

Responsible Gaming Programs and Initiatives

Jeff Graber

Chairperson

**Harrah's Iowa Responsible
Gaming Committee**

Topics of Discussion

- ★ **Description of historical responsible gaming initiatives**
- ★ **The Code of Commitment**
- ★ **Harrah's new responsible gaming initiatives**
 - **Policy**
 - **Training**
 - **Information technology**

Historical Backdrop

- ★ **Founded 65 years ago in Reno, Nevada**
- ★ **26 casinos across the United States**
 - **44,000 employees**
- ★ **Fortune 500 company**

Pioneering Programs

- ★ **Phil Satre's Employee Task Force in mid 1980s**

 - **Project 21**

 - **Operation Bet Smart**

- ★ **Unattended Children**

- ★ **Self-restriction and Self-exclusion**

- ★ **Code of Commitment**

Project 21

★ **A training program designed to teach employees to**

- **Identify individuals who may be under 30 years of age**
- **Approach those individuals and checking their IDs using a professional, courteous, and friendly manner**
- **Identify valid and invalid forms of ID**
- **Recognize ways IDs can be altered**

★ **Developed in the 1980's**

Operation Bet Smart

★ A campaign dedicated to

➤ Promote awareness and education

- Helpline numbers provided at major customer contact points

➤ Provide information to guests and employees who may have a gambling problem

➤ Ensure that our business practices promote responsible gaming behavior

★ Developed in the 1980's

Unattended Children

- ★ **A policy designed to address the issue of minors being left unsupervised on our properties**
 - **Multiple offenses within one year can lead to eviction**
- ★ **Developed in 1998**

Self-restriction and Self-exclusion

- ★ Offering permanent self-exclusion
- ★ Offering one to five year restriction, including any combination of
 - Credit
 - Check-cashing
 - Mail
 - Comps
- ★ Developed in 1998

Code of Commitment

- ★ **A public pledge that we will uphold very high standards in our relationships with our customers, our employees and communities**
- ★ **Puts into writing many of the commitments we have lived by for years**
- ★ **Raises standards of accountability**
- ★ **Includes marketing and advertising standards**
- ★ **Developed in 2000**

The Code of Commitment

To our *guests* to promote responsible gaming

- ★ We do not cash welfare or unemployment checks.
 - Policy nationwide since 1995
- ★ We honor customer requests to be barred from our casinos or to restrict access to cash or credit.
 - Leader in “self-exclusion” programs
- ★ We recognize pathological gambling as a serious issue.
 - Established first Responsible Gaming program
- ★ We recognize that gaming is appropriate for adults only.
 - Project 21 first of its kind

The Code of Commitment

To our *employees* to treat them with respect and provide opportunities to build satisfying careers

★ We provide excellent pay and valuable benefits including health insurance and a retirement plan.

➤ 401(k) plan dollar-for-dollar match

★ We share our financial success through programs such as Performance Payout

➤ First non-management plan in the industry; paid out \$43.6 million Performance Payout since 1999

Code of Commitment

To our *employees* (continued)

- ★ **We encourage professional and personal growth**
 - **FOCUS, Regional Training Centers, Excellence in Supervision, Managing the Harrah's Way, Tuition Reimbursement**

- ★ **We seek and respond to employee opinions**
 - **Employee Opinion Survey and Supervisory Feedback Survey, suggestion programs, Time to Talk**

The Code of Commitment

To our *communities* to make them vibrant places to live and work, and to market responsibly

- ★ We conduct our business with honesty and integrity, with the highest moral, legal and ethical standards, complying with laws and regulations
- ★ We share our financial success by donating 1% of company profits
 - Harrah's gave \$32 million in 2002 in public and private partnership contributions
- ★ We encourage employees to volunteer
 - Employees contributed 14,400 hours to Harrah's sponsored volunteer activities in 2002
- ★ We restrict placement and content of ads and marketing
 - Strictest guidelines in industry

The Code of Commitment

Marketing & Advertising Code

- ★ **Restricts the placement and content of our ads**
 - **Requires billboards to be at least 500 feet away from schools**
 - **Requires 70 percent of readership/viewership above 21**
- ★ **Restricts promotional items**
 - **Prohibits giving away toys, games, or other items designed for children as promotional materials**
 - **Prohibits the use of Harrah's logos on kids' clothing, toys, etc**
- ★ **Creates review process**
 - **Code Review Board is routinely consulted by the marketing and advertising departments prior to launching major promotions or marketing campaigns in order to ensure compliance**

Evolution of Responsible Gaming Programs

★ Education and Awareness

➤ Messaging

- “Know when to stop before you start”

➤ Audiences

- Patrons
- Employees

Evolution of Responsible Gaming Programs

★ Education and Awareness

➤ Patron communication and awareness

- Advertising and promotional materials
- Casino signage
- Guest brochures
- In-room messaging
- Responsible gaming television ad campaign

Evolution of Responsible Gaming Programs

★ Education and Awareness

➤ Employee communication and awareness

- Training and orientation
- Back-of-house signage
- Paycheck stuffers
- Counseling information
- Internal publications

Evolution of Responsible Gaming Programs

★ Meaningful Alternatives for Problem Gamblers

- **Self-exclusion and self-restriction**
- **EAP and insurance coverage for employees**
- **Support for national and state problem gambling councils, helplines**
 - **Provided funding for the the first national toll free helpline for those who experience gambling problems**

Evolution of Responsible Gaming Programs

- ★ **Meaningful Alternatives for Problem Gamblers (continued)**
 - **Support for publicly-funded treatment and other programs**
 - **Support for the National Center for Responsible Gaming, which conducts peer-reviewed research designed to understand, prevent, and treat pathological gambling**

Assessment of Current Initiatives

- ★ Survey of company trainers and supervisors
- ★ Feedback from all employees via Code of Commitment survey
- ★ Employee focus groups
- ★ Consultation with treatment professionals and researchers
- ★ Reviews of other companies, other programs
- ★ Company-wide task force (including representatives from legal, marketing, HR, Gov't Relations, casino operations)

New Policy

- ★ **AGA's Code of Conduct**
- ★ **Self-exclusion & self-restriction time period options at the patron's request**
 - **one year, five years, or permanent**
- ★ **Self-restriction options include any combination of**
 - **Credit**
 - **Check-cashing**
 - **Mail**

Responsible Gaming Communication

★ Responsible Gaming/Code of Commitment Messaging

- Inclusion of responsible gaming TV and radio ads in regular rotation of Harrah's property marketing ads**
- Direct mail pieces featuring responsible gaming messages**
- New on-property Responsible Gaming collateral**
- In-room TV ads featuring responsible gaming messages**
- Responsible Gaming and Code of Commitment specific on-hold messages**

Assuring effective implementation company-wide

★ Compliance

- Internal audits / Property self-audits
- Responsible Gaming/Code of Commitment scorecard for property quarterly reviews
- Code of Commitment employee survey

★ Property Responsible Gaming Committees

★ Code of Commitment Director

★ Company-wide task force (including reps from legal, marketing, government relations, casino operations, IT, security)

