

Illinois Gaming Board 2022 Casino Owner Licensees Annual Diversity Report

State of Illinois
JB Pritzker, Governor

Illinois Gaming Board
Charles Schmadeke, Chairman
Marcus D. Fruchter, Administrator

January 6, 2023

Table of Contents

Administrator Letter

Argosy Casino Alton, LLC

Bally's Quad Cities – Rock Island

Draft Kings at Casino Queen - East St. Louis

Grand Victoria Casino – Elgin

Hard Rock Casino – Rockford

Harrah's Casino - Joliet

Harrah's Casino – Metropolis

Hollywood Casino – Aurora

Hollywood Casino – Joliet

Par-A-Dice Hotel Casino – East Peoria

Rivers Casino – Des Plaines



ILLINOIS GAMING BOARD

JB Pritzker • *Governor* Charles Schmadeke • *Chairman* Marcus D. Fruchter • *Administrator*

160 North LaSalle ♠ Suite 300 ♣ Chicago, Illinois 60601 ♥ tel 312/814-4700 ♦ fax 312/814-4602

January 6, 2023

To the Honorable Members of the Illinois General Assembly

Greetings,

The Illinois Gambling Act [230 ILCS 10/7.11] requires the Illinois Gaming Board (the "IGB") to forward a copy of each casino owner licensee's Annual Report on Diversity to the General Assembly no later than February 1 of each year. The Illinois Gambling Act further requires the IGB to file the Annual Report with the Clerk of the House of Representatives and the Secretary of the Senate in electronic form only and with the following information provided by each licensee:

- A good faith affirmative action plan to recruit, train, and upgrade minority persons, women, and persons with a disability in all employment classifications;
- The total dollar amount of contracts that were awarded to businesses owned by minority persons, women, and persons with a disability;
- The total number of businesses owned by minority persons, women, and persons with a disability that were utilized by the licensee;
- The utilization of businesses owned by minority persons, women, and persons with disabilities during the preceding year; and
- The outreach efforts used by the licensee to attract investors and businesses consisting of minority persons, women, and persons with a disability.

The IGB remains committed to working with all gaming licensees to support their diversity, equity, and inclusion efforts in the areas of employment, vendor contracting, and ownership.

Please do not hesitate to contact me should you have any questions or wish to discuss the 2022 Report or any issue related to Illinois gaming.

Kind regards,

A handwritten signature in blue ink, appearing to read "Marcus D. Fruchter".

Marcus D. Fruchter
Administrator



December 31, 2022

Mr. Marcus Fruchter
Administrator
Illinois Gaming Board
160 N. LaSalle, Suite 300
Chicago, IL 60601

Re: 2022 Annual Report on Diversity

Dear Administrator Fruchter:

Pursuant to 230 ILCS 10 Sec. 7.11(a), Argosy Casino Alton submits the following information for our annual report on diversity:

(i) a good faith affirmative action plan to recruit, train, and upgrade minority persons, women, and persons with a disability in all employment classifications;

Argosy Casino Alton, LLC is a committed Equal Opportunity Employer. It is the policy of Argosy Casino Alton to not discriminate based on race, sex, sexual orientation, color, creed, national origin, age, disability, or veteran status or any other prohibited basis. We take all necessary and appropriate steps to ensure participation of minorities, women, and all other legally protected groups including, but not limited to, ownership, contracting, recruiting, and hiring in all employment classifications.

The Company will continue to administer all other personnel matters (such as compensation, benefits, transfers, layoffs, company-sponsored training, education, and social and recreational programs) in accordance with Company policy. (IL Human Rights Act 775 ILCS 5 /1-101 et. seq.)

The General Manager has the overall responsibility to implement the Company's Equal Employment Opportunity Policy. The Company has assigned coordination of responsibilities to implement the policy to the Director of Human Resources who has the full support of executive management.

The Director of Human Resources will ensure that the selection process, transfer and promotion practices, Company facilities, Company-sponsored recreational programs, training programs, and attitude of the workforce, managers, and supervisors follow and advance the goals of the Company's Affirmative Action Plan. Argosy Casino is focused on maintaining and celebrating diversity in the workplace. Argosy Casino will continue to

operate its business under its Affirmative Action Plan and in full compliance with all applicable federal and State of Illinois statutes and regulations.

Argosy Casino considers the labor force of Madison County its primary labor pool and strives to mirror the diverse population of Madison County. The following initiatives have been undertaken to meet this goal:

1. **Current Trends** – We believe that Argosy Casino’s ongoing efforts to hire, train and promote a diverse employee base are effective as illustrated below. Madison County statistics are derived from the US Census Bureau, 2020:

Madison County Minority Population: 13.3%

Argosy Casino Alton Minority Population: 20.7%

2. **Diversity Communication** – Argosy Casino believes in communicating effectively with all employees regardless of race, age, ethnicity or gender.

- a. Argosy Casino highlights diversity events and celebrations on our social media sites, print advertisement, and through local workforce development business partners.

3. **Diversity Recruitment** – In addition to standard recruitment channels, Argosy Casino actively recruits employees in areas where there are greater chances for finding qualified minority applicants, such as Lewis & Clark Community College, job fairs, and Jobs Plus (Veterans Affairs).

4. **Tuition Reimbursement** – Argosy Casino’s tuition reimbursement program allows us to recruit candidates that are interested in furthering their education with financial help from Argosy Casino. Tuition reimbursement is an important component of Argosy Casino’s commitment to promote from within and provide advancement opportunities to qualified women, minority, and disabled candidates.

5. **Diversity Scholarship Opportunities**- Our Diversity Scholarship Program was created to support our commitment to equity in post-secondary education opportunities. This program is exclusive to the dependents of our Team Members, providing financial assistance to graduating high school seniors and current college students.

Argosy Casino Alton Employee Demographics

White/Caucasian	79.3%
Black/African American	13.6%
Asian/Hispanic/Other	7.1%
Female	58.6%
Illinois Residents	90.5%

Purchasing

(ii) the total dollar amount of contracts that were awarded to businesses owned by minority persons, women, and persons with a disability;

(iii) the total number of businesses owned by minority persons, women, and persons with a disability that were utilized by the licensee;

(iv) the utilization of businesses owned by minority persons, women, and persons with disabilities during the preceding year.

	Total MWDBE Spend 2022	Total # of MWDBEs	2022 Utilization of Total Spend
MBE	\$52,025.82	16	1.2%
WBE	\$191,813.83	6	4.4%
DBE	\$1,360.28	2	0.03%
VBE	\$173,258.90	2	4.0%

(v) the outreach efforts used by the licensee to attract investors and businesses consisting of minority persons, women, and persons with a disability.

Argosy Casino Alton and Penn National Gaming continuously look for new ways and opportunities to identify and establish relationships with new diversity suppliers. Ongoing efforts include:

- Maintain a database of qualified diverse vendors that we purchase from regularly;
- Review Penn National Gaming Supplier portal for newly registered businesses and follow-up with them as well as work with businesses in the process of becoming registered;
- Communicate with other Illinois casinos and Penn National Gaming properties to network and share potential qualified DBE, MBE, WBE, and Veteran-owned businesses;
- Update the Vendor Opportunities section of Argosy Casino Alton’s website quarterly for bid opportunities, bulk purchases, and services;
- Send an invitation semi-annually to members of the Illinois Department of Central Management Services Business Enterprise Program (BEP) and Veterans Business Program (VBP) to participate in the casino’s supplier diversity program and provide a link to vendor page on the casino’s website;
- Provide access to the Penn National Gaming Supplier portal with instructions on how to become a vendor and contact information for the procurement team at the casino;
- Place an ad semi-annually in the official State of Illinois newspaper informing potential bidders about the opportunities available for upcoming contracts, bulk purchases, and services;
- Attend and/or co-host supplier diversity events;
- To the extent possible, award spending contracts to diversity vendors even if they are not the lowest bidder;
- As current relationships with diversity vendors end, we make every attempt to replace that spend with another diversity vendor.
- Purchasing and Finance leadership attended multiple diversity networking events in 2022
 - Chicago Business Opportunity Fair
 - NMSDC Business Connection Matchmaker
 - St Louis Supply Diversity Business Opportunity Fair
 - Indiana Casino’s Diversity Day
 - Hollywood Joliet Vendor Fair
 - NMSDC Conference & Exchange

Diversity Supplier Resources

- Argosy Casino Alton’s diversity vendor database;
- Penn National Gaming’s diversity vendor database;
- Penn National Gaming’s national corporate contracts with diversity vendors;
- Illinois Casino Gaming Association’s diversity vendor database;
- Supplier diversity events;
- Diversity Supplier websites such as:
 - Illinois Department of Central Management Services website: Business Enterprise Program and Veterans Business Program (cms.diversitycompliance.com)
 - City of Chicago (chicago.mwdbe.com)
 - Bi-State Development Supplier Diversity Vendor Database (metroslouis.dbesystem.com)
 - Veteran Owned Business (veteranownedbusiness.com)



Dovie Shelby
Illinois Gaming Board
160 N. LaSalle Street, Suite 300
Chicago, Illinois 60601

12/31/2022

Ms. Shelby:

Pursuant to 230 ILCS 10/7.11, below is the Annual Report on Diversity for Bally's Quad Cities Casino & Hotel, for year ending 12-31-2022.

(i) Affirmative Action Plan

- a. Bally's Quad Cities Casino & Hotel, a subsidiary of Bally's Corporation, recognizes the importance of aiming for the sort of success that our employees, our families, our investors, and our customers can be proud of. Success can be achieved in an environment that welcomes input from every employee and customer, regardless of age, race, color, religious creed, ancestry, sex (which includes sex assigned at birth; sexual orientation; gender identity, expression, and transition; and transgender identity), national origin, disability, veteran status, or any other protected characteristics. Bally's Quad Cities Casino & Hotel's policy of equal employment opportunities is based on its respect for applicants and employees as individuals and upon a belief that everyone deserves an equal opportunity to succeed. Bally's Quad Cities recruits, hires and promotes employees based on job requirements and the individual's performance and meeting the essential job qualifications of the position. We are an equal opportunity employer and proudly encourage all minorities, females, disabled individuals, as well as Veterans, to apply for positions within our workforce.

Bally's Quad Cities utilizes many different resources to attract, hire, encourage and retain our employees. We utilize the internet (i.e., Ourquadcitiesjobs.com, Glassdoor, Monster.com, LinkedIn, Google Jobs, ZipRecruiter, Indeed, Facebook jobs) local newspapers, social media outlets, our own website, career fairs, Quad City Non-profit organizations (The Arc), the Illinois Department of Employment Security, The Iowa Workforce, Veteran organizations, and local colleges. Through these various resources, we recruit locally, greater than 90% of all position openings at Bally's Quad Cities. Periodically, we must broaden our search area to obtain qualified candidates for certain, highly compensated, or skilled positions or those of which are uniquely

777 Bally Blvd., Rock Island, IL 61201

www.ballysquadcities.com

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).



skilled positions. In these rare occurrences, we may utilize recruitment firms or national industry publications.

- b. Our Human Resources Department works to ensure our positions are posted to several different entities in the Midwest, as mentioned above. They concentrate on and reach out to local, regional, and national entities to post and recruit all our open positions. We have created relationships with these organizations and agencies that are lasting. If they have a potential candidate that they believe may be a good fit for Bally's Quad Cities, they will contact our Human Resource Department, discuss the opportunity and candidate, and decide to discuss this potential applicant further, if appropriate. Although we utilize these sources to seek out the best applicants, if an internal candidate is identified through the application process, we will hire and promote from within the Company. This demonstrates to our employees, most who are local, Illinois residents, that Bally's Quad Cities believes in succession planning, and upward mobility from within the organization. Bally's Corporation, our parent company, has several properties and has a continuous pipeline of employees. Bally's is growing rapidly, globally as well.

Bally's Corporation advertises opportunities available within the company to their properties. This allows us the ability to hire another local candidate to fill a vacated position or promote another employee from within the Company.

Diversity, equity, and inclusion are key components of Bally's Quad Cities Casino & Hotel. Together, they are structural beams that run throughout the architecture of Bally's Quad Cities entire business. To further facilitate an open and welcome environment for all, Bally's Quad Cities is committed to diversity, equity, and inclusion, both internally with our employees and externally with our suppliers. Bally's Quad Cities is continuously analyzing its diversity practices, emphasizing initiatives that are customized for the communities or have been demonstrated as best practices across Bally's enterprise.

Below is a breakdown of Bally's Quad Cities' workforce by various demographics and management levels.

Row Labels	# of Employees	% of Total
F	137	50.55%
M	134	49.45%
Grand Total	271	100.00%

777 Bally Blvd., Rock Island, IL 61201
www.ballysquadcities.com

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).



Row Labels	# of Employees	% of Total
White	182	67.16%
Hispanic or Latino	35	12.92%
Black or African American	29	10.70%
Asian	11	4.06%
Not specified	7	2.58%
Two or more races	6	2.21%
Native Hawaiian or Other Pacific	1	0.37%
Grand Total	271	100.00%

Row Labels	# of Employees	% of Total
Frontline	179	66.05%
Professional	11	4.06%
White	9	81.82%
Not specified	2	18.18%
Supervisor	34	12.55%
White	26	76.47%
Hispanic or Latino	3	8.82%
Black or African American	3	8.82%
Asian	2	5.88%
Manager	36	13.28%
White	28	77.78%
Hispanic or Latino	5	13.89%
Black or African American	3	8.33%
Director	11	4.06%
White	10	90.91%
Hispanic or Latino	1	9.09%
Grand Total	271	100.00%

777 Bally Blvd., Rock Island, IL 61201

www.ballysquadcities.com

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).

Bally's

QUAD CITIES

Row Labels	# of Employees	% of Total
Frontline	179	66.05%
Professional	11	4.06%
F	9	81.82%
M	2	18.18%
Supervisor	34	12.55%
F	10	29.41%
M	24	70.59%
Manager	36	13.28%
F	20	55.56%
M	16	44.44%
Director	11	4.06%
F	3	27.27%
M	8	72.73%
Grand Total	271	100.00%

Row Labels	# of Employees	Average of Length Of Service	% of Total
Manager	36	9.48	76.60%
F	20	8.66	55.56%
M	16	10.51	44.44%
Director	11	12.56	23.40%
F	3	7.97	27.27%
M	8	14.29	72.73%
Grand Total	47	10.20	100.00%

777 Bally Blvd., Rock Island, IL 61201

www.ballysquadcities.com

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).



(ii) **The Dollar Amount of Contracts awarded to businesses owned by minority persons, women, and persons with disability in 2022 (Actual Jan-Nov + Projected Dec):**

a.

2022	Category	Actual Spend	% of Total Non-Exempt
	Disabled (DBE)	\$ 295,988.65	2.7%
	Minority (MBE)	\$ 2,187,726.34	19.9%
	Women (WBE)	\$ 2,347,854.05	21.3%
	Veteran (VBE)	\$ 797,593.96	7.2%
	Total	\$ 5,629,162.99	51.1%

(iii) **Total Number of Business owned by minority persons, women, and persons with disability utilized in 2022:**

a.

2022	Category	Total Vendors
	Disabled (DBE)	3
	Minority (MBE)	11
	Women (WBE)	24
	Veteran (VBE)	2
	Total	40

(iv) **Total Number of Businesses owned by minority persons, women, and persons with disability utilized in prior year 2021:**

a.

2021	Category	Total Vendors
	Disabled (DBE)	4
	Minority (MBE)	8
	Women (WBE)	18
	Veteran (VBE)	3
	Total	33

777 Bally Blvd., Rock Island, IL 61201

www.ballysquadcities.com

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).



- (v) **Outreach efforts used to attract investors and businesses consisting of minority persons, women, and persons with a disability:**
- a. Updated Bally's Quad Cities website to accommodate easy access of Bally's purchasing department contact information.
 - b. Update vendor bid opportunities for upcoming projects on website quarterly.
 - c. Communicate with other Bally's purchasing departments to share vendor lists. To date, 1 new disabled vendor was identified.
 - d. Attended the NBCC & Illinois Black Chamber Convention in Peoria.
 - e. Attended the diversity vendor event in Joliet.
 - f. Included at least one minority vendor in all RFP's.
 - g. Willingness to spend on average 10% more for like products from a Diverse vendor.
 - h. Advertise in the official State of Illinois Newspaper-Breeze Courier (December 2022) towards soliciting further vendor diversity.

Please let me know if you have any questions.

Thank you,

A handwritten signature in black ink, appearing to read "Travis Hankins".

176099371

Travis Hankins
Vice President/General Manager
Bally's Quad Cities Casino & Hotel
(309)756-4619
thankins@ballysquadcities.com

777 Bally Blvd., Rock Island, IL 61201

www.ballysquadcities.com

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).



2022 ANNUAL DIVERSITY REPORT

The 2022 Annual Diversity Report, per 230ILCS 10/7.11, submitted by DraftKings at Casino Queen includes the following:

- A good faith affirmative action plan to recruit, train, and upgrade minority persons, women, and persons with a disability in all employment classifications.
- The total dollar amount of contracts that were awarded to businesses owned by minority persons, women, and persons with a disability.
- The total number of businesses owned by minority persons, women, and persons with a disability that were utilized by the licensee.
- The utilization of businesses owned by minority persons, women, and persons with a disability during the year.
- The outreach efforts used by the licensee to attract investors and businesses consisting of minority persons, women, and persons with a disability.

DRAFTKINGS AT CASINO QUEEN AFFIRMATIVE ACTION PLAN

I. STATEMENT OF PURPOSE

DraftKings at Casino Queen is committed to providing Equal Employment Opportunity and supportive environment with respect to hiring, compensation, training, promotions and other conditions of employment to qualified individuals, without regard to race, color, religion, disability, national origin, age, sex, or other protected class.

However, providing Equal Employment Opportunity alone may not be enough to break down long-standing stereotyping of occupations or to avoid an unreasonable adverse impact or disparate treatment. DraftKings at Casino Queen will monitor the balance between the number of women or minorities in DraftKings at Casino Queen's labor market and the number

200 South Front Street · East St. Louis, IL 62201
www.casinoqueen.com · 618-874-5000

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)



employed. In the event of a manifest imbalance or unreasonable disparity between DraftKings at Casino Queen women and minority employment and the Local Labor Market (“Significant Underutilization”), DraftKings at Casino Queen will implement the Methods described in this Affirmative Action Plan until a reasonable balance is restored.

II. INTERNAL MONITORING-UTILIZATION ANALYSIS

A: Data Collection: In order to ensure that women and minorities are not Significantly Underutilized in all employment classifications, DraftKings at Casino Queen will analyze data to determine if a Significant Underutilization exists. DraftKings at Casino Queen will annually:

1. Prepare and file with the U.S. Equal Employment Opportunity Commission the required EEO-1, component 1 data, report-identifying DraftKings at Casino Queen women and minorities employed in each EEO-1 report job classification. (If DraftKings at Casino Queen no longer is required to file the EEO-1 report, it will prepare an equivalent report annually)
2. Within 3 months of filing the EEO-1 report, obtain the most recently available U.S. Census (or U.S. Census estimate) percentages of women and minorities reflected in the population of Madison and St. Clair counties (DraftKings at Casino Queen’s Labor Market).

The above information will assist the DraftKings at Casino Queen in determining if women or minorities are Significantly Underutilized in any job classifications.

B. Performance: Human Resources will perform a utilization analysis comparing the EEO-1 reported women and minority percentages in each employment classification to the women and minority percentages in DraftKings at Casino Queen’s Labor Market and account for smaller statistical pools (under 100 persons) with a substitution factor. Human Resources may use objective factors to make adjustments to percentages in DraftKings at Casino Queen’s Labor Market that affect the availability of in relevant job classification (for example accounting



for the availability of qualified labor in a particular classification). Human Resources will determine that a Significant Underutilization exists if:

1. DraftKings at Casino Queen's employment percentages of women and minorities in any employment classification that contains at least 100 individuals fall more than 5 percent below DraftKings at Casino Queen's Labor Market percentages; or
2. DraftKings at Casino Queen's employment percentages of women and minorities in any employment classification that contains at least 50 individuals but not more than 99 individuals fall more than 5 percent below DraftKings at Casino Queen's Labor Market percentages, unless substituting 5 respective women or minorities would bring the difference within 5 percent; or
3. DraftKings at Casino Queen's employment percentages of women and minorities in any employment classification that contains at least 20 individuals but not more than 49 individuals fall more than 5 percent below DraftKings at Casino Queen's Labor Market percentages, unless substituting 4 respective women or minorities would bring the difference within 5 percent; or
4. DraftKings at Casino Queen's employment percentages of women and minorities in any employment classification that contains under 20 individuals fall more than 5 percent below DraftKings at Casino Queen's Labor Market percentages, unless the substituting of 3 respective women or minorities would bring the difference within 5 percent.

Upon completion of the analysis, Human Resources will report the percentages and whether a Significant Underutilization exists to the General Manager. If a particular job classification is identified as Significantly Underutilized, the General Manager and the Human Resources will implement the Methods of this Affirmative Action Plan to cure such underutilization within a reasonable time period based upon job availability in the identified job classification.

Human Resources will continue to monitor a job classification that is Significantly



Underutilized for performance. Upon achieving reasonable balance within the specifications of this Affirmative Action Plan, Human Resources will inform the General Manager and DraftKings at Casino Queen will return to neutral Equal Employment Opportunity practices.

Human Resources will forward the utilization analysis to the compliance officer who will retain the records for 5 years minimum.

III. AFFIRMATIVE ACTION METHODS TO CURE SIGNIFICANT UNDERUTILIZATION

There are three primary methods the DraftKings at Casino Queen will use to achieve its goal of equal employment through Affirmative Action:

- **Recruitment Procedures** - Increase representation of members of protected classes through special recruitment efforts.
- **Increased Opportunities** - Provide opportunities for members of protected classes to move into higher job classifications.
- **Community Outreach** - Improve opportunities for members of protected classes to obtain educational and personal achievements necessary for higher-level job classifications.

IV. IMPLEMENTATION OF METHODS

A. Recruitment Procedures

Goal: To increase recruitment efforts with respect to protected classes, with the goal of increasing the pool of qualified applicants from the protected classes.

Action to Be Taken: In addition to ordinary media used, job openings will be listed in media that are historically better utilized by the protected classes.

B. Increased Opportunities

Goal: Provide opportunities for more members of protected classes to move into higher-level job classifications.

Action to Be Taken: Maintain accurate statistics on employment of members of



protected classes. Use these statistics to identify job classifications for which particular in-house and at-large recruitment efforts should be aimed. Encourage members of protected classes to apply for promotions to higher job classifications. A thorough discussion of the DraftKings at Casino Queen's Affirmative Action Plan will be included as part of the regular departmental staff meetings.

C. Community Outreach

Goal: Provide services to the community that will demonstrate the DraftKings at Casino Queen's commitment to equal opportunity employment, and help train members of protected classes, with the goal of increasing the applicant pool from the protected classes.

Action to Be Taken: DraftKings at Casino Queen will identify and participate in job fairs and other community events that are likely to attract members of protected classes.

Human Resources will forward a record of the Methods implemented to cure a Significant Underutilization to the compliance officer who will retain the records for a minimum of 5 years.

V. ASSIGNMENT OF RESPONSIBILITIES FOR EQUAL EMPLOYMENT AND AFFIRMATIVE ACTION

A. Duties of the General Manager

The General Manager with the assistance of Human Resources and all Department Managers of the DraftKings at Casino Queen will be responsible for the implementation and administration of the Affirmative Action Plan. The duties of the General Manager and Human Resources will include:

- Develop and recommend policies, programs and procedures to implement the Affirmative Action commitment and goals.
- Train and assist affected departmental managers in arriving at solutions to Affirmative Action problems.
- Disseminate the Affirmative Action Plan to affected departmental managers and

200 South Front Street · East St. Louis, IL 62201
www.casinoqueen.com · 618-874-5000

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)



maintain communications to assure that the policy is understood and implemented.

- Report regularly to the DraftKings at Casino Queen's board of directors regarding periods that Methods of the Affirmative Action Plan are implemented to cure a Significant Underutilization.

- Direct the Human Resource Department to implement reporting systems to measure the effectiveness of the Affirmative Action Plan. This will include reports of new hires, terminations, promotions, transfers, etc.

- Assure that a responsible recruitment effort is undertaken.

- In cases where managers and supervisory personnel fail to adhere to the provisions of the Affirmative Action Plan, take corrective action.

- Direct internal special audits as needed to ensure compliance

B. Duties of Managers and Department Heads:

- Participate in regular discussions with supervisors and employees to assure that the DraftKings at Casino Queen's Affirmative Action Plan is being followed.

- Review the qualifications of all employees to assure that minorities, women and other members of protected classes are given full opportunities to advance through transfers and promotions.

- Career counseling for all employees as requested and required.

- Be alert to any discriminatory attitudes in subordinates.

- Be knowledgeable with the specifics of the Affirmative Action goals and objectives and identify areas where they are not being met.

- Insure that pay rates, benefits, work assignments and disciplinary actions are administered on an equal basis.

- Consult with the General Manager and Human Resources on any special or unusual adjustment problems.



VI. Diversity, Equity, and Inclusion

- A. In 2022 DraftKings at Casino Queen implemented a required training to all department managers and team members on Diversity, Equity, and Inclusion. This training was provided in June 2022 and will again be provided in June 2023. The training is approximately 60 minutes in duration and includes various forms of media (i.e. diagrams, videos, photographs). The training provides all team members with definitions, statistics, and examples with the purpose of empowering them to be both mindful and proactive with respect to Diversity, Equity, and Inclusion. The training is concluded by an examination that encompasses the aforementioned areas and a score of 80% or higher must be achieved for the training to be completed.
- B. In 2022 Internal Communications were disseminated to all team members via email, the employee portal, and physical media (i.e. posters, print outs) on the following topics:
- International Women’s Day (March)
 - Celebrating Diversity (April)
 - Memorial Day (May)
 - Mental Health Awareness (May)
 - Juneteenth (June)
 - Pride Month (June)
 - Labor Day (September)
 - Veteran’s Day (November)
- C. In 2022 the DraftKings at Casino Queen Handbook was revised in the following areas:
- Additions of inclusive language with respect to gender identity and gender expression;
 - additions to comply with the Illinois Humans Rights Act;



4. The utilization of businesses owned by minority persons (MBE), women (WBE), persons with disabilities (DBE), and Veterans (VBE) from 1.1.22 to 12.31.22.

	% OF TOTAL SPEND - NO EXEMPTIONS	
MBE	24.79%	
WBE	2.97%	
DBE	0.75%	
VBE	0.95%	
TOTAL DIVERSE SPEND AS % OF TOTAL SPEND	29.45%	
Total Spend 1.1.22 TO 12.31.2022		
MBE	\$ 5,257,546.69	
WBE	\$ 629,599.46	
DBE	\$ 158,874.36	
VBE	\$ 200,769.69	
TOTAL SPEND FOR 2022 MBE, DBE, WBE, VBE	\$ 6,246,790.20	29.45%
OVERALL SPEND FOR 2022 - NO EXEMPTIONS		
	\$ 21,212,327.87	



5. The outreach efforts used by DraftKings at Casino Queen to attract investors and businesses consisting of minority persons (MBE), women (WBE), persons with disabilities (DBE), and Veterans (VBE) outlined below:

- We publish a Diversity statement on DraftKings at Casino Queen web site:

<p>Vendor Information</p> <p>DraftKings at Casino Queen is always looking for the highest quality suppliers. Our strategy is to work with a broad range of suppliers that are competitive in quality, service and price and are encouraged to support our diversity efforts.</p>
<p>Draftkings at Casino Queen's Diversity Statement</p> <p>DraftKings at Casino Queen prides itself on a diverse workforce. DraftKings at Casino Queen's success is built upon this wealth of diversity and belief that greatness can only be achieved when all viewpoints and perspectives contribute collectively.</p> <p>DraftKings at Casino Queen through the efforts of its diverse workforce has established itself as an industry leader in providing quality gaming experiences and amenities at the most affordable cost. In this framework, DraftKings at Casino Queen encourages women, minorities, persons with disabilities, and any other vendor committed to offering quality products or services to bid for our business on a fair playing field. Encouraging diverse businesses to partner with DraftKings at Casino Queen is just one way we help build a stronger community.</p>

- DraftKings at Casino Queen maintains a Website link for Vendors to see our products/ services going out for bid throughout the year. **Website is updated every quarter.**

200 South Front Street · East St. Louis, IL 62201
www.casinoqueen.com · 618-874-5000

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)



- DraftKings at Casino Queen reviews and recruits from the following web sites and excel database each time the company goes out to bid on a product/ service.

State of IL https://cms.diversitycompliance.com/ - which identifies diverse vendors			
MO Gaming Commission - http://www.mgc.dps.mo.gov/MbeWbe/ mw_main.html - which identifies diverse vendors			
Federal (Native American) Diversity https://govtribe.com/vendor			
List supplied by the ICGA – (Illinois Casino Gaming Association) – located in VENDOR PROJECT FOLDER – which identifies diverse vendors			
Continue to leverage the St. Louis Airport Authority supplier diversity database – located in VENDOR PROJECT FOLDER			
Continue to leverage the Urban League Minority vendor database.			

- Network with other Casinos and businesses to share potential qualified MBE, WBE, DBE, and VBE vendors.
- The company has participated for many years in Diversity events throughout the State of Illinois and the Greater St. Louis Area. These events have led to beneficial business relationships. With COVID affecting all events over the past year, DraftKings at Casino Queen will again participate in these events when they are offered.

200 South Front Street · East St. Louis, IL 62201
www.casinoqueen.com · 618-874-5000

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)

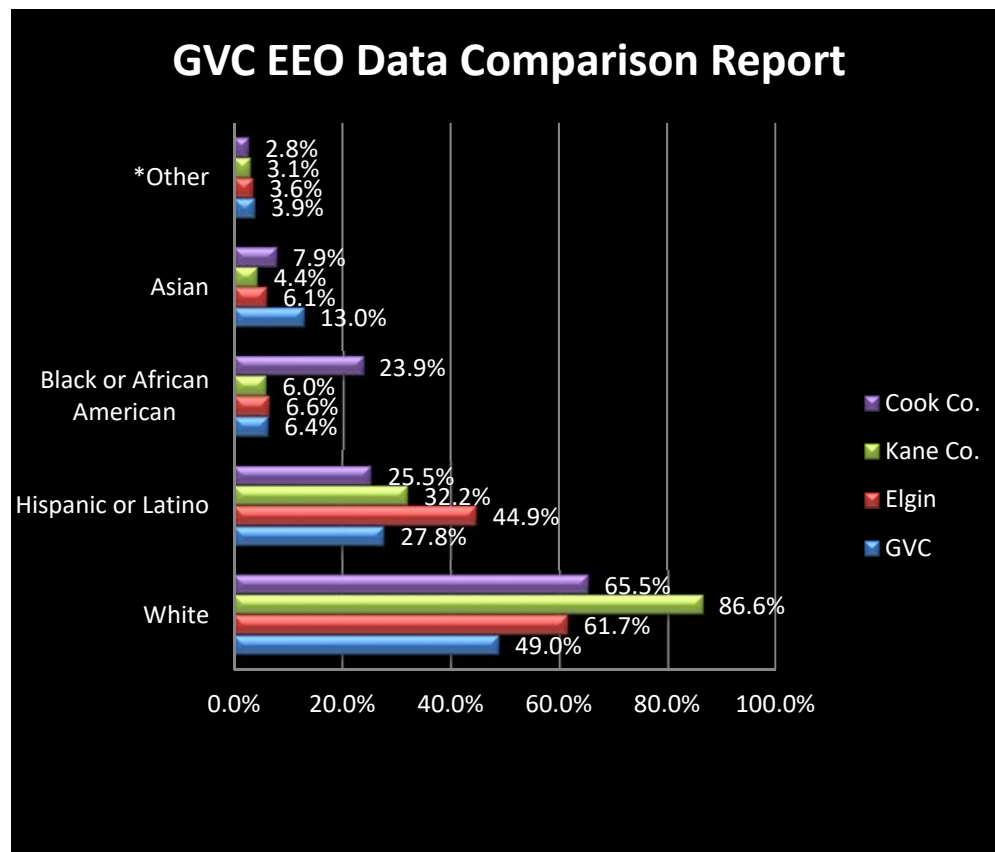
**GRAND VICTORIA CASINO
2022 Annual Report on Diversity (230 ILCS 10/7.11)**

Grand Victoria Casino (GVC) is committed to serve its host community and the region in its capacity as a contributing corporate citizen and an equal opportunity employer. GVC is actively engaged in the following social investment areas:

Employee Based Diversity Plan

Staffing at all levels represents an excellent diversity mix that reflects the ratios of the local community. (See below for the Employee and Surrounding Community Demographics chart and 2020 Employer Information Report submitted for Equal Employment Opportunity). The total number of minority in management at GVC accounts for 28% of all employees. The total number of female & minority in management at GVC accounts for 57% of all employees (See below for the GVC Minority Summary).

GVC has in place a group represented by women and minority employees from various levels that represent the property as the “Caesars HERO Committee”. The HERO Committee has promoted employee involvement in community volunteer programs.



Source: U.S. Census Bureau, Census 2019 and GVC EEO Report.

Elgin Census data: Hispanics may be of any race, so also are included in applicable race categories per U.S. Census

*Other includes Native Hawaiian or Pacific Islander, American Indian or Alaskan Native and Two or more races. Source U.S. Census Bureau, 2010 Census figures

GRAND VICTORIA CASINO
2022 Annual Report on Diversity (230 ILCS 10/7.11)

Equal Employment Opportunity 2020 Employer Information Report:

COMPID = HK65686
 UNITID = T007920

EQUAL EMPLOYMENT OPPORTUNITY
 2020 EMPLOYER INFORMATION REPORT EEO-1
 50 and Over Employees Report

SECTION B – COMPANY IDENTIFICATION

1. Caesars Entertainment, Inc
 100 WEST LIBERTY STREET
 12th Floor
 RENO, NV 89501

2.a. ELGIN RIVERBOAT RESORT-RIVERBOAT CA
 250 S GROVE AVE
 ELGIN, IL 60120

c. EIN= 363918332

SECTION C – TEST FOR FILING REQUIREMENT

1-Y 2-Y 3-N DUNS=

SECTION E – ESTABLISHMENT INFORMATION
 NAICS: 713210 - Casinos (except Casino Hotels)

SECTION D – EMPLOYMENT DATA

JOB CATEGORIES	Hispanic or Latino		Non-Hispanic or Latino											Overall Totals		
	Male	Female	***** Male *****						***** Female *****							
			White	Black or African American	Native Hawaiian Or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian Or Pacific Islander	Asian	American Indian or Alaska Native		Two or More Races	
Exec/Sr. Officials & Mgrs	1		8						3							12
First/Mid Officials & Mgrs	5	2	12	1					11	3		1				35
Professionals	2		8		1	1			2			3				17
Technicians	3		8	1		1										13
Sales Workers																0
Administrative Support	4	9	4	2		2			11	5		7			3	47
Craft Workers																0
Operatives		1	6						3	1						11
Laborers & Helpers	6	22	12	4		2		1	2	1		1				51
Service Workers	31	24	57	8		22		4	40	6		16			2	210
Total	52	58	115	16	1	28	0	5	72	16	0	28	0	5	396	
Previous Year Total	78	94	169	18	3	43	0	11	132	23	1	44	0	10	626	

SECTION F – REMARKS

Pandemic related reductions

Employee Education Plan

GVC/Caesars is committed to employment opportunities for qualified individuals, as well as career opportunities for those with a desire to succeed. We are committed to the personal growth and development of our team, and we have a solid history of promoting from within. In our company, today’s front line employees are tomorrow’s managers and directors.

Because we believe that employees are our greatest asset, we’re prepared to invest all that we can towards an employee’s personal and professional development. Our training programs help develop skills in such highly specialized areas as cage cashiers, food and beverage, security, surveillance, casino games dealers and much more.

GVC/Caesars strives to develop a better educated and more highly skilled work force by providing up to \$5,250.00 per year in educational assistance. We also offer Student Load Debt Assistance up to \$5,250.00 annually. We offer advance payment for Team Members to complete their GED. There is also the Don Carano Legacy Scholarship where multiple recipients receive up to \$20,000 toward a college or degree-granting program – awarding \$5,000 per year, renewable up to four years.

GRAND VICTORIA CASINO
2022 Annual Report on Diversity (230 ILCS 10/7.11)

GVC's plan for employment is to obtain our previous staffing and training levels for our current positions. The majority (99%) of our employees have residence within the state of Illinois. GVC provides the following training for our current 418 (approximate) employees:

Training Course Descriptions - All Employees

Orientation

This is a 5-hour program to welcome new employees and introduce them to the Company's history, philosophies, policies and procedures, and to educate employees about the regulatory nature of the industry and their compliance obligations. This program is mandatory for all employees, and is attended on the employee's first day of employment. Topics include:

- History of the property/ Introduction of the parent companies
- Property role within the community/employee's community service discussion
- Riverboat Gambling Act
- Illinois Gaming Board
- Licensing process, requirements, and obligations
- Conduct and ethics
- Title 31 (CTR and SAR)
- Players Club and marketing programs
- Guest service philosophy/ Company cultural initiatives
- OSHA regulations and safety practices (Bloodborne Pathogens, Right-to-Know/MSDS, Back Safety, Lock-out/Tag-out, Eye Wash Stations, Fire Safety, Emergency evacuation procedures)
- Security contact-4357 (HELP)
- Security awareness
- Responsible and underage gaming
- IGB statewide voluntary self-exclusion program
- Property Policies and Procedures
- Alcoholic Beverage Control Policy
- Diversity and Harassment
- Employee Programs
- Property Tour

Anti-Harassment, Responsible Gaming Annual Training, Safety Training

Modules of online training for each of the above areas are mandatory for all employees based on their current position. These online programs are to remind current employees about Company policies and procedures, regulatory obligations, and safety practices and procedures. This program is mandatory for all employees and is required annually. Topics include:

- OSHA regulations and safety Practices (Bloodborne Pathogens, Right-to-Know/MSDS, Back Safety, Lock-out/Tag-out, Eye Wash Stations, Fire Safety, Emergency Evacuation Procedures, etc.)
- Compulsive and underage Gaming
- Statewide Voluntary Self - Exclusion Program

GRAND VICTORIA CASINO
2022 Annual Report on Diversity (230 ILCS 10/7.11)

Anti-Harassment and Diversity

PCI Compliance Training

This is training for Payment Card Industry (PCI) – Data Security Standards (DSS) This program is mandatory for employees who are responsible for protecting credit card data. For employees with a company email account complete online Cybersecurity Training. This program is mandatory for new hires and annually to employees who handle credit cards during their normal work duties. Topics include:

- How to handle a suspected loss or theft of ANY materials containing cardholder data
- How to inspect point of sale devices for tampering
- Credit Card handling procedures (Picture ID, provide receipt, call manager if suspicious)

AML Training Program

GVC is committed to maintaining an effective anti-money laundering (“AML”) training program that fosters an understanding of AML responsibilities across all levels of the organization. AML training and testing content is completed through online training at time of hire or transfer to applicable positions, as well as on an annual basis.

Supplier Diversity

Overview

Diverse vendor inclusion is a high priority for GVC, and to its parent company, Caesars Entertainment. GVC continues to diversify our supplier base and procurement spend with minority owned, women-owned, disabled-owned and veteran-owned business enterprises. The aggregate percentages of diversity vendor spend for non-exempt expenditures in 2022 was 35.6% based on actual expenditures through December 15, 2022.

Diversity Statement

Caesars Entertainment and its properties work to achieve diversity and inclusion by striving to attain both equity and equality within our corporation and with all the suppliers with whom we work. We are committed to procuring our products and services from a diversified pool of vendors, contractors and professional services providers. We are also committed in working with developing businesses to help them build capacity.

2022 Diversity Spend

Spend with diversity vendors at GVC were at 35.6% of non-exempt spend in 2022. A total of \$2,574,980 was spent with 19 diverse vendors.

GRAND VICTORIA CASINO
2022 Annual Report on Diversity (230 ILCS 10/7.11)

		Actual Expenditures			
		Jan 1 2022 - Dec 15 2022			
		TOTAL		GOAL	Total Number of Businesses
Total Expenditures		14,261,175			
Total Exempt Expenditures		7,022,862			
Total Non-Exempt Expenditures		7,238,313			
DBE of Non-Exempt Expenditures		57,365	0.8%	2.0%	1
MBE of Non-Exempt Expenditures		606,178	8.4%	12%	5
WBE of Non-Exempt Expenditures		1,711,584	23.6%	12%	11
VBE of Non-Exempt Expenditures		199,853	2.8%	3%	2
Total Diverse Expenditures		2,574,980	35.6%		19
		Jan 1 2022 - Dec 15 2022			
UTILIZATION		MBE Vendor	WBE Vendor	DBE Vendor	VBE Vendor
Equipment - Gaming					
Supplies - Gaming			16,265		
Total Gaming Related Supplies & Equipment		0	16,265	0	0
Equipment - Non Gaming					
Supplies - Non Gaming		262,342	148,087		15,521
Total Non-Gaming Related Supplies & Equipment		262,342	148,087	0	15,521
Entertainment					
Professional Services					
Transportation					
Marketing		76,775	225,796	57,365	164,671
Other Services			50,128		
Total Services & Contractual		76,775	275,924	57,365	164,671
Food & Beverage		252,076			
Other					
Property Improvements & Capital Maintenance		14,985	1,271,309		19,661
Total		606,178	1,711,585	57,365	199,853

GRAND VICTORIA CASINO
2022 Annual Report on Diversity (230 ILCS 10/7.11)

Outreach

Through outreach efforts in 2022 and partnering with certifying organizations, GVC is committed to working with more diverse vendors to assist in increasing our diverse spend. Below is a listing of the 2022 events for which Caesars and its' properties attended or hosted on a local, regional and national level:

Dates	Event Title	Location
May 10th	Chicago MSDC CBOF Annual Event	Chicago, IL
June 25th	Quad County African American Chamber Jazz Bruch	Naperville, IL
July 18th -21st	Disability: IN Annual Event	Dallas, TX
August 15th - 19th	Illinois Black Chamber of Commerce Annual Event	Peoria, IL
September 7th	Women's Business Development Council Annual Event	Chicago, IL
October 4th	Hollywood Casino Diversity Event	Joliet, IL

Looking Forward

We are excited to work on increasing diversity spend percentages in 2023 and beyond. We will continue to attend outreach events, and partnering with organizations like CMSDC, WBENC, Disability: IN, Illinois BEP and NaVOBA. With these partnerships we can identify more suppliers who can provide products or services for GVC.

Conclusion

GVC, and its parent, Caesars Entertainment, are firmly committed to making continuous improvement finding and utilizing diverse vendors. Both our property-specific internal procurement processes and our corporate diverse vendor strategic initiatives allow diverse vendors a great opportunity to grow their businesses and prosper. 2022 we have seen growth in our diversity numbers, and we are engaging more with certifying agencies. We look forward to continued growth in our 2023 spend.



December 31, 2022

via email to IGB.FAU@illinois.gov

2022 Annual Diversity Reporting

Human Resources

- In response to part b sec. 7.10, Hard Rock Rockford Casino is committed to complying with Equal Employment Opportunity Commission regulations to create a well-diversified working environment. Hard Rock Casino Rockford is committed to recruiting candidates throughout the Rockford area, partnering with organizations such as the Rockford Housing Authority, Workforce Center, Northwest Community Center, and many others.

Our recruitment efforts continue with the development of community partnerships with programs such as CEANCI, Comprehensive Community Solutions, Workforce Connections, local community colleges, and local high schools. We are proud of our ongoing commitment to the community to offer rewarding careers and employment opportunities for those throughout the Rockford community and in doing so, build a Brand rich with diversity, equity and inclusion.

Our 2022 data shows that our employee base is more diverse than 2021.

In response to part c sec. 7.10,

Ethnicities	2022	%	2021	%
ASIAN/INDIAN SUBCONTINENT	13	3.0%	1	0.3%
BLACK OR AFRICAN AMERICAN	84	19.4%	34	10.3%
HISPANIC OR LATINO	43	9.9%	18	5.5%
NATIVE AMERICAN/ ALASKA NATIVE	3	0.7%	2	0.6%
NOT DISCLOSED	47	10.9%	174	52.9%
TWO OR MORE RACES-NOT HISPANIC	18	4.2%	6	1.8%
WHITE (NOT HISPANIC OR LATINO)	225	52.0%	94	28.6%
	433		329	

Gender	2022	%	2021	%
Female	248	57.3%	192	58.4%
Male	174	40.2%	134	40.7%
Other	11	2.5%	3	0.9%
	433		329	

Purchasing

2. In 2022, we were unable to secure contracts with businesses owned by minority persons, women, or persons with a disability. Our location in Northwest Illinois presents a challenge with identifying MBE/WBE vendors. While we have attended job fairs hosted by other IL casinos and are actively engaged with all opportunities provided by the DEI, many vendors are simply located too far away.

Currently, we are delighted to report that in total we have 19 businesses/vendors owned by MBE WBE or persons with Disability accounting for over \$2Million in spend.

No.	VENDOR #	VENDOR NAME	Special Business	MWBE Value
1	1985	INCREDIBLE TECHNOLOGIES INC	WBE (CA)	\$ 322
2	2039	SERVICE CENTRAL INC.	WBE	\$ 316
3	12862	ONESOURCE RELOCATION LLC	WBE (GA)	\$ 351,923
4	12912	LIGHTHOUSE SERVICES LLC	VBE (ID)	\$ 748
5	13253	B&L DISTRIBUTORS INC	WBE	\$ 3,225
6	13340	ROCKFORD TRANSPORT, INC.	WMBE	\$ 3,816
7	13538	RUIZ CONSTRUCTION SYSTEMS, INC	MBE	\$ 12,998
8	13740	MAXIMUM BUSINESS SOLUTIONS INC	MBE	\$ 164,885
9	13872	PURELY GOURMET MEAT CO., LLC	WBE	\$ 321,261
10	13982	THAYER LIGHTING, INC	WBE	\$ 392
11	14020	KMK MEDIA GROUP, INC	WBE	\$ 218,258
12	14102	SAMCO	WBE	\$ 55,227
13	14384	WRK LAB INC	MBE (FL)	\$ 10,420
14	14396	TOP HAT IMAGEWEAR.COM	WBE (NY)	\$ 13,933
15	14500	OSCEOLA GROUP MARKETING, LLC	Tribal (FL)	\$ 858,803
16	14881	REDLINE MEDIA GROUP, LLC	Tribal (FL)	\$ 81,273
17	16154	LOGSDON OFFICE SUPPLY	WBE	\$ 14,061
18	19002	EXCEL SCREEN PRINTING AND EMBR	MBE	\$ 6,730
19	19811	ROCKFORD SANTA	DBE	\$ 200
		Total		\$ 2,118,791

3. Hard Rock Casino Rockford will continue to put forth effort to identify potential minority vendors by searching the Illinois State BEP website and their certified vendor directory. In addition, the Purchasing Manager will continue to attend vendor diversity fairs. From the diversity fair in 2022, we proudly added Excel Embroidery & Screen Printing (MBE) whom we have already started doing business with. With the construction of the permanent casino facility in 2023, there will be additional purchases and the opportunity to increase our diversity spend.

Sincerely,

Wendy Alsteen
VP of Finance
Hard Rock Casino Rockford

2022 FORECASTED ANNUAL REPORT – HARRAH’S JOLIET VENDOR DIVERSITY

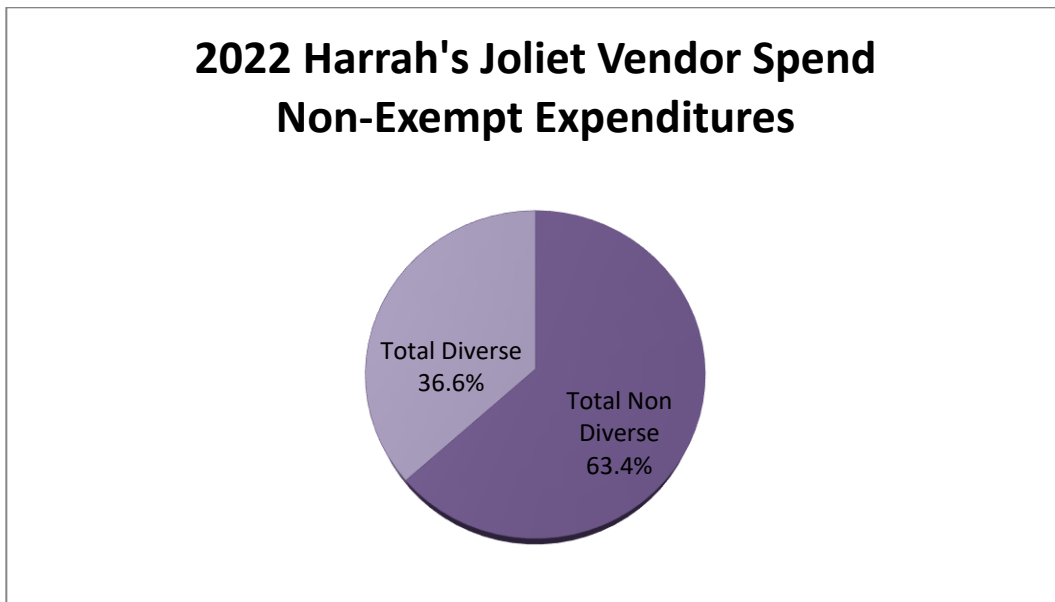
Overview

Diverse vendor inclusion is a high priority for Harrah’s Joliet, and to its parent company, Caesars Entertainment. Harrah’s Joliet continues to diversify our supplier base and procurement spend with minority owned, women-owned, disabled-owned, and veteran-owned business enterprises. The aggregate percentages of diversity vendor spend compared to non-expenditures in 2022 was 36.6% based on actual expenditures through December 15, 2022 and the remainder of the year forecasted.

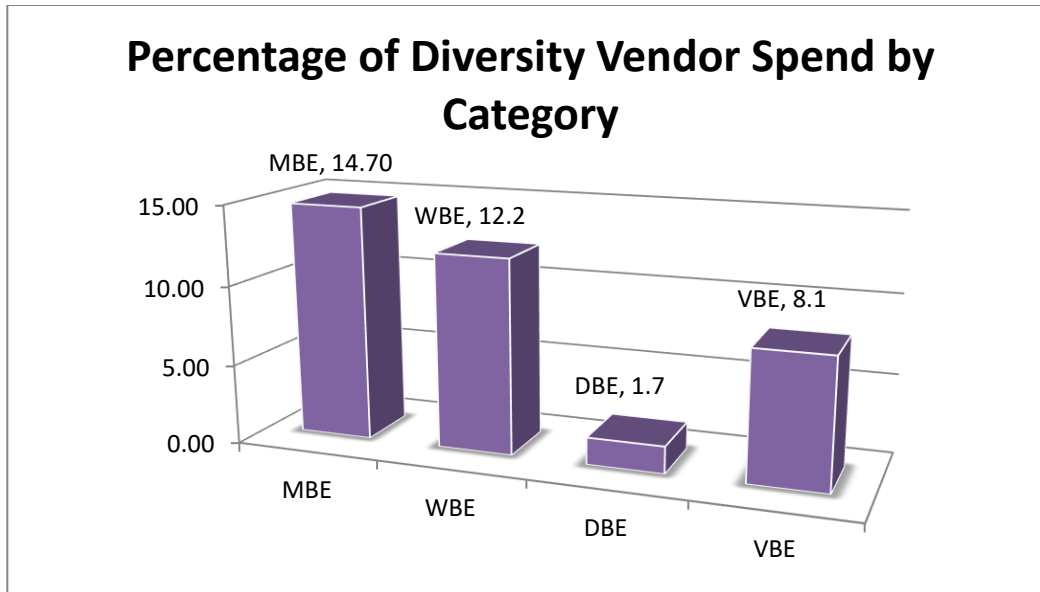
Diversity Statement

Caesars Entertainment and its properties work to achieve diversity and inclusion by striving to attain both equity and equality within our corporation and with all the suppliers with whom we work. We are committed to procuring our products and services from a diversified pool of vendors, contractors, and professional services providers. We are also committed in working with developing businesses to help them build capacity.

2022 Vendor Diversity Results



Spend with diversity vendors at Harrah’s Joliet were 36.6% of non-exempt spend in 2022.



Our percentages of diversity spend by category is as follows: Minority-owned businesses (MBE) spend represents 14.7%, Woman-owned businesses (WBE) spend represents 12.2%, Disabled-owned businesses (DBE) spend represents 1.7%, and Veteran-owned businesses (VBE) represents 8.1% of the total 2022 non-exempt spend.

With regards to our workforce, Harrah’s Joliet Casino & Hotel is committed to promoting equal opportunity and employment in our recruitment and hiring processes. Our current workforce consists of 51.8% female and 43.6% minority Team Members, which is a 1.2% increase in our minority workforce from 2021. Our goal for 2023, is to maintain our female demographic, and increase our minority percentage by 1%. These current percentages are higher than the current representation in Will County. To achieve these goals, we recruit from a variety of diverse locations, both online and onsite, to maximize our exposure in the community. We also make a concerted effort to recruit, promote, and hire female and minority candidates for supervisor and management positions. We value diversity and recognize that diverse teams foster an inclusive environment that creates energy, new ideas, and success.

Outreach

Through outreach efforts in 2022 and partnering with certifying organizations Harrah’s Joliet is committed to working with more diverse vendors to assist in increasing our diverse spend.

Below is a listing of the 2022 events for which Caesars and its' properties attended or hosted on a local, regional, and national level:

Dates	Event Title	Location
May 10th	Chicago MSDC CBOF Annual Event	Chicago, IL
June 25th	Quad County African American Chamber Jazz Bruch	Naperville, IL
July 18th -21st	Disability: IN Annual Event	Dallas, TX
August 15th - 19th	Illinois Black Chamber of Commerce Annual Event	Peoria, IL
September 7th	Women's Business Development Council Annual Event	Chicago, IL
October 4th	Hollywood Casino Diversity Event	Joliet, IL

Looking Forward

We are excited to work on increasing diversity spend percentages in 2023 and beyond. We will continue to attend outreach events, and partnering with organizations like CMSDC, WBENC, Disability: IN, Illinois BEP and NaVOBA. With these partnerships we can identify more suppliers who can provide products or services for Harrah's Joliet.

Conclusion

Harrah's Joliet, and its parent, Caesars Entertainment, are firmly committed to making continuous improvement finding and utilizing diverse vendors. Both our property-specific internal procurement processes and our corporate diverse vendor strategic initiatives allow diverse vendors a great opportunity to grow their businesses and prosper. In 2022, we have seen growth in our diversity numbers, and we are engaging more with certifying agencies. We look forward to continuing growth in our 2023 spend.

Actual Expenditures
Jan 1 2022 - Dec 15 2022

TOTAL		GOAL	Total Number of Businesses
9,997,223			
6,852,982			
3,144,241			
57,968	1.8%	2.0%	3
475,811	15.1%	12%	16
415,674	13.2%	12%	20
274,524	8.7%	3%	2
1,223,977	38.9%		41

Total Expenditures
Total Exempt Expenditures
Total Non-Exempt Expenditures

DBE of Non-Exempt Expenditures
MBE of Non-Exempt Expenditures
WBE of Non-Exempt Expenditures
VBE of Non-Exempt Expenditures

Total Diverse Expenditures

Including December Forecasts
(Additional Invoices that should be paid by end of year)

TOTAL		Grand Total	
Total Expenditures	10,866,547		
Total Exempt Expenditures	7,448,893		
Total Non-Exempt Expenditures	3,417,653		
	Dec Forecast	Jan - Dec	
DBE of Non-Exempt Expenditures	-	57,968	1.7%
MBE of Non-Exempt Expenditures	25,186	500,997	14.7%
WBE of Non-Exempt Expenditures	1,085	416,759	12.2%
VBE of Non-Exempt Expenditures	1,467	275,991	8.1%
Total Diverse Expenditures	27,737	1,251,714	36.6%

Jan 1 2022 - Dec 15 2022

	MBE Vendor	WBE Vendor	DBE Vendor	VBE Vendor
Equipment - Gaming				3,960
Supplies - Gaming		4,373		
Total Gaming Related Supplies & Equipment	0	4,373	0	3,960
Equipment - Non Gaming				
Supplies - Non Gaming	39,359	41,899		
Total Non-Gaming Related Supplies & Equipment	39,359	41,899	0	0
Entertainment		7,100		
Professional Services	99,778			184,006
Transportation				
Marketing	268,595	214,005	53,518	
Other Services	61,356	6,159	4,450	
Total Services & Contractual	429,729	227,264	57,968	184,006
Food & Beverage	1,216	5,037		
Other		2,644		
Property Improvements & Capital Maintenance	5,507	134,457		86,558
Total	475,811	415,674	57,968	274,524

UTILIZATION

Equipment - Gaming
Supplies - Gaming
Total Gaming Related Supplies & Equipment
Equipment - Non Gaming
Supplies - Non Gaming
Total Non-Gaming Related Supplies & Equipment
Entertainment
Professional Services
Transportation
Marketing
Other Services
Total Services & Contractual
Food & Beverage
Other
Property Improvements & Capital Maintenance
Total

Forecast Dec 16 2022 - Dec 31 2022

	MBE Vendor	WBE Vendor	DBE Vendor	VBE Vendor
	0	0	0	0
	6,636	1,085		
	6,636	1,085	0	0
	18,550			1,467
	18,550	0	0	1,467
	25,186	1,085	0	1,467

2022 FORECASTED ANNUAL REPORT – HARRAH’S METROPOLIS VENDOR DIVERSITY

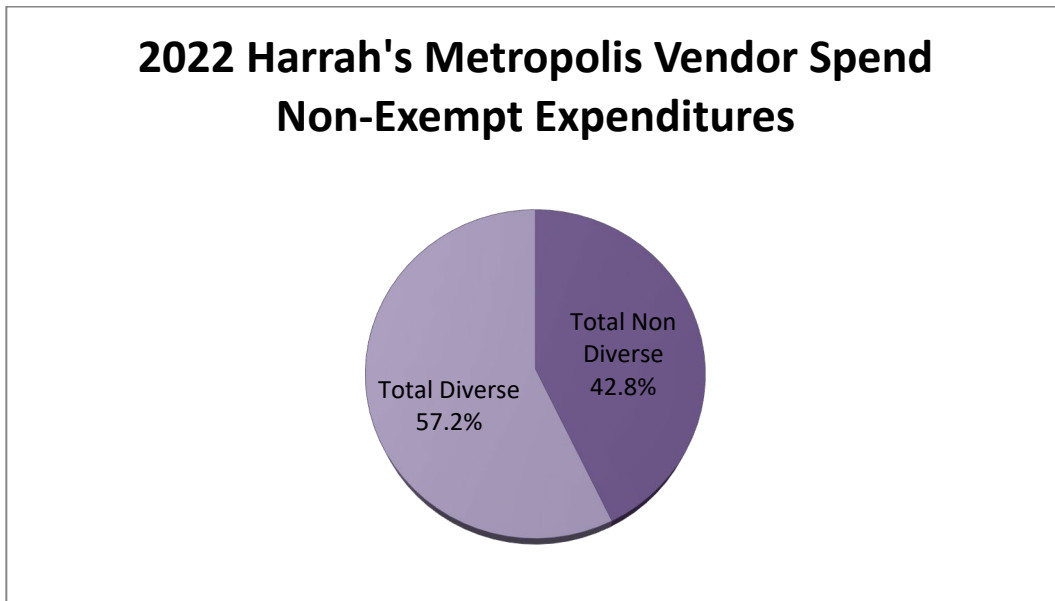
Overview

Diverse vendor inclusion is a high priority for Harrah’s Metropolis, and its parent company, Caesars Entertainment. Harrah’s Metropolis continues to diversify our supplier base and procurement spend with minority-owned, women-owned, disabled-owned, and veteran-owned business enterprises. The aggregate percentage of diversity vendor spend compared to non-expenditures in 2022 was 57.2% based on actual expenditures through December 15, 2022, and the remainder of the year forecasted.

Diversity Statement

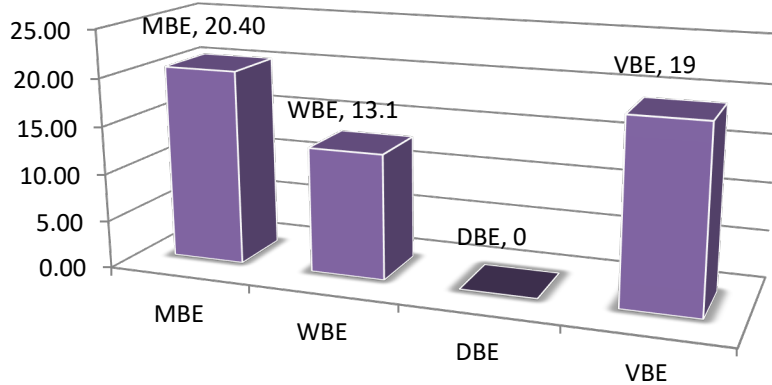
Caesars Entertainment and its properties work to achieve diversity and inclusion by striving to attain both equity and equality within our corporation and with all the suppliers with whom we work. We are committed to procuring our products and services from a diversified pool of vendors, contractors, and professional service providers. We are also committed to working with developing businesses to help them build capacity.

2022 Vendor Diversity Results



Spend with diversity vendors at Harrah’s Metropolis were 57.2% of non-exempt spend in 2022.

Percentage of Diversity Vendor Spend by Category



Our percentages of diversity spend by category are as follows: Minority-owned businesses (MBE) spend represents 20.4%, Woman-owned businesses (WBE) spend represents 13.1%, Disabled-owned businesses (DBE) spend represents 0%, and Veteran-owned businesses (VBE) represents 19% of the total 2022 non-exempt spend. We are actively engaged with our sister Illinois properties & our Caesars procurement team to secure DBE spend in 2023. We have already identified 2 vendors that we will be using and look forward to securing more.

With regard to our workforce, Harrah's Metropolis Casino is committed to promoting equal opportunity and employment in our recruiting and hiring processes. Our current workforce consists of 54.2% female and 12.57% minority Team Members. This is a 0.03% increase in our female workforce and a decrease of 0.62% in our minority workforce from 2021. Our goal for 2023 is to maintain our female demographic and increase our minority percentage by 1.5%. These current percentages are higher than the current representation in Massac County which is 9.7% minorities and 51.6% females. To achieve these goals, we try to recruit from different/diverse locations online, offsite, and onsite to maximize our exposure in the community. We value diversity and recognize that diverse teams foster an inclusive environment that creates advanced ways of thinking and success.

Outreach

Through outreach efforts in 2022 and partnering with certifying organizations Harrah’s Metropolis is committed to working with more diverse vendors to assist in increasing our diverse spend. Below is a listing of the 2022 events for which Caesars and its’ properties attended or hosted on a local, regional and national level:

Dates	Event Title	Location
May 10th	Chicago MSDC CBOF Annual Event	Chicago, IL
June 25th	Quad County African American Chamber Jazz Bruch	Naperville, IL
July 18th -21st	Disability: IN Annual Event	Dallas, TX
August 15th - 19th	Illinois Black Chamber of Commerce Annual Event	Peoria, IL
September 7th	Women's Business Development Council Annual Event	Chicago, IL
October 4th	Hollywood Casino Diversity Event	Metropolis, IL

Looking Forward

We are excited to work on increasing diversity spend percentages in 2023 and beyond. We will continue to attend outreach events, and partner with organizations like CMSDC, WBENC, Disability: IN, Illinois BEP, and NaVOBA. With these partnerships, we can identify more suppliers who can provide products or services for Harrah’s Metropolis.

Conclusion

Harrah’s Metropolis, and its parent, Caesars Entertainment, are firmly committed to making continuous improvement finding and utilizing diverse vendors. Both our property-specific internal procurement processes and our corporate diverse vendor strategic initiatives allow diverse vendors a great opportunity to grow their businesses and prosper. Our 2022 numbers are strong, but we know we have some work to do in certain areas. We know we can increase in those categories. We look forward to continued growth in our 2023 spend.

Actual Expenditures
Jan 1 2022 - Dec 15 2022

TOTAL		GOAL	Total Number of Businesses
8,053,214			
5,897,265			
2,155,948			
-	0.0%	2.0%	
478,495	22.2%	12%	7
307,752	14.3%	17%	17
446,103	20.7%	5%	2
1,232,350	57.2%		26

Total Expenditures
Total Exempt Expenditures
Total Non-Exempt Expenditures

DBE of Non-Exempt Expenditures
MBE of Non-Exempt Expenditures
WBE of Non-Exempt Expenditures
VBE of Non-Exempt Expenditures

Total Non-Exempt Diverse Expenditures

Including December Forecasts
(Additional Invoices that should be paid by end of year)

TOTAL		Grand Total	
Total Expenditures	8,753,493		
Total Exempt Expenditures	6,410,071		
Total Non-Exempt Expenditures	2,343,422		
	Dec Forecast	Jan - Dec	
DBE of Non-Exempt Expenditures	-	-	0.0%
MBE of Non-Exempt Expenditures		478,495	20.4%
WBE of Non-Exempt Expenditures		307,752	13.1%
VBE of Non-Exempt Expenditures		446,103	19.0%
Total Diverse Expenditures	-	1,232,350	52.6%

UTILIZATION

Equipment - Gaming
Supplies - Gaming
Total Gaming Related Supplies & Equipment
Equipment - Non Gaming
Supplies - Non Gaming
Total Non-Gaming Related Supplies & Equipment
Entertainment
Professional Services
Transportation
Marketing
Other Services
Total Services & Contractual
Food & Beverage
Other
Property Improvements & Capital Maintenance
Total

	Jan 1 2022 - Dec 15 2022			
	MBE Vendor	WBE Vendor	DBE Vendor	VBE Vendor
		2,985		
Total Gaming Related Supplies & Equipment	0	2,985	0	0
	3,939	37,933		4,460
Total Non-Gaming Related Supplies & Equipment	3,939	37,933	0	4,460
		9,206		
	473,951	203,157		441,643
	605	18,260		
Total Services & Contractual	474,556	230,623	0	441,643
		4,112		
		32,099		
Total	478,495	307,752	0	446,103

Forecast Dec 16 2022 - Dec 31 2022

	MBE Vendor	WBE Vendor	DBE Vendor	VBE Vendor
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0



December 30, 2022

Mr. Marcus Fruchter
Administrator
Illinois Gaming Board
160 N. LaSalle, Suite 300
Chicago, IL 60601

Re: 2022 Annual Report on Diversity

Dear Administrator, Fruchter:

Pursuant to 230 ILCS 10/7.11(a), Hollywood Casino Aurora submits the following information for its 2022 annual report on diversity:

(i) a good faith affirmative action plan to recruit, train, and upgrade minority persons, women, persons with a disability, and veterans in all employment classifications;

Hollywood Casino Aurora submits its good faith affirmative action plan to the IGB each year during its annual license update. A copy of the report submitted by Hollywood Casino Aurora in its 2022 annual license update is separately attached.

(ii) the total dollar amount of contracts that were awarded to businesses owned by minority persons, women, persons with a disability, and veteran;

(iii) the total number of businesses owned by minority persons, women, persons with a disability, and veteran that were utilized by the licensee;

(iv) the utilization of businesses owned by minority persons, women, persons with a disability, and veteran during the preceding year.

	1/1/22 - 12/31/22	Total # of MWDVBEs	2022 Utilization
MBE	\$133,165.23	4	1.22%
WBE	\$1,682,712.13	25	15.47%
DBE	\$0.00	0	0.00%
VBE	\$687,924.56	1	6.32%
Total	\$2,503,801.92	30	23.02%

(v) the outreach efforts used by the licensee to attract investors and businesses consisting of minority persons, women, persons with a disability, and veteran.

The following accomplishments have occurred during calendar year 2022:

- Purchasing Manager, Mike Paschen, has been an active member of the PNG Supplier Diversity team responsible to ensure increased supplier diversity via contracting goals.
- Diversity leadership spearheaded by our GM and Purchasing leadership planned and hosted an in-person Diversity Vendor Fair which had representation from 6 Chicagoland area casinos and registered over 100 people.
- Mr. Paschen consistently utilizes the Illinois BCP Certification portal and MSDC websites to identify diverse suppliers.
- Penn Entertainment properties share information regarding diverse vendors and suppliers to facilitate identifying said vendors.
- Mr. Paschen attended the Chicago Business Opportunities Fair on May 10, 2022, in conjunction with the Chicago Minority Supplier Diversity Council (CMSDC) for networking and to share business opportunities with suppliers.
- HCA supports CMSDC with an annual sponsorship of \$4000.00
- Penn Entertainment became a member to the US Black Chamber of Commerce and WBENC in October 2022.
- Established direct contact with two new minority owned contractors; both firms actively participate in our bidding processes.
- We have strengthened relationships with MBE/DBE/WBE/VBE agencies including:
 - National Minority Supplier Development Council
 - CMS – Central Management Services, BEP with the State of IL
 - Minority Business Development Center, IL
 - Elite SDVOSB, veteran agency

Hollywood Casino Aurora and Penn will always seek opportunities with qualified DBE/MBE/WBE/VBE vendors and will continue our good faith efforts in that regard. Ongoing efforts include:

Outreach Efforts Currently in Place

- Each quarter we review and update as needed the Vendor Opportunities section of our casino website for bid opportunities, bulk purchases and services
- Our website provides access to the Penn Supplier Portal with instructions on how to become a vendor and contact information for the Procurement team at the casino
- Review the Penn Supplier portal for newly registered businesses and follow-up with them and reach out to businesses in the process of becoming registered
- Communication between the Penn Procurement team and the Casino procurement team to identify diverse vendors
- Communicate with other Illinois casinos to network and share potential qualified DBE, MBE, WBE, & VBE vendors

Specific Outreach Events Attended

- Jim Zubay Penn District Director of Purchasing, and M. Paschen Purchasing Manager of Hollywood Joliet & Aurora, attended the Chicago Business Opportunities Fair on May 10th, 2022.
- Jim Zubay attended the “Indiana Casinos Diversity Day” (Illinois based suppliers participated), in June of 2022.
- Jim Zubay attended the “NMSDC Business Connections Matchmaker” event in August 2022.
- Jim Zubay attended the “NMSDC Conference & Exchange” event in October 2022.
- Co-Hosted a diversity fair in conjunction with Hollywood Casino Joliet, an in-Person Diversity Vendor Fair on October 4th, 2022.

Internal Procurement Processes

- The Illinois Casino Gaming Association Diversity Vendor List is monitored
- State of Illinois Central Management Services BEP Certification Directory is reviewed
- We maintain an internal database of qualified MBE/DBE/WBE/VBE vendors
- Identify veteran owned businesses at <https://www.veteranownedbusiness.com/il>
- Work with Penn Entertainment, Inc. corporate procurement to consolidate planned purchases from other Penn properties with the objective of increasing the total spend with specific diversity vendors

Should you have any questions or require additional information, please do not hesitate to contact me.

Sincerely,



Greg Moore
Vice President and General Manager

cc: Dovie Shelby, IGB
Carrie Carroll, IGB
Sgt. Darin Cygan, IGB
Jeremy Howland, VP of Finance, Hollywood Casino Aurora
Jeffery Rozell, Director of Compliance

HOLLYWOOD CASINO AURORA

Affirmative Action Plan

I. INTRODUCTION

Since its inception in 1993, Hollywood Casino Aurora (HCA) has demonstrated an outstanding record of recruitment and hiring of qualified individuals who are minorities or members of other protected classes. HCA's policy of equal opportunity employment pertains to all aspects of employment, including but not limited to, recruitment, hiring, job assignment, training, transfer, and promotion, social, educational, and recreational programs. Equal opportunity may entail reasonable accommodation of an individual's religion, or disability or participation in protected activity, as defined by law.

HCA maintains its Affirmative Action Plan to enhance, expand and continue its outstanding record of equal opportunity employment and a diverse work force. The goal of this Affirmative Action Plan is to maintain a work force that truly reflects the diverse elements of Kane County and the surrounding area. This plan is maintained in good faith with the continued goal of equal opportunity employment and a diverse work force.

A. Overview

The Hollywood Casino in Aurora, Illinois, owned and operated by Penn National Gaming and is an Illinois Licensed Gaming Facility. This Affirmative Action Plan reports the workforce as of August 25, 2022. The workforce totals 355 plus employees.

B. Equal Employment Opportunity Policy and Affirmative Action Plans.

It is the policy of HCA to employ qualified persons of the greatest ability without discrimination against any employee or applicant for employment because of race, religion, color, sex, disability, national origin, ancestry, marital status, age, status as a covered veteran or any other protected group status as defined by law. To implement this policy

HCA has established an Affirmative Action Plan by which we undertake that:

1. We will recruit, hire, train and promote qualified persons in all job titles, without regard to race, religion, color, sex, disability, national origin, ancestry, age, covered veterans' status, or any other protected group status as defined by law.
2. We will base decisions on employment so as to further the principle of equal employment opportunity.
3. We will ensure that promotion decisions are in accord with principles of equal employment opportunity by imposing only valid requirements for promotional opportunities.
4. We will ensure that all personnel actions such as compensation, benefits, transfers, layoffs, training, education, tuition assistance, and social and recreational programs, will be administered without regard to race, religion, color, sex, disability, national origin, ancestry, age, covered veterans' status or any other protected group status as defined by law.

II. DISSEMINATION OF POLICY

1. The company policy regarding Equal Employee Opportunity is distributed to all employees during their first day of employment and as any updates may occur. Federal Equal Employment Opportunity materials are posted in the Team Member Break Room in view of all employees.
2. The General Manager will reaffirm HCA's EEO Policy annually, as outlined in section V.
3. HCA's recruiting materials and electronic application includes a statement regarding our Equal Employment Opportunity stance.

4. HCA participates in and contributes to organizations concerned with employment opportunities for minorities and females.

III. RESPONSIBILITY FOR IMPLEMENTATION

The development and execution of The Affirmative Action Plan shall be administered as outlined below:

A. Equal Employment Coordinator

The Vice President of Human Resources has been designated as the Equal Employment Coordinator and given the responsibility to supervise the implementation of the Affirmative Action Plan as follows:

1. Assist in the identification and resolution of EEO focus areas.
2. Inform management of recent developments in the area of affirmative action.
3. As hiring need dictates, Human Resources Department lists job openings and/or conducts on-site recruiting at various local area and minority college campuses including, but not limited to:

Aurora University

Waubonsee Community College

Participation in the College Employment Network

4. As hiring needs dictate, participate in The Illinois Job Link Program of the Illinois Department of Employment Security and list appropriate available job openings.
5. The Human Resources Department utilizes bilingual employees to assist Spanish-speaking applicants (as scheduling and staffing requirements permit).

6. Ensure minorities and women have the opportunity to participate in Company sponsored educational, training, social and recreational activities.
7. Encourage and accommodate members of protected classes to participate in the leadership training and other development opportunities.
8. Ensure that facilities such as locker rooms and rest rooms are comparable for both genders.
9. Serve as liaison between HCA and various federal, state and local enforcement agencies.
10. Maintain records and reports as required by the state, federal and local authorities relevant to equal employment.
11. On an annual basis HCA obtains and reviews EEO percentages for Kane County to compare with HCA's workforce. This annual review is then disclosed to the Illinois Gaming Board at the time of relicensing.

IV. COMPANY MANAGEMENT SUPPORT

The Compliance Department will maintain and review continued compliance in the following areas, enlisting assistance from other managers, Directors and Vice Presidents, as needed.

1. Periodically review job descriptions for accuracy in relationship to the actual functions and duties and confirm that the qualifications required for positions are free from bias and are job-related.
2. HCA's tuition reimbursement program is available on an equal opportunity basis to all full-time and part-time employees who meet the eligibility requirements.
3. HCA supports local community organizations dedicated to the advancement of minorities and women.

4. Company sponsored programs, including recreational and social events, are available in accordance with the Equal Employment Opportunity Policy.
5. Openings in full-time and part-time jobs will continue to be communicated to employees through job postings.
6. All employees, including minorities and females will be encouraged to use the tuition reimbursement program.
7. Minorities and other protected classes will be provided equal review with regards to promotions and performance evaluation.

V. ANNUAL MEETING

A meeting will be held on an annual basis with the Vice President and General Manager, Vice President of Human Resources, and a representative of the Compliance segment, to review and assess the current status of HCA's Affirmative Action Plan.



December 30, 2022

Mr. Marcus Fruchter
 Administrator
 Illinois Gaming Board
 160 N. LaSalle, Suite 300
 Chicago, IL 60601

Re: 2022 Annual Report on Diversity

Dear Administrator, Fruchter:

Pursuant to 230 ILCS 10/7.11(a), Hollywood Casino Joliet submits the following information for its 2022 annual report on diversity:

(i) a good faith affirmative action plan to recruit, train, and upgrade minority persons, women, persons with a disability, and veterans in all employment classifications;

Hollywood Casino Joliet submits its good faith affirmative action plan to the IGB each year during its annual license update. A copy of the report submitted by Hollywood Casino Joliet in its 2022 annual license update is separately attached.

(ii) the total dollar amount of contracts that were awarded to businesses owned by minority persons, women, persons with a disability, and veteran;

(iii) the total number of businesses owned by minority persons, women, persons with a disability, and veteran that were utilized by the licensee;

(iv) the utilization of businesses owned by minority persons, women, persons with a disability, and veteran during the preceding year.

	1/1/22 - 12/31/22	Total # of MWDVBES	2022 Utilization
MBE	\$248,442.31	9	1.7%
WBE	\$1,795,381.29	23	12.25%
DBE	\$0.00	0	0.07%
VBE	\$1,641,810.38	1	11.26%
Total	\$3,685,633.98	33	25.28%

(v) the outreach efforts used by the licensee to attract investors and businesses consisting of minority persons, women, persons with a disability, and veteran.

The following accomplishments have occurred during calendar year 2022:

- Purchasing Manager, Mike Paschen, has been an active member of the PNG Supplier Diversity team responsible to ensure increased supplier diversity via contracting goals.
- Diversity leadership spearheaded by our GM and Purchasing leadership planned and hosted an in-person Diversity Vendor Fair which had representation from 6 Chicagoland area casinos and registered over 100 people.
- Mr. Paschen consistently utilizes the Illinois BCP Certification portal and MSDC websites to identify diverse suppliers.
- Penn Entertainment properties share information regarding diverse vendors and suppliers to facilitate identifying said vendors.
- Mr. Paschen attended the Chicago Business Opportunities Fair on May 10, 2022, in conjunction with the Chicago Minority Supplier Diversity Council (CMSDC) for networking and to share business opportunities with suppliers.
- HCJ supports CMSDC with an annual sponsorship of \$4000.00
- Penn Entertainment became a member to the US Black Chamber of Commerce and WBENC in October 2022.
- Established direct contact with two new minority owned contractors; both firms actively participate in our bidding processes.
- We have strengthened relationships with MBE/DBE/WBE/VBE agencies including:
 - National Minority Supplier Development Council
 - CMS – Central Management Services, BEP with the State of IL
 - Minority Business Development Center, IL
 - Elite SDVOSB, veteran agency

Hollywood Casino Joliet and Penn will always seek opportunities with qualified DBE/MBE/WBE/VBE vendors and will continue our good faith efforts in that regard. Ongoing efforts include:

Outreach Efforts Currently in Place

- Each quarter we review and update as needed the Vendor Opportunities section of our casino website for bid opportunities, bulk purchases, and services
- Our website provides access to the Penn Supplier Portal with instructions on how to become a vendor and contact information for the Procurement team at the casino
- Review the Penn Supplier portal for newly registered businesses and contact to explore procurement opportunities as well as reach out to businesses in the process of becoming registered
- Communication between the Penn Procurement team and the Casino procurement team to identify diverse vendors
- Communication with other Illinois casinos to network and share potential qualified DBE, MBE, WBE, & VBE vendors

Specific Outreach Events Attended

- Jim Zubay Penn District Director of Purchasing, and M. Paschen Purchasing Manager of Hollywood Joliet & Aurora, attended the Chicago Business Opportunities Fair on May 10th, 2022.
- Jim Zubay, attended the “Indiana Casinos Diversity Day” (Illinois based suppliers participated), in June of 2022.
- Jim Zubay attended the “NMSDC Business Connections Matchmaker” event in August 2022.
- Jim Zubay attended the “NMSDC Conference & Exchange” event in October 2022.
- Co-Hosted a diversity fair in conjunction with Hollywood Casino Aurora, an in-Person Diversity Vendor Fair on October 4th, 2022.

Internal Procurement Processes

- The Illinois Casino Gaming Association Diversity Vendor List is monitored
- State of Illinois Central Management Services BEP Certification Directory is reviewed
- We maintain an internal database of qualified MBE/DBE/WBE/VBE vendors
- Identify veteran owned businesses at <https://www.veteranownedbusiness.com/il>
- Work with Penn Entertainment, Inc. corporate procurement to consolidate planned purchases from other Penn properties with the objective of increasing the total spend with specific diversity vendors

Should you have any questions or require additional information, please do not hesitate to contact me.

Sincerely,



Mike Thoma
Vice President and General Manager

cc: Dovie Shelby, IGB
Jeffrey Cartwright, Sergeant, IGB
Jeffery Rozell, Director Compliance
Jeremy Howland, VP of Finance, Hollywood Casino Joliet

HOLLYWOOD
Casino[®]
JOLIET

2022

AFFIRMATIVE ACTION PLAN

HOLLYWOOD CASINO JOLIET

JANUARY 1, 2022 THROUGH DECEMBER 31, 2022

TABLE OF CONTENTS

Identification Page.....	iii
Preface	4
Implementation of Affirmative Action Plan.....	5
I. Policy Statement	5
II. Internal and External Dissemination of Policy	6
III. Responsibility for Implementation of A.A. Program.....	7
IV. Development and Execution of Additional Action Oriented Programs	8
V. Internal Audit and Reporting Requirements	9
VI. Guidelines Prohibiting Sex Discrimination	10
VII. Support of Community Action Programs	11
VIII. Consideration of Minorities and Females Not Currently in the Workplace.....	12
IX. Guidelines Prohibiting Religious and National Origin Discrimination	13
X. Guidelines Prohibiting Disability Discrimination.....	14
XI. Workforce Analysis	15
XII. Utilization Analysis	16
XIII. EXHIBITS	

AFFIRMATIVE ACTION PROGRAM FOR: Hollywood Casino Joliet

Hollywood Casino Joliet
777 Hollywood Blvd
Joliet, IL 60434-2789

Inclusive Dates of AAP: January 1, 2022 to December 31, 2022

Program Completed by: Human Resources Department

PREFACE

This Affirmative Action Plan (“AAP”) is made and implemented by Hollywood Casino Joliet (“the Company”), in compliance with the requirements of the Illinois Gaming Board pursuant to the Illinois Riverboat Gambling Act, Section 7(b)(4) and with the guidance of the Illinois Code of State Regulations.

The Company does not believe that any violation of the Illinois Human Rights Act, Title VII of the Civil Rights Act of 1964, as amended by the Civil Rights Act of 1991, the Age Discrimination in Employment Act, the Americans with Disabilities Act, or any other applicable federal, state or local law exists within the Company. Accordingly, this AAP is not adopted or implemented to correct or remedy any actual or alleged discriminatory action or policy. Nothing herein shall be construed to require the Company to hire, decline to hire, dismiss or decline to dismiss any individual in any particular situation; to require the Company to contract with, decline to contract with, terminate a contract with, or decline to terminate a contract with any particular vendor or contractor in any particular situation; to violate any law, ordinance, or regulation relating to discriminatory practices; or to violate the provisions of any collective bargaining agreement to which the Company is a party.

This AAP contains confidential information. Copies of this AAP and all related appendices, documents and support data are made available to the Illinois Gaming Board (“IGB”) with the request that the IGB holds them totally confidential and does not release copies to any persons whatsoever. This AAP and its supporting documents contain significant confidential information which may reveal, directly, or indirectly, the Company’s business plans. The Company considers the AAP to be exempt from disclosure, reproduction, and distribution under the Illinois Freedom of Information Act, 5 ILCS 140/1 *et seq.*, and the Illinois State Records Act, 5 ILCS 160/1, *et seq.* If the IGB, the government of the State of Illinois, or any agency or subdivision thereof, is considering a request for release of this program, request is hereby made that the President of the Company be immediately notified of any and all requests received or any other contemplated release of this program which relates to information obtained by the IGB or the government from the Company. The Company further requests that anyone who has any contact with this AAP, or its supporting appendices, documents and other data, treat such information as totally confidential and that such information not be released to any person whatsoever.

Program Terminology

The terms “utilization analysis”, “underutilization” and “problem area” appearing in this AAP are used in order to reflect terminology typical to equal employment opportunity and affirmative action programs. These terms have no independent legal or factual significance whatsoever. We will use terms in total good faith in connection with the AAP. However, such usage does not necessarily signify that the Company agrees that these terms have any particular significance in connection with any particular factual situation.

Reliance on Equal Employment Opportunity Commission’s Guidelines on Affirmative Action

The Company has in good faith developed this AAP along the lines of, in conformity with, and in reliance on the Equal Employment Opportunity Commission’s Guidelines on Affirmative Action, 29 C.F.R. § 1608.1-12.

IMPLEMENTATION OF THE
AFFIRMATIVE ACTION PROGRAM

I. Policy Statement

This document establishes the Company's Affirmative Action Program with regard to equal employment opportunity. It has been designed to provide guidance and assurance for implementation of and commitment to our equal employment opportunity policy consistent with the voluntary nature of the employment relationship. The Company is committed to equal employment opportunity and affirmative action as stated in the notice to employees, which is issued annually and attached as **Exhibit A**. The Company's policy includes the following commitments:

(A) To provide equal employment opportunity to all qualified, available, and interested persons, and an affirmation of our commitment to recruit, advertise for employment, hire, upgrade, transfer, promote, lay off, terminate, pay and select for training, persons in all job classifications without regard to race, color, religion, sex, national origin, or legally protected disability or age status.

(B) To identify and analyze all areas of employment so as to further the principle of affirmative action for minorities and females. The Company is committed to apply result-oriented employment policies and practices in good faith efforts to achieve prompt and full utilization of qualified, available, and interested persons regardless of race, color, religion, sex, national origin, or legally protected disability or age status. All employment decisions will be based accordingly, as follows:

(1) Recruitment and Selection - the Company will recruit, hire, train, and promote persons in all job titles without regard to race, color, religion, sex, national origin, or protected disability or age status.

(2) Employment Decisions - the Company will base employment decisions so as to further the principle of equal employment opportunity.

(3) Promotions - the Company will ensure that promotion decisions are in accordance with principles of equal employment opportunity by imposing only valid requirements for promotional opportunities.

(4) Personnel Actions - the Company will ensure that all personnel actions such as compensation, benefits, transfers, lay-offs, returns from lay-offs, company-sponsored training, education, tuition assistance, social and recreational programs, will be administered without regard to race, color, religion, sex, national origin or protected disability or age status.

(5) The Vice President of Human Resources is designated as the property EEO and Affirmative Action Officer and overall Affirmative Action Program responsibility is assigned to that position.

(6) The property EEO and AA Officer will require that managers and supervisors report to him or her on the performance of EEO and AA responsibilities on a regular basis and shall monitor the procedures for implementation of this AA plan.

(7) This AAP shall be reviewed, analyzed, reaffirmed and re-issued annually.

II. Internal and External Dissemination of Policy

(A) Internal Dissemination - it is the Company's policy to periodically bring its policies of equal employment opportunity and affirmative action to the attention of all its employees. Necessary steps will be taken to assure that the Company personnel, both supervisory and otherwise, are fully apprised of the Company's equal employment opportunity policy and its affirmative action commitment. The following methods of dissemination will be utilized:

(1) A copy of the Company's equal employment opportunity policy will be included in the Employee Handbook.

(2) Meetings will be conducted with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation of the affirmative action commitment.

(3) The Company shall conduct periodic reviews of the effectiveness of this program in which its supervisory and other involved personnel participate.

(4) Company publications, if any, will contain articles covering equal employment opportunity programs, including promotions of minority and female employees.

(5) The equal employment opportunity policy statement will be posted on Company diversity boards (see **Exhibit A**).

(6) In order that new employees will be apprised of the Company's equal employment opportunity policy and commitment to affirmative action, both will be discussed during the Company's orientation process and management training programs.

(7) Including non-discrimination clauses in all union agreements and reviewing all contractual provisions to ensure they are non-discriminatory.

(8) Picturing both minority and non-minority men and women in publications in which employees are featured.

(9) Making current employees aware of the existence of the Company's AAP and the benefits available to them.

(B) External Dissemination - The Company will promote its community posture as an equal opportunity and affirmative action employer. Specific external actions shall include:

(1) Recruitment advertising, if any, will clearly show that the Company is an equal opportunity and affirmative action employer.

III. Responsibility for Implementation of the Affirmative Action Program

The Company's General Manager has the overall responsibility to implement the Company's Equal Employment Opportunity Policy and Affirmative Action Plan. The Company, with the full support of executive management, has assigned the Vice President of Human Resources to act as EEO Officer with responsibility for implementing and monitoring overall facility performance and ensuring attainment of full compliance with the Company's policy for nondiscrimination in employment. The responsibilities of the EEO Officer include, without limitation, the following:

(A) Developing an effective Affirmative Action Program and maintaining such program in compliance with Company policy including both internal and external communication techniques.

(B) Designing and implementing review and reporting systems to ensure awareness of the Affirmative Action Program and its benefits, as well as:

- (1) Measuring the Program's effectiveness
- (2) Determining the degree to which the Company's objectives have been attained.
- (3) Indicating any need for remedial action.

(C) Serving as the Company's representative in its dealing with federal, state and local enforcement agencies.

(D) Keeping department managers and supervisors informed of the latest developments in the entire equal employment opportunity area.

(E) Serving as liaison between the Company and minority organizations, women's organizations, and community action groups concerned with employment opportunities of minorities and women.

(F) Regularly communicating with managers, supervisors and employees to be certain that EEO policies are being followed.

(G) Reviewing the qualifications of employees to ensure that minorities and females are given full opportunities for transfers and promotions.

(H) Ensuring compliance in areas such as properly displayed posters, non-segregated facilities, comparable facilities for both sexes and full participation by minority and female employees in all Company-sponsored educational, training, recreational and social activities, if any.

(I) Making department managers and supervisors aware that their work performance is being evaluated on the basis of their equal employment opportunity and affirmative action efforts and results as well as other criteria.

(J) Ensuring that managers and supervisors take action to prevent harassment of or discrimination against any employee on the basis of his or her race, color, religion, national origin, sex, or protected disability or age status.

(K) Ensuring that the Company's job descriptions accurately set forth actual job duties and, in particular, the essential functions of the job.

(L) Monitoring the results of all scored testing to assure that the tests do not adversely impact minorities and females as compared to non-minorities and males.

IV. Development and Execution of Additional Action Oriented Programs

The Company has developed the following action-oriented programs tailored in such a manner that their proper execution will result in either an increase in the number of qualified minority and/or female applicants for any vacancies which occur, or documentation of the Company's good faith efforts to increase the number of qualified minority and/or female applicants for any vacancies which may occur.

(A) Job classifications shall be periodically reviewed, evaluated and, where necessary, updated to ensure that employees within various classifications are rated in relationship to the requirements and essential functions of the job using, where appropriate, objective factors such as relative skill, ability and experience. In addition, the Company shall ensure that job classifications are consistent for the same or related jobs.

(B) The Company will ensure that any worker specifications shall be job-related and review thereof shall include considerations of any academic experience or skill requirements to ensure that they are necessary and do not inadvertently screen out minorities or females. Where appropriate, modifications will be made in worker specifications to promote the purposes of equal employment opportunity.

(C) Any job descriptions or worker specifications used shall be made available to all members of management involved in the recruiting, screening, selection and promotion process. All personnel involved in recruiting, screening, selection, promotion, disciplinary and related processes will be carefully selected and trained to ensure that they are not biased in their personnel actions.

(D) The Company will continue to evaluate the entire selection process and will endeavor to be particularly sensitive in recruiting and hiring, especially at the entry level, to select candidates according to ability and qualifications. In its recruiting efforts, the Company shall endeavor to obtain qualified applicants including minorities and females. No department, job category or title at the Company shall be limited or closed to minorities or females.

(E) Contacts with all sources of minority and female applicants will reflect the Company's posture and emphasis on equal employment opportunity. The Company will encourage employees to refer minority and female applicants. The Company will also place help-wanted advertisements in publications directed to minorities and females. The Company is committed to contacting minority and women's organizations for referral of prospective applicants for openings which may occur. The Company has explained and will continue to explain its commitment to equal employment opportunity to representatives of recruitment sources. These explanations provide clear and concise descriptions of current and future job openings, as well as a description of the Company's selection process. The Company has made position descriptions, worker specifications and recruiting literature available to these representatives. The Company has also made arrangements with these recruiting sources for referral of applicants and feedback on the hiring status of applicants referred by these sources.

(F) The Company shall review its promotion criteria and procedures to ensure that minorities and females are given equal consideration for promotion.

(G) All Company facilities and Company-sponsored social and recreational activities, if any, are not segregated and the Company actively encourages all employees to participate in all Company-sponsored events.

(H) The company will make reasonable efforts to modify job duties or working conditions to accommodate the employment of persons with physical or mental disabilities.

(I) See **Exhibit B** for a listing of action steps that have been taken to promote diversity in the workplace.

V. Internal Audit and Reporting Requirements

As stated previously, the EEO Officer is responsible to implement the auditing and reporting system. The auditing and reporting system will be reviewed on an annual basis. The following procedures will be utilized to measure the effectiveness of the total program:

- (A) Review records of referrals, placements, transfers, promotions and terminations by department and major job groups to ensure nondiscriminatory policies are carried out.
- (B) Have a system that will measure the Company's commitments to equal employment opportunity.
- (C) Where needed, the EEO Officer will submit recommendations to improve performance to the Company's General Manager.
- (D) Review all selection, promotional, and training procedures to ensure that they are non-discriminatory.
- (E) Inform top management on a regular basis of the effectiveness of the policy and make recommendations for improvements as necessary.

In addition to the internal audit provisions set forth above, the EEO Officer will maintain records of the affirmative action efforts which include memoranda, publications and both informal and formal action-oriented steps that have been taken during the Affirmative Action Plan year not otherwise reported.

VI. Guidelines Prohibiting Sex Discrimination

The Company shall comply with the sex discrimination guidelines as follows:

- (A) Advertisements in newspapers and other media, if any, shall not express a preference for members of a particular sex.
- (B) An employee of either sex shall have an equal opportunity to fill any available job that he or she is qualified to perform.
- (C) The Company shall not make any distinction based upon sex in employment opportunities, wages, hours, or other conditions of employment.
- (D) The Company shall not deny any female employee the right to any job that she is qualified to perform in reliance upon state “protective” laws.
- (E) Females shall not be penalized in any term or condition of employment and/or benefit of employment because they require time away from work for pregnancy or childbearing.
- (F) Maternity disability leave is the same as any other disability leave.
- (G) The Company will not specify any differences for male and female employees regarding either mandatory or optional retirement age.
- (H) The Company shall not discriminatorily restrict one sex to certain job classifications.
- (I) The Company will maintain a sexual discrimination policy that defines unacceptable behavior on the part of its employees and will include procedures for the reporting and investigation of sexual harassment claims.

All levels of management shall be made aware of the above rules and informed that adherence to them will be considered a part of acceptable job performance. These guidelines will be part of the Company’s ongoing policies.

VII. Support of Community Action Programs

(A) Where possible, the Company will attempt to identify minority and female suppliers and contractors and will consider the utilization of their goods and services on an equal basis with others.

(B) The Company encourages all of its employees, particularly its executive and supervisory personnel, to be actively involved in community service organizations, particularly those that support the employment of minorities and females.

VIII. Consideration of Minorities and Females Not Currently in the Workforce

(A) Minorities and females not in the workforce who have requisite skills will be considered whenever suitable openings are available. Positive attempts will be made to recruit minorities and females through the Illinois Department of Employment Security, minority and women's organizations, publications which have a minority and female audience, and other resources utilizing appropriate recruiting techniques.

IX. Guidelines Prohibiting Religious and National Origin Discrimination

The Company will not discriminate against any employee or applicant for employment because of religion or national origin and will take affirmative action to ensure that qualified minority and female individuals, regardless of religion and/or national origin are encouraged to apply for any openings which may occur and that employees are treated during employment without regard to religion or national origin. These policies apply to all aspects of the employment relationship, including, but not limited to, the following: hiring, promotion, demotion, discipline, transfer, recruiting, advertising, layoff, discharge, rate of pay and selection for training.

To ensure non-discrimination with regard to religion and/or national origin, the Company is involved in the following outreach and recruitment activities:

- (A) The Company communicates its obligation to provide equal employment opportunity without regard to religion or national origin to all employees, including executives, managers and supervisors.
- (B) Internal procedures exist at the Company to implement equal employment opportunity without regard to religion or national origin.
- (C) The Company periodically informs all employees of its commitment to equal employment opportunity without regard to religion or national origin.
- (D) Contacts are made with religious and ethnic organizations for education, assistance and referral of potential employees.

The Company will make reasonable accommodations to the religious observances and practices of employees or prospective employees, provided such accommodations can be made without hardship to the Company or its other employees. The extent of our obligation is determined by considering business necessity, financial costs and expenses, and resulting personnel problems.

In implementing its EEO policy regarding non-discrimination because of religion or national origin, the Company does not discriminate against any qualified employee or applicant for employment because of race, color, religion, sex, national origin, disability status, age, or any other protected status.

X. Guidelines Prohibiting Disability Discrimination

The Company does not discriminate against any qualified individual with a disability, a perceived disability, or a record of a disability in accordance with state and federal law prohibiting discrimination on these grounds. The Company does the following to ensure that all applicants and employees are not discriminated against because of a disability, as defined above:

1. The Company communicates its obligation to provide equal employment opportunity without regard to disability status to all employees, including executives, managers and supervisors.
2. Internal procedures exist at the Company to implement equal employment opportunity without regard to disability status.
3. The Company accurately develops and regularly reviews all job descriptions, specifically validating the essential functions of each job, in order to open as many jobs as possible to qualified individuals with a disability.
4. The Company periodically informs all employees of its commitment to equal employment opportunity without regard to disability status.
5. Recruitment sources are used to provide equal employment opportunity without regard to disability status.
6. The Company reviews employment records to determine the availability of promotable and transferable disabled employees.

The Company reasonably accommodates qualified individuals with a disability except where such accommodation causes undue hardship on the conduct of the Company's business. The extent of the Company's obligation is determined by considering business necessity, financial costs and expenses and resulting personnel problems.

In implementing its EEO policy regarding non-discrimination because of an individual's disability, the Company does not discriminate against any qualified employee or applicant for employment because of race, color, religion, sex, national origin, disability status, age, or other protected basis.

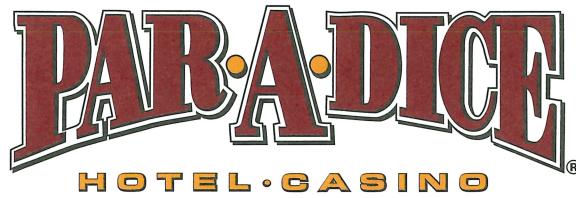
XI. Workforce Analysis

Labor Market statistics are provided by the Illinois Department of Employment Security based upon the US Census Bureau, 2020 American Community Survey and 2016-2020 American Community Survey. A copy of these statistics for the relevant recruitment area which is, Will County compared to the Company is attached as **Exhibit C**. It is pertinent to note that the external availability information does not reflect the availability of minorities and females in the jobs specific to the gaming industry, but is broadly categorized. Therefore, it is not possible to determine with any precision the nature of the skills or abilities possessed by those minority and female persons in the workforce. This makes it difficult to determine whether the statistics reflect candidates for positions with similar content, wage rates and opportunities to the positions in the Company. The Company's analysis of availability is thus necessarily inexact.

XII. Utilization Analysis

Utilization will be reviewed annually to evaluate the continuing effectiveness of the Company's affirmative action process. The Company will consider the placement results that can reasonably be expected from putting forth every good faith effort to make the overall program work. Minority and female employees and applicants will be treated equally in all matters of consideration. Qualifications for employment or promotion will be the overriding consideration. A copy of the Utilization Analysis is attached as **Exhibit C**.

All department managers and supervisors will be made aware of the Company's objectives, and with the annual review of their EEO efforts, minority and female placement will be properly studied.



EAST PEORIA, ILLINOIS

December 19, 2022

Illinois Gaming Board
Financial and Audit Unit
801 S. 7th Street, Suite 400S
Springfield, IL 62703

Re: Annual Report on Diversity

Par-A-Dice Gaming Corporation, owned and operated by Boyd Gaming Corporation is a leading diversified owner and operator of gaming entertainment properties. We embrace diversity in every aspect of our business from our team members to our procurement, philanthropic efforts and our customers.

In response to your request for the properties annual report on diversity, please see results below.

- ❖ A good faith affirmative action plan to recruit, train, and upgrade minority persons, women and persons with disability in all employment classifications;

To ensure that its workforce reflects its commitment to recruit, hire and train minorities, the Par-A-Dice employs a variety of programs which have proven to be successful.

Recruitment

To ensure the recruitment of women and minorities, Par-A-Dice has implemented the following programs:

- Par-A-Dice works with local community groups and governmental agencies, so that women and minorities are recruited for all open job categories.
- All employment advertisements specifically state that Par-A-Dice is an equal opportunity employer.
- Employment advertisements are run in minority papers, local newspapers and radio as well as social media.
- A property evaluation of the team member population is completed biannually using a process that parallels approved affirmative action programs. The results are evaluated to establish areas

where women and/or minorities may be under utilized and an action plan is created when warranted.

Hiring

Only selected department recruiters are permitted to conduct employment interviews after receiving training. Each recruiter is required to develop a standard set of questions for each position. Their selection interview criteria is based upon the applicable job description and all inquiries are job-related and non-discriminatory. All recruiters are specifically instructed that it is illegal to discriminate against an applicant based on the applicant’s race, national origin, sex, marital status, parental status or any other protected status.

Training

Par-A-Dice offers a wide variety of training programs with women and minorities being provided equal access to all programs. Annually, Managers and Supervisors receive on-going training to enhance their work and improve their knowledge of policies and procedures. Front-line team member training is focused on activities in their respective departments. In addition to property-wide training, each department provides specialized training concerning its individual operations. In addition, technical instruction is provided on a departmental and position specific basis. All newly hired team members are provided instruction, which includes training of employment policies, benefits, safety, guest service and orientation of Par-A-Dice’s Internal Controls.

Current Demographics

Information about the Tri-County (Tazewell, Peoria and Woodford Counties) was obtained from the Census 2020 from the US Census Bureau website. The following chart shows the demographics of the Tri-County MSA. The demographics do not include Sangamon County.

2022	Par-A-Dice	Peoria County	Tazewell County	Woodford County
Male	53.3%	48.73%	49.58%	49.96%
Female	46.7%	51.27%	50.42%	50.04%
Total	100%	100%	100%	100%
Caucasian	75.4%	67.44%	92.19%	93.85%
African American	10.1%	18.71%	1.28%	0.72%
Asian	8.9%	4.28%	0.83%	0.56%
Native American	0.7%	0.30%	0.26%	0.13%
Other Races Alone	2.4%	2.81%	0.77%	0.59%
Two or More Races	2.5%	6.46%	4.67%	4.15%
Total	100%	100%	100%	100%

- ❖ The total dollar amount of contracts that were awarded to businesses owned by minority persons, women, persons with disability and veteran owned;

Minority Owned/Minority Woman Owned = \$633K

Woman Owned = \$645K

Disabled Owned = \$41K

Veteran Owned = \$18K

- ❖ The total number of businesses owned by minority persons, women, and persons with a disability and veteran owned that were utilized by the licensee;

Minority Owned/Minority Woman Owned = 30

Woman Owned = 40

Disabled Owned = 5

Veteran Owned = 3

- ❖ The utilization of businesses owned by minority persons, women, and persons with disabilities and veteran owned during the preceding year;

Minority Owned/Minority Woman Owned = 12.05%

Woman Owned = 12.27%

Disabled Owned = .77%

Veteran Owned = .34%

- ❖ The outreach efforts used by the licensee to attract investors and businesses consisting of minority persons, women, persons with a disability and veteran owned;

1. Updated the 'Vendor Opportunities' section of the PAD website to include: Bid opportunities for Contracts, Bulk Purchases and Services. In addition, instructions on 'How to Become a Vendor' through the Supplier Portal Application and contact information for property procurement team have been added to the site.
2. Placed an Ad in the State Newspaper.
3. Procurement reached out to businesses that successfully register on the Boyd Gaming Supplier Portal, in addition to reaching out to businesses that have begun the registration process and may have questions.
4. Communicated the importance of increasing the utilization of WBE, MBE, DBE and VBE businesses with our Procurement team, our Leadership team as well as Corporate Procurement.
5. Joined forces with Corporate Procurement as well as the Corporate Design & Construction team to intensify the pursuit of WBE, MBE, DBE and VBE businesses for capital projects.

6. Held Diversity meetings with property Team Leaders in an effort of keeping communication open related to diverse procurement, hiring and charitable giving efforts.
7. The PAD Compliance Manager communicates with other IL Casino's to network and share potential WBE, MBE, DBE and VBE businesses newly acquired.
8. The property utilizes an internal Special Preference form to award a WBE, MBE, DBE or VBE vendor with an opportunity, though they may not have been the lowest bidder.
9. The Procurement team regularly searches the internet for database lists of WBE, MBE, DBE and VBE businesses through: IL Department of Central Management Services, Minority Supplier Development Council, Local Chamber of Commerce organizations
10. The property maintains memberships and relationships with local Chamber of Commerce organizations to continually network and encounter fellow business owners in our community and surrounding area.
11. Bid requests include an opportunity to at least one MBE, WBE, DBE or VBE when available.

Our commitment to diversity strengthens our company, our communities and our people. We are committed to recruiting, training and upgrading minorities, women and persons with disabilities in all employment classifications. In addition, we are dedicated to increasing the utilization of minority owned businesses, female owned businesses and businesses owned by persons with disabilities in the coming years.

Please contact me if you are in need of further information.

Respectfully,

092011


Cori Rutherford

V.P. & General Manager



December 27, 2022

Tammy Compton
Acting Deputy Administrator
Financial and Audit Unit
Illinois Gaming Board
801 South Seventh Street
Suite 400 – South
Springfield, IL 62703

RE: Annual Diversity Reporting – 230 ILCS 10/7.11

Dear Ms. Compton,

This letter is to address the Annual Diversity Reporting requirements pursuant to 230 ILCS 10/7.11.

Employment Diversity:

Rivers Casino is committed to employ, in its best judgment, the best qualified candidates for approved Company positions while engaging in recruitment and selection practices that are in compliance with all applicable employment laws. It is the policy of the Company to provide equal employment opportunity for all applicants and Team Members.

Rivers Casino's employment strategy is to attract, recruit, and retain a diverse workforce that is best in class that will support the success of their departments and Company as a whole. This is done through the use of targeted advertising, building of and sustaining relationships with our community outreach partners, and celebrating the River's Team diversity in support of the Company's overall employment branding campaign as a Top Workplace in Chicagoland. Hiring managers are trained in both interviewing skills and selection process to achieve these goals.

River's recruiting team directly communicates active job openings on a regular basis to over 25 local workforce partners including:

- **RefugeeOne:** RefugeeOne resettles hundreds of refugees every year and assists refugees in learning English and preparing for the American workforce. Since opening the casino in 2011, Rivers has made over \$400,00 in grants to this organization.



- **CARA:** Since 1991, Cara has helped people affected by poverty to obtain and keep quality jobs. Since opening the casino in 2011, Rivers has made over \$240,000 in grants to this organization.
- **Silver Fork:** Silver Fork offers a culinary arts & job readiness program hosted by the Center on Halsted, the Midwest's most comprehensive community center dedicated to advancing community and securing the health and well-being of the LGBTQ people of Chicagoland.
- **Asian Human Services:** AHS focuses on culturally comprehensive human services that help people become employed using an array of job-related services that place hundreds of job-seekers into full-time and part-time employment every year.
- **Des Plaines Chamber of Commerce's Veteran's Back to Work Bootcamp:** The Back to Work Bootcamp directly supports local veterans entering into the workforce by providing a 10 week long educational course. Rivers has been the lead sponsor of this program since 2017 by donating approximately \$500,000 in direct grants. Along with the monetary donations from Rivers in support of this program, several employees of Rivers also volunteer in order to support the efforts of providing education and mentorship to veterans as they enter the local workforce.

In addition to these various partnerships, in 2022, Rivers Casino's HR Leader participated in an on-air interview with WVON radio promoting upcoming job fairs and employment opportunities. Additionally, in October 2022, the Casino was recognized as a Certified Age Friendly Employer from the Age Friendly Institute. Below is River's December 2022 employee population compilation:

Ethnicity	Count	% of Total
African American	228	13.1%
American Indian/Alaskan	5	0.3%
Asian	415	23.9%
Caucasian	615	35.4%
Declined to Provide	10	0.6%
Hawaiian/Pacific Islander	12	0.7%
Hispanic or Latino	406	23.4%
Other	2	0.1%
Two or More/Not Hispanic	42	2.4%
Total	1,735	



Gender	Count	% of Total
Female	776	44.7%
Male	959	55.3%
Total	1,735	

Procurement Diversity:

Rivers Casino is committed to develop and maintain a strong working relationship with all of its suppliers. Rivers Casino strives to increase its vendor pool with minority owned businesses, female owned businesses, veteran owned businesses, and businesses owned by persons with disabilities as well as local suppliers. In 2022, Rivers completed construction on an expansion project which added approximately 78,000 square feet to the casino. Below is a breakdown of the total 2022 projected amounts of contractual vendor spend awarded to businesses owned by minority persons (MBE), women (WBE), persons with a disability (DBE), and veterans, collectively M/W/D/VBE, along with the number of vendors utilized in each category for 2022 projection. The first chart below is inclusive of the expansion project construction-related spend completed in 2022. The chart second below removes that construction related spend in order to show River’s “normalized” operational spend with diversified vendors.

Total Estimated 2022 Property Spend	\$ 58,434,280
--	----------------------

Category (Vendor Count)	Tier 1	% of Total Property Spend	Tier 2	% of Total Property Spend	Total Tier 1 & 2	% of Total Property Spend
MBE (1st Tier 23; 2nd Tier 27)	\$ 3,504,521	6.0%	\$ 6,179,955	10.6%	\$ 9,684,476	16.6%
WBE (1st Tier 30; 2nd Tier 13)	\$ 5,317,496	9.1%	\$ 3,353,294	5.7%	\$ 8,670,790	14.8%
VBE (1st Tier 2; 2nd Tier 1)	\$ 748,928	1.3%	\$ 328,394	0.6%	\$ 1,077,322	1.8%
DBE (0)	\$ -	-	\$ -	-	\$ -	-
Total	\$ 9,570,946	16.4%	\$ 9,861,643	16.9%	\$ 19,432,588	33.3%

Total Estimated 2022 Property Spend - less General Contractor Construction Spend	\$ 25,617,618
---	----------------------

Category	Tier 1	% of Total Property Spend
MBE	\$ 3,504,521	13.7%
WBE	\$ 5,317,496	20.8%
VBE	\$ 748,928	2.9%
DBE	\$ -	-
Total	\$ 9,570,946	37.4%

Outreach initiatives that Rivers completed over the course of 2022 to help expand its vendor pool of certified M/W/D/VBE vendors included:

- **Memberships:** Rivers maintained memberships with the following groups during 2022 in effort to establish additional resources in identifying M/W/D/VBE certified vendors:



- **Chicagoland Business Leadership Network (CBLN):** This network is identified as an organization focused on disability inclusion. Rivers continues to be a member of this organization.
- **Illinois Black Chamber of Commerce (ILBCC):** As an ongoing initiative, Rivers continues to contact ILBCC to seek opportunities to identify MBE vendors to include during the purchasing process.
- **Illinois Hispanic Chamber of Commerce (IHCC):** As an ongoing initiative, Rivers continues to contact IHCC to seek opportunities to expand River's MBE vendor pool.
- **Chicago Minority Supplier Diversity Council (MSDC):** Rivers has exhibited at their annual event every year since the casino opened in 2011.
- **Vendor Partnerships:** In 2022, Rivers outreach initiatives to increase and identify potential suppliers included the Black United Fund of Illinois (MBE), an organization focusing on community partnerships, work skill training, small business development and targeted match making.,
- **Advertising:** In effort to continue to attract diversified vendors in 2022, Rivers advertised in the official State newspaper, The Breeze Courier; Negocios Now, a publication targeting the Hispanic community; The Chicago Defender and The Chicago Crusader, publications targeting the African American community; and with Chicago Latina Magazine, a publication targeting Hispanic Women Business owners.
- **Attendance at Targeted Events:**
 - **IHCC: Make the Connection** – October 2022 - Rivers attended this in-person event as well as sponsored an exhibitor's booth in the general session. Rivers also met with targeted vendors during scheduled one-on-one vendor discussions.
 - **ILBCC Annual Conference** – August 2022 - Rivers attended this in-person event as well as sponsored an exhibitor's booth in the general session. Rivers also met with targeted vendors during scheduled one-on-one vendor discussions.
 - **Abilities Expo** – June 2022 - Rivers attended this in-person event targeting the Persons with Disabilities community.
 - **Disabilities: IN** – April / August 2022 - Rivers attended virtual networking events, which target the Persons with Disabilities community.
 - **Hollywood Casino Joliet Vendor Fair** – October 2022 - Rivers attended this in-person event as well as sponsored an exhibitor's booth in the general session. Rivers also met with targeted vendors during scheduled one-on-one vendor discussions

Due to the specific nature of many casino-orientated expenses, Rivers faces the challenge of utilizing diverse vendors within specific categories. Many of the exclusions which Rivers includes on its annual report are driven by specialized-source vendors related to software, gaming/equipment, financial services, and legal services. In addition, services in which there are



larger pools of diverse vendor resources are generally performed in-house by River's employees. This eliminates the need to contract with vendors in categories such as facilities related and IT related services. Additionally, throughout January and February of 2022, Rivers Casino was subject to the Cook County COVID-19 vaccine mandate, which required patrons to show proof of vaccination. The mandate impaired business volumes, which in turn decreased spending levels. Additionally, with the future entrants of new competition into the Chicagoland casino market, it is unknown what, if any, impact may result on the Company's future business volumes and related spending levels.

Diversity and Inclusion Taskforce

River's Diversity and Inclusion Taskforce was created to assist in the oversight and execution of River's mission to promote and foster a collaborative work environment. In 2022, Rivers celebrated the diversity of our Team Members, guests and community throughout the year through the company newsletter and other fun Team Member trivia events. We believe that the more we acknowledge and embrace the differences among us, the more unified we become. Rivers Casino partnered with Chinese Consolidated during May to promote Asian American & Pacific Islander heritage month and Casa Central Social Services during the month of September to promote Hispanic Heritage month. Rivers also partnered with the Dusable Museum in February for Black History month to offer special admission pricing for all casino employees.

Please contact me if you have any questions and/or concerns regarding this report at 847-768-5211.

Sincerely,

A handwritten signature in black ink, appearing to read "Corey Wise", is written over a faint, light-colored signature line.

Corey Wise
General Manager
Rivers Casino – Des Plaines

CC: Fernando Cepeda, IGB
Jillian Wilcox
Stephanie Budnyk
James Bader