



## ILLINOIS GAMING BOARD

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

801 South 7<sup>th</sup> Street ♠ Suite 400 South ♠ Springfield, Illinois 62703 ♥ tel 217/524-0226 ♦ fax 217/524-0228

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February 1, 2020

To the Honorable Members of the Illinois General Assembly

Greetings,

Per requirements of the Illinois Gambling Act {230 ILCS 10/7.11}, the Illinois Gaming Board shall forward a copy of each licensee's annual reports to the General Assembly no later than February 1 of each year. The reports to the General Assembly shall be filed with the Clerk of the House of Representatives and the Secretary of the Senate in electronic form only. Each licensee shall provide the following information:

- 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.

We remain committed to working with licensees regarding their diversity efforts in areas of employment, vendor contracting, and ownership.

We look forward to any comments or inquiries you may have regarding the report.

Respectfully,

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

Marcus D. Fruchter, Administrator



December 31, 2019

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

Re: 2019 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, (estimated 2018):

Madison County Minority Population: 12.3%

Argosy Casino Alton Minority Population: 22.4%

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.

**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.**

	<b>Total MWDBE Spend 2019</b>	<b>Total # of MWDBEs</b>	<b>2019 Utilization of Total Spend</b>
<b>MBE</b>	\$ 85,343	12	1.57%
<b>WBE</b>	\$588,828	35	10.84%
<b>DBE</b>	\$ 27,183	4	.50%

(Note: the casino was closed for 45 days during May and June of this year.)

**(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.

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](http://cms.diversitycompliance.com))
  - City of Chicago ([chicago.mwdbe.com](http://chicago.mwdbe.com))
  - Bi-State Development Supplier Diversity Vendor Database ([metrostlouis.dbesystem.com](http://metrostlouis.dbesystem.com))
  - Veteran Owned Business ([veteranownedbusiness.com](http://veteranownedbusiness.com))

**CASINO QUEEN INC.**  
**230 ILCS 10/7.11 NEW**  
**SECTION 7.11 Annual Report on Diversity**  
**FOR REPORTING PERIOD 6.28.19 TO 12.31.19**

The Annual report contains the following information as seen on the attached tabs below.

- i. Affirmative Action Plan to recruit, train and upgrade minority persons, women, and persons with disabilities.
- ii. Total dollar amount of contracts that were awarded to businesses owned by MBE, WBE, DBE.
- iii. Total number of businesses owned by MBE, WBE, and DBE's that were utilized by the Casino Queen.
- iv. The utilization of businesses owned by MBE, WBE and DBE from 6.28.19 to 12.31.19
- v. Outreach efforts used by the Casino Queen to attract investors and businesses consisting of MBE, WBE, and DBE's.

**CASINO QUEEN  
AFFIRMATIVE ACTION PLAN**

**I. STATEMENT OF PURPOSE**

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. Casino Queen will monitor the balance between the number of women or minorities in Casino Queen's labor market and the number employed. In the event of a manifest imbalance or unreasonable disparity between Casino Queen women and minority employment and the Local Labor Market ("Significant Underutilization"), 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, Casino Queen will analyze data to determine if a Significant Underutilization exists. 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 Casino Queen women and minorities employed in each EEO-1 report job classification. (If 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 (Casino Queen's Labor Market).

The above information will assist the 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 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 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. 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 Casino Queen's Labor Market percentages; or
2. 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 Casino Queen's Labor Market percentages, unless substituting 5 respective women or minorities would bring the difference within 5 percent; or
3. 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 Casino Queen's Labor Market percentages, unless substituting 4 respective women or minorities would bring the difference within 5 percent; or
4. Casino Queen's employment percentages of women and minorities in any employment classification that contains under 20 individuals fall more than 5 percent below 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 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 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 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 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:** 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 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 maintain communications to assure that the policy is understood and implemented.
- Report regularly to the 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 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.

(ii). The total dollar amount of contracts that were AWARDED to businesses owned by minority persons (MBE), women (WBE), and persons with disabilities (DBE) are as follows from 6.28.19 to 12.31.19:

Value of MBE Purchase Orders plus written contracts awarded - \$42,613.09  
Value of WBE Purchase Orders plus written contracts awarded- \$200,382.09  
Value of DBE Purchase Orders plus written contracts awarded- \$32,732.80

Total Spend 6.28.19 to 12.31.19 - ESTIMATED

MBE	\$154,485.18
WBE	\$397,549.15
DBE	\$ 57,876.13

(iii) The total number of business owned by minority person (MBE), women (WBE), and persons with disabilities (DBE) that were utilized by licensee from 6.28.19 to 12.31.19

WBE -30

MBE -9

DBE - 3

(iv.) The utilization of businesses owned by minority persons (MBE), women (WBE), and persons with disabilities (DBE) that were utilized during the preceding year 6.28.19 to 12.31.19:

% OF TOTAL SPEND - ESTIMATED

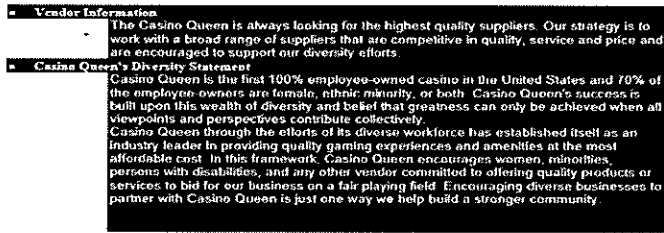
WBE - 8.5%

MBE - 3.3%

DBE - 1.2%

(v.) The outreach efforts used by the licensee to attract investors and business consisting of minority persons, women and persons with a disability are outlined below:

1. We publish a Diversity statement on CQ's web site:



2. Casino Queen maintains Web site link with Casino Queen Diversity Statement. Vendors can see our products going out for bid throughout the year. This is updated every quarter.
  3. Leveraging local publications such as:
    - a. The East St. Louis Monitor – started May 2017, an African American owned publication.
    - b. The St. Louis American – started May 2017, an African American owned publication.
    - c. Diversity Plus magazine
  4. CQ reviews and recruits from the following 3 web sites PLUS 3 excel databases each time the Company goes out to bid on a product / service . . . renewals, new product, etc.
    1. State of IL <https://ems.diversitycompliance.com/> - which identifies diverse vendors
    2. MO Gaming Commission - [http://www.mgc.dps.mo.gov/AboutUs/mw\\_main.html](http://www.mgc.dps.mo.gov/AboutUs/mw_main.html) - which identifies diverse vendors
    3. Federal (Native American) Diversity <https://tribe.com/vendor>
  4. List supplied by the ICGA – (Illinois Casino Gaming Association) – VENDOR PROJECT FOLDER – which identifies diverse vendors
  5. St. Louis Airport Authority 2016 list – received by Larry July 2016 - VENDOR PROJECT FOLDER – which identifies diverse vendors
  6. Urban League Minority vendor list
5. Publish quarterly in the BREEZE COURIER, which is the State of Illinois newspaper, CQ's announcement regarding Diverse Business Suppliers Wanted:



6. Network with other companies in area who have diversity requirements.



December 19, 2019

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:**

All Rivers' applications include an EEO Information section with candidates informed of equal employment opportunity and affirmative action. The Rivers' employment site includes a direct link to our company's Diversity & Inclusion Mission Statement which states: "Midwest Gaming is devoted to building and nurturing a diverse and inclusive environment, and is committed to equal opportunity employment and participation by all Team Members in all employment classifications throughout the organization."

Rivers' recruiting team directly communicates active job openings on a monthly 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.
- CARA: Since 1991, Cara has helped people affected by poverty to get and keep quality jobs.
- Search, Inc: Search empowers individuals with intellectual disabilities to achieve their full potential and provides support through adult learning & employment programs.
- 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.

- Pan African Association: Pan African provides tools that enable self-sufficiency to enable Chicago's refugees and immigrants to come together as a cohesive group.
- Asian Human Services: AHS focuses on culturally comprehensive human services that help people become employed using comprehensive job-related services that place hundreds of job-seekers into full-time and part-time employment every year.
- Primary sponsor of the Des Plaines Chamber of Commerce's Veteran's Back to Work Bootcamp supporting local veterans with education and mentorship as they enter the local workforce.
- Various Veteran Programs including Jesse Brown VA, Recruit Military, and Veteran Affairs.

Below is Rivers' December 2019 employee population compilation:

Ethnicity	Count	% of Total
African American	255	17.2%
Asian	277	18.7%
Caucasian	575	38.8%
Hispanic	327	22.1%
Other	48	3.2%
<b>Total</b>	<b>1,482</b>	

Gender	Count	% of Total
Female	657	44.3%
Male	825	55.7%
<b>Total</b>	<b>1,482</b>	

**Procurement Diversity:**

Below is a breakdown of the total 2019 estimated dollar amount of POs, bids and contracts that were awarded to businesses owned by minority persons (MBE), women (WBE), and persons with a disability (DBE), collectively M/W/DBE, along with the number of vendors utilized in each category for 2019 projection.





**2019**

<i>2019 Stats:</i>	MBE	WBE	DBE	Total M/W/DBE	Total	Total Spend - with IGB Allowed Exclusions
# of vendors	19	34	2	55	621	367
Total Estimated 2019 Spend	\$ 4,542,219	\$ 3,741,330	\$ 168,913	\$ 8,452,462	\$ 78,517,525	\$ 22,004,337

<i>2019 Spend Percent Estimates:</i>	MBE	WBE	DBE	Total M/W/DBE
% of Total - with IGB Allowed Exclusions	20.6%	17.0%	0.8%	38.4%
% of Total	5.8%	4.8%	0.2%	10.8%

Outreach initiatives that Rivers took over the course of 2019 to help expand its vendor pool of certified M/W/DBE vendors included:

- **Memberships:** Rivers maintained its memberships of the following groups during 2019 in effort to establish additional resources in identifying M/W/DBE certified vendors:
  - **Chicagoland Business Leadership Network (CBLN):** This network is identified as an organization focused on disability inclusion. Rivers became a member and attended networking events and panel discussions. Rivers exhibited at their 5<sup>th</sup> Annual Disability Inclusion Conference in October 2019.
  - **Illinois Black Chamber of Commerce (ILBCC):** For the sixth year, Rivers attended the ILBCC annual conference in August 2019. 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):** In addition to attending various networking events, in August 2019, Rivers was an exhibitor for the third year at the “Make a Connection Business Conference”. As an ongoing initiative, Rivers continues to contact IHCC to seek opportunities to expand Rivers’ MBE vendor pool.
  - **Chicago Minority Supplier Diversity Council (MSDC):** In April 2019, Rivers Purchasing Team participated as an exhibitor at the annual Chicago Business Opportunity Fair event. Rivers has exhibited at this event annually since the casino opened in 2011.
- **Vendor Partnerships:** In 2019, Rivers continued outreach by utilizing the following organizations to increase outreach and identify potential suppliers – Disabilities: IN (DBE); Hispanic Pro (MBE); Black Contractors United (MBE); National Association of Minority Contractors (MBE); Disability Business Resource Forum – City of Chicago (DBE); Abilities Expo (DBE); Service Disabled Veteran Owned Small Business ( DBE)
- **Advertising:** In effort to continue to attract diversified vendors in 2019, Rivers advertised in the official State newspaper, The Breeze Courier and ran advertisements in



two local Chicago newspapers, The Chicago Crusader (print) and The Chicago Defender (digital). The Chicago Crusader publishes newspapers twice a week and the publication is geared to the African American Community.

- **Attendance at Targeted Events:**

- **Abilities Expo:** Representation from Rivers Purchasing team attended this event for the fourth year in June 2019. This event is for the disabled community with a focus on technology and products to support this community. Although the objective of this event is not to showcase disabled-owned companies, Rivers identified representatives from the City of Chicago's Mayor's Office for People with Disabilities (MOPD) as potential sources of suppliers.
- **Chicago Business Opportunity Fair:** Rivers has actively participated in the Chicago MSDC event held in April 2019 with a sponsored booth in effort to continue to establish new contacts for its minority vendor sourcing pool.
- **2019 Vendor Fair:** Illinois Government purchasing event focused on providing vendor opportunities within the local, city, county and state agencies. Attended the event in July 2019.

- **Additional Outreach:**

- **Hollywood Casino – Joliet:** In June 2019, Rivers Casino exhibited and presented at an M/W/DBE event. Many of Rivers current M/W/DBE vendors were invited to attend and exhibit at the event.
- **Bunker Labs:** Rivers attended networking events with this Veterans organization in April and July 2019.
- **Black Contractors United:** In March 2019, Rivers presented our Supplier Diversity outreach initiatives, spend opportunities and registration procedures.
- **Service Disabled Veteran Owned Small Business (SDVSOB):** Rivers presented to the members in May 2019. This was the third year a presentation was made. Continued discussions with John Scifers from the local branch to identify the sourcing needs of Rivers operation and opportunities that may be available for vendors associated with this group.
- **Blue Book Network:** This organization identifies building and construction category contractors and sub-contractors. Rivers Casino utilized this organization to identify and source suppliers for various projects.

### **Diversity and Inclusion Taskforce**

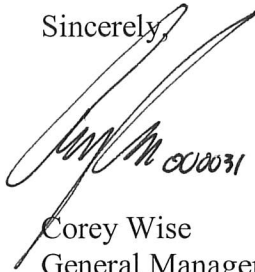
Rivers' Diversity and Inclusion Taskforce was created to assist in the oversight and execution of Rivers' mission to promote and foster a collaborative work environment that celebrates and respects the diversity of Rivers' Team Members, guests and community partners. In 2019, the Taskforce organized a number of celebrations, events, fundraisers and volunteer opportunities for Team Members, including Black History Month in February, Women's History Month in March, Asian Pacific American Islander Month in May, Gay Pride in June and Hispanic Heritage

# RIVERS CASINO

Month in September. In 2019, the Taskforce, with the assistance of Team Members and guests, organized the funding of over \$75,000 to non-profit organizations committed to enhancing the lives of minorities and underserved communities.

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', with a date '08/08/21' written below it.

Corey Wise  
General Manager  
Rivers Casino – Des Plaines

CC: Frank Scanio, IGB  
Jill Wilcox  
Stephanie Budnyk  
James Bader

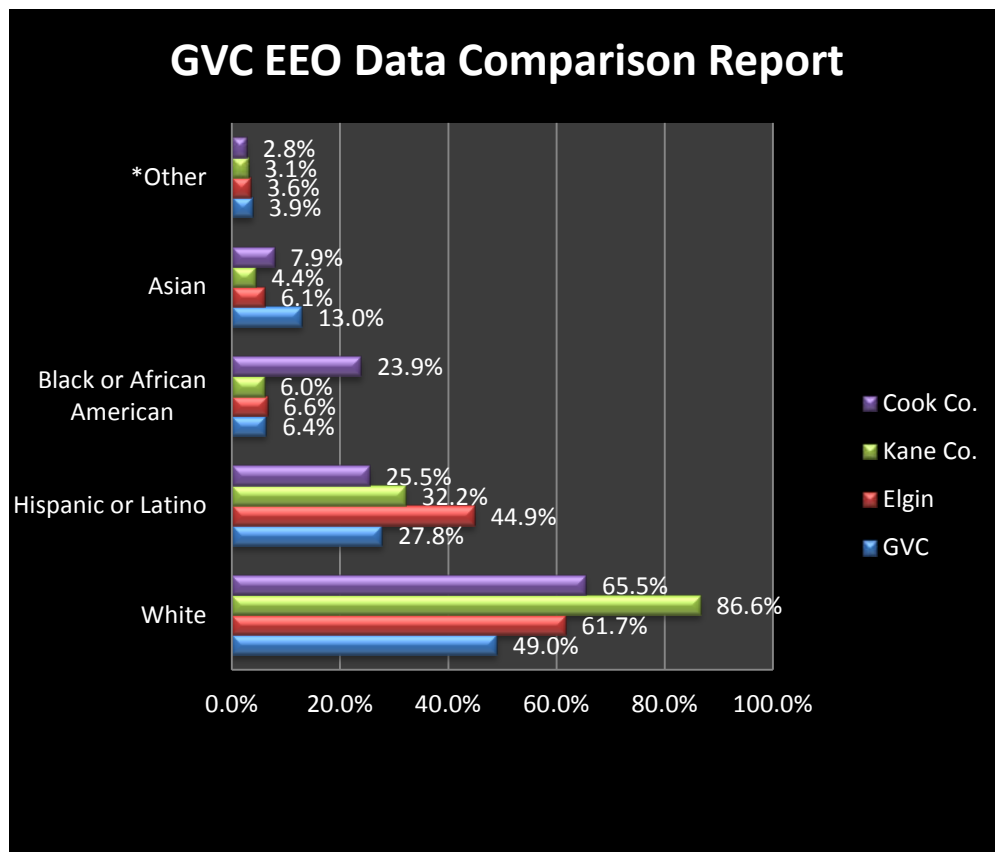
**Grand Victoria Casino  
Annual Report on Diversity (230 ILCS 10/7.11)**

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 2018 Employer Information Report submitted for Equal Employment Opportunity). The total number of minority in management at GVC accounts for 35% of all employees. The total number of female & minority in management at GVC accounts for 54% of all employees (See below for the GVC Minority Summary 2018).

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



Source: U.S. Census Bureau, Census 2010 and GVC EEO dated 08/16/2016.

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 Annual Report on Diversity (230 ILCS 10/7.11)

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ut= T007920

**EQUAL EMPLOYMENT OPPORTUNITY**  
2018 EMPLOYER INFORMATION REPORT  
INDIVIDUAL ESTABLISHMENT REPORT - TYPE 4

**SECTION B - COMPANY IDENTIFICATION**

1. ELDORADO RESORTS INC  
100 WEST LIBERTY STREET  
SUITE 1150  
RENO, NV 89501

2a. ELGIN RIVERBOAT RESORT-RIVERBOAT CA 1-Y 2-N 3-N DUNS NO.: EIN :363918332  
250 S GROVE AVE

ELGIN, IL 60120  
KANE COUNTY

**SECTION C - TEST FOR FILING REQUIREMENT**

**SECTION E - ESTABLISHMENT INFORMATION**

NAICS: 713210 Casinos (except Casino Hotels)

**SECTION D - EMPLOYMENT DATA**

JOB CATEGORIES	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO												OVERALL TOTALS
	MALE	FEMALE	*****MALE*****						*****FEMALE*****						
			WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	
EXECUTIVE /SR OFFICIALS & MGRS	1	0	9	1	0	0	0	0	2	0	0	1	0	0	14
FIRST/MID OFFICIALS & MGRS	8	6	30	3	0	3	0	0	14	4	0	2	0	1	71
PROFESSIONALS	3	2	13	0	1	1	0	1	7	2	0	5	0	0	35
TECHNICIANS	4	0	12	1	0	3	0	0	1	0	0	2	0	0	23
SALES WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE SUPPORT	3	12	8	2	0	2	0	1	23	8	0	10	0	3	72
CRAFT WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATIVES	0	0	6	0	0	0	0	0	3	1	0	0	0	0	10
LABORERS & HELPERS	10	12	14	1	0	3	0	1	1	1	0	1	0	0	44
SERVICE WORKERS	55	79	106	11	2	33	1	9	95	10	1	25	1	5	433
<b>TOTAL</b>	<b>84</b>	<b>111</b>	<b>198</b>	<b>19</b>	<b>3</b>	<b>45</b>	<b>1</b>	<b>12</b>	<b>146</b>	<b>26</b>	<b>1</b>	<b>46</b>	<b>1</b>	<b>9</b>	<b>702</b>
PREVIOUS REPORT TOTAL															

**SECTION F - REMARKS**

## Employee Education Plan

Grand Victoria Casino 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 staff, 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.

In addition to our own specialized programs, Grand Victoria Casino strives to develop a better educated and more highly skilled work force by providing up to \$2,000.00 per year in educational assistance. We also offer *English as a Second Language* courses on-site as well as advance payment for *English as a Second Language* courses offered at off-site locations.

In the past year, an average of 25 employees have utilized our Tuition Reimbursement Program. Of those individuals, on average, 17 were of a minority status. This included Females, Hispanics, Blacks/African Americans, Asian and Two or More Races.

Grand Victoria Casino's plan for employment is to maintain the same or similar staffing and training levels for our current positions. The majority (99%) of our employees have residence within the state of Illinois. Grand Victoria Casino provides the following training for our current 800 (approximate) employees:

**Grand Victoria Casino  
Annual Report on Diversity (230 ILCS 10/7.11)**

**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

**Benefits Enrollment**

This is a 1.5 hour program to introduce employees to the employee benefit programs and allow interested employees an opportunity to enroll in health, dental, life and vision insurance. This program is mandatory for all full-time employees and is attended within the first full month of employment. Topics include:

- Military Leave of Absence
- Victims' Economic Security and Safety Act (VESSA)
- Tuition Reimbursement Program
- English as a Second Language Educational Assistance Program (ESL)
- Family and Medical Leave Act (FMLA)
- Military Family Leave/Exigency
- Military Caregiver Leave
- VESSA Leave

## **Grand Victoria Casino Annual Report on Diversity (230 ILCS 10/7.11)**

Military Family Leave Act  
Employee Profit Sharing and Investment Plan  
Employee Benefits and Enrollment (Discussed are Highlights of the Medical, Dental, Vision, and Life Insurance package)

### **Re-Orientation**

This is a 1 hour program 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)  
Compulsive and underage Gaming  
IGB Statewide Voluntary Self - Exclusion Program  
Alcoholic Beverage Control Policy  
Harassment and Diversity  
Regulations and Reporting Obligations  
Security Contact - 4357 (HELP)  
Security Awareness

### **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**

Grand Victoria Casino 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 created and updated at the corporate level, and provided to all subsidiary properties for dissemination to employees. All new hire and transfer training with AML training requirements must be completed during the HR Orientation process and all employees with AML training requirements must complete an annual AML refresher training once per calendar year.

**Grand Victoria Casino  
Annual Report on Diversity (230 ILCS 10/7.11)**

**Supplier Diversity Strategy Plan**

GVC strives to increase business participation with disadvantage, minority and female owned businesses, as well as locally owned businesses. GVC’s success is due to its commitment to develop a strong working relationship with many local vendors. GVC has been very active in promoting and pursuing diversity vendors.

**2020 Goals and Plans for Achievement**

		<b>CASINO 2020 GOALS</b>				<b>2020 IGB GOALS</b>				
<b>DBE</b>	<b>MBE</b>	<b>WBE</b>	<b>VBE</b>	<b>TOTAL</b>	<b>DBE</b>	<b>MBE</b>	<b>WBE</b>	<b>VBE</b>	<b>TOTAL</b>	
<b>2%</b>	<b>11%</b>	<b>7%</b>	<b>3%</b>	<b>23%</b>	<b>2%</b>	<b>11%</b>	<b>7%</b>	<b>3%</b>	<b>23%</b>	

**2019 (through 12/16/2019)**

- \$7,795,403.00      Total dollar amount of contracts that were awarded to businesses owned by minority persons, women and persons with a disability.
- 56                      The total number of businesses owned by minority persons, women, and persons with a disability that were utilized by Grand Victoria Casino.
- 22% (of total spend)      The utilization of businesses owned by minority persons, women, and persons with disabilities during the preceding year.

**Outreach Efforts Businesses**

- Provide access to potential suppliers on the GVC website in the gaming supplier portal with instructions on how to become a vendor. In this portal there is also a list of upcoming opportunities and contact information for the Procurement team.
- Place an ad in the official State of Illinois Newspaper informing potential bidders about the opportunities available for upcoming contracts.
- Communicate with other IL casinos to network and share potential qualified DBE, MBE & WBE vendors.
- The Purchasing Director is on the Board of Directors for the Chicago Minority Supplier Development Council. As a board member the Purchasing Director is able to assist potential suppliers with certification. In addition, the Purchasing Director is able to network with other business leaders that specialize in supplier diversity.
- Dorothea Jones, a Buyer for GVC is on the Board of Directors for the Quad County African American Chamber of Commerce. In this capacity she is able to utilize her position to network with additional resources to help identify potential new diverse suppliers.



**Grand Victoria Casino  
Annual Report on Diversity (230 ILCS 10/7.11)**

SPECIFIC VENDOR OPPORTUNITIES

- GVC is part of the Eldorado Resorts family. Vendor information will be shared across all twenty-three (23) ERI properties allowing for more opportunity for Illinois based suppliers.
- GVC will contact Chicago and surrounding Veteran Affairs groups to invite their members and encourage business owners to attend our vendor fair. We will also be providing assistance to these groups to get them certified at the fair.

SPECIFIC OUTREACH EVENTS

- GVC is a member of, and will continue to support and attend events hosted by, the Chicago Minority Business Development Council, Illinois Hispanic Chamber of Commerce, Illinois State Black Chamber of Commerce, Quad County African American Chamber of Commerce and the Elgin Area Chamber of Commerce.
- GVC will sponsor and host a booth at the Chicago Business Opportunity Fair in April 2020.

CORPORATE PROCUREMENT

- ERI has instituted an internal National Committee on Supplier Diversity. The purpose of this committee is to cross-pollenate diversity supplier ideas, processes and vendors.
- Suppliers will now be given opportunities with Eldorado Resort Properties across thirteen (13) states throughout the country.

INTERNAL PROCUREMENT PROCESS/IDENTIFYING DIVERSE VENDORS

- GVC aggressively targets MWDBE in our bid process.
- GVC utilizes state and private organization websites to search for diverse suppliers. I.E. CMSDC vendor database, BEP Certification portal.

OTHER

- GVC is requiring its major suppliers to share their diversity initiatives with us and align their goals with ours.
- Major suppliers are being asked to report diversity spend with business related to the Grand Victoria Casino so that we can better identify tier 2 spend.
- GVC will reach out to Kane County to see if they have programs or measures that will assist us.

## 2019 FORECASTED ANNUAL REPORT – HARRAH’S JOLIET VENDOR DIVERSITY

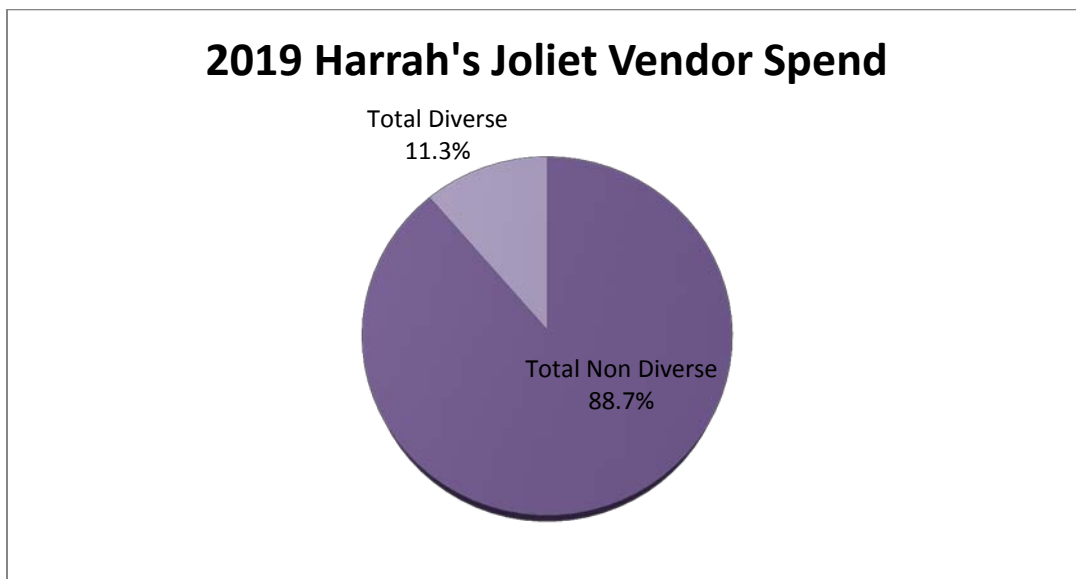
### **Overview**

The aggregate percentages of diversity vendor spend compared to total expenditures in 2019 was 11.3% based on actual expenditures through December 18, 2019 and the remainder of the month forecasted. 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.

### **Diversity Statement**

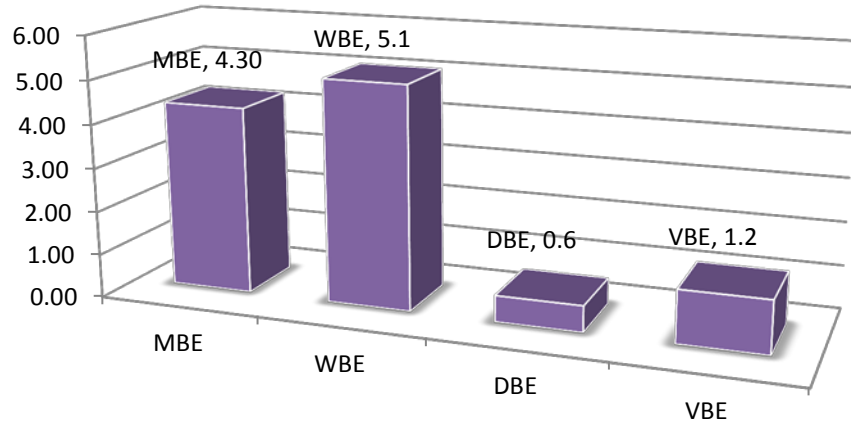
Caesars Entertainment and its properties work to achieve diversity and inclusion by striving to attain both equity and equality within our corporation and with all the suppliers with whom we work. We are committed to procuring our products and services from a diversified pool of vendors, contractors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

### **2019 Vendor Diversity Results**



Spend with diversity vendors at Harrah’s Joliet were 11.3% of total spend in 2019.

## Percentage of Diversity Vendor Spend by Category



Our percentages of diversity spend by category is as follows: Minority-owned businesses (MBE) spend represents 4.3%, Woman-owned businesses (WBE) spend represents 5.1%, Disabled-owned businesses (DBE) spend represents 0.6%, and Veteran-owned businesses (VBE) represents 1.2% of the total 2019 spend.

### ***Outreach***

Through outreach efforts in 2019 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 2019 events for which Caesars and Its properties attended or hosted on a local, regional and national level:

- March 11-13 Women's Business Enterprise Council 's Summit & Salute (Houston, TX)
- April 10 Mid-States MSDC Procurement Conference (Carmel, IN)
- April 17-18 CBOF Chicago Business Opportunity Fair (Chicago, IL)
- May 8 WBDC (Women's Business Development Council) (St. Louis, MO)
- June 4 Hollywood Casino Aurora & Joliet Vendor Fair (Joliet, IL)
- June 18 Harrah's North Kansas City Diverse Vendor Fair (North Kansas City, MO)
- June 25-27 Women's Business Enterprise Council National Conference (Baltimore, MD)
- June 29 South Suburban Region Black Chamber of Commerce Juneteeth Event (Joliet, IL)
- July 15-18 Disability: IN Business Exchange Matchmakers (Chicago, IL)

- August 7-8 Illinois Black Chamber of Commerce Business Conference (Peoria, IL)
- October 13-16 National Minority Supplier Development Council National Conference (Atlanta, GA)

As a result of these outreach efforts, we have successfully acquired the following new vendors in 2019 and anticipate growing our diversity spend with them into 2020.

<u>Diversity Vendor Name</u>	<u>Product/Service</u>	<u>Outreach Source</u>	<u>Certification</u>
1st Choice Specialty	Marketing	CBOF	VBE
Logistical Resources	Marketing	Hollywood Casino Aurora & Joliet Vendor Fair	DBE
Rampro	Facilities	Hollywood Casino Aurora & Joliet Vendor Fair	MBE

***Looking Forward***

We are excited to work on increasing diversity spend percentages in 2020 and beyond. We will continue to attend outreach events, and partnering with organizations like CMSDC, WBENC, Disability: IN, 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. We are excited to see the progress made in 2019 and are confident that future years will have similar results.

Harrah's Joliet

Actual Expenditures 2019

Jan 1 2019 - Dec 18 2019

TOTAL		GOAL	Total Number of Businesses
22,306,307			
95,446	0.4%	0.5%	5
942,760	4.2%	25%	25
1,184,003	5.3%	5%	30
273,288	1.2%	1%	3
<b>2,495,497</b>	<b>11.2%</b>		<b>63</b>

**Total Expenditures**

DBE of Total Expenditures  
 MBE of Total Expenditures  
 WBE of Total Expenditures  
 VBE of Total Expenditures

**Total Diverse Expenditures**

**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**

	<u>MBE Vendor</u>	<u>WBE Vendor</u>	<u>DBE Vendor</u>	<u>VBE Vendor</u>
Equipment - Gaming		15,285		
Supplies - Gaming		66,451		
<b>Total Gaming Related Supplies &amp; Equipment</b>	<b>0</b>	<b>81,736</b>	<b>0</b>	<b>0</b>
Equipment - Non Gaming	4,962			
Supplies - Non Gaming	60,075	134,059		95
<b>Total Non-Gaming Related Supplies &amp; Equipment</b>	<b>65,037</b>	<b>134,059</b>	<b>0</b>	<b>95</b>
Entertainment		48,250		
Professional Services	184,175			
Transportation				
Marketing	625,891	729,107	23,217	272,852
Other Services		6,835		
<b>Total Services &amp; Contractual</b>	<b>810,066</b>	<b>784,192</b>	<b>23,217</b>	<b>272,852</b>
<b>Food &amp; Beverage</b>	<b>57,947</b>	<b>15,596</b>		<b>341</b>
<b>Other</b>	<b>4,637</b>	<b>5,156</b>	<b>21,456</b>	
<b>Property Improvements &amp; Capital Maintenance</b>	<b>5,073</b>	<b>163,264</b>	<b>50,773</b>	
<b>Total</b>	<b>942,760</b>	<b>1,184,003</b>	<b>95,446</b>	<b>273,288</b>

Including December Forecasts

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

TOTAL		Grand Total	
		Jan - Dec	
<b>Total Expenditures</b>	<b>23,068,620</b>		
DBE of Total Expenditures	51,103	146,549	0.6%
MBE of Total Expenditures	54,666	997,426	4.3%
WBE of Total Expenditures	3,892	1,187,895	5.1%
VBE of Total Expenditures	-	273,288	1.2%
<b>Total Diverse Expenditures</b>	<b>109,661</b>	<b>2,605,158</b>	<b>11.3%</b>

<u>MBE Vendor</u>	<u>WBE Vendor</u>	<u>DBE Vendor</u>	<u>VBE Vendor</u>
0	0	0	0
7,600			
7,600	0	0	0
40,886	3,892	51,103	
40,886	3,892	51,103	0
6,180			
54,666	3,892	51,103	0



## MEMORANDUM

TO: All Harrah's Joliet Casino & Hotel Employees  
FROM: Randy Conroy  
DATE: January 1, 2019  
RE: Affirmative Action Plan

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At Harrah's we are committed to certain principles in support of our Social Investment Plan, as well as, our corporate policy. To strengthen our commitment, these same objectives have been submitted to the Illinois Gaming Board.

In an effort to make these ideals a reality, we have formulated an Affirmative Action/Equal Employment Opportunity Plan. The plan will be implemented by an Equal Employment Opportunity Committee, including myself, Christina Krakowsky (Director of Human Resources/EEO Officer), Rachael Bartolini (Vice President of Finance and Administration) and Greg Sitar (Director of Casino Operations).

The Plan will allow us to formalize our efforts in ensuring equal employment opportunities for all present and prospective team members at every level of the organization. Additionally, the plan will allow us to ensure employee complaints of discrimination and harassment are promptly investigated and addressed, while also furthering our efforts of ensuring a diverse and harmonious work place.

Pursuant to the Plan, we will ensure that women, minorities and persons with disabilities are recruited and employed at all levels of our operational work force. We will also work to ensure all employees are treated equally during their employment without regard to their gender, race, ethnic group, disability or sexual orientation. Should you have a complaint, I assure you that your concern will be promptly, thoroughly and professionally investigated. At which time, appropriate action will be taken to address your complaint, should it be warranted.

I anticipate everyone's complete support and cooperation in the implementation of the Plan and invite you to direct any questions about the Plan to the Director of Human Resources, or any Human Resources representative.

Best Regards,

A handwritten signature in black ink that reads "Randy Conroy" followed by the date "1/5/2019".

Randy Conroy  
Senior Vice President & General Manager

Appendix A

## HARRAH'S JOLIET CASINO & HOTEL

### AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY PLAN

#### I. INTRODUCTION

This affirmative action/equal employment opportunity plan document has been promulgated and adopted by Des Plaines Development Limited Partnership, d/b/a Harrah's Joliet Casino & Hotel (hereafter referred to as "the Company") for the purpose of compliance with the requirements of the Riverboat Gambling Act of the State of Illinois and the corporate policy of Caesars Entertainment, Inc., both of which require the company to recruit, train and upgrade minorities and persons in other protected classifications in all employment classifications.<sup>1</sup> This plan is subject to all applicable state and federal laws including but not limited to Title VII of the Civil Rights Act of 1964. The purpose of this plan document is to formalize the Company's efforts to promote and maintain a diverse work environment, one free from discrimination or harassment of any kind. This formalization includes but not limited to:

1. Assignment of specific responsibilities for Plan compliance;
2. Adoption of procedures for receiving, investigating and responding to employee complaints of discrimination or harassment;
3. Adoption of specific tactics to meet affirmative action/equal employment opportunity obligations including outreach and recruitment;
4. Periodic review of the Company's Plan compliance by the Affirmative Action/Equal Employment Opportunity Committee;
5. Communication of affirmative action/equal employment opportunity efforts to employees.

The provisions of this Plan are subject at all times to the governing principle that in all employment decisions, the Company shall make all selections in a non-discriminatory manner. The Plan is not intended, nor should it be used as a justification to extend a preference to any individual, or to select an individual or adversely affect an individual's employment status on the basis of that person's race, creed, color, national origin, ancestry, affectational or sexual orientation, gender, age, marital status, nationality, liability for service in the armed forces or disability (where reasonable accommodation may be allowed for such disability without causing an undue hardship). Furthermore, this plan is not intended to require, cause or influence any supervisor or manager to consider any factor other than the individual

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<sup>1</sup> Neither the term "minorities" nor "employment classification" is defined in the statute or in the regulations of the IGB. Therefore, the Company understands and will utilize these terms in accordance with the definitions of these respective terms set forth in the rules and guidelines of the United States Equal Employment Opportunity Commission.

qualifications of the person under consideration for hiring or promotion when making any personnel decision.

## I. POLICY STATEMENT AND DISSEMINATION TO EMPLOYEES

The company's policy statement with regard to affirmative action/equal employment opportunity is to be signed by the senior executive of the Company being the Senior Vice President & General Manager and is attached hereto as Appendix A. This policy will be disseminated to employees by way of the following mechanisms: periodic publication in employee newsletters and bulletins; posting in employee common areas; distribution in new hire orientation; distribution and discussion in periodic employee training.

## II. DESIGNATION OF RESPONSIBILITY FOR IMPLEMENTATION

The overall responsibility for implementation, monitoring and amendment (if necessary) of this Plan shall reside with the Affirmative Action/Equal Employment Opportunity Committee. The Committee shall be composed of the Senior Vice President & General Manager, Director of Human Resources and Equal Employment Officer, Vice President of Operations and Vice President of Finance & Administration. The EEO Officer shall be primarily responsible for the day-to-day implementation of the Plan and will have the following responsibilities and authority:

Will have direct access to Senior Vice President & General Manager on affirmative action / EEO related matters.

Monitors and reviews all aspects of the personnel procedures and decisions of the Company.

Oversees employment practices designed to promote the Company's compliance with the Social Investment Plan submitted by the Company to the Illinois Gaming Board.

Recommends in writing to the Senior Vice President & General Manager, the suspension of any personnel procedure, decision or transaction which is not consistent with this Plan or with any federal or state law regarding equal employment opportunity or affirmative action.

Identifies issues pertaining to the implementation and monitoring of compliance with this Plan and if necessary, brings those issues to the attention of Senior Vice President & General Manager and/or responsible executives.

Serves as liaison between Company and Illinois and federal regulatory agencies with respect to affirmative action/equal employment opportunity.



Serves as a liaison between the company and community organizations concerned with employment opportunities for minorities, women and persons with disabilities, community action groups and community service programs.

Establishes ongoing relationships with recruiting sources.

Establishes relationships with minorities and women's organizations, organizations for persons with disabilities, community groups and leaders, secondary schools and colleges, and builds relationships with their administration especially at minority dominated schools, and Illinois employment agencies.

Keeps the company's management informed of the latest AA/EEO developments.

Receives complaints from employees regarding discrimination and harassment and is also responsible for investigation and action on the complaint if warranted.

### III. WORK FORCE COMPOSITION

The present work force composition of the company is categorized in accordance with the job classification established by the U.S. Equal Employment Opportunity Commission. The Company will cooperate with the IGB and any other governmental agency having jurisdiction as requested from time to time to the extent of furnishing such information as is available regarding the operations workforce in order for those agencies to perform such statistical studies of the composition of the workforce that those agencies deem appropriate.

### IV. DESCRIPTION OF SPECIFIC ACTION STEPS

In order to recruit, train and upgrade minorities in all employment classifications, the company shall take the following steps:

1. Utilize objective selection tools that evaluate a candidate's potential for success in a position.
2. Utilize a job posting system which communicates growth opportunities to all employees.
3. Advertising employment opportunities with diverse readership as well as minority specific readership.
4. Require on-site recruiters to provide a diversified job slate when providing candidates to a hiring manager.
5. On-site job fairs that are open to the public focusing on assisting candidates in understanding the roles of different positions available.
6. Attendance at external job fairs which are advertised to all groups.

7. Network with key minority leaders to obtain referrals of qualified candidates.
8. Utilize an employee referral program that rewards all employees who refer candidates that are hired.
9. Total compensation program that is designed to pay for performance.
10. Applicant/employee awareness letter of EEO. Appendix A.
11. Employees are required to attend New Hire Orientation to receive an overview of culture diversity, customer service initiatives and employee benefits. Course curriculum is attached hereto as Appendix B.
12. Employees are required to attend Safety/Security Orientation to receive an overview of the safety & security policies and procedures. Course curriculum is attached hereto as Appendix B.
13. Employees are required to attend Responsible Gaming to receive information on how to identify a customer with a gambling problem. Course curriculum is attached hereto as Appendix B.
14. Employees are required to attend Controlling Alcohol Risks Effectively. Course curriculum is attached hereto as Appendix B.
15. Employees are required to attend the Preventing Workplace Harassment course, course curriculum is attached hereto as Appendix B.
16. Employees are required to complete annual Online Regulatory & Compliance Training Programs on Responsible Gaming and Information Security. Course curriculum is attached hereto as Appendix B.
17. All Supervisors and above titled employees are required to complete Online Regulatory & Compliance Training Programs on Preventing Workplace Harassment and Compliance & Ethics.
18. All newly promoted or hired Supervisors and above titled employees are required to complete New Leader Onboarding. Course curriculum is attached hereto as Appendix B.
19. All Supervisors and above titled employees are required to complete Legendary Leadership Essentials training on all levels of the coaching principles applied at Caesars Entertainment. Course curriculum is attached hereto as Appendix B.
20. Skillsoft is an online educational platform available for all employees. They are able to work at their own pace. Course curriculum is attached hereto as Appendix B.
21. Departmental Specific Training and Future Training Opportunities are available for all employees to develop in their job responsibilities. Course curriculum is attached hereto as Appendix B.
22. Employee Exploring Supervisor Opportunities (ESO) is a training course for employees who are interested in becoming a supervisor. Course curriculum is attached hereto as Appendix B.
23. Tuition Reimbursement Program is available to employees who wish to continue their college education. Course curriculum is attached hereto as Appendix B.

24. Provide female friendly work environment through encouraging and accepting flexible work hours.

## V. AFFIRMATIVE ACTION FOR PERSONS WITH DISABILITIES

The Company complies with the Americans with Disabilities Act and provides equal opportunity to all qualified applicants and employees. If an applicant meets the qualifications established for a position with the company and can perform the essential functions of the job with or without a reasonable accommodation, the applicant will be considered for employment. If an applicant with a disability informs the Human Resources Department that he/she would need an accommodation to participate in the application process or to perform initial functions of the job, or to otherwise receive equal benefits, privileges of an employment, the Human Resources Department will document the requested accommodation on the interview evaluation. If a qualified individual with a disability discusses the need for an accommodation with a manager/supervisor (but not with HR) the manager/supervisor must notify Human Resources of the information. Human Resources will review and determine if a reasonable accommodation can be made, propose accommodation, or make the determination that a reasonable accommodation does not exist. Throughout the process, which will be an interactive one with the employee, the Company will use a problem-solving approach in order to identify and implement an accommodation that is most appropriate for the employer and the prospective employee.

Whenever an applicant with a known disability has been interviewed, the hiring manager/supervisor should contact the Human Resources Department prior to extending an employment offer to ensure a fair decision and so that proper documentation may be completed (that is, documentation as to why the candidate was selected over another, for example previous related experience, skill level or education). If any information regarding an applicant's medical condition or history is acquired as a result of the accommodation process, such information shall be maintained in a separate medical file and treated as confidential medical records, except that supervisors and managers may be informed regarding necessary restrictions and first aid and safety personnel may be informed, when appropriate.

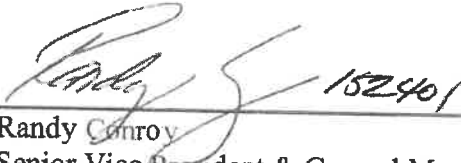
## VI. AA/EEO GRIEVANCE RESOLUTION PROCESS

The Company is committed to a workplace free of discrimination and harassment and consequently is committed to receive, investigate and respond appropriately to all employee complaints of such. It will be the responsibility of the EEO officer to ensure that all employee complaints of discrimination, sexual or other improper harassment, or other hostile work environment issues are investigated thoroughly and completely, and are responded to in a timely manner, and appropriate corrective action taken decisively and quickly. The Company being an affiliate of Caesars Entertainment Corporation, formerly Harrah's


Entertainment, Inc., the Harrah's corporate guidelines for investigation of harassment complaints will be followed. The Harrah's corporate policy is attached hereto as Appendix E.

VII. SELF-MONITORING PROCESS

The AA/EEO Committee will meet quarterly to review implementation and effectiveness of the Plan and to amend the plan should the need for such amendment in the Committee's judgment arise. The Director of Human Resources and EEO Officer will act as Secretary of the Committee and will keep documented progress of minority and female hiring statistics.

 152401  
\_\_\_\_\_  
Randy Conroy  
Senior Vice President & General Manager

1/4/19  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Christina Krakowsky  
Director of Human Resources

01/04/19  
\_\_\_\_\_  
Date

## APPENDIX LISTING

<u>APPENDIX</u>	<u>ITEM DESCRIPTION</u>
A	Applicant/Employee Awareness Letter
B	Training Programs Available to all Harrah's Employees.
C	Harrah's Anti-Harassment Policy

# APPENDIX B

## Training and Development

### New Hire Orientation

- Employees receive training on the reasons for, and the results of, superior customer service behaviors and actions. Employees receive an overview during new hire week which includes:
  - *What is our mission, vision and values*
  - *Why we are committed to our customer, communities and employees*
  - *What is the service culture and why is it important*
  - *What are the expected behaviors, their importance, and how to exhibit the behaviors:*
    - *Cultural Diversity*
    - *Customer Service/Satisfaction initiatives*
    - *Benefits*

### Safety/Security Orientation

- Employees receive an overview of the following information:
  - *Risk control policy and procedure*
  - *Location of emergency treatment and first aid*
  - *Proper Lifting*
  - *General Security Procedures*
  - *Reporting unsafe conditions*
  - *Hazard communication program explained*
  - *Lock-out / tag-out*
  - *Blood borne pathogens*
  - *Seasonal, Avian, Pandemic, and Influenza overview*

### Responsible Gaming

- Employees receive information on the following topic areas which include:
  - *Why responsible gaming is important to our industry*
  - *How to identify a person that is not gambling responsibly*
  - *What to do when you have identified a person that may not gamble responsibly*
  - *How should you report the information when you suspect someone has a gambling problem*
  - *The roles of the employee, the supervisor, manager, and responsible gaming ambassador*

### Controlling Alcohol Risks Effectively

- Employees hired into certain positions are required to successfully complete the course. The course illustrates the following:
  - *The laws governing the service of alcohol*

## APPENDIX B

### Controlling Alcohol Risks Effectively (cont'd)

- *The establishments policies and procedures*
- *How to spot false identification*
- *How alcohol works in and affects the body*
- *How to use the traffic light system to monitor and control consumption by our guests*
- *How to intervene tactfully with guests to prevent possible problems*

### Preventing Workplace Harassment

- Required for all supervisors and above within six months of hire, and must recertify annually.
  - *Online course that includes numerous exercises to help supervisors and managers explore the nuances of what harassment is - and is not.*
  - *Each section of the course is structured around scenarios that depict common and complicated work situations that require the manager or supervisor to react.*
  - *Key issues raised by the scenarios are discussed, providing guidance on the factors that contribute to harassment and the types of behavior that are potentially problematic*
- Hourly employees receive course summary during new hire week which contains the following topics:
  - *What is Sexual Harassment?*
  - *What do you do if you feel you are a victim of Sexual Harassment*
  - *Examples of Sexual Harassment*
  - *Potential Damages*
  - *Video and Discussion of examples*
  - *Components of Effective Workplace Policy*
  - *Read and sign Harrah's Anti Harassment Policy*

### Online Regulatory & Compliance Trainings

- Required for all Supervisors and above annually.
- Comprehensive on-line courses that assist leaders in learning how to apply fair, legal, and ethical practices to situations they face.
- Emphasis is placed on:
  - *Preventing Workplace Harassment*
  - *Responsible Gaming*
  - *Compliance & Ethics*
  - *Information Security*



## APPENDIX B

### New Leader Onboarding

- Required for all newly promoted or hired Supervisors and above.
- Combination of comprehensive on-line courses (Diversity & Inclusion, Compliance & Ethics, Preventing Workplace Harassment, Performance Documentation) and 1-on-1 meetings that assist new leaders in successfully onboarding into their roles.

### Legendary Leadership Essentials

- Required for all Supervisors and above.
- Comprehensive classroom training facilitated by a corporate certified trainer that teaches leaders of all levels the coaching principles applied at Caesar's Entertainment.
- Emphasis is placed on:
  - *Get Me*
  - *Guide Me*
  - *Root For Me*

### Skillsoft

- All employees are able to subscribe to online educational classes that are all self paced and range from Management skills to computer usage. Course groups include:
  - *Business Skills*
  - *Desktop*
  - *Safety*

### Departmental Specific Training

- Each department has specific training education that is specific to their areas such as:
  - Sanitation training
  - Anti-Money Laundering
  - Fire egress training
  - Safety training
  - Equipment Safety training
  - PSTN 6 hour Security Training Series

### Exploring Supervisory Opportunities (ESO)

- Program designed for employees who are interested in becoming Supervisors.
- Program modules include:
  - Readiness Profile
  - Job Shadowing
  - Online Supervisor behavioral assessment

## **APPENDIX B**

### **Future Training**

- The following education and training will either be formulated or enhanced for the future;
  - Mentoring
  - Coaching
  - Public speaking & presentation skills

### **Tuition Reimbursement Program**

- Employees are able to apply for our educational assistance program which will reimburse up to 90% of tuition costs with a maximum of \$3,000 for undergraduate studies, and \$4,000 for graduate studies per year.

## **Appendix C: ANTI-HARASSMENT POLICY**

The Company is committed to providing a work environment that is free from all forms of discrimination, harassment, intimidation, or retaliation for opposing such conduct. Harassment based upon the following legally and/or Company protected characteristics will not be tolerated: race, color, religion, creed, sex, gender (including gender identity and gender expression), pregnancy (including childbirth and related medical conditions), age (as defined under applicable law), national origin or ancestry, physical or mental disability, sexual orientation, genetic information, veteran or military status or any other consideration protected by applicable federal, state or local laws.

This policy applies to everyone in the workplace, including officers, managers, supervisors, co-workers and third parties not employed by the Company, such as non-Team Member visitors, vendors, consultants and clients/customers. Additionally, this policy applies to any harassing conduct, whether occurring in the workplace or while engaging with coworkers outside the workplace, including, but not limited to, Company-related activities such as during business trips, offsite meetings or Company-sponsored social events.

### **Sexual Harassment Defined**

Sexual harassment is a special form of sex-based harassment that includes unwanted sexual advances, requests for sexual favors or visual, verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made a term or condition of employment;
- Submission to or rejection of such conduct is used as a basis for employment;
- decisions affecting the individual; or,
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Following are examples of sexual harassment:

- Unwanted sexual or romantic advances/propositions in any form, including verbal, written and electronic;
- Offering employment benefits in exchange for sexual favors;
- Making or threatening reprisals after a negative response to sexual advances;
- Visual conduct: leering, making sexual gestures, displaying sexually suggestive objects or pictures, cartoons, posters or graffiti;
- Verbal conduct: making or using derogatory comments, epithets, slurs, sexually explicit jokes, or comments about a co-worker's body or dress;
- Verbal abuse of a sexual nature, graphic verbal commentary about an individual's body, sexually degrading words to describe an individual, suggestive or obscene letters, notes or invitations;
- Physical conduct: touching, assault, impeding or blocking movements.

This policy applies to harassment by individuals of the same sex or opposite sex.

## **Other Types of Harassment**

As stated above, harassment based on *any* protected characteristic(s) is also prohibited. Examples of prohibited harassment when aimed at or based on a protected characteristic include, but are not limited to, the following:

- Verbal conduct including threats, jokes, epithets, derogatory comments or slurs;
- Visual conduct including derogatory posters, photography, cartoons, drawings, emails, websites, gestures or graffiti;
- Physical conduct including assault, unwanted touching or blocking normal movements.

## **Internal Compliant Procedure**

If you believe that you or one of your co-workers has been the victim of prohibited harassment, you should promptly notify, either verbally or in writing, any of the following: (1) your department supervisor or manager; (2) Human Resources for your property; (3) corporate Human Resources; or (4) the Ethics and Compliance Hotline. Employees who witness or experience any harassing behavior are expected to report such behavior immediately. Any supervisors or managers who receive any complaints of harassing conduct, or otherwise witness or become aware of conduct that appears to violate this policy, must report the harassing conduct, either verbally or in writing, to corporate Human Resources immediately.

The Company will investigate all good faith complaints thoroughly, promptly and fairly. Upon conclusion of the investigation, the Company will take appropriate disciplinary action against those found to have violated Company policies, up to and including the termination of employment. The Company will keep complaints and the resolution of such complaints confidential to the extent practicable, subject to its practice of conducting an appropriate investigation and taking appropriate disciplinary action. Supervisors or managers who are aware of conduct in violation of this policy and fail to report it will be subject to disciplinary action, up to and including the termination of employment.

## **Retaliation is Prohibited**

It is a violation of the Company's Anti-Harassment Policy to retaliate against anyone for making a good faith complaint of harassment. Similarly, retaliation against anyone participating in the Company's investigation of a complaint is strictly prohibited. If you feel that you have been retaliated against for making or assisting in the investigation of a complaint or otherwise, you should promptly notify any of the following:

- (1) your department supervisor or manager;
- (2) Human Resources for your property;
- (3) corporate Human Resources; or,
- (4) the Ethics and Compliance Hotline.

Any complaint of retaliation will be investigated, and appropriate corrective action will be taken where it is warranted.

## 2019 FORECASTED ANNUAL REPORT – HARRAH’S METROPOLIS VENDOR DIVERSITY

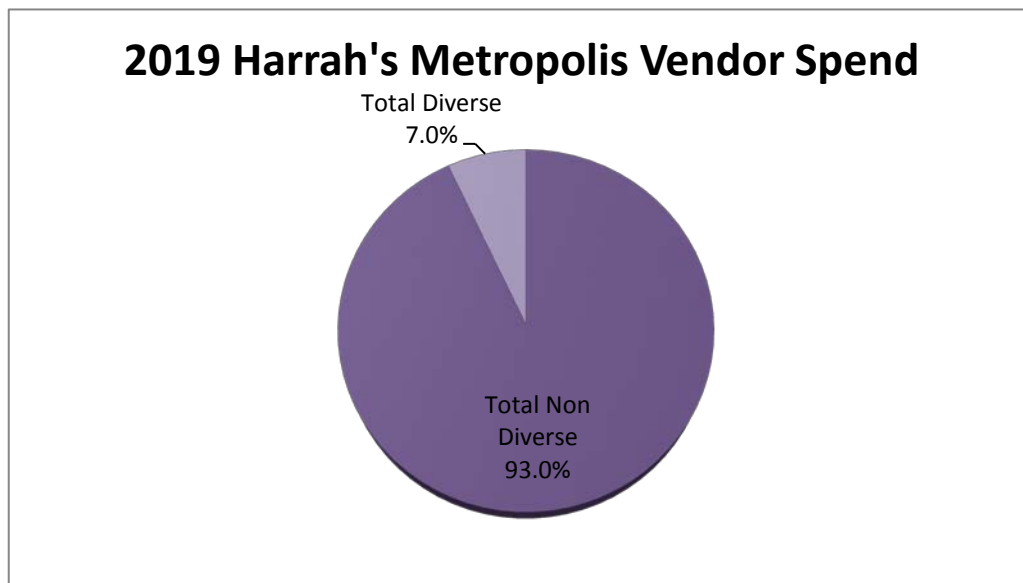
### **Overview**

The aggregate percentage of diversity vendor spend compared to total expenditures in 2019 is estimated at 7.0%, based on actual expenditures through December 18, 2019 and the remainder of the month forecasted. Diverse vendor inclusion is a high priority for Harrah’s Metropolis, and to 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.

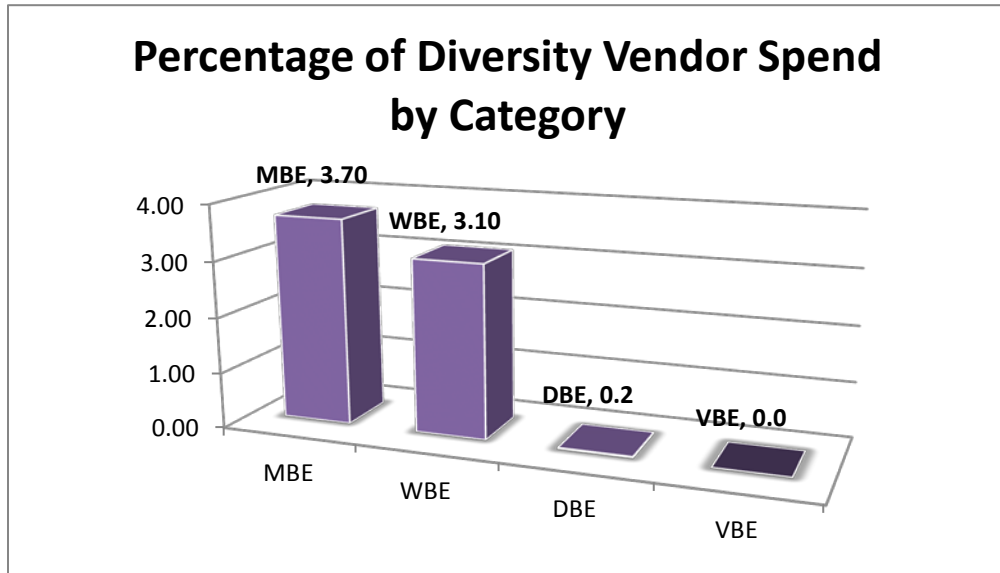
### **Diversity Statement**

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.

### **2019 Vendor Diversity Results**



Spend with diversity vendors at Harrah's Metropolis forecasted 7.0% of total spend in 2019



Our Percentages of Diversity spend by category is as follows: Minority-owned businesses (MBE) spend represents 3.7%, Woman-owned businesses (WBE) spend represents 3.1% Disabled-owned businesses (DBE) spend represents 0.2 % and Veteran-owned businesses (VBE) represents 0.01% of the total 2019 spend.

### **Outreach**

Through outreach effort in 2019 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 2019 events for which Caesars and Its properties attended or hosted on a local, regional and national level:

- March 11-13 Women's Business Enterprise Council 's Summit & Salute (Houston, TX)
- April 10 Mid-States MSDC Procurement Conference (Carmel, IN)
- April 17-18 CBOF Chicago Business Opportunity Fair (Chicago, IL)
- May 8 WBDC (Women's Business Development Council) (St. Louis, MO)
- June 4 Hollywood Casino Aurora & Joliet Vendor Fair (Joliet, IL)
- June 18 Harrah's North Kansas City Diverse Vendor Fair (North Kansas City, MO)
- June 25-27 Women's Business Enterprise Council National Conference (Baltimore, MD)
- July 15-18 Disability: IN Business Exchange Matchmakers (Chicago, IL)
- August 7-8 Illinois Black Chamber of Commerce Business Conference (Peoria, IL)

- October 13-16 National Minority Supplier Development Council National Conference (Atlanta, GA)

As a result of these outreach efforts, we have successfully acquired the following new vendors in 2019 and anticipate growing our diversity spend with them into 2020.

<u>Diversity Vendor Name</u>	<u>Product/Service</u>	<u>Outreach Source</u>	<u>Certification</u>
1st Choice Specialty	Marketing	CBOF	VBE
Logistical Resources	Marketing	Hollywood Casino Aurora & Joliet Vendor Fair	DBE
AHF Body Chemistry	Gift Shop	CBOF	WBE/MBE

### ***Looking Forward***

We are excited to work on increasing diversity spend percentages in 2020 and beyond. We will continue to attend outreach events, and partnering with organizations like CMSDC, WBENC, Disability: IN, 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. We are excited to see the progress made in 2019 and are confident that future years will have similar results.



Harrah's Joliet

Actual Expenditures 2019

Jan 1 2019 - Dec 18 2019

TOTAL	GOAL	Total Number of Businesses
22,306,307		
95,446	0.4%	0.5%
942,760	4.2%	25%
1,184,003	5.3%	5%
273,288	1.2%	1%
<b>2,495,497</b>	<b>11.2%</b>	
		63

**Total Expenditures**

DBE of Total Expenditures  
 MBE of Total Expenditures  
 WBE of Total Expenditures  
 VBE of Total Expenditures

**Total Diverse Expenditures**

**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**

	<u>MBE Vendor</u>	<u>WBE Vendor</u>	<u>DBE Vendor</u>	<u>VBE Vendor</u>
Equipment - Gaming		15,285		
Supplies - Gaming		66,451		
<b>Total Gaming Related Supplies &amp; Equipment</b>	<b>0</b>	<b>81,736</b>	<b>0</b>	<b>0</b>
Equipment - Non Gaming	4,962			
Supplies - Non Gaming	60,075	134,059		95
<b>Total Non-Gaming Related Supplies &amp; Equipment</b>	<b>65,037</b>	<b>134,059</b>	<b>0</b>	<b>95</b>
Entertainment		48,250		
Professional Services	184,175			
Transportation				
Marketing	625,891	729,107	23,217	272,852
Other Services		6,835		
<b>Total Services &amp; Contractual</b>	<b>810,066</b>	<b>784,192</b>	<b>23,217</b>	<b>272,852</b>
<b>Food &amp; Beverage</b>	<b>57,947</b>	<b>15,596</b>		<b>341</b>
<b>Other</b>	<b>4,637</b>	<b>5,156</b>	<b>21,456</b>	
<b>Property Improvements &amp; Capital Maintenance</b>	<b>5,073</b>	<b>163,264</b>	<b>50,773</b>	
<b>Total</b>	<b>942,760</b>	<b>1,184,003</b>	<b>95,446</b>	<b>273,288</b>

Including December Forecasts

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

TOTAL	Grand Total
	Jan - Dec
<b>Total Expenditures</b>	<b>23,068,620</b>
DBE of Total Expenditures	51,103
MBE of Total Expenditures	54,666
WBE of Total Expenditures	3,892
VBE of Total Expenditures	-
<b>Total Diverse Expenditures</b>	<b>109,661</b>
	<b>146,549</b>
	<b>997,426</b>
	<b>1,187,895</b>
	<b>273,288</b>
	<b>2,605,158</b>
	<b>11.3%</b>

<u>MBE Vendor</u>	<u>WBE Vendor</u>	<u>DBE Vendor</u>	<u>VBE Vendor</u>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
7,600			
<b>7,600</b>	<b>0</b>	<b>0</b>	<b>0</b>
40,886	3,892	51,103	
<b>40,886</b>	<b>3,892</b>	<b>51,103</b>	<b>0</b>
6,180			
<b>54,666</b>	<b>3,892</b>	<b>51,103</b>	<b>0</b>



## MEMORANDUM

TO: All Harrah's Joliet Casino & Hotel Employees  
FROM: Randy Conroy  
DATE: January 1, 2019  
RE: Affirmative Action Plan

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At Harrah's we are committed to certain principles in support of our Social Investment Plan, as well as, our corporate policy. To strengthen our commitment, these same objectives have been submitted to the Illinois Gaming Board.

In an effort to make these ideals a reality, we have formulated an Affirmative Action/Equal Employment Opportunity Plan. The plan will be implemented by an Equal Employment Opportunity Committee, including myself, Christina Krakowsky (Director of Human Resources/EEO Officer), Rachael Bartolini (Vice President of Finance and Administration) and Greg Sitar (Director of Casino Operations).

The Plan will allow us to formalize our efforts in ensuring equal employment opportunities for all present and prospective team members at every level of the organization. Additionally, the plan will allow us to ensure employee complaints of discrimination and harassment are promptly investigated and addressed, while also furthering our efforts of ensuring a diverse and harmonious work place.

Pursuant to the Plan, we will ensure that women, minorities and persons with disabilities are recruited and employed at all levels of our operational work force. We will also work to ensure all employees are treated equally during their employment without regard to their gender, race, ethnic group, disability or sexual orientation. Should you have a complaint, I assure you that your concern will be promptly, thoroughly and professionally investigated. At which time, appropriate action will be taken to address your complaint, should it be warranted.

I anticipate everyone's complete support and cooperation in the implementation of the Plan and invite you to direct any questions about the Plan to the Director of Human Resources, or any Human Resources representative.

Best Regards,

A handwritten signature in cursive script that reads "Randy Conroy" followed by the date "1/5/2019".

Randy Conroy  
Senior Vice President & General Manager

Appendix A

## HARRAH'S JOLIET CASINO & HOTEL

### AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY PLAN

#### I. INTRODUCTION

This affirmative action/equal employment opportunity plan document has been promulgated and adopted by Des Plaines Development Limited Partnership, d/b/a Harrah's Joliet Casino & Hotel (hereafter referred to as "the Company") for the purpose of compliance with the requirements of the Riverboat Gambling Act of the State of Illinois and the corporate policy of Caesars Entertainment, Inc., both of which require the company to recruit, train and upgrade minorities and persons in other protected classifications in all employment classifications.<sup>1</sup> This plan is subject to all applicable state and federal laws including but not limited to Title VII of the Civil Rights Act of 1964. The purpose of this plan document is to formalize the Company's efforts to promote and maintain a diverse work environment, one free from discrimination or harassment of any kind. This formalization includes but not limited to:

1. Assignment of specific responsibilities for Plan compliance;
2. Adoption of procedures for receiving, investigating and responding to employee complaints of discrimination or harassment;
3. Adoption of specific tactics to meet affirmative action/equal employment opportunity obligations including outreach and recruitment;
4. Periodic review of the Company's Plan compliance by the Affirmative Action/Equal Employment Opportunity Committee;
5. Communication of affirmative action/equal employment opportunity efforts to employees.

The provisions of this Plan are subject at all times to the governing principle that in all employment decisions, the Company shall make all selections in a non-discriminatory manner. The Plan is not intended, nor should it be used as a justification to extend a preference to any individual, or to select an individual or adversely affect an individual's employment status on the basis of that person's race, creed, color, national origin, ancestry, affectational or sexual orientation, gender, age, marital status, nationality, liability for service in the armed forces or disability (where reasonable accommodation may be allowed for such disability without causing an undue hardship). Furthermore, this plan is not intended to require, cause or influence any supervisor or manager to consider any factor other than the individual

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<sup>1</sup> Neither the term "minorities" nor "employment classification" is defined in the statute or in the regulations of the IGB. Therefore, the Company understands and will utilize these terms in accordance with the definitions of these respective terms set forth in the rules and guidelines of the United States Equal Employment Opportunity Commission.

qualifications of the person under consideration for hiring or promotion when making any personnel decision.

## I. POLICY STATEMENT AND DISSEMINATION TO EMPLOYEES

The company's policy statement with regard to affirmative action/equal employment opportunity is to be signed by the senior executive of the Company being the Senior Vice President & General Manager and is attached hereto as Appendix A. This policy will be disseminated to employees by way of the following mechanisms: periodic publication in employee newsletters and bulletins; posting in employee common areas; distribution in new hire orientation; distribution and discussion in periodic employee training.

## II. DESIGNATION OF RESPONSIBILITY FOR IMPLEMENTATION

The overall responsibility for implementation, monitoring and amendment (if necessary) of this Plan shall reside with the Affirmative Action/Equal Employment Opportunity Committee. The Committee shall be composed of the Senior Vice President & General Manager, Director of Human Resources and Equal Employment Officer, Vice President of Operations and Vice President of Finance & Administration. The EEO Officer shall be primarily responsible for the day-to-day implementation of the Plan and will have the following responsibilities and authority:

Will have direct access to Senior Vice President & General Manager on affirmative action / EEO related matters.

Monitors and reviews all aspects of the personnel procedures and decisions of the Company.

Oversees employment practices designed to promote the Company's compliance with the Social Investment Plan submitted by the Company to the Illinois Gaming Board.

Recommends in writing to the Senior Vice President & General Manager, the suspension of any personnel procedure, decision or transaction which is not consistent with this Plan or with any federal or state law regarding equal employment opportunity or affirmative action.

Identifies issues pertaining to the implementation and monitoring of compliance with this Plan and if necessary, brings those issues to the attention of Senior Vice President & General Manager and/or responsible executives.

Serves as liaison between Company and Illinois and federal regulatory agencies with respect to affirmative action/equal employment opportunity.

Serves as a liaison between the company and community organizations concerned with employment opportunities for minorities, women and persons with disabilities, community action groups and community service programs.

Establishes ongoing relationships with recruiting sources.

Establishes relationships with minorities and women's organizations, organizations for persons with disabilities, community groups and leaders, secondary schools and colleges, and builds relationships with their administration especially at minority dominated schools, and Illinois employment agencies.

Keeps the company's management informed of the latest AA/EEO developments.

Receives complaints from employees regarding discrimination and harassment and is also responsible for investigation and action on the complaint if warranted.

### III. WORK FORCE COMPOSITION

The present work force composition of the company is categorized in accordance with the job classification established by the U.S. Equal Employment Opportunity Commission. The Company will cooperate with the IGB and any other governmental agency having jurisdiction as requested from time to time to the extent of furnishing such information as is available regarding the operations workforce in order for those agencies to perform such statistical studies of the composition of the workforce that those agencies deem appropriate.

### IV. DESCRIPTION OF SPECIFIC ACTION STEPS

In order to recruit, train and upgrade minorities in all employment classifications, the company shall take the following steps:

1. Utilize objective selection tools that evaluate a candidate's potential for success in a position.
2. Utilize a job posting system which communicates growth opportunities to all employees.
3. Advertising employment opportunities with diverse readership as well as minority specific readership.
4. Require on-site recruiters to provide a diversified job slate when providing candidates to a hiring manager.
5. On-site job fairs that are open to the public focusing on assisting candidates in understanding the roles of different positions available.
6. Attendance at external job fairs which are advertised to all groups.

7. Network with key minority leaders to obtain referrals of qualified candidates.
8. Utilize an employee referral program that rewards all employees who refer candidates that are hired.
9. Total compensation program that is designed to pay for performance.
10. Applicant/employee awareness letter of EEO. Appendix A.
11. Employees are required to attend New Hire Orientation to receive an overview of culture diversity, customer service initiatives and employee benefits. Course curriculum is attached hereto as Appendix B.
12. Employees are required to attend Safety/Security Orientation to receive an overview of the safety & security policies and procedures. Course curriculum is attached hereto as Appendix B.
13. Employees are required to attend Responsible Gaming to receive information on how to identify a customer with a gambling problem. Course curriculum is attached hereto as Appendix B.
14. Employees are required to attend Controlling Alcohol Risks Effectively. Course curriculum is attached hereto as Appendix B.
15. Employees are required to attend the Preventing Workplace Harassment course, course curriculum is attached hereto as Appendix B.
16. Employees are required to complete annual Online Regulatory & Compliance Training Programs on Responsible Gaming and Information Security. Course curriculum is attached hereto as Appendix B.
17. All Supervisors and above titled employees are required to complete Online Regulatory & Compliance Training Programs on Preventing Workplace Harassment and Compliance & Ethics.
18. All newly promoted or hired Supervisors and above titled employees are required to complete New Leader Onboarding. Course curriculum is attached hereto as Appendix B.
19. All Supervisors and above titled employees are required to complete Legendary Leadership Essentials training on all levels of the coaching principles applied at Caesars Entertainment. Course curriculum is attached hereto as Appendix B.
20. Skillsoft is an online educational platform available for all employees. They are able to work at their own pace. Course curriculum is attached hereto as Appendix B.
21. Departmental Specific Training and Future Training Opportunities are available for all employees to develop in their job responsibilities. Course curriculum is attached hereto as Appendix B.
22. Employee Exploring Supervisor Opportunities (ESO) is a training course for employees who are interested in becoming a supervisor. Course curriculum is attached hereto as Appendix B.
23. Tuition Reimbursement Program is available to employees who wish to continue their college education. Course curriculum is attached hereto as Appendix B.

24. Provide female friendly work environment through encouraging and accepting flexible work hours.

## V. AFFIRMATIVE ACTION FOR PERSONS WITH DISABILITIES

The Company complies with the Americans with Disabilities Act and provides equal opportunity to all qualified applicants and employees. If an applicant meets the qualifications established for a position with the company and can perform the essential functions of the job with or without a reasonable accommodation, the applicant will be considered for employment. If an applicant with a disability informs the Human Resources Department that he/she would need an accommodation to participate in the application process or to perform initial functions of the job, or to otherwise receive equal benefits, privileges of an employment, the Human Resources Department will document the requested accommodation on the interview evaluation. If a qualified individual with a disability discusses the need for an accommodation with a manager/supervisor (but not with HR) the manager/supervisor must notify Human Resources of the information. Human Resources will review and determine if a reasonable accommodation can be made, propose accommodation, or make the determination that a reasonable accommodation does not exist. Throughout the process, which will be an interactive one with the employee, the Company will use a problem-solving approach in order to identify and implement an accommodation that is most appropriate for the employer and the prospective employee.

Whenever an applicant with a known disability has been interviewed, the hiring manager/supervisor should contact the Human Resources Department prior to extending an employment offer to ensure a fair decision and so that proper documentation may be completed (that is, documentation as to why the candidate was selected over another, for example previous related experience, skill level or education). If any information regarding an applicant's medical condition or history is acquired as a result of the accommodation process, such information shall be maintained in a separate medical file and treated as confidential medical records, except that supervisors and managers may be informed regarding necessary restrictions and first aid and safety personnel may be informed, when appropriate.

## VI. AA/EEO GRIEVANCE RESOLUTION PROCESS


The Company is committed to a workplace free of discrimination and harassment and consequently is committed to receive, investigate and respond appropriately to all employee complaints of such. It will be the responsibility of the EEO officer to ensure that all employee complaints of discrimination, sexual or other improper harassment, or other hostile work environment issues are investigated thoroughly and completely, and are responded to in a timely manner, and appropriate corrective action taken decisively and quickly. The Company being an affiliate of Caesars Entertainment Corporation, formerly Harrah's




Entertainment, Inc., the Harrah's corporate guidelines for investigation of harassment complaints will be followed. The Harrah's corporate policy is attached hereto as Appendix E.

VII. SELF-MONITORING PROCESS

The AA/EEO Committee will meet quarterly to review implementation and effectiveness of the Plan and to amend the plan should the need for such amendment in the Committee's judgment arise. The Director of Human Resources and EEO Officer will act as Secretary of the Committee and will keep documented progress of minority and female hiring statistics.

 152401  
\_\_\_\_\_  
Randy Conroy  
Senior Vice President & General Manager

1/4/19  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Christina Krakowsky  
Director of Human Resources

01/04/19  
\_\_\_\_\_  
Date

## APPENDIX LISTING

<u>APPENDIX</u>	<u>ITEM DESCRIPTION</u>
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## Training and Development

### New Hire Orientation

- Employees receive training on the reasons for, and the results of, superior customer service behaviors and actions. Employees receive an overview during new hire week which includes:
  - *What is our mission, vision and values*
  - *Why we are committed to our customer, communities and employees*
  - *What is the service culture and why is it important*
  - *What are the expected behaviors, their importance, and how to exhibit the behaviors:*
    - *Cultural Diversity*
    - *Customer Service/Satisfaction initiatives*
    - *Benefits*

### Safety/Security Orientation

- Employees receive an overview of the following information:
  - *Risk control policy and procedure*
  - *Location of emergency treatment and first aid*
  - *Proper Lifting*
  - *General Security Procedures*
  - *Reporting unsafe conditions*
  - *Hazard communication program explained*
  - *Lock-out / tag-out*
  - *Blood borne pathogens*
  - *Seasonal, Avian, Pandemic, and Influenza overview*

### Responsible Gaming

- Employees receive information on the following topic areas which include:
  - *Why responsible gaming is important to our industry*
  - *How to identify a person that is not gambling responsibly*
  - *What to do when you have identified a person that may not gamble responsibly*
  - *How should you report the information when you suspect someone has a gambling problem*
  - *The roles of the employee, the supervisor, manager, and responsible gaming ambassador*

### Controlling Alcohol Risks Effectively

- Employees hired into certain positions are required to successfully complete the course. The course illustrates the following:
  - *The laws governing the service of alcohol*

## APPENDIX B

### Controlling Alcohol Risks Effectively (cont'd)

- *The establishments policies and procedures*
- *How to spot false identification*
- *How alcohol works in and affects the body*
- *How to use the traffic light system to monitor and control consumption by our guests*
- *How to intervene tactfully with guests to prevent possible problems*

### Preventing Workplace Harassment

- Required for all supervisors and above within six months of hire, and must recertify annually.
  - *Online course that includes numerous exercises to help supervisors and managers explore the nuances of what harassment is - and is not.*
  - *Each section of the course is structured around scenarios that depict common and complicated work situations that require the manager or supervisor to react.*
  - *Key issues raised by the scenarios are discussed, providing guidance on the factors that contribute to harassment and the types of behavior that are potentially problematic*
- Hourly employees receive course summary during new hire week which contains the following topics:
  - *What is Sexual Harassment?*
  - *What do you do if you feel you are a victim of Sexual Harassment*
  - *Examples of Sexual Harassment*
  - *Potential Damages*
  - *Video and Discussion of examples*
  - *Components of Effective Workplace Policy*
  - *Read and sign Harrah's Anti Harassment Policy*

### Online Regulatory & Compliance Trainings

- Required for all Supervisors and above annually.
- Comprehensive on-line courses that assist leaders in learning how to apply fair, legal, and ethical practices to situations they face.
- Emphasis is placed on:
  - *Preventing Workplace Harassment*
  - *Responsible Gaming*
  - *Compliance & Ethics*
  - *Information Security*

## APPENDIX B

### New Leader Onboarding

- Required for all newly promoted or hired Supervisors and above.
- Combination of comprehensive on-line courses (Diversity & Inclusion, Compliance & Ethics, Preventing Workplace Harassment, Performance Documentation) and 1-on-1 meetings that assist new leaders in successfully onboarding into their roles.

### Legendary Leadership Essentials

- Required for all Supervisors and above.
- Comprehensive classroom training facilitated by a corporate certified trainer that teaches leaders of all levels the coaching principles applied at Caesar's Entertainment.
- Emphasis is placed on:
  - *Get Me*
  - *Guide Me*
  - *Root For Me*

### Skillsoft

- All employees are able to subscribe to online educational classes that are all self paced and range from Management skills to computer usage. Course groups include:
  - *Business Skills*
  - *Desktop*
  - *Safety*

### Departmental Specific Training

- Each department has specific training education that is specific to their areas such as:
  - Sanitation training
  - Anti-Money Laundering
  - Fire egress training
  - Safety training
  - Equipment Safety training
  - PSTN 6 hour Security Training Series

### Exploring Supervisory Opportunities (ESO)

- Program designed for employees who are interested in becoming Supervisors.
- Program modules include:
  - Readiness Profile
  - Job Shadowing
  - Online Supervisor behavioral assessment

## **APPENDIX B**

### **Future Training**

- The following education and training will either be formulated or enhanced for the future;
  - Mentoring
  - Coaching
  - Public speaking & presentation skills

### **Tuition Reimbursement Program**

- Employees are able to apply for our educational assistance program which will reimburse up to 90% of tuition costs with a maximum of \$3,000 for undergraduate studies, and \$4,000 for graduate studies per year.

## **Appendix C: ANTI-HARASSMENT POLICY**

The Company is committed to providing a work environment that is free from all forms of discrimination, harassment, intimidation, or retaliation for opposing such conduct. Harassment based upon the following legally and/or Company protected characteristics will not be tolerated: race, color, religion, creed, sex, gender (including gender identity and gender expression), pregnancy (including childbirth and related medical conditions), age (as defined under applicable law), national origin or ancestry, physical or mental disability, sexual orientation, genetic information, veteran or military status or any other consideration protected by applicable federal, state or local laws.

This policy applies to everyone in the workplace, including officers, managers, supervisors, co-workers and third parties not employed by the Company, such as non-Team Member visitors, vendors, consultants and clients/customers. Additionally, this policy applies to any harassing conduct, whether occurring in the workplace or while engaging with coworkers outside the workplace, including, but not limited to, Company-related activities such as during business trips, offsite meetings or Company-sponsored social events.

### **Sexual Harassment Defined**

Sexual harassment is a special form of sex-based harassment that includes unwanted sexual advances, requests for sexual favors or visual, verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made a term or condition of employment;
- Submission to or rejection of such conduct is used as a basis for employment;
- decisions affecting the individual; or,
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Following are examples of sexual harassment:

- Unwanted sexual or romantic advances/propositions in any form, including verbal, written and electronic;
- Offering employment benefits in exchange for sexual favors;
- Making or threatening reprisals after a negative response to sexual advances;
- Visual conduct: leering, making sexual gestures, displaying sexually suggestive objects or pictures, cartoons, posters or graffiti;
- Verbal conduct: making or using derogatory comments, epithets, slurs, sexually explicit jokes, or comments about a co-worker's body or dress;
- Verbal abuse of a sexual nature, graphic verbal commentary about an individual's body, sexually degrading words to describe an individual, suggestive or obscene letters, notes or invitations;
- Physical conduct: touching, assault, impeding or blocking movements.

This policy applies to harassment by individuals of the same sex or opposite sex.

## **Other Types of Harassment**

As stated above, harassment based on *any* protected characteristic(s) is also prohibited. Examples of prohibited harassment when aimed at or based on a protected characteristic include, but are not limited to, the following:

- Verbal conduct including threats, jokes, epithets, derogatory comments or slurs;
- Visual conduct including derogatory posters, photography, cartoons, drawings, emails, websites, gestures or graffiti;
- Physical conduct including assault, unwanted touching or blocking normal movements.

## **Internal Compliant Procedure**

If you believe that you or one of your co-workers has been the victim of prohibited harassment, you should promptly notify, either verbally or in writing, any of the following: (1) your department supervisor or manager; (2) Human Resources for your property; (3) corporate Human Resources; or (4) the Ethics and Compliance Hotline. Employees who witness or experience any harassing behavior are expected to report such behavior immediately. Any supervisors or managers who receive any complaints of harassing conduct, or otherwise witness or become aware of conduct that appears to violate this policy, must report the harassing conduct, either verbally or in writing, to corporate Human Resources immediately.

The Company will investigate all good faith complaints thoroughly, promptly and fairly. Upon conclusion of the investigation, the Company will take appropriate disciplinary action against those found to have violated Company policies, up to and including the termination of employment. The Company will keep complaints and the resolution of such complaints confidential to the extent practicable, subject to its practice of conducting an appropriate investigation and taking appropriate disciplinary action. Supervisors or managers who are aware of conduct in violation of this policy and fail to report it will be subject to disciplinary action, up to and including the termination of employment.

## **Retaliation is Prohibited**

It is a violation of the Company's Anti-Harassment Policy to retaliate against anyone for making a good faith complaint of harassment. Similarly, retaliation against anyone participating in the Company's investigation of a complaint is strictly prohibited. If you feel that you have been retaliated against for making or assisting in the investigation of a complaint or otherwise, you should promptly notify any of the following:

- (1) your department supervisor or manager;
- (2) Human Resources for your property;
- (3) corporate Human Resources; or,
- (4) the Ethics and Compliance Hotline.



Any complaint of retaliation will be investigated, and appropriate corrective action will be taken where it is warranted.



December 30, 2019

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

Re: 2019 Annual Report on Diversity

Dear Administrator Fruchter:

Pursuant to 230 ILCS 10/7.11(a), Hollywood Casino Aurora submits the following information for its 2019 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;**

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 2019 annual license update is separately attached.

**(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.**

	1/1/19 - 12/31/19	Total # of MWDBEs	2019 Utilization
<b>MBE</b>	\$ 211,692	15	1.7%
<b>WBE</b>	\$1,005,189	37	8.2%
<b>DBE</b>	\$ 26,573	5	.2%
<b>Total</b>	\$1,243,454	57	10.1%

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

Hollywood Casino Aurora has continued our good faith efforts to pursue opportunities with diverse vendors by: (1) maintaining an internal database of qualified vendors that can be utilized on an ongoing basis; (2) publishing information on the Hollywood Casino Aurora and Penn National Gaming, Inc. ("Penn") websites for vendor opportunities available at the casino as well as information for vendors interested in participating in diversity supplier programs in Illinois and nationally; (3) publishing a statement in the Breeze Courier, the official State newspaper, about diversity vendor opportunities; (4) issuing a statement for publication with the Central Management Services Business Enterprise Program about diverse vendor opportunities; (5) attending diverse vendor events throughout the state to grow our network of diverse vendors; (6) hosting a Diversity Fair in conjunction with Hollywood Casino Joliet for local MBE/DBE/WBE and VBE vendors; and (7) to the extent possible, award spending contracts to diverse vendors even if they are not the lowest bidder.

The following accomplishments have occurred during calendar year 2019:

- Held a Diversity Vendor Fair in conjunction with Hollywood Casino Joliet which had representation from all 5 Chicagoland casinos and registered over 115 vendors to attend.
- We have strengthened relationships with MBE/DBE/WBE/VBE agencies including:
  - National Minority Supplier Development Council
  - Illinois Black Chamber of Commerce
  - Illinois Hispanic Chamber of Commerce
- 18% of new vendors we have registered in the last 8 months have been diverse.

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 update 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
- We place an ad in the official State of Illinois Newspaper informing potential bidders about the opportunities available for upcoming contracts, bulk purchases and services
- 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 vendors

**Specific Outreach Events Attended**

- Navy Pier Chicago Business Opportunity Fair
- Illinois Black Chamber Events

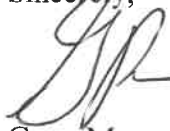
- Chicago Minority Supplier Development Council Events
- Quad County Urban League Sponsor
- Illinois Hispanic Chamber of Commerce
- Attend diversity events sponsored by Illinois casinos
- Hosted a diversity fair in conjunction with Hollywood Casino Aurora

### **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 and veteran owned vendors
- Identify veteran owned businesses at <https://www.veteranownedbusiness.com/il>
- Work with Penn National Gaming, 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,

  
\_\_\_\_\_

142631

Greg Moore

Vice President and General Manager

cc: Amber Crowley  
Tammy Compton  
M/Sgt. Linda Mandat  
Sgt. Darin Cygan  
Paul Prezioso  
Jon Ibarguen

**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 20, 2019. The workforce totals 461 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 Human Resources Office 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 in order 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 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 regular and part-time jobs will continue to be communicated to employees through posting.
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, 2019

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

Re: 2019 Annual Report on Diversity

Dear Administrator Fruchter:

Pursuant to 230 ILCS 10/7.11(a), Hollywood Casino Joliet submits the following information for its 2019 annual report on diversity:

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	1/1/19 - 12/31/19	Total # of MWDBEs	2019 Utilization
<b>MBE</b>	\$ 365,455	16	2.1%
<b>WBE</b>	\$1,449,329	29	8.3%
<b>DBE</b>	\$ 72,366	2	.4%
<b>Total</b>	\$1,887,150	47	10.8%

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

Hollywood Casino Joliet has continued our good faith efforts to pursue opportunities with diverse vendors by: (1) maintaining an internal database of qualified vendors that can be utilized on an ongoing basis; (2) publishing information on the Hollywood Casino Joliet and Penn National Gaming, Inc. (“Penn”) websites for vendor opportunities available at the casino as well as information for vendors interested in participating in diversity supplier programs in Illinois and nationally; (3) publishing a statement in the Breeze Courier, the official State newspaper, about diversity vendor opportunities; (4) issuing a statement for publication with the Central Management Services Business Enterprise Program about diverse vendor opportunities; (5) attending diverse vendor events throughout the state to grow our network of diverse vendors; (6) hosting a Diversity Fair at the property in conjunction with Hollywood Casino Aurora for local MBE/DBE/WBE and VBE vendors; and (7) to the extent possible, award spending contracts to diverse vendors even if they are not the lowest bidder.

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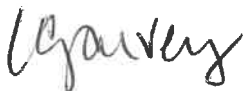
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- The Illinois Casino Gaming Association Diversity Vendor List is monitored
- State of Illinois Central Management Services BEP Certification Directory is reviewed
- We maintain an internal database of qualified MBE/DBE/WBE and veteran owned vendors
- Identify veteran owned businesses at <https://www.veteranownedbusiness.com/il>
- Work with Penn National Gaming, 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,



Lydia Garvey  
Vice President and General Manager

cc: Amber Crowley  
Tammy Compton  
Sgt. Charles Cobb  
Paul Prezioso  
Jon Ibarguen

**HOLLYWOOD**  
*Casino*<sup>®</sup>  
**JOLIET**

**2019**

**AFFIRMATIVE ACTION PLAN**

**HOLLYWOOD CASINO JOLIET**

**JANUARY 1, 2019 THROUGH DECEMBER 31, 2019**

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**AFFIRMATIVE ACTION PROGRAM FOR: Hollywood Casino Joliet**

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

**Inclusive Dates of AAP:** January 1, 2019 to December 31, 2019

**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 2006-2010 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.

(Letterhead)

**EXHIBIT A**

**March 2019**

**TO: All Hollywood Casino Joliet Team Members**

**EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT**

Hollywood Casino Joliet is an Equal Employment Opportunity employer. Therefore, the rights of all applicants and employees are respected. Equal Employment Opportunity rights apply in the following areas: race, color, religious belief, sex, sexual orientation, veteran status, age, national origin, disability, and marital status. Discrimination on the basis of any of the above is strictly prohibited.

The Company's EEO policies will be applied in all aspects of employment, including recruitment, selection, compensation, training, utilization, work assignment, upgrading, transfer, advancement and termination of employment. These rights are communicated to all employees.

Providing that reasonable accommodations can be made to assure productivity; Hollywood Casino Joliet hires the physically and mentally challenged and does not discriminate against any person because of disability.

Hollywood Casino Joliet complies with all applicable federal, state and local laws, regulations, and executive orders implementing Equal Employment Opportunity objectives, both as to the letter and the spirit of the law.

***OPEN DOOR POLICY***

Our management team is always willing to listen to your concerns or suggestions. We believe that every person who works at, visits, or patronizes our establishments should be treated with respect at all times. In the event there is a matter you feel needs attention, please follow these steps:

- Discuss it first with your immediate supervisor. If your concern/complaint involves your immediate supervisor, discuss the matter with your department manager.
- If the issue has not been resolved within a reasonable length of time, talk with our department manager or director.
- If there is something you feel cannot be discussed with your supervisor or department manager, contact the Human Resources office at (815) 927-2083 or 927-2162.

We will give all suggestions and complaints full consideration. There will be no discrimination or reprisal against any employee because he or she has advanced an issue. All investigations will be kept in strictest confidence except to the extent necessary to conduct the investigation.

### ***SEXUAL AND OTHER UNLAWFUL HARASSMENT***

It is the policy of Hollywood Casino Joliet to maintain a working environment free from all forms of unlawful discrimination and harassment. It will be a violation of Company policy for any employee to unlawfully harass another individual in the workplace. Violation of this policy shall be considered grounds for disciplinary action up to and including termination.

Unlawful harassment consists of unwelcome conduct, whether verbal, physical, or visual, that is based upon a person's protected status, such as sex, color, race, ancestry, religion, national origin, age, physical handicap, medical condition, disability, marital status, veteran status, citizenship status, or other legally protected group status. Hollywood Casino Joliet will not tolerate unlawful, harassing conduct that affects tangible job benefits, interferes unreasonably with an individual's work performance, or creates an intimidating, hostile or offensive working environment.

### **OUR COMMITMENT**

Each of us has a responsibility to support these objectives and to ensure that this policy is fully implemented within our Company.

David Jadwin, Vice President of Human Resources, is Hollywood Casino Joliet's Equal Employment Opportunity Officer. If you have any questions or would like information about the Company's Equal Employment Opportunity policy, feel free to contact the Officer at 927-2414.

Just as we all share the responsibility for meeting the challenges of our business objectives, each of us must assume a leading role in making our Equal Opportunity Policy and commitment to affirmative action work effectively.

Sincerely,

Lydia Garvey  
V.P./General Manager

## **Exhibit B**

**The following goals and plans of action will create a workplace that embraces diversity as a key element in this organization.**

### **Goal #1**

**We will continue to recruit candidates for the Management LEAP Intern program in cooperation with our corporate management team. This program is designed for recent graduates who are interested in building a career in the gaming industry. We value the addition of new energy, talent and expertise into our organization. This 18 month program has been developed to mold Penn's leaders of tomorrow and continue our company's success well into the future. Our program will provide hands-on-training, mentoring and real world experience which will provide the necessary tools to be successful at Hollywood Casino Joliet.**

**Plan of Action A:** Maintain Hollywood Casino Joliet as an employer of choice for potential Management Interns from top universities throughout the United States.

**2018 Affiliations, Accomplishments, and Initiatives:** Our property did not have a Management LEAP Intern in 2018.

**2019 Projected Action Steps:** Corporate continues to recruit for Management LEAP Interns.

### **Goal #2**

**Hire and promote applicants based on merit and equality while focusing on recruiting, developing and hiring a diverse workforce.**

**Plan of Action A:** Advertise job opportunities with organizations that target women, minorities, and people with disabilities.

**2018 Affiliations, Accomplishments, and Initiatives:** Weekly Job Postings are sent to: Elgin Community College, Illinois Valley Community College, Kankakee Community College, Kishwaukee College, McHenry County College, Moraine Valley Community College, Oakton Community College, Prairie State College, South Suburban College, Triton College, Waubensee Community College, Catholic Charities Diocese of Joliet, College of DuPage, Joliet Junior College, Devry, Cornerstone Services, Illinois Division of Rehab Services, Joliet Cornerstone Services, Catholic Charities- Chicago, , Unity CDC, Devry, Dupage Pads, JTHS Transition Vocational Program, Operation Job Ready Veterans, Governor State University, IDES, Joliet Housing Authority, Kankakee Community College, University of St. Francis, Workforce Services Division of Will County, Rasmussen College and Purdue University Calumet.

**2019 Projected Action Steps:** Continue to establish relationships with the above mentioned as well as look for new organizations to build relationships with, focusing on targeting a more diverse workforce. Additionally, we have worked and will continue to work with the Illinois Workforce Division of Will County to hire veterans.



**Hollywood Casino Joliet continues to send our weekly job openings to the above mentioned agencies/schools and is actively looking for more organizations to send our postings to. We have continued to further strengthen our relationship with Joliet Junior College and in addition to directly recruiting staff from the culinary program.**

**Plan of Action B: Work with community organizations that represent minorities, women, and people with disabilities to assist in preparing their clients for the workforce.**

**2018 Affiliations, Accomplishments, and Initiatives:** The following scholarships were sponsored by Hollywood Casino: Lewis University- \$5,000, Joliet Junior College- \$5,000, University of St. Francis- \$5,000, and the United Negro College Fund- \$5,000.

**2019 Projected Action Steps:** Continuously look for ways to work with community organizations in an effort to help the community prepare our workforce.

**Hollywood Casino Joliet actively works with any agency that requests assistance in hiring individuals with diverse backgrounds and disabilities. We continuously work with job coaches at Trinity to ensure our employees from that agency are excelling in their positions.**

**Plan of Action C: Work with community organizations that have relationships with our retired workforce that would like to get back to work.**

**2018 Affiliations, Accomplishments, and Initiatives:** In 2018, we continued to establish relationships with several organizations geared toward assisting the retired workforce.

**2019 Projected Action Steps:** Our property will assign a new member to serve on the board of Senior Services of Will County. This candidate will review our job postings and hiring practices with them so they can share our information with their members.

**Plan of Action D: Track applicant flow by monitoring a survey in the application process asking applicants to voluntarily indicate race and gender. This survey is kept separate from the employment application.**

**This report is available electronically through our online application system. We look at this report to see how diverse our applicant pool is and ensure our hiring practices match the ratios.**

**2018 Affiliations, Accomplishments, and Initiatives:** All data is collected by Human Resources and monitored.

**2019 Projected Action Steps:** Continuously monitor hiring and EEO Statistics to ensure a diverse workforce is being hired.

**Every quarter Human Resources down loads an EEO report from our HRIS system to track and monitor our EEO statistics. This report is also reviewed by the Vice President/General Manager and Vice President of Human Resources.**

### **Goal #3**

**Ensure our employees are fully trained on the Company's Sexual and other unlawful harassment policy.**

**2018 Affiliations, Accomplishments, and Initiatives:** All new hires in orientation are trained on the Company's sexual harassment and other unlawful harassment policy.

**2019 Projected Action Steps:** In addition to sexual harassment training that is covered in orientation, supervisors and above meet one on one with a Human Resources Business Partner to cover policies more in depth. During this meeting, the Sexual Harassment and discrimination policy is also covered and it is discussed what role they play in ensuring our workplace is free from harassment and discrimination.

### **Goal #4**

**Hollywood Casino Joliet will continue to make donations to organizations and have all employees become more actively involved in the Joliet Community.**

**Plan of Action A:** Hollywood Casino Joliet will continue to provide community service support to local non-for profit agencies that help to better the Joliet community.

**In 2018, Hollywood Casino Joliet continued to support our community by making direct contributions to organizations and encouraging our employee base to donate their time for community causes.**

**2018 Affiliations, Accomplishments, and Initiatives:** Hollywood Casino continued to encourage our employees to volunteer within the local community. In 2018, our employees logged over 3,000 hours of community service. In addition, Hollywood Casino Joliet was a sponsor for Relay for Life and donated \$5,484.50.

**2019 Projected Action Steps:** We will continue to offer volunteer events for our employees to participate in.

**When looking for organizations to volunteer our time and get our employees involved, we continuously look for agencies that assist in bettering the Joliet community, such as Daybreak Center of Joliet.**

### **Goal #5**

**Retain and promote qualified employees and create a work environment where employees can realize their full potential.**

**Plan of Action A:** Encourage professional development by providing tuition reimbursement.

**We currently have 4 cast members receiving tuition reimbursement to complete their undergraduate or graduate degree. In 2018, we had 2 cast members utilize our tuition reimbursement program.**

**2018 Affiliations, Accomplishments, and Initiatives:** Hollywood Casino Joliet will work with any University to help assist employees with their educational costs through our tuition reimbursement plan. Our tuition reimbursement policy reflects \$3,000.00 for full-time cast members and \$1,500.00 for part-time cast members.

**2019 Projected Action Steps:** We will continue to remind cast members of our tuition reimbursement program and encourage them to reach their full potential through education.

**Plan of Action B:** Encourage supervisors to realize their full potential and continue to grow into management ranks.

**2018 Affiliations, Accomplishments, and Initiatives** During 2018, Hollywood Casino Joliet Corporate iLead program was being revised and a new leadership training will be rolled out in 2019.

**2019 Projected Action Steps:** We will focus our monthly manager strategy meetings on development of management staff to become better leaders within our organization. We will also rollout new Corporate training classes for supervisors and above.

## EXHIBIT C

<b>WORKFORCE ANALYSIS OF WILL COUNTY/HOLLYWOOD CASINO JOLIET</b>		
<b>I – Total</b>	Will County Total Employment Population*	364,671
	Hollywood Casino Joliet	518
<b>II – White</b>	Will County Total Employment Population Percentage White	274,120 75.2%
	Hollywood Casino Joliet	62%
<b>III - Black</b>	Will County Total Employment Population Percentage Black	39,209 10.8%
	Hollywood Casino Joliet	20%
<b>IV – Native American</b>	Will County Total Employment Population Percentage Native American	685 2%
	Hollywood Casino Joliet	0%
<b>V - Asian/ Pacific Islander</b>	Will County Total Employment Population Percentage Asian/Pacific Islander	19,097 5.2%
	Hollywood Casino Joliet	3%
<b>VI - Hispanic</b>	Will County Total Employment Population Percentage Hispanic (Hispanic, Any Race)	57,701 15.8%
	Hollywood Casino Joliet	11%
<b>VII – Two or more races</b>	Will County Total Employment Population Percentage Two or More Races	6,283 1.7%
	Hollywood Casino Joliet	4%
<b>VI - Female</b>	Will County Total Employment Population Percentage Female	170,233 46.7%
	Hollywood Casino Joliet	55%

\*Hispanic, Any Race

Exhibit C

**UTILIZATION ANALYSIS  
WILL COUNTY/HOLLYWOOD CASINO JOLIET  
As of 12/31/2018**

**BOTH SEXES**

		Total	White	Black	Hispanic	Other
<b>Officials and Managers</b>	Will	100%	79%	8.1%	6.7%	6.3%
	Hollywood	100%	80%	9%	6%	5%
<b>Professionals</b>	Will	100%	78.9%	10.2%	5.7%	5.1%
	Hollywood	100%	58%	28%	6%	8%
<b>Technicians</b>	Will	100%	70.6%	9.2%	11.4%	8.8%
	Hollywood	100%	75%	25%	0%	0%
<b>Sales</b>	Will	100%	75%	8.4%	11.1%	5.6%
	Hollywood	100%	83%	17%	0%	0%
<b>Office and Clerical</b>	Will	100%	73.1%	11.2%	12.2%	3.7%
	Hollywood	100%	55%	25%	5%	15%
<b>Craft Workers</b>	Will	100%	77.3%	3.1%	18.2%	1.4%
	Hollywood	100%	77%	15%	8%	0%
<b>Operatives</b>	Will	100%	51.5%	12.7%	32.5%	3.2%
	Hollywood	0%	0%	0%	0%	0%
<b>Laborers</b>	Will	100%	51.9%	11%	35.1%	1.9%
	Hollywood	0%	0%	0%	0%	0%
<b>Service Workers</b>	Will	100%	59%	14.9%	20.9%	5.1%
	Hollywood	100%	60%	20%	13%	7%

Exhibit C

**UTILIZATION ANALYSIS  
WILL COUNTY/HOLLYWOOD CASINO JOLIET  
As of 12/31/2018**

**FEMALE**

		Total	White	Black	Hispanic	Other
Officials and Managers	Will	35.4%	26.2%	3.8%	3.0%	2.5%
	Hollywood	44%	38%	6%	0%	0%
Professionals	Will	66.1%	52.2%	6.8%	3.7%	3.3%
	Hollywood	66%	36%	16%	6%	8%
Technicians	Will	54.6%	38.2%	6.3%	6.3%	3.8%
	Hollywood	25%	0%	25%	0%	0%
Sales	Will	47%	33.0%	5.0%	6.1%	2.9%
	Hollywood	83%	66%	17%	0%	0%
Office and Clerical	Will	75.3%	57.1%	8.0%	8.4%	1.9%
	Hollywood	67%	32%	25%	3%	7%
Craft Workers	Will	2.4%	1.6%	.2%	.4%	.2%
	Hollywood	0%	0%	0%	0%	0%
Operatives	Will	28.6%	12.4%	3.4%	11.3%	1.4%
	Hollywood	0%	0%	0%	0%	0%
Laborers	Will	18.2%	11.8%	.9%	4.9%	.6%
	Hollywood	0%	0%	0%	0%	0%
Service Workers	Will	66.2%	41%	9.9%	12%	3.2%
	Hollywood	56%	32%	13%	7%	4%



EAST PEORIA, ILLINOIS

December 31, 2019

Illinois Gaming Board  
Tammy Compton/Acting Deputy Administrator  
Financial and Audit Unit  
801 S. 7<sup>th</sup> 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 employees, to our procurement, philanthropic endeavors 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, Par-A-Dice employs a variety of programs which have proved to be successful.

#### Recruitment

To ensure the recruitment of women and minorities, Par-A-Dice has implemented a number of 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 as well as the local newspapers.

- A property evaluation of the team member population is completed twice a year 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 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. Women and minorities are provided equal access to all programs. Each year, Management/Supervision receives on-going training to enhance their work as well as improve their knowledge of policy and procedure. Front-line team member training is focuses on their activities in their department. In addition to property-wide training, each department provides specialized training concerning its individual operations. Also, technical instruction is provided on a departmental and position specific basis. All new employees are provided instruction, which includes training in employment policy benefits, safety, guest service and orientation on Par-A-Dice’s Internal Controls.

Current Demographics

Information about the Tri-County (Tazewell, Peoria and Woodford Counties) was obtained from the Census 2010 Received from the Tri-County Regional Planning Commission Office in Peoria, IL. The following chart shows the demographics of the Tri-County MSA. The demographics do not include Sangamon County.

<b>2019</b>	<b>Par-A-Dice</b>	<b>Peoria County</b>	<b>Tazewell County</b>	<b>Woodford County</b>
Male	51.11%	48.39%	49.28%	49.40%
Female	48.89%	51.61%	50.72%	50.60%
Total	100%	100%	100%	100%
Caucasian	73.25%	74.43%	96.18%	97.36%
African American	13.22%	17.71%	1.01%	0.48%
Asian	8.12%	3.14%	0.74%	0.55%
Native American	0.80%	0.28%	0.27%	0.19%
Other Races Alone	3.02%	1.62%	0.53%	0.33%
Two or More Races	1.59%	2.82%	1.27%	1.09%
Total	100%	100%	100%	100%



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

Minority Owned/Minority Woman Owned = \$690K

Woman Owned = \$1.2M

Disabled Owned = \$86K

Veteran Owned = \$20K

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

Minority Owned/Minority Woman Owned = 22

Woman Owned = 57

Disabled Owned = 6

Veteran Owned = 6

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

Minority Owned/Minority Woman Owned = 7.3%

Woman Owned = 15.6%

Disabled Owned = 1.1%

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

1. Updated the 'Vendor Opportunities' section of the PAD website to include: Bid opportunities for Contracts, Bulk Purchases and Services, Instructions on 'How to Become a Vendor' through Supplier Portal Application and Contact information for Procurement team.
2. Placed an Ad in the State Newspaper mid-December.
3. Procurement regularly follows-up with 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 businesses with our Procurement team, Director 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 business for capital projects.

6. Held Diversity meetings with property Team Leaders as well as Corporate Diversity mentor in an effort of keeping communication open related to diverse procurement, hiring and charitable giving efforts.
7. The Procurement team regularly checks the Boyd Gaming Supplier portal for newly registered WBE, MBE and DBE businesses.
8. The PAD Compliance Manager frequently communicates with the other IL Casino's to network and share potential WBE, MBE & DBE businesses we have acquired.
9. The property has utilized an internal Special Preference form to award a WBE, MBE or DBE vendor with an opportunity, though they may not have been the lowest bidder.
10. The Procurement team regularly searches the internet for database lists of WBE, MBE & DBE Vendors, through: IL Department of Central Management Services, Minority Supplier Development Council, Local Chamber of Commerce organizations
11. 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.
12. Bid requests include an opportunity to at least one MBE, WBE or DBE 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



Amber Crowley  
Illinois Gaming Board  
160 N. LaSalle Ste. 300  
Chicago, Illinois 60601

12/31/19

Ms. Crowley,

Pursuant to 230 ILCS 10/7.11, below is the Annual Report on Diversity for Jumer's Casino & Hotel for year ending 12/31/19.

**(i) Affirmative Action Plan:**

- a. Jumer's Casino & Hotel's policy of equal employment opportunities is based on its respect for applicants and associates as individuals and upon a belief that everyone deserves an equal opportunity to succeed. Jumer's Casino & Hotel recruits, hires and promotes associates on the basis of 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, female and disabled individuals to apply for positions within our workforce. Jumer's Casino & Hotel utilizes many different resources to attract, hire, encourage and retain applicants. We utilize the internet (i.e. Ziprecruiter), local newspapers, radio, television, our own website and social media outlets, career fairs, Quad City Non-Profit organizations, the Illinois Department of Employment Security, The Iowa Workforce, local colleges and recruitment firms. Through these various resources, we recruit locally, greater than 90% of all position openings at Jumer's Casino & Hotel. Periodically, we must broaden our search area to obtain qualified candidates for certain, highly or uniquely skilled positions. In these rare instances, we may utilize recruitment firms or national industry publications.
- b. In January, 2014, we promoted an internal associate to the position of Diversity Specialist, which position she still retains today. This associate continues to report to the Senior Director of Human Resources. They work very closely together to ensure our positions are posted to several different entities in the Midwest, as mentioned above. This associate concentrates and reaches out to many local, regional and national entities to post and recruit all of our open positions. She has created relationships with these individuals that are lasting. If they have a potential candidate that they believe may be a good fit for Jumer's Casino & Hotel, they call our Diversity Specialist and discuss the opportunity and make arrangements to discuss this potential associate further, if appropriate.  
Although we use these sources to seek out the best applicants, we prefer to hire and promote from within the organization. This demonstrates to our associates, most of



whom are local, Illinois residents, that Jumer's Casino & Hotel believes in succession planning; upward mobility from within the organization. Delaware North, Jumer's parent company, has several properties across the United States and globally as well. We offer associates the ability to apply for any position that is posted within Delaware North, a global leader in the hospitality industry. This, in turn, allows us the ability to hire another local applicant to fill the vacated, promoted associate's position or promote another individual from within the Company.

**(ii) Total Dollar Amount of Contracts awarded to businesses owned by minority persons, women, and persons with disability in 2019 (Actual Jan-Nov + Projected Dec):**

a.

2019	Category	Actual Spend	% of Total
			Non-Exempt
	Veteran (VBE)	\$8,399	0.09%
	Disabled (DBE)	\$236,753	2.47%
	Minority (MBE)	\$4,022,274	42.04%
	Women (WBE)	\$783,448	8.19%
	<b>Total</b>	<b>\$5,050,874</b>	<b>52.79%</b>

**(iii) Total Number of Businesses owned by minority persons, women, and persons with disability utilized in 2019:**

a.

2019	Category	Total
		Vendors
	Veteran (VBE)	1
	Disabled (DBE)	3
	Minority (MBE)	10
	Women (WBE)	21
	<b>Total</b>	<b>35</b>



**(iv) Total Number of Businesses owned by minority persons, women, and persons with disability utilized in 2018:**

a.

2018	Category	Total Vendors
	Veteran (VBE)	1
	Disabled (DBE)	3
	Minority (MBE)	12
	Women (WBE)	23
	<b>Total</b>	<b>39</b>

**(v) Outreach efforts used to attract investors and businesses consisting of minority persons, women, and persons with a disability:**

- a. Documented and shared a nationwide listing, sorted by State, of over 3,500 DBA/Veteran owned vendors for potential review/consideration.
- b. Reviewed Illinois Department of Central Management Services website and identified vendors registered as Persons with Disability Business Enterprise (PBE), and Persons with Disability Business Enterprise (PBE). 67 total vendors listed for further review.
- c. Updated Jumer's website to accommodate easy access of Jumer's Purchasing Department contact.
- d. Advertised in the official State of Illinois Newspaper (November 01, 2019) towards soliciting further vendor diversity.
- e. Attended and participated in the Illinois State Black Chamber of Commerce "Contracting With the Casino" workshop on 08/09/2019 in East Peoria, Illinois.
- f. Communicate with other Illinois Casinos to share vendor lists/best practices. To date, 7 new vendors were identified and reviewed resulting in one permanent vendor with 2 POs in 2019 and one additional vendor awaiting proper registration documents.

I am available if you have any questions.

Thank you,

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

Travis Hankins  
General Manager  
Jumer's Casino & Hotel  
309-756-4619  
[travish@jumerscri.com](mailto:travish@jumerscri.com)