



Quarterly Report Q1 2023

May 16, 2023

Massachusetts Gaming Commission

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Gaming Revenue, Taxes & Lottery Sales

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Gaming Revenue & Taxes: Q1 2023

Year	Month	Table Games GGR	Slots GGR	Total GGR	State Taxes Collected
2023	January	\$27,659,200.57	\$34,197,723.87	\$61,856,924.44	\$15,464,231.11
	February	\$29,907,304.74	\$32,797,874.02	\$62,705,178.76	\$15,676,294.69
	March	\$29,948,142.34	\$36,230,027.77	\$66,178,170.11	\$16,544,542.53
	Total	\$87,514,647.65	\$103,225,625.66	\$190,740,273.31	\$47,685,068.33

Gaming Revenue & Taxes: Year-Over-Year

Year	Quarter	Table Games GGR	Slots GGR	Total GGR	State Taxes Collected
2022	Q1	\$51,147,252.30	\$72,828,463.99	\$123,975,716.29	\$30,993,929.07
	Q2	\$66,827,652.69	\$88,842,261.01	\$155,669,913.70	\$38,917,478.42
	Q3	\$76,482,024.77	\$97,880,731.41	\$174,362,756.18	\$43,590,689.05
	Q4	\$86,322,321.24	\$94,064,782.51	\$180,387,103.75	\$45,096,775.94
	Total	\$280,779,251.00	\$353,616,238.92	\$634,395,489.92	\$158,598,872.48
2023	Q1	\$87,514,647.65	\$103,225,625.66	\$190,740,273.31	\$47,685,068.33
	Q2				
	Q3				
	Q4				
	Total (to date)	\$87,514,647.65	\$103,225,625.66	\$190,740,273.31	\$47,685,068.33

Sports Wagering Revenue & Taxes: Q1 2023

Year	Month	Monthly Win	State Retail Taxes Collected
2023	January*	-\$73,302.95	-\$11,134.52
	February	\$900,783.78	\$128,779.92
	March	\$701,807.00	\$100,230.00
	Total	\$1,529,287.83	\$217,875.40

*Sports wagering launched on January 31, 2023, so January figures represent one day of operations.

Lottery Sales: Q1 2023*

Year	Month	Lottery Sales	% Change 2021
2023	January	\$253,635.25	-22.1%
	February	\$336,027.50	41.7%
	March	\$486,914.00	90.5%
	Total	\$1,076,576.75	31.5%

*The periods for which relevant sales are reported are based upon week-end totals, and may not correspond precisely to calendar month periods.

Lottery Sales: Year-Over-Year

Year	Quarter	Lottery Sales	% Change from Previous Year
2022	Q1	\$818,421.75	33.4%
	Q2	\$828,894.50	14.0%
	Q3	\$879,137.50	13.0%
	Q4	\$1,111,519.50	22.4%
	Total	\$3,637,973.25	20.2%
2023	Q1	\$1,076,576.75	31.5%
	Q2		
	Q3		
	Q4		
	Total (to date)	\$1,076,576.75	31.5%

Workforce

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Employment: Non-Sports Wagering Related Employees

Sector	Goal	Q1% ¹	Q1 Total # of Employees	Q2%	Q2 Total # of Employees	Q3%	Q3 Total # of Employees	Q4%	Q4 Total # of Employees
Minority	40%	58%	2,061					-	-
Veteran	3%	2%	83					-	-
Women	50%	45%	1,587					-	-
Local/Host/Surrounding Community Resident ²	75%	88%	3,105					-	-
MA Residents	-	91%	3,207					-	-
Total Number of Employees³			3,526						-
Full-time			2,452						-
Part-time			1,074						-
On-call			0		0		0		-

1 All Q1 figures are as of March 10, 2022.

2 “Local/Host/Surrounding Community Residents” include residents from communities within thirty (30) miles of Encore Boston Harbor.

3 Please note that an employee may fall into more than one sector (e.g.: minority and local) and, as such, totals may not be reflective of the sum of previous columns.

Employment: Non-Sports Wagering Related Employees Supervisory and Above

	Minority	Women	Veteran	Total Head Count (including non-minority employees)
ALL EMPLOYEES				
Number of Employees	2,061	1,587	83	3,526
% Actual	58%	45%	2%	-
MANAGER AND ABOVE				
Number of Employees	99	98	15	225
% Actual	43%	43%	7%	-
SUPERVISORS AND ABOVE				
Number of Employees	324	240	26	551
% Actual	58%	43%	5%	-

Employment: Sports Wagering Related Employees

Sector	Goal	Q1% ¹	Q1 Total # of Employees	Q2%	Q2 Total # of Employees	Q3%	Q3 Total # of Employees	Q4%	Q4 Total # of Employees
Minority	40%	52%	34						
Veteran	3%	0%	0						
Women	50%	52%	34						
Local/Host/Surrounding Community Resident ²	75%	88%	57						
MA Residents	-	89%	58						
Total Number of Employees³			65						
Full-time			42						
Part-time			23						
On-call			0						

1 All Q1 figures are as of March 10, 2023.

2 “Local/Host/Surrounding Community Residents” include residents from communities within thirty (30) miles of Encore Boston Harbor.

3 Please note that an employee may fall into more than one sector (e.g.: minority and local) and, as such, totals may not be reflective of the sum of previous columns.

Employment: Sports Wagering Related Supervisory and Above Employees

	Minority	Women	Veteran	Total Head Count (including non-minority employees)
ALL EMPLOYEES				
Number of Employees	34	34	0	65
% Actual	52%	52%	0%	-
MANAGER AND ABOVE				
Number of Employees	1	0	0	4
% Actual	25%	0%	0%	-
SUPERVISORS AND ABOVE				
Number of Employees	3	4	0	10
% Actual	30%	40%	0%	-

Operating Spend

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Operating Spend¹: Diversity

Diversity Category	Annual Goal	Q3%	Q3 Spend
MBE Vendor Spend	8%	12%	\$3,105,082.96
VBE Vendor Spend	3%	2%	\$636,589.67
WBE Vendor Spend	14%	12%	\$3,232,931.75
Total Diverse Spend	25%	26%	\$6,974,604.38

1 All spend figures referenced herein are based upon Encore Boston Harbor's Q1 discretionary spend amount of \$ \$25,912,598.86.

Operating Spend: Local

Locality	Annual Goal	Q3%	Q3 Spend
Boston	\$20,000,000.00	14%	\$3,576,272.68
Chelsea	\$2,500,000.00	2%	\$589,784.14
Everett	\$10,000,000.00	13%	\$3,248,285.76
Malden	\$10,000,000.00	1%	\$154,734.38
Medford	\$10,000,000.00	1%	\$160,966.86
Somerville	\$10,000,000.00	5%	\$1,408,637.61
MA (Statewide)	-	58%	\$14,966,259.45

Compliance

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Compliance: Minors¹ Prevented from Gaming

Month	Minors Intercepted on Gaming Floor and Prevented from Gaming	Minors Intercepted Gaming	Minors Intercepted at Slot Machines	Minors Intercepted at Table Games	Minors Intercepted Consuming Alcohol	Number of IDs NOT Checked that Resulted in Minor on Gaming Floor	Number of Fake IDs Provided by Minors that Resulted in Minor on Gaming Floor	Numbers of Minors on Gaming Floor Under 18 Years of Age
January	3	0	0	0	0	2	0	0
February	8	2	2	1	1	4	4	3
March	9	2	0	2	2	9	3	4
Total	20	4	2	3	3	15	7	7

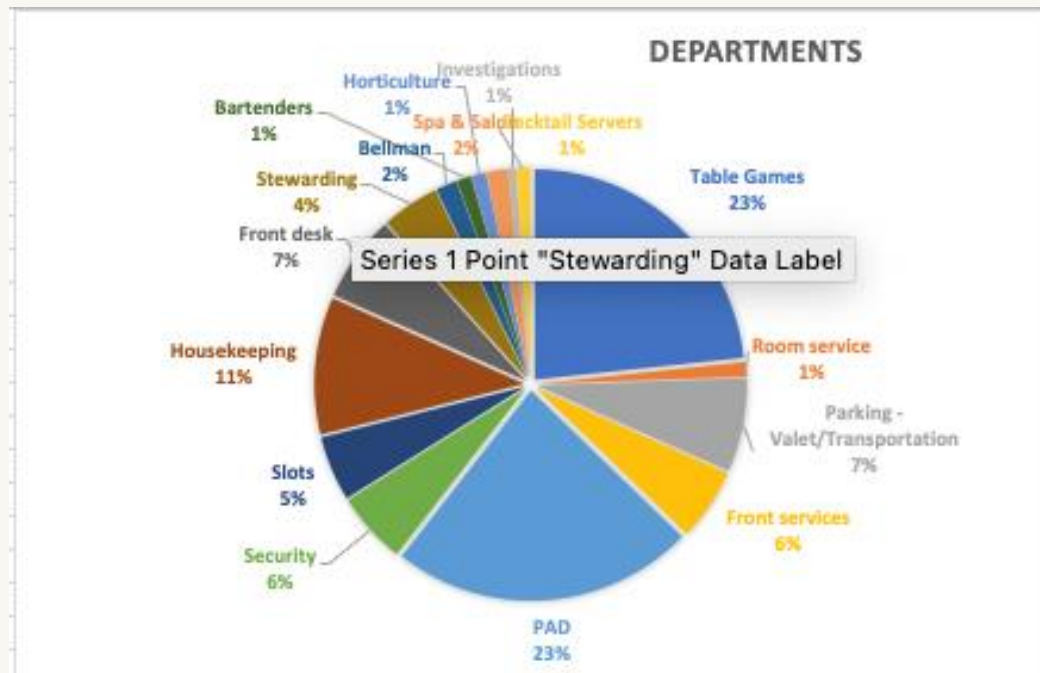
¹ A “minor” is defined as a person under 21 years of age, provided however, that the last column of the above specifically refers to persons under 18 years of age.

- The average length of time spent by a minor on the casino floor was 35 minutes.
- The longest length of time spent by a minor on the casino floor was 5 hours, 38 minutes.
- The shortest length of time spent by a minor on the casino floor was 1 minute.

Human Resources Initiatives

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Focus Groups



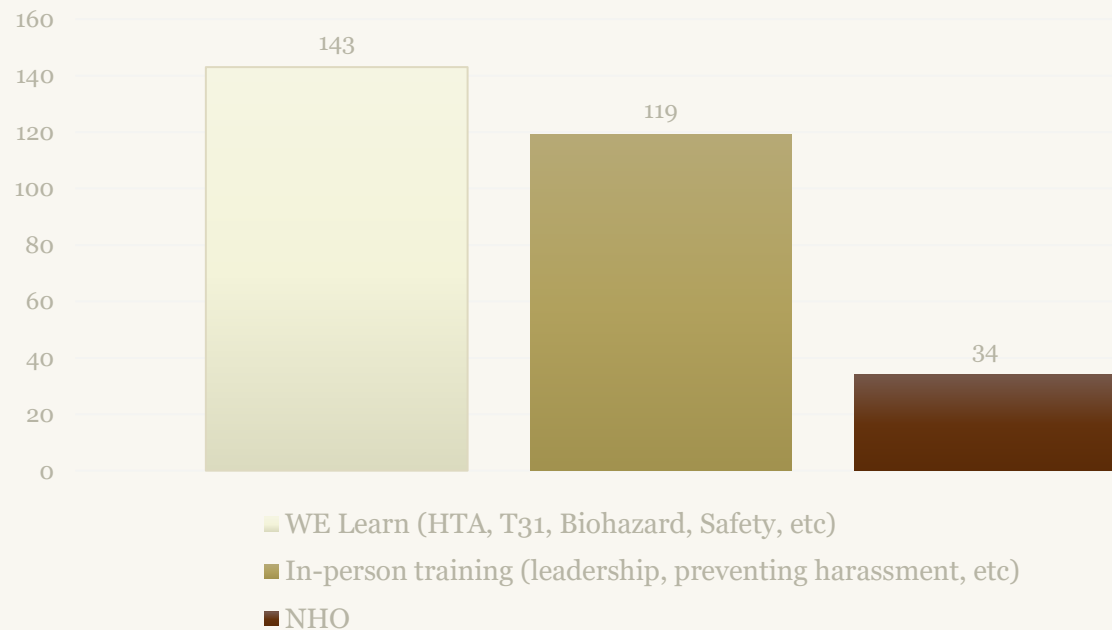
- 340 total participants in Las Vegas and EBH
- Participation from all departments – both line level and management
- 100% of employees reported that the Company had made them aware of its policies and procedures

Focus Groups

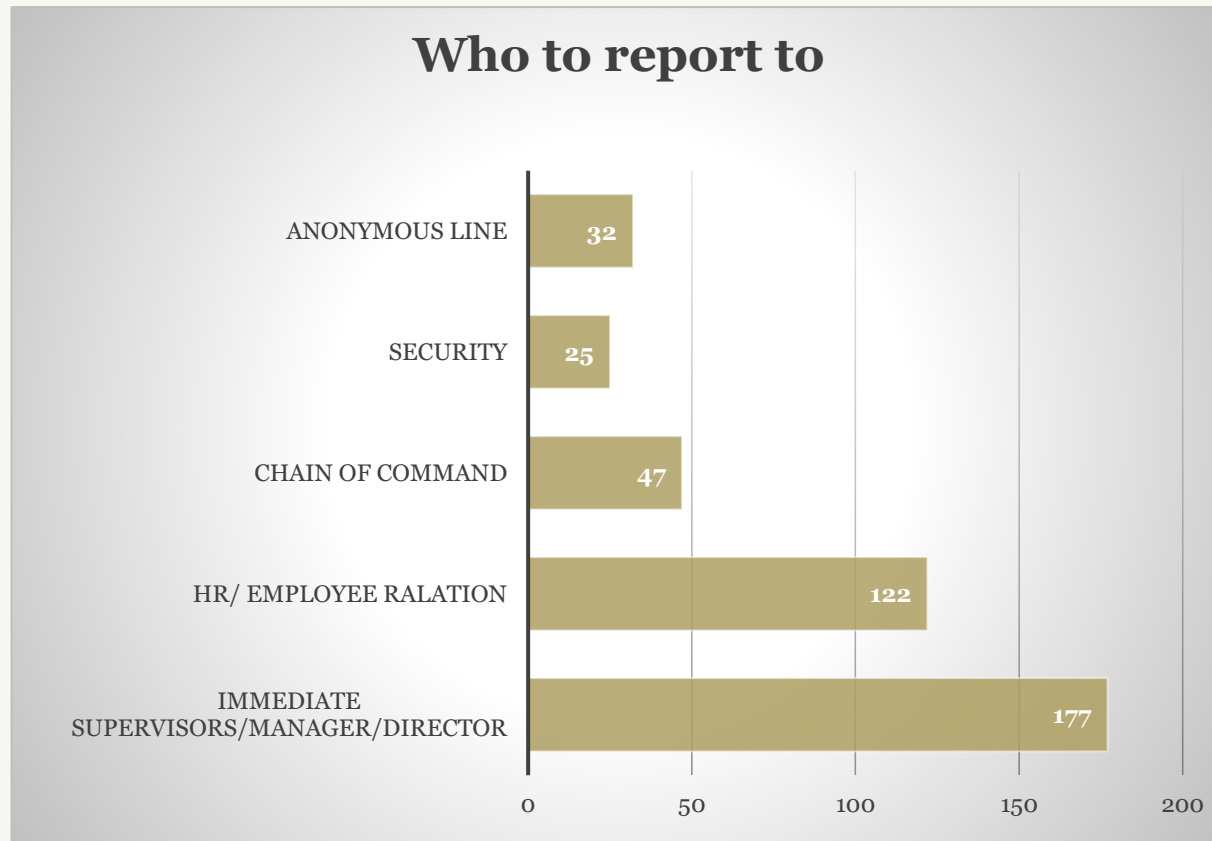
Employees identified trainings they attended (both online and in-person) including:

- Human Trafficking (Security)
- Preventing Harassment and Discrimination
- Leadership Training
- Addressing Inappropriate Guest Behavior
- Responsible Gaming

Types of training



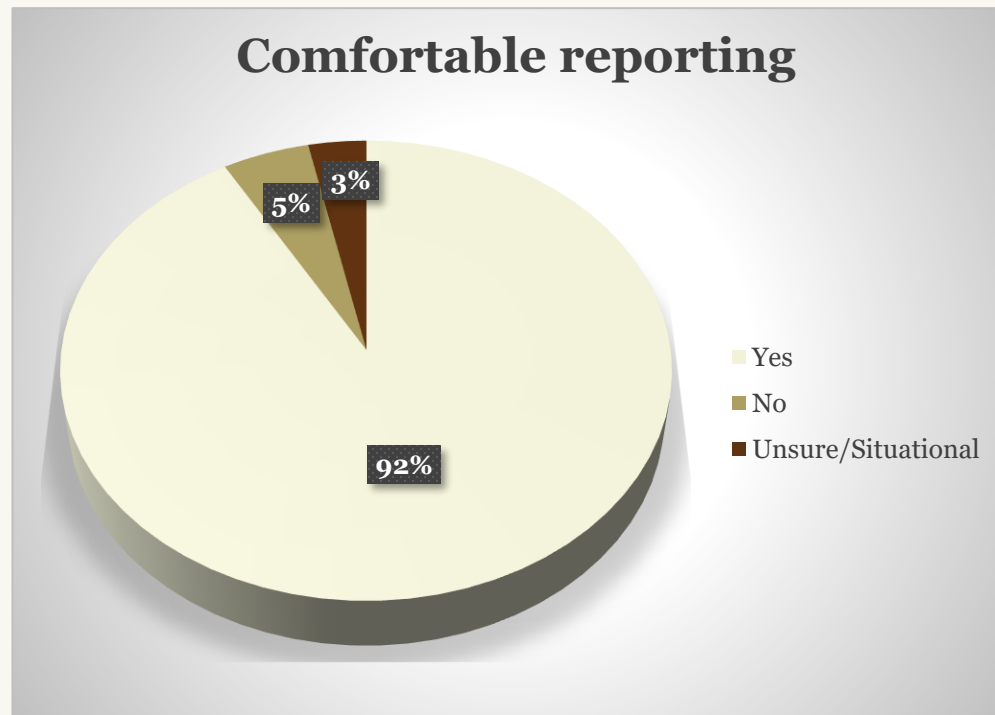
Focus Groups



Reporting Channels:

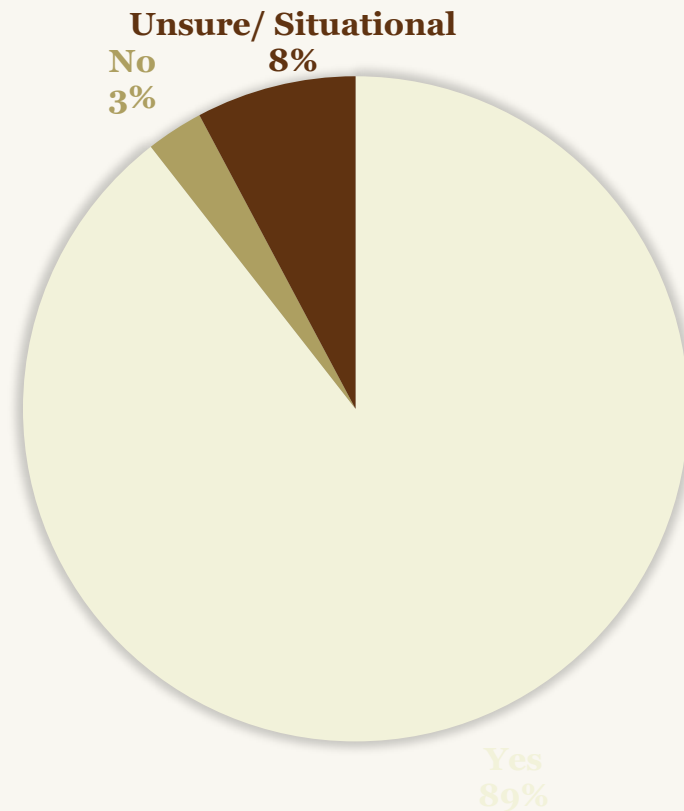
- Employees are aware of different reporting channels (i.e., HR, Security, Hotline, Manager, and Executive Leadership)
- Over 90% of employees trust their manager for support and feel comfortable reporting to their manager

Focus Groups



- Over 92% of employees feel comfortable reporting concerns of harassment, discrimination or other offensive behavior to Employee Relations
- Developed 2 action items in response
 1. Highlighting ER counselors to make employees more comfortable
 2. Educating employees on ER's role

Focus Groups



- Tested our “Speak Up” Campaign
- 94% of respondents rated the Company as average or above in this category
- 81% rated the Company as outstanding or exceptional
- 89% of respondents felt comfortable reporting inappropriate guest conduct (8% responded that they were unsure/situational)

Action Items

How to better communicate our “Culture of Compliance” to employees?

Action Item 1: Add a knowledge test at the end of Guest Behavior training

Action Item 2: Add the Guest Behavior video to annual compliance training

Action Item 3: HRCP quarterly communications, highlighting the different compliance policies including messages from leadership

Action Item 4: Implement new leadership development courses to improve communication

Message from Craig Billings, CEO

WE
SHIFT

SUNDAY | APRIL 30, 2023



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A Message From Lori Yeager, Vice President - Human Resources

Ladies and Gentlemen,

The following message is provided by Wynn Resorts CEO, Craig Billings. You can find this message on The Wire, and on our digital displays in our Heart of the House.

Wynn Resorts is a diverse organization, and we strive to foster a workplace of mutual respect, no matter a person's culture, background, or any other factor that makes you unique. That's the reason our Core Behaviors include Care About Everyone and Everything and Treating Everyone with Dignity and Respect. That applies not just to the behavior of our employees, but the behavior of our vendors and our guests as well. So today, I want to remind you that harassment and discrimination are unacceptable at our company. We want you to have a clear understanding of what behavior is acceptable and what is not. If you feel harassed by anyone, another employee, an outside vendor, or a guest, please report it. Speaking up is important. If you see something that is offensive or violates our policies, you should report it even if you don't feel it's directed towards you. And please report the offending conduct as quickly as possible to ensure it doesn't worsen or continue. I promise you, retaliation from reporting harassment or discrimination is not tolerated, so don't hesitate to speak up if you see or experience harassment of any kind.

You may report suspected violations to the Employee Relations Department by emailing EBHEmployeeRelations@encorebostonharbor.com or any other sources as defined in the Company's Preventing Harassment and Discrimination policy. Please visit the Wire to reference the policy. For confidential reporting, please visit wynnresorts.ethicpoint.com, or call the Confidential Hotline at (844) 962 – 1319. The Confidential Hotline allows reporting in English, Spanish, and Mandarin.

- Lori

Employee Engagement Survey

Launched November 29, 2022

- 71% participation rate
- Overall engagement was rated at 76% - (3% higher than the benchmark of other US hospitality companies (as of June 2022))
- 86% of participants shared, “I am proud to work for Wynn”, “I would recommend Wynn as a great place to work.”
- Action plans developed and presented Q1

Annual Employee Engagement Survey Frequently Asked Questions (FAQs)

Why is Wynn holding an employee engagement survey?

Wynn is looking to gain insights into our employees’ job satisfaction, learning and development, recognition, work motivation, team dynamics, organizational culture, and trust in leadership. We will use these insights to make improvements and promote positive change throughout the organization.

Who is eligible to take the survey?

All active employees at all Wynn North American properties, excluding seasonal/temporary employees, hired before September 1, 2022, are eligible and encouraged to take this survey.

When is the survey taking place?

The survey is open from Tuesday, November 29, through Sunday, December 18. The [survey link](#) will be operational 24/7 during that time.

Where can I take the survey?

There will be a survey lounge set up inside Training Room 1, where you will be able to take the survey. You can also take the survey from any tablet, computer, or smartphone by entering the [survey link](#) into the web browser. The survey is supported on most desktop, laptop, tablet, and mobile devices. If you’re on a mobile device, you can take the survey on Android version 2.3 or higher and iOS (iPhone or iPad) version 2 or higher.

Is the survey confidential?

Yes, this survey is 100% confidential. The survey is administered by an outside company, *Culture Amp*, who will keep your individual survey responses secure—your individual responses **will not** be shared with Wynn. Wynn will only receive aggregated (summarized) data from the survey. Furthermore, aggregated data will only be provided for groups with at least five or more responses. For example, department managers will be provided the aggregated results of their department’s responses, but only once at least five people in the department have taken the survey.

The Science & The Why

1. Founded in 2009 with a core engagement question set but continues to add additional questions for a wide range of subjects including diversity, inclusion, experience, and culture
2. Developed core question set by taking a very broad range of questions representing many identified factors and refine to the most critical factors that consistently predicted employee engagement.
3. Designed to measure employee engagement that impacts the business including retention, turnover, and well being
4. Validated through relationships with external metrics such as Glassdoor ratings, Mattermark Growth scores, numerous case studies with clients

Data & Insights Teams



Dr Jason McPherson

- PhD in Psychology
- Designing and analyzing surveys for 15+ years
- Published in American Psychological Association's key methodology journals



Dr Buddhi Jayatilleke

- PhD in Computer Science, Masters in Engineering
- Experience designed and developing software for enterprise search, ecommerce and mobile applications
- Sr Research Fellow for government funded data project



Dr David Ostberg, PHD

- Previously VP Workforce Science at Cornerstone OnDemand
- Experience in behavioral measurement and helping businesses integrate people, data, science, and technology



Chloe Hamman

- Masters of Science in I/O Psychology, and Bachelors in HR Management
- Experience in organizational behavior, leadership development, and workplace culture
- Conducted one of the largest studies on workplace values in New Zealand



The Science & The Why

1. Dedicated expert People Scientist support with survey creation and result analytics for Wynn Resort
2. Benchmark data across multiple industries including a hospitality specific benchmark made up of Hospitality (53%), Travel & Tourism (27%), Event Services (12%), and Aviation (8%) composed of 55 different clients



Our Data Scientist

Gia DeMichele

- Sr People Scientist with Culture Amp
- BS in Psychology; MA and PhD Organizational Behavioral
- Six+ years in research, curriculum development, and training

Clients in Our Benchmark Group Include:



Culture Amp Questions

Culture Amp offers research-backed questions designed by organizational psychologists and data scientists with 50+ language translations

Wynn's question set included focuses in the following areas. Some of our questions were:

- Engagement

I am proud to work for Wynn

- Leadership | Management

My direct supervisor role models our values

I am comfortable sharing my opinion with my direct supervisor

My direct supervisor genuinely cares about me

- Communication


The leadership team in my department at Wynn have communicated a vision that motivates me

- Enablement

I have access to the training I need to do my job well

Additional focus areas included questions in these areas:

Feedback & Recognition | Learning & Development | Teamwork | Company Confidence



Annual Employee Engagement Survey ACTION PLANNING

- Following the completion of the engagement survey, managers were given access to their results to view
- Overall areas of improvement were shared across the property and then department managers shared specific feedback with their employees through WEShifts, team meetings, and focus groups
- Managers then created Action Plans based on their results and any additional feedback received
- Based on their results, Culture Amp recommends which questions to focus on to create an Action Plan

Let's get focused

First things first, pick the area you want to focus on.

	Recommended	Why are these focus areas recommended?
<input type="radio"/>	Generally, the right people are rewarded and recognized at Wynn (Feedback & Recognition)	Feedback & Recognition 7 inspirations 55
<input type="radio"/>	The leadership team in my department at Wynn have communicated a vision that motivates me (Leadership)	Leadership 4 inspirations 65
<input type="radio"/>	I feel I am part of a team (Teamwork & Ownership)	Teamwork & Ownership 7 inspirations 74

- Culture Amp also provides recommendations within the Action Planning process itself on things the leader can do to improve engagement. The leader can then customize to their own team's needs
- Wynn also created customized action planning recommendations the link back to Wynn specific trainings or programs
- Action Plans are tracked within Culture Amp and can be updated throughout the process

Explore our inspirations

Make progress by taking action on your chosen focus area. Get a headstart with one of our inspirations, or write your own

Generally, the right people are rewarded and recog...
Feedback & Recognition ▾

Recommended inspirations

Recognition event

Recognize employees highlights each month

Recognize employees highlights each month, scheduling this like an event ensures good work is highlighted, people are recognized and the organization can continue

▾

Wall of compliments

Give kudos and feedback to colleagues in a public space

Build a wall of compliments in the center of your department or a place that is easy for all employees to access. Use the wall as an opportunity to give kudos to a

▾

Stars Nominations (Wynn Properties)

Nominate employees who exemplify company values

Nominate individuals whose behaviors during that month demonstrate one of the company's Core Values and Behaviors through the Stars recognition program

▾

Spa

2022 Engagement Survey Action Plan

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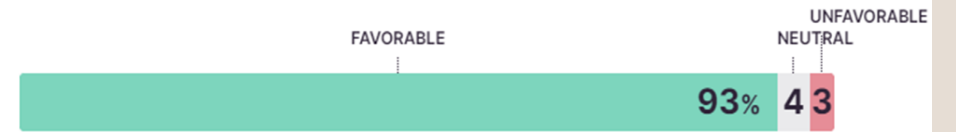
Overall Engagement: Spa

Key factors

Export

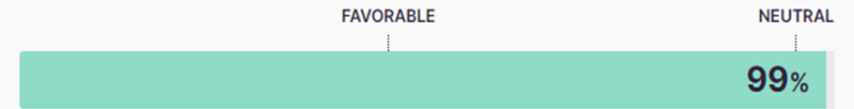
Engagement

n = 28



Management

n = 27



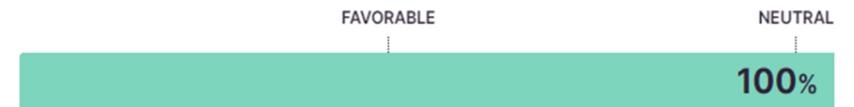
Enablement

n = 28



Communication

n = 27



Overall Engagement:

Key factors

Export ▾

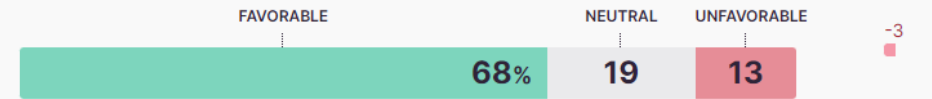
Engagement

n = 833



Management

n = 831



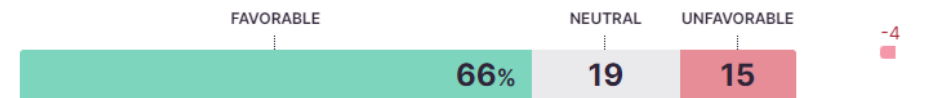
Enablement

n = 834



Communication

n = 833



Areas of Focus & Opportunity

I have access to the tools I need to do my job well.

70%

-3

The leadership team in my department at Wynn have communicated a vision that motivates me.

65%

0

Generally, the right people are rewarded and recognized at Wynn.

75%

+20

Employee Feedback

- One-on-one interviews
- Pre-shifts
- Small group meetings
- Skip-line meetings

WHAT WE HEARD

- Be included, feel part of the greater organization.
- Appreciated/acknowledged for a job well done.
- Positive reinforcement.
- The right tools to do the job.
- Better maintenance program for their tools.
- More training to use the tools correctly.
- More communication about what is going on within the company and the resort
- Listened to and heard.
- Understand the “why” for the things we want done (versus just do it).
- Promotional opportunities/development.

Action Plan #1

Feedback & Recognition

“Generally, the right people are rewarded and recognized at Wynn.”

“The leadership team in my department at Wynn have communicated a vision that motivates me.”

Objective:

Increased motivation, well being and employee empowerment

Action Items

1. Utilize pre-shift messages and meetings to highlight the Engineering team's accomplishments. Both individual and group
 - Invite other department leaders to pre-shifts for in person gratitude
2. Set up departmental quarterly townhall meetings on each shift. Potential discussion items include:
 - Company-wide initiatives, share what is going on
 - Post project lessons learned
 - Upcoming resort events
 - Active listening sessions to hear feedback from the line level team
 - Highlight team members accomplishments and promotions
3. Reinforce "Employee Spotlight of the Week" program.
4. Use the radio system at the end of every shift to express gratitude to the entire team for their hard work and dedication.
5. Promote more feedback during pre-shift meetings
6. Increase the use of the "You asked, we listened" initiative

Timeline

- Feedback and recognition action items: Implement immediately

Action Plan #2

Learning and Development

“ I have access to the training I need to do my job.”

“ I am given opportunities to develop skills relevant to my interests and a career aspirations.”

Objective:

Continue to offer training/classes to develop skills sets.

Action Items

Provide training in the following areas:

- Set up trade cross training programs
- English as a second language course
- Project management
- Microsoft office
- 70E Electrical safety training
- Resort specific system and equipment training
- Specific trade license:
 - CSL Continuing Education license
 - HVAC license
 - Electrical license
 - Welder certification
- Opera training for Floral
- Coach Gardener 1 and Floral 1 to obtain level 2 positions.
- Continue to support furthering education

Timeline

- Learning and development action items: Implement immediately

Action Plan #3

Enablement

“I have access to the tools and training I need to do my job well.”

Objective:

Ensure that all required tools and training are available to do their jobs properly.

Action Items

- Conduct an initial assessment of all required tools.
- Replace and tag tools as needed.
- Implement routine porter closet and shop inspections.
- Foster a culture of tools management and maintenance.
- Make readily available Horticulture/floral training manuals of product care.
- Create a mentoring program where team members can share their knowledge with one another.

Timeline

- Enablement: Implement action items immediately



Promotions, Marketing, Special Events and Volunteerism

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Q1* TRU Patron Charitable Contributions

Charitable Organization	Dollar Amount	Number of Tickets
Casa Myrna	\$5,631.94	42,074
Last Hope K9 Rescue	\$19,334.69	74,893
Pan-Mass Challenge	\$7,632.05	46,600
Urban League of Eastern MA	\$5,703.57	41,261
Total	\$38,302.25	204,828

*Contributions are from January 1, 2023 through March 31, 2023. From the inception of the program to date, the change balances of more than 1.5 million tickets have been donated.

Q1 Employee Volunteer Efforts



- ❖ Employees volunteered 1,097 hours of their time serving local nonprofits
- ❖ More than 1,300 pairs of socks were collected for residents of Pine Street Inn
- ❖ EBH employees raised \$1,745.10 (which was also matched by the Company) during the Valentine's Bake Sale with proceeds to the Community Grant Fund
- ❖ EBH donated over \$15,000 worth of baby formula to Bread of Life to be distributed to residents of Malden, Medford and Everett

Problem Gaming Awareness Month



- ❖ EBH celebrated Problem Gaming Awareness Month throughout the month of March
- ❖ Extensive heart-of-house campaign was launched that included digital and printed displays that were exhibited all month long
- ❖ Quizzes were made available to employees with prizes awarded for answering all questions correctly
- ❖ An in-person experience was hosted outside of Le Staff Café

National Employee Appreciation Day Celebration



- ❖ EBH celebrated National Employee Appreciation Day in March
- ❖ To show gratitude for the hard work of all team members, EBH set up an employee game room, offered 5-minute massages from members of The Spa team, and offered an elevated menu at Le Staff Cafe
- ❖ Raffles for prizes including overnight stays and dining experiences were also conducted



The background is a solid dark brown color with a repeating pattern of white line-art flowers and leaves. The flowers have five petals and a central circle. The leaves are simple, rounded shapes with a central vein and a small circle. The pattern is scattered across the entire page.

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