096680 Patron Name: NACK, MIKAYLA
Date of Birth: 1964-12-26 Home Address: 543 ORANGE HEIGHTS AVE
Drivers License No.: None None WEST ORANGE, NJ 07052
Social Security No.: 894364781 United States
Military ID No.: None Home Phone:
Passport No.: None
Immigration & Naturalization No.: None

INCIDENT INFORMATION

* **Initiating Property:** Select Property

* **Incident Date:** Month Day Year

* **Incident Time:** 01 : 00 AM

* **Incident Trigger:** Select Incident Trigger

Please include specific statements from Patron comment / letter / verbal report or Third Party letter / verbal report below.

Documentation Location: Select Documentation Location

If Other selected as Documentation Location, please explain in detail below.

* **Incident Location:** Select Incident Location

If Other selected as Incident Location, please explain in detail below.

* **Incident Action:** Select Incident Action

If Other selected as Incident Action, please explain in detail below.

While they cannot be deleted, log entries can be disabled if an administrative error caused a log entry to be added to a customer, e.g. the entry was associated with the wrong customer. Log entries are disabled through the incident occurrence screen of the Responsible Gaming IT Application.

1. User selects **Incident Occurrence** from the top or bottom navigation menu
2. The user would then select **Maintain Incident** and enter valid search criteria
3. The user would then land on the screen via one of the following pages:
 - a. *Search Page*
 - b. *Multiple Search Results*

Disable Incident Confirmation

http://wasstg1.harrahs.org:10298/disable_incident_caution.jsp?transaction_Type=disableIncide MSN.com RG Disable an Incident

File Edit View Favorites Tools Help

WSSO Suggested Sites Web Slice Gallery Soaps

Responsible Gaming

Home Restrict/Exclude State Exclusion Incident Occurrence Add/Update Patron Reinstatement Patron Reports Exclusion Notifications Search Logout

CAUTION

You are about to disable this Patron from an Incident Occurrence . . .

Please review the information below. If the content is correct and you wish to proceed, select SUBMIT. If an error is found or you are not sure you want to continue select RETURN.

Disable an Incident

Total Reward Number:	0019808096680	Patron Name:	NACK, MIKAYLA
Date of Birth:	1964-12-26	Home Address:	543 ORANGE HEIGHTS AVE
Drivers License No.:	None None		
Social Security No.:	894364781		WEST ORANGE, NJ 07052
Military ID No.:	None		United States
Passport No.:	None	Home Phone:	
Immigration & Naturalization No.:	None		

INCIDENT INFORMATION

Initiating Property:	Harrah's Ak-Chin
Incident Date:	2013-02-03
Incident Trigger:	Other - SSR noticed patron in casino and thought they may be excluded.
Documentation Location:	Other - Slot Office
Incident Location:	
Incident Action:	Spoke to Patron
Incident Outcome:	Other - Spoke to guest yesterday about being on property while excluded. She understood she would be arrested for trespassing if she returned. Police were called.

EMPLOYEE INVOLVED IN INCIDENT

Last Name:	Kinstlinger
First Name:	Nathan
Department:	Gaming

EMPLOYEE'S SUPERVISOR

Last Name:	Lahr
First Name:	Anne

Menu ready for use 100%

Recommending Company-Imposed Exclusions

If during a responsible gaming conversation, a customer specifically states that they have a gambling problem and doesn't enroll in the self-exclusion or self-restriction program, then any supporting documentation on this customer, including Responsible Gaming Log entries, CMS information, security incident reports, etc, should be sent to your property's Responsible Gaming Chairperson. The Chairperson will provide this information to the property General Manager and Corporate Responsible Gaming. The Corporate Review Panel will review the matter for possible exclusion at company discretion.

If repeated responsible gaming conversations take place with a customer, but the customer denies having a gambling problem, then after a reasonable amount of incidents with customer, the case should be sent to your property's Responsible Gaming Chairperson to be reviewed for possible exclusion at company discretion.

If the decision is made to exclude the customer at the company's discretion, a letter will be sent to the customer explaining this decision.

Attachment X.A.3_A13

**Caesars Responsible Gaming Transactions and IT
Application Policies**

Table of Contents

Click on each title to be taken directly to item in document

CAESARS RESPONSIBLE GAMING (RG) RESTRICTION AND EXCLUSION	
DEFINITIONS AND POLICIES	4
Definition of Restriction	4
Definition of Exclusion.....	4
Length of Restriction or Exclusion	4
Location of Restriction or Exclusion	4
State Sponsored Self-Exclusion Programs.....	5
Responsible Gaming Account Changes.....	5
Responsible Gaming Forms	6
Reinstatements	6
Improperly Applied Restrictions or Exclusions.....	7
POLICIES FOR HANDLING CERTAIN RESPONSIBLE GAMING	
TRANSACTIONS	9
Responsible Gaming Application Searches	9
Procedures for CMS Downtimes	9
Procedures for Responsible Gaming Application and CMS Downtimes	10
Technical Difficulties with the Responsible Gaming Application	10
Questions Regarding the Responsible Gaming Policy	10
Check Cashing	10
Credit Card Advances	11
Front Money/Safekeeping.....	12
Wire Transfers/Western Union	12
Marker Issuance	12
Marker Payments	13
Creating Total Rewards/CMS Accounts.....	13
Reprinting a Total Rewards Card	14
Total Rewards Comps/Credits	14
Account Access.....	15
Combines	15
Marketing Lists	16
Hosts/National Casino Marketing Representatives/Junket Representatives Contact ...	16
Bus/Junket Trips	16
Casino Promotions	17
Jackpot Payouts.....	17
Hotel Reservations	19
APAC Removal from Mailing List Requests	19
RESPONSIBLE GAMING ADMINISTRATORS	21
Entering Responsible Gaming Restrictions and Exclusions	21
Entering State Responsible Gaming Exclusions	22
Joint/shared accounts	23
Combines	23
Entering Responsible Gaming Reinstatements.....	24
Incorrectly Applied Restrictions or Exclusions	24

Responsible Gaming Forms	25
Procedures for Responsible Gaming Application Downtimes	25
Payments against markers	25
Jackpot payouts	25
RESPONSIBLE GAMING AMBASSADORS	26
Completing a Log Entry	26
Responsible Gaming Forms	27
Reinstatements	28
Arranging Customer Interaction	28
Incident Report	28
RESPONSIBLE GAMING CHAIRS	29
Improperly Applied Restrictions or Exclusions	29
Reinstatements	29
Account Access	29
Hotel Reservations	30
Status Report	30
Reinstatement Report	30
Attempted Exceptions Report	30
Tickler Report	31
Incident Report	31
RG2 User Authority	31
APPENDIX	32

CAESARS RESPONSIBLE GAMING (RG) RESTRICTION AND EXCLUSION DEFINITIONS AND POLICIES

The policies identified in this manual are the minimum brand standards. Where there is a state mandated regulation, the state regulation and procedures shall supersede the company's policies.

Definition of Restriction

Responsible gaming restrictions – an individual can request to have check cashing, credit, and/or mail privileges eliminated.

Definition of Exclusion

Responsible gaming exclusion – an individual can request to have all privileges, including check cashing, extension of credit, mail, comps, Total Reward benefits, and play privileges denied. An individual with a responsible gaming exclusion is “gaming prohibited” at all Caesars owned, managed, or operated properties and applies to all parts of the casinos, including gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions, entertainment venues, and any other parts of a casino complex owned, operated, or managed of Caesars. All services should be denied to responsible gaming excluded patrons, as these individuals should not be on the property.

Length of Restriction or Exclusion

The Caesars policy allows an individual to select a one-year, five-year, or permanent option for either a responsible gaming restriction or exclusion; however, some jurisdictions allow for different time periods that will supercede and be reflected in the RG application.

Location of Restriction or Exclusion

The Caesars policy is that an individual restricted or excluded at **any** Caesars owned, managed, or operated property is restricted or excluded at **all** Caesars owned, managed, or operated properties. (However, the IT application will not be extended to the Horseshoe properties until 2005.) All of the Caesars forms used at all properties clearly indicate the exclusion is for all Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, and Bluegrass Downs Racetrack gaming facilities, as well as indicating the exclusion will apply at any properties that are opened or acquired after the date of the exclusion request. (Note: the policy for handling RG updates to and from Bill's will be defined in the near future, due to the fact that Bill's does not have access to WINet). Such forms will be expanded for additional acquired or constructed properties/brands. Responsible gaming excluded individuals should not be in any parts of the casinos, including gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions, entertainment venues, and any other parts of a casino complex owned, managed, or operated by Caesars. All

services should be denied to responsible gaming excluded patrons, as these individuals should not be on the property.

State Sponsored Self-Exclusion Programs

The Caesars policy is that an individual excluded at **any** Caesars owned, managed, or operated property is excluded at **all** Caesars owned, managed, or operated properties, regardless of whether or not they formally entered through the Caesars program or a state program. (However, the IT application will not be extended to the Horseshoe properties until 2005.) In terms of the Caesars program, all properties and all of the Caesars forms used at all properties clearly indicate the exclusion is for all Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, and Bluegrass Downs Racetrack gaming facilities. In some jurisdictions, the state forms indicate that the individual could be excluded from casinos in other states by entering the self-exclusion program. In all cases, individual's entering a state sponsored responsible gaming self-exclusion program are sent a letter indicating that by virtue of being on the state list, it is Caesars policy that they are banned from all of our casinos, specifically stating Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, and Bluegrass Downs Racetrack gaming facilities. Responsible gaming excluded individuals on state lists should not be in any parts of the casinos, including gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions, and any other parts of a casino complex owned, managed, or operated by Caesars. All services should be denied to responsible gaming excluded patrons, as these individuals should not be on the property.

Responsible Gaming Account Changes

Responsible gaming accounts will be coded as follows in CMS:

Mail restricted accounts will have an "N" mail flag and a 326 mail code. Also, there will be a message on the account indicating the responsible gaming mail restriction.

Credit restricted accounts in Western and New Gaming will have no changes to their status codes in CMS. There will be a message on the account indicating the responsible gaming credit restriction.

- * Atlantic City status will be changed to A4 unless monies owed on account, then status changes to H. A message is written to Special Remarks and the Credit Limit will be zeroed.

Check cashing restricted accounts in Western, New Gaming, and Atlantic City will have no changes to their status codes in CMS. There will be a message on the account indicating the responsible gaming check cashing restriction.

- * Atlantic City message written to Special Remarks.

Excluded accounts will have an “X” (New Gaming/Atlantic City CMS) or “C” (Western CMS) account status, “Gaming Prohibited” will be in address line 1, the mail flag will be “N” and the mail code will be 326. Also, there will be a message on the account indicating the responsible gaming exclusion. The following changes will also occur on the account:

Address Line 1 will read: “Gaming Prohibited – See Msg”
Credit Limit will be zeroed
Reward Credits will be zeroed
Kiosk Restriction added to account stating “Gaming Restricted”

* Atlantic City message written to Special Remarks

Responsible Gaming Forms

Copies of all signed responsible gaming restriction/exclusion forms, state exclusion forms, and reinstatement forms should be sent to the Director of the Code of Commitment via interoffice mail within five (5) business days of completion for placement in the corporate responsible gaming files.

Reinstatements

Responsible gaming restricted or excluded individuals can be reinstated 1) after the expiration of the time period of the restriction or exclusion, or 2) if the restriction or exclusion was an administrative error, i.e. it was applied in error to the wrong individual.

Reinstatements for individuals restricted or excluded under the Caesars program after the expiration of the time period of the restriction or exclusion may be completed at any property. These reinstatements may occur if requested by the individual without review by the Responsible Gaming Committee.

Reinstatements for individuals restricted or excluded under Caesars policy prior to the expiration of the specified time period may only be made in the case of administrative error and only be processed by the property where the restriction or exclusion was initiated. That property must review the request and make a determination whether there was an administrative error. If the property believes that the restriction or exclusion was applied in error, that determination along with supporting documentation must be sent to the Director of the Code of Commitment. This information will be provided to the Corporate Review Panel so that a determination can be made if the account was coded in error and should be reinstated. Based on the Corporate Review Panel’s determination, the Responsible Gaming Chairperson should contact the Responsible Gaming Administrator to either remove or not remove the RG status from the individual’s account.

Reinstatement forms must be completed by an individual prior to any reinstatement being granted.

An individual excluded pursuant to a governmental sponsored responsible gaming program can only be reinstated by the appropriate governmental agency. Only a property within the agency's jurisdiction may reinstate an individual in a governmental sponsored responsible gaming program after being notified by the appropriate governmental agency. Properties outside of a particular governmental agencies jurisdiction cannot reinstate such an individual prior to reinstatement by a property within that governmental agencies jurisdiction.

Individuals who self-excluded under the Company's previous permanent self-exclusion program may be only considered for reinstatement after a minimum of **two years** from the date of the self- exclusion. These requests should be forwarded to the Director of the Code of Commitment for review and discussion with the property's Responsible Gaming Committee and General Manager for possible reinstatement.

All reinstatements should be entered via the Responsible Gaming IT application.

If an individual is requesting a responsible gaming reinstatement, contact a Responsible Gaming Ambassador to speak to the patron and process this request.

Improperly Applied Restrictions or Exclusions

If you believe that a responsible gaming restriction or exclusion has been applied to an account in error, contact your property's Responsible Gaming Chairperson to investigate the matter. Do not assure the individual that the account will be reinstated. Tell the individual, "I will send your account to our responsible gaming contact to handle appropriately."

The Responsible Gaming Chairperson should review the individual's information in the Responsible Gaming Application and compare it to the signed responsible gaming forms on record. If the exclusion is from a different property, the Responsible Gaming Chairperson should contact the Responsible Gaming Chairperson at the appropriate property to investigate the matter.

If the initiating property believes that the restriction or exclusion was applied in error, supporting documentation should be sent to the Director of the Code of Commitment. This information will be provided to the Corporate Review Panel so that a determination can be made if the account was coded in error and should be reinstated. Based on the Corporate Review Panel's determination, the Responsible Gaming Chairperson should contact the Responsible Gaming Administrator to either remove or not remove the RG status from the individual's account.

If the Corporate Review Panel determines that the account was coded in error, the Responsible Gaming Administrator should remove the responsible gaming restriction or exclusion from the account through the Responsible Gaming Application. The individual should be contacted letting them know that the information was removed or corrected.

If the account was not coded in error, the Responsible Gaming Administrator should not remove the responsible gaming restriction or exclusion from the account. The individual should be sent a letter indicating that the responsible gaming restriction or exclusion is still in effect.

POLICIES FOR HANDLING CERTAIN RESPONSIBLE GAMING TRANSACTIONS

Responsible Gaming Application Searches

As much information as possible should be entered into the Responsible Gaming Application for search purposes, including name, identification number and type, and birth date. This should narrow the search for a more accurate and quick response.

If no results are returned for the individual then no responsible gaming restrictions or exclusion exists for this individual. If a single result is returned, verify the type of restriction (mail, credit, check cashing) or if it is an exclusion. If it is a restriction, then the specific restricted privilege should be denied. For example, if you are attempting to cash a check and a check cashing restriction is found, then check cashing should be denied. If only a mail restriction is found, then the check can be cashed. If an exclusion is found, Security should be contacted, as this individual should be escorted off the property.

If multiple search results are returned based on the information entered into the Responsible Gaming Application, try to provide more information or look at the results returned to determine if one of these accounts does belong to the individual. The search will include the alias and nickname fields in the Responsible Gaming Application so it may return results with a different first name listed if the search name is listed as an alias or nickname. If there is not an exact address match, try to identify the patron by driver's license number, date of birth, SSN, or Total Rewards number, since there may have been an address change. Once the correct patron has been identified, continue to follow the procedures as outlined in the above paragraph.

NOTE: When adding or changing the status of a patron in RG, it can take up to 30 minutes for this information to be available in every CMS environment (including your local CMS) due to network lag time and processing time.

Procedures for CMS Downtimes

During CMS downtimes, the Responsible Gaming Application should be searched directly prior to conducting a check cashing, credit, or gaming related transaction with an individual. If the individual has a related restriction or an exclusion, then the transaction should be denied. Tell the individual, "I am unable to process this transaction due to a responsible gaming restriction/exclusion on your account." If the individual objects, contact a supervisor for assistance. If the individual has a responsible gaming exclusion, contact Security. This individual should be escorted off the property.

If it is not discovered that a restricted or excluded individual was granted a prohibited transaction until after the transaction is completed, the completed transaction should be entered into CMS when it comes back on-line. A record of the transaction will automatically be made in the Responsible Gaming Application.

Procedures for Responsible Gaming Application and CMS Downtimes

A printed list of responsible gaming check cashing/credit restricted and excluded individuals initiated by that property or state should be generated each week from the Responsible Gaming Application. This list should be made available in the Cage/Marker Bank and Credit areas to be consulted when both CMS and the Responsible Gaming Application are unavailable.

Technical Difficulties with the Responsible Gaming Application

All technical issues related to the Responsible Gaming Application should be submitted to the Caesars Helpdesk. This can be done by calling the Helpdesk at the appropriate telephone number for your property or sending an e-mail to “Harrahs Helpdesk Tickets” in the global address book of Outlook. The e-mail should include “EBIZ” in the subject line and the e-mail should detail the problem being encountered.

Critical Issues such as the RG Application being down should be escalated directly to the Help Desk via 901-537-3900 and marked critical so that the proper attention is given to the issue. Everything else is marked as non-critical and the response time as stated in the SLA policy for Corporate IT Support is 48 hours.

Questions Regarding the Responsible Gaming Policy

All questions related to the Responsible Gaming Policy should be discussed with your supervisor. If the question is not resolved, send an e-mail of your question to “RG Support” in the global address book of Outlook.

Check Cashing

Checks should be cashed through the check cashing function of CMS. This function automatically checks to see if the individual has a responsible gaming check cashing restriction or exclusion. If the individual has a responsible gaming check cashing restriction or an exclusion, a message will be received that the check cashing function is not allowed. Tell the individual, “I am unable to cash your check due to a responsible gaming restriction/exclusion on your account.” If the individual objects, contact a supervisor for assistance. If the individual has a responsible gaming exclusion, contact Security. This individual should be escorted off the property.

If the CMS check cashing function is not used, then the individual’s CMS account should be consulted directly prior to processing the check through telecheck or other third party verification method. The messages on the individual’s CMS account should be consulted to determine if the individual has a check cashing restriction or an exclusion. If the individual has a responsible gaming check cashing restriction or an exclusion, tell the individual, “I am unable to cash your check due to a responsible gaming restriction/exclusion on your account.” If the individual objects, contact a supervisor for

assistance. If the individual has a responsible gaming exclusion, contact Security. This individual should be escorted off the property.

If the individual does not have a Total Rewards account or you do not have CMS access (which is the case in AC where CMS does not have a check cashing option), then the Responsible Gaming Application should be consulted directly to see if the individual has a responsible gaming check cashing restriction or an exclusion. The individual should be asked for his Total Rewards account number, a driver's license, or other acceptable form of identification in order to search the Responsible Gaming Application. If the individual has a responsible gaming check cashing restriction/exclusion, tell the individual, "I am unable to cash your check due to a responsible gaming restriction/exclusion on your account." If the individual objects, contact a supervisor for assistance. If the individual has a responsible gaming exclusion, contact Security. This individual should be escorted off the property.

Credit Card Advances

Credit card advances are allowed unless the individual has a responsible gaming exclusion. If an individual has a responsible gaming exclusion, then this service should be denied. The individual's CMS account should be consulted directly prior to processing the credit card advance. The messages on the individual's CMS account should be consulted to determine if the individual has an exclusion. If the individual has a responsible gaming exclusion, tell the individual, "I am unable to complete this cash advance transaction due to a responsible gaming exclusion on your account." If the individual objects, contact a supervisor for assistance. If the individual has a responsible gaming exclusion, contact Security. This individual should be escorted off the property.

If the individual does not have a Total Rewards account or you do not have CMS access, then the Responsible Gaming Application should be consulted directly to see if the individual has a responsible gaming exclusion. The individual should be asked for his Total Rewards account number, a driver's license, or other acceptable form of identification in order to search the Responsible Gaming Application. If the individual has a responsible gaming exclusion, tell the individual, "I am unable to complete this cash advance transaction due to a responsible gaming exclusion on your account." If the individual objects, contact a supervisor for assistance. If the individual has a responsible gaming exclusion, contact Security. This individual should be escorted off the property.

Check cashing and credit restrictions do not include credit card advances. Global Cash Access has their own restriction program that will allow individuals to restrict themselves from credit card advances. The Global Cash Access machines contain a phone number that individuals can call in order to enroll in Global Cash Access' credit card advance restriction program. However, if an individual has a responsible gaming exclusion, the advance should not be processed. Contact Security to escort the individual off the property.

Front Money/Safekeeping

Front money/safekeeping is allowed unless the individual has a responsible gaming exclusion. The individual's CMS account or RG should be consulted directly prior to accepting front money/safekeeping. If the individual has a responsible gaming exclusion, then this service should be denied. Tell the individual, "This service is not available due to a responsible gaming exclusion on your account." If the individual objects, contact a supervisor for assistance. If the individual has a responsible gaming exclusion and is on the property, contact Security. This individual should be escorted off the property.

Wire Transfers/Western Union

Wire Transfers/Western Union is allowed unless the individual has a responsible gaming exclusion. The individual's CMS account or RG should be consulted directly prior to processing the wire transfer/Western union. If the individual has a responsible gaming exclusion, then this service should be denied. If a responsible gaming excluded individual receives a wire transfer or Western Union transfer, do not accept the funds. If the funds cannot be voided or returned to the originating account, then a check for the amount of the wire transfer/Western Union should be mailed to the individual. Funds should not be distributed to the individual while on property. If the individual objects, contact a supervisor for assistance. If the individual has a responsible gaming exclusion, contact Security. This individual should be escorted off the property.

Marker Issuance

Markers should not be issued to responsible gaming credit restricted or excluded individuals. All markers should be processed through CMS. CMS will automatically check to see if the individual has a responsible gaming credit restriction or exclusion. If the individual has a responsible gaming credit restriction or exclusion, a message will be received that the function is not allowed. Tell the individual, "I am unable to issue you a marker due to a responsible gaming restriction/exclusion on your account." If the individual objects, contact a supervisor for assistance. If the individual has a responsible gaming exclusion, contact Security. This individual should be escorted off the property.

Marker Payments

An individual with a responsible gaming credit restriction or exclusion will still be able to make payments against a maker if they have an outstanding balance. Current processes should be followed to accept payments.

Responsible gaming excluded individuals will have an “H” status on their account if a balanced is owed. Once the balance has been paid in full, send an e-mail containing the individual’s name and CMS account number to your properties RG Administrator. The Administrator will update the account with the proper “X” status.

Creating Total Rewards/CMS Accounts

Prior to creating a new Total Rewards account, Total Rewards desk personnel must ensure the individual does not have an existing CMS or WINet account. Do not simply create a new account without doing a thorough CMS and WINet account search. Ask questions and perform multiple individual searches to prevent duplicate accounts.

If an individual has an existing CMS account that has a responsible gaming exclusion, reprinting of a Total Reward card will not be allowed by the system. Tell the individual, “Your account has been deactivated due to a responsible gaming exclusion. I cannot print a card for you.” If the individual objects, contact a supervisor for assistance. If the individual has a responsible gaming exclusion, contact Security. This individual should be escorted off the property. (Note: this interaction will not be captured in the RG system as an attempted exception).

If the individual has an existing WINet account that has a responsible gaming exclusion but no CMS account at your property, auto-activate the account in your CMS. The auto-activated account will be updated with the appropriate responsible gaming codes that will not allow a Total Reward card to be printed; however, this update may not happen immediately. Do not print the card. Tell the individual, “Your account has been deactivated due to a responsible gaming exclusion. I cannot print a card for you.” If the individual objects, contact a supervisor for assistance. If the individual has a responsible gaming exclusion, contact Security. This individual should be escorted off the property. (Note: this interaction will not be captured in the RG system as an attempted exception).

If the individual has an existing CMS account that does not have a responsible gaming exclusion, simply reprint a card for the individual from this account.

If the individual has an existing WINet account that does not have a responsible gaming exclusion but no CMS account at your property, auto-activate the account in your CMS. Then print a card for the individual from this account.

If the individual does not have an existing CMS or WINet account, then create a new account for the individual following these data entry standards:

- Double check spelling.
- Do not use address fields for messages.
- Do not indent when entering individual information.
- Record data directly from presented identification.
- Do not use periods in address field.
- Do not add extra spaces in any information field.
- Put appropriate data in designated field.
- Address line 1 is the **primary** address field.
- Only put in information that is necessary to get the mail delivered.
- Do not use hyphen, apostrophes, spaces or other punctuation, unless a hyphen is part of the standardized address.
- Abbreviate directionals and suffixes. Use STE for suite, DR for drive and BLVD for boulevard. Do not use periods after abbreviations. Do not abbreviate street names.
- Enter information in the appropriate fields.
- Note: Individuals from certain cultures may have 2 “first names” and can easily be confused with a first name and a last name.

Get complete and accurate information regarding the individual from a valid form of ID. The following fields should be captured, if available:

- SSN
- DOB
- Driver’s License # & Driver’s License State
- First Name, MI, Last Name
Use accurate fields for data entry (i.e.: Put the MI in the correct field.)
- Phone Number
- Address

Reprinting a Total Rewards Card

If an individual has a responsible gaming exclusion, reprinting of a Total Reward card will not be allowed by the system. Tell the individual, “Your account has been deactivated due to a responsible gaming exclusion. I cannot print a card for you.” If the individual objects, contact a supervisor for assistance. If the individual has a responsible gaming exclusion, contact Security. This individual should be escorted off the property. (Note: this interaction will not be captured in the RG system as an attempted exception).

Total Rewards Comps/Credits

Excluded individuals are no longer eligible for any benefits associated with their Total Rewards card, including comps. The "X" (NG/AC CMS) or "C" (NV CMS) status will prevent access to the kiosk and on-line account information. As such, reward credits will automatically be zeroed out when an exclusion is applied to an individual through the Responsible Gaming Application; however, for those properties that utilize points or cash

back, the cash balance or point total will still be visible. Even though these items are visible, excluded individuals may not receive benefits associated with these balances.

Account Access

When individuals are excluded, the status on their accounts prevents them from gaining access to their Total Reward account information on-line, from using the kiosk, or using Enterprise Promotions functionality. If an individual is on property and indicates problems using these functions, then their CMS account or the Responsible Gaming Application should be consulted. If a responsible gaming exclusion is on the account, tell the individual, “Your account has been disabled due to a responsible gaming exclusion.” If the individual objects, contact a supervisor for assistance. If the individual has a responsible gaming exclusion, contact Security to escort the individual off the property.

If an individual calls because he is not allowed to access his account on-line and references an error code 1 message, the Total Rewards manager should take these calls and review the accounts to determine if it is due to a responsible gaming exclusion. If access is being denied due to the individual being excluded, the Total Rewards manager should tell the individual, “This situation requires further investigation. You will receive further information, likely through a mailed letter, within two weeks.” The Total Rewards manager should contact the Responsible Gaming Chairperson. Because this information cannot be communicated over the phone, the Responsible Gaming Chairperson should send a letter to the individual explaining their inability to access their account.

Excluded individuals are not allowed to be registered guests in Caesars owned, managed, or operated hotels. If an individual calls the Total Rewards Manager and references an inability to make a reservation through the 1-800-HARRAHS reservation line due to their account being deactivated, check the individual’s account in CMS or the Responsible Gaming Application. If the account has a responsible gaming exclusion, tell the individual, “This situation requires further investigation. You will receive further information, likely through a mailed letter.” The Total Rewards manager should contact the Responsible Gaming Chairperson. Because this information cannot be communicated over the phone, the Responsible Gaming Chairperson should send a letter to the individual explaining their inability to make a hotel reservation.

Combines

Duplicate CMS accounts should be combined in order to prevent responsible gaming prohibited privileges from being granted under other existing accounts for an individual. Searches should be performed to identify duplicate accounts by the following means:

- Perform an individual search on the local **CMS** system using...
 - A Wild Card Search (i.e.: If the name is James Henderson, search for Ja? Hender?)
 - Alias Names (i.e.: If the name is James Henderson, search for Jim)

- Perform an individual search on **WINet** using ...
 - A Wild Card Search (i.e.: If the name is James Henderson, search for Ja* Hender*)
 - Alias Names (i.e.: If the name is James Henderson, search for Jim)
 - Social Security Number

The combine process no longer requires responsible gaming information to be removed from the victim account. All combines will retain the responsible gaming flags from either the victim or survivor accounts.

Credit Accounts may only be combined by Credit. If a responsible gaming combine is stopped, the reason may be that one of the accounts is a credit account and the combine is not being attempted from a credit menu or sign on.

Always send combine requests to the appropriate contact (cash or credit) or e-mail WINet combines to the WINet combines distribution list in the global address book of Outlook.

Marketing Lists

All marketing lists must be submitted to the offers system, including but not limited to direct mail, e-mail, telemarketing lists, etc. The offers system will automatically remove all individuals with a responsible gaming mail restriction or exclusion on their account.

If a list is pulled through any other system, it must be checked against the Responsible Gaming Application or EDW before being used. If you are not using the offer system to pull a list or are using an outside prospecting list, e-mail "Direct Marketing Support" in the global address book of Outlook for assistance in ensuring that you are suppressing individuals with a responsible gaming exclusion or mail restriction.

Hosts/National Casino Marketing Representatives/Junket Representatives Contact

Individuals with a responsible gaming exclusion or mail restriction should not be contacted. Excluded individuals will have an "X" or "C" status in CMS/PCS/PDB and responsible gaming mail restricted individuals will have a 326 mail code.

Bus/Junket Trips

Lists of individuals should be supplied from junket representatives or National Casino Marketing representatives prior to the trip. All individuals on the list should be checked against the Responsible Gaming Application or CMS. If a bus or junket individual is discovered to be responsible gaming excluded prior to the visit, notify the bus or junket operator or the national Casino Marketing representative to contact the individual and remove them from the trip. If it is not discovered that a bus or junket individual is excluded until they are on property, the individual should not be allowed to gamble. Tell the individual, "Due to a responsible gaming exclusion on your account, you are not allowed to gamble at this property and you will not be included in future trips." If the

individual objects, contact a supervisor for assistance. The bus or junket operator or National Casino Marketing representative should remove this individual from any future trips.

Casino Promotions

Responsible gaming excluded individuals should not be included in casino promotions. EP automatically denies entries into a promotion if the individual has a responsible gaming exclusion due to the “X” status on the CMS account. If using in-house packaged software that does not check CMS for patron status instead of EP, then excluded patrons will not automatically be denied entries into the promotion. In this case, prior to announcing a winner, the individual’s status should be checked in CMS or the Responsible Gaming Application to ensure that the individual does not have a responsible gaming exclusion. If the individual does have a responsible gaming exclusion, an alternate winner should be selected, as this individual is ineligible to win and should not be on property.

Jackpot Payouts

When an individual hits a W2G jackpot, they must present valid identification to claim it. This should be used to directly check CMS or the Responsible Gaming Application. It is imperative that CMS be consulted prior to paying a W2G jackpot to ensure the individual is not gaming prohibited. If they are discovered to be gaming prohibited, withhold payment from the individual and immediately notify the appropriate gaming supervisor and your jurisdiction’s Gaming Control Board. Tell the individual, “Due to a responsible gaming exclusion on your account, this jackpot is being withheld.” It should then be up to the Gaming Control Board whether or not the jackpot is paid to the excluded individual. Regardless of the Gaming Control Board decision to pay the jackpot or not, the individual is still excluded from the property and should be advised to that effect. Security should be notified to escort the individual off of the property. Any person who is excluded and is discovered gaming should be asked to leave the property and if they refuse, a formal trespass warning is appropriate.

If the decision is made to pay the jackpot, the RG Administrator has to remove the exclusion from the account in order to enter information for the W2G. Once the form has been completed, the RG Administrator will place the exclusion on the account again.

The following jurisdictions have specific procedures for Jackpot Payouts:

Illinois

When an individual hits a W2G jackpot, they must present valid identification to claim it. This should be used to directly check CMS or the Responsible Gaming Application. If the patron completed a statewide exclusion, then IGB is involved and the jackpot is revoked and provided to charity.

Kansas

When an individual hits a W2G jackpot, they must present valid identification to claim it. This should be used to directly check CMS or the Responsible Gaming Application. If they are discovered to be gaming prohibited, immediately notify the slot shift manager, a tribal gaming inspector, and the security supervisor. In order to enter information for the W2G, the RG Administrator has to remove the exclusion from the account. Once the form has been completed, the RG Administrator will place the exclusion on the account again so additional W2G's cannot be issued. Have the individual sign their W2G, present their copies and pay them. Next, inform them that they cannot spin off the jackpot and introduce the security supervisor. The security supervisor will then speak with the individual, give them a written reminder of their exclusion, and ensure they are escorted out of the building (after they redeem any credits they have on the EGD) and exit the property. A slot employee will spin off the jackpot and return any winnings to the hopper. Any person who is excluded and is discovered gaming will be approached in the same manner as the above situation and will be asked to leave. In either case, a formal trespass warning is given to them and any return visit results in criminal trespass.

Louisiana

When an individual hits a W2G jackpot, they must present valid identification to claim it. This should be used to directly check CMS or the Responsible Gaming Application. Louisiana properties operate under the Comprehensive Compulsive and Problem Gambling Program. Under the Program any winnings of an excluded person will be confiscated and turned into the main cashier cage. The excluded person's confiscation form is completed and signed by management and State Police.

Nevada

W2G jackpots should be withheld from responsible gaming excluded individuals. The Gaming Control Board has declined to be notified in these cases.

North Carolina

When an individual hits a W2G jackpot, they must present valid identification to claim it. This should be used to directly check CMS or the Responsible Gaming Application. Should any patron be found to have used the gaming facility contrary to the terms of Exclusion, Harrah's Cherokee Casino & Hotel will:

- Require the patron to forfeit any winnings reasonably identifiable by Harrah's Cherokee Casino & Hotel that would otherwise be due the patron.
- Excluded patrons who win a non-progressive Jackpot SHALL forfeit the winnings as a donation to a non-profit responsible gaming research or treatment organization.
- Excluded patrons who win a progressive jackpot will be required to forfeit the jackpot. The forfeited money in such cases will be returned to the progressive jackpot.

Hotel Reservations

Excluded individuals are not allowed to be registered individuals in Caesars owned, managed, or operated hotels. Hotel reservations should not be made for responsible gaming excluded individuals. Property VIP reservations should consult the address line on individuals' accounts on GSW or CMS. If "Gaming Prohibited" is displayed in the address line, a reservation should not be made for the individual. Tell the individual, "Your account has been deactivated and I am unable to make a reservation for you." If the individual objects, tell the individual, "This situation requires further investigation. You will receive further information, likely through a mailed letter." The reservation agent should contact the Responsible Gaming Chairperson. Because this information cannot be communicated over the phone, the Responsible Gaming Chairperson should send a letter to the individual explaining their inability to make a hotel reservation.

Hotel reservations should not be made for responsible gaming excluded individuals. APAC agents should consult the address line on individuals' accounts on GSW. If "Gaming Prohibited" is displayed in the address line, a reservation should not be made for the individual. Tell the individual, "Your account has been deactivated and I am unable to make a reservation for you. If you believe this is incorrect, please contact the Total Rewards Manager at the property regarding this issue."

If an individual calls the Total Rewards Manager and references an inability to make a reservation through the 1-800-HARRAHS reservation line due to their account being deactivated, check the individual's account in CMS or the Responsible Gaming Application. If the account has a responsible gaming exclusion, tell the individual, "This situation requires further investigation. You will receive further information, likely through a mailed letter." The Total Rewards manager should contact the Responsible Gaming Chairperson. Because this information cannot be communicated over the phone, the Responsible Gaming Chairperson should send a letter to the individual explaining their inability to make a hotel reservation.

If a reservation was made for a responsible gaming excluded individual, then the individual should be contacted to cancel the reservation once the responsible gaming exclusion is discovered.

APAC Removal from Mailing List Requests

If an individual says they have a Gambling Problem, please refer them to 1-800-694-9960. This is the number where individuals may request paperwork for responsible gaming exclusions or restrictions. If an individual calls requesting to be taken off all mailing lists and call lists due to a Gambling Problem or they want to be banned, i.e. excluded, from the casino, then refer them to 1-800-694-9960 to request the appropriate paperwork. If an individual calls requesting to be taken off all mailing lists and call lists due to any other non-responsible gaming issue, send an e-mail with all pertinent individual information to the Relationship Marketing contacts.

Hotel Registration

If a reservation was made for a responsible gaming excluded individual, then the individual should be contacted to cancel the reservation once the responsible gaming exclusion is discovered. If the exclusion is not discovered until check in, the excluded individual's reservation should be denied. If the individual indicates that he was not informed that the exclusion prevented him from staying in the hotel, the individual may be allowed to check in. However, the individual should be informed that he will not be allowed any future hotel stays and his CMS account should be updated that the individual received this notice. Any future hotel stays should be denied after this notice is given. Even if the individual is allowed to check into the hotel, the individual is still excluded from gaming and should not be on the casino floor.

RESPONSIBLE GAMING ADMINISTRATORS

Entering Responsible Gaming Restrictions and Exclusions

Prior to entering an individual into the Responsible Gaming Application, a search for the individual should be performed in WINet. If the individual is found in WINet, the associated WINet account number should be used when entering the individual in the Responsible Gaming Application. If an individual has a WINet account, but no CMS account at your property, once the account details are entered into the Responsible Gaming Application, a CMS account associated with that WINet account will be activated with the proper responsible gaming flags at your property and updated or activated at all other properties. If no WINet account is found for the individual, an account should be created using the same data integrity standards for creating an account in the Responsible Gaming Application. The WINet number associated with this account should be used when entering the individual in the Responsible Gaming Application.

A search should be conducted in the Responsible Gaming Application to see if the individual information already exists. If no records are returned, then add the individual to the application. If multiple records are returned, verify that none of the records belong to the individual prior to creating a new account in the Responsible Gaming Application.

When adding an individual into the Responsible Gaming Application, the information should be complete and accurate. The information must include the following:

- First Name, MI, Last Name
Use accurate fields for data entry (i.e. put the MI in the correct field.)
- Address
- At least one form of identification (SSN, Driver's License # & Driver's License State, Passport, Military ID, Immigration & Naturalization Card)
- The property initiating the restriction or exclusion (i.e. the property where the individual signed the forms.)

The information should also include the following:

- Total Reward number
- Alias and nicknames
- DOB
- Phone Number

NOTE: When adding or changing the status of a patron in RG, it can take up to 30 minutes for this information to be available in every CMS environment (including your local CMS) due to network lag time and processing time.

Data Entry Standards:

- Double check spelling.
- Do not use address fields for messages.

- Do not indent when entering individual information.
- Record data directly from presented identification/responsible gaming form.
- Do not use periods in address field.
- Do not add extra spaces in any information field.
- Put appropriate data in designated field.
- Address line 1 is the **primary** address field.
- Do not use hyphen, apostrophes, spaces or other punctuation, unless a hyphen is part of the standardized address.
- Abbreviate directionals and suffixes. Use STE for suite, DR for drive and BLVD for boulevard. Do not use periods after abbreviations. Do not abbreviate street names.
- Enter information in the appropriate fields.
- Note: Individuals from certain cultures may have 2 “first names” and can easily be confused with a first name and a last name.

All responsible gaming restrictions and exclusions initiated at your property should be entered into the Responsible Gaming Application. This application will place all the necessary information onto the individual’s WINet account, and all associated CMS accounts.

Entering State Responsible Gaming Exclusions

All responsible gaming exclusions received from state sponsored programs should be entered into the Responsible Gaming Application. In jurisdictions that allow electronic uploading of the list, exclusions should be added from the state exclusion bulk upload screen in the Responsible Gaming Application. After the list is uploaded, a report of individuals on the list that do not have a WINet account must be run from the bulk upload missing TR number screen. The individuals returned on this report will have an account in the Responsible Gaming Application, but not WINet. Therefore, a CMS account will need to be created for all of those returned on the report. Once the account is created in CMS, the new account number should be manually added to the existing account in the Responsible Gaming Application. After a state list is uploaded a suspended records report should be run as well. This report will contain individuals who did not have an account created in the Responsible Gaming Application during the bulk upload. These accounts were not added due to bad data format or because the information already existed in the Responsible Gaming Application. These records would need to be researched and manually entered in the Responsible Gaming Application, if applicable. In states with more than one property, the Responsible Gaming Administrator for one of these properties will need to update the system from the state list and send out the appropriate letter to the individuals on the list.

State lists that are bulk uploaded must be in a specific format in Excel. The spreadsheet needs to be in a CSV (Comma Separated values) format. The proper format is as follows: “First Name,Middle Initial,Last Name,Nick Name,Exclusion Date,Address,City,State,Zip,Phone,DOB,DL Number,SSN,Duration” An example of a

file in the proper format is as follows: Rikku,W,Raze,Ruku,1/14/2004,123 Main St,Memphis,TN,88888,8978015167,1/14/1999,187654321,125456789,5

If the state list being uploaded has different time durations for the exclusions, “use CSV value” should be chosen under the “duration” drop down box on the state exclusion bulk upload screen. If the state list being uploaded has the same time duration for all of the exclusions, the appropriate number should be chosen in the “duration” drop down box on the state exclusion bulk upload screen.

State exclusion lists for those states that do not allow electronic uploading of state exclusion lists will need to be added via the state exclusion manual entry screen. The Responsible Gaming Application will place all the necessary information onto the individual’s WINet account, and all associated CMS accounts. If the individual does not have a WINet account, then a CMS account will need to be created for the individual. Once the account is created in CMS, the new account will automatically be associated with the existing account in the Responsible Gaming Application. In states with more than one property, the Responsible Gaming Administrator for one of these properties will need to update the system from the state list and send out the appropriate letter to the individuals on the list.

Joint/shared accounts

Joint/shared accounts need to be separated when applying a responsible gaming restriction or exclusion, even if both individuals on the account are having a Responsible Gaming restriction or exclusion applied. If the responsible gaming individual is the primary on the account, the existing account should have the restriction or exclusion applied. If the responsible gaming individual is the secondary on the account, a new account should be created for this individual and this account should have the restriction or exclusion applied. In all cases, a letter explaining that the accounts are no longer joint in nature should be sent to both individuals previously on the joint account.

Combines

Duplicate CMS accounts should be combined in order to prevent responsible gaming prohibited privileges from being granted under other existing accounts for an individual. Searches should be performed to identify duplicate accounts by the following means:

- Perform an individual search on the local **CMS** system using...
 - A Wild Card Search (i.e.: If the name is James Henderson, search for Ja? Hender?)
 - Alias Names (i.e.: If the name is James Henderson, search for Jim)
- Perform an individual search on **WINet** using...
 - A Wild Card Search (i.e.: If the name is James Henderson, search for Ja* Hender*)
 - Alias Names (i.e.: If the name is James Henderson, search for Jim)
 - Social Security Number

The combine process no longer requires responsible gaming information to be removed from the victim account. All combines will retain the responsible gaming flags from either the victim or survivor accounts. There is no need to remove any restriction or exclusion information from an account in order for the combine to occur.

Credit Accounts may only be combined by Credit. If a responsible gaming combine is stopped, the reason may be that one of the accounts is a credit account and the combine is not being attempted from a credit menu or sign on.

Always send combine requests to the appropriate combine contact at your property (cash or credit) or e-mail WINet combines to the "WINet Combines" distribution list in the global address book of Outlook.

Entering Responsible Gaming Reinstatements

All restriction/exclusion reinstatements should be entered into the Responsible Gaming Application. This application will make all the necessary changes to the individual's WINet account, and all associated CMS accounts. (See the previous section in this document entitled "Reinstatements" to see policies related to granting reinstatements).

Incorrectly Applied Restrictions or Exclusions

The Responsible Gaming Chairperson will be notified if an account is believed to have been coded as a responsible gaming account in error. The Responsible Gaming Chairperson will investigate the matter. If the account is believed to have been coded in error, the Responsible Gaming Chairperson should send supporting documentation to the Director of the Code of Commitment. This information will be provided to the Corporate Review Panel so that a determination can be made if the account was coded in error and should be reinstated. Based on the Corporate Review Panel's determination, the Responsible Gaming Chairperson should contact the Responsible Gaming Administrator to either remove or not remove the RG status from the individual's account.

If the Corporate Review Panel determines that the account was coded in error, the Responsible Gaming Administrator should remove the responsible gaming restriction or exclusion from the account through the Responsible Gaming Application. The individual should be contacted letting them know that the information was removed or corrected.

If the account was not coded in error, the Responsible Gaming Administrator should not remove the responsible gaming restriction or exclusion from the account. The individual should be sent a letter indicating that the responsible gaming restriction or exclusion is still in effect.

Responsible Gaming Forms

Send copies of all signed responsible gaming restriction/exclusion forms, state exclusion forms, and reinstatement forms to the Director of the Code of Commitment via interoffice mail within five (5) business days of completion for placement in the corporate responsible gaming files.

Procedures for Responsible Gaming Application Downtimes

The Responsible Gaming Administrator should print a list each week from the Responsible Gaming Application of responsible gaming check cashing/credit restricted and excluded individuals initiated by your property or state. This list should be made available in the Cage/Marker Bank and Credit areas to be consulted when CMS or the Responsible Gaming Application are unavailable.

Payments against markers

Responsible gaming excluded individuals will have an “H” status on their account if a credit balance is owed. Once the balance has been paid in full, an e-mail containing the individual’s name and CMS account number should be sent to you from your properties credit department. Once you receive this e-mail, remove the exclusion from the account via the RG application and immediately reapply the exclusion to the account in the Responsible Gaming Application using the original activation dates, not the current date. This will update the account with the proper “X” status.

Jackpot payouts

If the decision is made to pay a jackpot to an excluded individual, remove the exclusion from the account via the RG application in order to enter information for the W2G. Once the W2G form has been completed, reapply the exclusion on the account in the Responsible Gaming Application using the original activation dates, not the current date.

RESPONSIBLE GAMING AMBASSADORS

Completing a Log Entry

It is the Responsible Gaming Ambassador's responsibility to document all employee and third party reports and Responsible Gaming Conversations in the Responsible Gaming Log. The information placed in the Responsible Gaming log only resides in the RG IT system and only authorized employees have access to this information. This type of information should never be placed in the comments screen of CMS.

All employee reports of customer comments that caused concern should be entered into the Responsible Gaming log in the Add New Incident Occurrence screen, even if a Responsible Gaming Conversation does not occur. However, if the identity of the customer is not known, then no log entry can be created.

All third party reports, regardless of if submitted in writing or permission was granted to discuss the report with the customer, are documented in the add new incident occurrence screen log.

All responsible gaming conversations held with a customer should be documented in the add new incident occurrence screen of the Responsible Gaming log.

The Responsible Gaming Ambassador uses the log entries to track customer comments and to determine if a customer should be contacted regarding our concerns.

The log entry should contain at a minimum, the reporting employee's name, the date of the incident, and the verbatim comment that was reported.

Once a responsible gaming conversation takes place with the customer, the results of the conversation should be documented in the log, i.e. customer took responsible gaming forms, customer signed up for a responsible gaming restriction or exclusion, customer refused responsible gaming forms.

A search should be conducted in the Responsible Gaming Application to see if the individual information already exists. If no records are returned, then add the individual to the application. If multiple records are returned, verify that none of the records belong to the individual prior to creating a new account in the Responsible Gaming Application.

When adding an individual into the Responsible Gaming Application, the information should be complete and accurate. The information must include the following:

- First Name, MI, Last Name
Use accurate fields for data entry (i.e. put the MI in the correct field.)
- Address
- At least one form of identification (SSN, Driver's License # & Driver's License State, Passport, Military ID, Immigration & Naturalization Card)

- The property initiating the restriction or exclusion (i.e. the property where the individual signed the forms.)

The information should also include the following:

- Total Reward number
- Alias and nicknames
- DOB
- Phone Number

Data Entry Standards:

- Double check spelling.
- Do not use address fields for messages.
- Do not indent when entering individual information.
- Record data directly from presented identification/responsible gaming form.
- Do not use periods in address field.
- Do not add extra spaces in any information field.
- Put appropriate data in designated field.
- Address line 1 is the **primary** address field.
- Do not use hyphen, apostrophes, spaces or other punctuation, unless a hyphen is part of the standardized address.
- Abbreviate directionals and suffixes. Use STE for suite, DR for drive and BLVD for boulevard. Do not use periods after abbreviations. Do not abbreviate street names.
- Enter information in the appropriate fields.
- Note: Individuals from certain cultures may have 2 “first names” and can easily be confused with a first name and a last name.

If an incident was applied due to an administrative error, i.e. it was applied to the wrong individual, the incident may be disabled through the Maintain an incident screen.

Responsible Gaming Forms

When assisting a customer in completing responsible gaming self-restriction or self-exclusion forms, the Responsible Gaming Ambassador should ensure the information on the form is legible, complete, accurate, and obtained from a valid form of ID. The information should include the following:

- First Name, MI, Last Name
Use accurate fields for data entry (i.e. put the MI in the correct field.)
- Address
- Phone Number
- Total Reward Number
- Driver’s License # & Driver’s License State

- DOB
- SSN

Reinstatements

If an individual is requesting a responsible gaming reinstatement, a Responsible Gaming Ambassador will be contacted to speak to the patron and process this request.

Responsible gaming restricted or excluded individuals can be reinstated 1) after the expiration of the time period of the restriction or exclusion, or 2) if the restriction or exclusion was an administrative error, i.e. it was applied in error to the wrong individual. **Reinstatement forms must be completed by an individual prior to any reinstatement being granted.** Completed forms should be forwarded to your property's Responsible Gaming Administrator for entry into the Responsible Gaming Application. (See the previous section in this document entitled "Reinstatements" to see policies related to granting reinstatements).

Arranging Customer Interaction

If the Responsible Gaming Ambassador determines that a Responsible Gaming conversation should be had with an individual and the individual is not on property, the Responsible Gaming Ambassador should place a priority message on the individual's CMS account instructing the user to contact the Responsible Gaming Ambassador on duty. This will allow a Responsible Gaming conversation to take place with the individual the next time the individual is on property and the individual's CMS account is accessed.

Incident Report

Reports of individuals' conversations or employee reports of individuals' comments can be run for a designated time period. This report can detail the triggering event that initiated a log entry, the action taken, and the outcome. This report should will be run quarterly by the Responsible Gaming Chairperson and reviewed during the Responsible Gaming Committee Quarterly Meeting.

RESPONSIBLE GAMING CHAIRS

Improperly Applied Restrictions or Exclusions

The Responsible Gaming Chairperson will be notified if an account is believed to have been coded as a responsible gaming account in error. The Responsible Gaming Chairperson will investigate the matter. If the account is believed to have been coded in error, the Responsible Gaming Chairperson should send supporting documentation to the Director of the Code of Commitment. This information will be provided to the Corporate Review Panel so that a determination can be made if the account was coded in error and should be reinstated. Based on the Corporate Review Panel's determination, the Responsible Gaming Chairperson should contact the Responsible Gaming Administrator to either remove or not remove the RG status from the individual's account.

If the Corporate Review Panel determines that the account was coded in error, the Responsible Gaming Administrators should remove the responsible gaming restriction or exclusion from the account through the Responsible Gaming Application. The individual should be contacted letting them know that the information was removed or corrected.

If the account was not coded in error, the Responsible Gaming Administrator should not remove the responsible gaming restriction or exclusion from the account. The individual should be sent a letter indicating that the responsible gaming restriction or exclusion is still in effect.

Reinstatements

Individuals who self-excluded under the previous permanent self-exclusion program may be considered for reinstatement after a minimum of **two years** from the date of the self-exclusion. These requests should be forwarded to the Director of the Code of Commitment for review and discussion with the property's Responsible Gaming Committee and General Manager for possible reinstatement. (See the previous section in this document entitled "Reinstatements" to see policies related to granting reinstatements).

Account Access

If an individual calls because he is not allowed to access his account on-line and references an "error code 1" message, the Total Rewards manager should take these calls and review the accounts to determine if it is due to a responsible gaming exclusion. If access is being denied due to the individual being excluded, the Total Rewards manager should tell the individual, "This situation requires further investigation. You will receive further information, likely through a mailed letter, within two weeks." The Total Rewards manager should contact the Responsible Gaming Chairperson. Because this information cannot be communicated over the phone, the Responsible Gaming Chairperson should send a letter to the individual explaining their inability to access their account.

Hotel Reservations

APAC - Excluded individuals are not allowed to be registered individuals in Caesars owned, managed, or operated hotels. If an individual calls the Total Rewards Manager and references an inability to make a reservation through the 1-800-HARRAHS reservation line due to their account being deactivated, the Total reward's Manager should check the individual's account in CMS or the Responsible Gaming Application. If the account has a responsible gaming exclusion, tell the individual, "This situation requires further investigation. You will receive further information, likely through a mailed letter." The Total Rewards manager should contact the Responsible Gaming Chairperson. Because this information cannot be communicated over the phone, the Responsible Gaming Chairperson should send a letter to the individual explaining their inability to make a hotel reservation.

Caesars - Hotel reservations should not be made for responsible gaming excluded individuals. Property VIP reservations should consult the address line on individuals' accounts on GSW or CMS. If "Gaming Prohibited" is displayed in the address line, a reservation should not be made for the individual. Tell the individual, "Your account has been deactivated and I am unable to make a reservation for you." If the individual objects, tell the individual, "This situation requires further investigation. You will receive further information, likely through a mailed letter." The reservation agent should contact the Responsible Gaming Chairperson. Because this information cannot be communicated over the phone, the Responsible Gaming Chairperson should send a letter to the individual explaining their inability to make a hotel reservation.

All responsible gaming standard forms and letters can be found on the network at:

<\\Lvfile2\HQLCOM\Responsible_Gaming>

Status Report

Reports of individuals with a specific restricted or excluded status may be run for designated time periods. This report should be run quarterly and included with the Responsible Gaming Audit.

Reinstatement Report

Reports of individuals reinstated may be run for designated time periods. This report should be run quarterly and included with the Responsible Gaming Audit.

Attempted Exceptions Report

Reports of individuals attempting to engage in restricted or excluded activity may be run for designated time period. This report should be run quarterly and reviewed during the Responsible Gaming Committee Quarterly Meeting.

Tickler Report

This report should be run to identify any outstanding issues with individuals that may require follow up, i.e. individual received Responsible Gaming forms but has not returned them.

Incident Report

Reports of individuals' conversations or employee reports of individuals' comments can be run for a designated time period. This report can detail the triggering event that initiated a log entry, the action taken, and the outcome. This report should be run quarterly and reviewed during the Responsible Gaming Committee Quarterly Meeting.

RG2 User Authority

The names of users who need authority levels in RG2, i.e. RG Chairs, RG Administrators, and RG Ambassadors, should be e-mailed to the Code of Commitment department for entry into the RG2 user directory. Users must have an individual network account in order to be set up with advanced access to RG2. If the user does not have a network account, please contact the IT helpdesk to have this account set up. Once the account is set up, then the individual may be added to RG2 by the Code of Commitment department.

Individuals to be added to advanced authority in RG2 must have been trained on the procedures for the particular functions of that role. A periodic review of the users will be conducted to ensure that the listing is accurate.

APPENDIX

Attached are existing responsible gaming processes specifically developed by each department.

1. Direct mail standard procedures
2. Error Code 1 standard procedures

ERROR CODE 1 PROCEDURES For Total Rewards Managers

WHAT:

Individuals who have attempted to log into their eTotal Rewards account and have a credit status code of X or C in PDB will receive the following message, “It appears this account has been deactivated. If you believe this is incorrect, please call the Total Rewards Manager at your local Caesars casino and refer to Error Code 1.” As a knowledgeable CMS/PDB user, the Total Rewards Manager is the first point of contact, either directing and forwarding the individual to the appropriate team member for error resolution or providing information to the individual regarding next steps.

WHY:

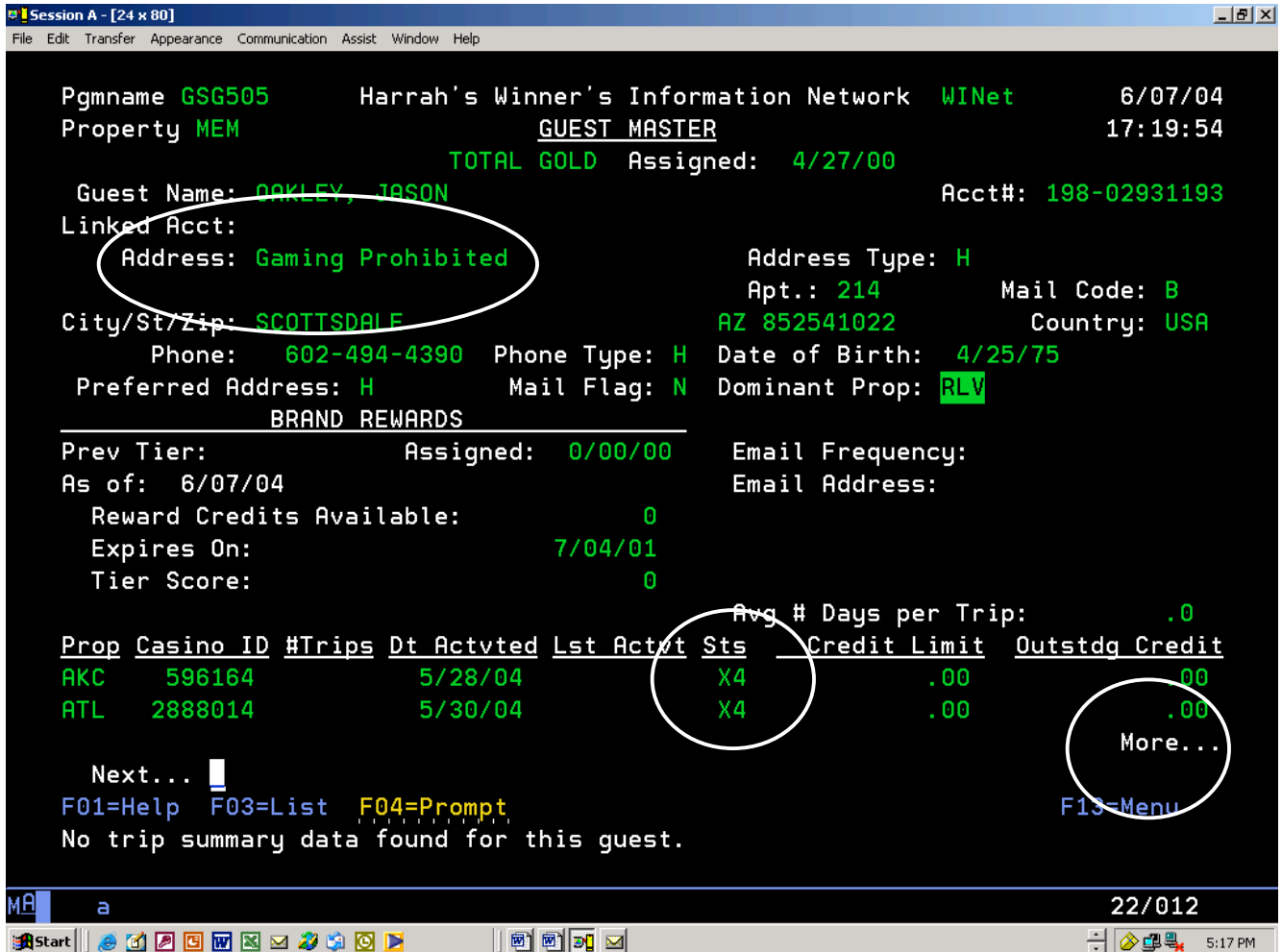
It is important that an individual in this situation receives accurate and appropriate information, as he/she is potentially Responsible Gaming excluded. If handled incorrectly, the situation has the potential to cause any number of issues. Additionally, it is vital that the privacy of our customer is protected fully.

HOW:

Upon receipt of an individual call referencing Error Code 1, Total Rewards Managers should use the procedures and suggested scripting below.

- 1. Verify that the individual saw the message referencing Error Code 1 while attempting to log onto harrahs.com and into his/her Total Rewards account.**
- 2. Ask for and note (or verify in WINet) the individual’s Total Rewards account number, full name, date of birth, address, phone number and date of last visit to any Caesars casino.**
- 3. Inform the individual of our company policy regarding Total Rewards account information privacy.**
 - a. “Mr. Smith, at Caesars, we do not provide specific individual account information over the phone. However, I will be able to research the issue and provide you with next steps immediately or ask for an appropriate representative to contact you within 72 hours. Please wait one moment while I access and review your account.”**

4. Place the individual on hold and access his/her “Individual Master” screen in WINet.
5. Review the credit status code associated with the individual’s account at each property, ensuring that the error message was received due to an X or C status code.
 - a. To review the status code for each property, use the Page Down key until the message “More...” says “Bottom.”
 - b. The status code X or C refers to the first character in the field “Sts.”



6. Review the “Message” screen in WINet (by placing an M in the ‘Next’ field prompt) to verify the meaning of the status code. In the case of a Responsible Gaming exclusion, the individual’s address field should now state, “Gaming Prohibited.” Reviewing the “Message” screen will verify that proper restriction procedures have been used.
 - a. If messages like the ones seen below are not present, it is possible that the individual is not truly Responsible Gaming excluded and that the status code was used in error. In this case, go to Step 9.
 - b. An individual should be placed in Gaming Prohibited status/Responsible Gaming excluded status when he/she has completed paperwork requesting a self-exclusion. If a patron is self excluded at one property, then he/she is excluded at all HET properties. This is also true if the self-exclusion is a result of a state administered program.
 - c. If the individual is Responsible Gaming excluded, messages like the ones below will be present.

```

Session A - [24 x 80]
File Edit Transfer Appearance Communication Assist Window Help

Pgmname GSG535 Harrah's Winner's Information Network WINet 6/07/04
Property MEM GUEST MESSAGES - Account #: 198-02931193 17:31:08

Guest Name: OAKLEY, JASON
Linked Acct:
City/St/Zip: SCOTTSDALE AZ 852541022 Country: USA

Property... █

Prop Comments Expiration
Date
AKC 4/14/04 RESP GAMING EXCLUSION-GAMPROH, per AKC (AGARCIA) 99/99/99
AKC Address - 17441 N 46TH PL 99/99/99
ATL 5/28/04 RESP GAMING EXCLUSION-GAMPROH, per AKC (CWHITTED) 99/99/99
ATL Address - Gaming Prohibited-See Msg 99/99/99
CHE 5/28/04 RESP GAMING EXCLUSION-GAMPROH, per AKC (KSMITH) 99/99/99
CHE Address - Gaming Prohibited 99/99/99
ECH 5/28/04 RESP GAMING EXCLUSION-GAMPROH, per AKC (TVANCE) 99/99/99
ECH Address - Gaming Prohibited 99/99/99
JOL 5/28/04 RESP GAMING EXCLUSION-GAMPROH, per AKC (KSHIMKUS) 99/99/99
JOL Address - Gaming Prohibited-See Msg 99/99/99
More...

Next... _
F01=Help F03=List F04=Prompt F13=Menu

MA a 08/015

```

- 7. If the individual is Responsible Gaming excluded, do not communicate this information over the phone. Instead, let the individual know he/she will receive further information about his/her account status through a mailed letter.**
 - a. “Mrs. Jones, this situation requires further investigation. You will receive further information, likely through a mailed letter, within two weeks.”**
- 8. Email your property Responsible Gaming Contact for further assistance. Provide the following information for a smooth hand-off.**
 - a. Individual name, account number**
 - b. Date/time of phone call and source of issue (Error Code 1 on harrahs.com)**
 - c. Provide a description of the call**
 - d. Reminder that you quoted a 72-hour turnaround for errors and a one-week turnaround for mail notification.**
 - e. Ask the RG Contact to respond to you with the course of action taken. In the event the individual contacts you again, you will need to know what has happened.**
- 9. If it appears that the individual has been coded as Responsible Gaming excluded in error, the appropriate property representative should be notified of the need to resolve the error within 72 hours. The individual should then attempt to log onto Total Rewards again. If the problem still exists, the individual should contact the Total Rewards Manager again for further assistance.**
 - a. “Mr. Smith, it appears there may be an erroneous status on your account. I will work to resolve the issue as soon as possible. Please allow 72 hours and try to log back into Harrahs.com at that time. If the problem persists, contact me again at this number.”**
- 10. File the email documentation and screen printouts in a manner that allows for fast retrieval. The individual may re-contact you for follow up information or to report a persisting error.**

Attachment X.A.3_A14

We're COMMITTED to Responsible Gaming . . . And it all starts with YOU!

Operation Bet Smart



Your Role as Employees:

- Report concern to Supervisor
 - Include customer's name
 - Include customer's statement(s)
 - Concerns are NEVER entered into CMS
- Questions to ask before reporting
 - Am I concerned?
 - Are there security or service issues involved?
 - Is my concern based on statement(s)?
 - How quickly should I report my concern?

Your Role as Supervisors:

- Automatically report employee concerns to Responsible Gaming Ambassador
 - Contact RG Ambassador
 - Include the name of reporting employee
 - Include the exact statement or series of statements
 - Provide feedback to the reporting
- Report your own concerns to RG Ambassador

Roles of RG Ambassadors:

- Receive reports of employee concerns 24/7
- Access and review entries in RG Log
- Meet with customer(s) if necessary
- Document actions in RG Log

Report AS SOON AS POSSIBLE

- Direct statement(s) that gambling is causing problem(s)
- Request for information on self-exclusion or self-restriction programs
- Request from family or friends for exclusion

Report BEFORE SHIFT IS OVER

- Indirect statement(s) that may or may not refer employee to a problem with gambling.
- Series of statements over time

RESPONSIBLE GAMING OPTIONS

What is a restriction?

- Patron request to stop:
 - Check cashing
 - Casino credit
 - Mail

What is an exclusion?

- Patron request to deny:
 - All services (including gambling)
 - Access to any part of the facility (including hotel)
 - Notify security if excluded patron is on property

How long does a restriction or exclusion last?

- We offer 1 year, 5 years, or permanent options
- State programs offer different time periods

Where does the restriction or exclusion apply?

- All Harrah's owned, managed, or operated properties

What does a Responsible Gaming account look like in CMS?

- Restriction
 - Check cashing
 - Responsible gaming message on the account
 - RESP GAMING RESTRICT - No Chk Csh, per (property code)
 - Casino credit

- Responsible gaming message on the account
 - RESP GAMING RESTRICT - No Credit, per (property code)
 - Mail
 - Responsible gaming message on the account
 - RESP GAMING RESTRICT - No Mail, per (property code)
 - “N” mail flag
 - 326 mail code
- Exclusion
 - “X” (Gaming Prohibited) account status
 - Address Line 1 reads: “Gaming Prohibited – See Msg”
 - Responsible gaming message on the account
 - RESP GAMING EXCLUSION-GAMPROH, per (property code)
 - “N” mail flag
 - 326 mail code
 - Credit Limit is zeroed
 - Reward Credits are zeroed

IMPORTANT

An “X” status means gaming prohibited for different reasons. The “X” status is not limited to responsible gaming. An “X” status for reasons other than responsible gaming can mean gaming prohibited only at a specific property, not brand-wide. The messages in CMS and WINet should be reviewed to determine the reason the patron is gaming prohibited and the appropriate department and/or properties should be contacted. The departments and/or properties to be contacted depending on the reason for the “X” status as based on the messages are noted below:

- Security (property specific)
 - 86’d
- Compliance
 - CTR Alert (property specific) ◻ Title 31 (property specific)
- Responsible gaming (brand-wide)
 - Responsible gaming exclusion

Attachment X.A.3_A15



Supervisor Planner for Buzz Sessions: August 1 - 5

SUPERVISORS: Please use this information during your buzz sessions to keep your employees informed about Responsible Gaming.

<p>WHAT Are we talking about?</p>	<p>Responsible Gaming programs:</p> <ul style="list-style-type: none"> • Project 21 – we card to ensure no one under 21 gambles. • Unattended Children’s Policy – we don’t allow children to be left unattended on our properties. • Responsible Gaming – self-restriction and/or self-exclusion
<p>WHY Do we have RG programs?</p>	<ul style="list-style-type: none"> • Honors the Code of Commitment to our guests. • We want recreational players. • Employees who may be concerned about a guest’s gambling can report their concerns to a Responsible Gaming Ambassador who can have a responsible gaming conversation with the guest.
<p>HOW Do our programs work?</p>	<p>Advertisements: Television – to announce we take responsible gaming seriously</p> <ul style="list-style-type: none"> <input type="checkbox"/> Signage and brochures throughout the casino, including on the ATM’s <p>Responsible Gaming program includes Responsible Gaming Ambassadors.</p> <ul style="list-style-type: none"> <input type="checkbox"/> If a guest states he/she is concerned about his/her gambling, request a supervisor call an Ambassador. The Ambassador will meet with the guest to discuss options. <input type="checkbox"/> If an employee is concerned about a guest, follow the same steps. <p>The Employee Assistance Program is available to all employees and our families as part of Caesars benefits.</p>
<p>WHEN is RG week?</p>	<p>All this week. Aug 1 – 5.</p>



Self-exclusion Policies

Restriction and Exclusion Policy

Caesars' goal is for customers to enjoy themselves with gaming and other entertainment activities. If any patron determines that he or she does not responsibly engage in gaming at a Caesars facility, Caesars will honor a voluntary request for self-exclusion or a restriction on the patron's access to gaming-related services.

Further, Caesars exceeds all U.S. state government requirements with a policy on customer exclusions that permits banning a customer at the company's discretion. Established in September 2004, the policy establishes a three-person review panel at the corporate level that may place company-imposed limits on a patron's gambling privileges, if the panel determines there is an unreasonable risk that the patron does not responsibly engage in gambling. Leading international treatment professionals and researchers assisted Caesars in developing the policy, which was designed to improve and formalize the company's response to substantial, reliable information that a customer does not gamble responsibly and, in particular, to certain customers who choose not to enroll in Caesars or state-administered self-restriction and/or self-exclusion programs.

If Caesars receives substantial reliable information that a patron does not responsibly engage in gaming, it reserves the right, in its sole discretion, to exclude the patron from its casinos or to restrict the patron's access to its programs and services, after first attempting to review the matter directly with the patron.

This policy and related exclusions or restrictions are based on Caesars' desire to extend its services only to those seeking entertainment, and such exclusions or restrictions do not reflect any finding or conclusion by the company that a patron has a pathological gambling disorder or other condition that requires medical diagnosis.

For purposes of this policy, unless the context requires otherwise, "Caesars" or the "company" refers to all facilities in which gaming entertainment is offered that are owned, operated or managed by Caesars. It includes but is not limited to gaming facilities currently operated under the Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, Bluegrass Downs Racetrack, O'Sheas (collectively "Caesars"), brand names as well as any other properties, gambling facilities, companies, online gambling sites or brands that are opened or acquired in the future under any of these brand names or any other name.

The policies identified here are the minimum brand standards. Where there is a state mandated regulation, that regulation supersedes the company's policies.

Definitions



“Restriction”

Responsible gaming restrictions – a patron can request to have check cashing, casino credit, and/or mail privileges eliminated.

“Exclusion”

Responsible gaming exclusion – a patron can request to have all privileges, including check cashing, extension of credit, mail, comps, Total Reward benefits and play privileges denied. A patron with a responsible gaming exclusion is “gaming prohibited” at all Caesars properties and should not be in any part of a facility, including (where applicable) gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions, entertainment venues, and any other parts of the property. All services should be denied to responsible gaming excluded patrons, as these individuals should not be on the property.

Caesars policy stipulates that a self-exclusion request at one Caesars property, either via the company’s in-house self-exclusion program or a state agency, is relevant to all Caesars properties nationwide. The rationale for this decision is based on the fact that problems related to gambling are not specific to a particular venue; rather they are specific to the individual. Caesars feels that it would be irresponsible to welcome a patron with an acknowledged problem in one jurisdiction to gamble at any of the company’s casinos, including those outside of the jurisdiction where the self-exclusion was requested.

“Responsible Gaming Ambassadors”

A Responsible Gaming Ambassador is a specially trained supervisor or manager who may speak with and offer assistance to a patron who Caesars is concerned may not be gambling responsibly.

Options at Patron’s Request

Self-Restrictions (short of total exclusion)

- No Casino Credit
- No Check-Cashing privileges
- No Mail/promotions/marketing

These restrictions will apply in all Caesars casinos, and the patron may choose to have the period of restriction extend for one year or five years, or be permanent, or extend for such other term as may be prescribed by applicable law. At the end of any specified period of restriction, the patron must request the removal of the restriction in writing; Caesars will not remove the restrictions without such a request.



Removal of Self-Restriction -- Patrons may request to have their self-restriction lifted before the expiration of the term selected (including permanent self-restriction) only if permitted by law, and only by decision of a three-person Corporate Review Panel designated by the Chief Executive Officer, on recommendation from the local General Manager, if it is established that the patron was placed on the self-restriction list due to administrative error.

NOTE: Patrons wishing to "self-restrict" from Total Rewards card benefits, as provided in the Code of Conduct of the American Gaming Association, can do so only through self-exclusion (see below).

Self-Exclusions completed via Caesars in-house exclusion program, if allowed by applicable law

- *Term* – Individuals will have the option of voluntarily self-excluding for one year, five years, or permanently, or for such other period prescribed by applicable law.
- *Expiration of Self-exclusion* – For those individuals selecting a non-permanent self-exclusion, if allowed by applicable law, upon the expiration of that period the person may request the removal of his or her name from the self-exclusion list. Caesars will not undertake such removals without such a written request.
- *Removal from the Self-Exclusion List* – As with self-restriction, under this policy, if allowed by applicable law, individuals may request to be removed from the self-exclusion list in writing before the expiration of the term selected (including permanent self-exclusion). Such requests will be granted only by decision of the Corporate Review Panel, on recommendation from the local General Manager, if it is established that the exclusion was established due to administrative error.
- *Geographic scope*: Self-exclusions extend to all Caesars properties and encompass the entire facility, including (where applicable) gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions and any other parts of the property.
- *Special cases*: Caesars will honor the terms and conditions of self-exclusions established under its previous policy or by such similar policy then in effect at a facility subsequently acquired by the company, or as may be required under applicable law. Also, gaming facilities acquired by Caesars will implement this policy within a reasonable period of time following their acquisition.
- Upon receipt of notification that an individual has entered a state-sponsored self-exclusion program in a jurisdiction, Caesars will exclude that person from all its gaming facilities, and will attempt to provide written notice to the individual of such exclusion.



NOTE: Global Cash Access operates a self-exclusion program for many of its ATMs and credit card cash advance services; where relevant, Caesars employees should make that self-exclusion option known to patrons, as well.

Options at Company Discretion

Triggering Events (any of these events may trigger Responsible Gaming action)

- Caesars may receive substantial, reliable written information that a patron does not responsibly engage in gaming activity (from family, friends, therapists, or public sources).
- The patron may report or acknowledge to a Caesars employee that he or she does not responsibly engage in gaming activity but does not request to self-exclude or self-limit as provided in Section A of this policy.
- The patron may make statements suggesting that he or she does not gamble responsibly, but does not request to self-exclude or self-limit as provided elsewhere in this policy.

If acknowledgement by the patron is direct, then the interaction should occur immediately. Otherwise, after a triggering event occurs, the following sources of information may be used to evaluate the situation by a Responsible Gaming Ambassador:

- Incident reports in responsible gaming program records, or with the Security Department;
- Review of the patron's gaming activity with the host/junket rep, or other casino personnel familiar with patron; or
- Credit/collection information.

If the situation involves a direct risk to self or others, the patron interaction should occur immediately and should involve the appropriate security personnel/measures.

If a third party report has been received,

- (a) The property will confirm the identity of the person making the report and will require that such reports be made in writing; and
- (b) Any written responses to third parties by the property must be cleared with the Law Department and should follow a pre-approved format. Any response should include information about responsible gaming and treatment opportunities, which also should be provided in any face-to-face interactions with a third party making such a report.

If a patron interaction is warranted:

- it should be conducted by a Responsible Gaming Ambassador; and
 - *A summary record of the triggering event and/or the interaction, regardless of outcome, should be prepared and retained on a confidential basis in the Responsible Gaming Log in a manner that permits Caesars responsible gaming officials in each property to have access to that information. The Responsible Gaming Log shall be a separate log or database from any other company maintained logs or databases.*

When patron interaction follows receipt of a third party report the Responsible Gaming Ambassador will refer to the third party report to the patron only if the third party has agreed to be identified to the patron as having made such a report.

Company-Imposed Limits on a Patron's Gambling Privileges

Temporary Restrictions or Exclusion:

During a responsible gaming conversation, a Responsible Gaming Ambassador may suggest that the patron discontinue gaming for a time, or may determine that the patron's gaming privileges should be temporarily limited for that visit, including, without limitation, denial of check cashing or, subject to the law of that jurisdiction, the exclusion of the patron from the casino. Any such temporary restriction or exclusion shall be recorded in the Responsible Gaming Log.

Long Term Exclusion:

If, based upon triggering events, the property General Manager or designee believes that there is a reasonable risk that the patron does not responsibly engage in gaming activity and the patron is unwilling to self-exclude or self-limit, the patron shall be referred to a three-person Review Panel at the corporate level, appointed by the Chief Executive Officer, for possible restriction or exclusion at the company's discretion. Such submissions should include (1) all records of casino interactions with patron concerning responsible gaming, (2) any verified reports of the patron's potential responsible gaming problems from third parties, and (3) available information from the Surveillance/Security department, and the Responsible Gaming Log or data base. Such submissions should be acted upon by the Corporate Review Panel within a reasonable time, based on the following general standard:

Is there a reasonable risk that the patron does not responsibly engage in gaming?

- a) Individuals who are excluded or restricted at the company's discretion may appeal that decision only as follows:

Workforce Enhancement
Factors

X.A.4.

- An appeal can be made to the Corporate Review Panel;
- The initial decision to restrict or exclude may be reversed only because of administrative error in the initial decision (e.g., mistaken identity, or incorrect data reviewed).

Any action taken at the company's discretion by the Corporate Review Panel is applicable to all of its gaming facilities, and are not limited to specific properties.

Forfeiture of Winnings

Should any patron be found to have used any Caesars gaming facility contrary to the terms of an exclusion (executed either at the patron's request or at the discretion of the company), the gaming regulatory agency in that jurisdiction will be notified, if applicable. In some jurisdictions these matters may be reported as patron or player disputes. In jurisdictions where the gaming regulatory agency has a regulation or policy governing the handling of such winnings, Caesars will follow that regulation or policy. In jurisdictions where the gaming regulatory agency does not have such a regulation or policy Caesars will:

- Refuse the payment of any winnings and seek from the patron any winnings reasonably identifiable by Caesars; and
- Place all such winnings¹ withheld or received from the patron will be placed in safekeeping until any legal proceedings patron may exercise are concluded.
- Upon conclusion, Caesars will donate to an appropriate governmental or non-profit responsible gaming research or treatment organization the amount of winnings¹ recovered or withheld from, the patron, in accordance with all applicable laws.

Government Sponsored Self-Exclusion Programs

Individuals participating in a government sponsored restriction or exclusion program will be treated in accordance with those programs. In addition, Caesars will apply those restrictions or exclusions on a system wide basis to all company properties, unless prohibited by law. In other words, an individual who self-excludes through the New York state sponsored exclusion program, if applicable, will be excluded at Caesars New York and at all properties owned, managed or operated by Caesars. In some jurisdictions, the government forms indicate that the individual may be excluded from gaming facilities in other jurisdictions by entering the self-exclusion program. Individuals entering a government sponsored exclusion program will be sent a letter by the company informing them that as a result of being on a government sponsored exclusion list, that pursuant to Caesars policy, the individual is banned from all company properties.

¹ The policy of donating excluded gamblers' winnings does not include any "progressive jackpots." Progressive jackpots will not be paid to excluded players and will remain on the progressive meter unless the company is directed otherwise by a gaming regulatory agency.



An individual excluded pursuant to a governmental sponsored responsible gaming program can only be reinstated by the appropriate governmental agency. Only a property within the agency's jurisdiction may reinstate an individual in a governmental sponsored responsible gaming program after being notified by the appropriate governmental agency. Properties outside of a particular governmental agencies jurisdiction are prohibited from reinstating such an individual prior to reinstatement by a property within that governmental agencies jurisdiction. In other words, New York state sponsored self-exclusions, if applicable, may only be reinstated by a Caesars property located in New York upon notification from the Gaming Commission, or appropriate entity, that the self-exclusion has been reinstated.

Employee Self-Exclusion

Potential and existing employees' self-exclusion status shall not interfere with their ability to be employed at Caesars. Employees will have the ability to self-exclude from all Caesars owned, managed and operated properties. If an employee self-excludes, either via the in-house Caesars self-exclusion program or a government sponsored program, than an agreement shall be drafted between Caesars and the self-excluded employee that allows the employee to be on a Caesars property for work related reasons only and shall allow for termination if the employee is found gambling at any Caesars property. Also, an employee may be reassigned from a gaming-related position to a non-gaming and/or back of house position upon request, if qualified for the position.

Copies of Caesars in-house self-restriction forms, self-exclusion forms, reinstatement forms, correspondence sent to individuals that self-exclude via government sponsored programs and an employee self-exclusion agreement can be found in the appendices.

Referrals

In addition to offering information on self-exclusion and restriction options, Caesars' Responsible Gaming Ambassadors shall provide a list of qualified treatment professionals, including mental health, behavioral health, and other professionals, as well as information regarding community problem gambling organizations, among the information that is provided to customers during a responsible gaming conversation. The same information shall also be provided to customers who choose self-restriction or self-exclusion options, as well as to employees, family members reporting concerns, and other parties interested in resources related to disordered gambling and responsible gaming.

Employee Assistance Program (EAP)

To further assist employees that may have responsible gaming issues, Caesars shall have in place an employee assistance program (EAP) that provides assessment and treatment referral for employees and their dependents that may have a gambling problem. Publications referring to employee benefits/coverage of the EAP must mention coverage of problem gambling. Human Resource Departments under the guidance of the Corporate Benefits



Department shall determine the specific EAP plan for each Caesars property. The EAP number may be displayed on the Responsible Gaming employee bulletin board or wall wrap at each property. Emphasis shall be made at the property to clearly communicate this benefit to employees. At all times, confidentiality of an employee's responsible gaming issue will be respected.

Collateral Materials Promoting Self-Exclusion

Caesars shall use responsible gaming collateral that has been approved by the Gaming Commission, incorporating responsible gaming messaging pursuant to New York regulations and/or other language approved by the Gaming Commission. This language will include information regarding self-exclusion.

Posters – The company has posters available pertaining to responsible gaming, as well as other responsible gaming-related programs such as prevention of underage gaming and unattended children.

Brochures – The company has brochures available pertaining to responsible gaming in general, responsible gaming among seniors, and understanding casino odds, as well as other responsible gaming-related programs such as prevention of unattended children. Other company-approved program brochures may be used as well.

In addition to on-property collateral material, Responsible Gaming Ambassadors, a select group of employees at each property who receive reports of employee concerns and are empowered to conduct conversations about these concerns with customers, will be providing information to customers about responsible gaming while discussing options available for assistance, such as self-exclusion. Further, all employees are trained to contact a supervisor so that a Responsible Gaming Ambassador may be notified when a patron requests information pertaining to self-exclusion or self-restriction.

Online – Caesars.com includes a section dedicated to the promotion of responsible gaming that discusses the company's self-restriction and self-exclusion programs as well as the process to request forms. Further, the website includes other resources such as a link to download Harvard Medical School's "Gambling – Your First Step to Change" toolkit, as well as a link to the National Council on Problem Gambling's website.

Self-Restriction/Self-Exclusion Helpline – Caesars maintains a toll-free helpline to assist patrons requesting self-restriction and/or self-exclusion information. Upon receipt of a helpline call, the patron is contacted by a Responsible Gaming Ambassador in the applicable jurisdiction so that appropriate information regarding self-restriction and self-exclusion options and the applicable problem gambling helpline number is provided, as well as the appropriate jurisdictional forms. For example, a Responsible Gaming Ambassador from Caesars New York would respond to calls from its customers and offer information on the New York government sponsored self-exclusion program, if applicable, and the Caesars in-house exclusion program, if applicable, as well as the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1---877---8---HOPENY) number.



Collateral Placement

In casino collateral proving information on self-exclusion shall be placed at various contact points throughout the casino, specifically at the main entrance, valet entrance, garage entrance, ATMs, cashiering cages, credit offices, player reward card center, VIP services, concierge and back of house.

Procedures for Identifying Excluded Persons and Preventing Transactions

Caesars' self-exclusion program is based on the well excepted principle that the primary responsibility to prevent breaches of a self-exclusion agreement belongs with the individual; however, advocating a personal responsibility approach does not equate to not having processes in place to assist patrons with adhering to self-exclusion agreements.

Caesars utilizes a nationwide responsible gaming information technology application, a standalone service that provides for the entry, viewing, modification, and reporting of patron gaming statuses, to manage self-exclusions and self-restrictions. This application interacts with the Casino Management System (CMS) to prevent and prohibit transactions processed through CMS, such as check cashing, credit extension, mailings, extension of complementaries, printing of player reward cards, printing a W2G and access to account information via Caesars' website. Caesars New York will utilize this application in order to prevent CMS based transactions and promotional mailings for self-excluded patrons.

Further efforts to identify self-excluded patrons at Caesars will include the deployment of the responsible gaming identification at the slot machine system (RGID@slots). This system immediately identifies the insertion of a self-excluded patron's player card into a slot machine. Once identified, surveillance will be notified by a priority alert message of the name of the patron whose player card was inserted as well as the location of the machine in which the card was inserted. Simultaneously, an email alert will be sent to applicable employees, including the Responsible Gaming Chairperson, to assist in the interaction with the identified patron. Upon receipt of the alert, surveillance will contact security personnel to assist in the interaction as well.

To assist with identification of patrons who breach self-exclusion agreements, Caesars will allow employees to view the pictures of self-excluded patrons, if available and allowed by applicable law, in order to broaden the pool of employees that may identify self-excluded patrons in the venue. To increase vigilance for detection of self-excluded patrons, Caesars may institute a program that will provide an employee incentive for identifying self-excluded patrons outside of the employee's normal job function.

Finally, as a deterrent mechanism, Caesars will withhold any identifiable winnings, including jackpots, from identified self-excluded patrons and donate these funds to an appropriate governmental or non-profit responsible gaming research or treatment organization, in accordance with applicable law.



Removal of Excluded Persons from Venue

All CMS users are trained to contact appropriate personnel if an excluded person is identified during a transaction. If under these or any other circumstances an excluded customer is identified at Caesars, a Responsible Gaming Ambassador should be notified to review paperwork reinforcing the exclusion agreement with the individual. The customer should be removed from the property, the Gaming Commission should be notified, if applicable, and an incident report should be created. Consistent with Caesars training, such removal shall be done as swiftly as possible without creating any undue hardship upon the individual or other patrons of the casino.

Attachments:

- X.A.4_A1 Caesars self-exclusion form
- X.A.4_A2 Caesars self-restriction form
- X.A.4_A3 Caesars self-exclusion reinstatement form
- X.A.4_A4 Caesars self-restriction reinstatement form
- X.A.4_A5 Caesars state exclusion policy notification letter
- X.A.4_A6 Caesars employee self-exclusion agreement

Attachment X.A.4_A1

SELF-EXCLUSION REQUEST AND RELEASE

Full Name (include any nicknames): _____
Mailing Address: _____
Telephone No.: _____ Total Rewards Account No.: _____
Driver's License State and No.: _____ Date of Birth: _____
Social Security No.: _____

I, _____, request that I be excluded from all facilities at all Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, Bluegrass Downs Racetrack, O'Sheas gaming facilities (collectively "Caesars"), including properties, companies, or brands that are opened or acquired after the date of this request for the following time period:

___ 1 Year ___ 5 Years ___ Permanent

NOTE: A one-year or five-year self-exclusion period will not be reinstated unless and until an individual requests removal after the term of the exclusion expires.

I have taken the time to review and understand the following terms of this Self-Exclusion Request, and agree with all of them:

- **I will not attempt to gain access to any part of a facility, including gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions, entertainment venues, and any other parts of a casino complex at any property owned, operated, or managed by Caesars during the period of this self-exclusion.**
- **If I enter Caesars during the period of this self-exclusion, and am detected, I request that I be summarily evicted and/or arrested for trespassing. I also request, subject to any regulatory requirements to the contrary, that any winnings I incur while gaming at Caesars contrary to the terms of this exclusion, to the extent reasonably identifiable, be withheld from me and donated to a responsible gaming research or treatment organization chosen by Caesars, or in the event I win a "progressive jackpot," that the winnings be returned to the jackpot.**
- **This self-exclusion request is irrevocable** during the time period indicated above. I understand that I will not be automatically reinstated after the term of my exclusion expires and that I will remain excluded until I complete and submit a Request To Reinstate Gaming Privileges and Release.
- By accepting this self-exclusion request and taking reasonable steps to deny my access to its properties, Caesars is not obligating itself to prevent my access to its properties. **The ultimate responsibility to limit my access to the facilities at Caesars remains mine alone.**
- **Caesars will treat this Self-Exclusion Request confidentially**, but will reasonably provide information regarding this request to Caesars personnel and certain vendors (including cash access providers, tour operators, and possibly others) who Caesars determines should be aware of this request in order to assist Caesars in taking steps to carry out my exclusion request.

- Caesars will take steps to remove my name from mailing lists, but **I agree to notify Caesars by calling _____ as soon as practical if I continue to receive any promotional materials from Caesars.**

RELEASE

- **I will not seek to hold Caesars liable in any way should I continue gaming at any Caesars property despite this exclusion request, and I agree to indemnify Caesars for any liability it may incur relating to this request.** Specifically, I, for myself, my heirs, executors, administrators, successors, and assigns, hereby release, and forever discharge Caesars Entertainment Corporation, Caesars Entertainment Operating Company, Inc., Caesars Interactive Entertainment, Caesars Growth Partners, LLC and all of their direct and indirect subsidiaries, their partners, agents, employees, officers, affiliates, directors, successors, and assigns, and those with whom they may lawfully share information regarding this exclusion (collectively, the “Released Parties”), from any and all claims in law or equity that I now have, or may have in the future, against any or all of the Released Parties arising out of, or by reason of, the performance or non-performance of this Self-Exclusion Request, or any other matter relating thereto. I further agree, in consideration for the Released Parties’ efforts to implement my exclusion, to indemnify and hold harmless the Released Parties to the fullest extent permitted by law for any and all liabilities, judgments, damages, and expenses of any kind, including reasonable attorneys’ fees, resulting from or in connection with the performance or non-performance of the self-exclusion requested herein.

Signature/Date

Witness/Date

Notarization (Must be completed if returned by mail, fax, or third-party)

STATE OF _____ COUNTY OF _____

I certify that on _____, 201____, _____ personally came before me and acknowledged under oath that he or she executed this document personally and voluntarily.

Notary Public

Must be 21 or older to gamble. (Must be 19 or older in Ontario). Must be 18 or older for pari-mutuel wagering in Ohio. Know When To Stop Before You Start.® Gambling Problem? Call 1-800-522-4700. (IL, PA, NJ or CA: If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537). AZ: 1-800-NEXTSTEP. MO: 1-888-BETSOFF. IA: 1-800-BETSOFF. IN: 1-800-9WITHIT. Ontario: Know Your Limit, Play Within It! 1-888-230-3505.) ©2013, Caesars License Company, LLC.

Gambling Problem? In OHIO, please call 1-800-589-9966.

Attachment X.A.4_A2

SELF-RESTRICTION REQUEST AND RELEASE

Full Name (include any nicknames): _____
Mailing Address: _____
Telephone No.: _____ Total Rewards Account No.: _____
Driver's License State and No.: _____ Date of Birth: _____
Social Security No.: _____

I, _____, request that Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, Bluegrass Downs Racetrack, and O'Sheas gaming facilities (collectively "Caesars"), including properties, companies, or brands that are opened or acquired after the date of this request (check all that apply):

- Deny me any casino based credit/markers (I understand this does not affect my current credit obligations);
- Deny me check-cashing privileges;
- Remove my name from lists for direct mail promotional material. I understand that I may continue to receive mail from Caesars inadvertently. If this occurs, I agree to advise Caesars as soon as practical by calling _____.

I request that these restrictions remain effective for the following time period, and understand that they will apply at all properties owned or managed by Caesars during the term of this self-restriction, including facilities that are opened or acquired after the date of this request.

1 Year 5 Years Permanent

NOTE: A one-year or five-year self-restriction period will not be reinstated unless and until the person requests removal after the term of applicable restriction expires.

I have taken the time to review and understand the following terms of this Self-Restriction Request, and agree with all of them:

- **I will not attempt to use any of the services or privileges from which I have requested restriction** during the period of this self-restriction.
- If I do attempt to use any of the services or privileges from which I have requested restriction during the period of this self-restriction, and am detected, **I understand that Caesars will take reasonable steps to deny me the service or privilege.** By accepting this self-restriction request and taking reasonable steps to deny me these services or privileges, however, I understand that Caesars is not obligating itself to do so. **The ultimate responsibility to limit my access to Caesars services and privileges remains mine alone.**
- **This self-restriction request is irrevocable** during the time period indicated above. I understand that I will not be automatically reinstated after the term of my restriction(s)

expires and that I will remain restricted until I complete and submit a Request To Remove Self-Restrictions and Release.

- **Caesars will treat this Self-Restriction Request confidentially**, but will reasonably provide information regarding this request to Caesars personnel and certain vendors (including cash access providers, tour operators, and possibly others) who Caesars determines should reasonably be aware of this request in order to assist Caesars in taking reasonable steps to carry out my restriction request.

RELEASE

- **I will not seek to hold Caesars liable in any way should I continue using Caesars gaming facilities, and/or services or privileges despite this restriction request, and I agree to indemnify Caesars for any liability it may incur relating to this request.** Specifically, I, for myself, my heirs, executors, administrators, successors, and assigns, hereby release, and forever discharge Caesars Entertainment Corporation, Caesars Entertainment Operating Company, Inc., Caesars Interactive Entertainment, Caesars Growth Partners, LLC and all of their direct and indirect subsidiaries, their partners, agents, employees, officers, affiliates, directors, subsidiary companies, successors, and assigns, and those with whom they may lawfully share information regarding this restriction (collectively, the “Released Parties”), from any and all claims in law or equity that I now have, or may have in the future, against any or all of the Released Parties arising out of, or by reason of, the performance or non-performance of this Self-Restriction Request, or any other matter relating thereto. I further agree, in consideration for the Released Parties’ efforts to implement my restriction, to indemnify and hold harmless the Released Parties to the fullest extent permitted by law for any and all liabilities, judgments, damages, and expenses of any kind, including reasonable attorneys’ fees, resulting from or in connection with the performance or non-performance of the self-restriction requested herein.

Signature/Date

Witness/Date

Notarization (Must be completed if returned by mail, fax, or third-party)

STATE OF _____ COUNTY OF _____

I certify that on _____, 201____, _____
personally came before me and acknowledged under oath that he or she executed this document personally and voluntarily.

Notary Public

Must be 21 or older to gamble. (Must be 19 or older in Ontario). Must be 18 or older for pari-mutuel wagering in Ohio. Know When To Stop Before You Start.® Gambling Problem? Call 1-800-522-4700. (IL, PA, NJ or CA: If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537). AZ: 1-800 NEXTSTEP. MO: 1-888-BETSOFF. IA: 1-800-BETSOFF. IN: 1-800-9WITHIT. Ontario: Know Your Limit, Play Within It! 1-888-230-3505.) ©2013, Caesars License Company, LLC.

Gambling Problem? In OHIO, please call 1-800-589-9966.

Attachment X.A.4_A3

REQUEST TO REINSTATE GAMING PRIVILEGES AND RELEASE

Full Name (include any nicknames): _____
Mailing Address: _____
Telephone No.: _____ Total Rewards Account No.: _____
Driver's License State and No.: _____ Date of Birth: _____
Social Security No.: _____

I, _____, request that Caesars Entertainment Corporation and/or Caesars Entertainment Operating Company, Inc., and Caesars Growth Partners, LLC (collectively "Caesars"), allow me access to the entire facility at all Caesars related properties.

The basis for my request is:

___ I did not request to be excluded from Caesars casinos and believe the current exclusion was imposed by mistake.

___ I requested to be excluded from Caesars casinos, but the initial period of exclusion has expired. I am aware that Caesars will remove the current exclusion only upon my written request.

I am aware that Caesars offers a voluntary self-exclusion program, whereby Caesars will make reasonable efforts to exclude me from Caesars casinos. I am also aware that Caesars offers a voluntary self-restriction program, whereby Caesars will make reasonable efforts to restrict my access to various casino services and privileges. I do not want Caesars to exclude me from Caesars casinos.

I understand that my request to reinstate gaming privileges will apply at all properties owned, operated, and/or managed by Caesars including Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, Bluegrass Downs Racetrack, and O'Sheas.

I have taken the time to review and understand the following terms of this Request to Reinstate Gaming Privileges and Release and agree with all of them:

- **I am knowingly and voluntarily requesting Caesars to allow me access to its casinos and to the gaming areas of its casinos.**
- I release Caesars from any obligation to exclude me from its casinos. I recognize that I am responsible for my actions, including any losses I may incur, while present in a Caesars casino or while on the gaming floor of a Caesars casino. **I acknowledge that Caesars is not responsible for, and will not be liable for, my gaming losses or for any other matter relating to my gaming.**
- I understand that Caesars will, upon accepting this request to reinstate gaming privileges, also restore my access to credit, check cashing privileges, and direct mail promotions, each as permitted by law, subject to Caesars ordinary policies and procedures regarding these services and privileges. I understand that Caesars offers programs allowing patrons voluntarily to restrict their access to credit, check cashing privileges, or direct mail.
- Caesars may provide information regarding this request to Caesars personnel and business partners (including cash access providers, tour operators, and possibly others) who Caesars determines should reasonably be aware of this request.
- I acknowledge that Caesars reserves the right, in its sole discretion, to exclude me from its casinos or deny me access to casino services or privileges. **I acknowledge that Caesars is not responsible for, and will**

not be liable for, denying me access to its casinos or otherwise denying me access to other casino services.

RELEASE

- **I will not seek to hold Caesars liable in any way for my gaming at any Caesars property, even if Caesars negligently permits me to engage in gaming, and I agree to indemnify Caesars for any liability it may incur relating to this request.** Specifically, I, for myself, my heirs, executors, administrators, successors, and assigns, hereby release, and forever discharge Caesars Entertainment Corporation, Caesars Operating Company, Inc., Caesars Interactive Entertainment, Caesars Growth Partners, LLC all of its direct and indirect subsidiaries, their partners, agents, employees, officers, affiliates, directors, successors, and assigns, and those with whom they may lawfully share information regarding this exclusion (collectively, the “Released Parties”), from any and all claims in law or equity that I now have, or may have in the future, against any or all of the Released Parties arising out of, or by reason of, the performance or non-performance of this Request to Reinstate Gaming Privileges, or any other matter relating thereto, including any and all claim claims I now have, or may have in the future, arising out of the negligence of any of the Released Parties. I further agree, in consideration for the Released Parties’ efforts to implement this request, to indemnify and hold harmless the Released Parties to the fullest extent permitted by law for any and all liabilities, judgments, damages, and expenses of any kind, including reasonable attorneys’ fees, resulting from or in connection with the performance or non-performance of the request herein, including the negligent performance or non-performance of this request.

Signature/Date

Witness/Date

NOTARIZATION (Must be completed if returned by mail, fax, or third-party)

STATE OF _____

COUNTY OF _____

I certify that on _____, 201____, _____ personally came before me and acknowledged under oath that he or she executed this document personally and voluntarily.

Notary Public

Must be 21 or older to gamble. (Must be 19 or older in Ontario). Must be 18 or older for pari-mutuel wagering in Ohio. Know When To Stop Before You Start.® Gambling Problem? Call 1-800-522-4700. (IL, PA, NJ or CA: If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537). AZ: 1-800 NEXTSTEP. MO: 1-888-BETSOFF. IA: 1-800-BETSOFF. IN: 1-800-9WITHIT. Ontario: Know Your Limit, Play Within It! 1-888-230-3505.) ©2013, Caesars License Company, LLC.

Gambling Problem? In OHIO, please call 1-800-589-9966.

Attachment X.A.4_A4

REQUEST TO REMOVE SELF-RESTRICTIONS AND RELEASE

Full Name (include any nicknames): _____
Mailing Address: _____
Telephone No.: _____ Total Rewards Account No.: _____
Driver's License State and No.: _____ Date of Birth: _____
Social Security No.: _____

I, _____, request that Caesars Entertainment Corporation, Caesars Entertainment Operating Company, Inc., Caesars Interactive Entertainment, Caesars Growth Partners, LLC (collectively "Caesars"), restore to me the following privileges (check all that apply):

- Access to casino credit/markers (subject to Caesars ordinary policies and procedures regarding the extension of credit);
- Check-cashing privileges;
- Receipt of direct mail promotional material.

The basis for my request is:

- I did not request the current self-restrictions and believe they were established by mistake.
- I requested the current self-restrictions, but the initial period of restriction has expired. I am aware Caesars will not remove the current restrictions except at my written request.

I am aware that Caesars offers a voluntary self-exclusion program, whereby Caesars will make reasonable efforts to exclude me from Caesars casinos. I am also aware that Caesars offers a voluntary self-restriction program, whereby Caesars will make reasonable efforts to restrict my access to various casino services and privileges. I do not want Caesars to exclude me from Caesars casinos and I do not want Caesars to restrict my access to any of the services and privileges indicated above.

I understand that my request to remove these voluntary self-restrictions will apply at all properties owned, operated, or managed by Caesars including Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, Bluegrass Downs Racetrack, and O'Sheas.

I have taken the time to review and understand the following terms of this Request to Remove Self-Restrictions and agree with all of them:

- **I am knowingly and voluntarily requesting Caesars to allow me to use the services or exercise the privileges listed above.**
- I release Caesars from any obligation to restrict me from using any of the above services or privileges. I recognize that I am responsible for the use of the above services. **I acknowledge that Caesars is not responsible for, and will not be liable for, my use of any of the above services or for my gaming losses.**

- Caesars may provide information regarding this request to Caesars personnel and business partners (including cash access providers, tour operators, and possibly others) who Caesars determines should reasonably be aware of this request.
- I acknowledge that Caesars reserves the right, in its sole discretion, to exclude me from its casinos or deny me access to casino services or privileges. **I acknowledge that Caesars is not responsible for, and will not be liable for, denying me access to the gaming area of its casinos or otherwise denying me access to other casino services.**

RELEASE

- **I will not seek to hold Caesars liable in any way for allowing me to use Caesars gaming facilities and/or the services or privileges listed in this request, even if Caesars negligently permits me to engage in gaming or negligently permits me to use the services or privileges listed in this request, and I agree to indemnify Caesars for any liability it may incur relating to this request.** Specifically, I, for myself, my heirs, executors, administrators, successors, and assigns, hereby release, and forever discharge Caesars Entertainment Corporation, Caesars Entertainment Operating Company, Inc., Caesars Interactive Entertainment, Caesars Growth Partners, LLC and all of its direct and indirect subsidiaries, their partners, agents, employees, officers, affiliates, directors, subsidiary companies, successors, and assigns, and those with whom they may lawfully share information regarding this request (collectively, the “Released Parties”), from any and all claims in law or equity that I now have, or may have in the future, against any or all of the Released Parties arising out of, or by reason of, the performance or non-performance of this request, or any other matter relating thereto, including any and all claims I now have, or may have in the future, arising out of the negligence of any of the Released Parties. I further agree, in consideration for the Released Parties’ efforts to implement my request, to indemnify and hold harmless the Released Parties to the fullest extent permitted by law for any and all liabilities, judgments, damages, and expenses of any kind, including reasonable attorneys’ fees, resulting from or in connection with the performance or non-performance of the request herein, including the negligent performance or non-performance of this request.

Signature/Date

Witness/Date

NOTARIZATION (Must be completed if returned by mail, fax, or third-party)

STATE OF _____

COUNTY OF _____

I certify that on _____, 201 __, _____ personally came before me and acknowledged under oath that he or she executed this document personally and voluntarily.

Notary Public

Must be 21 or older to gamble. (Must be 19 or older in Ontario). Must be 18 or older for pari-mutuel wagering in Ohio. Know When To Stop Before You Start.® Gambling Problem? Call 1-800-522-4700. (IL, PA, NJ or CA: If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537). AZ: 1-800-NEXTSTEP. MO: 1-888-BETSOFF. IA: 1-800-BETSOFF. IN: 1-800-9WITHIT. Ontario: Know Your Limit, Play Within It! 1-888-230-3505.) ©2013, Caesars License Company, LLC.

Gambling Problem? In OHIO, please call 1-800-589-9966.

Attachment X.A.4_A5

[Date]

Via Certified Mail and Return Receipt Requested

[Patron Name]

[Patron Address]

Dear [Patron Name]:

Caesars Entertainment Corporation (formerly Harrah's Entertainment, Inc.) ("Caesars") has been notified by the [name of gaming agency] that you have requested exclusion from gaming facilities. Caesars has already taken steps to implement your exclusion. It is the policy of Caesars that an exclusion in one jurisdiction will be honored at all Caesars gambling facilities and online gambling products regardless of location. The exclusion, although processed in the [State of _____], is being implemented for all online gambling products and at all casinos and gambling facilities at all Caesars owned, operated, or managed related properties, which currently include facilities bearing the names Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, Bluegrass Downs Racetrack, Nobu Hotel, The Linq, and The Cromwell. A list of locations is noted on the enclosed document entitled Caesars Entertainment Casinos ("Caesars Casinos"). The exclusion will also apply to all other properties, gambling facilities, companies, online gambling sites or brands that are currently owned, operated, or managed or will be owned, operated, or managed by Caesars Entertainment or its affiliates after the date of your exclusion request. Should you access an online gambling product or enter any part of any such facility, Caesars shall use all legal rights and remedies available to bring about your immediate removal from said products or premises. Should you enter any part of such property, you may be subject to arrest for trespassing and other violations. Should your presence go undetected and you win at any gambling activity, Caesars shall refrain from paying you any winnings and all such winnings will be forfeited.

Notwithstanding the foregoing exclusion, Caesars shall not bear any legal liability or responsibility if any of its online gambling products or facilities provide services to you. It remains your responsibility to refrain from accessing online gambling products or entering a facility and using the services provided.

Although we are taking measures to stop all mailings to you, you may mistakenly receive mail from us in the future. If this occurs, please advise us by calling [property number]. This will help us take additional measures to avoid future mailings. You should then destroy the mailing. Any offers you receive following the date of your receipt of this letter (or offers received prior to your receipt of this letter which have not yet been redeemed) are void.

In addition, in the event you were a participant in Caesars Total Rewards® Program, the imposition of your exclusion makes you no longer eligible to participate in that program, as stated in the Total Rewards® Program Official Rules, and your membership is hereby revoked.

Accordingly, your Total Rewards® account has been closed, and any Total Reward® points that you accumulated prior to the date of your exclusion have been removed from the Total Rewards system and have been forfeited and unavailable for any use whatsoever.

Thank you for your anticipated cooperation with our decision.

Sincerely,

[Author]

[Title]

[Property]

cc: Corporate Responsible Gaming – CPHQ Las Vegas

Enclosure (1)
Caesars Entertainment Casinos List

Attachment X.A.4_A6

[Insert Property Logo]

Responsible Gaming Employee Self-Exclusion Agreement

I _____ understand that as a result of, and in support of, my self exclusion from gaming, I will abide by the following guidelines:

I agree to be on property only for work during scheduled shifts or for business related purposes. Business related purposes are defined as picking up payroll checks, coming in to talk to a supervisor for business purposes, and/or checking the schedule.

I will not report to work, nor remain on property, more than 30 minutes before my scheduled start or 30 minutes after my scheduled end time unless the schedule or my supervisor requests me to work overtime hours.

Any other instances not set forth in this agreement must be approved by my manager and Human Resources.

I may not, under any circumstances, gamble or obtain services anywhere on any property owned, operated, or managed by Caesars Entertainment Corporation or any of its subsidiaries or affiliates referenced on the attached Caesars Casino List including properties, companies, or brands that are opened or acquired after the date of this request

This agreement is effective as of _____ and in affect until further notice. I understand that this agreement shall remain in effect for a minimum of one (1) year. I acknowledge that I will be eligible to terminate this agreement by completing and submitting a Responsible Gaming Reinstatement Form to the Responsible Gaming Chair and Regulatory Compliance Officer for **[Insert Property]**. Any violations of this agreement may result in disciplinary action up to and including termination of employment at **[Insert Property]**.

Employee Name: _____

Signature: _____

Date: _____

Witness: _____

Date: _____



Treatment and Prevention

Working in concert with local and national problem gambling service providers as well as with the problem gambling research community is a Caesars tradition. Caesars builds linkages between its responsible gaming programs and regional treatment providers. Caesars supports the work of and provides financial support to the National Council on Problem Gambling and to many of its state affiliates. Caesars supports and takes a leadership role with the National Center for Responsible Gaming for independent scientific research to improve prevention, diagnostic, intervention and treatment strategies and to advance public education about gambling disorders, responsible gaming and youth gambling. Further, Caesars representatives serve on the Boards of state problem gambling councils and state problem gambling advisory committees.

In New York, Caesars would seek to be an active and enthusiastic participant in the Responsible Play Partnership and fully supports its mission.

Below is a more detailed explanation of the ways Caesars encourages customers, employees and the community to access problem gambling resources, as well as the ways Caesars brings its responsible gaming ethic to specific populations in the communities where we are privileged to do business.

Treatment Professionals and Community Organizations

Caesars understands that responsible gaming efforts must be coupled with a comprehensive plan to connect those in need with appropriate service providers. Contact information for treatment professionals will be provided to those individuals choosing to self-exclude or self-restrict from Caesars; to those individuals with whom responsible gaming conversations take place; and to employees, their family members, and other parties interested in resources related to problem and gambling and responsible gaming.

Such contact information would be compiled in New York in cooperation with the New York Council on Problem Gambling, the Office of Alcoholism and Substance Abuse Services, the New York State Gaming Commission and other relevant stakeholders.

Underage Gambling Prevention – Project 21

Caesars developed the casino industry's first and most comprehensive program to combat underage gambling. Caesars wants patrons to have an enjoyable time at its properties, but will not condone breaking the law. "Project 21" is the name of the program and its efforts include front and back-of-house signage, detailed employee training centered on the company's policy to card individuals who appear to be under 30, acceptable forms of identification and how to potentially identify altered or invalid identification.



Project 21 makes each employee responsible and accountable for detecting and apprehending underage gamblers. This sustained effort includes seminars, training sessions, inserts into paycheck envelopes, reminders in internal publications and a back-of-house advertising campaign. Posters remind employees that “We Care. We Card®.” Signs also are placed at casino entrances warning minors that they are subject to prosecution if caught gambling in the casino.

As a result of this initiative, security officers will be backed by informed and prepared slot mechanics, cocktail servers, pit bosses as well as every other employee on the casino floor. Caesars message to those under 21 is that they may get past uniformed security officers, but they will not get past the several hundred employees who are trained and empowered to identify them.

Caesars will require individuals who appear to be less than 30 years old, including suspected minors, to show proper identification. If the individuals are underage, security will be notified and appropriate action taken. If they have been gambling under false identification, Caesars will also report the incident to local law enforcement officials, when appropriate.

Special Outreach to Seniors

Experts agree that casual gambling with affordable wagers can be a harmless, enjoyable pastime and an opportunity for social interaction for seniors. However, disordered gambling among seniors can be particularly devastating because they don't have working years to recoup funds lost from retirement savings. With that in mind, Caesars provides a responsible gaming brochure specifically targeted to seniors. The resource outlines specific characteristics of responsible gaming, such as setting limits and only gambling money they can afford to lose, and emphasizes the importance of setting personal guidelines to determine whether, when and how much to gamble. It stresses that certain emotional states can heighten the risk of gambling-related issues and to avoid gambling when feeling lonely, angry, depressed or under stress, or when coping with the death of a loved one. Further, the resource provides information on resources available for assistance if problems do develop.

Provision of Responsible Gaming Materials in Multiple Languages

Caesars currently has responsible gaming materials available in Chinese, Vietnamese and Korean. Materials in different languages can be developed in conjunction with the needs of New York residents.

Responsible Gaming Advertising

In 2002, Caesars launched another industry first – a series of television commercials devoted entirely to responsible gaming. This campaign features senior company executives as well as frontline employees reinforcing the importance of gambling within a budget, being of legal age and playing strictly for entertainment. The commercials also provided information to those who may have a problem on how and where to turn for help.



This campaign will be extended to include the New York advertising market in an effort to raise awareness of disordered gambling and resources available for assistance amongst the general population, not just among casino customers.

Responsible Gaming Materials on Caesars.com

Caesars provides links to self-help materials and information on disordered gambling on the company's website. Specifically, a link to Harvard Medical School's "Gambling - Your First Step To Change" toolkit is featured on the site, as well as a link to the National Council on Problem Gambling's website. In addition, the website for Caesars New York will feature the New York State Office of Alcoholism and Substance Abuse Services (OASAS) HOPEline (1---877---8---HOPENY), or applicable number.

Community Relations / Special Events

Caesars will conduct special events related to responsible gaming, such as Responsible Gaming Education, Employee Health Fairs, Special Recognition Awards and other events as directed.

The property will promote and participate in company-wide responsible gaming awareness events. In addition, when reviewing requests for sponsorships, the property will be conscious and sensitive to events or activities that pertain to or include children.

Employee Assistance Program (EAP)

The Caesars EAP provides assessment and treatment referral for employees and their dependents that may have a gambling problem. Publications referring to employee benefits/coverage of the EAP mention coverage of problem gambling. The Human Resource department, under the guidance of the Corporate Benefits Department, will determine the specific EAP plan for the property. The EAP number shall be displayed on the Responsible Gaming Employee Bulletin Board. Emphasis shall be made at the property to communicate clearly this benefit to employees. Further, Caesars provides coverage for problem gambling treatment through employee insurance programs.



Historical Efforts Against Problem Gambling

Caesars Commitment to Responsible Gaming

Caesars' goals regarding responsible gaming are simple and unequivocal: Caesars wants everyone who gambles at the company's casinos to be there for the right reasons – to simply have fun. Caesars does not want people who cannot gamble responsibly to play at Caesars' casinos or, for that matter, at any casinos. The various programs Caesars has developed on responsible gaming over the past several decades are all in service of these goals.

One of the reasons Caesars is so successful is that the company creates a lively, entertaining social experience for customers. However, when gaming isn't "fun" anymore, Caesars want guests and employees to be aware of services that are available to help them. Caesars is in business to entertain guests. Caesars is not in business to capitalize on disordered behavior or on individuals whose behavior in the past has demonstrated that they do not experience the company's product as it is intended to be experienced – as a form of recreation. Caesars asks employees to act in a socially responsible manner and to interact with customers in a caring, supportive fashion. It is primarily the responsibility of the customer to make an informed decision about whether and how to engage in casino gaming, and to act in a manner consistent with that decision. It is primarily Caesars' responsibility to deliver casino entertainment in a socially responsible manner, to make customers aware of the consequences of disordered gambling and to promote resources available for those who need assistance.

Caesars' Responsible Gaming Programs are consistent with these principles. For example, ensuring that individuals who may have a gambling problem are aware that help is available if they need it is a cornerstone of the company's responsible gaming efforts. Honoring customer requests that they not be permitted to gamble, or to receive various casino services such as credit or check cashing, is also at the heart of the company's efforts. Clinicians and researchers, consistent with the Reno Model, a landmark publication¹ in the *Journal of Gambling Studies* by three of the most respected international scholars of gambling behavior, have stressed that it is not a casino's job to diagnose an individual's gambling problem or convince someone that they have a gambling problem, but rather to give people the knowledge and opportunity to help themselves.

Caesars' Code of Commitment

Caesars' Code of Commitment sets forth the specific core principles that guide the way the company treats its guests, employees and communities. It is a public pledge to these important stakeholders that Caesars will honor the trust that they have placed in the company. Developed in 2000, the Code of Commitment was the U.S. casino industry's first formal social responsibility code of conduct, and it served as the model for the American Gaming Association's Code of Conduct for Responsible Gaming, enacted in 2003.

¹ Alex Blaszczynski et al., "A Science-Based Framework for Responsible Gaming: The Reno Model," *Journal of Gambling Studies*, Vol. 20, No. 3, Fall 2004.



The Code of Commitment and the accompanying Marketing and Advertising Code, which remains the most restrictive code in the industry, are provided as attachments. The American Gaming Association's Code of Conduct for Responsible Gaming, with which the company voluntarily complies, is likewise provided as an attachment.

The purpose of the Code of Commitment is to hold Caesars publicly accountable to what the company believes are the industry's highest business conduct standards. It reflects Caesars' attempt to continue to lead the casino industry in developing forward-thinking policies and initiatives that are responsive to public concerns. The Code also serves as a vehicle to better educate customers, government officials, business leaders and community members about the way Caesars does business.

Responsible gaming is the cornerstone of Caesars' Code of Commitment. Sound corporate citizenship – and enlightened public policy – compels Caesars to recognize and address the fact that a small fraction of the population gambles in ways that are not healthy. Promoting responsible gaming is part of Caesars' culture and heritage. That ethic explains why the company developed Operation Bet Smart and Project 21, groundbreaking programs addressing problem and underage gambling, respectively.

Pioneering Policies and Programs

In the 1980s, Caesars (then Harrah's) became the first casino company to recognize and operationally address pathological gambling. The company's early efforts to encourage responsible gaming earned Caesars the first corporate award ever bestowed by the National Council on Problem Gambling. Since then, the company's two primary employee training and public awareness initiatives – Project 21, which addresses underage gambling, and Operation Bet Smart, which addresses pathological gambling – have been adopted by industry groups and serve as models for regulation around the world. In 2000, the Gaming Hall of Fame, a panel of peers in the commercial casino industry, bestowed on Caesars its first-ever Special Achievement Award for the company's leadership and pioneering programs on responsible gaming. Since then, Caesars' program and efforts have evolved as the research on and scientific knowledge of the issue have themselves developed.

Caesars' responsible gaming communications give practical information about skills and attitudes consistent with responsible gaming. A body of research suggests that information about the odds of winning alone is insufficient to change behaviors; these efforts must be coupled with a more comprehensive plan to connect those in need with appropriate service providers. Therefore, the company also cooperates with local problem gambling helplines and other providers of problem gambling services. Such cooperation has traditionally been a hallmark of the company's responsible gaming efforts. In 1989, Caesars contributed a founding grant to the Nevada Council on Compulsive Gambling to establish the Council's first office and create a toll-free telephone referral service for problem gamblers in Nevada. In 1995, the U.S. National Council on Problem Gambling began operating a toll-free, nationwide 24-hour helpline for persons seeking assistance and information on problem gambling. Caesars funded the development of the helpline, staff training and first-year operating expenses.



This strong ethic of responsibility explains why Caesars provided the seed money for the first national toll-free helpline in the U.S. for those who experience gambling problems. It explains why the company unilaterally decided to place the helpline number on all print gambling advertising. It explains why Caesars unilaterally decided to restrict the placement and content of ads and other marketing materials. And it explains why Caesars became the first casino company in the U.S. with a national policy and system to honor player requests to be removed from mailing lists, to be denied check-cashing privileges, and to be denied casino play privileges.

Since the establishment of the national helpline, Caesars has provided financial support for state and local helplines through contributions to state councils on problem gambling, through contributions of casino tax revenue, and through participation in voluntary industry programs designed specifically to support helplines for problem gamblers.

Working in concert with local and national problem gambling service providers as well as with the problem gambling research community is also a Caesars tradition. Caesars supports the work of and provides financial support to the National Council on Problem Gambling and to many of its state affiliates. Caesars supports and takes a leadership role with the National Center for Responsible Gaming for independent scientific research on pathological and youth gambling. Further, Caesars representatives serve on the Boards of state problem gambling councils and state problem gambling advisory committees.

In 2002, Caesars launched another industry first – a series of television commercials devoted entirely to responsible gaming. The campaign featured senior company executives as well as frontline employees reinforcing the importance of gambling within a budget, being of legal age and playing strictly for entertainment. The commercials also provided information to those who may have a problem on how and where to turn for help.

Caesars continues to look for meaningful ways to promote responsible gaming wherever the company does business. The responsible gaming policies and programs that are implemented at Caesars-owned, operated and managed properties do not differ materially between U.S. locations. While there are some slight differences due to state requirements from location to location, such as various mandated text or phone number requirements in different jurisdictions in which the company operates, the fundamentals of Caesars' approach in each state are consistent, including but not limited to:

- Responding to customer comments that cause concern,
- Providing exclusion and restriction options,
- Delivering training to employees,
- Preventing underage gambling,
- Printing toll-free helplines on gambling advertisements,
- Displaying posters and providing brochures specific to responsible gaming, and
- Supporting research.

Caesars routinely works with state problem gambling research and treatment communities, other social service agencies, outreach and public education organizations, and regulators and other government entities on effective responsible gaming measures.

Roles and Responsibilities

According to a landmark publication² in the *Journal of Gambling Studies* by three of the most respected international scholars of gambling behavior, the kind of collaboration that we describe above is in fact required for sound public policy decisions regarding responsible gaming and the mitigation of problem gambling. The responsible gaming framework articulated by these scholars is known as the Reno Model. According to the Reno Model,

A strategic framework should guide key stakeholders to develop socially responsible policies that are founded on sound empirical evidence rather than those that emerge solely in response to anecdotally based socio-political influences. Such a framework for action can promote public health and welfare through a range of prevention efforts that differentially target vulnerable community members and sectors; simultaneously, this framework also allows the gambling industry to deliver its recreational product in commercial markets that permit such activity. Within these markets, socially responsible regulatory efforts that oversee gambling activities must demonstrate a likelihood of effectiveness for targeted groups and an awareness of the potential for regulations to cause unintended negative effects among those targeted and for the broader population of harm-free responsible recreational gamblers.

The scholars point out that there is very little evidence that measures intended to restrict or moderate gambling activity have actually reduced gambling-related harms.

To achieve a responsible policy toward identified gambling-related harm, key stakeholders are urged by the authors of the Reno Model to collaborate and endorse five principles:

1. The key stakeholders will commit to reducing the incidence and ultimately the prevalence of gambling-related harms.
2. Working collaboratively, the key stakeholders will inform and evaluate public policy aimed at reducing the incidence of gambling-related harms.
3. Key stakeholders will collaboratively identify short and long-term priorities thereby establishing an action plan to address these priorities within a recognized time frame.

² Alex Blaszczynski et al., "A Science-Based Framework for Responsible Gaming: The Reno Model," *Journal of Gambling Studies*, Vol. 20, No. 3, Fall 2004.

4. Key stakeholders will use scientific research to guide the development of public policies. In addition, the gambling industry will use this scientific research as a guide to the development of industry-based strategic policies that will reduce the incidence and prevalence of gambling-related harms.
5. Once established, the action plan to reduce the incidence and prevalence of gambling-related harms will be monitored and evaluated using scientific methods.

The scholars articulate two principles on which responsible gaming programs should rest: (1) the ultimate decision to gamble resides with the individual and represents a choice; and (2) to properly make this decision, individuals must have the opportunity to be informed.

The concept of informed choice suggests the focus, and the limits, of responsible gaming initiatives:

Unjustified intrusion is likely not the way to promote responsible gambling. For example, player reactions to time limits forced on their gaming session might increase their problem behaviors. Responsible gambling is best achieved at the direction of the player by using all of the information available....(T)he gambling industry should adopt a policy of accurate disclosure. That is, they should provide the necessary information regarding probabilities and likelihood of winning, and payout schedules. In addition, advertising and promotion activities should meet industry standards of ethical practice and comply with advertising regulations by not presenting misleading information or misrepresentations of the chance of winning....

The gambling industry does not have the expertise or responsibility to diagnose or treat clinically individuals with gambling-related harms. Consequently, the industry should be guided by the principle that it is their obligation to establish and support links with qualified clinical services vested with the responsibility of providing clinical services.

Caesars' responsible gaming programs are consistent with these principles. For example, ensuring that individuals who may have a gambling problem are aware that help is available if they need it is the cornerstone of Caesars' responsible gaming efforts. Clinicians and researchers, consistent with the Reno Model, have stressed that our job is not to diagnose an individual's gambling problem or convince someone that they have a gambling problem, but rather to give people the knowledge and opportunity to help themselves. Ultimately, we are all responsible for our own behavior.

Caesars is in business to entertain our guests. Caesars is not in business to capitalize on disordered gambling behavior or encourage underage gambling. Caesars asks its employees to act in a socially responsible manner and to interact with customers in a caring, supportive fashion. It is the responsibility of the customer to make an informed decision about whether and how to engage in casino gaming, and to act in a manner consistent with that decision. It is the company's job to deliver casino entertainment responsibly, to make customers aware of the consequences of problem gambling and to promote resources available for those who need assistance.



Restrictions and Exclusions Policy

Caesars goal is for customers to enjoy themselves with gaming and other entertainment activities. If any patron determines that he or she does not responsibly engage in gaming, Caesars will honor a voluntary request for self-exclusion or a restriction on the patron's access to gaming-related services. If Caesars receives substantial reliable information that a patron does not responsibly engage in gaming, it reserves the right, in its sole discretion, to exclude the patron from its casinos or to restrict the patron's access to its programs and services, after first attempting to review the matter directly with the patron.

This policy and related exclusions or restrictions are based on Caesars' desire to extend its services only to those seeking entertainment, and such exclusions or restrictions do not reflect any finding or conclusion by the company that a patron has a pathological gambling disorder or other condition that requires medical diagnosis.

For purposes of this policy, unless the context requires otherwise, "Caesars" or the "company" refers to all facilities in which gaming entertainment is offered that are owned, operated or managed by Caesars. It includes but is not limited to gaming facilities currently operated under the Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, Bluegrass Downs Racetrack, O'Sheas (collectively "Caesars"), brand names as well as any other properties, gambling facilities, companies, online gambling sites or brands that are opened or acquired in the future under any of these brand names or any other name.

The policies identified here are the minimum brand standards. Where there is a state mandated regulation, that regulation supersedes the company's policies.

Definitions

"Restriction"

Responsible gaming restrictions – a patron can request to have check cashing, casino credit, and/or mail privileges eliminated.

"Exclusion"

Responsible gaming exclusion – a patron can request to have all privileges, including check cashing, extension of credit, mail, comps, Total Reward benefits, and play privileges denied. A patron with a responsible gaming exclusion is "gaming prohibited" at all Caesars properties and should not be in any part of a facility, including (where applicable) gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions, entertainment venues, and



any other parts of the property. All services should be denied to responsible gaming excluded patrons, as these individuals should not be on the property.

Caesars' policy stipulates that a self-exclusion request at one Caesars property, either via the company's in-house self-exclusion program or a state agency, is relevant to all Caesars properties nationwide. The rationale for this decision is based on the fact that problems related to gambling are not specific to a particular venue; rather they are specific to the individual. Caesars feels that it would be irresponsible to welcome a patron with an acknowledged problem in one jurisdiction to gamble at any of the company's casinos, including those outside of the jurisdiction where the self-exclusion was requested.

"Responsible Gaming Ambassadors"

A Responsible Gaming Ambassador is a specially trained supervisor or manager who may speak with and offer assistance to a patron who Caesars is concerned may not be gambling responsibly.

Options at Patron's Request

Self-Restrictions (short of total exclusion)

- No Casino Credit
- No Check-Cashing privileges
- No Mail/promotions/marketing

These restrictions will apply in all Caesars casinos, and the patron may choose to have the period of restriction extend for one year or five years, or be permanent, or extend for such other term as may be prescribed by applicable law. At the end of any specified period of restriction, the patron must request the removal of the restriction in writing; Caesars will not remove the restrictions without such a request.

Removal of Self-Restriction -- Patrons may request to have their self-restriction lifted before the expiration of the term selected (including permanent self-restriction) only if permitted by law, and only by decision of a three-person Corporate Review Panel designated by the Chief Executive Officer, on recommendation from the local General Manager, if it is established that the patron was placed on the self-restriction list due to administrative error.

NOTE: Patrons wishing to "self-restrict" from Total Rewards card benefits, as provided in the Code of Conduct of the American Gaming Association, can do so only through self-exclusion (see below).

Self-Exclusions

- *Term* – Individuals will have the option of voluntarily self-excluding for one year, five years, or permanently, or for such other period prescribed by applicable law.
- *Expiration of Self-exclusion* – For those individuals selecting a non-permanent self-exclusion, if allowed by applicable law, upon the expiration of that period the person may request the removal of his or her name from the self-exclusion list. Caesars will not undertake such removals without such a written request.
- *Removal from the Self-Exclusion List* – As with self-restriction, under this policy, if allowed by applicable law, individuals may request to be removed from the self-exclusion list in writing before the expiration of the term selected (including permanent self-exclusion). Such requests will be granted only by decision of the Corporate Review Panel, on recommendation from the local General Manager, if it is established that the exclusion was established due to administrative error.
- *Geographic scope* – Self-exclusions extend to all Caesars properties and encompass the entire facility, including (where applicable) gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions, and any other parts of the property.
- *Special cases*: Caesars will honor the terms and conditions of self-exclusions established under its previous policy or by such similar policy then in effect at a facility subsequently acquired by the company, or as may be required under applicable law. Also, gaming facilities acquired by Caesars will implement this policy within a reasonable period of time following their acquisition.
- Upon receipt of notification that an individual has entered a state-sponsored self-exclusion program in a jurisdiction, Caesars will exclude that person from all its gaming facilities, and will attempt to provide written notice to the individual of such exclusion.

NOTE: Global Cash Access operates a self-exclusion program for many of its ATMs and credit card cash advance services; where relevant, Caesars employees should make that self-exclusion option known to patrons, as well.

Options at Company Discretion

Triggering Events (any of these events may trigger Responsible Gaming action)

- Caesars may receive substantial, reliable written information that a patron does not responsibly engage in gaming activity (from family, friends, therapists, or public sources).
- The patron may report or acknowledge to a Caesars employee that he or she does not responsibly engage in gaming activity but does not request to self-exclude or self-limit as provided in Section A of this policy.

- The patron may make statements suggesting that he or she does not gamble responsibly, but does not request to self-exclude or self-limit as provided elsewhere in this policy.

If acknowledgement by the patron is direct, then the interaction should occur immediately. Otherwise, after a triggering event occurs, the following sources of information may be used to evaluate the situation by a Responsible Gaming Ambassador:

- Incident reports in responsible gaming program records, or with the Security Department;
- Review of the patron's gaming activity with the host/junket rep, or other casino personnel familiar with patron; or
- Credit/collection information.

If the situation involves a direct risk to self or others, the patron interaction should occur immediately and should involve the appropriate security personnel/measures.

If a third party report has been received,

- (a) The property will confirm the identity of the person making the report and will require that such reports be made in writing; and
- (b) Any written responses to third parties by the property must be cleared with the Law Department and should follow a pre-approved format. Any response should include information about responsible gaming and treatment opportunities, which also should be provided in any face-to-face interactions with a third party making such a report.

If a patron interaction is warranted:

- it should be conducted by a Responsible Gaming Ambassador; and
 - *A summary record of the triggering event and/or the interaction, regardless of outcome, should be prepared and retained on a confidential basis in the Responsible Gaming Log in a manner that permits Caesars' Responsible Gaming Officials in each property to have access to that information. The Responsible Gaming Log shall be a separate log or database from any other company maintained logs or databases.*

When patron interaction follows receipt of a third party report the Responsible Gaming Ambassador will refer to the third party report to the patron only if the third party has agreed to be identified to the patron as having made such a report.

Company-Imposed Limits on a Patron's Gambling Privileges

Temporary Restrictions or Exclusion:

During a responsible gaming conversation, a Responsible Gaming Ambassador may suggest that the patron discontinue gaming for a time, or may determine that the patron's gaming privileges should be temporarily limited for that visit, including, without limitation, denial of check cashing or, subject to the law of that jurisdiction, the exclusion of the patron from the casino. Any such temporary restriction or exclusion shall be recorded in the Responsible Gaming Log.

Long Term Exclusion:

If, based upon triggering events, the property General Manager or designee believes that there is a reasonable risk that the patron does not responsibly engage in gaming activity and the patron is unwilling to self-exclude or self-limit, the patron shall be referred to a three-person Review Panel at the corporate level, appointed by the Chief Executive Officer, for possible restriction or exclusion at the company's discretion. Such submissions should include (1) all records of casino interactions with patron concerning responsible gaming, (2) any verified reports of the patron's potential responsible gaming problems from third parties and (3) available information from the Surveillance/Security Department, and the Responsible Gaming Log or database. Such submissions should be acted upon by the Corporate Review Panel within a reasonable time, based on the following general standard:

Is there a reasonable risk that the patron does not responsibly engage in gaming?

- a) Individuals who are excluded or restricted at the company's discretion may appeal that decision only as follows:
- An appeal can be made to the Corporate Review Panel;
 - The initial decision to restrict or exclude may be reversed only because of administrative error in the initial decision (e.g., mistaken identity, or incorrect data reviewed).

Any action taken at the company's discretion by the Corporate Review Panel are applicable to all of its gaming facilities, and are not limited to specific properties.

Forfeiture of Winnings

Should any patron be found to have used any Caesars gaming facility contrary to the terms of an exclusion (executed either at the patron's request or at the discretion of the company), the gaming regulatory agency in that jurisdiction will be notified, if applicable. In some jurisdictions these matters may be reported as patron or player disputes. In jurisdictions where the gaming regulatory agency has a regulation or policy governing the handling of such winnings,



Caesars will follow that regulation or policy. In jurisdictions where the gaming regulatory agency does not have such a regulation or policy Caesars will:

- Refuse the payment of any winnings and seek from the patron any winnings reasonably identifiable by Caesars; and
- Place all such winnings* withheld or received from the patron will be placed in safekeeping until any legal proceedings patron may exercise are concluded.
- Upon conclusion, Caesars will donate to an appropriate governmental or non-profit responsible gaming research or treatment organization the amount of winnings³ recovered or withheld from, the patron, in accordance with all applicable laws.

Length of Restriction or Exclusion

An individual may select a one-year, five-year, or permanent option for either a restriction or exclusion under this policy; however, some jurisdictions allow for different time periods that will supersede and be reflected in the Responsible Gaming IT Application.

Government Sponsored Self-Exclusion Programs

Individuals participating in a government sponsored restriction or exclusion program will be treated in accordance with those programs. In addition, Caesars will apply those restrictions or exclusions on a system wide basis to all company properties, unless prohibited by law. In other words, an individual excluded at any company property is excluded at all company properties regardless of whether or not they formally entered through the Caesars program or a state program. In some jurisdictions, the government forms indicate that the individual may be excluded from gaming facilities in other jurisdictions by entering the self-exclusion program. Individuals entering a government sponsored exclusion program should be sent a letter by the company informing them that as a result of their being on a government sponsored exclusion list, that pursuant to Caesars policy they are banned from all company properties.

Reinstatements

Responsible gaming restricted or excluded individuals may be reinstated 1) after the expiration of the time period of the restriction or exclusion, or 2) if the restriction or exclusion was an administrative error, i.e. it was applied in error to the wrong person.

Reinstatements for individuals restricted or excluded under the Caesars policy after the expiration of the time period of the restriction or exclusion may be completed at any property. These reinstatements may occur if requested by the individual without review by the Responsible Gaming Committee.

³ The policy of donating excluded gamblers' winnings does not include any "progressive jackpots." Progressive jackpots will not be paid to excluded players and will remain on the progressive meter unless the Company is directed otherwise by a gaming regulatory agency.



Reinstatements for individuals restricted or excluded under Caesars policy prior to the expiration of the specified time period may only be made in the case of administrative error and only be processed by the property where the restriction or exclusion was initiated. That property must review the request and make a determination whether there was an administrative error. If the property believes that the restriction or exclusion was applied in error, that determination along with supporting documentation must be sent to the Corporate Responsible Gaming department. This information will be provided to the Corporate Review Panel so that a determination can be made if the account was coded in error and should be reinstated. Based on the Corporate Review Panel's determination, the Responsible Gaming Chairperson should contact the Responsible Gaming Administrator to either remove or not remove the RG status from the individual's account.

Reinstatement forms must be completed by an individual prior to any reinstatement being granted.

An individual excluded pursuant to a governmental sponsored responsible gaming program can only be reinstated by the appropriate governmental agency. Only a property within the agency's jurisdiction may reinstate an individual in a governmental sponsored responsible gaming program after being notified by the appropriate governmental agency. Properties outside of a particular governmental agencies jurisdiction are prohibited from reinstating such an individual prior to reinstatement by a property within that governmental agencies jurisdiction.

Individuals who self-excluded under the company's previous permanent self-exclusion program may be only considered for reinstatement after a minimum of two years from the date of the self- exclusion. These requests should be forwarded to the Corporate Responsible Gaming department for review and discussion with the property's Responsible Gaming Committee and General Manager for possible reinstatement.

All reinstatements should be entered via the Responsible Gaming IT application.

Improperly Applied Restrictions or Exclusions

The Responsible Gaming Chairperson should review the individual's information in the Responsible Gaming IT Application and compare it to the signed responsible gaming forms on record. If the exclusion is from a different property, the Responsible Gaming Chairperson should contact the Responsible Gaming Chairperson at the appropriate property to investigate the matter.

If the initiating property believes that the restriction or exclusion was applied in error, supporting documentation should be sent to the Corporate Responsible Gaming department. This information will be provided to the Corporate Review Panel so that a determination can be made if the account was coded in error and should be reinstated. Based on the Corporate Review Panel's determination, the Responsible Gaming Chairperson should contact the Responsible Gaming Administrator to either remove or not remove the RG status from the individual's account.



If the Corporate Review Panel determines that the account was coded in error, the Responsible Gaming Administrators should remove the responsible gaming restriction or exclusion from the account through the Responsible Gaming IT Application. The individual should be contacted letting them know that the information was removed or corrected.

If the account was not coded in error, the Responsible Gaming Administrator should not remove the responsible gaming restriction or exclusion from the account. The individual should be contacted indicating that the responsible gaming restriction or exclusion is still in effect.

Responsible Gaming Forms

Copies of all signed Caesars In-House Responsible Gaming forms and notification letters addressed and sent to state excluded individuals by the designated property should be provided to Corporate Responsible Gaming via interoffice mail, email, fax, or accessible via ERM within ten (10) business days of completion.

Copies of restriction, exclusion and reinstatement forms are provided as an Attachments.

Responsible Gaming IT Application

The Responsible Gaming IT Application (RG2) is a standalone service that provides for the entry, viewing, modification, and reporting of patron's gaming status. Users of this service are introduced to a centralized system having a web-based interface. Key touch points for check cashing and credit extension via CMS invoke checks to RG2 directly as part of the business logic. Offer mailings use RG2 information to remove excluded patrons from mailing lists.

Further efforts to identify self-excluded patrons at Caesars include the responsible gaming identification at the slot machine system (RGID@slots). This system immediately identifies the insertion of a self-excluded patron's player card into a slot machine. Once identified, surveillance is notified by a priority alert message of the name of the patron whose player card was inserted as well as the location of the machine in which the card was inserted. Simultaneously, an email alert is sent to applicable employees, including the Responsible Gaming Chairperson, to assist in the interaction with the identified patron. Upon receipt of the alert, surveillance contacts security personnel to assist in the interaction as well.

Responsible Gaming Training

Every employee plays a crucial part in Caesars mission to promote responsible gaming. A comprehensive education and awareness program helps employees understand the company's responsible gaming policies and their roles in promoting responsible gaming.



When originally formulating the company’s responsible gaming training program in the late 1980s, Caesars consulted with leading scholars such as William Eadington, Julian Taber, and Henry Lesieur. More recently, Caesars consulted with a new generation of internationally respected researchers, including Dr. Robert Ladouceur, Dr. Carl Braunlich, and Dr. James Whelan, and clinicians in the latest evolution of its responsible gaming training curricula.

Caesars training emphasizes appropriately responding to customer statements, not behaviors that may be interpreted many ways. As the scholars responsible for the Reno Model explained, “The gambling industry does not have the expertise or responsibility to diagnose or treat clinically individuals with gambling-related harms.” Experts that consulted for Caesars on our responsible gaming policies identified no consensus on whether or which behaviors are indicative of problem gambling within the casino environment. Indeed, when one examines the American Psychiatric Association’s diagnostic criteria for gambling disorder, one recognizes that they refer either to internal, mental states; or to negative effects on personal, job-related, or family life that do not lend themselves to detection within casinos or other gaming points-of-sale.

Therefore, Caesars responsible gaming training focuses on verbal behaviors – statements or comments that customers might make, or that others might make about them -- rather than physical behaviors. However, physical, non-verbal behaviors are hardly ignored. To the extent that physical behavior manifests distress or otherwise disrupts the casino floor, the company initially treats such behaviors as security or customer service issues. If in the course of resolving those issues customers make statements concerning negative effects of gambling, then those statements trigger the responsible gaming procedures.

Operation Bet Smart

Operation Bet Smart®: Know When To Stop Before You Start® is a program designed to formally train employees about the importance of responsible gaming and the policies and procedures of Caesars’ Responsible Gaming Programs. While the company recognizes employees are not social service counselors, Caesars feels that encouraging employee awareness puts employees at a comfort level, helps them understand the company’s position on the issue, and supplies them with valuable information and direction to potentially help others.

The provision of printed and other material to educate patrons and the general public about problem gambling and responsible gaming, and to inform them about treatment services, is an important feature of Caesars’ Responsible Gaming Program. “Operation Bet Smart” includes the company’s collateral, awareness, and outreach program designed to deliver responsible gaming messages to appropriate audiences. At all of the company’s casinos, Caesars provides responsible gaming signage on the casino floor and back-of-house so that employees always know where to refer patrons requesting assistance. Caesars also provide responsible gaming information in brochures, as well as including helpline phone numbers on all print gambling marketing collateral, player cards, and hotel room communications. These efforts serve to provide patrons an unobtrusive vehicle for obtaining more information about responsible gaming and seeking assistance.



Training Modules

Caesars currently use three main responsible gaming employee training modules:

Module I – “Responsible Gaming Awareness” – This training is provided to all employees and is required to be completed within 30 days of employment. This module provides an overview of Caesars’ commitment and leadership on responsible gaming, along with an overview of pathological gambling that emphasizes its complex causes, its prevalence, its impact, and resources that are available to pathological gamblers. Module I also stresses that gambling addiction is a diagnosis only a trained clinician can provide and distinguishes normal, recreational gambling from problem gambling.

Module II – “Roles in Responsible Gaming” – This training is provided to all customer contact employees and all supervisors (these individuals also receive Module I training) and is required to be completed within 30 days of employment. This module is more interactive than Module I, delineating the varied roles of front line employees, supervisors and Responsible Gaming Ambassadors (described below in Module III) in implementing Caesars responsible gaming policies. It focuses on the kinds of statements customers might make that should be reported to a supervisor. It emphasizes that ambiguous behaviors are not to be reported, only statements that cause an employee concern that a customer may not be gambling responsibly. The training distinguishes responsible gaming concerns from customer satisfaction and security issues and explains what employees should expect after they report a concern to a supervisor.

Module III – “Responsible Gaming Ambassador Training” – This training is provided to a select group of employees at each property who are empowered to conduct conversations about responsible gaming with customers. These individuals also receive Module I and Module II training. Module III is highly interactive, requiring role-playing and discussions about how to handle various scenarios that may unfold on the casino floor. This module covers how and when to conduct responsible gaming conversations with customers, what kinds of assistance customers can be offered and information on how to use the company’s responsible gaming information technology tools that provide for the entry, viewing, modification and reporting of patron gaming statuses, as well as logging of interactions and exceptions.

Additional Technical Training

Specialized responsible gaming training is also provided to other employees, depending on their roles in implementing the company’s responsible gaming programs. For example, cashiers are required to check for restrictions and exclusions when processing requests for check cashing, credit card advances and the granting and extension of credit. Total Rewards employees, for example, are trained to check systems for a responsible gaming status before opening an account, reprinting a Total Rewards card or fulfilling a request for complementaries.

Timing

Caesars policy requires that all new employees receive Responsible Gaming Module I and/or Responsible Gaming Module II, as relevant, during the first 30 days of employment. Responsible Gaming Ambassadors are required to complete Module III prior to assuming the duties of an RGA.

Training on Project 21, to prevent underage gambling, and on Unattended Children, to prevent adults from leaving children unattended on our property, will also be provided to appropriate employees during the first 30 days of employment. While these efforts aren't about disordered gambling per se, underage gambling and unattended children policies are allied issues that Caesars also takes seriously and includes as part of its overall responsible gaming training efforts.

In addition, all gaming floor employees are required to complete a refresher session on responsible gaming at least on an annual basis.

Project 21: Prevention of Underage Gambling

Caesars developed the casino industry's first and most comprehensive program to combat underage gambling. Caesars wants patrons to have an enjoyable time at its properties, but will not condone breaking the law. "Project 21" is the name of the program and its efforts include front and back-of-house signage, detailed employee training centered on the company's policy to card individuals who appear to be under 30, acceptable forms of identification and how to potentially identify altered or invalid identification.

Project 21 was initially launched at Harrah's Atlantic City in 1989. Soon the program was adopted by additional casinos. Key components of Project 21 include training, communication, and awareness. Project 21 sets out to educate employees on a number of issues:

- First, underage gambling is against the law.
- Second, underage gambling has far-reaching consequences that can result in fines and penalties.

Project 21 makes each employee responsible and accountable for detecting and apprehending underage gamblers. This sustained effort includes seminars, training sessions, inserts into paycheck envelopes, reminders in internal publications and a back-of-house advertising campaign. Posters remind employees that "We Care. We Card®." Signs also are placed at casino entrances warning minors that they are subject to prosecution if caught gambling in the casino.

As a result of this initiative, security officers are backed by informed and prepared slot mechanics, cocktail servers, pit bosses as well as every other employee on the casino floor. Our message to those under 21 is that they may get past

uniformed security officers, but they will not get past the several hundred employees who are trained and empowered to identify them.

Caesars requires individuals who appear to be less than 30 years old, including suspected minors, to show proper identification. If the individuals are underage, security should be notified and appropriate action taken. If they have been gambling under false identification, Caesars will also report the incident to local law enforcement officials when appropriate. Casino gaming is not for kids. The company does not hesitate to uphold the laws concerning the legal gambling age in each jurisdiction.

Unattended Children

Communication:

Caesars places the highest priority on the safety of its patrons and their children. However, the responsibility for children and minors who are at the properties lies first and foremost with their parents and guardians. Caesars has zero tolerance for individuals who fail to take responsibility for their children. Each property will take the following actions to communicate its policy:

1. Properties shall display poster signage and provide a brochure concerning unattended children. The intent is to ensure that parents with children are aware of Caesars' position on unattended children and the message that it is their parental responsibility to ensure that their children are not left unattended.
2. Information on local curfews and laws relating to children and minors are to be placed in non-age restricted public areas including arcades and pools.
3. All employees shall have received information on the Unattended Children Policy during orientation and employee communication vehicles (e.g. newsletters, handbooks) and shall have access to the responsible gaming training session, which includes unattended children and the employee's responsibility. Employees working in the Security Department shall receive more detailed training in handling situations involving unattended children.

Identification:

There is no easy definition of unattended children. In most jurisdictions, children and minors are either not allowed on the casino floor or are not allowed to loiter on the casino floor. Employees must also be particularly sensitive to not allow children and minors to loiter in other areas, particularly parking areas. To address the unattended children issue, one must apply common sense to fact-sensitive circumstances. The circumstances will differ based on the age of the children, time of day, location, activity, who they are with, and the maturity level of the children and minors.

What may be appropriate behavior at noon may not be appropriate at midnight. A child or minor **is** unattended if any of the following exists:

- The child or minor appears to be without appropriate supervision;
 - The child or minor is in violation of local curfews or laws;
 - The child or minor is, or appears to be, loitering (lingering aimlessly, in or about a place, moving in a slow or idle manner); or
 - The child or minor is on the casino floor without an adult.
1. If any of the foregoing circumstances exist, security or other appropriate personnel shall be contacted and shall remain with the child or minor while reasonable steps are taken to locate the parents, guardians or responsible adults (hereafter collectively referred to as the “parent”). If the parent is not in the immediate vicinity of the child or minor, then the child or minor shall be taken to the Security Office or some other appropriate location. The holding area shall be well lighted, with preferably both audio and video camera coverage.
 2. If the parent is contacted, then the Security Department shall release the child or minor to the parent upon proper showing of identification and execution of a release. If the parent fails to show proper identification, then the Security Department shall immediately call local law enforcement for a determination concerning the release of the child or minor to the adult. If the child or minor appears afraid or apprehensive, the child or minor will not be released without approval of local law enforcement.
 3. Any parent who has been warned of an unattended child or minor more than two times during a visit, or three times during any six-month period, shall be requested to leave the property. This should be noted in the messages in CMS. The General Manager or designee has the discretion to bar any patron who is determined to be acting irresponsibly in the conduct or control of their children.
 4. If efforts to reunite the child or minor with the parent are unsuccessful, security will contact an appropriate third party, such as local law enforcement for handling.
 5. Security shall keep a log of all unattended children incidents.

Questions concerning the policy should be directed to the Legal Department or designee.

Collateral Materials

Posters – The company has posters available pertaining to responsible gaming, underage gaming, and unattended children.

Brochures – The company has brochures available pertaining to responsible gaming in general, responsible gaming among seniors, unattended children, and understanding odds. Other Company-approved program brochures may be used as well.

Placement

The following chart indicates the minimum brand standards that must be met at all properties in terms of collateral placement:

Locations	Posters			Brochures				Stickers/ Plaques/ Wraps (any of the 3 items listed above)	TV Ad
	Know When To Stop	Project 21	Unattended Children	Know When To Stop	Seniors Responsible Gaming	Unattended Children	Odds		
Main/Valet Entrance (3 in 1 combo poster approved)	X	X	X						
Garage Entrance (3 in 1 combo poster approved)	X	X	X						
Turnstile Entrance		X							
All Other Entrances/Exit s		X							
All ATMs (FOH)	X (8.5x11)			X				X (when applicable)	

Main Cage	X			X			X		
All Cashier Cages				X					
Credit Offices (Property and shared services)				X					
Total Rewards Center				X	X		X		
VIP Services (Diamond and Seven Star Lounge and cage)				X					
Concierge				X					
Arcade			X				X		
Pool (if not age restricted)			X						
Hotel Lobby			X				X		
Hotel Rooms (in-room TV channel)									X
Back Of House	X	X	X	X	X	X	X		
Fast Cash and Bill Breaker machines								X	
Casino Floor (non-audio plasma spots)	X	X	X						

The posters do not have to be on every floor of the garage. The posters should be located in the main entryway leading from all levels of the garage into the casino.

All riverboat properties with turnstiles should have a Project 21 poster at the turnstiles.



For entrances other than those specified, the Project 21 poster is not mandatory. Having a state gaming law fixture, a placard, or an etching on the door indicating the legal age to gamble can fulfill the requirement. If the gaming law fixture, placard, or etching is not available, the Project 21 poster will need to be posted.

An 8 ½ x 11 version of the Know When To Stop poster is acceptable for the ATM requirement, as well as one brochure holder in between two ATMs in a row of ATMs. If the appropriate jurisdictional RG hotline is displayed intermittently on the ATM screen, or on the NRT/ATM wrap, or on the gold plaque, the 8 ½ x11 Know When To Stop poster is not needed.

The RG TV Ad is required to be looped onto the in-room TV channel. If the RG TV Ad is not looped onto the in-room TV channel, then RG brochures will need to be in hotel rooms or casino floor plasma spots will need to be aired on the in-room TV.

State Gaming Laws Fixture – If required by law, a permanent fixture that explains state gaming laws for minors (e.g. “State Gaming Laws prohibit anyone under the age of 21 from entering gaming areas.”) shall be displayed at all entrances to the casino.

Employee Newsletter – Information relating to responsible gaming, underage gambling, or unattended children shall be included at least quarterly in the property newsletter (print or electronic). The newsletter shall contain the applicable state or local specific helpline number.

Employee Bulletin Board – A Responsible Gaming bulletin board shall be maintained back-of-the-house. The purpose of the board is to serve as a communication vehicle for all current news and information related to Responsible Gaming. This board may include the following:

1. Any news articles – print media and employee publications
2. Local referral services
3. EAP number
4. Gamblers Anonymous meeting schedule
5. Responsible Gaming committee activities and announcements
6. Know When To Stop poster (8 1/2” x 11”)

Wall Wraps – Responsible Gaming wall wraps may be used in lieu of the back-of-the-house bulletin board with approval from the Vice-President of Responsible Gaming.

National Helpline Number – The national helpline number (1-800-522-4700), or applicable state or local specific helpline number, shall be printed on all gaming-specific print and direct mail collateral, marketing and promotional



materials. Some additional locations where the helpline number shall be posted are on credit applications and player cards. PBX operators shall be instructed to refer callers to this number if they are seeking information and assistance.

A sample of a PBX operator script is as follows:

If a person calls and asks for information about a gambling problem for himself or herself or for someone else, the PBX operator should respond:

“The National Council on Problem Gambling has a 24 hour a day helpline that will refer you to someone in your area who can help. You should call this number <insert appropriate jurisdictional number>.”

If the caller is interested in being “self-restricted” or “self-excluded” from Caesars properties, the PBX operator shall respond:

“Please call the Caesars self-restriction, self-exclusion hotline at 1-800-694-9960 and a form can be mailed to you. These forms can also be picked up at any Caesars property.”

Responsible Gaming Committee

A six- to ten-member Responsible Gaming Committee has been formed at each Caesars property to ensure that each Caesars location “walks the walk” with respect to responsible gaming. The Committees give priority attention to all responsible gaming efforts at their property, monitor their timely implementation, and measure their quality standards.

Structure:

The General Manager at each property shall appoint a Responsible Gaming Chairperson to head a committee consisting of at least six employees who are manager-level or above, preferably from the following areas:

- Communications
- Marketing
- Human Resources
- Operations (slots and table games)
- Security
- Cage/Cashier/Credit
- Total Rewards

The Law Department shall provide an attorney to be a legal advisor to the committee.



The General Manager is strongly urged to make the Responsible Gaming Chairperson appointment by position (i.e. Cage Manager or Security Manager) and to include this responsibility as part of the job description in order to facilitate committee operations during personnel leave and turnover. All individuals on the committee should be committed to achieving the goals of Caesars Responsible Gaming Programs. The Responsible Gaming Chairperson position must not be vacant at any time.

Responsibilities:

1. Auditing the Responsible Gaming Standards - The Responsible Gaming Committee shall monitor the implementation of, and ongoing adherence to the corporate standards for Responsible Gaming, to ensure that the minimum required standards are met at their property. Additionally, it is the Committee's responsibility to determine what activities above and beyond the standards, may be instituted at its' property to achieve maximum effectiveness, in that particular community. The Committee shall report to the property General Manager and Corporate Responsible Gaming on adherence to these standards on a quarterly basis.
2. Advocacy – It is the individual responsibility of every Responsible Gaming Committee Member to fully support Caesars' Responsible Gaming Programs, to embrace the philosophy supporting these programs, and to work together with other committee members to champion the efforts at their property and in their community. The Responsible Gaming Committee shall work cooperatively with Corporate Responsible Gaming to communicate and achieve the overall goals of the Company's Responsible Gaming Programs and to present Caesars and its' programs as role models to the entire gaming industry. The Responsible Gaming Chairperson of the Responsible Gaming Committee is the primary contact at the property.
3. Collateral Placement – It is the responsibility of the Responsible Gaming Committee to ensure the Responsible Gaming collateral is maintained in all required locations and to replenish brochures when quantities run low. The Responsible Gaming Committee shall audit the collateral and report on their findings at each meeting and on the self-audit.
4. Employee Bulletin Board/Wall Wrap – It is the responsibility of the Responsible Gaming Committee to maintain the employee bulletin board or wall wrap. The Responsible Gaming Committee shall audit the board or wall wrap and report on their findings at each meeting and on the self-audit.
5. Property Newsletter – Articles relating to responsible gaming, underage gambling, or unattended children shall be included at least quarterly in the property newsletter. The newsletter shall contain the applicable state or local specific helpline number. The Responsible Gaming Committee shall audit the newsletter and report their findings quarterly.

Procedures:

It is recommended that the Responsible Gaming Committee follows the procedures outlined below to achieve maximum effectiveness at their property:

1. Structure - The Responsible Gaming Chairperson shall serve as the contact person for all internal and external communications with the committee.
2. Meeting Schedule - Meetings of the Responsible Gaming Committee shall be held at least quarterly. It is suggested that a consistent day and time for these meetings be designated, so that all members of the Committee schedule around this priority. Supervisors shall be instructed to make arrangements to cover any absence this may create on work shifts. Special meetings of the Committee may be called at the discretion of the Chairperson.
3. Meeting Purpose - The purpose of the quarterly meetings shall be to conduct any business necessary to ensure the Responsible Gaming Committee is carrying out all responsibilities as previously outlined. The quarterly audit and any issues related to responsible gaming should be discussed at the meetings and appropriate actions taken. Any matters that exceed the limit of responsibility of the property Committee shall be referred to Corporate Responsible Gaming to determine any recommended action to be taken.
4. Meeting Records – The Responsible Gaming Chairperson shall designate a person to take notes and prepare minutes of each quarterly or special meeting held. Copies of the minutes and the audit shall be made available to all Responsible Gaming Committee members, the property General Manager and Corporate Responsible Gaming. Corporate Responsible Gaming may require other information and/or reports as deemed necessary.
5. Delegation of Authority - The Responsible Gaming Committee at each property may appoint individual(s) to carry out any functions, duties or directives of the Committee as deemed appropriate.



Marketing Practices

Marketing and Advertising Code

Caesars believes that the company's advertising and marketing must be sensitive to the issues of disordered and underage gambling, be truthful, and reflect generally accepted standards of good taste. In recognition of the company's strong opposition to irresponsible or inappropriate gambling, Caesars Advertising and Marketing Code restricts the placement and content of ads and governs the advertising and marketing of Caesars. In addition, Caesars complies with voluntary industry guidelines on marketing and advertising.

Components of the Caesars Advertising and Marketing Code include the following:

- Details on themes that are inappropriate in ads and marketing materials.
- Prohibition on giving away toys, games, or other items designed for children as promotional materials.
- Requirement that 70 percent of readership/viewership of Caesars gambling ads be 21 or older.
- Prohibition on placement of gambling logos on kids' clothing, toys, etc.
- Creation of a cross-departmental Code Review Board that reviews promotional concepts and materials, charitable and philanthropic activities, and other aspects of casino marketing.
- Requirements for responsible gaming messaging on gambling advertisements and promotions.

Additional Requirements

1. Caesars will not direct-market to anyone who has a self-exclusion or self-restriction from mail.
2. Any third party mailing list acquired by Caesars for the purposes of direct mail or casino marketing, must be cross-referenced with Caesars internally generated and maintained databases to ensure to the best of our abilities, that no individual with a responsible gaming self-exclusion or self-restriction from mail is inadvertently contacted against their wishes. Caesars shall not acquire or use any third-party list that is perceived to be aimed at individuals who have a gambling problem.
3. All print gambling marketing and advertising materials for Caesars that are offered to the general public shall contain the Operation Bet Smart tag line, "Know When to Stop Before You Start.® Gambling Problem? Call



1-800-522-4700" (or other text and/or numbers that have been approved by the Board). These pieces shall be audited at least quarterly.

4. Caesars shall not use advertising or marketing for gambling that deliberately appeals to those who are under the legal age to gamble or those who have a gambling problem.

In addition to the provisions detailed in the American Gaming Association (AGA) Code of Conduct, properties comply with the guidelines set forth in the Caesars Marketing and Advertising Code.

When the Code of Commitment and the Marketing and Advertising Code were released, a Code Review Board also was created. The purpose of this Code Review Board is to evaluate Marketing and Advertising Code compliance. In addition, the Board is available in order to address any marketing related Code questions that might arise on property.

Any questions related to the Marketing and Advertising Code should be sent to the Code Review Board via e-mail. The address can be located in the Outlook Global Address Book under "**Code Review Board.**"

The Caesars Marketing and Advertising Code and the AGA Code of Conduct are included as attachments.

Community Relations/Special Events

The Responsible Gaming Committee shall participate in the promotion and implementation of all special events related to Responsible Gaming, such as Responsible Gaming Education, Employee Health Fairs, Special Recognition Awards, and other events as directed by Community Relations, Communications, or Corporate Responsible Gaming.

Each property shall promote and participate in company-wide responsible gaming awareness events. In addition, it is critical that when reviewing requests for sponsorships, the property is conscious and sensitive to events or activities that pertain to or include children.

Employee Assistance Program (EAP)

Every property shall have in place an EAP that provides assessment and treatment referral for employees and their dependents that may have a gambling problem. Publications referring to employee benefits/coverage of the EAP must mention coverage of problem gambling. Human Resource Departments under the guidance of the Corporate Benefits Department shall determine the specific EAP plan for each Caesars property. The EAP number may be displayed on the Responsible Gaming employee bulletin board or wall wrap at each property. Emphasis shall be made at the property to communicate clearly this benefit to employees. At all times confidentiality of an employee's gambling problem must be respected.



Treatment Professionals and Community Organizations

Contact information for treatment professionals shall be provided to those individuals choosing to self-exclude or self-restrict from Caesars; to those individuals with whom responsible gaming conversations take place; and to employees, their family members, and other parties interested in resources related to problem and gambling and responsible gaming.

Such contact information is provided below. Responsible Gaming Committees shall update this information on at least an annual basis.

Area Councils on Problem Gambling, Websites, and Other Resources

<State council on problem gambling for the appropriate jurisdiction should be listed.>

National Council on Problem Gambling

730 11th Street NW, Suite 601

Washington, DC 20001

Phone: (202) 547-9204

Hotline: (800) 522-4700

Fax: (202) 547-9206

ncpg@ncpgambling.org

www.ncpgambling.org

Gamblers Anonymous – www.gamblersanonymous.org

<Gamblers Anonymous chapters for the appropriate jurisdiction should be listed.>

<Treatment options for the appropriate jurisdiction should be listed.>

Measuring Success

Caesars continuously reviews and evaluates its programs and initiatives to promote responsible gaming. This is done internally and externally by auditing and assessing the company's training programs and messaging. On a quarterly basis, properties are required to complete a responsible gaming audit. On at least an annual basis, Internal Audit conducts a through audit of responsible gaming compliance at each property, the RG2 IT application and marketing and advertising compliance with the Marketing and Advertising Code.

A copy of the quarterly self-audit form may be found in the attachments.



Caesars maintains close relationships with academics and clinicians, and continuously reviews published research in the field of problem gambling to assist Caesars in what it believes are industry best practices for addressing the important issue of disordered gambling. The company also seeks to continuously improve its knowledge about responsible gaming by engaging in dialogue with researchers, scholars, treatment providers, recovering pathological gamblers and other informed stakeholders.

In 2001, Caesars conducted an assessment of the company's responsible gaming program. This assessment included a survey of company trainers and supervisors, employee focus groups, feedback from all employees via surveys, a company-wide task force, including representatives from legal, marketing, human resources, government relations, casino operations, information technology and surveillance, reviews of other company programs and consultations with treatment professionals and researchers. The results of this assessment led to the 2004 implementation of a new responsible gaming policy, which was based on the latest scientific and scholarly research. In order to operationalize this new policy, new brand standard responsible gaming training was created and implemented brand-wide, which translated complex policy into actionable training.

Responsible Gaming Training

Prior to brand-wide implementation of the responsible gaming training, several research studies were conducted to assist with the development of the training and to gauge the effectiveness of the training at reaching the intended objectives.

Initially, a pre-brand implementation beta test was conducted from June to August 2004 at Harrah's New Orleans. Each training module was tested with employee groups. Approximately two months after the training had been implemented, four focus groups consisting of thirty-seven respondents, with two groups consisting of front line employees, one group consisting of supervisor level front line employees and one group consisting of Responsible Gaming Ambassadors, were conducted in order to determine if employees understood their roles in the responsible gaming process, to receive updates on any reporting and subsequent customer conversations, and to garner employees' additional feedback and perspectives on the policy and training.

The information obtained from these groups allowed for enhancements to be made to the training prior to deployment at all properties. Results of these focus groups are included in the attachments.

To further gauge the effectiveness of the training, an independent university-based research team led by renowned responsible gaming researcher Dr. Robert Ladouceur from the University of Laval was commissioned to evaluate the new initiatives. The evaluation was to measure the effectiveness of meeting the learning objectives of the training, as well as the impact the new responsible gaming policy had on guests with whom trained employees have discussed responsible gaming concerns. Over several months, six Caesars properties (Reno, Joliet, Ak-Chin, Rincon, Lake Charles, and Laughlin) participated in this survey research.

The two studies were broken out into the following four components:

- An employee component of non-customer contact employees, evaluating knowledge acquisition on Caesars responsible gaming programs and on pathological gambling.
- An employee component of customer contact employees, assessing knowledge acquisition on Caesars responsible gaming programs and on pathological gambling; evaluating whether and how these employees are reporting statements made by customers that concern responsible gaming; and evaluating employee perception of the reporting procedures established in the new policy on exclusions and restrictions.
- An employee component of Responsible Gaming Ambassadors assessing the topics outlined above for customer contact employees, adding an assessment of their efficacy in this new role and their perceptions of the utility of the assistance they are providing to customers.
- A customer component with customers whom Responsible Gaming Ambassadors have had conversations, evaluating the conversations' utility from a customer perspective and whether guidelines on how and when to approach customers should be changed.

The first study assessed the understanding and the knowledge acquired by employees during the training sessions. More than 5,000 employees from six casinos participated in the first study. The casinos were randomly assigned to an experimental or control condition, and employees were required to complete questionnaires focusing on understanding and knowledge acquired throughout the training sessions. The global results for each training were evaluated using repeated measures ANOVAs. Each objective was assessed using non-parametric related measures ANOVA (Genmod procedure). The subjective evaluation was made using chi-square tests.

The results of this research were extremely positive and showed significant increases in employee understanding and retention of knowledge after receiving the responsible gaming training. For employees with no customer contact, the training was successful in informing employees about what problem gambling is and about the company's responsible gaming policy. For customer contact employees, the training informed employees about what should be the source of concern and what to do should they feel concerned about a guest. For Responsible Gaming Ambassadors, the training was successful in informing employees about how to conduct a Responsible Gaming Conversation with a customer and resources for assistance to provide the guest.

Despite the overwhelmingly positive results, the evaluation led to improvements in the policy and the training that implements it. One such improvement was to simplifying the timing of reporting concerns from three categories, which caused some confusion among frontline employees, into two reporting categories consisting of as soon as possible or before the end of the shift.

The second study evaluated the impact that the new responsible gaming policy has on guests with whom trained employees had discussed responsible gaming concerns. A survey instrument was included in the materials given to a



guest during the responsible gaming conversation. The completed instrument was mailed directly to the University of Laval and was not submitted to the casino.

Although the sample size was quite small ($n = 56$), the study provided insights that customers found the responsible gaming conversation helpful and 93% decided to self-exclude based on the conversation with the Responsible Gaming Ambassador, indicating that the policy and subsequent conversations were reaching the appropriate individuals.

The findings from these studies are attached. Further, the results of this policy and training development and research led to the creation of an issues paper and presentation that has been delivered at various conferences and on panels worldwide. These items are included as attachments as well.

Responsible Gaming Advertising Campaign

Prior to launching the U.S. industry's first responsible gaming advertising campaign focused solely on responsible gaming, research was conducted on the proposed television spots to evaluate the understanding of the message and to gauge viewer response to the ads. The goal of the campaign was to reinforce the importance of gambling responsibly and to direct potential problem gamblers to resources available in their community, as well as to educate consumers on Caesars position on responsible gaming. Initially, six ads were created and tested with four focus groups composed of Caesars customers, competitive gaming customers and the general public.

The results of this study allowed the campaign to be narrowed to three spots, with two featuring employees and one featuring Caesars Chief Executive Officer. Further, the feedback from the groups informed improvements to be made to the ads to better communicate a responsible gaming message. For instance, playing card imagery was initially used in one of the ads but it was edited out based on the response received from these groups that this type of imagery seemed to confuse the message by providing a "come gamble" feel to the viewer even though the intent was to communicate a responsible gaming message.

Prior to launching the campaign in multiple markets, a pilot campaign was launched in the St. Louis market so that a pre and post ad tracking study could be conducted. For the pre wave, a combined total of 350 telephone interviews were conducted. A total of 150 interviews were conducted with non-gamblers (had not gambled in the past 12 months), 150 were conducted with gamblers (had gambled in the past 12 months) and 50 were conducted with Caesars Diamond/Platinum customers. The post wave mirrored the pre wave sample and was fielded immediately following the end of the advertising flight.

The results of this study indicated that respondents remembered the responsible gaming message, with nine out of ten respondents stating that the message of the CEO ad was "playing responsibly." Further, while it is difficult to distinguish the effect of the campaign on the number of calls to the national problem gambling helpline, there was a



clear increase in the number of people calling the helpline that reported getting the message from television. While the results are anecdotal, the National Council reported an average of 4.5% of callers indicating receiving the helpline number from television in the six months prior to the campaign which rose to 13%, 22% and 11% respectively during the three months the campaign aired.

Based on the overwhelmingly positive results, the advertising campaign was expanded to air in all markets in which Caesars operates and during coverage of the World Series of Poker tournament on ESPN.

The results of both of the studies referenced can be found in the Attachments.

Third Party Validation and Accreditation

Caesars is proud of the company's efforts in the area of responsible gaming and values third party validation of the program. Caesars is pleased to have received awards and accolades for leadership and pioneering programs on responsible gaming, such as the first corporate award ever bestowed by the National Council on Problem Gambling and the first-ever Special Achievement Award awarded by the Gaming Hall of Fame.

Further, Caesars is the only U.S. gaming company to have been listed on the Dow Jones Sustainability World Index, an independent validation of our reputation as a successful, responsible company, for six years. Each year, SAM Indexes GmbH of Zurich, Switzerland reviews 2,500 of the largest companies in the Dow Jones World Index based on their economic, environmental and social performances. The top 10 percent as determined by these criteria are selected for membership in the Sustainability Index. The review process covers more than 50 criteria, including codes of conduct, corporate governance, strategic planning, risk and crisis management, environmental policy, corporate citizenship, talent attraction and retention, and labor practices.

In 2012 Caesars Windsor received responsible gambling accreditation through RG Check, a new voluntary program created by the Ontario Responsible Gambling Council (RGC) that offers gaming companies the opportunity to gain an independent assessment of the quality of their responsible gambling program. For 12 months, the content, quality and breadth of the Caesars Windsor responsible gambling program was measured against RGC's Responsible Gambling Index.

This index has eight core responsible gambling standards that include: corporate policies, self-exclusion, advertising and promotion, informed decision making, assisting patrons who may have problems with gambling, access to money, venue and game features, and employee training.

RG Check staff collected information, reviewed policies, undertook staff and patron surveys and made on-site visits. Once the review was completed, a report was created and submitted to an independent Accreditation Board, which made the final determination whether or not to approve accreditation. "We are impressed with the commitment Caesars Windsor has demonstrated to this process and the outstanding co-operation we received from the casino



officials throughout the process”, said Dr. Jon Kelly, CEO, Responsible Gambling Council. Caesars Windsor is the first gaming venue to achieve this distinct accreditation.

The RG Check evaluation criterion for accreditation is included in the attachments.

Employee Feedback

Caesars continually seeks out employee input regarding the company’s responsible gaming programs. For instance, on an annual basis, Caesars garners feedback from all employees about various aspects of the company through surveys that include questions related to responsible gaming. The results are used to gauge the company’s performance on the responsible gaming initiatives and to identify any potential issues. The most recent results from 2012 may be found in the attachments.

In 2010, Caesars conducted employee focus groups to understand how to improve the company’s responsible gaming messaging to employees. Employees expressed an interest in hearing about customers that were helped due to a responsible gaming conversation or other demonstrations of the success of the program. Further, while employees appreciated the responsible gaming ads for an external audience featuring our CEO, they indicated messaging featuring other employees would be more engaging for an internal audience as it would help them relate to the message because they could envision themselves in their fellow employee’s situation. The results of those focus groups led to changes in the existing responsible gaming training and to internal responsible gaming education week posters featuring Responsible Gaming Ambassadors. Examples of these posters can be found in the attachments.

Responsible Gaming Log Entries/Reporting

In order to support the responsible gaming program, Caesars made a significant investment in technology. The RG2 application prevents prohibited transactions for restricted or excluded patrons. An additional function of RG2 is to support the policy of reporting customer comments that cause concern. RG2 contains a database of information regarding comments by customers that caused concerns on the part of the employees, as well as actions taken as a result of the report. This database of information is available company-wide to all Responsible Gaming Ambassadors, and assists these individuals in making decisions whether or not to have a conversation with a customer regarding the company’s concern that the customer may not be gambling responsibly. The utility of RG2 also includes the ability to audit the success of the program to ensure that comments are being reported by employees, that Responsible Gaming Ambassadors are having conversations with customers based on these reports and provides details on the outcome of those conversations. On a quarterly basis, properties provide reports of all the log entries that have been created at their respective property so that the program’s success at each property can be tracked.

A sample incident report containing fictitious data is attached as an attachments for illustrative purposes.



Attachments:

- X.A.6_A1 Caesars Code of Commitment
- X.A.6_A2 Caesars Marketing and Advertising Code
- X.A.6_A3 AGA Code of Conduct
- X.A.6_A4 Caesars self-exclusion form
- X.A.6_A5 Caesars self-restriction form
- X.A.6_A6 Caesars self-exclusion reinstatement form
- X.A.6_A7 Caesars self-restriction reinstatement form
- X.A.6_A8 Caesars quarterly audit form
- X.A.6_A9 Responsible gaming training focus groups
- X.A.6_A10 University of Laval responsible gaming study with employees
- X.A.6_A11 University of Laval responsible gaming study with customers
- X.A.6_A12 Responsible gaming issues paper
- X.A.6_A13 Responsible gaming presentation
- X.A.6_A14 Responsible gaming advertising campaign focus groups report
- X.A.6_A15 Responsible gaming advertising campaign ad track report
- X.A.6_A16 Responsible Gaming Council RG Check evaluation criteria
- X.A.6_A17 Responsible gaming employee survey results
- X.A.6_A18 Responsible gaming education week employee posters
- X.A.6_A19 RG2 incident report

Attachment X.A.6_A1

Our Code of Commitment

The Caesars Code of Commitment governs the conduct of our business. It's a public pledge to our employees, guests, communities, and the environment to honor the trust they have placed in us.

A COMMITMENT TO ALL OUR EMPLOYEES TO TREAT THEM WITH RESPECT

AND PROVIDE SATISFYING CAREER OPPORTUNITIES:

- We invest in our employees by providing excellent pay and valuable benefits, including health insurance and a retirement plan. And we share our financial success through bonuses for frontline employees.
- We encourage professional and personal growth through tuition reimbursement, on-the-job training, career development, and promotion from within.
- We actively seek and respond to employee opinions on all aspects of their jobs, from the quality of their supervisors to the quality of our casinos.
- We value employees from every possible background, and who approach issues and problems from different perspectives.

A COMMITMENT TO ALL OUR GUESTS TO PROMOTE RESPONSIBLE GAMING:

- We do not cash payroll, welfare, or unemployment checks.
- We have a process to deny casino play privileges and access to credit, check-cashing, and casino promotions.
- We display toll-free helpline numbers for problem gambling in our ads, brochures, and signs, and we provide financial support for those helplines.
- We train our employees about the importance of responsible gaming, and how to offer help to customers who may need it.
- We emphasize to our employees that casino gaming is an adults-only activity, and require them to be vigilant in preventing individuals under the legal age from playing at our casinos.
- We restrict the placement and content of our advertising and marketing materials to age-appropriate venues and messages.

A COMMITMENT TO ALL OUR COMMUNITIES TO HELP MAKE THEM HEALTHY AND VIBRANT PLACES TO LIVE AND WORK:

- We conduct our business with honesty and integrity, and act in accordance with the highest ethical and legal standards.
- We share our financial success with our communities by donating a portion of company profits to community and charitable causes.
- We encourage our employees to volunteer in community and charitable causes.
- We value the diversity and vitality of the communities in which we operate, and are committed to supporting a wide range of local businesses, charitable organizations, and community groups.

A COMMITMENT TO RESPONSIBLE STEWARDSHIP OF THE ENVIRONMENT:

- We invest in sustainable practices that increase energy efficiency and water conservation.
- We commit ourselves to measurable reductions in greenhouse gas emissions.
- We promote recycling and waste reduction at all our properties.

Attachment X.A.6_A2

MARKETING AND
ADVERTISING CODE

JANUARY 2013

Caesars Entertainment Corporation

Marketing and Advertising Code

INTRODUCTION

Each year, millions of responsible adults enjoy the excitement of gambling at properties owned, operated or managed by Caesars Entertainment Corporation. Our guests are encouraged to treat gambling the same way they treat other forms of recreation: to budget the time and amount of money they want to spend, and to consider their chosen recreation as a pleasant pastime. We are proud that we entertain millions of guests each year. They overwhelmingly tell us that they are entertained by engaging in gambling with us whether they win or lose or even just enjoying our non-gambling entertainment options on any particular occasion.

Promoting responsible gambling is part of our culture at Caesars. Our long-standing position has been that if a guest gambles with us for any reason other than the fun of it, that customer is playing for the wrong reason. Many observers have lauded our company's industry-leading programs and practices in combating problem gambling. The advertising and marketing of our activities must be sensitive to these issues.

Caesars also provides a wide array of non-gambling entertainment options to its customers, both at our properties (such as dining, spas, shows and concerts), and online or through mobile or Internet based play-for-fun and social game applications. Social games are games that may be played for free with a fun and entertaining focus to unlock new content within the game. They may or may not have themes related to traditional casino games. Play-for-fun games are games simulating gaming activities without wagering, but they have an educational focus and guests may receive marketing materials related to gambling.

All of our advertising, for all of our products and services, must be truthful and consistent with generally accepted standards of good taste.

In order to codify our commitment to the principals of responsible gambling, Caesars has adopted this marketing and advertising code (the "Code").

SCOPE

1. The Code applies to the marketing and advertising of all Caesars Entertainment Corporation subsidiaries, and its brands that are utilized by its subsidiaries. It also applies to all of the Caesars brands, including but

not limited to, Caesars, Horseshoe, Harrah's, World Series of Poker and Total Rewards.

2. Advertising is not considered "gambling advertising" solely by virtue of the inclusion of a gaming or property brand or logo in a given advertisement or marketing material.
3. The Code applies to every media or channel for marketing and/or advertising, including, but not limited to, direct mail, email or SMS messaging, outdoor, on property, radio, television, film, mobile devices, print, social gaming, and the Internet.
4. The Code does not apply to content designed specifically to address the issues of underage or problem gambling. The Code also does not apply to the Caesars Foundation, Code Green, HERO, or Caesars Entertainment communications (absent the use of any logos of Caesars gaming brands including but not limited to its casino property logos), Caesars owned or operated golf courses and/or the Mid-America Center in Council Bluffs, Iowa.
5. Caesars complies with all applicable local, state and federal laws and regulations ("Laws") regarding marketing and advertising. These Laws may include limitations, restrictions, or other provisions that are different from those identified in the Code. In such cases, the more stringent of the Laws and/or the Code would apply.

CONTENT

6. Advertising and marketing materials shall portray all of Caesars' activities and services, as well as guests experiencing such activities and services, in a responsible manner. Advertising and marketing materials for gambling activities are designed and intended for those of legal age (in their jurisdiction) to gamble who choose to play gambling games.
7. Advertising and marketing materials are consistent with contemporary local standards of decorum and decency. They do not use images, language(s) or tones which discriminate against or degrade any class of people, faith, or religion, underrepresented or non-traditional groups of individuals. This includes individuals of any age, gender, physical or mental ability, race, ethnicity, color, creed, national origin, sexual orientation and gender identity or expression.

Marketing and Advertising Code

8. Advertising and marketing materials do not depict, encourage, or condone excessive, irresponsible, or illegal activity. Furthermore, they do not:
 - 8.1 State or imply that any of our activities or services is an acceptable means of satisfying work or family commitments, or an alternative to work or family commitments;
 - 8.2 State or imply that any of our activities or services is necessary for financial, physical, emotional or social success;
 - 8.3 State or imply that any of our activities or services solves personal problems;
 - 8.4 Portray individuals who are intoxicated, who are compelled to gamble, who have lost control of their faculties, or who have become separated from reality; or
 - 8.5 Suggest in any way that excessive, irresponsible or illegal use of our services or activities is amusing or acceptable behavior.
9. We advertise and market gambling activities and/or play for fun services directly via telephone, mobile devices, email, or postal mail only to adults of legal age to gamble in their jurisdiction. Our advertisements for our non-gambling and social games services and amenities directly via telephone, mobile devices, email or postal mail are intended only for adults, age 18 or over, with the exception of venues that require a different legal age to engage in the activity. Our marketing and advertising materials do not:
 - 9.1 Show gambling being experienced by anyone under the legal age to gamble;
 - 9.2 Use actors in advertising relating to gambling who are below 25 years of age or who reasonably appear to be below the legal age to gamble in their jurisdiction. This restriction shall not apply in real live footage, such as poker events or in the use of “celebrity” poker players, in which case all individuals shown must be of the legal age to gamble in their jurisdiction.
 - 9.3 Use any symbol, language, gesture, cartoon, music, animated character, entertainment figure, or child’s toy in our advertisement or marketing that has primary appeal to persons below the legal age to gamble in their jurisdiction. Material has a “primary appeal” to persons below the legal age to gamble in a casino if it has special attractiveness to such persons above and beyond the general attractiveness it has for persons above the legal age to gamble in their jurisdiction.
 - 9.4 Show or imply that any of our activities or services is a “rite of passage” or otherwise necessary for the attainment of adulthood.
10. Advertising and marketing materials shall depict our casinos and other businesses as respectable and well-kept establishments.
11. We do not market gambling materials or content to social games customers unless we have verified that they are of the legal age to gamble in their jurisdiction.
12. All print gambling advertising includes a message offering a toll-free helpline for individuals who might have a gambling problem. The minimum requirements for the message are subject to the local jurisdictional rules.
13. We sponsor public awareness, education, and other campaigns on problem and underage gambling.

PLACEMENT

14. We do not promote gambling or play for fun activity at any event where the majority of the audience is reasonably expected to be below the legal age to gamble in their jurisdiction nor do we promote our brands or non-gambling amenities and/or social games at events where the majority of the audience is reasonably expected to be below 18. Notwithstanding such prohibition, we may advertise and/or market at or near facilities that are used primarily for adult-oriented events, but which occasionally may be used for an event where most attendees are under the legal age to gamble in a casino, e.g., an arena or stadium.
15. No Caesars’ gaming brand, logo, trademark, or service mark is to be used or licensed for use on clothing, toys, game equipment, or other materials that are intended primarily for persons below the legal age to gamble in their jurisdiction. Materials that are intended primarily for persons below the legal age to gamble in their jurisdiction, regardless of the presence of any product name, logo, trademark, or service mark, are not used as

Marketing and Advertising Code

promotional materials or given away at events, except in response to a charitable request. Material is intended to be distributed primarily to persons below the legal age to gamble in a casino if it has special attractiveness to such persons above and beyond the general attractiveness it has for persons above the legal age to gamble in their jurisdiction.

16. Advertising and marketing materials for gambling or play-for-fun activity are not placed in magazines, newspapers, television programs, radio programs, or other media where more than 30 percent of the audience is reasonably expected to be below 21 and/or the legal age to gamble in a casino in the applicable jurisdiction. Advertising and marketing materials for non-gambling amenities, including social games, are not placed in magazines, newspapers, television programs, radio programs, or other media where the majority of the audience is reasonably expected to be under the age of 18.
17. We do not advertise our products or brands in undergraduate college or university newspapers, with the exception of advertising for special events or venues that allow attendance for those 18 years and above. Advertisements elsewhere in undergraduate college or university media are in conformity with policies promulgated by appropriate college officials or with the prior approval of appropriate college officials.
18. We do not advertise our products, services or brands on the comic pages of newspapers or magazines.
19. New advertising of our products, services or brands is not placed on any outdoor stationary location within 500 feet of an established place of worship or an elementary school or secondary school. If existing advertising is within 500 feet of said locations, contracts for its placement will not be renewed.

19.1 For our websites that contain or advertise gambling or play-for-fun activities, we will:

- Post that the website is intended for individuals who are 21 and/or of legal age to gamble in a casino in the applicable jurisdiction.
- Include messages discouraging underage and irresponsible gambling.
- Include information about our responsible gambling philosophy, practices, and programs.

19.2 For our websites that offer online gambling, Caesars will require additional restrictions, such as age verification as required by any regulations in the applicable jurisdiction.

COMPLIANCE AND DISSEMINATION

20. A copy of this Code is available at every property and on our internal website for employees, and is available to any outside party who might request it.
21. A Code Review Board ("Board") composed of Caesars executives communicate at least annually and evaluates Code compliance. An annual written report outlining the extent of Code compliance and, if necessary, describing means to ensure greater Code compliance, is prepared for the Board, in order to ensure that advertisements are placed in compliance with the Code.
22. The Board also communicates when necessary to consider issues, complaints or suggestions about Caesars marketing or advertising materials lodged by any interested party. If clear, objective evidence demonstrates to the Board that any advertising or marketing material is in violation of the Code, the material in question will be withdrawn as soon as reasonably possible. All complaining parties shall be notified of the resolution of their complaints.

EFFECTIVE DATE

23. The provisions of this Code apply to any marketing or advertising activity undertaken on or after January 1, 2013.

For more information on the Caesars Entertainment Marketing and Advertising Code, or on the Caesars Entertainment Code of Commitment contact:

Jan Jones

*Executive Vice President of Communications
& Government Relations*

Caesars Entertainment Corporation
One Caesars Palace Drive
Las Vegas, NV 89109



Attachment X.A.6_A3



Pledge to Our Employees

- ▶ AGA members will educate new employees on responsible gaming.
- ▶ AGA casino companies will train gaming floor employees on responsible gaming and provide periodic refresher training.
- ▶ AGA members will implement communications programs for employees to improve their understanding of responsible gaming and related policies and procedures.
- ▶ AGA members will provide information to new and existing employees about responsible gaming, the member company's policies and practices related to responsible gaming, and where to find assistance.
- ▶ AGA members will post responsible gaming awareness information, including a toll-free help-line number, at various locations where employees congregate.

References in this Code to providing certain "information" to employees and customers mean that AGA members will use those means of communication appropriate for each message, which may include any or all of a range of traditional and social media such as written brochures, posters, website postings or direct electronic messages.

Pledge to the Public

...To Support and Promote Research-Based Policies on Responsible Gaming

- ▶ AGA members will continue to provide funding for the National Center for Responsible Gaming, which is the leading source of science-based research and information on gambling and health.
- ▶ AGA members will use this research to identify the best practices for casinos to follow to promote responsible gaming.
- ▶ AGA members will continue to develop a dialogue surrounding scientific research on gambling and health to communicate to and educate patrons, employees and policy-makers.

...To Provide Oversight and Review

- ▶ Each AGA member company will implement the Code and conduct annual reviews of its compliance with this Code.

***All aspects of AGA's Code of Conduct are subject to local, state and federal laws. ***

The American Gaming Association

Code of Conduct for Responsible Gaming


The American Gaming Association (AGA) and its members pledge to our employees, our patrons, and the community to make responsible gaming an integral part of our daily operations across the United States.

This pledge includes employee assistance and training, alcohol service, the provision of casino games, and casino gambling advertising and marketing. This Code also covers the commitment of our members to continue support for research initiatives and public awareness surrounding responsible gaming and underage gambling. The following Code of Conduct details how we fulfill this pledge.



AMERICAN GAMING ASSOCIATION

1299 Pennsylvania Avenue, NW
Suite 1175
Washington, DC 20004
202-552-2675
www.americangaming.org

 [american gaming](https://www.facebook.com/american gaming)

 [@AGAUupdate](https://twitter.com/AGAUupdate)

©2012 American Gaming Association.
All rights reserved.



Pledge to Our Patrons

...To Promote Responsible Gaming

- ▶ AGA members will make information available promoting responsible gaming and where to find assistance, including a toll-free help line number. This information will be available and visible on casino floors and at cash access devices.
- ▶ AGA members will make available on their gaming-related Web sites information describing responsible gaming, their policies and practices related to responsible gaming and where to find assistance.
- ▶ AGA members, where permitted by law, will make available to patrons and employees information generally explaining the probabilities of winning or losing at the various gambling games offered by the casino.
- ▶ Each AGA casino company will have a policy in effect for all of its casino properties providing opportunities for patrons to request in writing the revocation of their privileges for specific services such as:
 - Casino-issued markers
 - Player club/card privileges
 - On-site check-cashing
 - Complimentaries
 - Gambling promotions

In addition, each AGA casino company shall make reasonable efforts on a facility-by-facility basis to honor a written request from any person that it not knowingly grant that person access to gambling activities.

- ▶ AGA casino companies reserve the right to exclude a patron from gambling, without a request from the patron.

...To Prevent Underage Gambling and Unattended Minors in Casinos

- ▶ AGA casino companies will make diligent efforts to prevent underage individuals from participating in any gambling at casinos, loitering in the gaming area of a casino or from gaining access to mobile or in-room gambling opportunities.
- ▶ AGA casino companies will communicate the legal age to gamble through messaging, as appropriate, in their properties, on their casinos' online platforms and in gambling promotions.
- ▶ Employees working in relevant areas will receive training in procedures for dealing with unattended children, underage gambling, and the purchase and consumption of alcohol and tobacco by minors.
- ▶ If a child appears to be unsupervised or in violation of local curfews and other laws, security or appropriate personnel will be contacted and reasonable steps will be taken to locate the parent or responsible adult on property or by telephone.

...To Serve Alcoholic Beverages Responsibly

- ▶ AGA casino companies will observe a responsible beverage service policy including the following elements:
 - Casinos will not knowingly serve alcoholic beverages to a minor.
 - Casinos will not knowingly serve alcoholic beverages to a visibly intoxicated patron.
 - Casinos will make a diligent effort not to permit casino gambling by a visibly intoxicated patron.
- ▶ AGA casino companies will train appropriate casino employees in the company's responsible alcoholic beverage service policy, and will provide periodic refresher training to those employees.

...To Advertise Responsibly

This Code applies to the advertising and marketing of casino gambling by AGA member companies. It does not pertain to advertising and marketing that is primarily of hotels, restaurants and entertainment that are often associated with or operated or promoted by casinos. For the purposes of this code, advertising and marketing includes, among other media, radio and television ads print, direct mail, social media, billboards and Internet promotions.

- ▶ Casino gambling advertising and marketing will:
 - Contain a responsible gaming message and/or a toll-free help line number where practical.
 - Reflect generally accepted contemporary standards of good taste.
 - Strictly comply with all state and federal standards to make no false or misleading claims.
- ▶ Casino gambling advertising and marketing will not:
 - Contain images, symbols, celebrity/entertainer endorsements and/or language designed to appeal specifically to children and minors.
 - Feature anyone who is or appears to be below the legal age to participate in gambling activity.
 - Contain claims or representations that gambling activity will guarantee an individual's social, financial or personal success.
 - Be placed before any audience where most of the audience is ordinarily expected to be below the legal age to participate in gambling activity.
 - Imply or suggest any illegal activity of any kind.

Attachment X.A.6_A4

SELF-EXCLUSION REQUEST AND RELEASE

Full Name (include any nicknames): _____
Mailing Address: _____
Telephone No.: _____ Total Rewards Account No.: _____
Driver's License State and No.: _____ Date of Birth: _____
Social Security No.: _____

I, _____, request that I be excluded from all facilities at all Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, Bluegrass Downs Racetrack, O'Sheas gaming facilities (collectively "Caesars"), including properties, companies, or brands that are opened or acquired after the date of this request for the following time period:

___ 1 Year ___ 5 Years ___ Permanent

NOTE: A one-year or five-year self-exclusion period will not be reinstated unless and until an individual requests removal after the term of the exclusion expires.

I have taken the time to review and understand the following terms of this Self-Exclusion Request, and agree with all of them:

- **I will not attempt to gain access to any part of a facility, including gaming areas, gaming floors, restaurants, hotels, pari-mutuel gaming areas, pavilions, entertainment venues, and any other parts of a casino complex at any property owned, operated, or managed by Caesars during the period of this self-exclusion.**
- **If I enter Caesars during the period of this self-exclusion, and am detected, I request that I be summarily evicted and/or arrested for trespassing. I also request, subject to any regulatory requirements to the contrary, that any winnings I incur while gaming at Caesars contrary to the terms of this exclusion, to the extent reasonably identifiable, be withheld from me and donated to a responsible gaming research or treatment organization chosen by Caesars, or in the event I win a "progressive jackpot," that the winnings be returned to the jackpot.**
- **This self-exclusion request is irrevocable** during the time period indicated above. I understand that I will not be automatically reinstated after the term of my exclusion expires and that I will remain excluded until I complete and submit a Request To Reinstate Gaming Privileges and Release.
- By accepting this self-exclusion request and taking reasonable steps to deny my access to its properties, Caesars is not obligating itself to prevent my access to its properties. **The ultimate responsibility to limit my access to the facilities at Caesars remains mine alone.**
- **Caesars will treat this Self-Exclusion Request confidentially**, but will reasonably provide information regarding this request to Caesars personnel and certain vendors (including cash access providers, tour operators, and possibly others) who Caesars determines should be aware of this request in order to assist Caesars in taking steps to carry out my exclusion request.

- Caesars will take steps to remove my name from mailing lists, but **I agree to notify Caesars by calling _____ as soon as practical if I continue to receive any promotional materials from Caesars.**

RELEASE

- **I will not seek to hold Caesars liable in any way should I continue gaming at any Caesars property despite this exclusion request, and I agree to indemnify Caesars for any liability it may incur relating to this request.** Specifically, I, for myself, my heirs, executors, administrators, successors, and assigns, hereby release, and forever discharge Caesars Entertainment Corporation, Caesars Entertainment Operating Company, Inc., Caesars Interactive Entertainment, Caesars Growth Partners, LLC and all of their direct and indirect subsidiaries, their partners, agents, employees, officers, affiliates, directors, successors, and assigns, and those with whom they may lawfully share information regarding this exclusion (collectively, the “Released Parties”), from any and all claims in law or equity that I now have, or may have in the future, against any or all of the Released Parties arising out of, or by reason of, the performance or non-performance of this Self-Exclusion Request, or any other matter relating thereto. I further agree, in consideration for the Released Parties’ efforts to implement my exclusion, to indemnify and hold harmless the Released Parties to the fullest extent permitted by law for any and all liabilities, judgments, damages, and expenses of any kind, including reasonable attorneys’ fees, resulting from or in connection with the performance or non-performance of the self-exclusion requested herein.

Signature/Date

Witness/Date

Notarization (Must be completed if returned by mail, fax, or third-party)

STATE OF _____ COUNTY OF _____

I certify that on _____, 201____, _____ personally came before me and acknowledged under oath that he or she executed this document personally and voluntarily.

Notary Public

Must be 21 or older to gamble. (Must be 19 or older in Ontario). Must be 18 or older for pari-mutuel wagering in Ohio. Know When To Stop Before You Start.® Gambling Problem? Call 1-800-522-4700. (IL, PA, NJ or CA: If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537). AZ: 1-800 NEXTSTEP. MO: 1-888-BETSOFF. IA: 1-800-BETSOFF. IN: 1-800-9WITHIT. Ontario: Know Your Limit, Play Within It! 1-888-230-3505.) ©2013, Caesars License Company, LLC.

Gambling Problem? In OHIO, please call 1-800-589-9966.

Attachment X.A.6_A5

SELF-RESTRICTION REQUEST AND RELEASE

Full Name (include any nicknames): _____
Mailing Address: _____
Telephone No.: _____ Total Rewards Account No.: _____
Driver's License State and No.: _____ Date of Birth: _____
Social Security No.: _____

I, _____, request that Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, Bluegrass Downs Racetrack, and O'Sheas gaming facilities (collectively "Caesars"), including properties, companies, or brands that are opened or acquired after the date of this request (check all that apply):

- Deny me any casino based credit/markers (I understand this does not affect my current credit obligations);
- Deny me check-cashing privileges;
- Remove my name from lists for direct mail promotional material. I understand that I may continue to receive mail from Caesars inadvertently. If this occurs, I agree to advise Caesars as soon as practical by calling _____.

I request that these restrictions remain effective for the following time period, and understand that they will apply at all properties owned or managed by Caesars during the term of this self-restriction, including facilities that are opened or acquired after the date of this request.

1 Year 5 Years Permanent

NOTE: A one-year or five-year self-restriction period will not be reinstated unless and until the person requests removal after the term of applicable restriction expires.

I have taken the time to review and understand the following terms of this Self-Restriction Request, and agree with all of them:

- **I will not attempt to use any of the services or privileges from which I have requested restriction** during the period of this self-restriction.
- If I do attempt to use any of the services or privileges from which I have requested restriction during the period of this self-restriction, and am detected, **I understand that Caesars will take reasonable steps to deny me the service or privilege.** By accepting this self-restriction request and taking reasonable steps to deny me these services or privileges, however, I understand that Caesars is not obligating itself to do so. **The ultimate responsibility to limit my access to Caesars services and privileges remains mine alone.**
- **This self-restriction request is irrevocable** during the time period indicated above. I understand that I will not be automatically reinstated after the term of my restriction(s)

expires and that I will remain restricted until I complete and submit a Request To Remove Self-Restrictions and Release.

- **Caesars will treat this Self-Restriction Request confidentially**, but will reasonably provide information regarding this request to Caesars personnel and certain vendors (including cash access providers, tour operators, and possibly others) who Caesars determines should reasonably be aware of this request in order to assist Caesars in taking reasonable steps to carry out my restriction request.

RELEASE

- **I will not seek to hold Caesars liable in any way should I continue using Caesars gaming facilities, and/or services or privileges despite this restriction request, and I agree to indemnify Caesars for any liability it may incur relating to this request.** Specifically, I, for myself, my heirs, executors, administrators, successors, and assigns, hereby release, and forever discharge Caesars Entertainment Corporation, Caesars Entertainment Operating Company, Inc., Caesars Interactive Entertainment, Caesars Growth Partners, LLC and all of their direct and indirect subsidiaries, their partners, agents, employees, officers, affiliates, directors, subsidiary companies, successors, and assigns, and those with whom they may lawfully share information regarding this restriction (collectively, the “Released Parties”), from any and all claims in law or equity that I now have, or may have in the future, against any or all of the Released Parties arising out of, or by reason of, the performance or non-performance of this Self-Restriction Request, or any other matter relating thereto. I further agree, in consideration for the Released Parties’ efforts to implement my restriction, to indemnify and hold harmless the Released Parties to the fullest extent permitted by law for any and all liabilities, judgments, damages, and expenses of any kind, including reasonable attorneys’ fees, resulting from or in connection with the performance or non-performance of the self-restriction requested herein.

Signature/Date

Witness/Date

Notarization (Must be completed if returned by mail, fax, or third-party)

STATE OF _____ COUNTY OF _____

I certify that on _____, 201____, _____
personally came before me and acknowledged under oath that he or she executed this document personally and voluntarily.

Notary Public

Must be 21 or older to gamble. (Must be 19 or older in Ontario). Must be 18 or older for pari-mutuel wagering in Ohio. Know When To Stop Before You Start.® Gambling Problem? Call 1-800-522-4700. (IL, PA, NJ or CA: If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537). AZ: 1-800 NEXTSTEP. MO: 1-888-BETSOFF. IA: 1-800-BETSOFF. IN: 1-800-9WITHIT. Ontario: Know Your Limit, Play Within It! 1-888-230-3505.) ©2013, Caesars License Company, LLC.

Gambling Problem? In OHIO, please call 1-800-589-9966.

Attachment X.A.6_A6

REQUEST TO REINSTATE GAMING PRIVILEGES AND RELEASE

Full Name (include any nicknames): _____

Mailing Address: _____

Telephone No.: _____ Total Rewards Account No.: _____

Driver's License State and No.: _____ Date of Birth: _____

Social Security No.: _____

I, _____, request that Caesars Entertainment Corporation and/or Caesars Entertainment Operating Company, Inc., and Caesars Growth Partners, LLC (collectively "Caesars"), allow me access to the entire facility at all Caesars related properties.

The basis for my request is:

___ I did not request to be excluded from Caesars casinos and believe the current exclusion was imposed by mistake.

___ I requested to be excluded from Caesars casinos, but the initial period of exclusion has expired. I am aware that Caesars will remove the current exclusion only upon my written request.

I am aware that Caesars offers a voluntary self-exclusion program, whereby Caesars will make reasonable efforts to exclude me from Caesars casinos. I am also aware that Caesars offers a voluntary self-restriction program, whereby Caesars will make reasonable efforts to restrict my access to various casino services and privileges. I do not want Caesars to exclude me from Caesars casinos.

I understand that my request to reinstate gaming privileges will apply at all properties owned, operated, and/or managed by Caesars including Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, Bluegrass Downs Racetrack, and O'Sheas.

I have taken the time to review and understand the following terms of this Request to Reinstate Gaming Privileges and Release and agree with all of them:

- **I am knowingly and voluntarily requesting Caesars to allow me access to its casinos and to the gaming areas of its casinos.**
- I release Caesars from any obligation to exclude me from its casinos. I recognize that I am responsible for my actions, including any losses I may incur, while present in a Caesars casino or while on the gaming floor of a Caesars casino. **I acknowledge that Caesars is not responsible for, and will not be liable for, my gaming losses or for any other matter relating to my gaming.**
- I understand that Caesars will, upon accepting this request to reinstate gaming privileges, also restore my access to credit, check cashing privileges, and direct mail promotions, each as permitted by law, subject to Caesars ordinary policies and procedures regarding these services and privileges. I understand that Caesars offers programs allowing patrons voluntarily to restrict their access to credit, check cashing privileges, or direct mail.
- Caesars may provide information regarding this request to Caesars personnel and business partners (including cash access providers, tour operators, and possibly others) who Caesars determines should reasonably be aware of this request.
- I acknowledge that Caesars reserves the right, in its sole discretion, to exclude me from its casinos or deny me access to casino services or privileges. **I acknowledge that Caesars is not responsible for, and will**

not be liable for, denying me access to its casinos or otherwise denying me access to other casino services.

RELEASE

- **I will not seek to hold Caesars liable in any way for my gaming at any Caesars property, even if Caesars negligently permits me to engage in gaming, and I agree to indemnify Caesars for any liability it may incur relating to this request.** Specifically, I, for myself, my heirs, executors, administrators, successors, and assigns, hereby release, and forever discharge Caesars Entertainment Corporation, Caesars Operating Company, Inc., Caesars Interactive Entertainment, Caesars Growth Partners, LLC all of its direct and indirect subsidiaries, their partners, agents, employees, officers, affiliates, directors, successors, and assigns, and those with whom they may lawfully share information regarding this exclusion (collectively, the “Released Parties”), from any and all claims in law or equity that I now have, or may have in the future, against any or all of the Released Parties arising out of, or by reason of, the performance or non-performance of this Request to Reinstate Gaming Privileges, or any other matter relating thereto, including any and all claim claims I now have, or may have in the future, arising out of the negligence of any of the Released Parties. I further agree, in consideration for the Released Parties’ efforts to implement this request, to indemnify and hold harmless the Released Parties to the fullest extent permitted by law for any and all liabilities, judgments, damages, and expenses of any kind, including reasonable attorneys’ fees, resulting from or in connection with the performance or non-performance of the request herein, including the negligent performance or non-performance of this request.

Signature/Date

Witness/Date

NOTARIZATION (Must be completed if returned by mail, fax, or third-party)

STATE OF _____

COUNTY OF _____

I certify that on _____, 201____, _____ personally came before me and acknowledged under oath that he or she executed this document personally and voluntarily.

Notary Public

Must be 21 or older to gamble. (Must be 19 or older in Ontario). Must be 18 or older for pari-mutuel wagering in Ohio. Know When To Stop Before You Start.® Gambling Problem? Call 1-800-522-4700. (IL, PA, NJ or CA: If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537). AZ: 1-800 NEXTSTEP. MO: 1-888-BETSOFF. IA: 1-800-BETSOFF. IN: 1-800-9WITHIT. Ontario: Know Your Limit, Play Within It! 1-888-230-3505.) ©2013, Caesars License Company, LLC.

Gambling Problem? In OHIO, please call 1-800-589-9966.

Attachment X.A.6_A7

REQUEST TO REMOVE SELF-RESTRICTIONS AND RELEASE

Full Name (include any nicknames): _____
Mailing Address: _____
Telephone No.: _____ Total Rewards Account No.: _____
Driver's License State and No.: _____ Date of Birth: _____
Social Security No.: _____

I, _____, request that Caesars Entertainment Corporation, Caesars Entertainment Operating Company, Inc., Caesars Interactive Entertainment, Caesars Growth Partners, LLC (collectively "Caesars"), restore to me the following privileges (check all that apply):

- Access to casino credit/markers (subject to Caesars ordinary policies and procedures regarding the extension of credit);
- Check-cashing privileges;
- Receipt of direct mail promotional material.

The basis for my request is:

- I did not request the current self-restrictions and believe they were established by mistake.
- I requested the current self-restrictions, but the initial period of restriction has expired. I am aware Caesars will not remove the current restrictions except at my written request.

I am aware that Caesars offers a voluntary self-exclusion program, whereby Caesars will make reasonable efforts to exclude me from Caesars casinos. I am also aware that Caesars offers a voluntary self-restriction program, whereby Caesars will make reasonable efforts to restrict my access to various casino services and privileges. I do not want Caesars to exclude me from Caesars casinos and I do not want Caesars to restrict my access to any of the services and privileges indicated above.

I understand that my request to remove these voluntary self-restrictions will apply at all properties owned, operated, or managed by Caesars including Caesars, Harrah's, Horseshoe, Rio, Showboat, Harveys, Bally's, Grand, Paris, Flamingo, Tunica Roadhouse, The Quad Resort & Casino, Hot Spot Oasis, Planet Hollywood Resort & Casino, ThistleDown Racino, Bluegrass Downs Racetrack, and O'Sheas.

I have taken the time to review and understand the following terms of this Request to Remove Self-Restrictions and agree with all of them:

- **I am knowingly and voluntarily requesting Caesars to allow me to use the services or exercise the privileges listed above.**
- I release Caesars from any obligation to restrict me from using any of the above services or privileges. I recognize that I am responsible for the use of the above services. **I acknowledge that Caesars is not responsible for, and will not be liable for, my use of any of the above services or for my gaming losses.**

- Caesars may provide information regarding this request to Caesars personnel and business partners (including cash access providers, tour operators, and possibly others) who Caesars determines should reasonably be aware of this request.
- I acknowledge that Caesars reserves the right, in its sole discretion, to exclude me from its casinos or deny me access to casino services or privileges. **I acknowledge that Caesars is not responsible for, and will not be liable for, denying me access to the gaming area of its casinos or otherwise denying me access to other casino services.**

RELEASE

- **I will not seek to hold Caesars liable in any way for allowing me to use Caesars gaming facilities and/or the services or privileges listed in this request, even if Caesars negligently permits me to engage in gaming or negligently permits me to use the services or privileges listed in this request, and I agree to indemnify Caesars for any liability it may incur relating to this request.** Specifically, I, for myself, my heirs, executors, administrators, successors, and assigns, hereby release, and forever discharge Caesars Entertainment Corporation, Caesars Entertainment Operating Company, Inc., Caesars Interactive Entertainment, Caesars Growth Partners, LLC and all of its direct and indirect subsidiaries, their partners, agents, employees, officers, affiliates, directors, subsidiary companies, successors, and assigns, and those with whom they may lawfully share information regarding this request (collectively, the “Released Parties”), from any and all claims in law or equity that I now have, or may have in the future, against any or all of the Released Parties arising out of, or by reason of, the performance or non-performance of this request, or any other matter relating thereto, including any and all claims I now have, or may have in the future, arising out of the negligence of any of the Released Parties. I further agree, in consideration for the Released Parties’ efforts to implement my request, to indemnify and hold harmless the Released Parties to the fullest extent permitted by law for any and all liabilities, judgments, damages, and expenses of any kind, including reasonable attorneys’ fees, resulting from or in connection with the performance or non-performance of the request herein, including the negligent performance or non-performance of this request.

Signature/Date

Witness/Date

NOTARIZATION (Must be completed if returned by mail, fax, or third-party)

STATE OF _____

COUNTY OF _____

I certify that on _____, 201 __, _____ personally came before me and acknowledged under oath that he or she executed this document personally and voluntarily.

Notary Public

Must be 21 or older to gamble. (Must be 19 or older in Ontario). Must be 18 or older for pari-mutuel wagering in Ohio. Know When To Stop Before You Start.® Gambling Problem? Call 1-800-522-4700. (IL, PA, NJ or CA: If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537). AZ: 1-800-NEXTSTEP. MO: 1-888-BETSOFF. IA: 1-800-BETSOFF. IN: 1-800-9WITHIT. Ontario: Know Your Limit, Play Within It! 1-888-230-3505.) ©2013, Caesars License Company, LLC.

Gambling Problem? In OHIO, please call 1-800-589-9966.

Attachment X.A.6_A8

RESPONSIBLE GAMING AUDIT

For _____ Quarter, 201 _____

Property Audited:

General Manager:

Responsible Gaming Chairperson:

Responsible Gaming Committee Members Name and Department:

This Quarterly Audit Completed By:

Name

Department

Date

Date held Responsible Gaming Committee meeting this quarter:

Date of next scheduled quarterly Responsible Gaming Committee meeting:

1. Number of new hires this quarter _____
 2. Number of employees who have received Responsible Gaming training this quarter _____
 3. If #1 is greater than #2, please provide a breakdown indicating the reason why all newly hired employees did not receive responsible gaming training, i.e. transfer from another property, etc.
-

4. Date held most recent Responsible Gaming refresher _____
5. Is the Responsible Gaming tagline on all items listed below (where applicable):

On-Property Collateral (Posters/Brochures/Flyers)	Yes	No	N/A
Print (Advertisements/Promotions)	Yes	No	N/A
Direct Mail	Yes	No	N/A
Comps	Yes	No	N/A
Credit Applications	Yes	No	N/A
Radio	Yes	No	N/A
Television	Yes	No	N/A
Phone "Hold" Message	Yes	No	N/A
Individual Room Directory	Yes	No	N/A
Employee Newsletter	Yes	No	N/A

6. List other communication methods specific to this property:

7. List the topic of this quarter's Responsible Gaming related article in your employee newsletter.

In the following chart, please indicate with an "X" the responsible gaming collateral placement at your property:

Locations	Posters			Brochures				Stickers/ Plaques/ Wraps (any of the 3 items listed above)	TV Ad
	Know When To Stop	Project 21	Unattended Children	Know When To Stop	Seniors RG	Unattended Children	Odds		
Main/Valet Entrance (3 in 1 combo poster approved)									
Garage Entrance (3 in 1 combo poster approved)									
Turnstile Entrance									
All Other Entrances/Exits									
All ATMs (FOH)									
Main Cage									
All Cashier Cages									
Credit Offices (Property and shared services)									
Total Rewards Center									
VIP Services (Diamond and Seven Star Lounge and Cage)									
Concierge									
Arcade									
Pool (if not age restricted)									
Hotel Lobby									
Hotel Rooms (in- room TV channel)									
Hotel Rooms (if RG TV Ad is not looped on in-room TV channel)									
Back Of House									
Fast Cash and Bill Breaker Machines									
Casino Floor (non- audio plasma spots)									

9. List the location(s) on property where the State Gaming Law fixture is displayed:

10. List below the Responsible Gaming Bulletin Board items posted at your property for this quarter

11. Number of patrons **initiating** a Self-Restriction at your property this quarter

12. Number of patrons **reinstated** from a Self-Restriction at your property this quarter

13. Number of patrons **initiating** a Self-Exclusion at your property this quarter

14. Number of patrons **reinstated** from a Self-Exclusion at your property this quarter

15. Please attach report of items 11-14 for review.

16. Have completed forms for all of this quarter's restrictions, exclusions, and reinstatements been provided to Corporate Responsible Gaming?
Please select method of transmission?

Yes / No ___ mail (US Postal/overnight courier) ___ email
 ___ fax ___ saved to shared drive

17. Number of log entries created this quarter?

18. Please attach report of item 17 for review.
19. Do all PBX attendants have Responsible Gaming "PBX Operator Script" available to them?
Yes / No
20. RG ID at Slots:
a) Is the audio alert functioning on the AS400 system?
Yes / No
- b) What department receives the audio alert?

Attachment X.A.6_A9

INTEROFFICE MEMO



The Premier Name in Casino Entertainment

TO: **Jan Jones** cc: Vern Jennings
Dean Hestermann

FROM: **Jennifer Shatley**
Director, Code of Commitment

PHONE: 702.407.6476 / 702.407.6520 FAX

DATE: August 27, 2004

SUBJ: **Responsible Gaming Pilot Focus Group Findings**

BACKGROUND AND OBJECTIVES

The week of June 7th, all of the Responsible Gaming Ambassadors (RGAs) had been trained. Mass training with front line employees utilizing training module two was conducted June 21st through June 27th. Approximately two months after the training had been implemented, focus groups were conducted in order to determine if employees understood their role in the responsible gaming process, to receive updates on any reporting and subsequent customer conversations, and to garner employees' viewpoint on the policy and training.

METHODOLOGY

Four focus groups consisting of thirty-seven respondents were conducted on August 17th and 18th in New Orleans. Two groups consisted of front line employees, one group consisted of supervisor level front line employees, and one group was composed of Responsible Gaming Ambassadors. The Responsible Gaming Ambassador group consisted of thirteen out of the eighteen RGAs designated in New Orleans.

SUMMARY

Employees uniformly appreciate the clear procedures and defined roles for employees under the new policy.

Employees understand the basic sequence of events and their roles in implementing the new responsible gaming policy. Also, front line employees understand the policy of reporting verbal statements as opposed to behaviors because of the difficulty in interpreting behaviors.

The process of reporting concerns seems to be working. Front line employees did not receive resistance from supervisors when reporting concerns. Responsible Gaming Ambassadors were willing to receive reports and respond quickly. Employee reports had led to several conversations with customers, all of which were perceived to be successful by the Responsible Gaming Ambassadors.

Feedback to front line employees is crucial to success.

The new policy reinforces the Code of Commitment with employees. They perceive the policy to be a benefit to customers and employees.

KEY FINDINGS

Focus Groups

The responsible gaming program was extremely well received. Employees perceive the new process as a way to help both customers and employees. Front line employees feel better about their jobs because now they have a clear understanding of what they are supposed to do when confronted by these types of customer statements. Before this training, they were unsure how to handle these situations and simply internalized them or tried to have these conversations themselves. Front line employees were very receptive to the new program because their role is clear and simple and the process takes the onus off them. Responsible Gaming Ambassadors agreed that limiting the number of employees empowered to have these types of conversations and training them to do so was a good thing.

- “If I report it, I feel good about it because I did my part.” [*Front line*]
- “The program is for the purpose of helping problem gamblers, but the program is also for helping us to feel satisfied that if we perceive a problem, there’s something that can be done about it.” [*Front line*]
- “The program shows that Harrah’s has made a commitment to this area of responsible gaming. I think it’s good for the customer.” [*Supervisor*]
- “(The program shows) we care about (the customer) as a person.” [*RGA*]

The training established clear procedures that had been lacking. The training was described as a “roadmap.” Employees now understand how to approach and deal with these types of situations and they have “a clear path to follow.” The general consensus is that the training provided all employees with “more structure” on how to handle responsible gaming situations and they “understand their roles better now.”

- “The role playing (was) valuable.” [*RGA*]

Employees understand their role in the responsible gaming process. All groups understand the basic sequence of events and their roles in implementing the new responsible gaming policy: front line employees report statements that cause concern to a supervisor, supervisors report these concerns to a Responsible Gaming Ambassador, and a Responsible Gaming Ambassador speaks to the guest if appropriate. However, it is less clear to front line employees and supervisors the exact nature of the conversation between a Responsible Gaming Ambassador and a customer. Updating module two of the training with an example of a responsible gaming conversation might make this part of the process less ambiguous to non-RGA employees.

Feedback is imperative to the success of the new responsible gaming policy. Front line employees want to feel that their concerns are being addressed and need a better understanding of the responsible gaming process after a concern is reported. Having Responsible Gaming Ambassadors attend buzz sessions periodically and share descriptions of interactions between RGAs and customers would stress the importance of front line employees’ role in the process, and that reporting customer comments is the right thing to do. Also, such feedback would demonstrate that action is being taken based on these front line reports.

The process of reporting concerns seems to be working. Supervisors generally agree that Responsible Gaming Ambassadors had been receptive to reports, were willing to handle problems, and were very quick about responding. Front line employees also indicated they feel good about the program and are willing to report when concerned. Front line employees who had reported concerns indicated that supervisors were willing to receive reports and offered no opposition.

- “I didn’t see any resistance at all (from my supervisor).” [*Front line*]

Front line employees understand the policy of reporting verbal statements made by customers, not behaviors. While some mentioned behaviors that caused concern, these employees understood that behaviors are not to be reported. When behaviors were mentioned, these front line employees discussed the difficulty of interpreting behaviors, supporting their understanding that only verbal statements that cause concern are to be reported. In fact, the Responsible Gaming Ambassadors indicated that front line employees are asking fewer questions and making fewer reporting about customer behaviors because of the more structured responsible gaming process that is focused on statements.

- “I see (the customers) playing, but I don’t know what their financial situation is.” [*Front line*]
- “I pick up on what they say more than just their behavior.” [*Front line*]

Employee reports did lead to several conversations with customers by a Responsible Gaming Ambassador. The Responsible Gaming Ambassadors indicated their experiences with these conversations had been positive overall. While in one such interaction the customer decided to self-exclude, conversations were perceived to be positive regardless of the customer deciding to self-exclude or self-restrict. One Responsible Gaming Ambassador stated he had a good conversation and provided materials to the customer, but the customer refused to give his name. Despite this refusal to provide his name, he perceived the conversation to be a success. Another interaction led to a customer indicating the comment was made in jest, and the RGA perceived the conversation as positive. Despite the delicate subject matter of the conversation, one customer, who a Responsible Gaming Ambassador initiated a conversation with, was very complimentary of the entire process.

- “I’ve never had one that’s comfortable, (yet) I’ve never had one that’s confrontational.” [*RGA*]
- “I’ve never had a person blame Harrah’s (for their problem).” [*RGA*]

The training reinforced the Code of Commitment with employees. Employees indicated that the training made them feel good about working for Harrah’s. It reinforced their belief that Harrah’s is truly committed to responsible gaming and has a genuine concern for people, both employees and customers, and the communities in which they operate. One veteran in the casino industry said he felt better about working for Harrah’s because other casino companies he worked for didn’t care about this issue. Many employees indicated they thought this was a very positive program especially in a market with a lot of locals. The general consensus among employees is that it is “very essential” for each of them to be involved in the program and it makes them “feel good” about their jobs and Harrah’s as a company.

- “I see it as an opportunity from a company perspective for us to be able to address employee concerns. Second, it gives us the opportunity to go out and address those issues with the customers . . . We need to make sure that our customers are healthy.” [*RGA*]
- “The program shows that Harrah’s has made a commitment to this area of responsible gaming. I think it’s good for the customer.” [*Non-RGA supervisor*]

TAKEAWAYS

The word “listen” should be used more in training module two to reinforce front line employee role of listening to customer comments and reporting verbal statements that cause concern.

Develop feedback mechanism for front line employees detailing examples of the entire process that occurred after an employee report.

Add an example of a conversation between a Responsible Gaming Ambassador and a customer to the front line training.

Since an individual Responsible Gaming Ambassador does not have responsible gaming conversations with customers frequently, a brief summary sheet describing conversations steps should be created.

Each property should delineate a private area for the responsible gaming conversations to be held.

Attachment X.A.6_A10

Evaluation of the Responsible Gaming Policy
REPORT 1: Employee Training

June 2007



AUTHORS

Robert Ladouceur, Ph.D.

Centre québécois d'excellence pour la prévention et le traitement du jeu (Quebec Centre for Excellence in the Prevention and Treatment of Gambling), Université Laval, Quebec, Canada

Francine Ferland, Ph.D.

Centre québécois d'excellence pour la prévention et le traitement du jeu (Quebec Centre for Excellence in the Prevention and Treatment of Gambling), Université Laval, Quebec, Canada

SUGGESTED REFERENCE:

Ladouceur, R. & Ferland, F. (2006). *Evaluation of Harrah's Responsible Gaming Policy. Report 1: Employee Training*. Université Laval, Quebec .

This study was financially supported by Harrah's Entertainment Inc. Neither of the authors was involved in the development of the training material, in the training itself, nor in the creation of the Responsible Gaming Policy.

© Université Laval (June 2007)

EXECUTIVE SUMMARY

INTRODUCTION

The Responsible Gaming Policy developed by Harrah's involved training all employees, whether or not they are in contact with patrons. The impact of this Policy was evaluated in two studies. Firstly, its efficiency in teaching employees was evaluated in six casinos comprising more than 5,000 employees. Secondly, the help offered to gamblers was examined by questioning the gamblers themselves. In all cases, following a conversation with a customer, the Responsible Gaming Ambassador (RGA) handed out a questionnaire to be completed and returned to the researchers. This report includes the findings of the first study.

CONTEXT OF THE EVALUATION

Harrah's developed three different types of training addressing Responsible Gaming. The first Module ("Our Commitment to Responsible Gaming") was created to be presented to all employees, the second ("Our Roles in Responsible Gaming") was designed for the Front of House employees (FOH) and the Responsible Gaming Ambassadors (RGAs), while Module 3 ("Roles of Responsible Gaming Ambassadors") was specifically developed for the Responsible Gaming Ambassadors who have the responsibility to meet the guests with whom there is a concern. The primary objective of these training sessions is to explain the Responsible Gaming Policy, its application in the casinos and the required involvement of employees to ensure its application.

Six properties representing the three types of casinos owned by Harrah's (Destination, Indian and Local) were chosen to participate in the present evaluation. One casino of each type was assigned to each condition. The experimental group included casinos from Joliet, Phoenix (Ak-Chin), and Reno while the control group comprised casinos from Lake Charles, Laughlin, and Rincon. The assignment to the

experimental conditions was based on the calendar elaborated by Harrah's for the implementation of its new Responsible Gaming Policy.

The impact of the training was evaluated through a repeated measures protocol with an experimental and a control group. A three month follow-up assessed the maintenance of the benefits of the program.

The evaluation of Module 1 ("Our Commitment to Responsible Gaming") was done with BOH employees, the second training ("Our Roles in Responsible Gaming") was evaluated with the FOH employees and the third training ("Roles of Responsible Gaming Ambassadors") was evaluated with the RGAs. The following are the main findings of the study.

Module 1

Our Commitment to Responsible Gaming

Objectives of the Training

- A) Explain Harrah's commitment to responsible gaming;
- B) Describe casino players;
- C) List symptoms of pathological gambling;
- D) Define resources for help;
- E) Describe Harrah's leadership in responsible gaming.

Participants

A total of 1,316 BOH employees completed the pre-experimental questionnaire and 1,197 of those questionnaires could be matched with the post-experimental ones (Experimental group = 917 and Control group = 388). The final analyses are based on 1,197 questionnaires. Half of the participants (51%) are male and 52% had completed

high school or a higher level of education. The mean age of the participants was 43.1 years ($SD = 13.1$) and they had worked for Harrah's for an average of 7.1 years ($SD = 6.9$).

Impact of the Training

- The training significantly increased the BOH employees' awareness on the importance of obtaining information on responsible gambling.
- About 25% of the BOH employees mentioned having already heard a guest say something that caused them to be concerned.
- The BOH employees significantly increased their knowledge concerning the Responsible Gaming Policy, Harrah's commitment toward responsible gaming, the main characteristics of casino gamblers, the resources available to help gamblers, Harrah's leadership in responsible gaming, and the amount of time and money spent gambling is not a reliable indicator of one's gambling problem.

Module 2

Our Roles in Responsible Gaming

Objectives of the Training

- A) Describe the policy of reporting concerns;
- B) Understand the roles of: Employees, Supervisors, and Responsible Gaming Ambassadors;
- C) Describe the kinds of concerns to be reported;
- D) Explain when concerns should be reported;
- E) Explain what you can expect.

Participants

More than 2,000 FOH employees completed each step of the evaluation (Experimental group = 975 and Control group = 1,270). Their mean age was 39.9 years ($SD = 13.0$) and they had worked for Harrah's for an average of 5.6 years ($SD = 5.4$). Forty-two percent were males and more than half of the participants (63%) had completed a college or higher education degree.

Impact of the Training

- The training significantly improved FOH employees' knowledge toward Harrah's Responsible Gaming Program and increased their understanding of the Responsible Gaming Policy and how it should be implemented.
- The training significantly improved the FOH employees' attitude regarding the fact that what guests say could be a reason for concern.
- Attending the training significantly improved the motivation of FOH employees to report to a supervisor the concerns they might have about a guest.
- At the 3 month follow-up, some benefits of the training were not maintained but the level of knowledge at follow-up was still significantly better than before the training.
- This is the first time that Harrah's has implemented a specific procedure for third party requests. This procedure seems useful: FOH employees who attended the training reported third party requests during the three month interval between the post-training and the follow-up evaluations.

- The training clarified the urgency with which four different types of concerns should be reported. These are (1) gambling behaviours that should never be reported, (2) guest saying that gambling causes him problems, which should be reported immediately, (3) third party's concerns, which should be reported as soon as possible, and (4) guest saying that he should no longer gamble, which should be reported before the end of the work shift. However the guidelines taught during the training sessions still need clarification in the minds of many employees.

Module 3

Roles of Responsible Gaming Ambassadors

Objectives of the Training

- A) List the responsibilities of a Responsible Gaming Ambassador;
- B) Describe the purpose and use of the Responsible Gaming Log;
- C) Describe decision making for Responsible Gaming Conversations;
- D) Discuss the six steps of conducting a Responsible Gaming Conversation.

Participants

Sixty-six RGAs completed each step of the evaluation (Experimental group = 43 and Control group = 23). The majority of them were males (70%). Their mean age was 44.0 years ($SD = 9.8$) and they had worked for Harrah's for an average of 11.7 years ($SD = 8.0$). A third of the participants (34%) graduated from college or had a higher level of education.

Impact of the Training

- The training significantly increased the knowledge of the RGAs and the understanding of their new roles and duties. These gains were maintained at the three month follow-up.
- Attending the training significantly increased the knowledge that RGAs had about the purpose and the use of the Responsible Gaming Log.
- Three months after the training, almost all RGAs said that they were still very interested in pursuing their duties. Indeed, most of them said that being a RGA is an important part of their job.
- Being a source of help for the guests, the moral value that the Responsible Gaming Policy brings to the company, and the fact that they can make a difference are the three components RGAs appreciated the most about being an ambassador.
- RGAs who had conducted RGCs mentioned that 62% of the guests and/or third parties they met were very receptive to their interaction.
- RGAs who volunteered to be RGAs have a significantly better knowledge of their responsibilities than the RGAs who were asked to be in charge.

RECOMMENDATIONS AND OPPORTUNITIES

- Since 25% of the BOH employees reported having heard a guest saying something that caused them to be concerned, Harrah's might examine the possibility of offering Module 2 ("Our Roles in Responsible Gaming") to these employees.

- The FOH employees include both supervisors and non supervisors; they have different roles to play in the Responsible Gaming Policy. In order to take into account this major difference, it may be useful to train the FOH employees in two different groups. During the training of the supervisors, trainers could insist on the importance of giving feedback to the employees who reported a concern, while during the non-supervisors' training, they could allocate more time to practical exercises on how to recognize the type of statements that should be reported and their urgency.
- The training focused on four different types of concerns, and their relative urgency to be reported to a supervisor. The majority of FOH employees had difficulty judging the urgency with which to report a concern. Future training may simply categorize the concerns in term of "Report / Do Not Report".

CONCLUSION

The overall results reveal that the three training Modules successfully improved employees' knowledge, attitudes and behaviors concerning Harrah's Responsible Gaming Policy. The majority of the objectives were met and employees were satisfied with the content and format of the training sessions. However, some suggestions and recommendations were made in order to improve the program and make it even more efficient.

In the context that the ultimate goal is to help gamblers who may not be gambling responsibly, the results of the second study will be of paramount importance to evaluate the impact of the Program for the players themselves.

Attachment X.A.6_A11

Evaluation of the Responsible Gaming Policy
REPORT 2: The Customer Evaluation

March 2008



AUTHORS

Robert Ladouceur

Centre québécois d'excellence pour la prévention et le traitement du jeu (Quebec Centre for Excellence in the Prevention and Treatment of Gambling), Université Laval, Quebec, Canada

Francine Ferland

Centre québécois d'excellence pour la prévention et le traitement du jeu (Quebec Centre for Excellence in the Prevention and Treatment of Gambling), Université Laval, Quebec, Canada

SUGGESTED REFERENCE:

Ladouceur, R. & Ferland, F. (2006). *Evaluation of Harrah's Responsible Gaming Program. Report 2: The Customer Evaluation*. Université Laval, Quebec.

This study was financially supported by Harrah's Entertainment Inc. Neither of the authors was involved in the development of the training material, in the training itself, nor in the creation of the Responsible Gaming Policy.

© Université Laval (May 2007)

TABLE OF CONTENTS

LIST OF TABLES II

LIST OF APPENDIXES III

Report

INTRODUCTION 2

METHOD 2

Participant Recruitment 2

Procedure 3

Questionnaires 4

Origins of the Completed Questionnaires 4

RESULTS 5

Sociodemographic Characteristics 5

Gambling Habits 7

The Responsible Gaming Conversation 8

Self-exclusion 12

DISCUSSION 12

LIST OF TABLES

Table 1:	Casinos in which the Responsible Gaming Conversations were held	5
Table 2:	Sociodemographic characteristics of the respondents	6
Table 3:	Impression of control over gambling and impact of gambling in the respondents' life during the month preceding the Responsible Gaming Conversations	8
Table 4:	Respondents' feelings when invited to meet with the Responsible Gaming Ambassadors and reasons given by the Responsible Gaming Ambassadors for having the meeting	9
Table 5:	Locations where the Responsible Gaming Conversations took place	10
Table 6:	Things that were most and least appreciated about the Responsible Gaming Conversations and/or the Responsible Gaming Ambassadors	11
Table 7:	How were the Responsible Gaming Conversations helpful?	12

LIST OF APPENDIXES

Appendix A: Letter of information sent to the Responsible Gaming Chairperson	15
Appendix B: Letter of information addressed to the Responsible Gaming Ambassadors	19
Appendix C: Customer Survey	22

Evaluation of the Responsible Gaming Policy
REPORT 2: The Customer Evaluation

INTRODUCTION

Two studies were conducted in order to evaluate the impact of the Responsible Gaming Policy implemented by Harrah's Entertainment. The results of the first study revealed that attending the training increased employees' understanding and knowledge concerning the notion of Responsible Gambling. They also showed that employees were interested and motivated in reporting guests who seemed to need help. These results, as well as some recommendations on how to improve the Responsible Gaming Policy, were presented and discussed in a previous report.

This second report aims to complement the evaluation of the employees' training by examining how guests who met with a Responsible Gaming Ambassador (RGA) evaluated their Responsible Gaming Conversation (RGC). This document includes (1) information concerning the characteristics of guests who met with the RGAs, (2) how guests perceived the RGC, and (3) the impact of the RGA's intervention.

METHOD

Participant Recruitment

Evaluation of the guests' perception began with the collaboration of the three experimental casinos (Joliet, Ak-Chin, Reno) which were involved in the training evaluation (see Report 1). Subsequently, the number of casinos increased, as training was held in other locations, and at the end of the study, there were 25 casinos participating. The new casinos were included as soon as all their employees had received the Harrah's training and the Responsible Gaming Policy was in place.

The initial objective was to recruit a sample of 250 guests who have met with a Responsible Gaming Ambassador for a RGC. Recruitment difficulties forced us to lower the number of expected respondents. This study includes 56 participants.

Only one respondent took part in the RGC in order to discuss the gambling habits of a relative; all others did so in order to discuss their own gambling activities.

Procedure

Before sending the first questionnaires to the participating casinos, the coordinator of the present study contacted the Responsible Gaming Chairperson of each location to inform them about the start of the study and to explain to them the procedure that they should follow. The first questionnaires were sent to the Responsible Gaming Chairperson of the three experimental casinos in September 2005. The package sent included an information letter specifying the guidelines to follow for the evaluation, as well as an instruction letter to be given to the RGAs who were in charge of the RGCs. All contact between the Responsible Gaming Chairperson and the project contact person was done per electronic mail (or occasionally by telephone). No contacts were made between the project coordinator and the RGAs of the casinos. Copies of the information letter addressed to the Responsible Gaming Chairpersons and the RGAs are included in Appendix A and B.

The Responsible Gaming Chairperson was instructed to place the questionnaires in a location that is easy for the Ambassadors to access, to inform them of the location where the questionnaires would be placed and to give a copy of the information letter to each RGA. The RGAs were asked to invite all the guests, with whom they had a Responsible Gaming Conversation, to participate in the study and to give them the package containing the survey and a pre-stamped reply envelope. The Ambassadors were asked not to select the guests, but to offer the possibility to participate to all people they met with, whether the Conversation was considered to be successful or not, whether it ended with a self-exclusion decision or not, and whether the conversation concerned the gambling habits of the guest or not. The guests received \$20 after they completed and returned the questionnaire to our office.

The questionnaires were sent to the Responsible Gaming Chairpersons between September 2005 and December 2007. As mentioned previously, at the end of the study, 25 casinos had received survey questionnaires to be distributed to guests.

Questionnaires

The questionnaire used to evaluate the satisfaction of the guests was specifically developed for this study. It evaluates the guest's satisfaction with the RGC that they had with the Ambassador as well as the guest's gambling habits. The questionnaire contains 36 questions, one of which is addressed specifically to third parties who had a RGC within the framework of the Responsible Gaming Policy. A copy of the questionnaire is included in Appendix C.

Origins of the Completed Questionnaires

Most of the questionnaires were completed by gamblers who met with RGAs at the Harrah's Cherokee Casino (38%) and the Harrah's Council Bluff Casino (24%). Table 1 shows the breakup of the respondents from the various casinos.

Table 1. Casinos in which the Responsible Gaming Conversations were held.

	Number of Questionnaires Returned	Percent
• Harrah’s Cherokee	21	37,5%
• Harrah’s Council Bluff	13	23,2%
• Harrah’s St Louis-Riverport	11	19,6%
• Bluffs Run Casino	6	10,7%
• Harrah’s Atlantic City	1	1,8%
• Harrah’s New Orleans	1	1,8%
• Harrah’s North Kansas City	1	1,8%
• Harrah’s Reno	1	1,8%
• Guest did not identify the property	1	1,8%

RESULTS

Sociodemographic Characteristics

Half of all respondents were men (52%) and the majority was Americans (89%). They were between 22 and 83 years of age, with a mean age of 46.3 years ($SD = 13.7$ yrs). Half of the participants were married (50%), 64% worked full time and 41% had an annual household income between \$25,000 and \$50,000. The ethnic group most represented among the respondents was Caucasians (82%) and 39% had a Diamond Total Reward Membership (see Table 2 for more details).

Table 2. Sociodemographic characteristics of the respondents.

	Percent
Gender	
• Male	51.8%
• Female	48.2%
Nationality	
• American	89.1%
• Other	10.9%
Ethnicity	
• White	82.1%
• Black, African American	8.9%
• American Indian, Alaskan Native	5.4%
• Asian	3.6%
Marital status	
• Married	50.0%
• Single	19.6%
• Divorced	14.3%
• Separated	7.1%
• Widowed	7.1%
• Common Law	1.8%
Education Completed	
• Some college	41.8%
• Secondary/high school	30.9%
• College graduate	14.5%
• Masters or other advanced degree	5.5%
• Grade/Elementary school	3.6%
• Some post-graduate work	3.6%
Main Occupation	
• Full-time job	63.6%
• Retired	16.4%
• Unemployed	10.9%
• Part-time job	7.3%
• Student	1.8%
Total Annual Household Income	
• Under \$25,000	17.9%
• \$25,000 to \$49,999	41.1%
• \$50,000 to \$74,999	23.2%
• \$75,000 to \$99,999	8.9%
• Over \$100,000	8.9%

Category of Total Reward	
• Gold	24.1%
• Diamond	38.9%
• Platinum	18.5%
• Seven stars	5.6%
• Not a TR member (or did not want to mention it)	13.0%

Gambling Habits

Casino activities are the gambling activities in which the majority of the respondents take part on a weekly basis (56%). Among the casino activities, most of the participation was in Slots (58%), Poker (10%), Black Jack (6%), Craps (4%) and Roulette (2%).

During the week preceding the RGC, the respondents reported having gambled an average of \$6,584.10 ($SD = 23,684.50$) in a casino and \$23.90 ($SD = 68.48$) outside of a casino. Almost all respondents (96.3%) reported that gambling was a problem for them and that their gambling problem was very much related to their casino activities (79%). Only 4% said that their gambling problem was related to non-casino gambling activities.

Since 35% of the respondents said that they felt having had no control over their gambling activities during the month preceding their RGC (22% said they felt having had a little control), it is not surprising that 55% mentioned that they never perceived themselves as being a responsible gambler (26% said they rarely perceived themselves as a responsible gambler).

During the month preceding their RGC, gambling very much affected their social life (63%), their relationships with their family and friends (69%) and their psychological functioning (52%). However, 31% of the respondents mentioned that gambling did not affect their job or career during the same period. Table 3 presents the detailed answers for each category.

Table 3. Impression of control over gambling and impact of gambling in the respondents' life during the month preceding the Responsible Gaming Conversations.

	Not at all	A little	Somewhat	Very much	Completely
Control over gambling	35.2%	22.2%	27.8%	9.3%	5.6%
Gambling disturbed					
• Social life	5.6%	11.1%	20.4%	37.0%	25.9%
• Relationships with family and friends	7.4%	9.3%	14.8%	48.1%	20.4%
• Psychological functioning	7.4%	18.5%	22.2%	31.5%	20.4%
• Job	30.8%	17.3%	28.8%	15.4%	7.7%

The Responsible Gaming Conversation

Only one of the completed questionnaires came from a guest who had a RGC in order to discuss the gambling habits of a relative. All other questionnaires were completed by guests who had a RGC to discuss their own gambling activities.

Although most of the respondents said that they did not have any bad feelings when the RGA asked to meet with them for a RGC, 10% reported that they had the impression of having done something wrong. Depending on the respondents, the Ambassadors told them that they wanted to meet with them in order to help the guest with his/her gambling problem (45%) or to fill out some papers in private (25%).

Table 4. Respondents' feelings when invited to meet with the Responsible Gaming Ambassadors and reasons given by the Responsible Gaming Ambassadors for having the meeting.

	Frequency	Percent
Respondents' feelings when asked to meet with the RGA (21 comments)		
• Fine	8	38.1%
• Nervous / Scared	5	23.8%
• Relieved	5	23.8%
• Like I did something wrong	2	9.5%
• Total shock	1	4.8%
Reasons given by the RGA to explain why they wanted to meet with the guest (20 comments)		
• To assist the guest with his/her gambling problem	9	45.0%
• To fill out papers in private	5	25.0%
• No reason given by the RGA	3	15.0%
• The guest asked for the meeting	2	10.0%
• The guest had a gambling problem	1	5.0%

The RGCs lasted an average of 23 minutes ($SD = 9$ min) and most of them were held in one of the security offices (50%) or in another office (39%). However, some Conversations were held in the gambling area (2%) or at the courtesy desk (2%). Most of the respondents (91%) reported that the RGC was held in an appropriate area, but 7% believed that the meeting was held in a totally inappropriate location. Table 5 presents all the locations where the RGCs took place.

Table 5. Locations where the Responsible Gaming Conversations took place.

	Frequency	Percent
• Security office	28	50.9%
• Office (no more specification)	22	40.0%
• Behind teller/Cashier cage	1	1.8%
• In front of the casino	1	1.8%
• Restaurant	1	1.8%
• Gambling area	1	1.8%
• Courtesy desk	1	1.8%

More than three-quarters of the respondents (80%) had the impression that the RGA listened well to what they had to say and that they were very helpful. Five percent (5%) had the impression that the RGA did not want to help them.

The respondents especially appreciated the fact that the RGA was actively listening and understanding (35%). They had a sensitive approach regarding their problem (28.6%). The only negative comments given by the respondents concerned the fact that they had the impression that the RGC was mandatory, which was not the case. Table 6 presents the most and the least appreciated aspects about the RGC and/or the RGAs.

Table 6. Things that were most and least appreciated about the Responsible Gaming Conversations and/or the Responsible Gaming Ambassadors.

	Frequency	Percent
Things that were the most appreciated (63 comments)		
• RGA was understanding	22	34.9%
• RGA was sensitive	18	28.6%
• Privacy	5	7.9%
• Getting the goal completed	4	6.3%
• Explanation of the self-exclusion	4	6.3%
• Guest mentioned having appreciated nothing	3	4.8%
• RGA was not judgemental	3	4.8%
• Restricted my coming to the casino	1	1.6%
• Money savings	1	1.6%
• Feeling of taking back the control	1	1.6%
• Brief talk	1	1.6%
Things that were the least appreciated (10 comments)		
• Fact that I had to do it	4	40.0%
• Being in a public area	2	20.0%
• Guest felt embarrassed	1	10.0%
• Employee (RGA) was not concerned	1	10.0%
• Banning is permanent	1	10.0%
• Felt having been treated like a prisoner	1	10.0%

Nearly three-quarters of the respondents (73%) mentioned that their RGC was very or completely helpful: only a small proportion of the respondents reported that their RGC was a little helpful (7%) or not helpful at all (6%). The main use that guests felt for the RGC was to help them increase their knowledge and understanding of how self-exclusion works and its potential benefits (50%). Table 7 presents the comments of the respondents about how the RGC was helpful for them.

Table 7. How were the Responsible Gaming Conversations helpful?

	Frequency	Percent
• Let the guest know all the rules/consequences	20	50.0%
• Allowed the guest to achieve his/her goal	12	30.0%
• Guest appreciated being treated with respect	6	15.0%
• Guest said that it was too early to explain	1	2.5%
• Guest learned a lot about problem gambling	1	2.5%

Self-exclusion

The casino guests were well aware of the self-exclusion service offered by the casino: 83% of them reported that they knew of its existence before their meeting with the Ambassador. The RGC motivated the guests to consider self-exclusion for them: 93% of the respondents chose to exclude themselves from the casino after their meeting. They did so for a one-year period (44%).

DISCUSSION

The goal of this study was to find out how guests perceived the Responsible Gaming Policy that was established by Harrah's and to determine whether Responsible Gaming Conversations (RGC) were held with the guests who needed them. The results showed that RGCs took place with gamblers who have little or no control over their gambling habits. The majority of the gamblers stated that they had gambled in a non responsible manner in weeks prior to the RGC. This leads us to believe that the casino employees (Back and Front of the House) who are regularly in contact with gamblers do report concerns leading a the RGAs. In addition, concerns reported meet the criteria of the Responsible Gaming Policy established by Harrah's.

Interestingly enough, most RGAs followed the instructions they were given during the training concerning where to hold the RGCs. Most of the conversations were held away from the gambling floor and in an appropriate location. However, some RGAs held RGCs in locations not recommended in the Responsible Gaming Policy: Some guests mentioned that the RGA met with them in the gambling area or at the courtesy counter. Although, in some casinos, it may be difficult to have access to a private location, it is still important to remind the RGAs to find a location that would allow the gamblers to be in full confidence and to be able to speak freely.

The results also showed that the majority of the RGAs applied an approach that satisfied the majority of the guests. The gamblers particularly appreciated the sensitive, non-judgmental and understanding approach used by the Ambassadors. Although few negative comments were made by the gamblers, some guests mentioned that the Ambassador gave them the impression that they had done something wrong while some other guests mentioned that the RGA did not seem to want to help them.

Although the main goal of the RGC is not to make gamblers self-exclude from the casino, the majority of patrons who met with a RGA enrolled in this service. Despite the fact that this leads us to believe that the RGAs were able to successfully explain the advantages of self-exclusion, we should examine the possibility that some Ambassadors may give the impression that self-exclusion is mandatory. Some gamblers actually mentioned that they had been approached by the RGA with the request to fill out some papers in private. However, it is important to remember that most of the gamblers found the RGC to be helpful, which leads us to believe that the conversations satisfy the gamblers' needs and that they seem to be targeting the right people.

A limitation of this study was the small number of patrons who returned their questionnaire to our office. Although participants were recruited from several casinos, only 56 people completed the evaluation form. We must mention that there was no contact between the RGAs and the coordinator of the study. It is therefore difficult to know how many gamblers received the information about this project and how many

questionnaires were given to guests. The present data must therefore be interpreted as preliminary results. It would be important to duplicate this study with a larger sample of gamblers. This second phase would allow to validate these results. We also suggest modifying the recruitment procedure in the future. It would also be an advantage to have direct contact with the Ambassadors, instead of dealing through an intermediary, such as the Responsible Gaming Chairperson. Although most were very cooperative and interested in recruiting participants, some never replied to the e-mails sent by the coordinator. The frequent turnover in the personnel for Responsible Gaming Chairpersons may explain why, in many instances, the new chairperson was not informed of the ongoing study and why they were not able to find the questionnaires in their respective casino. It would also be facilitating for the coordinator to directly contact the guests who met with an Ambassador (by e-mail, mail or telephone) in order to offer them the possibility of participating in the study. This would allow to determine the rate of participation and to ensure that all individuals who met with an RGA were offered the possibility to participate.

Another limitation of this study was that only one “third party” guest returned the questionnaire. Since third party interviews are a new initiative for Harrah’s, it would have been interesting to receive more questionnaires from these guests. However, it is difficult to know how many third party interviews were held within the framework of a RGC and how many of these third party guests received a copy of the questionnaire. Nevertheless, these results seem to indicate that the RGCs satisfy the needs of the gamblers more than the needs of their loved ones. Only a duplication of this study would confirm this conclusion.

APPENDIX A

Letter of information sent to the Responsible Gaming
Chairperson

APPENDIX A

Dear Responsible Gaming Chair persons,

As we agreed together via emails, here are some copies of the Customer Survey aiming to evaluate how guests and/or third parts appreciate the Responsible Gaming Conversations they have with the RGAs. The results of this survey will be used to improve the Responsible Gaming Policy that was implemented within most of Harrah's properties a year ago. This letter will inform you a little bit more about the survey. Feel free to contact me if you ever need more information

First of all, it is important for you to know that our research group had been chosen by Harrah's to evaluate its new Responsible Gaming Policy. The evaluation of it was divided into two parts: (1) Evaluation among employees and (2) Evaluation among guests and/or third parties. The employees' part is now completed and the customer survey is already running in a few properties. Your property will join the group to help us reach the goal of 250 completed surveys.

We tried not to add too much job to both you and your RGAs. A letter included in the package describes the job requested from your RGAs but for your information here is what the RGAs will have to do.

1. Ask the guest or third party if he/she wants to participate in a survey aiming to improve the new Responsible Gaming Policy. Each persons who will complete the survey and return it will receive a 20\$ check.
2. The survey is totally confidential. It goes through the mail directly to us in Canada and never will Harrahs have the whereabouts of the respondents.

3. If the guest or third party agrees to participate, give him/her an envelope identified as “RG Guest’s Survey”. The envelope contains everything he/she needs to complete and return the survey (a pre-stamped return envelope is also included).
4. The survey could be completed anywhere (on property or outside the casino) before being mailed to us using the pre-stamped envelope provided with it.

Like I had fewer copies than expected, I could send you only a few copies of the survey. More copies will come in a few weeks when I’ll get the additional copies from the printing company. However, the process is still the same: Each copy of the survey is inserted in an individual envelope identified as “RG Guest’s Survey”. Each envelope contains a letter explaining the purpose of the survey to the patrons, one copy of the survey and a stamped envelope pre-addressed to our office in Canada. I also added 15 copies of a letter explaining the survey to your RGAs. Please give one of these letters to each of them if needed.

Please explain carefully to each of your RGAs what they have to do. Make sure that the customer surveys are stored with the Responsible Gaming Conversation material so the RGAs will easily find a copy of the survey when they need one. Don’t worry about whom receives a copy of the survey. It could either be a guest who was reported by an employee or a third party who requested help for a relative. Don’t feel any rush to distribute the customer surveys. Just try to give a copy to each of the person you meet for a Responsible Gaming Conversation.

I do know that the number of RGC could vary from one property to another. I’m also aware that giving a copy of the survey to a guest will not necessarily translate in me receiving a completed survey. This is why we do have to give as many copies as possible in order to increase our chances that a guest will complete it and send it to me.

Feel free to contact me by e-mail or telephone if you need any further information or if you have any questions concerning that survey. I'll contact you regularly to let you know how many surveys have been returned to me and to check if you need some more copies of the survey.

Thank you very much for your help. We really appreciate it.

Francine Ferland, Ph.D.
Tel: 1-866-677-5389
e-mail: francine.ferland@psy.ulaval.ca

APPENDIX B

Letter of information addressed to the Responsible Gaming
Ambassadors

APPENDIX B

Dear Responsible Gaming Ambassador,

As you know, Harrah's has implemented a new Responsible Gaming Policy in which you have a major role to play. You already received a training aiming to help you perform a Responsible Gaming Conversation and feel more comfortable while meeting guests or third parties. The efficiency of that training was evaluated among 6 of Harrah's properties. Now that this evaluation is over we are now ready to begin the last part of project which aims to assess how useful the Responsible Gaming Conversations are for guests and/or third parties.

In order to do so, we need that 250 persons (guests and/or third parties) who have had a Responsible Gaming Conversation with a RGA filled out the survey. Like this is a big amount of surveys, we need that as many properties as possible help us. It is on Jennifer Shatley's advice that your property has been chosen.

As a Responsible Gaming Ambassador, you are the person who will handle the survey to the guest /third parties you will meet after that an employee would have reported a concern about that guest/third party. Your role is to make sure that one copy of the survey is given to each person you will meet whatever the issue of the Responsible Gaming Conversation would be.

Here is more information about how you could handle the survey after a Responsible Gaming Conversation:

5. Ask the guest or third party if he/she wants to participate in a survey aiming to improve the new Responsible Gaming Policy. Each persons who will complete the survey and return it will receive a 20\$ check.

6. The survey is totally confidential. It goes through the mail directly to us in Canada and never will Harrahs have the whereabouts of the respondents.
7. If the guest or third party agrees to participate, give him/her an envelope identified as "RG Guest's Survey". The envelope contains everything he/she needs to complete and return the survey (a pre-stamped return envelope is also included).
8. The survey could be completed anywhere (on property or outside the casino) before being mailed to us using the pre-stamped enveloped provided with it.

You don't have to stay with the guest or third party while he/she completes the survey. The survey could be completed outside of the casino and even be brought home.

Your property received few copies of the survey. Each copy is inserted in an individual envelope identified as "RG Guest's Survey". Each envelope contains a letter explaining the purpose of the survey to the guest/third party, one copy of the survey and a stamped envelope pre-addressed to our office in Canada. Please make sure to give one envelope to each person you will meet.

Feel free to contact me by e-mail or telephone if you need any further information or if you have any questions concerning that survey.

Thank you very much for your help.

Francine Ferland, Ph.D.
Tel: 1-866-677-5389
e-mail: francine.ferland@psy.ulaval.ca

APPENDIX C
Customer Survey

APPENDIX C

Attachment X.A.6_A12

**HARRAH'S NATIONAL RESPONSIBLE GAMING PROGRAMS:
POLICY, TECHNOLOGY, TRAINING, AND EVALUATION**

Jennifer Shatley, Program Vice President, Code of Commitment, Harrah's Entertainment, One Caesars Palace Drive, Las Vegas, Nevada 89109, USA

Dean Hestermann, Corporate Director, Public Affairs, Harrah's Entertainment, Memphis, Tennessee, USA

Dr. Robert Ladouceur, School of Psychology, University of Laval, Ste-Foy, Quebec, Canada

Dr. James Whelan, Director of Clinical Training, The University of Memphis, Memphis, Tennessee, USA

Dr. Carl Braunlich, Associate Professor, University of Nevada Las Vegas, Las Vegas, Nevada, USA

Topic Category: Human resource management and training in the gaming industry

HARRAH'S NATIONAL RESPONSIBLE GAMING PROGRAMS: POLICY, TECHNOLOGY, TRAINING, AND EVALUATION

Abstract

The first part of the paper traces ways self-exclusion and self-restriction have been incorporated in Harrah's responsible gaming effort and challenges involved in implementing these programs across the world's largest casino company. We will discuss technology enhancements that allowed the program to evolve from manual procedures to property-specific CMS-based procedures, and most recently to an enterprise solution. The technology and logistical issues related to system development and implementation will be illustrated. Finally, we will show how the significant investment in technology reduces administrative errors, provides better in-casino enforcement, increases compliance with a growing patchwork of state regulatory requirements, and provides better auditing and reporting capabilities.

The second part of the paper describes how the company policy on exclusions and restrictions guided the creation of new responsible gaming training programs for all Harrah's employees. The enhancements are the first major modifications of Harrah's training since the early 1990s. The paper outlines the collaborative process between industry and the academic community that informed the policy and the training, as well as the business, intellectual, and other curriculum drivers. Finally, we will illustrate the primary training modules, with material drawn directly from the training curriculum.

The third part of the paper presents findings of an evaluation of the responsible gaming training held at Harrah's properties. The evaluation used a multi-property experimental design. Two studies will be presented evaluating the impact of Harrah's responsible gaming program. More than 5000 employees from six casinos participated in the first study. The casinos were randomly assigned to an experimental or control condition, and employees were required to complete questionnaires focusing on understanding and knowledge acquired throughout the training sessions. The second study evaluated the impact that the new responsible gaming policy has on guests with whom trained employees have discussed responsible gaming concerns. The results and implications for the field of responsible gaming will be discussed.

HARRAH'S NATIONAL RESPONSIBLE GAMING PROGRAMS: POLICY, TECHNOLOGY, TRAINING, AND EVALUATION

Background

Harrah's Entertainment is the world's largest provider of branded casino entertainment with 4 million square feet (372,000 square meters) of casino space, 40,000 hotel rooms, 85,000 employees and 40 million customers registered in the company's Total Rewards member database. The company has grown since its founding by Bill Harrah in 1937 to 40 casinos worldwide, operating under the brand names of Harrah's, Grand Casinos, Horseshoe, and Harvey's. Harrah's Entertainment owns and operates casinos in Las Vegas, Nevada, under the brands of Rio, Paris and Caesars Palace.

Harrah's beginnings of responsible gaming policy took place in the late 1980's when the Harrah's president at the time, Phil Satre, convened a company-wide task force trying to figure out what, if anything, the company should do about what was then, at the time, termed compulsive gambling. The result of that two-year process was Harrah's becoming the first casino company to recognize problem gambling and to address problem gambling issues within casino operations.

In 1994, the company employed an internal consultant, Carol O'Hare, a recovering compulsive gambler, to advise management on problem gambling issues. This consultant gave the company a perspective on the issue that was invaluable and was responsible for some of the first generation responsible gaming training, the evolution of which is discussed below. The company in 1995 partnered with AT&T telecommunications and the National Council on Problem Gaming to create a national helpline that is available toll free 24 hours a day, 7 days a week anywhere in the United States, with confidential referrals to resources for help with the gambling problem.

Harrah's first appointed a responsible gaming director in 1996, and in 1999 the company expanded their self-exclusion and restriction programs to all of the firm's casino operations. Previous to this, many of the company's casinos had informal self-exclusion programs administered by casino hosts and floor managers. In 1999 these programs were formalized into a national program that if a guest was excluded from one of the company's casinos, the guest was to be excluded from all of the company's casinos nationwide.

As of the 2000 a number of responsible gaming programs were in force within Harrah's Entertainment operations, including Project 21 and Operation Bet Smart. Project 21 is a program to educate casino employees and local communities of the risk of underage gambling. Casino floor staff is trained to request identification from any customers who appear to be 30 years of age or less, to ensure that minors do not gamble, keeping in mind the legal age to gamble in casinos in the United States for most jurisdictions is 21 years of age. The company empowers, trains and expects all employees on the casino floor to do that carding, not only security staff.

Operation Bet Smart is an education and awareness campaign for casino employees which includes training sessions and company collateral distributed to employees and posted throughout employee work areas. This program at its inception trained employees to understand problem and pathological gambling and gave some guidance about what to do about concerns that one might have about working on the casino floor with customers. The program has evolved into a more comprehensive program described below. There are also policies and programs to make sure children are not left in cars in parking lots, kids are not left in lobbies and arcades.

The company also offers self-restriction in addition to self-exclusion which involves a guest who does wish to receive promotions or invitations from the casino in the mail, or who does wish to be able to cash a check or receive credit from the casino. When one of the company's casinos receives such a request, it will take steps to honor the request in all of the company's casinos including the operation from which the request originated.

In 2000 Harrah's Entertainment launched their Code of Commitment, an official statement regarding corporate social responsibility, which among other areas, addressed policies for responsible gaming. This was the first time a gaming firm officially recognized its responsibility to address the issues of problem gambling. The Harrah's Code of Commitment may have inspired the gaming industry trade group, the American Gaming Association, to issues a voluntary code of conduct for responsible gaming for all of its member companies.

When the Code of Commitment was announced in 2000, Phil Satre the Chairman and CEO of Harrah's at the time, traveled to all of the company's casinos to communicate to employees that these were the standards by which the company wanted to be judged. During this tour, an employee posed the question to Mr. Satre as to what to do about a guest who does not admit to gambling problem, but makes comments to

indicate that gambling is causing significant harm to her and her family. The response was, without question, the company was not going to do business with that guest. Harrah's responsible gaming philosophy was two-fold. Harrah's wants everyone who gambles at their casinos to be there for the right reasons – to simply have fun. In addition, Harrah's does not want people who don't gamble responsibly to play at their casinos, or at any casinos.

Revision of Existing Programs

With this mandate from the company's leadership, Harrah's began an evaluation of all the infrastructure supporting responsible gaming policy and commenced development of improvements to close the gap on deficiencies that were discovered. The company began a two year process to reinvent and rejuvenate the policies, programs, and training protocols that addressed problem gambling and those customers who may not be gambling responsibly

One area of improvement was to develop clear procedures for customer contact employees, to train them how to report concerns that a guest may not be gambling responsibly, and to also to train supervisors to whom those concerns were reported how to handle the information received. The company created a supervisory role of Responsible Gaming Ambassador to handle reports of employee concern. There are 15-30 Responsible Gaming Ambassadors within each casino, depending on the size of the property, and they are available 24 hours a day, 7 days a week, so there is always a Responsible Gaming Ambassador available to talk with a guest about the company's concerns, provide alternatives for assistance such as self-restriction and exclusion, and other options available from which the guest can choose if they wish.

A second area of improvement was to develop an information technology infrastructure that could support the programs under development to address the company's responsible gaming philosophy. If a guest is requests a self-exclusion program at one casino, the application automatically sends the self-exclusion information to all the company's casino properties and populates the company's customer management software programs. As a result, requests by the guest for check cashing or credit extension, no matter in which casino they are visiting, will automatically be prohibited. Distribution of marketing and promotion mailings to the guest will also be automatically prohibited.

An additional utility of the responsible gaming information technology system was the creation of a database of information regarding comments by customers that caused concerns on the part of the employees. One of the responsibilities of the Responsible Gaming Ambassadors is to take reports of concerns about customers by employees and enter them in the Responsible Gaming Log. This database of information is available company-wide to all Responsible Gaming Ambassadors, and assists these individuals in making decisions as to have a conversation or not have a conversation with a guest regarding the company's concern that the guest may not be gambling responsibly.

Instructional Design

A series of training modules were developed to both support the Harrah's responsible gaming philosophy and to support the policies, procedures and information technology that resulted from the above enhancements of existing programs. Three one-hour training modules were created. Each of the modules has a refresher program given yearly, along with training modules for the prevention of underage gambling, policies for unattended minors, and responsible service of alcohol.

The first module, entitled *Our Commitment to Responsible Gaming*, was designed to be delivered to all new-hire employees as a part of their general orientation to the company. This module explains Harrah's commitment to responsible gaming, and describes the types of people who gamble in Harrah's casinos. The module also describes the phenomenon of pathological gambling and identifies resources for help for pathological gamblers and their families and friends. The module concludes with a review of all the various programs that Harrah's offers with regard to responsible gaming.

The second module, entitled *Our Roles in Responsible Gaming*, was designed to be delivered to all customer-contact employees, including casino and non-casino employees. This module describes the policy of reporting concerns regarding customers who may not be gambling responsibly. The module details the roles of employees, supervisors, and Responsible Gaming Ambassadors in reporting concerns and how to handle these reports. The module also describes what kinds of concerns should be reported, when they should be reported, and what an employee should expect once these concerns are reported.

The third module, entitled *Roles of Responsible Gaming Ambassadors*, was designed to be delivered to those employees who are designated as Responsible Gaming Ambassadors. This module defines and discusses the responsibilities of a Responsible Gaming Ambassador, including entering into and reviewing reported concerns in the Responsible Gaming Log. The module explains the decision making process for whether or not to meet with the customer to express concern and offer alternatives for assistance from which they can choose.

Policy of Reporting Concerns

The critical policy and instructional design element for the training is the reporting of concerns by employees. Many casino staff responsible gaming training programs address behaviors of customers which may indicate they are not gambling responsibly. However, behaviors may often be misinterpreted and the symptoms of problem gambling are difficult even for trained mental health professionals to diagnose. Concern on the part of an employee is a much more relevant and meaningful trigger on which to base an identification of gambling which is not responsible. Employees are able to recognize their own concern and, with training, recognize when they should report their concerns and to whom.

The training process for the concern-based trigger is communicated by the following training script from the second module delivered to all customer-contact employees:

As casino employees, you are not in a position to identify pathological gamblers – that’s something that only a trained mental health professional can do. Pathological gamblers cannot simply be picked out of a crowd. However, there may be, on occasions, a statement or a series of statements over time that makes you concerned that a customer might not be gambling responsibly.

If you become concerned due to a statement or pattern of statements by a customer, you are expected to report this concern to a supervisor either your immediate supervisor or any supervisor that is available at the time, even one outside of your department.

The supervisor will automatically relay your concern to a Responsible Gaming Ambassador. A Responsible Gaming

Ambassador is a specially trained supervisor who may offer assistance to customers with whom we may be concerned.

The Responsible Gaming Ambassador will record your concern in the Responsible Gaming Log.

The Ambassador may meet with the customer to express our concern and offer assistance.

By this means, the concern-based trigger becomes an actionable process that is consistent and trainable and supports the responsible gaming philosophy of the company. That is, Harrah's wants everyone who gambles at their casinos to be there for the right reasons – to simply have fun. The policy and training encompass a means for collecting and acting on comments by customers which may indicate they are not having fun.

The decision making process that an employee would go through when considering reporting a statement from a customer is further developed and reduced to a four step questioning process. An employee is trained that, in order to make a decision as to whether or not to make a report to a supervisor, the employee should ask him or herself the following questions:

“Am I concerned?” If you are concerned, then you should ask yourself . . .

“Are there service or security issues involved that should be investigated before reporting my concerns to a supervisor?” If there are not then you should ask yourself . . .

“Is my concern based on statements and not behaviors?” If so, then you should ask yourself . . .

“How quickly should I report my concern to a supervisor?”

This four-step decision tree is reinforced throughout the training with a series of examples and scenarios of comments by customers on the casino floor, and a review of each situation with respect to these four questions.

Responsible Gaming Conversations

Along with the policy of reporting concerns, there must be a policy of processing these reports and making decisions to act on these reports. The third module of the training addresses these issues through defining the responsibilities of Responsible Gaming Ambassadors. Responsible Gaming Ambassadors are employees designated to receive and handle reports of employee concerns related to them by supervisors. Responsible Gaming Ambassadors access customer records in the Responsible Gaming Log, the information technology system that tracks reports of employee concerns.

Responsible Gaming Ambassadors meet with customers if necessary. Based on the circumstances or on the information that's been received about a customer, a Responsible Gaming Ambassador may approach and talk to a customer, explaining the concerns of the casino and offering information on Harrah's responsible gaming programs or other resources for help. Responsible Gaming Ambassadors are trained to avoid judging customers or confronting them in any way. The purpose of the meeting is two-fold, to express concern, and to offer alternatives for assistance. The meeting is conducted in a private setting away from the casino floor. The length of the meetings was designed to be less than 10 minutes long; the actual length from preliminary data collection indicates an average length of 25 minutes.

Finally Responsible Gaming Ambassadors make entries in the Responsible Gaming Log. All reports of employee concerns are entered in this log, along with notes from meetings with customers, regardless of the outcome of the meetings. In addition to making decisions regarding meetings with customers, the information in the log may be used to recommend company-imposed exclusions for the customer.

Evaluation of Training

An evaluation of the effectiveness of the training was conducted after the initial implementation of the training programs above. The evaluation used a multi-property experimental design. The evaluation was to measure the effectiveness of meeting the learning objectives of the training.

The first study assesses the understanding and the knowledge acquired by employees during the training sessions. More than 5,000 employees from six casinos participated in the first study. The casinos were randomly assigned to an experimental or control

condition, and employees were required to complete questionnaires focusing on understanding and knowledge acquired throughout the training sessions. The global results for each training were evaluated using repeated measures ANOVAs. Each objective was assessed using non-parametric related measures ANOVA (Genmod procedure). The subjective evaluation was made using chi-square tests.

The conclusions of the first study are reported in terms of three employee groups. For employees with no customer contact, the training was successful in informing employees about what problem gambling is and about the company's responsible gaming policy. For customer contact employees, the training informed employees about what should be the source of concern and what to do should they feel concerned about a guest. For Responsible Gaming Ambassadors, the training was successful in informing employees about how to conduct a Responsible Gaming Conversation with a customer and what they can do to help the guest.

The second study evaluated the impact that the new responsible gaming policy has on guests with whom trained employees have discussed responsible gaming concerns. A survey instrument was included in the materials given to a guest during the Responsible Gaming Conversation. The completed instrument was mailed directly to the entity conducting the evaluation and was not submitted to the casino. Initial results are reported (N = 28), however, this study is ongoing and will collect additional information as the number of respondents increases.

Reported difficulties due to gambling during the month preceding the Responsible Gaming Conversation included those with social life (26%), job/career (25%), relationships (75%) and psychological difficulties (54%). Other results reported were a meeting time of 25 minutes, feelings that the Responsible Gaming Ambassador was helpful (71%), perceptions that the Responsible Gaming Conversation was helpful (72%), and perceptions that the meeting was held in an appropriate place (93%).

The consequences of the Responsible Gaming Conversations as reported by customers include excluding themselves from the casino during the meeting (89%) and excluding themselves for life (65%).

Results and Implications

The above paper documents the evolution of responsible gaming policy, policies and procedures in a major U.S.-based gaming-entertainment firm. The responsible gaming

programs, as such, have evolved over time with enhancements including programs for the prevention of underage gambling, education and prevention programs regarding problem gambling, and policies for unattended minors, and restriction and self-exclusion programs.

With the advent of the company's Code of Commitment program of social responsibility, a review of all responsible gaming programs was accomplished and significant revisions made to various policies and procedures, specifically to handling statements made by customers that cause concern in casino employees.

A series of training programs were designed to teach employees how to make decisions regarding concerns for customers, when to report these concerns, and to whom. An information technology infrastructure was designed and implemented to execute, on an enterprise basis, the restriction and self-exclusion decisions made by customers and by the company. This infrastructure also enabled the creation of a database to track all information regarding statements made by customers that created concern among employees. A number of designated employees, called Responsible Gaming Ambassadors, were trained to manage the information in the database and to make decisions to have conversations with customers regarding the company's concerns for them.

The training programs were systematically evaluated, using a control group, and included an evaluation of the impact on customers. The results were positive with regard to the attainment of the learning objectives of the training.

Attachment X.A.6_A13

Harrah's Entertainment National Responsible Gaming Programs: Policy, Training, Technology and Evaluation

Dean Hestermann, Harrah's Entertainment, dhestermann@harrahs.com

Jennifer Shatley, Harrah's Entertainment, jshatley@harrahs.com

James Whelan, University of Memphis, jwhelan@memphis.edu

Carl Braunlich, University of Nevada Las Vegas, carl.braunlich@unlv.edu

Robert Ladouceur, Université Laval, robert.ladouceur@psy.ulaval.ca

Francine Ferland, Université Laval, francine.ferland@psy.ulaval.ca

(c) 2006, Harrah's License Company, LLC

Copyright Information

This presentation and all trademarks appearing in this presentation are the sole and exclusive property of Harrah's License Company, LLC for use by its related companies (collectively, "Harrah's"). This presentation and its contents are confidential and proprietary to Harrah's and may not be used or reproduced in whole or in part without Harrah's express prior written authorization. Trademarks not owned by Harrah's that appear in this presentation are the property of the respective owners.

(c) 2006, Harrah's License Company, LLC

Program Evolution and Technology

Dean Hestermann

Corporate Director, Public Affairs

Jennifer Shatley

Program Vice President, Code of Commitment

Presentation Overview

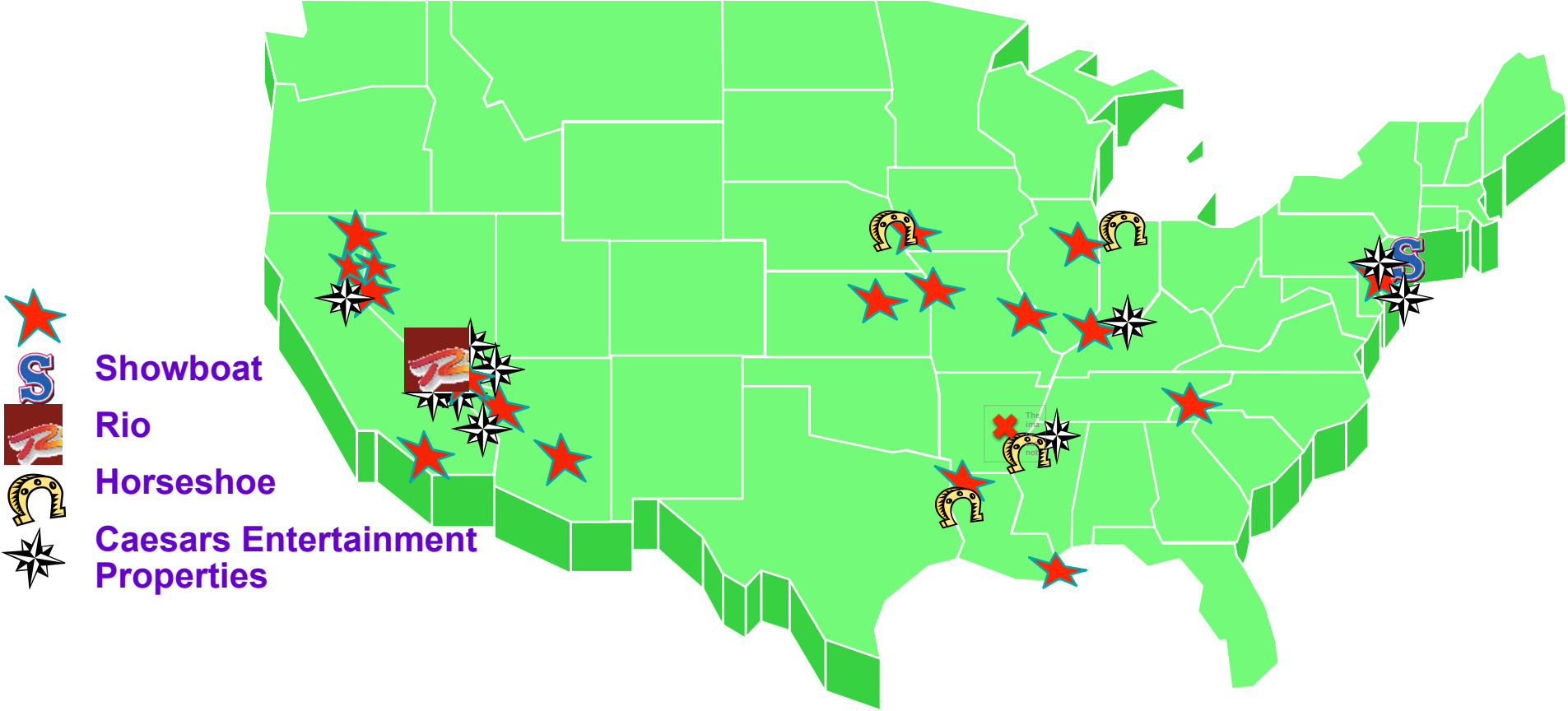
- Company overview
- Early evolution of responsible gaming programs
- Current responsible gaming policy and programs
- Technology solutions and issues

About Harrah's Entertainment

- World's largest provider of branded casino entertainment
 - **4 million** square feet of casino space
 - **40,000** hotel rooms
 - **85,000** employees
 - **40 million** Total Rewards[®] members
- Only investment-grade gaming company
- Member of the S&P 500
- Ranked 309 in Fortune 500 in 2006
- Only U.S. casino operator listed on Dow Jones World Sustainability Index

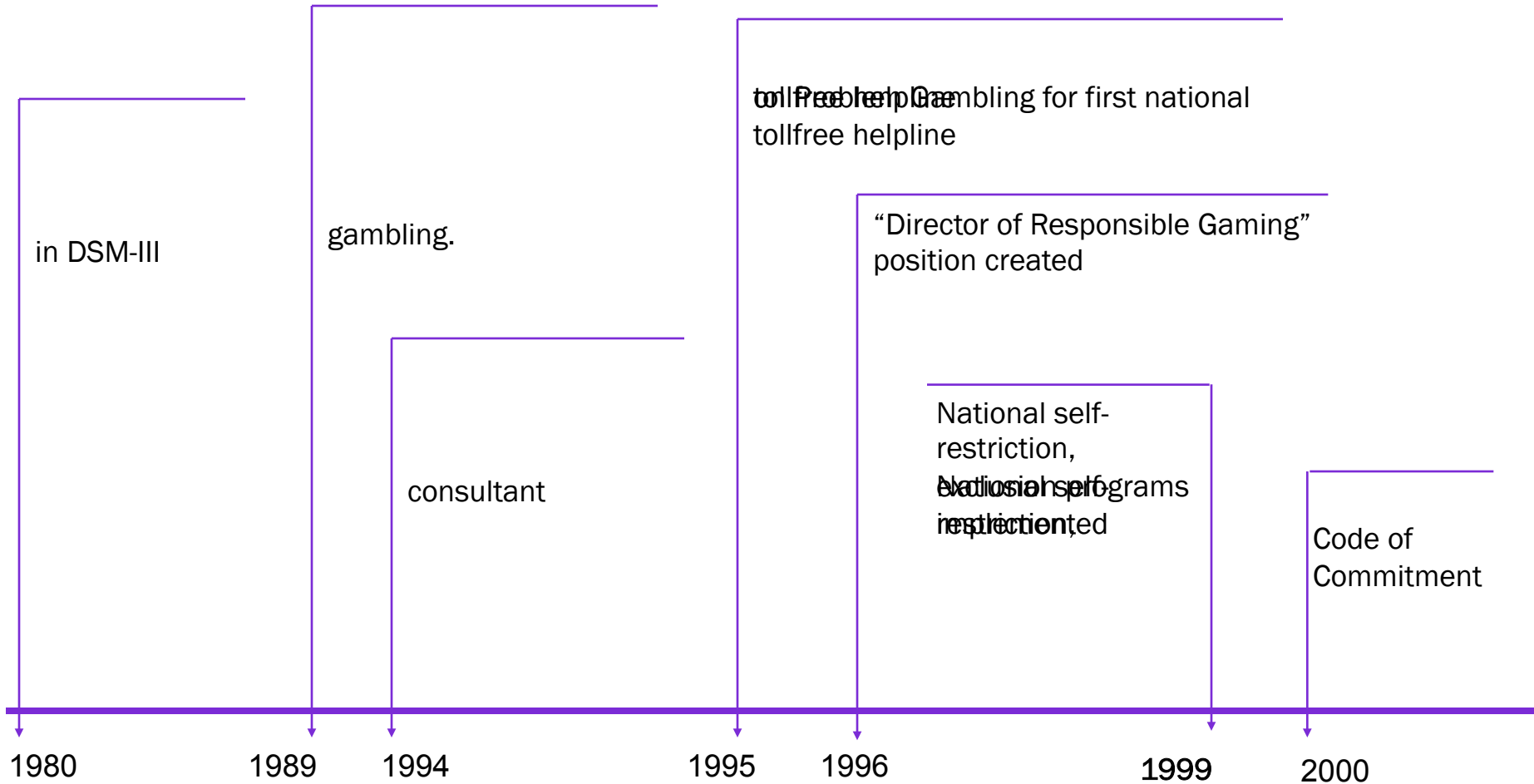
(c) 2006, Harrah's License Company, LLC

Industry's Broadest Footprint



(c) 2006, Harrah's License Company, LLC

Early Responsible Gaming Milestones



(c) 2006, Harrah's License Company, LLC

Major RG Components Circa 2000

- Code of Commitment

(c) 2006, Harrah's License Company, LLC

Moment of Truth

“What do we do about a customer who doesn’t come out and admit a gambling problem but makes comments that sound like her gambling is causing harm to her and her family?”

Evaluation of Responsible Gaming Program

- Conducted 2000-2002
- Consulted
 - Treatment professionals and researchers
 - Company-wide task force (including representatives from legal, marketing, HR, Government Relations, casino operations, IT, surveillance)
 - Company trainers and supervisors
 - Employees via surveys and focus groups
 - Other companies, other programs

(c) 2006, Harrah's License Company, LLC

Conclusion:

Responsible Gaming Is Critical Business Function

- Some form of responsible gaming legislation or regulation in virtually all jurisdictions
 - Ten states in which we operate maintain state self-exclusion programs
- Gaming Control Boards audit against responsible gaming standards
 - Mistakes are costly
- Responsible gaming program impacts every part of the operation
 - Cashiering
 - Marketing / Total Rewards
 - Advertising
 - Hotel
 - Security
 - Information technology
 - Training
 - Internal audit / Compliance
 - Beverage service

(c) 2006, Harrah's License Company, LLC

Conclusion: Current RG Program Is Deficient

- Current program more than a decade old



(c) 2006, Harrah's License Company, LLC

Conclusion:

Deficiencies of Existing Program

- Program assembled without benefit of latest research
- Program assembled in more placid regulatory environment
- Poorly articulated policy, strategy
- Training lacked clear procedures for employees
- Permanent exclusions were the only option
- Completely self-initiated program
- Largely manual, property-specific entry of all self-exclusions
- No immediate knowledge of RG patron with CMS initiated privileges (check cashing, W2G jackpots, etc)

(c) 2006, Harrah's License Company, LLC

Responsible Gaming Program Evaluation Outcomes

- Development of a responsible gaming policy (2002-2004)
 - Based on latest scientific and scholarly research
- Creation of employee training to support the new policy (2004)
 - Translating complex policy into actionable training
 - Consulted with research and treatment professionals
 - Dr. Carl Braunlich – Purdue University
 - Dr. James Whelan – University of Memphis
- Development of a responsible gaming information technology application (2002-present)
 - Mitigating significant administrative challenges posed by self-exclusion / restriction
- Creation of a responsible gaming ad campaign (2002-present)

(c) 2006, Harrah's License Company, LLC

Harrah's Responsible Gaming Philosophy

- Harrah's wants everyone who gambles at our casinos to be there for the right reasons—to simply have fun.
- Harrah's doesn't want people who don't gamble responsibly to play at our casinos, or at any casinos.

Key Improvements to Responsible Gaming Program

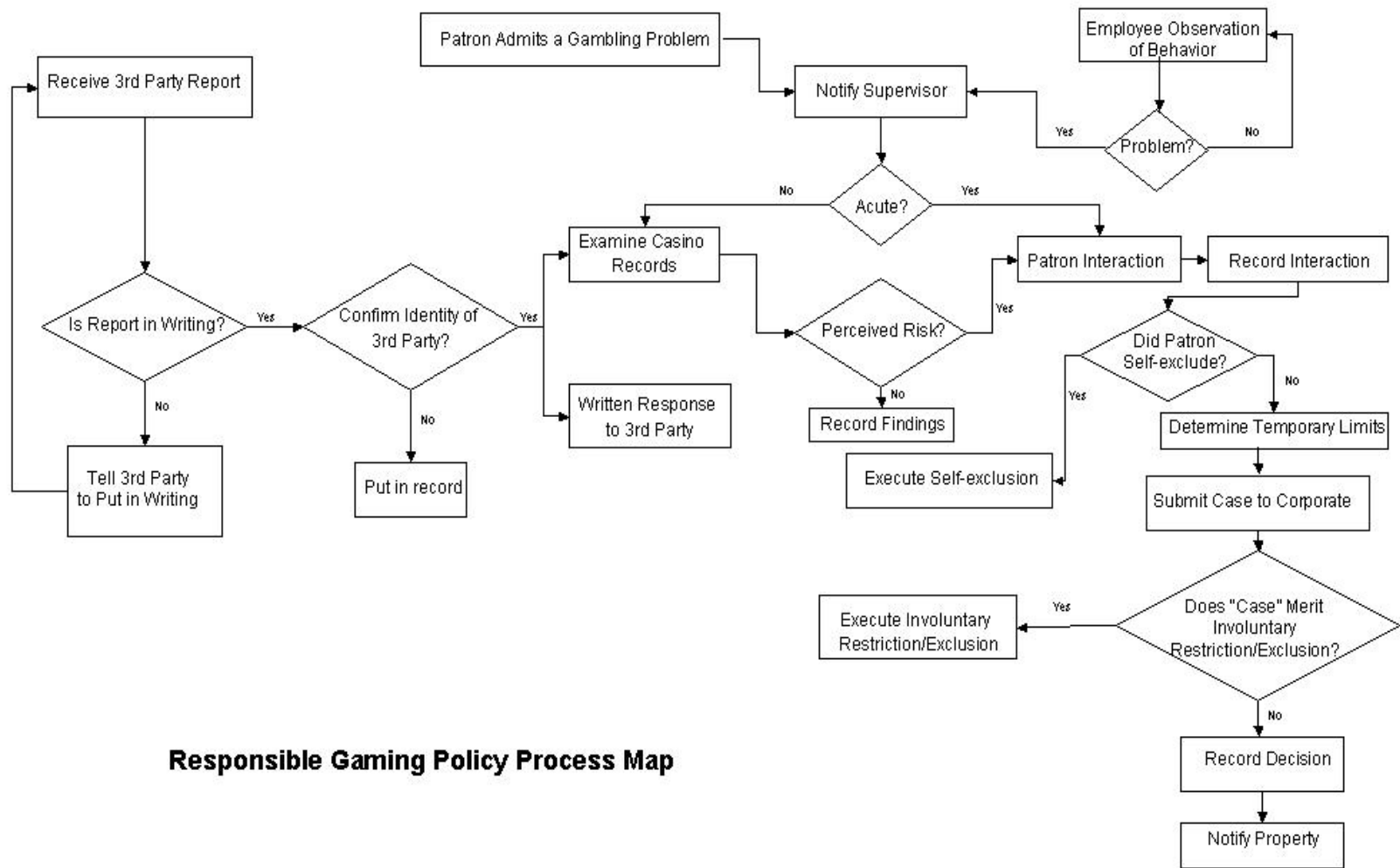
- Developed clear procedures for reporting concerns
 - Training revised to include these improvements
- Creation of Responsible Gaming Ambassador role
- Excluded/Restricted at all properties, entire premises
- Excluded/Restricted time limit options at the patron's request:
 - 1 year, 5 years, permanent
- Included ability to exclude at company discretion
- Creation of RG2 Application
 - Automated exclusions/restrictions
 - Immediate knowledge of RG participants with CMS activation

(c) 2006, Harrah's License Company, LLC

Restriction / Exclusion Policy

- Policy does not assume behavior is a trigger, only verbal statements
 - Training emphasis on listening to customer statements, not observing behaviors
- Emphasis on reporting employee concerns about customers, not identifying problem gamblers
- Links security, customer service and responsible gaming procedures
 - If responsible gaming issue is mentioned by the patron while dealing with behavior, the responsible gaming procedures will be applied

Translating Complex Policy into Actionable Training



Responsible Gaming Policy Process Map

(c) 2006, Harrah's License Company, LLC

Responsible Gaming Employee Training

- Responsible gaming training for all employees
 - New Hire Orientation
 - Back of House
 - Front Line
 - Responsible Gaming Ambassadors
- Specialized training for “Responsible Gaming Ambassadors” who conduct guest conversations

Responsible Gaming Ambassador Selection

- Approximately 15-20 per property, depending on property size
- 24/7 coverage with at least one Responsible Gaming Ambassador working each shift
- Positions that are used to dealing with challenging customer issues
- Viewed by guests as being in a position of authority
 - A non-uniform wearing position
- Flexibility of spending time on a moments notice with a guest
- Beta test site selections
 - Departmental shift managers and assistant shift managers
 - Both gaming and non-gaming managers
 - Only those interested, no forced participation

(c) 2006, Harrah's License Company, LLC

Evaluation of Policy Training

- Each module tested with employee groups during development
- Pre-brand implementation beta test
 - Conducted at Harrah's New Orleans from June - August 2004
 - Findings
 - Employees appreciate the clear procedures and defined roles
 - Emphasized “listen” in training to reinforce role of listening to customer comments and reporting verbal statements that cause concern, not behaviors
 - Employees understand the basic sequence of events and their roles
 - Added example of Responsible Gaming Ambassador conversation with guest to front-line training to give “big picture”
 - Feedback to front line employees is crucial to success
 - The new policy reinforces the Code of Commitment with employees
- Implementation evaluation

(c) 2006, Harrah's License Company, LLC

Information Technology Original Process

- Deficiencies of original process
 - All manual procedures
 - Account changes must be made at each property individually
 - 144 sections of data changed manually for exclusion
 - Data integrity issues
 - Labor intensive
 - No identification or notification of responsible gaming participants attempting to engage in prohibited privileges
 - No ability to retain records of responsible gaming incidents with patrons
 - No ability to audit

(c) 2006, Harrah's License Company, LLC

Information Technology Enhancements

- Capital investment of \$ 3.4 million for design and development
- Stand-alone system that interacts in real-time with other systems across the brand
 - Automated exclusions, restrictions company-wide
 - Log for responsible gaming incidents company-wide
- Benefits
 - Enterprise solution
 - Account changes have to be made at only one property
 - Better in-casino enforcement of exclusions, restrictions through automatic denial of certain privileges processed from CMS
 - Including check cashing, credit extension, W2G jackpots, requested complimentary

(c) 2006, Harrah's License Company, LLC

Information Technology Enhancements

- Benefits
 - Assistance in compliance with state regulations
 - More control over marketing
 - Documentation of program activities
 - Audit, reporting function, etc
 - Responsible gaming log
 - Company-wide
 - Used to retain patron incidents outside of CMS
 - Limited access

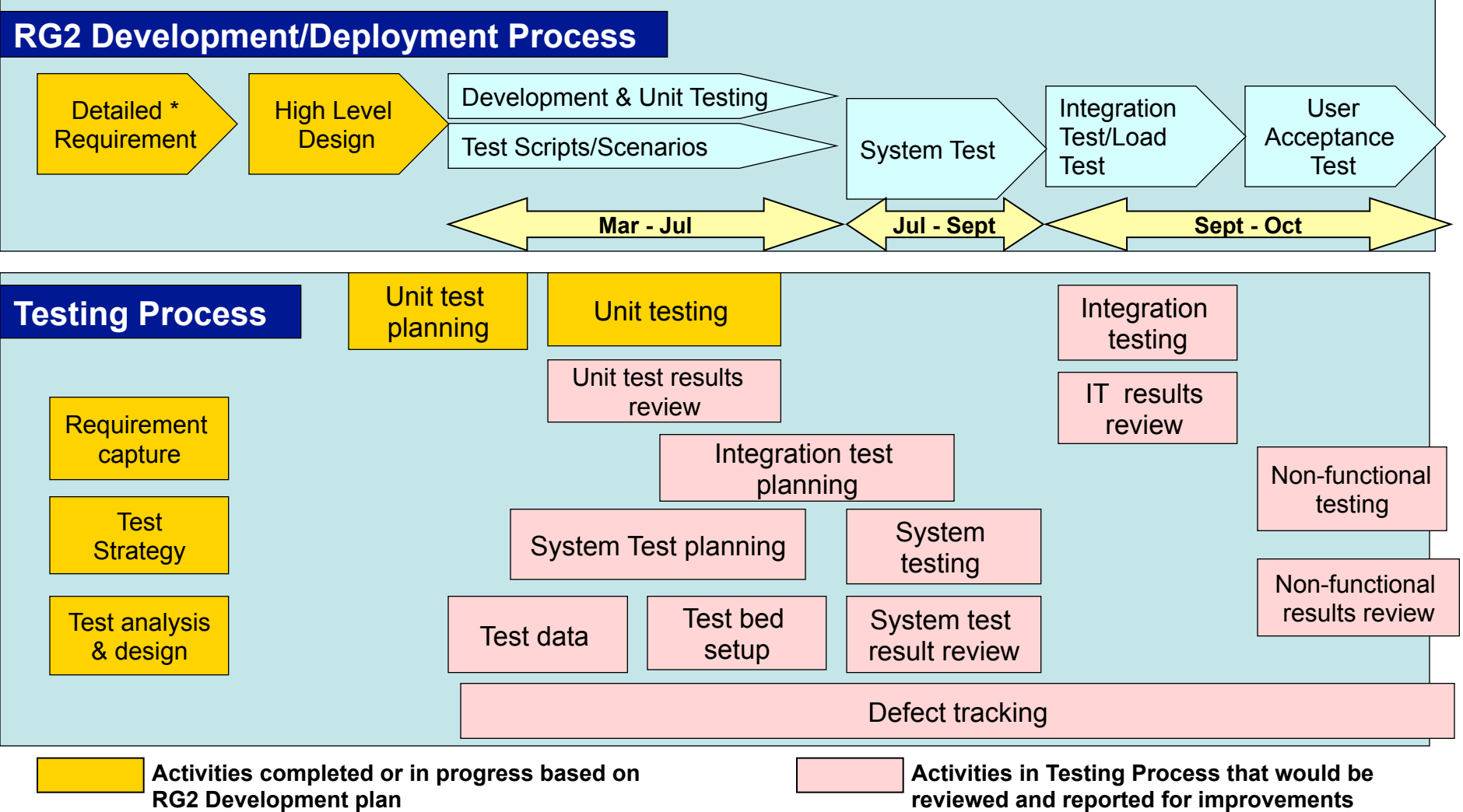
(c) 2006, Harrah's License Company, LLC

Development and Implementation Responsibilities

- Management Team
- Capabilities Team
- Architecture Team
- Infrastructure Team
- Business representatives
- TIBCO Team
- Senior Leadership
- Testing Leads

(c) 2006, Harrah's License Company, LLC

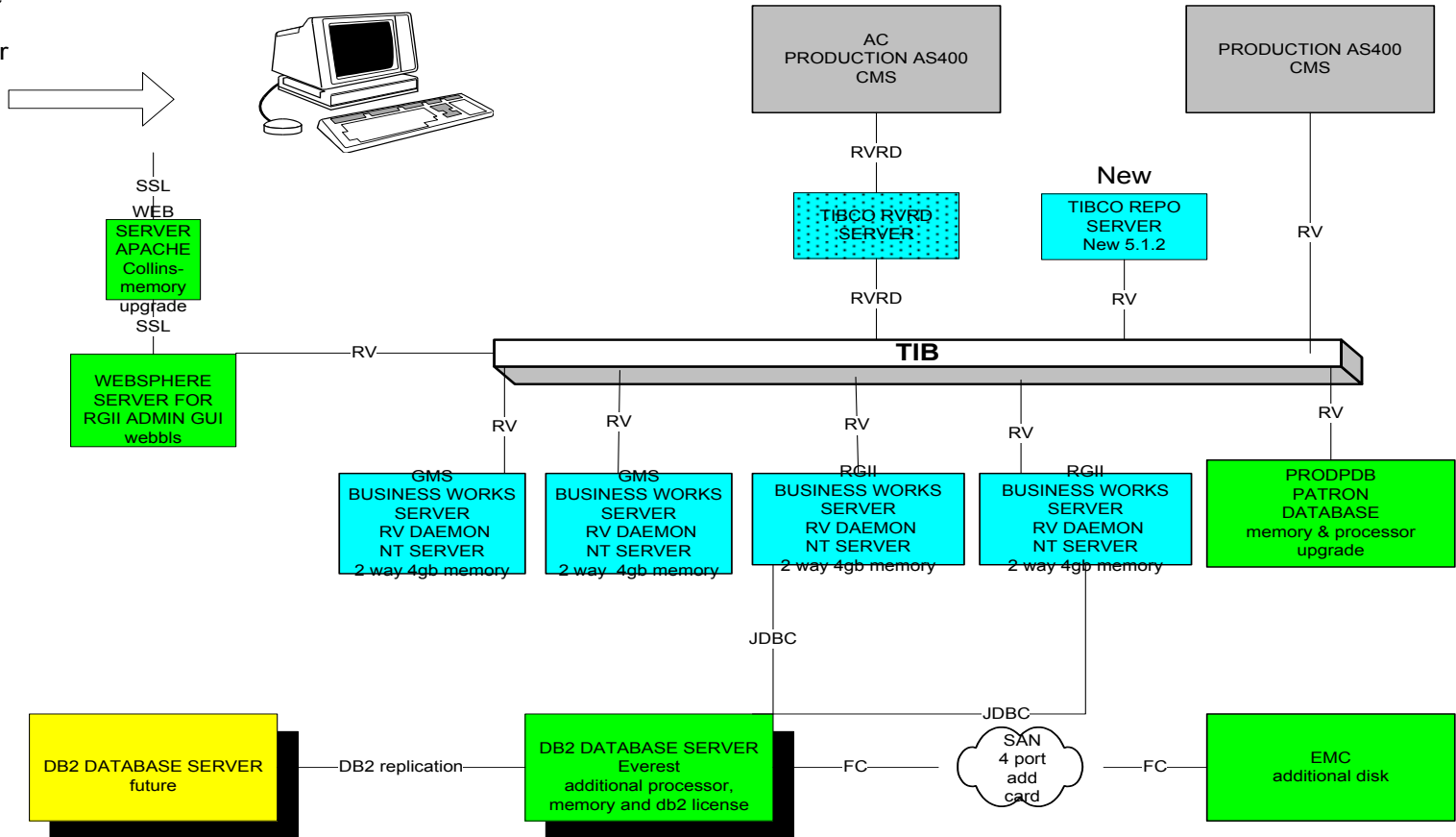
Test Process/Activities aligned to RG2 Development



(c) 2006, Harrah's License Company, LLC

RG2 Systems Overview

Responsible Gaming Administrator



(c) 2006, Harrah's License Company, LLC

RG2 Scope: Core services

- Check Cashing integration
- Credit Extension integration
- Offers Mail integration
- PDB/Messaging integration
- EDW integration

RG2 Search Results Screen

RG Search Results - Multiple - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address http://rg.harrahs.org/HRG_Search_Results.jsp?personal_ID=&last_Name=&first_Name=&birth_Month=&birth_Day=&birth_Year=&ident_Type=Drivers+License&ident_I Go Links >>

HARRAH'S
Responsible Gaming

project 21
OPERATION BET SMART

Home Restrict/Exclude State Exclusion Incident Occurrence Update Patron Reinstate Patron Reports Exclusion Notifications Search Logout

Search Results

INITIAL SEARCH CRITERIA

Name:
Total Reward Number:
Date of Birth:
Identification Type: Drivers License 123456789 LA

Your search has resulted in the following matches. If you would like to narrow your search, or found an error in your initial search, select **Return to Search** button. If you see a match in the list below, click on the of the row you want to select and then click on the **SELECT** button. If you do not see a match and you are satisfied that your search criteria is correct, you can add the patron to the RG system by clicking on the **Add Patron** button.

Select	Acct. No.	Name	Birth Date	City	State	Driver License No.	Status
<input type="radio"/>	0012001122255	MICKEY MOUSE	1963-12-10	BOSSIER	LA	123456789	EXCLUDED

[Return to Search](#) [Add Patron](#) [SELECT](#)

Home | Restrict / Exclude | State Exclusion / Manual Entry | State Exclusion / Bulk Upload | State Exclusion / Suspended Records

Local intranet

Start [Taskbar icons] 5:11 PM

RG Core Teams

- Corporate
 - Program VP, Code of Commitment
 - Internal Audit
 - Information Technology
- Property level
 - Property Responsible Gaming Committees
 - RG Chairperson
 - Audits RG Program at property level
 - Property Training Departments
 - Property RG IT Application Users
 - RG Administrator
 - Enters RG restrictions/exclusions on accounts
 - RG Ambassador
 - Creates record of RG conversations with patrons
 - Patron Contact Employee
 - Checks patron status to prevent RG transactions

(c) 2006, Harrah's License Company, LLC

Continuing Challenges

- Duplicate accounts
- Existing applications reliance on system flags instead of direct call to RG2
- Non-CMS based interactions
- Introduction of new systems through expansion
- Integrating exclusion lists from acquired properties/ companies

On-going Challenges

- Company's growth by acquisition
 - Maintenance of program across extensive network of properties
 - Integrating responsible gaming programs and existing exclusion lists from acquired properties
 - Conversion of acquired properties information technology infrastructure
- Development of new legislation and regulations
- Ensuring all new technology or enhancements to existing systems incorporate rules for dealing with responsible gaming accounts

Conceptual Foundations and Design

James Whelan

Associate Professor, Director of Clinical Training
The University of Memphis

(c) 2006, Harrah's License Company, LLC

Raw Materials

1. Harrah's policies
2. Research evidence
3. Employees' experience
4. Attitude: Collaborate & compromise

(c) 2006, Harrah's License Company, LLC

Process

1. Review of relevant research literature
2. Merge policy & research
3. Listen to casino employees
4. Develop the template for training modules
5. Learn from casino managers
6. Develop the training

(c) 2006, Harrah's License Company, LLC

Employee Perspective

1. Not naive, but not informed
2. Care about others
3. Experience concern
4. Desire to act
5. Casino managers are skilled communicators

Critical Issues

1. Employees want / need information
2. Behaviors can be misinterpreted
3. Recognize concern vs label / diagnose
4. Individual responsibility
5. Motivating dialogs

Instructional Design

Carl Braunlich

Associate Professor

Hotel Management Department
University of Nevada Las Vegas

Three Modules

(Refreshers given yearly)

1. Our Commitment to Responsible Gaming
 - Delivered to all employees during orientation
2. Our Roles in Responsible Gaming
 - Delivered to all customer contact employees
3. Roles of Responsible Gaming Ambassadors
 - Delivered to Responsible Gaming Ambassadors

- Prevention of Underage Gambling
- Policies for Unattended Minors
 - Responsible Service of Alcohol

Module 1 Learning Objectives

- Explain Harrah's commitment to responsible gaming
- Describe casino players
- List symptoms of pathological gambling
- Define resources for help
- Describe Harrah's leadership in responsible gaming

Module 2 Learning Objectives

- Describe policy of reporting concerns
- Understand roles of
 - Employees
 - Supervisors
 - Responsible Gaming Ambassadors
- Describe kinds of concerns to be reported
- Explain when concerns should be reported
- Explain what you can expect

Module 3 Learning Objectives

- List the responsibilities of a Responsible Gaming Ambassador
- Describe the purpose and use of the Responsible Gaming Log
- Describe decision making for Responsible Gaming Conversations
- Discuss the six steps of conducting a Responsible Gaming Conversation

Excerpts From Module 2

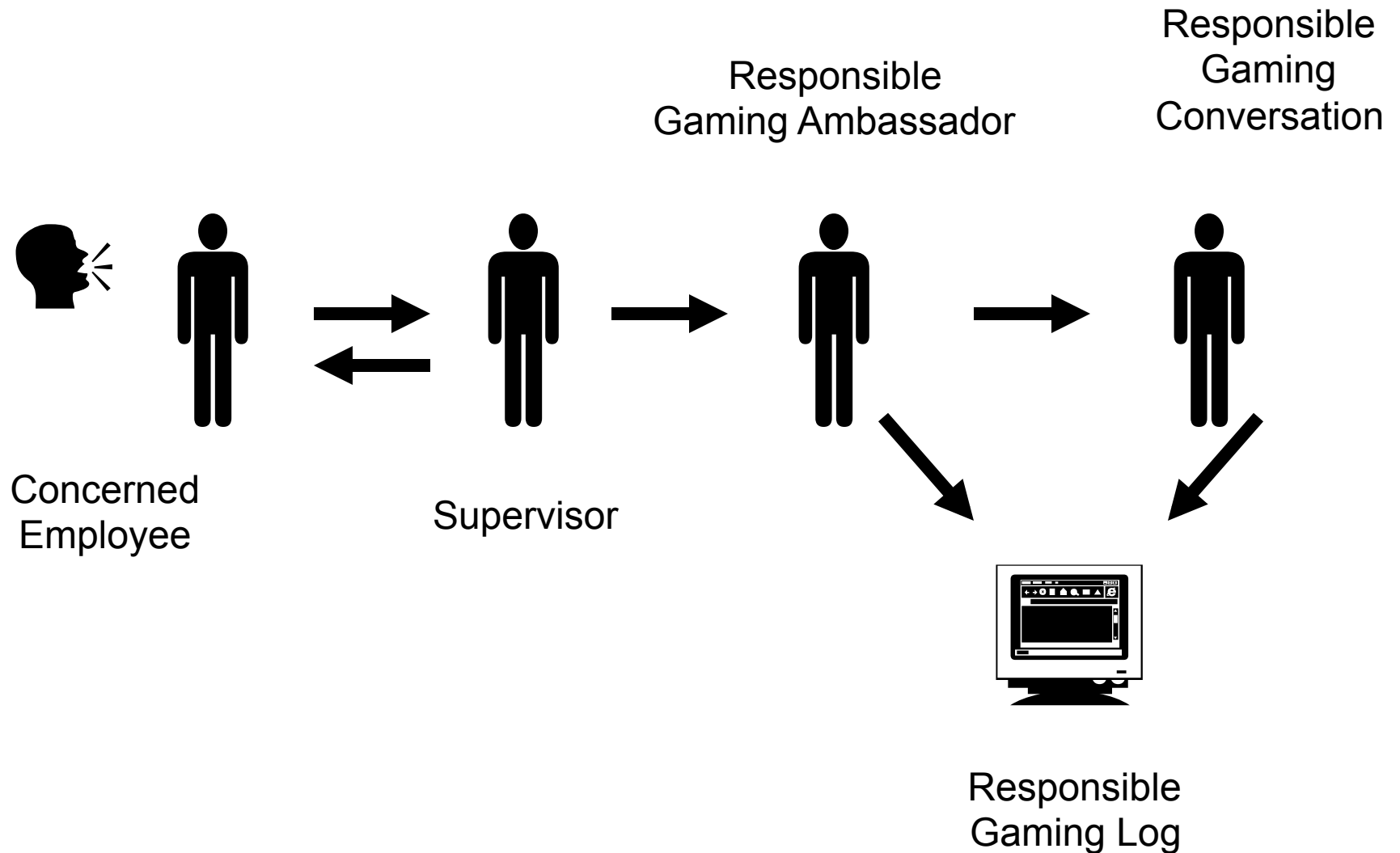
Our Roles in Responsible Gaming

(Customer Contact Employees)

Policy of Reporting Concerns

- If you are concerned that a customer may not be gambling responsibly
 - Due to a statement or series of statements
- Report the concern to a supervisor
- Supervisor automatically relays concern to a Responsible Gaming Ambassador
- Ambassador records concern in the Responsible Gaming Log (not recorded in CMS)
- Ambassador may meet with customer to offer assistance

Policy of Reporting Concerns



(c) 2006, Harrah's License Company, LLC

Roles of Employees

- Report concern to supervisor
 - Include customer's name
 - Include statement or series of statements
 - Concerns NEVER entered into CMS account
- Questions to ask yourself before reporting
 - Am I concerned?
 - Are there security or service issues involved?
 - Is my concern based on statements?
 - How quickly should I report my concern?

(c) 2006, Harrah's License Company, LLC

Roles of Supervisors

- Automatically report employee concerns to Responsible Gaming Ambassadors
 - Contact Ambassador
 - Include name of reporting employee
 - Include exact statement or series of statements
- Provide feedback to reporting employee
- Report their own concerns to Responsible Gaming Ambassadors

Roles of Responsible Gaming Ambassadors

- Receive reports of employee concerns 24/7
- Access entries in Responsible Gaming Log
- Meet with customers if necessary
 - Conversation in a private setting
 - Express concern and offer alternatives for assistance
 - Protect privacy of customer
- Complete entries in Responsible Gaming Log

Addressing Employee Concerns

Video Exercise

- Review questions to ask yourself
 - Am I concerned?
 - Are there security or service issues involved?
 - Is my concern based on statements?
 - How quickly should I report my concern?
- Describe how to handle this concern
 - What would you do?
 - When would you do it?

Excerpts from Module 3

Roles of Responsible Gaming Ambassadors (RGAs)

Responsible Gaming Log

- Contains information about
 - Customer comments
 - Third party reports
 - Previous Responsible Gaming Conversations
- Used for
 - Making decisions regarding Responsible Gaming Conversations
 - Making recommendations for company-imposed exclusions

Decision Making

- When to have a Responsible Gaming Conversation
- Decisions based on situations that require immediate attention
- Decisions based on entries in the Responsible Gaming Log

Six Steps

1. Prepare
2. Arrange
3. Open with expression of concern
4. Offer assistance and explain options
5. Document results
6. Recommendations

Responsible Gaming Conversations

- Video describes statements and situations
 - Employees have become concerned
 - Concern has been reported to supervisor
- Video shows resulting Responsible Gaming Conversation
- Teams of two critique
- Group critiques

Responsible Gaming Conversation Practice

- Groups of three
 - Customer
 - Responsible Gaming Ambassador
 - Observer
- Provided with statement of concern
- RGA conducts Responsible Gaming Conversation with customer
- Observer critiques the RGC

(c) 2006, Harrah's License Company, LLC

Evaluation of Harrah's National Responsible Gaming Programs

Robert Ladouceur, Ph.D.

and

Francine Ferland, Ph.D.

Université Laval, Québec, Canada

Studies were financially supported by a grant from Harrahs

PI received no remuneration from this grant

Researchers have the ownership of the data

(c) 2006, Harrah's License Company, LLC

Why Evaluating ?

Responsible gambling is
an empirical journey

- **A program should be considered Responsible if it *actually meets its objectives*.**
- **The *intent* to be responsible is not enough.**

How was the new RG Policy evaluated?

- Study 1: Assess the understanding and the knowledge acquired by employees during the training sessions.
- Study 2: Evaluates the impact of the program from the Guests' perspective.

Study 1

Three different trainings

Training #1: Commitment toward Responsible Gaming

- Back of House Employees

Training #2: Roles in Responsible Gaming

- Front of House Employees

Training #3: Roles of Responsible Gaming Ambassador

- Responsible Gaming Ambassadors

	Study Pre-exp. Quest.	1: Method Training	Post-exp. Quest.	3 mo. Follow- up
Experimental casinos (N=3)	x	x	x	x
Control casinos (N=3)	x	0	x	x

(c) 2006, Harrah's License Company, LLC

Number of participants

	BOH Employees	FOH Employees	RGA
Pretest	1304	4530	88
Post-test	1285	4469	85
Follow-up	0	3472	83
Used for Matched Analysis	1197	2244	66

(c) 2006, Harrah's License Company, LLC

Description of Participants

	BOH employees	FOH employees	RGA
Gender (male)	50.9%	43.6%	70.0%
Mean age	43.1 (SD=13.1)	39.5 (SD=13.4)	43.4 (SD=10.0)
Years worked for Harrah's	7.1 (SD=6.9)	5.7 (SD=6.3)	10.5 (SD=8.1)

(c) 2006, Harrah's License Company, LLC

Analysis

- The global results for each training were evaluated using repeated measures ANOVAs.
- Each objective was assessed using non-parametric repeated measures ANOVA.
 - The Genmod procedure was used.
- The subjective evaluation was made using chi-square tests.

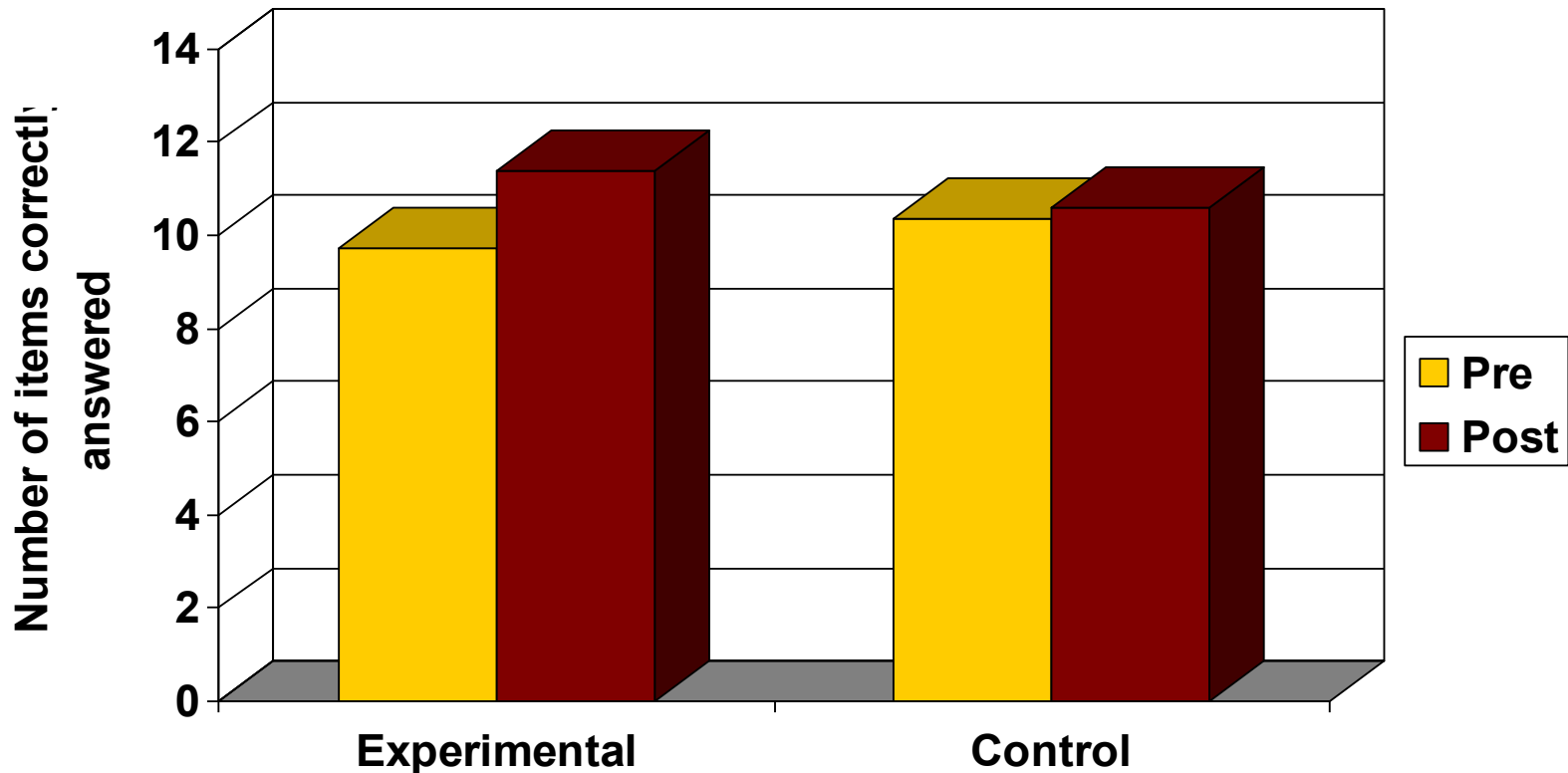
Objectives Targeted by the Training *BOH employees*

- Harrah's commitment to Responsible Gaming;
- Characteristics of the casino players;
- Potential symptoms of pathological gambling;
- Helpful resources;
- Harrah's role in Responsible Gaming.

(c) 2006, Harrah's License Company, LLC

Global Results

Back of House Employees



$G(1, 1128) = 0.26; p > .05$ $T(1, 1128) = 83.87; p < .0001 *$ $T \times G(1, 1128) = 166.29; p < .0001 *$

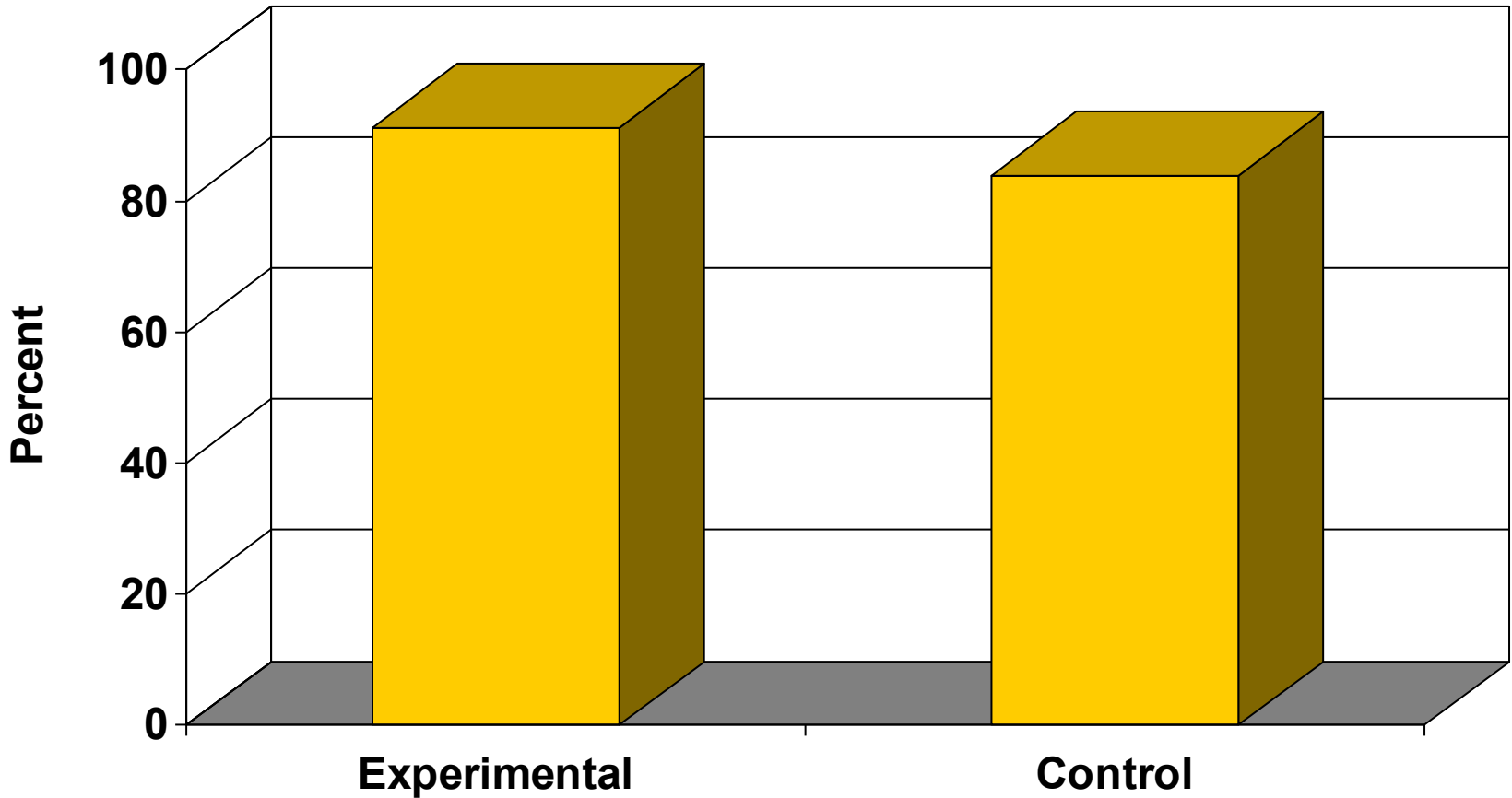
(c) 2006, Harrah's License Company, LLC

Individual Objectives

Back of House Employees

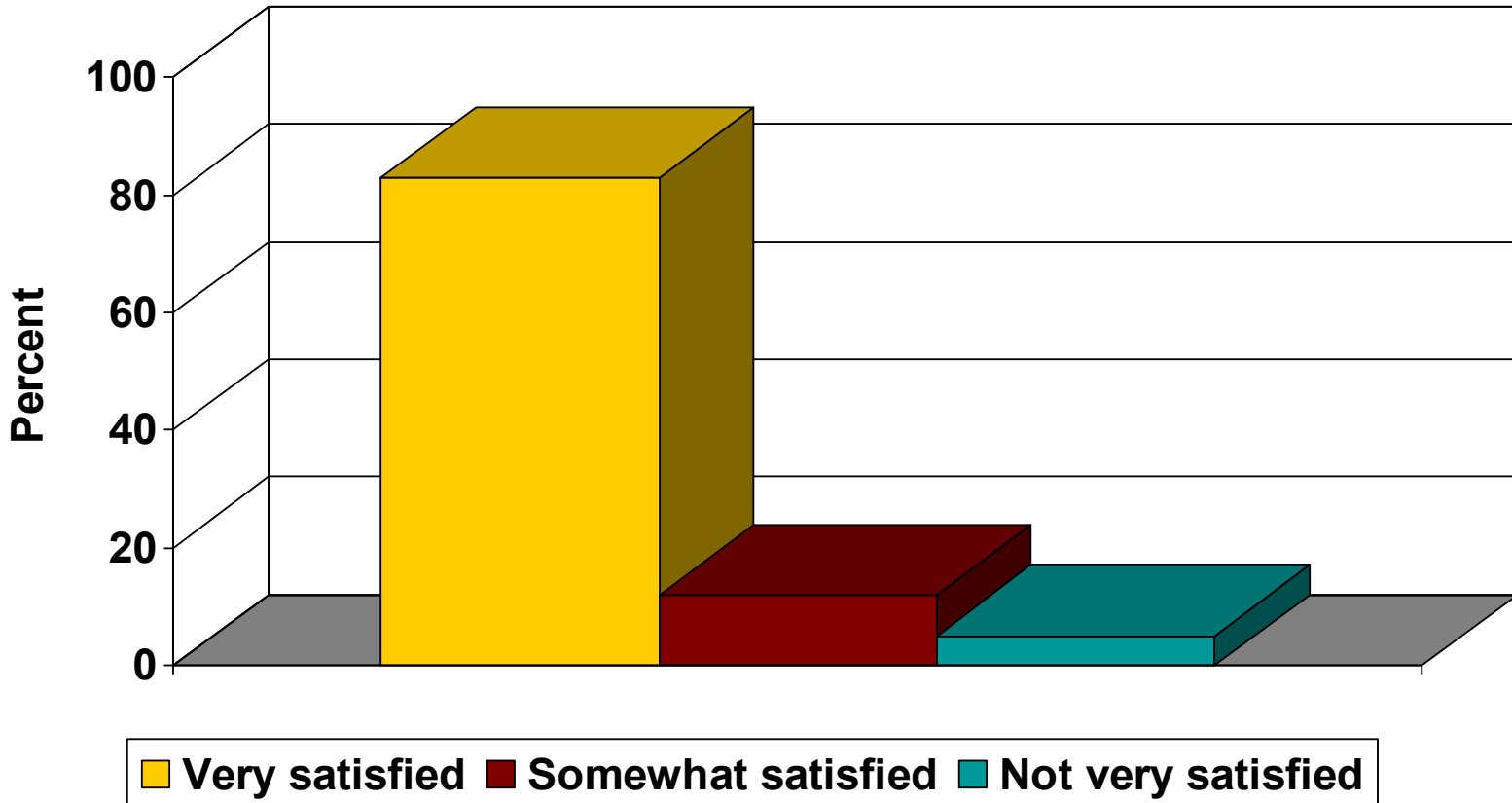
- Each objectives of the BOH employees training showed a significant improvement after the training.

The training contributed to sensitizing the BOH employees to the importance of getting information on RG.



(c) 2006, Harrah's License Company, LLC

Satisfaction of the Training *Back of House Employees*



(c) 2006, Harrah's License Company, LLC

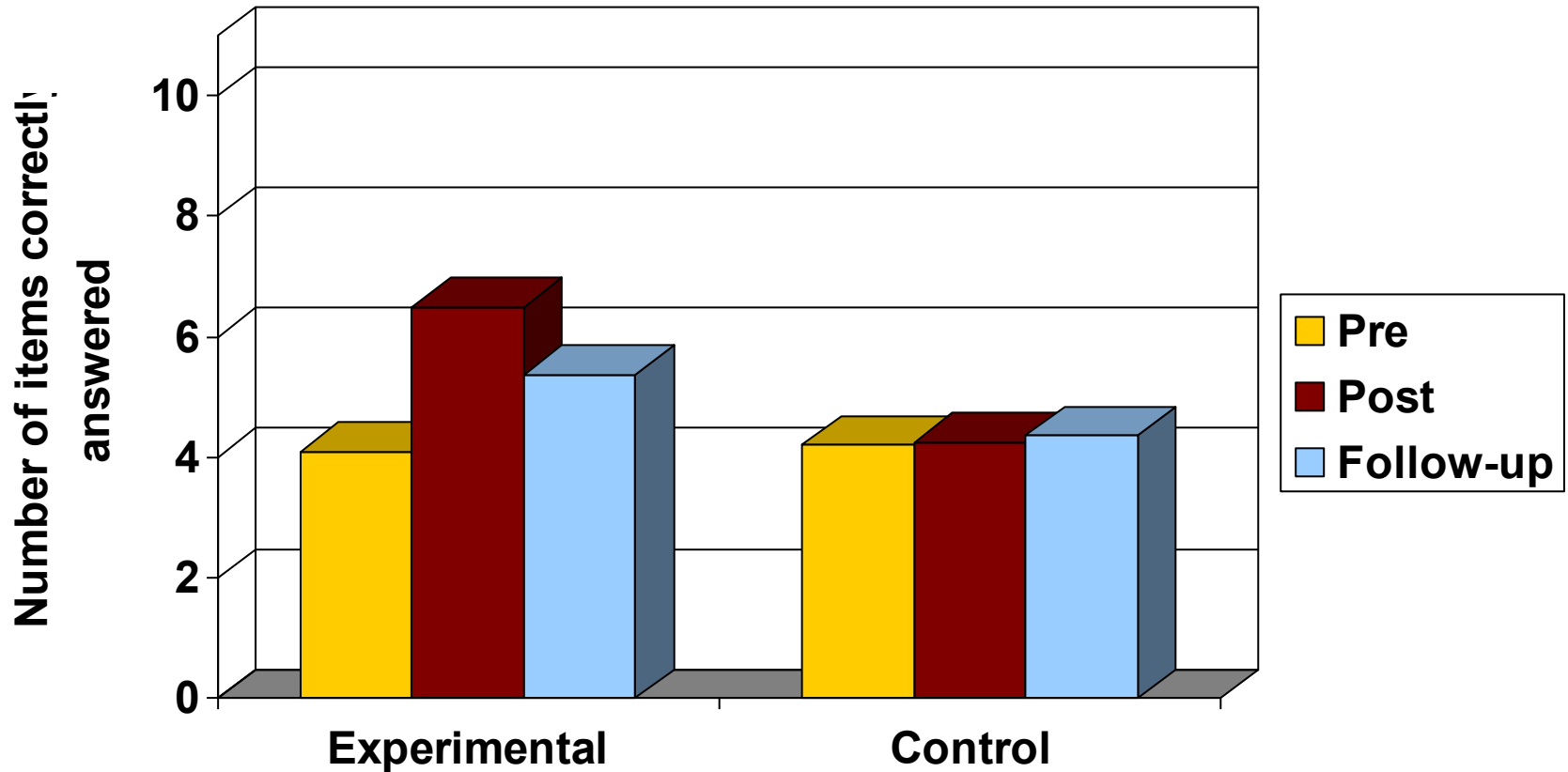
Objectives Targeted by the Training

Front of House Employees

- Describe the policy about reporting concerns;
- Understand the role of each person;
- Decide when concerns should be reported;
- Explain what to expect after having reported a concern.

Global Results

Front of House Employees



$G(1, 1951) = 433.94; p < .0001^*$

Pre vs Post (1, 1951) = 1042.10; $p < .0001^*$

$T(2, 3902) = 477.32; p < .0001^*$

Post vs Follow (1, 1951) = 0.09; $p > .05$

$T \times G(2, 3902) = 468.01; p < .0001^*$

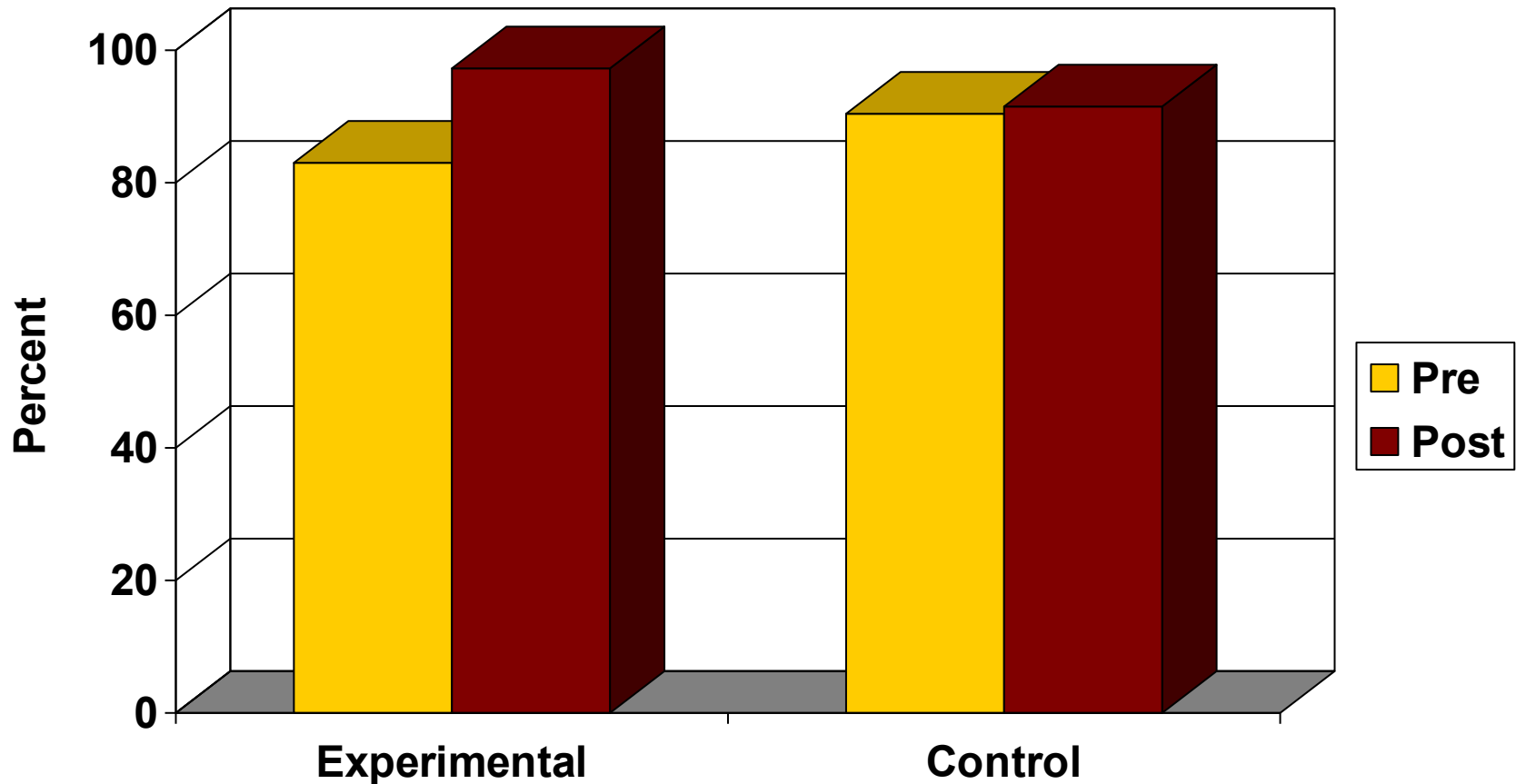
(c) 2006, Harrah's License Company, LLC

Individual Objectives

Front of House Employees

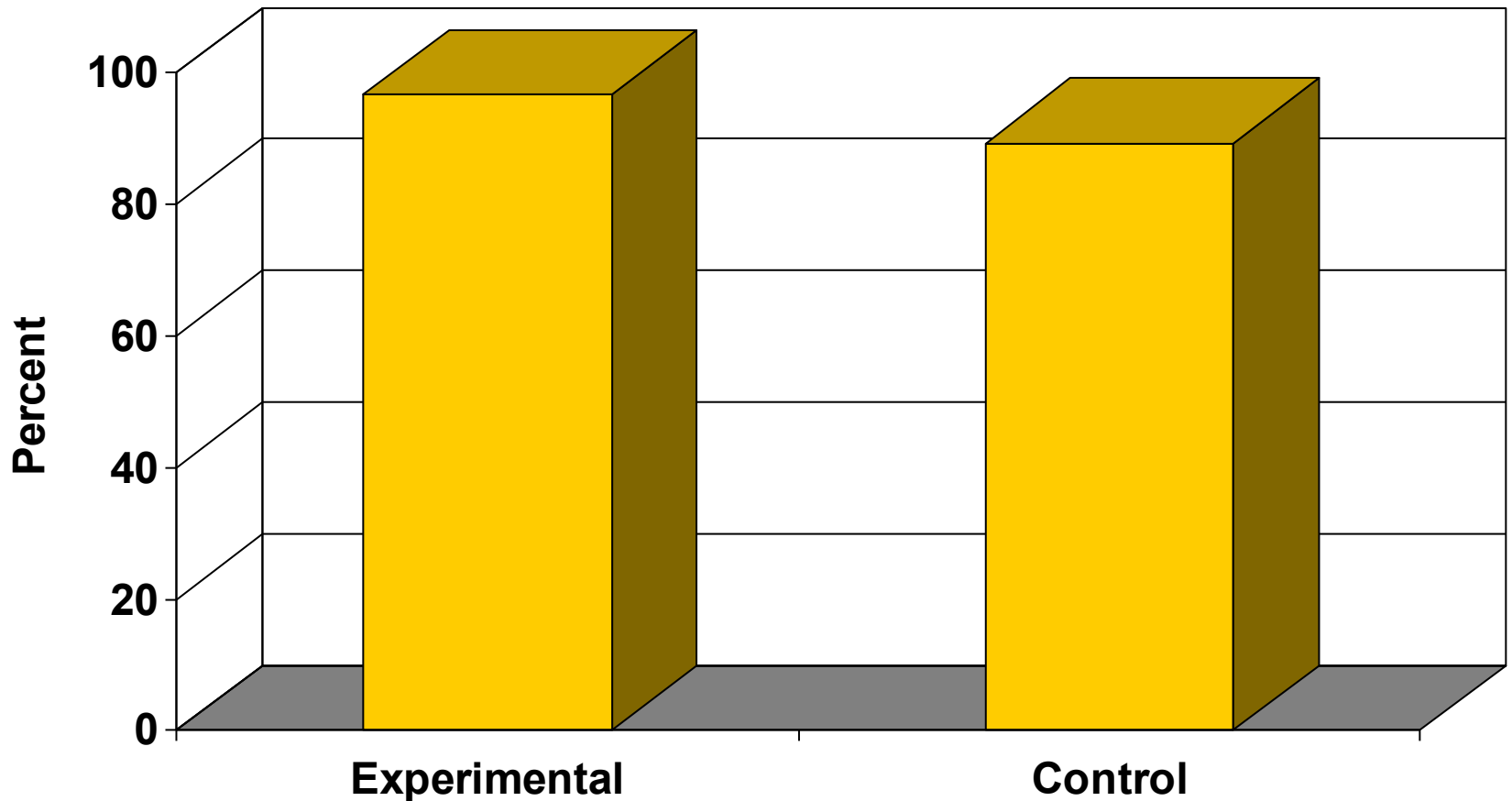
- Each objectives of the FOH employees training showed a significant improvement of the knowledge consecutively to the training.
 - The training focused on what is verbalised by guests as a source of concern. 55% of the employees who attended the training answered correctly this question.

The training significantly increased the level of comfort that the FOH employees felt towards guests verbalising a difficulty.



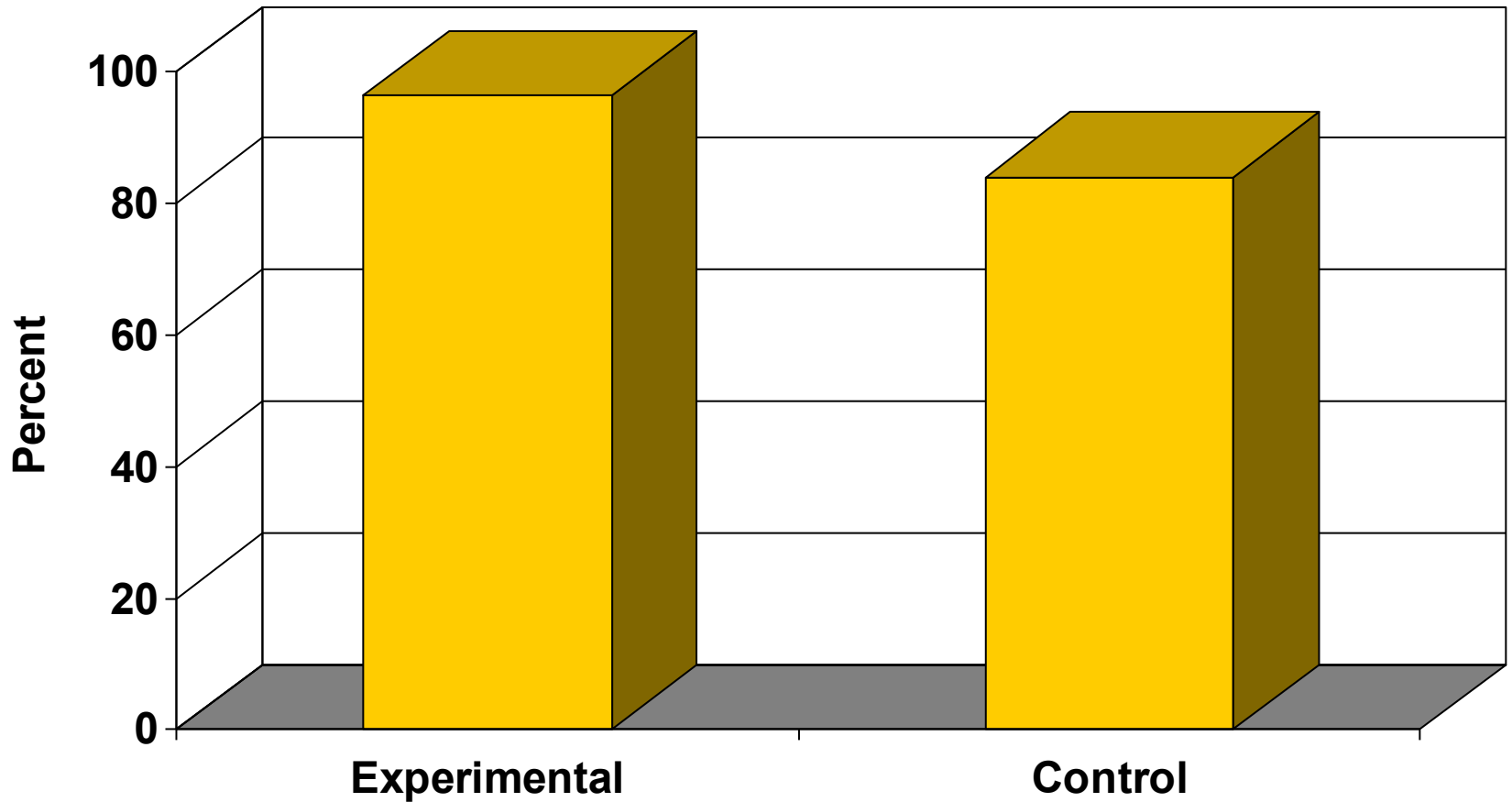
(c) 2006, Harrah's License Company, LLC

The training significantly increased the confidence of FOH employees to adequately recognize comments that should be reported.



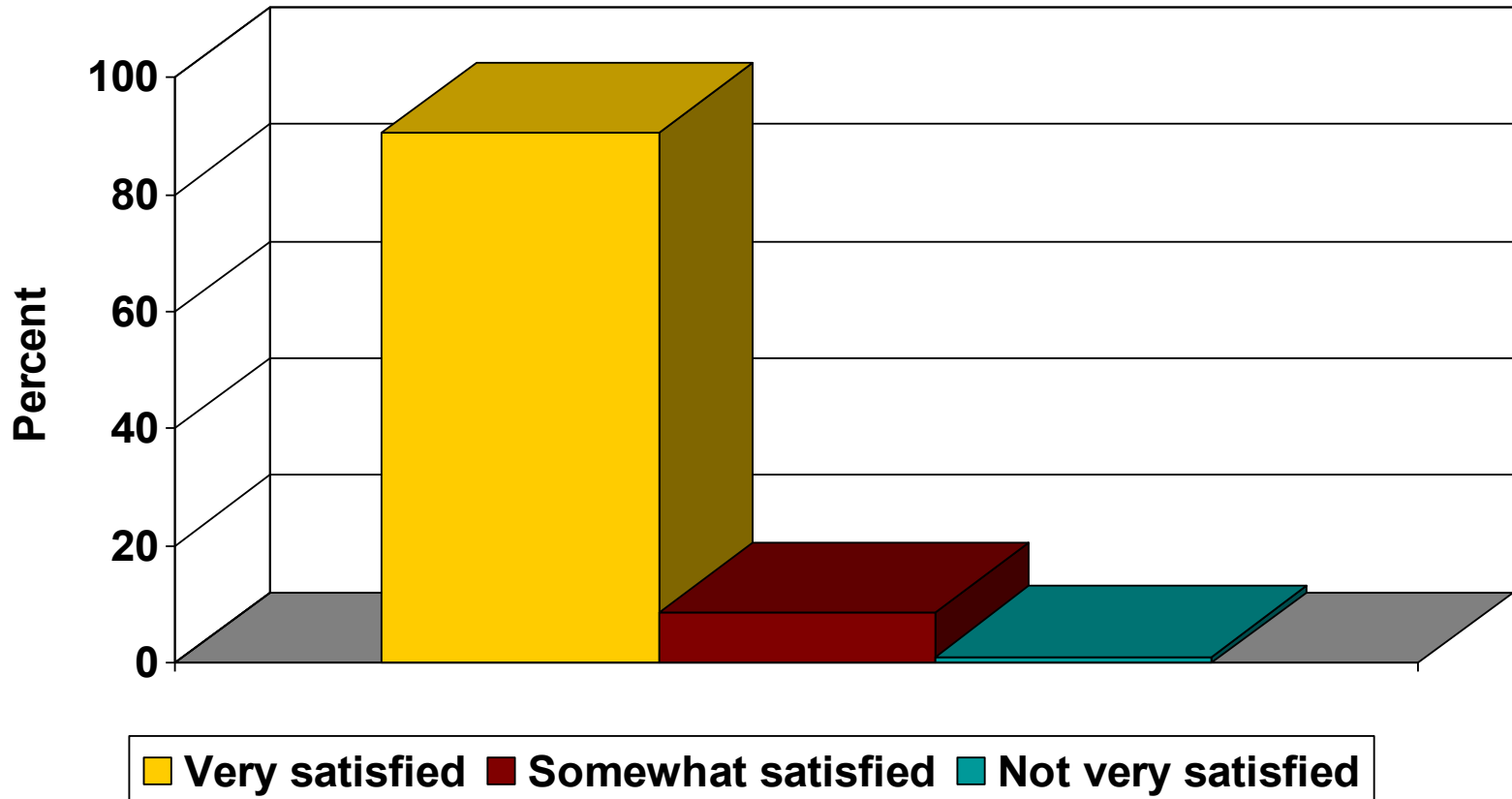
(c) 2006, Harrah's License Company, LLC

The training contributed to sensitizing the FOH employees to the importance of getting information on RG.



(c) 2006, Harrah's License Company, LLC

Satisfaction of the Training *Front of House Employees*



(c) 2006, Harrah's License Company, LLC

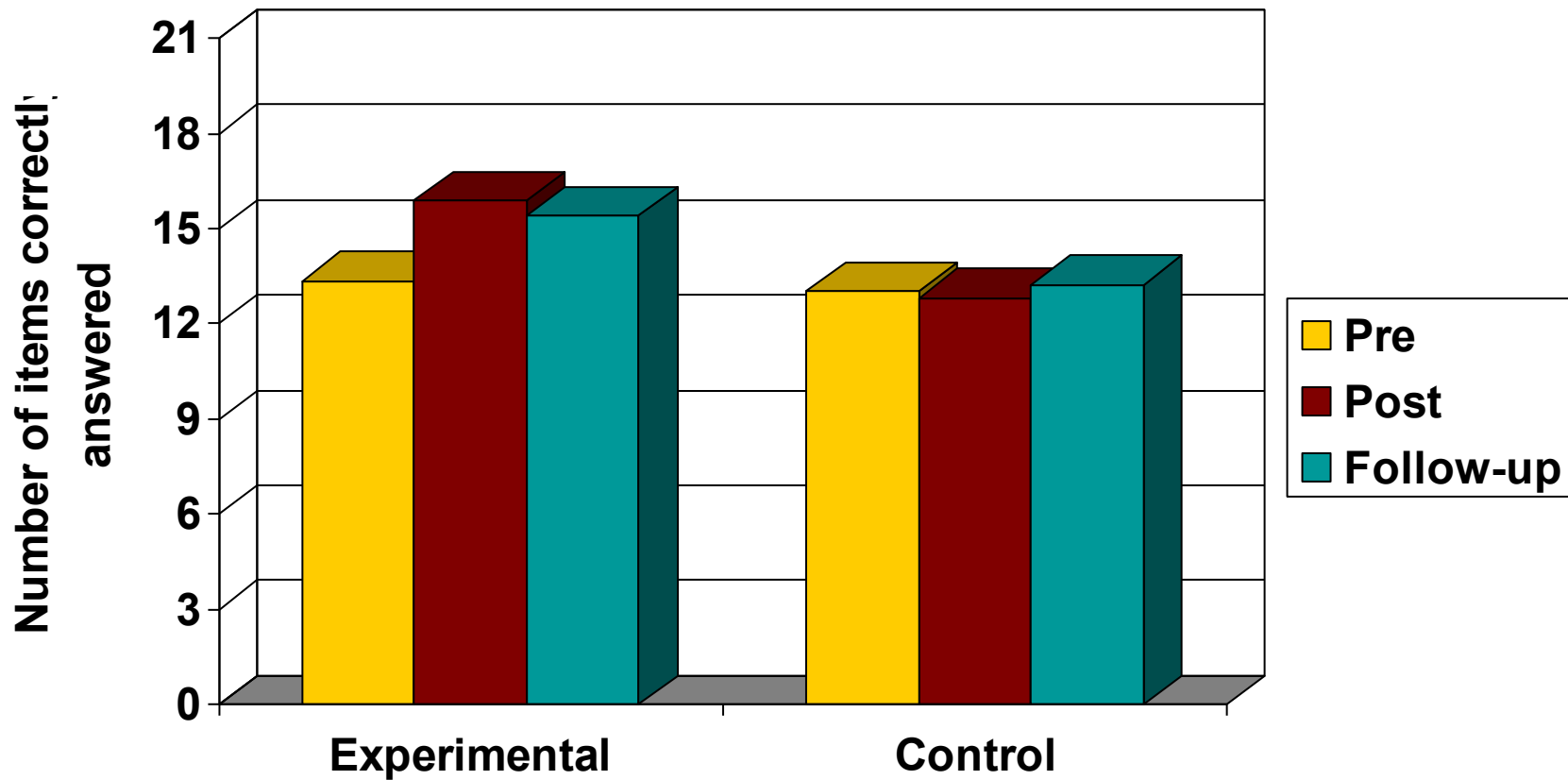
Objectives Targeted by the Training

Responsible Gaming Ambassadors

- List the responsibilities of the Responsible Gaming Ambassadors;
- Describe the purpose and use of the log;
- Describe decision making for the Responsible Gaming Ambassador;
- Steps in conducting a Responsible Gaming Conversation.

Global Results

Responsible Gaming Ambassadors



$G(1, 64) = 46.32; p < .0001^*$

$T(2, 128) = 10.00; p < .0001^*$

$T \times G(2, 128) = 14.14; p < .0001^*$

Pre vs Post $(1, 64) = 32.26; p < .0001^*$

Post vs Follow $(1, 64) = 2.13; p > .05$

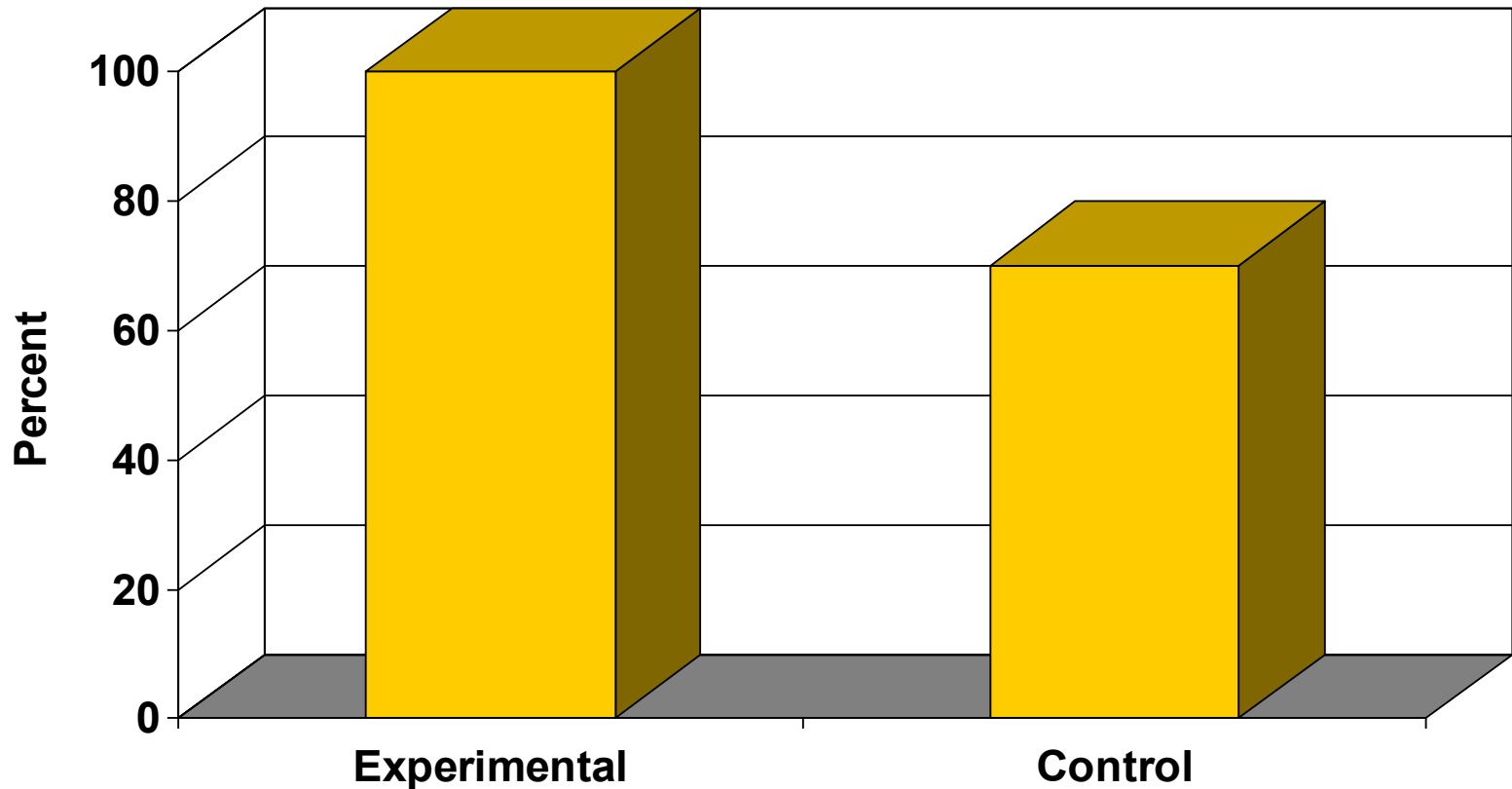
(c) 2006, Harrah's License Company, LLC

Individual Objectives

Responsible Gaming Ambassadors

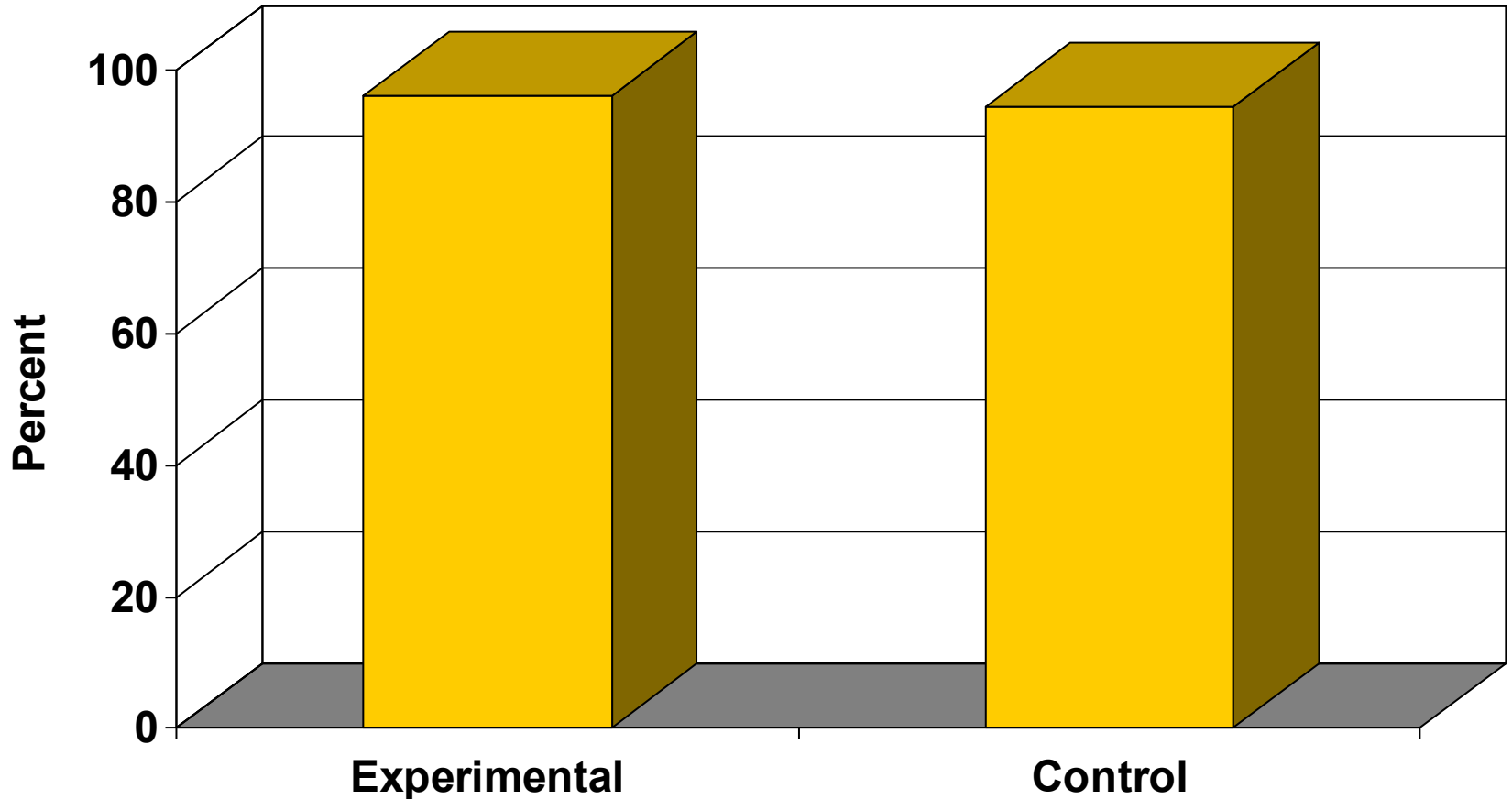
- When each objectives were analysed one by one, the training significantly had an impact on two objectives
 - Improved the RGAs' knowledge regarding the use of the Log;
 - Helped the RGAs to recognize more easily the situations that require a quick response.
- The way to handle Third party requests still need clarification for the RGAs.

The training significantly increased the RGAs' understanding of their role in the new policy.



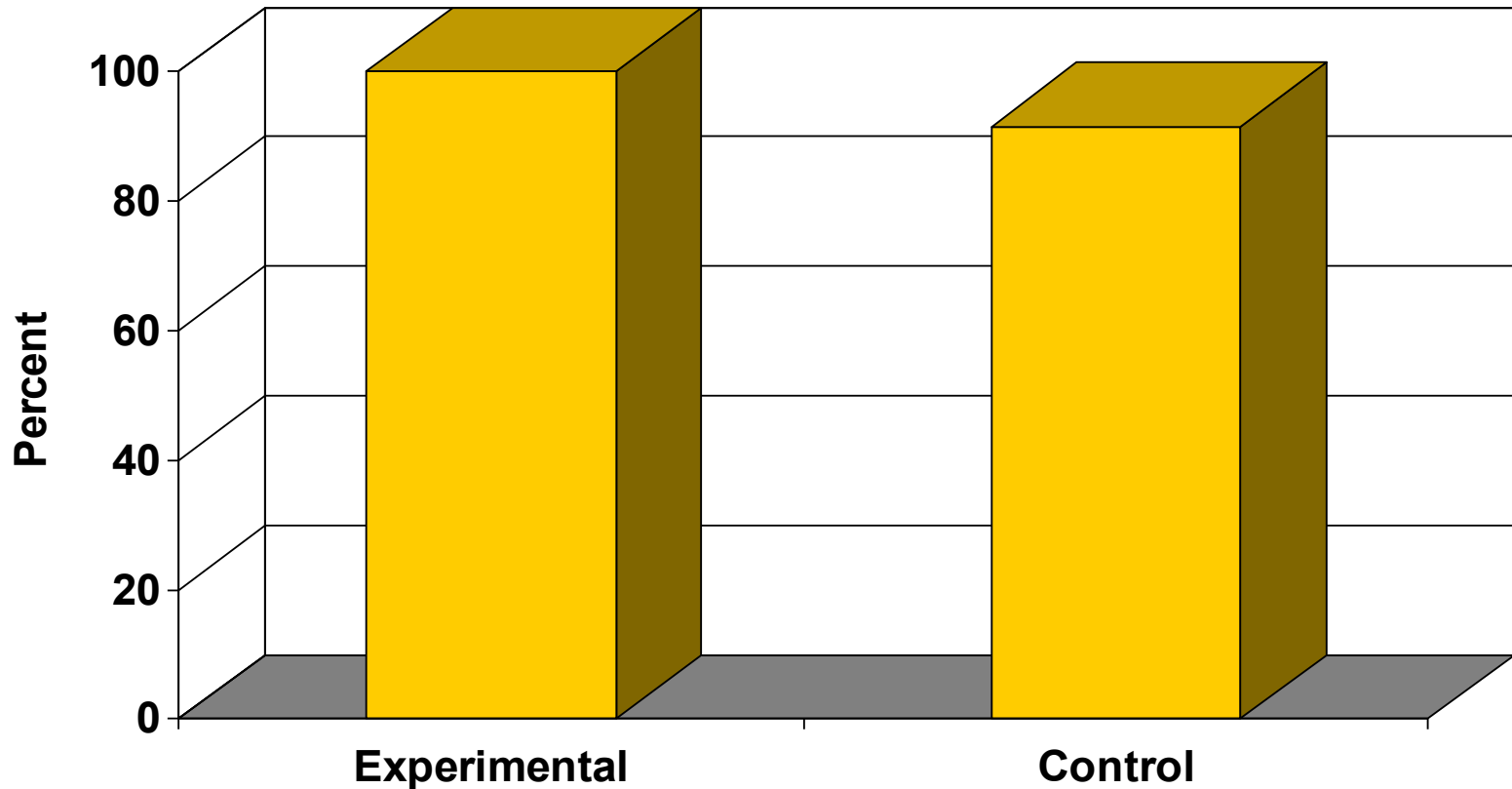
(c) 2006, Harrah's License Company, LLC

The training contributed to sensitizing the RGAs to the importance of getting information about RG.



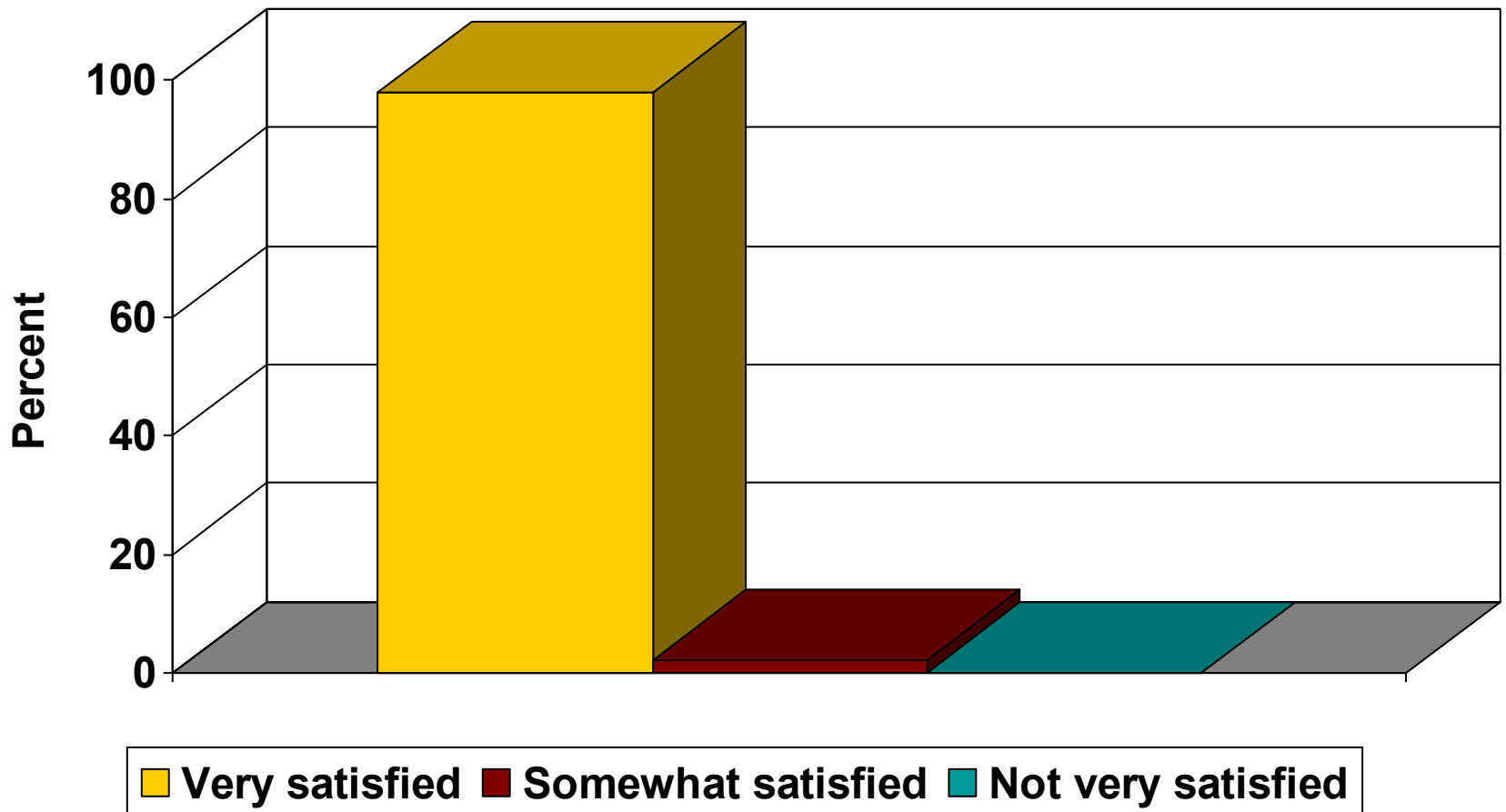
(c) 2006, Harrah's License Company, LLC

The training significantly contributed to inform RGAs about what to do when guests express difficulties.



(c) 2006, Harrah's License Company, LLC

Satisfaction of the Training *Responsible Gaming Ambassadors*



(c) 2006, Harrah's License Company, LLC

Conclusion

BOH employees: The training was successful in informing employees about what problem gambling is and about the company's Responsible Gaming Policy;

FOH employees: The training informed employees about what should be a source of concern and what to do should they feel concerned about a guest;

RGAs: Learned how to meet a guest in need and what they can do to help him/her.

Study 2

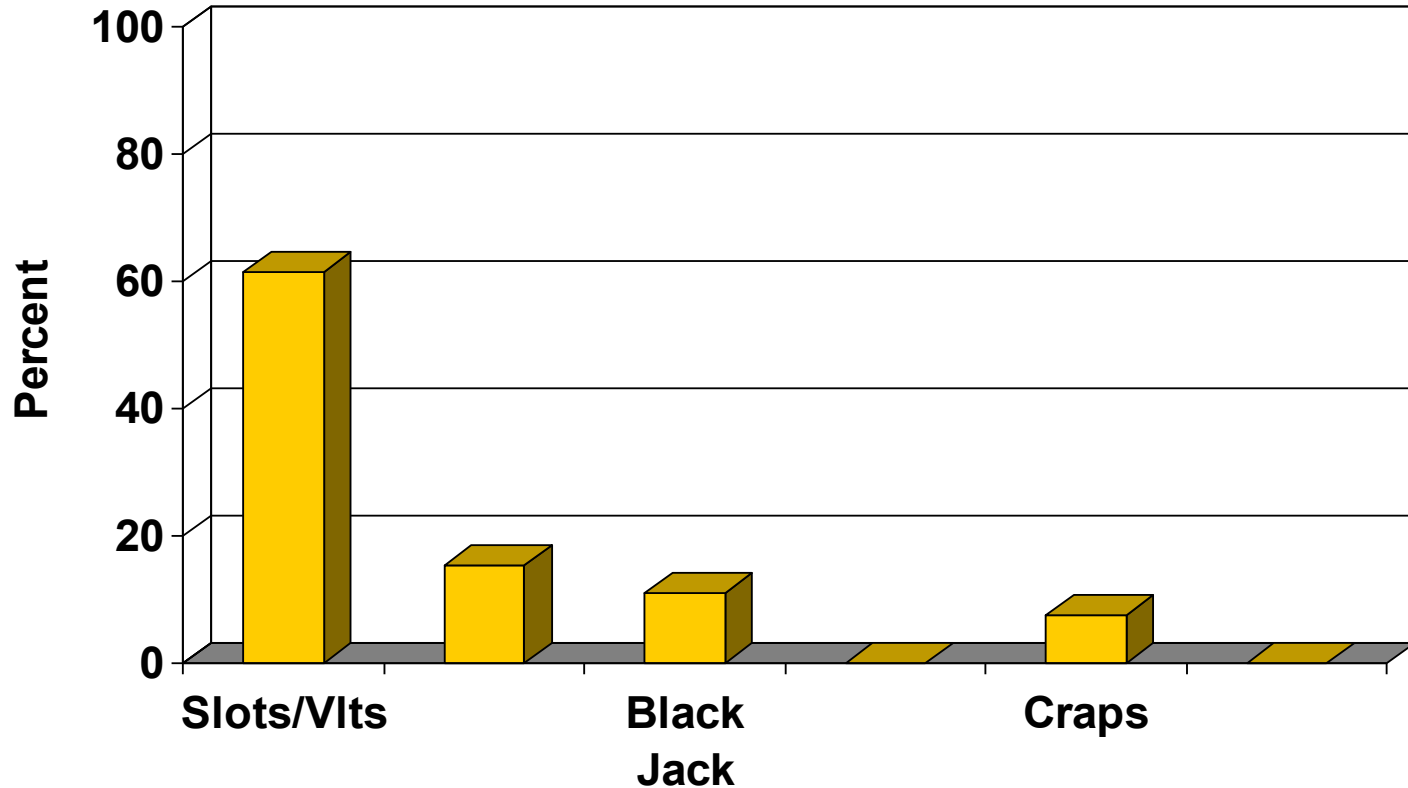
Customer Appreciation

(Work in progress)

- Socio-demographic characteristics of respondents (N = 28)
 - 57% male
 - 82% Caucasian
 - Mean age: 47 years old ($SD = 14.03$)
 - 54% Married

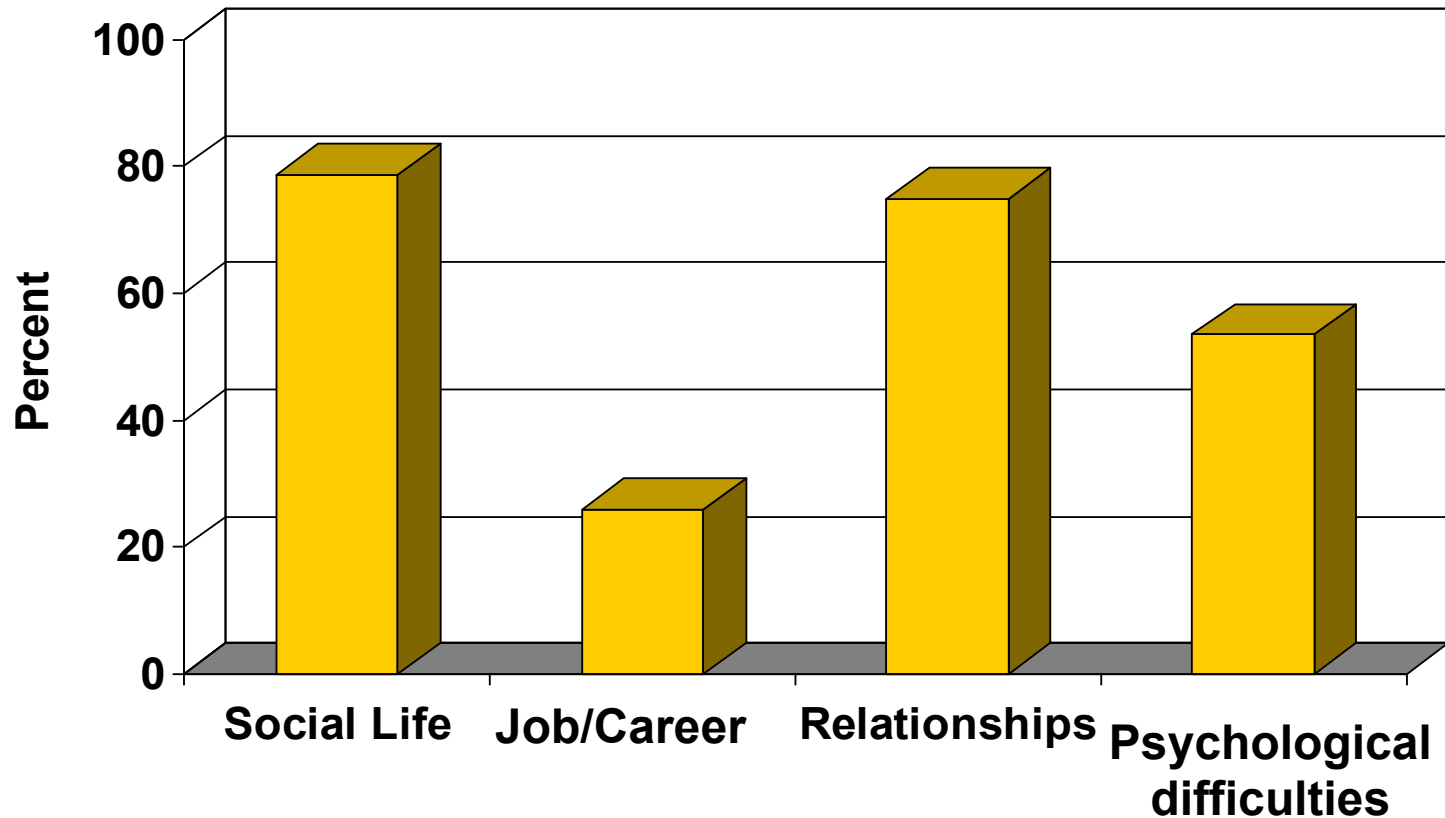
(c) 2006, Harrah's License Company, LLC

Weekly Casino Gambling (last 12 months)



(c) 2006, Harrah's License Company, LLC

Difficulties due to Gambling during the month preceding the RGC



(c) 2006, Harrah's License Company, LLC

Evaluation of the Meeting

- The meeting lasted 25 minutes;
- 71% felt that the Responsible Gaming Ambassador was helpful;
- 72% said that the Responsible Gaming Conversation was helpful;
- 93% considered that the meeting was held in an appropriate place.

Consequence of the Responsible Gaming Conversation

- 89% excluded themselves from the casino during the meeting
- 65% excluded themselves for life

(c) 2006, Harrah's License Company, LLC

Additional Information

(Work in progress)

- What they appreciated the most about the RGC;
- What they appreciated the least about the RGC;
- How was the RGC helpful;
- How did they feel when the RGA asked them to have a RGC.

Conclusions

- Few programs
 - Have been systematically evaluated;
 - have included a control group;
 - have evaluated its impact on the guests.
- The results are positive, but some aspects of the training concerning the FOH employees and the RGAs' need to be improved.
- Results from study 2 will contribute to improve the program.

Attachment X.A.6_A14

November 13, 2001

Mr. George Dittmann
Harrah's Entertainment, Inc.
One Harrah's Court
2nd Floor
Las Vegas, NV 89119-4312

Dear George:

The purpose of this letter is to provide our summary of the qualitative research conducted in St. Louis on November 8, 2001 exploring consumer response to a range of proposed broadcast executions on Responsible Gaming for Harrah's.

BACKGROUND AND OBJECTIVES

Management of Harrah's is exploring a range of broadcast executions whose explicit objective would be to establish Harrah's as The Leader in Responsible Gaming.



Six potential executions were developed.

Three use Harrah's Casino Employees as Spokespersons:

- Dealer
- Housekeeping
- Security.

Three use Harrah's CEO as Spokesperson:

- "Phil Sometimes"
- "Phil Safe"
- "Phil 21."

The objective of this research was to understand both communication and response to communication from Harrah's customers, competitive gaming customers and the general public.

METHODOLOGY

Objectives were addressed through the use of four focus group interviews conducted in St. Louis on November 8, 2001.

Group 1 Community Members/Non-Gamers: conducted with Community Members who are not-gamblers.

Group 2 High-End Competitive Gamers: conducted with High-End Competitor Customers

Group 3 High-End Harrah's Customers: conducted with High-End Harrah's Customers.

Group 4 Community Members/Non-Gamers: conducted with Community Members who are non-gamblers.

EXECUTIVE SUMMARY OF KEY FINDINGS

The reader is invited to review very extensive verbatim quotes which follow the Executive Summary from consumers that summarize their responses to both the overall communications direction as well as individual spots.



Overall Positive Response

Respondents from all groups responded positively to Harrah's taking a leadership position in responsible gaming. Respondents clearly "approved" of Harrah's developing and broadcasting these communications and frequently tell us that they feel, after seeing them, that their impressions of Harrah's as a "responsible corporate citizen," a business that "cares about its customers" and an enterprise "concerned about people" are strengthened. Some tell us that they are "more likely to visit Harrah's" after seeing these communications.

Who Is Responsible?

These spots clearly communicate that Harrah's feels strongly about promoting "responsible gaming." Dominant communication of the campaign is that the gamer must take responsibility — and that Harrah's is "reminding" the gamer of their personal responsibility.

- (Commercials) "Puts responsibility on the person. May give someone having trouble something to think about, some guidelines that may help. People have to police themselves. They at least give you a starting point if you are addicted."
- "Gambling is irresponsible if you are under pressure, depressed or go over budget. There is a number to call."

- “Be sure you gamble responsibly.”
- “Harrah’s is helping people to get help who need it, those who shouldn’t gamble.”
- “Not to jeopardize yourself or your family by careless gambling.”

Some respondents, however, clearly perceived that spots communicate that Harrah’s is taking at least some responsibility for the responsible gaming behavior of patrons:

- (Harrah’s is) “Aware of people becoming addicted and (Harrah’s) feels responsible for their part.”
- “Harrah’s can help you be responsible while having fun.”
- “Making sure only those who should gamble are there.”
- “Employees are trained to make sure people enjoy themselves without getting carried away.”
- “I didn’t realize that the dealers are taught to watch excessive gamblers who may have a problem.”
- “Every employee is responsible for gambling.”
- “Responsibility on their part toward the customer.”
- “Security is also watching for uncontrolled players who seem to be staying and playing too long.”



This learning would suggest it is appropriate for Harrah’s to review its strategic intent and interest in “locus of responsibility” and insure that spots are executing that intent.

Are You Talking About Me?

Respondents and support, without personal ambivalence, messages about “other people:”

- Prohibiting underage gambling;
- Providing help and resources (i.e., 1-888-Bets-Off) for gamblers who recognize they have a problem;
- Gamblers should take personal responsibility for gambling responsibly.

Respondents, in particular gamers, are much more ambivalent. Messages which “are close to home:”

- “Don’t gamble if you are lonely.”
- “Don’t gamble if you are depressed.”

For some respondents, a key driver to visit a casino is “getting away from how my life usually is.”

Response to Individual Spots

“Dealer,” “Phil Safe” and “Phil 21”

A key issue for several respondents was the perceived “mixed message” in:

- Dealer
- Phil Safe
- Phil 21.

These respondents felt that the communications were — at the same time — trying to position Harrah’s as “responsible” **and** trying to communicate “come gamble:”

- “It’s as if a cigarette company was saying ‘don’t smoke’ and ‘smoking is fun’.”
- “Both messages in the same communication makes them sound insincere.”

Thus, some respondents responded negatively to “Dealer” for its use of casino card action and “Phil Safe”/“Phil 21” for including a perceived “enjoy gaming” message.



Moreover, the “Dealer Spokesperson” (and, we suspect, because of the perceived “mixed message”) was responded to in a polarizing way:

- “Sincere young man”
- “Slick actor.”

The spokesperson in “Phil Safe” and “Phil 21” evoked very polarized responses.

Positively

- “Impressed with CEO level, trusted.”
- “He seemed honest about what he said.”
- “Concerned. Sincere. Doing what he could to make things go well, right, and people enjoying themselves.”
- “Sincere, wants to please. Concerned about his company’s reputation.”
- “Friendly. Responsible.”
- “Warm. Honest. Sincere. Matter-of-fact.”
- “Fatherly. Calm. Relaxed. Believable.”

- “Very sincere and caring.”

Negatively

- “A little condescending. Too fatherly. Don’t need to be told how to gamble.”
- “He didn’t sound fun — if I had never gambled he sure didn’t make it look fun.”
- “Seemed too much of a CEO — too serious.”
- “The individual seemed sincere, but not very warm...”
- “Businesslike. Stuffy.”
- “Like a parent scolding. Threatening. Serious.”
- “Doesn’t smile enough. Too corporate to make gambling look fun.”
- “Dull. Officious. Stating the obvious.”
- “Mr. Sartre is cold feeling and stuffy. He barely moves. His eyes don’t seem to blink.”
- “Scary.”



One explanation for the polarity in responses would be the considerable ambivalence Americans feel about authority figures such as CEO’s — and, in particular, the American suspicion that authority is “corrupt.” These “suspicions” are exacerbated for many people when they receive what they perceive is a “mixed message” (as per discussion above) which raises the question about whether the CEO’s motivation is simply to make more money.

“Housekeeping”

Many respondents rejected this spot out of hand — “What does she have to do with what happens on the gaming floor?”

- “Totally irrelevant. How would she know what’s going on unless she’s going through your things. Turned off.”
- “Actress. Housekeeping has nothing to do with gambling. Not really an employee.”
- “Fake. Insincerity abounds. She looked like she was reading from a script.”
- “Irrelevant person. Bottom of barrel, using housekeepers.”
- “Why is she here? Worried about employee gambling?”

“Security Officer” and “Phil Sometimes”

Out of the six communications, respondents responded most positively to these two spots. **Notably, consumers did not evidence concern about a “mixed message” in either spot.**

“Security Officer” was, perhaps, the “best liked” of all the spots shown. Respondents felt the spokesperson in this spot communicated:

- “Honesty.”
- “Liked being in casino.”
- “On-floor security. Smiling and friendly. Safe.”
- “Upbeat, friendly, happy tone.”
- “Friendly person and atmosphere.”
- “Friendly, helpful.”
- “Enjoys her job, is effective in doing it, wants you to have a good time.”
- “Friendly, helpful, caring, competent.”
- “Friendly, sincere, cares about your experience or problems.”
- “Sincere, matter of fact. Credible.”
- “Feel safe. Wanted you to know they are fully trained.”
- “Believable, concerned about you. Likeable.”



We would suggest that “Security Officer” strikes a good balance between “authority” and “enjoyment” without raising the “mixed message” concern.

“Phil Sometimes” was generally responded to positively as well. Respondents generally saw Harrah’s offering resources to people with a problem — and an “honest” and “sincere” message about responsible gaming — again, with no mixed message.

Note how much less ambivalent — indeed how remarkably positive respondents are to — the spokesperson in “Phil Sometimes” compared to “Phil Safe” and “Phil 21.” We would suggest this is further evidence for the role a perceived “mixed message” can play in respondents’ perception of a spot and a spokesperson.

It should be noted, however, that the spokesperson in “Phil Sometimes” was seen as:

- Serious

- Sobering
- “Sure doesn’t make me want to go out and go gaming.”

Implications

This (small-scale qualitative) research suggests:

1. A clear “green light” to running “Security Officer.”
2. Support for “Phil Sometimes,” with the full realization that it is a highly “sobering” ad for many people and touches very “close to home” to reasons that some people do, indeed, game.
3. Review of Harrah’s strategic intent around communication of “locus of responsibility:” Harrah’s responsibility versus responsibility of gamer.

Detailed, Verbatim Summary of Respondent Response to Communications

Did the communications you have just seen change in any way how you think and feel about Harrah’s?



“Yes”

- “Yes. I didn’t know Harrah’s was concerned about those who gambled who shouldn’t be. They train their employees on responsible gaming. I didn’t know they were concerned to train employees. They have security to spot underage gamblers.”
- “I felt more positive because of the message. What I got was, we know how to spot problems and suggest help. We’re about having fun and keeping the focus on safe fun.”
- “Harrah’s wants you to have fun gambling or just on the cruise. They wanted you to know that they are skillfully trained and to help a person if they need help.”
- “Concern for people with the gambling problem.”
- “It did make me feel they are concerned about people that should not be gambling. I never saw that many reasons or rules when you should not gamble.”
- “Yes, a little. Especially the last one (Phil Safe) make Harrah’s feel more responsible and like a community partner watching out for its customers.”
- “It gave me a sense that they do realize they have a civic responsibility. I also believe they do care and do not want individuals gambling who are not of age or have a problem.”

Mr. George Dittmann
November 13, 2001

- “I like the fact that they are aware of gambling problems. They seem to care. All employees are educated about gambling.”
- “Because they all showed concern about underage or troubled gamblers. Usually a casino just wants your money.”
- “Harrah’s is more concerned about people. Wants you to have fun, but not gambling over your head. I think this casino has caring employees.”
- “Harrah’s is a safe place to go. A fun place with friendly employees that care about you.”
- “I really never thought much about the employees watching us while we are playing.”

“No”

- “No, I feel that gambling establishments have always attempted to convey their concern.”
- “I’m comfortable how I have been supported when I decide to quit.”
- “Harrah’s is still my favorite.”
- “Because I’ve seen underage people carded. I think the security and other personnel are friendly.”
- “Harrah’s still wants you to come so you can lose money.”
- “Those commercials don’t change the way I feel. Good service and being treated like they need me to stay in business will keep me coming back.”



Do you approve, disapprove, or don't really care one way or other of Harrah's communicating this message?

Approve

- "If anyone in need has an opportunity to get help he knows where to start."
- "Yes, gives public knowledge about what casinos are doing and that they do care."
- "I approve of the message, but does it reach the people who need to hear it? You hear what you want to hear and if you have a problem you might have a deaf ear."
- "Employees trained to help a person if they need it. But they also want you to have fun."
- "The two employees seemed like they would be concerned about gambling problems people might have."
- "I think they are making an effort to be a responsible gaming facility. Not just out for the big buck. Making them seem a little more reputable."
- "Think it's important to support the community."
- "Shows concern for people."
- "Because I believe a lot gamble money they shouldn't."
- "But for me personally it has little impact, but I feel it is good for the community and shows some responsibility by Harrah's."
- "It certainly wouldn't hurt anything."
- "About letting us know their thoughts."



Don't Care

- "I'm over 21, I gamble responsibly, don't like to be told what to do."
- "I think all the statements made were statements of the obvious."

If they could only broadcast one communication, which one would they broadcast?

"Phil Sometimes"

- "Warning signs. (Phil Safe) is too condescending, makes me nauseous."

- “Harrah’s is a responsible concerned community partner. (Phil Safe) and (Phil 21) were really serious and negative and turned me off.”
- “Seemed the most sincere to you, that he really cared about people having fun, but not overdoing it.”
- “They seem to care that their players don’t get in a bad position.”

“Phil Safe”

- “Concerned for people and customers. Shows CEO is concerned that people have a good time and making sure only those who should gamble are there.”
- “I liked the fatherly guy. Seemed to get across the message without being phony. (Phil Sometimes) was a little phony. (Phil 21) made me question if they were sincere and truthful.”

“Security Officer”

- “Her office for security was the whole casino, where the people are.”
- “I like that they want you to have fun gambling but they also are trained to help you if you need it.”
- “She seemed happy to be doing her job and helping people. (The “Phil” spots) did not seem sincere.”
- “Filmed in casino, security as authority, picture of teaching staff on responsible gaming.”
- “It covered the entire corporate responsibility gambling theme.”
- “Pleasant spokesperson.”



“Housekeeping”

- “Everyone is involved.”

“Dealer”

- “I liked the guy.”
- “I liked the young man. I didn’t like the CEO commercials. Too serious, too off-putting, too negative.”
- “Not a CEO, more believable. I don’t like the ones when a CEO is saying those things just cause I believe if your employees believe it, it comes across as more believable.”

- “I liked the blackjack dealer one the best. The CEO ones turn me off. This guy got rich off people gambling away their money.”

Detailed Findings: Communication of Individual Spots, By Group

Dealer

Group 1: Community Members (Non-Gamers)

What were you thinking or feeling when you looked at this communication...

- “That they will be looking for people who may be gambling too often, or too much. That’s what they’re trained to do.”
- “It just points out the negative part of gambling.”
- “Setting a goal for employees.”
- “Enjoy yourself without getting carried away.”
- “Training employees — employee responsibility.”
- “False impressions.”
- “Pulling you in...like safe tobacco ads — saying you should try it — we want your money.”
- “Responsibility.”
- “Clean-cut young man.”
- “Trying to convince us that they were into responsible gaming.”
- “Encourage people to come gamble anyway, maybe with a limited amount of money.”
- “Gambling is fun even if you lose.”
- “Dealer trying to convey that casino was there to help...they cared about people and want to offer help if there is a problem.”
- “The problem of gambling addiction.”
- “Glad to see they are addressing the problem of people becoming addicted or having trouble stopping. Nice to see responsibility and awareness.”
- “Friendly, knowledgeable fun. He really likes his job. Dressed nicely. Nice place to work.”



What is the message, the "main thing" they are trying to communicate to you?

- "They are trying to prevent gambling addiction which is what is the negative part of gambling."
- "Employees are trained to make sure people enjoy themselves without getting carried away."
- "If you lose everything we'll help you."
- "Responsibility on their part toward the consumer."
- "Would want casinos to be responsible in case friends or family would gamble too much."
- "The casino is concerned about gambling problems. Now they want people to believe they care."
- "They are aware of people becoming addicted and they feel responsible for their part."
- "If you want to gamble, come there, they can teach you if you do not know how."



Group 2: High-End Competitive Gamers

What were you thinking or feeling when you looked at this communication?

- "Responsible, caring, not only thinking of the gambling facility. Don't overdo if you are gambling."
- "I liked that it was a dealer talking. No phone number was given. I think there should be one. Tried to make the commercial interesting."
- "I wish that guy would deal me Blackjack. Seemed like a good normal guy."
- "Seems phony. I liked the end phrase."
- "Activity, realism. Helpfulness. Younger."
- "He was telling us to have a good time while being responsible."
- "Too much distraction in background and movement of his hands to concentrate."
- "I didn't realize that the dealers are taught to watch excessive gamblers who may have a problem."

What was the message, the "main thing" they were trying to communicate to you?

- “Responsible gambling.”
- “If you have a gambling problem — seek help!”
- “Our dealers go through training.”
- “Gamble responsibly.”
- “People with gambling problems can get help from casino.”
- “Don’t gamble over your head.”
- “Be a responsible gambler, know your limit.”
- “You can have a good time, just know your limits.”

What was your perception of the person in this communication?

- “Real. Lives the life. Caring.”
- “Did a nice job in getting his point across.”
- “Seems like a nice guy but probably is an actor that doesn’t even work in the casino.”
- “I thought he was a paid actor, not an employee.”
- “Slick, young. Acting.”
- “Very personable, but that is his job.”
- “Didn’t believe he really cared if you overspent.”
- “He seemed sincere about giving his message to know to help someone.”



Group 3: High-End Harrah's Customers

What were you thinking or feeling when you looked at this communication?

- "Too young to take seriously. Cards were distracting."
- "The dealer was cute. He smiled."
- "No casino sounds."
- "Be responsible!"
- "Liked this, especially the jingle 'even if your ship', etc."
- "Pleasant guy, upbeat. Trains employees."
- "Concerned about people becoming addicted to gambling."
- "Liked sounds of casino."
- "Felt comfortable. Felt message was clear, concise and backed up with some facts. For example, the chart about recognizing gamblers in trouble."
- "He seemed more believable because he is one of the employees rather than a CEO."



What is the message, the "main thing" they are trying to communicate to you?

- "Under 21-year-olds were to be taken out if found in casino."
- "Gamble responsibly."
- "Have fun, but be responsible. Harrah's can help you be responsible while having fun."
- "Responsible gambling. Concern for people."
- "Responsible gaming while still having a good time."
- "They want you to be a responsible gambler, responsible gamblers would have fun even if not a good night."

What was your perception of the person in this communication?

- "Young, not serious. No authority."
- "Much more attractive. Smiled. Welcoming. More in the casino setting. Actually felt I might have a good time with him."

- “Nice guy, fun, friendly. Responsible. Good representative for Harrah’s. He’s on our side.”
- “Friendly. Pleasant. Upbeat.”
- “Believable. Seemed very interested in what he was saying.”
- “Felt like the person was somewhat of an ‘everyman.’ Easy to look at. Credible.”

Group 4: Community Members (Non-Gamers)

What were you thinking or feeling when you looked at this communication?

- “Touched on message in a responsible way.”
- “Loyal employee. Trained to do job well (above-ordinary Blackjack dealer because of Harrah’s). Concerned about responsible gaming. Can have a good time even if you don’t win.”
- “Average guy. Blackjack dealer trying to convince me. Casino environment. Training emphasized.”
- “Concern of Harrah’s to ensure responsible gaming (to all employees).”
- “Dealer has a respectable job, sees the potential for problems and wants to provide help.”
- “Responsible gaming (help the people who need help).”
- “Gambling fun. Dealers trained, caring and responsible.”

What was the message, the “main thing” they were trying to communicate to you?

- “That Harrah’s employees are concerned with your experience at the casino.”
- “Harrah’s has well-trained employees. Want you to have a good time.”
- “Harrah’s employees are trained extensively. They are responsible.”
- “When you come to Harrah’s, our dealers are trained to recognize people with gambling addictions.”
- “Family fun, enjoy cruises; employees are trained to help the people who need help. Have fun gambling.”
- “Have fun, be smart while gambling.”



What was your perception of the person in this communication?

- “Believable.”
- “Likes his job. Trained well. Loyal.”
- “Wants customers to have fun.”
- “Average guy. Trying too hard to convince me. Not believable.”
- “Friendly, helpful.”
- “Responsible, concerned.”
- “Friendly. Willing to help people. Wants to have fun gambling or enjoy the cruises.”
- “Fun, caring.”

“Phil Sometimes”

Group 1: Community Members (Non-Gamers)



What were you thinking or feeling when you looked at this communication?

- “Person telling you not to gamble, not the one you’d expect.”
- “Depressed or lonely.”
- “The number, 888-Bets-Off.”
- “Trying to be serious, someone of higher position to send message to public.”
- “Putting responsibility on the gambler instead of the people who work at the Casino. Give someone who wants help somewhere to look.”
- “Scaring you to not even start gambling. Very serious. Fake.”
- “Puts responsibility on the person. May give someone having trouble something to think about, some guidelines that may help. People have to police themselves. They at least give a starting point if you are addicted.”
- “Casino trying to convey message of help and caring from casinos. Who are they really talking to?”
- “Gambling problems.”

- “At least not an entertaining commercial.”
- “Just too serious a face, not sincere. People who are gambling too much won’t hear necessary phone number.”
- “Real concern. Impressed it was the CEO.”

What is the message, the “main thing” they are trying to communicate to you?

- “That they are a champion of responsible gaming.”
- “Trying to prove to public that they care and they are aware that there are problems and to share the number to call for help.”
- “There is help for people who gamble. There are situations where some people shouldn’t gamble.”
- “If you have a gambling problem, do not come to our casino.”
- Be aware of how to gamble responsibly and where to go for a start for help:
 - “The casino wants to help. They don’t want people gambling that shouldn’t be.”
 - “If you gamble too much, call this number.”
 - “Be prudent in your gambling approach.”



Group 2: High-End Competitive Gamers

What were you thinking or feeling when you looked at this communication?

- “Very civic-minded. Responsible. Look at gaming for what it is, a game. Concerned about the well-being of the individual.”
- “Good idea. One way to inform people with gambling problems. I liked giving the phone number.”
- “Thankfulness I don’t have a gambling problem. How can one really tell how drunk you are?”
- “They are trying to keep a good image. Worried about problem gamblers hurting business.”
- “Positive thoughts. Not to gamble. Age. Drinking habits. Not to be depressed. Limits of money.”
- “Gambling is irresponsible if you are under pressure, depressed, if go over budget. There was a number to call.”

Mr. George Dittmann
November 13, 2001

- “That my husband and a friend should listen carefully to this ad. Try to make us think they are sincere because it was the CEO of Harrah’s and they care.”
- “Sometimes you can keep playing and not realize how much you have spent because you are having fun.”

What is the message, the “main thing” they are trying to communicate to you?

- “Responsibility.”
- “If you have gambling problems.”
- “There is help if you have a gambling problem.”
- “Use responsibility when gambling.”
- “Some people should not gamble.”
- “Don’t gamble if you can’t afford it or control it.”
- “Gamble as entertainment only.”
- “Know when to stay stop.”



What is your perception of the person in this communication?

- “Seemed sincere, concerned.”
- “Drab. No change in his voice.”
- “He’s rich, he really doesn’t care. Does it to be politically correct.”
- “Caring, concerned.”
- “Good. Respectable. Focused.”
- “I liked him, seemed sincere.”
- “He seemed concerned for the gambler to be able to control himself.”
- “Sincere. Caring.”

Group 3: High-End Harrah’s Customers

What were you thinking or feeling when you looked at this communication?

- “Serious commitment to get the message out about gambling out of control.”

- “Concern, right guy for that thought.”
- “Good message, but too much of a ‘down’ feel.”
- “Pleasant, calm. Encourage people to watch how much you gamble, help people realize a problem.”
- “Felt this was informative and smart. Example underage. Setting and keeping a limit, lonely and depressed. 1-800-BETS-OFF. Didn’t ask me to enjoy myself.”
- “They really want to identify people who should not be gambling.”

What is the message, the “main thing” they are trying to communicate to you?

- “Know when to quit and know where to get help if you need it.”
- “Gamble responsibly. Quit while you’re ahead. If you need help, ask.”
- “Gambling can be a problem for some people and they shouldn’t gamble.”
- “Concern for people with a gambling problem.”
- “To remember when not to gamble, not to jeopardize yourself or your family by careless gambling.”
- “Know when maybe you should stop or slow down your gambling.”



What is your perception of the person in this communication?

- “Appreciated knowing casino will help out-of-control gamblers. Committed.”
- “Definite ‘concern’ face. Makes me feel guilty a little for gambling like I do.”
- “Maybe too serious, too negative. Do people with a problem listen?”
- “Concerned. Pleasant and helpful.”
- “Felt good about the individual. Set right tone for type of message.”
- “Wants people to know when maybe should not go gambling.”

Group 4: Community Members (Non-Gamers)

What were you thinking or feeling when you looked at this communication?

- “Good that no signs of problems. Telephone number good.”

- “Harrah’s is helping people to get help who need it (those who shouldn’t gamble). Not everyone should gamble. Call to get help. Harrah’s is responsible gaming.”
- “Sobering message. Unexpected to come from the casino. Important to pay attention.”
- “Know when to quit — set a limit. Don’t gamble out of depression. Be responsible. Don’t over-drink when gambling.”
- Willing to make sure nobody underage or depressed gambles. Willing to help:
 - “Cold. Condescending.”
 - “Concerned about you. Conscientious. Not out to get your money no matter what. Relaxing.”

What was the message, the “main thing” they were trying to communicate to you?

- “Point to help identify problem. 800 number.”
- “If you need help not to gamble, call.”
- “Harrah’s doesn’t want you gambling if you shouldn’t be and here are the risks.”
- “Know when to stop.”
- “Responsibility. Willing to make sure nobody underage or if a person needs help to head them in the right direction.”
- “Trying to seem caring and concerned.”
- “They don’t want just anybody to gamble. Harrah’s is responsible.”



What was your perception of the person in this communication?

- “Helpful and informative.”
- “Sincere, concerned for people. Wants to help. Does what he can for those who need help.”
- “Sincere, believable, sober.”
- “Care about you and your limits. Want to be responsible.”
- “Concerned. Responsible. Caring.”
- “Condescending.”
- “Fatherly. Calm. Relaxed. Concerned.”

“Phil Safe”

Group 3: High-End Harrah’s Customers

“What were you thinking or feeling as you watched this communication?”

- “Honest. Concern. Responsible. Impressed with CEO presentation. Don’t like the traffic, distracting. Too short.”
- “Harrah’s leader in responsible gambling.”
- “Help me quit?”
- “Have a good time.”
- “Harrah’s. Not just a special night out.”
- “Simple statement. Trying to be responsible. Don’t make me ‘feel like gambling,’ felt more like a public service announcement.”
- “Yes, he is right, I want to go to have a good time. Don’t always have a good time. Not sure if they really want to stop the problem gambler.”



What was the message, the “main thing” they are trying to communicate to you?

- “Understand responsibility to honest gaming.”
- “Responsible gambling.”
- “It’s not the casino’s responsibility to help people quit.”
- “Gambling should be fun but not addictive.”
- “Showing responsibility and concern.”
- “They want you to have a good time.”

What is your perception of the person in this communication?

- “Impressed with CEO level, trusted.”
- “A little condescending. Too fatherly. Don’t need to be told how to gamble.”
- “He didn’t sound fun — If I had never gambled he sure didn’t make it look fun.”
- “Seemed too much of a CEO — too serious.”
- “The individual seemed sincere, but not very warm...”
- “He seemed honest about what he said.”

Group 4: Community Members (Non-Gamers)

What were you thinking or feeling when you looked at this communication?

- “Video over-concerned about gambling problems.”
- “Sincere. I didn’t know that. That’s good stopping underage and those who need to stop. Wants people to have a good night out.”
- “Sincere concern for the person’s pleasures. Addresses responsible gaming — a positive, but do they really practice the stopping?”
- “Friendly. Responsible. Underage and stop before it gets [out of control]. Good time.”
- “Very welcome. Make yourself at home. You’re special.”
- “Justify gambling. More concerned about people than money.”
- “Reliable. Reputable. Responsible. Homey. Relaxed.”

What was the message, the “main thing” they were trying to communicate to you?

- “Concerned with gambling problems. You’ll have a good experience at Harrah’s.”
- “We care about you, go by the rules and want you to enjoy yourself.”
- “We know you want to have fun and we want you to leave with that feeling.”
- “Responsibility. Fun evening-out for family.”
- “Enjoy yourself. At the same time be responsible.”



Mr. George Dittmann
November 13, 2001

- “Trying to be friendly and concerned.”
- “They were a conscientious, responsible organization.”

What was your perception of the person in this communication?

- “Businessman. OK.”
- “Concerned. Sincere. Doing what he could to make things go well, right and people enjoying themselves.”
- “Sincere, wants to please. Concerned about his company’s reputation.”
- “Friendly. Responsible.”
- “Warm. Honest. Sincere. Matter-of-fact.”
- “Businesslike. Stuffy.”
- “Fatherly. Calm. Relaxed. Believable.”

“Phil 21”



Group 2: High-End Competitive Gamers

What were you thinking or feeling when you looked at this communication?

- “Responsible. Concerned about the gambler. Law abiding. Relate to cigarette industry.”
- “Didn’t care for the background music. Drab speaker, tried to be funny at the end about having fun.”
- “No real thoughts, it was serious, yet boring.”
- “Not believable.”
- “Not to come if not 21. Nicely put — trained staff.”
- “It is aimed at adults and not children.”
- “Sincere about having a good time — being 21 didn’t have much to do with it.”
- “Good to know the employees are watching out for young people.”

What was the message, the “main thing” they were trying to communicate to you?

- “Sticking to the law.”
- “Must be 21 years of age to gamble at Harrah’s.”
- “We don’t allow underage gambling.”
- “No underage gambling.”
- “It is not legal to come to the casino if under 21.”
- “Don’t try to gamble if you are not at least 21.”
- “That you had to be 21 to gamble.”
- “They are trying to watch out for too-young players not to be there.”

What was your perception of the person in this communication?

- “Caring, sincere.”
- “Didn’t care for his drab voice. Seemed very slow in speaking.”
- “He makes plenty of money off people over 21.”
- “No response to him.”
- “Not really good.”
- “Very sincere and caring.”
- “Sincere.”
- “He seemed concerned about keeping underage people away.”



Group 3: High-End Harrah’s Customers

What were you thinking or feeling when you looked at this communication?

- “Parented. Scolding. Threatening.”
- “Too low-key for casino people. Get over it, I am over 21, don’t really care about helping underage out.”
- “Sort of overstated. Already know no one under 21 can gamble.”
- “Concern for responsible gambling.”

- “Feels cold and impersonal, like there is no air in the room. Message is casino responsibility.”
- “Casino gaming if for 21 year olds, it is more responsible that way.”

What is the message, the “main thing” they are trying to communicate to you?

- “Are responsible to monitor for underage gambling and will take steps to enforce.”
- “They will keep all people under 21 out of the casinos.”
- “Harrah’s doesn’t allow underage gambling.” (Somehow this would spoil my fun?)
- “Concern for people — to keep underage out. For people to have a good time.”
- “Message seems standard and direct, follow the law. Harrah’s responsibility against underage players. Make sure you enjoy yourself — and I can’t see how the two (messages) mix. Special mention not to advertise to minors.”
- “You have to be 21 years of age to go to casinos and they want you to have fun and leave the casino like you had a good time so you will come back.”

What is your perception of the person in this communication?



- “Like a parent scolding. Threatening. Serious.”
- “Doesn’t smile enough. Too corporate to make gambling look fun.”
- “Dull. Officious. Stating the obvious.”
- “Pleasant-informative-businesslike.”
- “Mr. Sartre is cold feeling and stuffy. He barely moves. His eyes don’t seem to blink.”
- “He seemed concerned with the basic rules of gaming.”

“Housekeeping”

Group 1: Community Members (Non-Gamers)

What were you thinking or feeling when you looked at this communication?

- “Totally irrelevant. How would she know what’s going on unless she’s going through your things. Turned off.”
- “Train everyone who works for Harrah’s. Lady was working class. Friendly employees. We have a hotel.”
- “Actress. Housekeeping has nothing to do with gambling. Not really an employee. Do many people stay overnight?”
- “Fake. Insincerity abounds. She looked like she was reading from a script.”
- “Irrelevant person. Bottom of barrel, using housekeepers.”
- “Humorous. She was reading from a script not memorized.”
- “Harrah’s is more than just a casino. Lets me know they have a hotel and not just a casino.”
- “Why is she here? Worried about employee gambling?”



What is the message, the “main thing” they are trying to communicate to you?

- “They want you to think they care. Don’t think they do.”
- “Trained employees to find gambling problems (recognize).”
- “All employees are ‘trained’ to help with responsible gaming.”
- “Everyone that works there cares about the customer.”
- “Responsible through organization.”
- “All employees, even housekeeping, are trained to recognize and care and they want you to be responsible.”
- “Every single employee is trained in responsible gambling — all the way down to people who don’t really need it.”

Group 2: High-End Competitive Gamers

What were you thinking or feeling when you looked at this communication?

- “Company-wide concern on responsible gambling.”
- “Entire corporate culture.”
- “Caring about the individual.”
- “Quality.”
- “I didn’t care for this commercial. Housekeeping and gambling don’t go together.”
- “When does a housekeeper come into play when you’re losing your butt in the casino?”
- “She looks like she’s reading her lines. Very unbelievable.”
- “Pleasant, enjoyed music. Trained all employees.”
- “I did not know that housekeeping would have to go through the same kind of training. I think it’s good.”
- “Surprised that housekeeping would go through the same training as dealers.”
- “I don’t see why housekeeping needs training for gamblers when they usually never come in contact with whoever cleans the room.”



What was the message, the “main thing” they were trying to communicate to you?

- “Identifying irresponsible gambling, responsibility.”
- “Don’t over gamble. Keep yourself at your limit so it will still be fun.”
- “Everyone is concerned with responsible gambling.”
- “Every employee is responsible for gambling.”
- “Gamble responsibly.”
- “Even housekeeping is trying to tell you to gamble responsibly.”
- “Don’t over bet.”
- “I haven’t a clue!”

What was your perception of the person in this communication?

- “Caring, knowledgeable.”
- “I liked her voice but strange combination: housekeeping and gambling!”
- “Seems nice but I don’t stay in casino hotels.”
- “I don’t believe everyone cares.”
- “Liked her. Seemed real. Great smile.”
- “Well-trained.”
- “Pleasant voice, but thought she was just reading a statement.”
- “Didn’t make any sense to me, unless it was for her gambling benefit at other casinos.”

“Security Officer”

Group 2: High-End Competitive Gamers



What were you thinking or feeling when you looked at this communication?

- “Responsible. Personable. Believable. Knowledgeable. Corporate culture.”
- “I liked this commercial. I think security plays a key role in underage gambling and they should be educated in this matter.”
- “I wonder how easy it is to count cards and how many she has caught doing it.”
- “Security does more than look impressive.”
- “Security spots underage or gamblers in trouble — all are trained to do so.”
- “To gamble responsibly. Keep everyone happy.”
- “She was believable about watching people for age, or starting trouble.”
- “That security is also watching for uncontrolled players who seem to be staying and playing too long.”

What was the message, the “main thing” they were trying to communicate to you?

- “Corporate responsibility to identify potential problems.”
- “Security is critical in under-aged and over-spending gamblers.”
- “Security is on the lookout for underage and irresponsible gambling.”
- “The casino takes time to train its people so you can have a good time.”
- “Can spot underage gamblers and irresponsible gamblers. Can help.”
- “Security also keeps under-aged people out of casinos, so everyone stays happy.”
- “Security is important and casinos are a safe place to go.”
- “That all employees are trained to be watching all players. If they look young and are having a problem stopping.”

What was your perception of the person in this communication?

- “Sincere. Real world.”
- “Nice job. Pleasant voice. Right to the point.”
- “I wonder how hard her job is and what goes on in an average day.”
- “Professional.”
- “Professional looking, well groomed. Knowledgeable. Good response.”
- “She seemed concerned.”
- “Very likeable. Kept my attention.”
- “She seemed happy and enjoying what her responsibilities are.”



Group 3: High-End Harrah’s Customers

What were you thinking or feeling when you looked at this communication?

- “Honesty.”
- “Responsibility for customers. Trained employees.”
- “Liked being in casino.”

- “On-floor security. Smiling and friendly. Safe.”
- “Upbeat, friendly, happy tone.”
- “Friendly person and atmosphere.”
- “Concern for people, excitement. Question their sincerity.”
- “Felt that ad was reasonably strong. Showed some examples of how to handle this situation. This person seemed concerned, seemed warmer, believable.”
— “I wonder what type of ways they spot problem gamblers...how they train them to spot them. I think they could do better by watching the computer with the cards.”

What is the message, the “main thing” they are trying to communicate to you?

- “Care about helping customers be responsible.”
- “Secure, responsible gambling. They look out for us.”
- “Harrah’s is a friendly, fun and responsible place to gamble.”
- “Watch for underage and people with a gambling problem.”
- “Trying to convey a sense of responsibility and concern for their patrons.”
- “They are concerned about problem gamblers. If you don’t spend too much you would have a good time.”



What is your perception of the person in this communication?

- “Caring, honest, friendly, sincere.”
- “This person was happy and smiling. Made me feel more like it’s a happy place to be, however, I miss the ‘casino sounds’.”
- “Friendly, caring, real person. One of us.”
- Friendly. Upbeat.”
- “This person seemed warmer and more credible, easier to listen to. Had more punch and style.”
- “Cheerful, she liked her job and took it responsibly.”

Group 4: Community Members (Non-Gamers)

What were you thinking or feeling when you looked at this communication?

- “Concern of Harrah’s to ensure responsible gaming (all employees).”
- “Has tight security, knows how to spot underage players, teaches all employees responsible gaming, wants everyone to have a good time.”
- “She is concerned about you having a good time. Well-trained. Helpful.”
- “Employee training is an important requirement at Harrah’s. Wants the consumer to have fun. Someone is looking out for your welfare.”
- “Being aware of surroundings. Concern of people’s limitations. Age limits.”
- “They wanted to make you feel safe but to have fun at the same time. Wanted you to know they are fully-trained.”
- “Concerned. People are well-trained. They want you to have a good time.”

What was the message, the “main thing” they were trying to communicate to you?



- “They are taking some responsibility for your gaming responsibly.”
- “Underage players will not be allowed to gamble because of security doing job well.”
- “Staff is there to serve the customers.”
- “At Harrah’s, every employee is trained to recognize people at-risk so you come and leave having a good time.”
- “That they are there for your protection and well-being at the same time. Want to have a good time.”
- “Safety. Staff trained to spot under-aged and to know how to help a person.”
- “They are well-trained employees in the area of responsible gambling.”

What was your perception of the person in this communication?

- “Friendly, helpful.”
- “Enjoys her job, is effective in doing it, wants you to have a good time.”
- “Friendly, helpful, caring, competent.”

- “Friendly, sincere, cares about your experience or problems.”
- “Sincere, matter of fact. Credible.”
- “Feel safe. Wanted you to know they are fully-trained.”
- “Believable, concerned about you. Likeable.”

Pre-Post Quantitative Measure

We administered a pre-post questionnaire to all respondents measuring five variables. Respondents were asked how well each variable described their feelings about Harrah’s on a 10-point scale where “1” indicated “does not describe” and “10” indicated “describes very well.”

The five variables were:

- Responsible corporate citizen;
- Cares about its customers;
- Fun place to visit;
- Concerned about people;
- Likelihood of visiting Harrah’s in future (“1” = not at all likely, “10” indicates “highly likely”).



Since sample size per group is not adequate for statistical analysis, we present the data in tables that summarizes pre-post movement along the 10-point scale.

Responsible Corporate Citizen

Group	Decline		Unchanged	Plus			
	- 2	- 1		1	2/3	4	5+
1			4	2	1		
2			1	1	5		
3			3	2	2		
4				1		3	1

Cares About Its Customers

Group	Decline		Unchanged	Plus			
	- 2	- 1		1	2/3	4	5+
1			3	4			
2			1	1	5	1	
3			4	1	1	1	
4			1	1	1	2	1

Fun Place to Visit

Group	Decline		Unchanged	Plus		
	- 2	- 1		1	2/3	4
1		3	3	1		
2		2	3	1	2	
3			4	2	1	
4			2	1		2



Concerned About People

Group	Decline		Unchanged	Plus			
	- 2	- 1		1	2/3	4	5+
1	1	2	4	1			
2	1		4	1	2		
3			3	2	2		
4			1	1	1	2	1

Likelihood of Future Visit

Group	Decline		Unchanged	Plus		
	- 2	- 1		1	2/3	4
1		2	4	1		
2			5	2	1	
3			7			
4		1	1	3		

Attachment X.A.6_A15

INTEROFFICE MEMO



TO: Jan Jones
FROM: Emily Pattat
Customer Insights
EXT: 702.407.6447 **FAX:** 702.407.6505
DATE: April 29, 2002

cc: Roy Behr
George Dittmann
Dean Hestermann
Jennifer Shatley

SUBJECT: Responsible Gaming AdTrack - Final Report

BACKGROUND/OBJECTIVES

In October 2000, Harrah's Entertainment, Inc. unveiled a corporate Code of Commitment governing relationships with its casino guests, its employees and the communities where Harrah's properties are located. Since the October 2000 unveiling, Harrah's has implemented the Code of Commitment program at every property.

In an effort to further promote its position on responsible gaming, Harrah's developed a television advertising campaign. The advertisements were aired late January through early February in the St. Louis market as a test. The advertisements televised were "Security", "Dealer" and "Sometimes." In order to evaluate the effectiveness of the advertising, a pre and post ad tracking study was conducted in the St. Louis market.

The objectives of the study were to measure the effectiveness of the responsible gambling TV ad campaign in the St. Louis market.

METHODOLOGY

For the pre wave, a combined total of 350 telephone interviews were conducted between January 14th and January 20th in the St. Louis market. A total of 150 interviews were conducted with Non-gamblers (had not gambled in the past 12 months), 150 were conducted with Gamblers (had gambled in the past 12 months) and 50 were conducted with Harrah's Diamond/Platinum customers. The post wave mirrored the pre wave sample and was fielded immediately following the end of the advertising flight, which began March 11th and ended March 20th.

CONCLUSIONS

* **The "responsible gambling" ads were a total success.**

- **Unaided brand awareness for Harrah's St. Louis significantly increased after airing the "responsible gaming" ads.** In fact, top-of-mind unaided brand awareness increased significantly from the pretest - a 12-point increase (28% to 40%), while total unaided brand awareness increased slightly from 51% to 57%.
- **Unaided advertising awareness for Harrah's St. Louis also increased significantly from the pretest.** Top-of-mind unaided ad awareness for Harrah's St. Louis significantly jumped from 32% to 42% (up 10 points), while total unaided advertising awareness increased 7 points from 50% to 57%.
- **Harrah's St. Louis favorability scores rose significantly after airing the "responsible gaming" commercials (up 7 points).** Favorability scores for other St. Louis casinos remained flat to slightly down over the same period of time.
- **The "responsible gaming" ad campaign increased respondents' perception of Harrah St. Louis as a casino concerned about responsible gaming.** Three of the four responsible gaming attributes tested increased significantly from the pretest, while the fourth attribute remained flat. "Have programs to encourage responsible gaming" had the largest increase, which jumped from 39% to 59% (up 20 points). "Concerned about people" also showed a significant increase from 38% to 53%, up 15 points from the pretest, followed by "casino is a responsible corporate citizen" which went up 12 points. The fourth attribute "cares about customers" remained flat.
- **The ad campaign had no short-term negative effects on visitation to Harrah's St. Louis.** Attribute scores for "fun place to visit" and "plan to visit in the future" remained the same after the "responsible gaming" ads were aired.
- **The "responsible gaming" ads significantly increased Harrah's past 3 month ad awareness (aided and unaided) and past 3 month aided TV ad awareness.** Harrah's St. Louis past 3 month ad awareness score (aided and unaided) increased from 70% to 82% (up 12 points from pretest) and, Harrah's aided TV ad awareness increased significantly from 39% to 62%, a 23-point increase.
- **Respondents remembered the "responsible gaming" message.** The number of respondents remembering the "responsible gaming" message increased from 4% to 47% after commercials were aired.

CONCLUSIONS (Cont'd)

- * **The "Sometimes" spot seemed to be the strongest of the three "responsible gaming" ads.**
 - **The recall of the "responsible gaming" ads reflected the weight of advertising in the market.** Two in five respondents (39%) stated that they remembered seeing the "Sometimes" commercial, while 34% remembered the "Security" spot and 23% remembered the "Dealer" spot.
 - **The "responsible gaming" message was most effective with the "Sometimes" spot.** Approximately 9 in 10 respondents who had seen the "Sometimes" ad stated that the message/main idea was "playing responsibly."
 - **The "Sometimes" ad was generally liked more than the "Dealer" and "Security" ads.** In fact, 7 in 10 (70%) respondents who had seen the "Sometimes" ad reported that they liked it, while 62% reported they liked the "Security" ad and 55% reported they liked the "Dealer" ad.

There are two areas that should be monitored as Harrah's decides how and when to move forward with the "responsible gaming" initiative: the balance between "responsible gaming" ads and "casino/marketing" ads and the relatively high percentage of respondents (1 in 4) not believing Harrah's is "concerned" about gamblers playing in a responsible manner.

- * **Keep a balance between "casino/marketing" advertising and "responsible gaming" advertising.** Although "planned to visit Harrah's in the future" and "fun place to visit" remained constant after airing the commercials, thought needs to be given the optimum mix of "responsible gaming" ads and "come to Harrah's to gamble" marketing messages, particularly in markets where TV advertising is minimal.
- * **The "responsible gaming" ad campaign should reduce some of the skepticism about Harrah's being concerned for customers gaming responsibly.** As Harrah's continues to roll out responsible gaming initiatives and the Code of Commitment, the public will become more aware of Harrah's commitment to responsible gaming resulting in less suspicion of Harrah's motives. However, the hard-core anti-gambling population will never be convinced of Harrah's sincerity in their responsible gaming programs.

DETAILED FINDINGS

Gambling Incidence

- **Approximately 2 in 5 respondents had gambled in the past 12 months in the pre (43%) and post (41%) waves.**

- Respondents who had gambled in the past 12 months were defined as "Gamblers", while respondents who had not gambled in the past 12 months were defined as "Non-gamblers."

Last Time Gambled <i>(Base: Total Random Sample)</i>	Total Random	
	Pre (n=261)	Post (n=261)
	%	%
Within past 12 months (NET)	43	41
Within the last 3 months	26	23
4 to 6 months ago	10	10
7 to 12 months ago	7	8
One to less than three years ago	17	17
Three years ago or longer	23	16
Never	17	25
Don't know when gambled	0	1

Acceptability Of Gambling

- **Approximately two-thirds of respondents in the pre (67%) and post (65%) waves stated that "gambling was acceptable for anyone to do."**
- Only about 1 in 10 stated that "gambling was not acceptable for anyone to do" in both pre (13%) and post (14%) tests.

Acceptability Of Gambling <i>(Base: Total Random Sample)</i>	Total Random	
	Pre (n=261)	Post (n=261)
	%	%
Acceptable for anyone to do	67	65
Acceptable for others, but not for you	18	21
Not acceptable for anyone to do	13	14
Don't know	1	0

Top-of-Mind Unaided Brand Awareness

- **Harrah's St. Louis top-of-mind unaided brand awareness jumped significantly from the pretest – a 12-point increase.**
- Among the two segments, Harrah's top-of-mind unaided brand awareness rose 9 points for Gamblers and 11 points for Non-gamblers.

- Other St. Louis casinos' top-of-mind scores remained the same or declined during the same period.

Which Casinos Come to Mind First (First Mentions) (Base: Total Random Sample)	Total Random		Gamblers		Non-Gamblers	
	Pre (n=261)	Post (n=261)	Pre (n=150)	Post (n=150)	Pre (n=150)	Post (n=154)
	%	%	%	%	%	%
Harrah's St. Louis	28	40	35	44	22	33
Casino Queen	15	17	16	17	16	18
Alton Belle	13	12	15	8	13	14
President	9	4	9	4	8	4
Ameristar – St. Charles	8	6	11	12	4	3

*Open-ended question.

**Only top casinos listed.

Total Unaided Brand Awareness

- Total unaided brand awareness for Harrah's St. Louis slightly increased from 51% to 57%.** This was due to the increase in total unaided brand awareness for Non-gamblers.
- Among Non-gamblers Harrah's total unaided brand awareness increased 7 points from the pretest, while Gamblers total unaided brand awareness remained about the same.
- Two of Harrah's competitors also saw a slight increase in total unaided brand awareness, Casino Queen (up 6 points) and Alton Belle (up 4 points), both of which were due to an increase in awareness from Non-gamblers. The other two competitors (President and Ameristar) saw a decline in total unaided brand awareness.

Which Casinos Come to Mind First (Total Mentions) (Base: Total Random Sample)	Total Random		Gamblers		Non-Gamblers	
	Pre (n=261)	Post (n=261)	Pre (n=150)	Post (n=150)	Pre (n=150)	Post (n=154)
	%	%	%	%	%	%
Harrah's St. Louis	51	57	67	68	40	47
Casino Queen	33	39	42	43	29	35
Alton Belle	30	34	33	33	31	33
President	24	18	31	23	19	14
Ameristar – St. Charles	20	19	26	29	13	13

*Open-ended question.

**Multiple answers accepted.

***Only top casinos listed.

Top-of-Mind Unaided Advertising Awareness

- Overall, Harrah's St. Louis top-of-mind unaided ad awareness mirrored the significant increase in brand awareness with a 10-point increase.** However, unlike brand awareness, advertising awareness increased more among Gamblers.
- The Gambler segment saw the largest increase in top-of-mind unaided ad awareness - up 14 points from the pretest, with Non-gamblers top-of mind unaided ad awareness increasing 6 points.

- Like top-of-mind brand awareness, other competitors' scores on top-of-mind unaided advertising awareness were flat to down.

Which Casinos Have You Seen or Heard Advertised in the Past Three Months (First Mentions) (Base: Total Random Sample)	Total Random		Gamblers		Non-Gamblers	
	Pre (n=261)	Post (n=261)	Pre (n=150)	Post (n=150)	Pre (n=150)	Post (n=154)
	%	%	%	%	%	%
Harrah's St. Louis	32	42	35	49	28	34
Casino Queen	21	18	25	13	21	23
Alton Belle	6	8	7	8	5	8
President	7	3	7	3	7	3
Ameristar – St. Charles	5	6	4	7	6	3

*Open-ended question.

**Only top casinos listed.

Total Unaided Advertising Awareness

- Harrah's St. Louis total unaided ad awareness mirrored the increase in total unaided brand awareness with a 7-point increase.**
- Total unaided advertising awareness for Harrah's St. Louis increased about the same for Gamblers (up 7 points) and Non-gamblers (up 6 points).
- Two of the St. Louis competitors saw a slight increase (Alton Belle and Ameristar), while the other two decreased in total unaided ad awareness (President and Casino Queen).

Which Casinos Have You Seen or Heard Advertised in the Past Three Months (Total Mentions) (Base: Total Random Sample)	Total Random		Gamblers		Non-Gamblers	
	Pre (n=261)	Post (n=261)	Pre (n=150)	Post (n=150)	Pre (n=150)	Post (n=154)
	%	%	%	%	%	%
Harrah's St. Louis	50	57	60	67	41	47
Casino Queen	36	34	43	34	32	35
Alton Belle	20	24	23	25	17	23
President	18	12	24	13	13	10
Ameristar – St. Charles	17	21	19	25	11	15

*Open-ended question.

**Multiple answers accepted.

***Only top casinos listed.

Casinos Gambled At In Past 12 Months

- In both pre and post waves, more respondents had gambled at Harrah's in the past 12 months than any of the other St. Louis casinos.**
- In fact, almost two-thirds of respondents had gambled at Harrah's St. Louis in the past 12 months, while only about one-third had gambled at any of the other casinos.
- All past 12-month visitation to St. Louis casinos remained flat from pre to post test.

Casinos Gambled At In The Past 12 Months ("Yes" Responses) (Base: Those who had gambled in past 12 months)	Total Random	
	Pre (n=111)	Post (n=107)
	%	%
Harrah's St. Louis	65	62
Casino Queen	35	33
Alton Belle	32	29
President	33	29
Amersitar	23	28

Favorable Casino

- **Harrah's favorability scores rose significantly (up 7 points) while the other casinos' favorability scores remained flat to slightly down.**
- Among the two segments, Harrah's favorability scores rose 7 points for Gamblers while Non-gamblers scores rose 10 points. Once again, all other casinos' favorability scores remained flat or were slightly down for Gamblers and Non-gamblers.

How Favorable Of A Casino (Top 2 Box - rated a 4 or 5)* (Base: Those able to rate casino)	Total Random		Gambler		Non-Gambler	
	Pre	Post	Pre	Post	Pre	Post
	%	%	%	%	%	%
Harrah's St. Louis	45	52	62	69	31	41
Casino Queen	31	28	38	33	25	25
Alton Belle	27	28	36	31	29	27
President	24	21	31	22	19	19
Amersitar	20	21	28	31	13	13

*Casinos rated on a 1 to 5 point scale, with 1 meaning "not at all favorable" and 5 meaning "very favorable."

Casino Attributes - Total Random Sample

- **Harrah's dominated the market in pre and post tests for all attributes measured.**
- When comparing Harrah's "top 2 box" scores for the pre and post waves, the attributes "programs for responsible gaming" (up 20 points), "concerned about people" (up 15 points), and "responsible corporate citizen" (up 12 points) increased dramatically. These significant increases were due to negative scores moving more positively.
- In addition, Harrah's "top 2 box" scores remained the same in the pre and post studies for a "fun place to visit" and "plan to visit in the future." Thus, the "responsible gambling" ad campaign had no

negative short-term effects on visitation to Harrah's or on the perception of Harrah's as a "fun place to go."

Casino Attributes - Total Random Sample (Top 2 Box - rated casino a 4 or 5)* (Base: Those able to rate casino)	Harrah's		Alton Belle		Ameristar		Casino Queen		President	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
	%	%	%	%	%	%	%	%	%	%
Fun place to visit	60	58	38	37	33	34	38	35	33	28
Cares about customers	54	57	38	40	34	34	42	38	32	33
Have programs to encourage responsible gaming	39	59	29	31	30	30	33	33	30	29
Concerned about people	38	53	25	33	19	29	27	29	22	26
Responsible corporate citizen	37	49	20	34	19	25	26	35	24	31
Plan to visit in the future	41	41	17	19	21	21	22	19	19	16

*Casinos rated on a 1 to 5 point scale, with 1 meaning "does not apply at all" and 5 meaning "applies a great deal."

Casino Attributes - Gambler Segment

- Among the Gambler segment, Harrah's "top 2 box" scores significantly outperformed the competition on all attributes in pre and post waves.
- In addition, Harrah's "top 2 box" scores increased significantly among gamblers for "programs for responsible gaming" (up 17 points), "responsible corporate citizen" (up 10 points) and "concerned about people" (up 6 points).
- The attributes "fun place to visit", "cares about customers" and "plan to visit in the future" remained flat for Harrah's among the Gambler segment.

Casino Ratings - Gambler Segment (Top 2 Box - rated casino a 4 or 5)* (Base: Those able to rate casino)	Harrah's		Alton Belle		Ameristar		Casino Queen		President	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
	%	%	%	%	%	%	%	%	%	%
Fun place to visit	72	72	49	45	47	44	42	39	37	31
Cares about customers	67	66	50	44	46	44	53	42	38	34
Have programs to encourage responsible gaming	57	67	41	38	45	37	41	39	41	36
Concerned about people	53	70	34	43	30	40	36	36	28	37
Responsible corporate citizen	55	61	29	46	28	33	37	40	36	31
Plan to visit in the future	67	62	29	28	36	40	34	30	29	25

*Casinos rated on a 1 to 5 point scale, with 1 meaning "does not apply at all" and 5 meaning "applies a great deal."

Casino Attributes - Non-gambler Segment

- Again, among Non-gamblers Harrah's significantly outperformed competitors across all attributes.
- In addition, Harrah's "top 2 box" scores for Non-gamblers increased significantly across all attributes, except for "fun place to visit" which remained the same.

Casino Ratings - Non-gambler Segment (Top 2 Box - rated casino a 4 or 5)* (Base: Those able to rate casino)	Harrah's		Alton Belle		Ameristar		Casino Queen		President	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post

	%	%	%	%	%	%	%	%	%	%
Fun place to visit	46	48	28	31	24	24	33	31	26	24
Cares about customers	43	49	29	34	28	22	34	34	27	31
Have programs to encourage responsible gaming	24	49	18	23	18	23	22	27	18	23
Concerned about people	24	40	15	25	13	20	20	25	14	17
Responsible corporate citizen	20	36	11	24	11	18	18	29	15	27
Plan to visit in the future	21	26	9	12	10	8	13	13	10	8

*Casinos rated on a 1 to 5 point scale, with 1 meaning "does not apply at all" and 5 meaning "applies a great deal."

Past 3 Months Ad Awareness (Aided and Unaided)

- **Harrah's past 3-month ad awareness (aided and unaided) score increased significantly from the pretest from 70% to 82% (up 12 points).** An impressive jump considering the high awareness score of 70% before the ads were aired.
- All other St. Louis casinos received flat or decreased past 3-month ad awareness scores (aided and unaided).

See Advertisements For Casino In Past 3 Months ("Yes" Responses) (Base: Total Random Sample)	Total Random		Gamblers		Non-Gamblers	
	Pre (n=261)	Post (n=261)	Pre (n=150)	Post (n=150)	Pre (n=150)	Post (n=154)
	%	%	%	%	%	%
Harrah's St. Louis	70	82	77	87	66	77
Casino Queen	70	66	74	67	67	67
Alton Belle	52	52	58	53	49	53
President	50	46	59	51	44	43
Amersitar	21	25	33	37	13	19

*Casinos specified.

Seen Any TELEVISION Advertisements For Harrah's In Past 3 Months

- **Harrah's aided TV advertising awareness increased significantly from 39% to 62%, posting a 23-point increase from pre to post test.**
- Among the two segments, Gamblers showed a significant 24-point increase in Harrah's aided TV ad awareness while Non-gamblers showed a significant 18-point increase. In the post wave research, two-thirds of Gamblers (65%) had seen Harrah's TV advertising in the past 3 months and almost 3 in 5 (58%) Non-gamblers reported they had seen Harrah's TV advertising.

Seen Any TELEVISION Advertising For Harrah's Casinos In Past 3 Months	Total Random		Gamblers		Non-Gamblers	
	Pre	Post	Pre	Post	Pre	Post

(Base: Total Random Sample)	(n=261)	(n=261)	(n=150)	(n=150)	(n=150)	(n=154)
	%	%	%	%	%	%
Yes	39	62	47	65	34	58
No	61	38	53	35	66	42

Remembered About Harrah's TV Commercial

- The “responsible gaming” message, among those who remembered seeing a Harrah’s TV ad, significantly increased from 4% to 47% (up 43 points).
- Remembered "casino related" messages declined from pre to post test, decreasing from 78% to 45%. Non-gamblers showed the largest decline in remembering "casino related" messages, with a 39-point decrease. Gamblers showed a 19-point decline in remembering "casino related" messages.

What Remembered About The Harrah's Television Commercial (Total Mentions) (Base: Those having seen any Harrah's TV Advertising in the past 3 months)	Total Random		Gamblers		Non-Gamblers	
	Pre (n=101)	Post (n=161)	Pre (n=71)	Post (n=98)	Pre (n=51)	Post (n=90)
	%	%	%	%	%	%
Play Responsibly (Net)	4	47	0	45	8	42
Casino Related Messages (Net)	78	45	70	51	80	41

**Multiple answers accepted.*

Main Idea Of Harrah's TV Commercial

- Among those who remembered seeing a Harrah’s TV ad, the “responsible gaming” main idea/ message significantly increased from 4% to 48% (up 44 points).
- Again, casino related messages declined for the main idea/message, down from 77% to 47%.

Television Commercial's Main Idea/ Message (Total Mentions) (Base: Those having seen any Harrah's TV Advertising in the past 3 months)	Total Random		Gamblers		Non-Gamblers	
	Pre (n=101)	Post (n=161)	Pre (n=71)	Post (n=98)	Pre (n=51)	Post (n=90)
	%	%	%	%	%	%
Play Responsibly (Net)	4	48	4	45	4	44

Casino Related Messages (Net)	77	47	75	45	80	54
-------------------------------	----	----	----	----	----	----

*Multiple answers accepted.

Individual TV Ads Performance

Seen Harrah's "Responsible Gaming" TV Spots

- The recall of each "responsible gaming" ad reflected the weight of advertising placed with each ad.
- Two in five respondents (39%) reported they had seen the "Sometimes" TV advertisement, which received 55% of the weight in the market.
- The "Security" spot (34%) was the second most recalled ad, receiving 28% of the weight, followed by the "Dealer" ad (23%), which received 17% of the weight.

Seen Television Spots for Harrah's <i>(Base: Total Random Sample)</i>	Total Random (n=261)			Gamblers (n=150)			Non-Gamblers (n=154)		
	"Dealer"	"Security"	"Some- times"	"Dealer "	"Security"	"Some- times"	"Dealer"	"Security"	"Some- times"
	%	%	%	%	%	%	%	%	%
Yes	23	34	39	28	33	39	17	32	36
No	36	25	20	33	30	23	40	23	21
Not Sure	3	3	2	5	3	4	2	3	1
Those Not Recalling Any Harrah's TV Ads	37	38	38	35	35	35	42	42	42

Main Idea/Message Of Harrah's TV Spots

- The "responsible gaming" message was most effective with the "Sometimes" spot. In fact, almost 9 in 10 of the respondents (86%) who saw the "Sometimes" ad said that the main idea/message was "responsible gaming."
- The "Dealer" (43%) and "Security" (40%) spots also did well in communicating the "responsible gaming" message. In addition, these ads also communicated the main idea/message of "trained employees."

% of Respondents Who Said Main Idea/Message Was: (Total Mentions) <i>(Base: Those recalling)</i>	Total Random			Gamblers			Non-Gamblers		
			"Some-			"Some-			"Some-

<i>seeing/hearing ad)</i>	"Dealer" (n=60)	"Security" (n=88)	times" (n=102)	"Dealer" (n=42)	"Security" (n=49)	times" (n=58)	"Dealer" (n=26)	"Security" (n=50)	times" (n=55)
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Playing Responsibly	43	40	86	31	43	88	62	36	85
Trained Employees	20	17	1	21	18	0	15	14	2
Cares About Customers	7	7	5	7	14	5	4	2	5

Likeability Of TV Ads

- **The "Sometimes" spot was generally liked more than the "Dealer" and "Security" spots.** In fact, seven in ten respondents (70%) that had seen the "Sometimes" ad said that they "liked it very much" or "liked it somewhat."
- Although the "Dealer" and "Security" spots did not receive quite as high likeability ratings, they were still relatively good considering the subject matter. Two-thirds (62%) of respondents that had seen the "Security" ad and more than one-half (55%) of respondents who had seen the "Dealer" ad said they "liked it very much" or "liked it somewhat."
- Most importantly, very few respondents disliked any of the ads.

Likeability Of TV Ad <i>(Base: Those recalling seeing/ hearing ad)</i>	Total Random			Gamblers			Non-Gamblers		
	"Dealer" (n=60)	"Security" (n=88)	"Some- times" (n=102)	"Dealer" (n=42)	"Security" (n=49)	"Some- times" (n=58)	"Dealer" (n=26)	"Security" (n=50)	"Some- times" (n=55)
	%	%	%	%	%	%	%	%	%
<u>Liked (Top 2 Boxes)</u>	55	62	70	59	68	81	54	56	62
Liked it very much	25	26	39	21	29	43	27	24	31
Liked it somewhat	30	36	31	38	39	38	27	32	31
Neutral	37	32	19	33	24	12	38	40	25
<u>Disliked (Bottom 2 Boxes)</u>	4	4	11	2	6	6	4	4	12
Disliked it somewhat	2	3	5	2	4	3	0	2	5
Disliked it very much	2	1	6	0	2	3	4	2	7
Don't know/cannot say	5	1	0	5	2	0	4	0	0

Liked About TV Spots

- Despite the large number of respondents liking the ads, many of them could not give a reason why they liked them. [Nothing/Don't Know - "Dealer"(47%); "Security" (31%); "Sometimes" (20%)].
- However, of the respondents who gave an answer, "promotes responsible gaming" was what people liked most about the TV spots.
- Additionally, the "Sometimes" ad communicated the "responsible gaming" message to more respondents, with 29% liking the spot because "they care/concern" and 23% liking it because it "promotes responsible gaming."
- When respondents were asked what they disliked about the TV ads, most people found nothing that they disliked. In fact, more than 8 in 10 respondents said that there was "nothing" or "didn't know" what they disliked about the TV spots.

Liked About TV Spots (Total Mentions) <i>(Base: Those recalling seeing/hearing ad)</i>	Total Random			Gamblers			Non-Gamblers		
	"Dealer" (n=60)	"Security" (n=88)	"Some-times" (n=102)	"Dealer" (n=42)	"Security" (n=49)	"Some-times" (n=58)	"Dealer" (n=26)	"Security" (n=50)	"Some-times" (n=55)
	%	%	%	%	%	%	%	%	%
Promotes responsible gaming	10	10	23	7	8	24	19	12	24
Like the people in the ads	10	15	2	5	10	-	15	16	4
They care/concerned	3	9	29	2	16	26	4	4	33
Nothing/Don't know	47	31	20	57	20	13	39	38	23

Anything About Ad Confusing/Hard To Understand

- **There was little or no confusion in understanding the three TV spots.** More than 9 in 10 respondents reported that there was not anything confusing or hard to understand about the TV ads.

Anything Confusing/ Hard To Understand <i>(Base: Those recalling seeing/hearing ad)</i>	Total Random			Gamblers			Non-Gamblers		
	"Dealer" (n=60)	"Security" (n=88)	"Some-times" (n=102)	"Dealer" (n=42)	"Security" (n=49)	"Some-times" (n=58)	"Dealer" (n=26)	"Security" (n=50)	"Some-times" (n=55)
	%	%	%	%	%	%	%	%	%
Yes	7	5	6	12	8	9	0	2	5
No	93	95	94	88	92	91	100	98	95

Anything In Commercial Hard To Believe

- Most respondents stated that there was nothing in the commercials that people might find hard to believe. However, there was a segment of respondents who found the main message of the ad hard to believe. Significantly more respondents stated that people might find the "Sometimes" ad (38% vs. 20% "Dealer" and 18% "Security") hard to believe. The reasons stated for why people might find the ads hard to believe were that "Harrah's really cares" and that "Harrah's would promote responsible gaming over profits."

Anything In Commercial That Some People Might Find Hard To Believe <i>(Base: Those recalling seeing/hearing ad)</i>	Total Random			Gamblers			Non-Gamblers		
	"Dealer"	"Security"	"Some-times"	"Dealer"	"Security"	"Some-times"	"Dealer"	"Security"	"Some-times"

	(n=60)	(n=88)	(n=102)	(n=42)	(n=49)	(n=58)	(n=26)	(n=50)	(n=55)
	%	%	%	%	%	%	%	%	%
Yes	20	18	38	19	31	40	23	12	36
No	80	82	62	81	69	60	77	88	64

Knowing That Harrah's Is Running Responsible Gaming Ads

- "Knowing that Harrah's is running TV ads to remind people to gamble responsibly" significantly increased favorability from 57% to 66% (up 9 points).
- The largest increase in favorability scores was by Gamblers - up 12 points from the pretest. Additionally, Non-gamblers showed an increase in favorability scores after commercials aired - up 6 points, from 54% to 60%.

Your Opinion of Harrah's as a Company Knowing That Harrah's is Running Ads to Remind People to Gamble Responsibly and Providing a 1-800 number for Those Who Need Help <i>(Base: Total Random Sample)</i>	Total Random		Gamblers		Non-Gamblers	
	Pre (n=261)	Post (n=261)	Pre (n=150)	Post (n=150)	Pre (n=150)	Post (n=154)
	%	%	%	%	%	%
Top 2 Boxes	57	66	64	76	54	60
Much more favorable	26	33	35	41	21	27
Somewhat more favorable	31	33	29	35	33	33
Not changed/either way	35	27	31	22	37	31
Bottom 2 Boxes	4	4	2	1	5	6
Somewhat less favorable	1	0	1	0	1	0
Much less favorable	3	4	1	1	4	6
Don't know	4	3	3	2	4	4

Knowing That Every Harrah's Employee Is Trained In Responsible Gambling

- "Knowing that every Harrah's employee is trained in responsible gambling" significantly increased favorability scores from 42% to 49% (up 7 points).
- Non-gamblers showed the largest jump in favorability scores from 34% to 45%, while Gamblers showed an increase of 51% to 58%.

Your Opinion of Harrah's as a Company Knowing That Every Employee at Harrah's is Trained in Responsible Gambling <i>(Base: Total Random Sample)</i>	Total Random		Gamblers		Non-Gamblers	
	Pre (n=261)	Post (n=261)	Pre (n=150)	Post (n=150)	Pre (n=150)	Post (n=154)
	%	%	%	%	%	%
Top 2 Boxes	42	49	51	58	34	45

Much more favorable	16	19	24	23	10	18
Somewhat more favorable	26	30	27	35	24	27
Not changed/either way	47	40	41	36	53	42
Bottom 2 Boxes	4	1	2	0	5	3
Somewhat less favorable	2	1	1	0	3	2
Much less favorable	2	0	1	0	2	1
Don't know	7	10	6	7	9	11

Demographics (Chart on following page)

Total Random

- The male/female ratio remained constant (41% Male and 59% Female) for pre and post waves.
- The median age for both pre and post tests was 46 years old.
- Education level also remained about the same with approximately 2 in 5 respondents graduating from a 4-year college or above.
- The majority of pre and post wave respondents were of Caucasian (85%) ethnicity, while 1 in 10 were African American.
- The median income for wave 2 was somewhat higher - 56K vs. 52K wave 1.

Demographics

Demographics <i>(Base: Total Random Sample)</i>	Total Random		Gamblers		Non-Gamblers	
	Pre (n=261)	Post (n=261)	Pre (n=150)	Post (n=150)	Pre (n=150)	Post (n=154)
	%	%	%	%	%	%
Gender						
Male	41	41	40	49	43	38
Female	59	59	60	51	57	62
Age						
Under 25	4	5	5	9	3	3
25-34	16	19	16	23	17	14
35-44	27	23	25	17	29	30
45-54	21	21	19	19	20	23
55-64	17	16	19	22	15	11
65 and above	13	15	15	10	13	17
Refused	2	1	1	0	3	1

Median Age	46	46	46	45	44	45
Education						
Some High School or less	7	6	7	5	7	5
Completed high school	27	25	37	30	20	23
Some college	21	19	24	23	17	16
Completed a 2-year college	8	10	7	10	9	10
Completed a 4-year college	20	21	15	19	23	25
Graduate school/post graduate	16	18	9	13	22	20
Don't know/Refused	1	1	1	0	2	1
Ethnicity						
Caucasian	85	85	82	87	85	84
African-American	10	9	11	9	9	9
Hispanic	0	1	1	1	0	1
Asian	1	0	0	1	1	0
Other	2	4	3	3	2	4
Refused	2	1	3	0	3	1
Household Income						
Less than \$25,000	13	10	15	8	13	12
\$25,000 to \$34,999	10	12	11	12	9	13
\$35,000 to \$49,999	20	17	18	17	19	18
\$50,000 to \$74,999	20	21	22	25	19	18
\$75,000 to \$99,999	12	13	13	14	11	14
\$100,000 or more	9	12	7	13	10	10
Don't know/Refused	16	14	14	12	18	15
Median Income	\$52K	\$56K	\$51K	\$59K	\$52K	\$52K

Attachment X.A.6_A16

What is RG Check?

RG Check is an accreditation program created by the Responsible Gambling Council based on the RGC's Responsible Gambling Index (standards). The program offers gaming companies the opportunity of an independent assessment of the quality of their responsible gambling safety net.

The Responsible Gambling Council has developed a Responsible Gambling Index for gaming venues over several years through an extensive review of current international best practices and problem gambling literature and consulting with a broad set of stakeholders.

The standards are designed to provide objective and independent benchmarks for the content, quality, and breadth of 'responsible gambling' programs designed and delivered by gaming companies. They represent the RGC's view of significant efforts by gaming providers to reduce the risk of problem gambling among patrons.

The standards define the expected elements of safety measures for venue based gaming. Through the accreditation process and continuous improvement, they will inform gaming providers and the public about gaming safety features and promote a high standard of customer protection.

The Responsible Gambling Council will continue to develop and introduce standards for other areas in the gaming realm. Standards that are currently under consideration include responsible gambling in Internet Gaming and Lotteries.

The *RG Check* program is administered through an independent corporation set up by the Responsible Gambling Council.

The Standards

Through a process of research and analysis of the literature and current international practices in RG programs, as well as consultation with key stakeholders, RGC's Centre for the Advancement of Best Practices developed the standards for responsible gambling practices in gaming venues. These standards reflect established and expected best-practices in the provision of responsible gambling programs and are associated with objective criteria. The criteria are measured using metrics that have been field tested for reliability.

The Index is made up of eight standards along with over 40 criteria – benchmarks which define the standards in greater detail and guide the accreditation process. The eight core responsible gambling standards include: corporate policies, self-exclusion, advertising and promotion, informed decision making, assisting patrons who may have problems with gambling, access to money, venue and game features, and employee training.

The RG Index will be used by the *RG Check* program to assess a specific venue's RG policies and practices, and provide accreditation to the venue.

How were they developed?

The standards and criteria were developed over the course of several years through extensive review of current international practices in the field, problem gambling literature and other documentation. RGC did not receive any government or gaming funding for the development of the standards, and undertook this initiative independently.

RGC has a strong organizational commitment to bringing together all perspectives in addressing problem gambling. Throughout each stage of the development, the Responsible Gambling Council consulted with key stakeholders representing a broad set of perspectives. These experts included regulators, RG representatives, treatment providers, gamblers and gaming operators. The standards were assessed at every stage by people who have first hand experience of gambling problems. Several forums were held bringing together a wide range of perspectives on problem gambling and prevention.

The final version of the RG Index was reviewed and approved by the RGC's Program Quality Committee composed of treatment providers and individuals with first hand experience of gambling problems. Before launching the accreditation program the RG Index standards and criteria were pilot tested in a Canadian gaming venue.

Standards and Criteria

The Index is comprised of 8 Standards along with over 40 criteria. The criteria are benchmarks that define the Standards in greater detail and guide the accreditation process.

What follows are examples of key criteria relating to each of the 8 Standards in the Responsible Gambling Index:

1. Responsible Gambling Policies

Standard

The venue/corporation demonstrates awareness of problem gambling and creates integrated corporate policies and strategies to actively address it.

Criteria

- i. Policy Commitment to RG - Corporate policy statements make a clear commitment to address problem gambling and identify corporate expectations for RG actions.
- ii. Strategy for Responsible Gambling - The corporation has a strategy for RG with defined goals and a clear plan of action.
- iii. Senior Staff Focused on RG - Executive staff member is accountable for RG policies and programs.
- iv. RG Integration - Responsible gaming programs are embedded across all the activities of the organization.
- v. Staff Information - There are regular reminders to staff about RG actions.

2. Self-Exclusion

Standard

A well-managed and communicated self-exclusion program is in place that facilitates access to counseling and other supports.

Criteria

- i. Self-exclusion Policy - A comprehensive written policy is in place.
- ii. Promotion of the SE Program - The SE program is well promoted.
- iii. Registration Process - The process is managed in a timely and respectful way by specially trained personnel.
- iv. Ban Length - The ban length is variable and patrons have options in their length of ban.
- v. Promotional Materials Discontinued - Those who are banned do not receive any promotional materials.
- vi. Access to Community Resources - Patrons receive information about help resources.
- vii. Conditions of Ban Length - Patrons receive clearly worded information that outlines the conditions of the ban and consequences of breaching.
- viii. Data Collection - Data collection includes adequate information to enable effective detection and enforcement.
- ix. Enforcement - A strong enforcement process is in place to identify and remove self-excluded patrons.
- x. Reinstatement - There is an active reinstatement process in place.
- xi. Renewal - Ban renewal is straightforward and offered both off and on site.

3. Advertising and Promotion

Standard

Advertising and promotion does not mislead or misrepresent products or target potential vulnerable patrons.

Criteria

- i. Advertising Policy Statement - The company has a clearly articulated commitment to advertising that does not mislead, target people with gambling problems or minors.
- ii. Screening Process - A RG screening process is in place for all advertising to ensure adherence to the policy.
- iii. Not Misleading - Advertising is not misleading about outcomes of gambling or misrepresent the odds of winning/losing.
- iv. Not Targeting Problem Gamblers - Advertising does not target or depict people with gambling problems.
- v. Loyalty Program - Loyalty program limits promotions for patrons identified with gambling problems.

4. Informed Decision Making

Standard

Venue provides substantial and readily available information to enable patrons to make informed decisions.

Criteria

- i. Information about Gambling - The venue provides a variety of information that will assist patrons in making informed decisions about their gambling.
- ii. Specialized Information Provision - The venue has designated player information or support services (e.g., RGRCs).
- iii. Personalized Information Provision (e.g., Player Feedback) - Venue provides patrons access to information about their own play.

5. Assisting Patrons who may have Problems with Gambling

Standard

Assistance to patrons who may have problems with gambling is readily available, systematically provided and documented.

Criteria

- i. Policies - Clear policies are in place for assessing and handling situations where there is evidence that a patron may have a gambling problem.
- ii. Responding to Information Requests - All staff are knowledgeable about the helpline, self-exclusion, RGRCs and local treatment resources and provide that information to patrons on request.
- iii. Responding to Distress - Staff respond appropriately to a distraught customer.
- iv. Initiating Interactions - Staff initiate discrete discussions with patrons who show patterns or behaviors that may be signs of a gambling problem.

6. Access to Money

Standard

Money and money services are provided to patrons in a responsible manner that does not encourage excessive spending.

Criteria

- i. ATMs - The placement of ATMs in the venue does not encourage excessive spending.
- ii. Credit - Access to credit is prohibited or restricted.
- iii. Check Cashing - Check cashing is prohibited or restricted.
- iv. Accessing Money while Playing Games - Patrons cannot access direct electronic fund transfers at machines or gaming tables.

7. Venue and Game Features

Standard

Venue and game design promotes awareness of the passage of time, breaks in play, and the responsible use of alcohol.

Criteria

- i. Passage of Time - Patrons have ample opportunities to take note of the passage of time.
- ii. Hours of Operation - The venue is not open 24 hours per day.
- iii. Alcohol Restrictions - Access to alcohol is well-controlled and never free.
- iv. Display Credits as Cash - Machines are designed to display spending as cash.
- v. Gaming Machine Features - Machines display RG messaging during play. Stop buttons are disabled.
- vi. New Game Screening - All new games are screened to assess their problem gambling implications if any.
- vii. No Reinforcement of Myths and Misconceptions - Practices and procedures in the gaming venue do not reinforce myths and misconceptions.

8. Employee Training

Standard

Staff understands the importance of RG and are knowledgeable about their role and the corporations expectations of their actions.

Criteria

- i. Reflecting Corporate Policies - Corporate RG policies are explained to employees along with local (e.g., venue-based) codes of practice, self-exclusion procedures and regulations.
- ii. Understanding Problem Gambling and Key RG Concepts - Staff learn about problem gambling and its impact as well as key RG information.
- iii. Understanding Job Skills and Procedures - Staff are taught skills and procedures required of them for assisting patrons who may have problems with gambling.
- iv. Avoid Misleading Information - Staff are trained to avoid messaging that reinforces misleading or false beliefs.
- v. All Staff Receive Mandatory Training - All staff are trained upon hiring and are retrained regularly.
- vi. Staff Training is Based on Key Adult Education Principles - Objectives are clear and accessible to learners, training accommodates different learning styles, and is tested or reviewed with staff.
- vii. Training is Evaluated - A formal evaluation process is in place.
- viii. Training is Based on Current Research and Expertise - The training program and/or evaluation is informed by the best available evidence.

The Process

The RG Check accreditation program is voluntary. If a venue wishes to pursue accreditation it will contact the Accreditation staff and signify its intention to apply.

RG Check staff looks for evidence from many points of view and sources to verify how well a venue measures up against each of the eight standards. RG Check staff collects information in several ways:

1. Review of policies, strategic and planning documents
2. Examination of statistical information regarding services and evaluations
3. Staff surveys
4. Patron surveys
5. Interviews with key staff
6. On-site visits including:
 - Mock self-exclusion demonstration
 - Observation of information and venue operations

Once the review is completed a report is created, which details the venue's areas of strengths, areas for improvement and a measure for each of the eight standards. A copy of the report is provided to the gaming venue. The gaming venue has an opportunity to respond to the report prior to being submitted to an independent Accreditation Board. The Accreditation Board will make the final determination about whether or not to approve the accreditation of the venue. The Accreditation Board is composed of respected community leaders chosen for their integrity and independence.

The Accreditation Board will assess the evidence and make final accreditation decisions regarding responsible gambling programs of gaming venues. Decisions of the Board will be communicated to the applicant and remain confidential. Board decisions are not appealable.

Accreditation is awarded for a three year period after which time the gaming venue can re-apply for accreditation. The three year accreditation also includes annual updates for ongoing compliance with the accreditation standards.

Attachment X.A.6_A17

Property	Responsible Gaming Policies					
	Your Awareness		Importance to You		Leadership's Involvement	
	Average	%As	Average	%As	Average	%As
BLV	4.59	78.7%	4.47	72.9%	4.41	70.5%
CLV	4.49	72.8%	4.34	67.2%	4.19	60.8%
FLV	4.29	70.2%	4.26	67.6%	4.19	63.9%
ILV	4.69	82.1%	4.63	77.6%	4.54	74.0%
LAS-S	4.68	80.3%	4.46	69.7%	4.39	69.4%
LVG	4.57	80.0%	4.17	66.7%	4.33	66.7%
LVS	4.69	89.7%	4.78	88.9%	4.78	85.2%
MAR	4.69	75.0%	4.63	68.8%	3.41	35.3%
PHL	4.46	74.1%	4.39	69.8%	4.27	63.7%
PLV	4.60	79.1%	4.45	72.3%	4.36	67.9%
RIO	4.53	74.0%	4.44	69.7%	4.31	64.3%
VEG	4.51	72.6%	4.46	70.5%	4.36	64.5%
Las Vegas	4.51	74.9%	4.41	70.1%	4.30	65.3%
ACC	3.89	38.3%	3.91	40.4%	4.11	52.2%
ATL-S	4.61	74.3%	4.33	63.2%	4.53	71.2%
BAC	4.56	74.7%	4.41	67.9%	4.37	65.4%
CAC	4.51	72.5%	4.41	67.8%	4.31	62.0%
CCR	4.67	81.1%	4.58	75.8%	4.51	72.3%
HAC	4.59	78.9%	4.53	74.2%	4.46	71.6%
SBA	4.51	75.8%	4.44	71.4%	4.34	68.6%
AC/CCR	4.57	76.5%	4.47	71.3%	4.41	68.3%
AKC	4.71	80.6%	4.61	75.2%	4.54	71.8%
RCN	4.49	72.0%	4.47	70.2%	4.37	66.0%
Western Tribal	4.56	74.7%	4.51	71.8%	4.42	67.8%
BHA	4.52	74.2%	4.23	66.7%	4.21	51.7%
CBR	4.65	78.6%	4.53	74.1%	4.48	72.8%
COB	4.71	82.2%	4.54	75.1%	4.59	74.7%
NKC	4.75	84.0%	4.61	77.0%	4.57	75.9%
UHA	4.75	82.9%	4.58	73.2%	4.47	68.7%
Iowa/NKC/UHA	4.72	82.2%	4.57	74.3%	4.50	71.5%
CHE	4.74	82.8%	4.57	75.4%	4.47	71.1%
HNC						
Cherokee	4.74	82.8%	4.57	75.4%	4.47	71.0%
GBI	4.68	82.4%	4.55	74.9%	4.50	71.4%
JCC	4.65	80.1%	4.51	74.1%	4.40	68.4%
SVP	4.72	83.2%	4.60	75.4%	4.62	75.9%
UBC	4.67	79.6%	4.55	72.8%	4.45	69.9%
Louisiana/Mississippi	4.67	80.6%	4.54	74.0%	4.44	69.9%
GTU	4.68	81.9%	4.63	78.9%	4.53	73.1%
STU	4.77	88.1%	4.67	83.3%	4.61	80.3%
TUN-S	4.76	84.4%	4.65	79.7%	4.68	79.3%
UTU	4.76	84.6%	4.60	76.1%	4.44	68.3%
Tunica	4.72	83.6%	4.62	78.4%	4.51	72.5%

ESS	4.60	73.9%	4.24	56.5%	4.19	55.7%
HEC	4.52	69.7%	4.13	53.3%	4.20	56.6%
HIE	4.91	90.9%	4.36	54.5%	4.40	60.0%
HTC	4.42	64.4%	4.02	50.0%	4.37	60.9%
MSC	4.81	87.2%	4.69	82.2%	4.59	79.5%
Corporate/ESS	4.56	72.0%	4.19	55.4%	4.21	57.0%
JOL	4.75	83.5%	4.61	77.1%	4.51	71.9%
MET	4.74	83.5%	4.55	74.7%	4.49	72.8%
UEL	4.64	78.9%	4.49	70.9%	4.42	69.3%
MET/UEL/JOL	4.70	81.3%	4.54	73.6%	4.46	70.8%
LAU	4.78	88.0%	4.67	82.6%	4.57	77.7%
LTH	4.59	77.1%	4.41	67.1%	4.38	64.9%
REN	4.69	83.2%	4.47	73.0%	4.45	71.0%
SAC	4.00	75.0%	4.25	75.0%	4.25	50.0%
NNV/LAU	4.67	81.6%	4.50	73.0%	4.45	69.9%
TDC	4.48	69.9%	4.45	68.4%	4.42	66.2%
UCL	4.71	79.7%	4.57	74.2%	4.45	68.4%
Ohio	4.68	78.6%	4.55	73.5%	4.45	68.1%
Companywide	4.60	77.8%	4.48	71.6%	4.39	67.8%

Attachment X.A.6_A18

RESPONSIBLE GAMING IS OUR BUSINESS

“We want to meet the expectations of our customers of providing A+ service. But, when they come to us and say they need help, we want to help them. It’s part of our customer service and it’s part of our culture. It’s part of our Code of Commitment.”

LISA ARROYO,

Credit and Collections Manager, **18** years with the company, RG Chair and RG Ambassador.

Caesars Entertainment proudly supports **RESPONSIBLE GAMING EDUCATION WEEK**. Our commitment to responsible gaming is at the heart of everything we do.



RESPONSIBLE GAMING IS OUR BUSINESS

“The fact that the company takes steps and initiatives to help people makes me feel good about working for this industry and working for this company.”

ALEX BORYSZEWSKI,
Slot/Beverage Supervisor,
4 years with the company.

Caesars Entertainment proudly supports **RESPONSIBLE GAMING EDUCATION WEEK**. Our commitment to responsible gaming is at the heart of everything we do.



RESPONSIBLE GAMING IS OUR BUSINESS

“A lot of people reach out to you by saying the smallest things. You could be helping somebody if you just listen.”

TONYA HERRING,
Slot Dual Rate Supervisor,
13 years with the company.

Caesars Entertainment proudly supports **RESPONSIBLE GAMING EDUCATION WEEK**. Our commitment to responsible gaming is at the heart of everything we do.



RESPONSIBLE GAMING IS OUR BUSINESS

“For us to be successful, it’s not just about our ability to make revenue. It’s how we do it.”

JACK GLEESON,

Table Games Supervisor,
18 years with the company.

Caesars Entertainment proudly supports **RESPONSIBLE GAMING EDUCATION WEEK**. Our commitment to responsible gaming is at the heart of everything we do.



IT'S WHO WE ARE



Attachment X.A.6_A19

Incident Report

SELECTED CRITERIA

Date: 01/01/2013 -- 09/26/2013

Initiating Property: Caesars Palace Las Vegas

Incident Trigger:

Incident Action:

Incident Outcome:

TR No.	Patron Name	Date of Birth	Address & Phone	Incident Date	Incident Trigger	Incident Type	Incident Action	Incident Outcome	Assigned By	Employee Involved	Initiating Property
000000000000	MOUSE, MICKEY	1960-04-06	2100 PACIFIC AVE ATLANTIC CITY, NJ 084016612 United States	2013-03-22 01:00:00	Incident	Patron Comment - Patron stated he lost all his money and is unable to pay his mortgage.	Spoke to Patron - Discussed RG Programs with patron and provided RG forms and brochure.	Patron Took RG Forms	rgatest	Layugan, Carolene	Caesars Palace Las Vegas
000000000000	ACCOUNT, TEST	1940-04-17	2100 PACIFIC AVE ATLANTIC CITY, NJ 084016612 United States	2013-05-02 13:30:00	Incident	Patron Comment - Patron stated "can't stop gambling".	Spoke to Patron	Patron Took RG Forms	jsaccante	Joe, Dealer	Caesars Palace Las Vegas
000000000000	TEST, RG	1960-04-29	2100 PACIFIC AVE ATLANTIC CITY, NJ 084016612 United States	2013-03-22 13:33:00	Incident	Patron Comment - Patron commented "lost my house, my dog and my car" "not having fun"	Spoke to Patron - Discussed RG programs with patron and provided RG forms and brochure.	Patron Refused RG Forms	rgatest	Peck, John	Caesars Palace Las Vegas
000000000000	SAMPLE, JOHN	1950-04-10	1100 ATLANTIC AVE ATLANTIC CITY, NJ 084014803 United States	2013-03-22 01:00:00	Incident	Patron Comment - guest stated that "gambling is no longer fun"	Spoke to Patron - Discussed RG programs with patron and provided forms and brochure.	Patron Took RG Forms	rgatest	Harmes, Linda	Caesars Palace Las Vegas
000000000000	DUCK, DONALD	1950-04-11	2100 ATLANTIC AVE ATLANTIC CITY, NJ 084016818 United States	2013-05-02 07:00:00	Incident	Third Party Letter - Brother of Guest sent letter	No Action Taken	Other - No Action Taken	shauskens	Bill, Johnson	Caesars Palace Las Vegas

0000000000000	HERMAN, PEEWEE	1950-04-12	2100 ATLANTIC AVE ATLANTIC CITY, NJ 084016818 United States	2013-03-22 13:20:00	Incident	Patron Comment - Patron made comments to employee stating "he could not tell his wife about spending all of their money".	Spoke to Patron - RG programs were discussed with patron.	Patron Excluded - Patron signed self-exclusion forms.	rgatest	Peck, John	Caesars Palace Las Vegas
0000000000000	DOE, JOHN	1950-04-13	2100 ATLANTIC AVE ATLANTIC CITY, NJ 084016818 United States	2013-05-02 13:00:00	Incident	Other - Front line employee communicated that guest stated they were unable to pay their bills.	Spoke to Patron	Patron Restricted - No Mail, Credit or Cash Checking	JFLETCHER	Jim, Shorts	Caesars Palace Las Vegas
0000000000000	ACCOUNT, FAKE	1950-11-29	2100 ATLANTIC AVE ATLANTIC CITY, NJ 084016818 United States	2013-05-02 01:00:00	Incident	Patron Comment - Patron informed table games employee that he spent all his mortgage money and can't go home because his spouse will be very upset. Guest also stated he has a gambling problem.	Spoke to Patron	Patron Excluded	rgatest	Layugan, Carolene	Caesars Palace Las Vegas