

**APPLICATION FOR CATEGORY 1, 2, & 3
SPORTS WAGERING OPERATOR LICENSE**



APPLICANT NAME: _____

Applicant: _____

INSTRUCTIONS

When using this application please use the tab on the side to attach all sections requiring submissions. Each attachment should be named for its corresponding section (see (c) under Electronic Application for greater detail). Please make sure to fill out all sections where prompted. If a field does not apply please place N/A. The application must be filled out in its entirety to be accepted by the Massachusetts Gaming Commission.

Applicant: _____

General Information

This *Application For Category 1, 2, & 3 Sports Wagering Operator License* form (the form itself “Application Form”, and along with all attachments “application”) was designed by the Massachusetts Gaming Commission (“Commission”) as a vehicle for each applicant to demonstrate that it has thought broadly and creatively about creating a sports wagering operation in Massachusetts that will provide a significant and lasting benefit to the Commonwealth of Massachusetts and will deliver an overall experience that both offers an exceptional sports wagering experience and includes significant responsible gaming and consumer protection measures.

The application must be completed in accordance with these instructions. In accordance, any discrepancies may be taken into consideration by the Commission when evaluating the application.

To the extent that an applicant is a newly formed entity or to date has been a largely non-operational entity, any information required to be provided relative to past performance or general practice shall, at a minimum, be provided in relation to the primary controlling and/or operating entity of the proposed sports wagering operator and/or its significant business units.

If an applicant is unable to comply with or respond to any part of the application, it may apply for a waiver or variance from the Commission in accordance with 205 CMR 102.03(4) {update reg info when available} in advance of the filing deadline.

All communications, including general questions and application inquiries, should be directed to the Executive Director or Commission staff.

How to submit a general question and/or application inquiry:

1. Please go to: <https://massgaming.com/about/sports-wagering-in-massachusetts/applications-for-sports-wagering-licenses/>
2. Select “Inquiry Regarding Sports Wagering Application” from the Reason for Submitting Form drop down menu
3. Complete all of the required fields
4. Click “Submit.”

A Commission representative will respond to each inquiry in a timely manner. ***At no time during the application process should any applicant, agent of the applicant, qualifier, or another associated individual contact or attempt to contact a Commissioner directly.***

This Application Form does not constitute an offer of any nature or kind to any applicant or its agents. The Commission is under no obligation to issue a license to any of the applicants. By submitting an Application, the applicant is deemed to agree to all of the terms of this process.

To the extent that anything contained in this application is inconsistent with any other guidance or policy-related document issued by the Commission in the past, this application shall control. To the extent that anything contained in this application is inconsistent with any provision of 205 CMR or G.L. c.23N, the governing law shall control.

Terms used in the application shall be given their most logical, plain meaning in the context of the application. The Commission reserves the right to amend or clarify this application at any time prior to the deadline for the submission of applications.

For each Application, all of the Commission’s costs and expenses of the administrative proceedings pursuant shall be borne by the applicant. All such costs and expenses shall be assessed to the applicant and collected by the Commission.

Applicant: _____

The Commission will utilize its website, www.massgaming.com, to provide notices of hearings, a notice of amendment or clarification of the Application Form, general updates, and general information relative to the application process.

Please be advised that any portion of this Application Form and any associated requests for information or documents may be changed at any time.

Applicant: _____

Non-Refundable Processing Fee

Pursuant to G.L. c. 23N, § 7(a), an applicant for an operator license shall pay to the commission a nonrefundable processing fee of \$200,000 for the costs associated with the processing of the application and investigation of the applicant; provided, however, if the costs of the investigation exceed the initial application fee, the applicant shall pay the additional amount to the commission not more than 30 days after notification of insufficient fees or the application shall be rejected.

Applicants may pay the \$200,000.00 processing fee via wire transfer, certified check, or cashier's check. Wiring information may be obtained by contacting:

Douglas O'Donnell
Revenue Manager
(617) 979-8425

Checks must be made out to the Massachusetts Gaming Commission and mailed to:

Massachusetts Gaming Commission
c/o Revenue Division
101 Federal Street, 12th Floor
Boston, MA 02110

Applicant: _____

Completing the Application

The application is divided into seven primary sections, each section containing questions relating to that section. The applicant should answer each question fully. While a cross-reference to other sections within the application may be included as part of an answer to a particular question, a cross-reference may not serve as the entire answer to any particular question. Please make sure to include the name of the applicant in the provided space at the top of the page for each question. If the answering of any question requires an attachment, please see below.

Format: Answers to questions should be formatted in the “Times New Roman” font, with a font size of 12.

Attachments: Where an applicant may wish to attach a document in response or to supplement its written response, or another exhibit of any nature, it may attach such documents and/or exhibits as set forth in the instructions for “[Electronic Application Format](#).” All attachments must be named and listed for the corresponding question. If the same attachment is responsive to multiple questions within the application, a copy of the attachment should be attached to each question, not just cross-referenced.

Every question must be answered completely. If a question or portion thereof is not applicable, enter “N/A” into the appropriate space on the application.

Applicants for Category 1 Sports Wagering Licenses and Category 2 Sports Wagering Licenses may refer the Bureau and Commission to prior application forms submitted to the Commission by the Applicant or previous information otherwise obtained by the Bureau or Commission regarding the Applicant.

Applicant: _____

Submission of Materials

The Application must be submitted by the application deadline. The deadline for **all applications (Category 1, 2 & 3) is Monday, November 21, 2022, at 2 p.m.** The Commission shall have no obligation to accept or review an application submitted after the established deadline.

How to Submit an MGC Sports Wagering Operator License Application

Entities interested in applying for a Sports Wagering Operators License must request a link to the MGC Secure File Transfer Site prior to submitting their application form and any additional documents. This link will allow for the secure and confidential upload and storage of all application materials.

How to Request a Link to the MGC Secure File Transfer Site:

Please Note: All link requests must be received no later than one week before the application deadline (November 14, 2022).

1. Please go to: <https://massgaming.com/about/sports-wagering-in-massachusetts/applications-for-sports-wagering-licenses/>
2. Select “Request Secure Link to Submit Completed Sports Wagering Application” from the Reason for Submitting Form drop down menu
3. Complete all of the required fields
4. Click “Submit.”

A Commission representative will provide the requested link and additional instructions on uploading the application materials securely via email. The information will be sent in two emails, with the link being in the first email and the password sent separately in the second email, for security purposes.

Applicant: _____

Electronic Application Format

When the electronic version of the application materials is submitted via the MGC Secure File Transfer Site and uploaded to the Commission's server, the applicant must abide by the following:

- (a) The applicant must submit this original completed Application Form that has not been printed, signed, and scanned, but with all answers electronically filled in, all attachments identified, and all necessary boxes checked. This version is being required so that it may be searched electronically by the Commission during the evaluation process. This document must be in PDF format.
- (b) The applicant must also submit this completed Application Form with all answers electronically filled in, all attachments identified, all necessary boxes checked, and all required signatures affixed. This version is identical to the document described in (a) above, but it should also be printed, signed, and scanned. This scanned document must be in PDF format.
- (c) The applicant must submit each attachment as its own electronic file. No electronic file should contain more than one document. Each attachment should be in PDF format unless otherwise required. The file names of all of the attachments must be named strictly in accordance with the following rules:
 - The first portion of the filename must contain the section number and subsection of the question followed by a hyphen, then and the attachment number for that particular question with a leading zero for numbers under 10 (e.g. "B1-b-##").
 - The file name should then contain the descriptive name of the attachment, in at most 20 characters.
 - The name of the attachment must not contain the name of the applicant.
 - The final portion of the filename should be the extension, such as ".pdf" or ".xls".
 - The file name should correspond to the list of attachments on the Application Form.
 - If the Applicant believes the attachment to be confidential, in whole or in part (i.e.- exempt from disclosure under the Public Records Law), then the filename must have the word "CONFIDENTIAL" in all capital letters placed directly before the file extension. Failure to include this label may result in the public release of the document.

Although a PDF version of each attachment is required, in certain cases providing an alternative file format may be helpful to the Commission in reaching its decision. For example, where the applicant is required to submit tables of calculations, such as a revenue projection, it should be submitted in spreadsheet format so that the Commission may numerically analyze this information. The applicant may also, although not required, provide other documents such as videos, interactive documents, or physical models. These types of documents do not readily lend themselves to conversion into PDF format. For these documents, the applicant should provide both the document in original format, and a PDF file describing the existence of such a document within the applicant's application materials. The file name of the alternate format, if it is in fact a computer-readable file, and the filename of the PDF format of the attachment should be identical, excluding the file extension.

No electronically submitted document to the Commission may be password protected. The individual documents should not be encrypted separately.

Any attachments containing a table of calculations, such as a revenue projection, should be included in the electronic submission in a spreadsheet format, preferably Microsoft Excel ".xls" files.

Applicant: _____

The following is an example of select files of a properly organized application:

B2-a-01 Additional Sports Wagering Licensure Information.pdf

B2-a-02 Additional Sports Wagering Jurisdiction Information.pdf

C2-a-01 Revenue Projections CONFIDENTIAL.pdf

C2-b-01 Revenue Projections CONFIDENTIAL.xls

Application.pdf

Signed Application.pdf

Applicant: _____

Public Records

Pursuant to G.L. c. 23N, §6(i), “[a]pplications for operator licenses shall be public records” Applicants should be mindful of this prior to submission of an Application. However, the law also provides “that trade secrets, competitively-sensitive or other proprietary information provided in the course of an application for an operator license under [chapter 23N], the disclosure of which would place the applicant at a competitive disadvantage, may be withheld from disclosure under [the Massachusetts public records law].”

To help inform applicants of the Commission’s intentions, a guide has been attached at the end of the Application advising which answers and attachments submitted with this form will be considered to presumptively meet the exception to the public records law and withheld from public disclosure. There is also space for an applicant to request exempt treatment of a specific document identified in the Application. **FAILURE TO FOLLOW THE INSTRUCTIONS PROVIDED IN THE GUIDE MAY RESULT IN PUBLIC RELEASE OF THE DOCUMENTS.**

Please note, though the Commission will use its best efforts to protect any information it deems subject to an exemption, final appeals are adjudicated by the [Secretary of the Commonwealth](#) in accordance with G.L. c.66, §10.

Applicant: _____

Checklist

Complete this checklist prior to submitting any materials to the Commission.

- The applicant has answered all of the questions in this Application Form that it was required to respond to
- Any question requiring an attachment has the attachment noted on the Application Form
- The applicant properly named all the files
- The applicant has properly organized all of the attachments
- No files have been password protected
- The applicant has signed all required pages of this application
- The applicant has paid the \$200,000.00 non-refundable processing fee
- The applicant will update the Commission if there are any changes to the information presented in the Application or any of the attachments.

Applicant: _____

SECTION A: GENERAL INFORMATION

A.1 APPLICANT NAME

Name

A.2 CATEGORY OF LICENSE APPLYING FOR (check one)

- Category 1** (In-Person Wagering at a Gaming Establishment)
 Category 2 (In-Person Wagering at a Live Horse Racing or Simulcasting Facility)
 Category 3 (Mobile Sports Wagering)

A.3 IF APPLYING FOR CATEGORY 3 (MOBILE SPORTS WAGERING) LICENSE, IS THIS APPLICATION TETHERED TO A CATEGORY 1 OR CATEGORY 2 APPLICATION (check one)

- No** (*Independent Application*)
 Yes, Tethered to Category 1 or Category 2 Applicant (*applicant name*):

A.4 STATE/COUNTRY IN WHICH THE BUSINESS ENTITY IS INCORPORATED, ORGANIZED, FORMED, OR REGISTERED

State/Province

Country

A.5 IDENTIFY THE APPLICANT'S TYPE OF BUSINESS (check one)

- Limited Liability Company** **Partnership** **Other** (*please describe*):
 C-Corporation **Limited Partnership** _____
 S-Corporation **Trust**
 Sole Proprietorship

A.7 FEDERAL TAX ID NUMBER

Federal Tax ID Number

A.6 APPLICANT LOCATION INFORMATION

Number and Street Address

City, State, & Zip Code

Phone Number

Email Address

Website

A.7 APPLICANT PRINCIPAL PLACE OF BUSINESS INFORMATION

Number and Street Address

Applicant: _____

City, State, & Zip Code

Phone Number

Email Address

A.7 PRIMARY CONTACT FOR THIS APPLICATION

Name

Title

Email Address

Phone Number

SECTION B: SPORTS WAGERING EXPERIENCE & EXPERTISE

B.1 APPLICANT'S ABILITY TO OFFER SPORTS WAGERING IN THE COMMONWEALTH

Provide a thorough description of the applicant's ability to offer sports wagering in the Commonwealth. This should include the following:

- a. Background in sports wagering
- b. Experience and licensure in other jurisdictions with sports wagering
- c. Plans to offer the platform in coordination with other applicants or person
- d. Intention to limit participation in any allowable sports events

B.2 SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS WAGERING OPERATION
(Category 1 & 2 Applicants Only)

Provide a thorough description of the sports wagering operation proposed for the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (*annually*)
- d. Estimated market share within each jurisdiction

B.3 SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS WAGERING PLATFORM
(Category 3 Applicants Only)

Provide a thorough description of the sports wagering platform to be operated in the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (*annually*)
- d. Jurisdictions where the platform is currently licensed and operating
- e. Current integration in use with other wagering operators
- f. The number of user accounts maintained
- g. Estimated market share within each jurisdiction

B.4 SPORTS WAGERING EXPERTISE – TECHNICAL FEATURES & OPERATION OF PLATFORM
(Category 3 Applicants Only)

Provide a thorough description of the applicant's expertise in sports wagering and how it would be applicable in the Commonwealth. This should include the following:

Applicant: _____

- a. Overview of technical standards, features, and operation of the platform
- b. List of all current certifications or approvals from certified independent test labs and jurisdictions
- c. Plan for continuous support, maintenance, and change management of the platform
- d. Outline the features of the platform designed to support the customers
- e. Sample wagering menu the Applicant intends to offer, *pending approval from the Commission*
- f. Description of Applicant's proposed ability to commence mobile sports wagering on the platform
- g. How the Applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- h. Outline any technology to be used or features offered that the applicant believes sets their platform apart from those of (potential) other applicants

SECTION C: ECONOMIC IMPACT ON THE COMMONWEALTH

C.1 EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

Provide a thorough description of the employment opportunities that will be offered if the applicant is approved for licensure by the Commission. This should include the following:

- a. The number of current full-time and part-time employees within the Commonwealth
- b. The number of current work locations within the Commonwealth
- c. The number of proposed full-time and part-time positions that will be created within the Commonwealth
- d. The title, job description, salary, and benefits information for each of the proposed positions
- e. The training that will be required and made available for all proposed positions
- f. The number of proposed work locations that will be created within the Commonwealth
- g. Description of plans for workforce development opportunities for Applicant's staff within the Commonwealth
- h. Outline the strategy for focusing on job opportunities and training in areas and demographics with high unemployment and/or underemployment

C.2 PROJECTED REVENUE

Provide studies and projections for gross sports wagering revenue for each of the first five years of wagering operations on a best, average, and worst, case basis. The studies and information provided should include:

- a. Projected figures for sports wagering revenue and methodology used to arrive at these projections
- b. Projected figures for any non-sports wagering revenue and methodology used to arrive at these projections
- c. Projected figures for all tax revenue to the Commonwealth and methodology used to arrive at these projections
- d. Profitability of sports wagering operation (in-person & mobile) in other jurisdictions where the applicant is licensed
- e. History of operating performance versus revenue projections for the last five years for other jurisdictions where the platform is licensed – *includes documentation outlining the applicant's record of success or failure in meeting the performance objectives*
- f. Description of methods to ensure that revenues are maximized within the Commonwealth
- g. Description of plans to compete with other nearby jurisdictions and to market to Massachusetts patrons

C.3 CONSTRUCTION – GAMING ESTABLISHMENTS (for Category 1 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures

Applicant: _____

- e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events
- g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- h. Number and location(s) of ticket window(s)
- i. Number and location(s) of wagering kiosk(s)
- j. Location and display format for all wagers, available to the public
- k. Location of posting of house rules
- l. *If applicable* – description regarding any proposal of providing food, beverages, and other concessions to patrons

C.4 CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY (Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (*address*)
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
- d. Approximate square footage of the sports wagering area
- e. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- f. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- g. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering-related events
- h. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- i. Number and location(s) of ticket window(s)
- j. Number and location(s) of wagering kiosk(s)
- k. Location and display format for all wagers, available to the public
- l. Location of posting of house rules
- m. *If applicable* – description regarding any proposal of providing food, beverages, and other concessions to patrons

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment
- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

C.5 COMMUNITY ENGAGEMENT

Provide a thorough description of how the Applicant will contribute to economic & business development, tourism & community relations, and the promotion of charitable causes in the Commonwealth. Including:

Applicant: _____

- a. Creating partnerships for any community, economic development, and tourism opportunities with local or regional entities including but not limited to the Massachusetts Office of Business Development, Chambers of Commerce, Regional Tourism Councils, and the Massachusetts Marketing Partnership
- b. Plans, measures, and steps the applicant intends to take to avoid any negative impact on the revenues currently generated by the Massachusetts State Lottery, including cross-marketing strategies and increasing ticket sales
- c. Promoting local businesses, including restaurants, hotels, and retail outlets
- d. Cross-marketing with live entertainment venues and/or attractions
- e. Supporting any community enhancements being incorporated at the local level
- f. Highlighting unique business and marketing strategies to draw new revenues from new customers

SECTION D: DIVERSITY, EQUITY, & INCLUSION

D.1 DIVERSITY, EQUITY, & INCLUSION – WORKFORCE

Provide a thorough description of the applicant’s willingness to foster racial, ethnic, and gender diversity, equity, and inclusion, within their workforce, both at the corporate level and the proposed entity within the Commonwealth. The information must include:

- a. Applicant’s current diversity, equity, and inclusion team – *please include the name and title of those individuals currently identified as part of the diversity, equity, and inclusion staff/team, as well as a copy of their location on the applicant’s organizational chart*
- b. Applicant’s workforce diversity, equity, and inclusion policy
- c. Workforce demographics, demonstrating the applicant’s current workforce diversity
- d. Efforts to be made to cultivate workforce diversity, equity, and inclusion by identifying, recruiting, and hiring minorities, women, persons with disabilities, and veterans
- e. Memberships and/or intentions for joining any local, regional, state, and/or national organizations committed to the development and promotion of diversity, equity, and inclusion initiatives

D.2 DIVERSITY, EQUITY, & INCLUSION - SUPPLIER SPEND

Provide a thorough description of the Applicant’s overall and specific goals, applicable to the total dollar amount of contracts, for the utilization of:

- a. Minority-owned business enterprises
- b. Women-owned business enterprises
- c. Veteran-owned business enterprises

Please include how each of these enterprise groups will participate as:

- Contractors in the design and/or building of the sports wagering platform
- Vendors in the execution, maintenance, and/or support of the sports wagering platform
- Vendors in the provision of goods and services

D.3 DIVERSITY, EQUITY, & INCLUSION – CORPORATE STRUCTURE

Provide a thorough description of the Applicant’s commitment to diversity, equity, and inclusion initiatives in the Commonwealth. This should include:

- a. The makeup of the Applicant’s ownership, leadership, and governance structure, – *including minorities, women, and veterans in positions of leadership throughout the corporate structure*
- a. How the Applicant intends to create joint ventures with corporate partners and/or partnerships with local or regional entities, including but not limited to programs, non-profit organizations, and agencies, dedicated to establishing a welcoming and inclusive experience for all patrons, users, and employees in the Commonwealth

SECTION E: RESPONSIBLE GAMING**E.1 RESPONSIBLE GAMING POLICIES**

Referencing the following documents:

- [MGC Responsible Gaming Framework](#)
- [Applying Principles of the Massachusetts Responsible Gaming Framework to Sports Wagering Policy & Practice](#)
- [GameSense Logic Model](#)
- [Responsible Gaming Considerations for Gambling Advertising](#)

Provide a proposed responsible gaming plan draft that, at a minimum, incorporates policies and tactics for the following key strategies:

- a. Commitment to corporate social responsibility
- b. Support positive play
- c. Promote public health and safety
- d. Ensure responsible advertising and marketing
- e. Manage high-risk financial transactions
- f. Engage the community
- g. Commitment to improvement and reporting

E.2 ADVERTISING & PROMOTIONAL PLANS

Provide a thorough description of the Applicant's ability to demonstrate the advertising, marketing, and promotional efforts to be made in the Commonwealth. Information should include:

- a. Estimated marketing budget in the Commonwealth
- b. Promotion and player loyalty programs
- c. Advertising plans – *must include information for any third-party marketing firm applicant plans to partner with for advertising in the Commonwealth*
- d. Measures to ensure that marketing reaches the target audience and not underage or vulnerable populations
- e. Player acquisition models – *specify minimum age to participate*
- f. Plans to incorporate responsible gaming and problem gambling information
- g. Strategies for converting those customers wagering via unlicensed or illegal means to wagering legally in the Commonwealth
- h. Examples of marketing, advertising, and promotional materials/activities recently used in other jurisdictions

E.3 HISTORY OF DEMONSTRATED COMMITMENT

Provide a thorough description of the policies and procedures that the applicant has adopted to:

- a. Promote responsible gaming within the gaming establishment or mobile application and in the community
- b. Assist patrons and users that are experiencing gambling-related harm
- c. Cooperate and support any government or regulatory agencies to promote responsible gaming and/or mitigate gambling-related harm
- d. List any membership or partnership with an agency or organization whose mission is in whole, or part, dedicated to responsible gaming or problem gambling
- e. List any awards or recognition the applicant has received, related to efforts to promote responsible gaming, or mitigating gambling-related harms
- f. List any fines, violations, citations, and/or corrective action required by the applicant in response to insufficient or improper policies, procedures, operations, advertising/marketing, and/or any other business related to sports wagering or other gambling enterprises

SECTION F: TECHNOLOGY**F.1 GEOFENCING**

Applicant: _____

Provide a thorough description of how the applicant will ensure that authorized users placing online sports wagers on their platform are geographically located in the Commonwealth of Massachusetts. This information must include:

- a. Which geolocation system(s) will be utilized to reasonably detect the physical location of an authorized user attempting to place a wager on the platform
- b. How the system will:
 1. Accurately detect the physical location of an authorized user attempting to access or place a wager on the platform through accurate location data sources (Wi-Fi, GSM, GPS)
 2. Block or deny unauthorized attempts to access the platform, or place a wager, from outside of the Commonwealth
 3. Update the IP address and physical location if they change while the user is active on the platform
 4. Identify attempts to circumvent the requirement to be physically located in the Commonwealth
- c. How the applicant will log information received from the system
- d. How the applicant will report the information received from the system to the Commission

F.2 KNOW YOUR CUSTOMER

Provide a thorough description of how the Applicant will ensure the verification of information provided by users opening a new account on the platform.

1. Ensure the integrity of the user's account information
2. Ensure the integrity of a user's device if it indicates tampering or suspicious activity
3. Notify the applicant of potential risks or fraudulent activity

F.3 TECHNOLOGICAL EXPERTISE AND RELIABILITY

Provide a thorough description of how the Applicant will ensure the security, sustainability, and reliability of the following items:

- a. Wager acceptance
- b. Systems for monitoring structured wagers, real-time data feed, and any unusual or suspicious wagering activity
- c. Description, location, and periodic testing of servers
- d. Security of servers, applications, and communications networks
- e. Security of patron personal and wagering information
- f. Integrity monitoring and reporting, including any current affiliations related to integrity monitoring

SECTION G: SUITABILITY

G.1 SUITABILITY – CORPORATE INTEGRITY

Applicants must also complete and submit the following documents, before any suitability investigations or background checks will commence:

- [Massachusetts Gaming Commission Business Entity Disclosure Form](#)
- a. Joint Venture Agreements for the implementation of a sports wagering operation:
 1. Other Applicants
 2. Businesses
 3. Contractors
 4. Vendors

G.2 SUITABILITY - INDIVIDUAL QUALIFIER INTEGRITY

Any Key Persons or Employees associated with an applicant must also complete and submit the following documents, before any suitability investigations or background checks will commence:

- [Massachusetts Gaming Commission Multi-Jurisdictional Personal History Disclosure Form](#)

- [Massachusetts Gaming Commission Supplemental Form](#)

G.3 FINANCIAL STABILITY & INTEGRITY

Please provide the following documents, for the last five (5) fiscal years and through the date of the application:

- b.** Documentation demonstrating the financing structure and plan for the proposal, including all sources of capital. *Please include current capital commitments, as well as plan and timing for meeting future capital needs*
- c.** A detailed budget of the proposal cost, including any construction, design, legal and professional, consulting, and all other developmental fees. *Also identify all other pre-launch costs, including training, marketing, and initial startup capital*
- d.** An analysis, including best, worst, and average case scenarios, that demonstrates the applicant's plan and capacity for accommodating steep downturns in revenues, and provides examples of those plans and strategies that have been successful in other jurisdictions
- e.** What are the Applicant's annual liquidity, leverage, and profitability ratios, including current ratio, debt-to-equity ratio, and gross/net margin ratios?
- f.** Information pertaining to contracts, loan agreements, and/or commitments that the applicant has breached or defaulted on during the last ten years. *Provide information for any lawsuit, administrative proceeding, or another proceeding that occurred as a result of the breach or default*
- g.** A description of any administrative or judicial proceeding, during the last ten years, in which the applicant or any entity that owns 5%, or greater share, was found to have violated a statute or regulation governing its operation
- h.** Any bankruptcy filings made, or proceedings commenced, for any entities owned or controlled by the applicant and any entity owning a 5% or greater share of the applicant
- i.** Any financing amounts or ownership interests that are anticipated to come from minorities, women, and/or disadvantaged businesses. *If the applicant, or any portion of the applicant, is a public company, it is not necessary to list shareholders*
- j.** Examples and/or narratives that substantiate the applicant's understanding of and experience with Internal Controls.

G.4 COMPLIANCE

Provide the following information on whether the applicant or its Key Persons has ever:

- a.** Been employed by the Massachusetts Gaming Commission
- b.** Possessed a gaming license (casino, video gaming, charitable games, lottery, pari-mutuel, sports wagering, etc.) issued by any jurisdiction – *if so, please provide a copy of each license*
- c.** Held or holds a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth
- d.** Withdrawn a gaming license application, in any jurisdiction – *if so, please submit a detailed description of each withdrawal*
- e.** Been denied a gaming-related license or finding of suitability, in any jurisdiction – *if so, submit a detailed statement describing the denial and/or related findings*
- f.** Had a gaming license suspended, in any jurisdiction – *if so, include a detailed statement regarding each suspension*
- g.** Had a gaming license revoked, in any jurisdiction, or has had disciplinary action initiated to revoke a license – *if so, submit a detailed description of each revocation or action initiated*
- h.** Had a gaming license non-renewed or considered for non-renewal, in any jurisdiction – *if so, provide a detailed description of the circumstances*
- i.** Been found unsuitable gaming license non-renewed or considered for non-renewal, in any jurisdiction – *if so, provide a detailed description of the circumstances*

Applicant: _____

SIGNATURE FORMS

Applicant: _____

VERIFICATION AND AUTHENTICATION

The applicant, _____, hereby authorizes the Commission, the Executive Director of the Commission, the Investigations and Enforcement Bureau, and/or their respective designees to take all necessary and reasonable steps to verify and authenticate any information or materials submitted in conjunction with this application and agrees to fully cooperate in such an inquiry. Further, the applicant is aware that if any of the responses to any question in this application are determined to be false, or if they are misleading, the application may be denied. The applicant acknowledges its continuing duty to provide updated information and/or promptly notify the Commission of any changes to the information or materials, of which it becomes aware or should be aware, that were provided in response to any question in this application.

Name of Authorized Individual

Signature of Authorized Individual

Position with Applicant

Date

Applicant: _____

ATTESTATION

I, _____, on behalf of _____ hereby swear or affirm under the pains and penalties of perjury that the information contained in this Application form and all materials accompanying said form are true and accurate to the best of my knowledge and understanding; that I have reviewed the information contained in the Application form for accuracy; that I read and understand the questions and responses on the Application form; that any document accompanying this Application that is not an original document is a true copy of the original document; that I have read and understood all applicable provisions of 205 CMR and G.L. c.23N; that the applicant agrees to all terms, conditions, and obligations made applicable to all applicants for a sports wagering operator license; that in the event that the applicant is awarded an operator license it agrees to all obligations, terms, and conditions imposed upon a successful applicant; and that I am authorized to submit this application on behalf of the applicant.

Name of Authorized Individual

Signature of Authorized Individual

Position with Applicant

Date

Applicant: _____

WAIVER OF LIABILITY

_____ hereby holds the Commonwealth of Massachusetts and its instrumentalities and agents, including but not limited to the Massachusetts Gaming Commission and its agents, representatives and employees harmless, both individually and collectively, from any and all claims of liability for damages of whatever kind, resulting at any time from any disclosure or publication of information acquired during the application process or the use of any information provided in furtherance of this application.

Name of Authorized Individual

Signature of Authorized Individual

Position with Applicant

Date



Applicant: Encore Boston Harbor

Section B: Sports Wagering Experience & Expertise

B.1 APPLICANT’S ABILITY TO OFFER SPORTS WAGERING IN THE COMMONWEALTH

a. Background in sports wagering.

Wynn MA, LLC relies on the extensive experience of its affiliates to develop and launch a successful sports wagering operation at Encore Boston Harbor.

WynnBET is the US-facing operating subsidiary of Wynn Interactive Ltd, the majority-owned and controlled digital gaming division of Wynn Resorts, Limited (“Wynn Resorts”). Wynn Resorts is the publicly traded owner and preeminent developer of internationally acclaimed, 5-star integrated gaming resorts: Wynn and Encore Las Vegas, Encore Boston Harbor, Wynn Macau, and Wynn Palace (in Macau), with additional properties in the pipeline. Wynn Resorts is widely respected in the global resort industry for its operating excellence, its innovation with respect to guest experience, and its commitment to its employees and the communities in which it operates.

Wynn Resorts also has an extensive history of operating regulated sports betting, including online sports betting in Nevada. Wynn Resorts has operated one of the Las Vegas Strip’s most successful retail sports books since it opened in 2005. Following a major renovation in 2017, the Wynn Las Vegas sports book is widely considered best-in-class, generating well over [REDACTED] in annual wagers. Wynn Las Vegas is a leading event wagering destination, generating [REDACTED] of total sports betting handle on the Las Vegas Strip despite only having [REDACTED] of room count and [REDACTED] of gaming positions.

WynnBET brings a wealth of experience and expertise in regulated online sports betting. WynnBET has well established sports betting operations in Arizona, Nevada, Colorado, Indiana, Michigan, New Jersey, Tennessee, Virginia, and Louisiana. WynnBET anticipates near term launches in [REDACTED].

The experience and track record of WynnBET’s online and mobile sports betting leadership team is built around the extensive background of its leading executives. Collectively, they have decades of combined digital gaming experience, building and running some of the industry’s leading companies.

Ian Williams, President of WynnBET, is a 20-year gaming industry veteran. He joined WynnBET as its Chief Operating Officer in 2021 and later became President. His experience includes serving as President of Online Gaming for Churchill Downs, where he launched their real money digital

platforms and grew their online handle every year of his tenure. He also held leadership roles at other online gaming companies, including William Hill, and founded successful online businesses, including Thistle Gaming.

Sadok Kohen, Wynn Interactive Ltd. board member and Chief Product Officer, has two decades of experience in digital sports betting, previously serving as Head of Innovation at Bwin.Party Digital Entertainment prior to founding BetBull.

Craig Billings, CEO of Wynn Resorts, Wynn Interactive, and WynnBET, previously built a multi-billion dollar digital gaming business from a small foundation. Mr. Billings is a digital games marketing and retention expert who sits on the board of Applovin and was formerly Chairman of NYX Gaming Group, owner of OpenBet.

When PASPA was overturned in 2018, Wynn Resorts set out to develop a premium, differentiated mobile sports betting product and service offering by pairing state-of-the-art mobile technology with world class customer service. WynnBET's goal is to delight the mobile sports betting customer in every facet of their experience. WynnBET's ambition is to build WynnBET into a major player in the online sports betting business, leveraging the strength of Wynn Resort's reputation and premium brand positioning alongside an innovative, best-in-class mobile sports betting product. WynnBET is now making significant investment towards its growth goals [REDACTED].

WynnBET's expertise in operating mobile sports wagering can best be summarized across these key areas:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
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[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

WynnBET is an experienced operator with extensive, proven expertise operating online gaming and sports betting in the U.S. [REDACTED]
[REDACTED]
[REDACTED]

Section B: Sports Wagering Experience & Expertise

B.1 APPLICANT'S ABILITY TO OFFER SPORTS WAGERING IN THE COMMONWEALTH

b. Experience and licensure in other jurisdictions with sports wagering.

Wynn MA, LLC relies on the extensive experience of its parent company and affiliates to develop and launch a successful sports wagering operation at Encore Boston Harbor.

The following is a summary of WynnBET's gaming and sports wagering licenses:

- **Arizona:** WynnBET went live in September 2021 with mobile and Internet sports betting. Market access was secured through the [REDACTED]. WynnBET has registered nearly [REDACTED] patrons, nearly [REDACTED] in settled betting turnover and over [REDACTED] current users.
- **New Jersey:** WynnBET went live in New Jersey in August 2020 after receiving licensing and platform certification from the New Jersey Division of Gaming Enforcement for online casino and sports betting. WynnBET has registered nearly [REDACTED] patrons and generated nearly [REDACTED] [REDACTED] in settled online casino and sports betting turnover. WynnBET has approximately [REDACTED] monthly users. Its market access was secured via [REDACTED].
- **Colorado:** WynnBET went live in Colorado in late December 2020 upon receiving licensure from the Colorado Division of Gaming and BMM certification of its platform. WynnBET has registered nearly [REDACTED] users and generated nearly [REDACTED] in settled betting turnover, with over 1,800 monthly users. Its market access was secured through [REDACTED].
- **Virginia:** WynnBET went live in Virginia in early March 2021 after being awarded licensure in a competitive selection process by the Virginia Lottery in partnership with NASCAR. WynnBET has registered over [REDACTED] patrons, generated over [REDACTED] in settled betting turnover and nearly [REDACTED] monthly users.
- **Indiana:** WynnBET went live in Indiana in early April 2021 upon receiving licensure from the Indiana Gaming Commission. WynnBET has registered over [REDACTED] patrons and generated nearly [REDACTED] in settled betting turnover, with over [REDACTED] monthly users. Its market access was secured through [REDACTED].
- **Tennessee:** WynnBET went live in Tennessee in late April 2021 after a licensing application and review process with the Tennessee Education Lottery. WynnBET has

registered over [REDACTED] patrons and generated over [REDACTED] in betting turnover, with nearly [REDACTED] monthly users.

- **Michigan:** WynnBET went live in January 2021. WynnBET has generated over [REDACTED] in total settled betting turnover with nearly [REDACTED] registered players and over [REDACTED] monthly users due to strong market position in online casino. Market access was secured through the [REDACTED].
- **New York:** WynnBET launched in February 2022, after receiving a highly coveted license in New York state, through a competitive bid process. WynnBET's results to date largely reflect the core strength of its brand, without significant brand marketing expense. To date, WynnBET has registered nearly [REDACTED] customers, generated [REDACTED] in settled betting turnover with nearly [REDACTED] monthly users.
- **Louisiana:** WynnBET launched in February 2022 and maintains a steady position in Louisiana. Its market access was secured through [REDACTED]. To date, WynnBET has registered over [REDACTED] patrons and generated [REDACTED] in settled betting turnover, with [REDACTED] monthly users.

WynnBET expects to launch in more U.S. states and Canadian provinces, upon completion of requisite processes. WynnBET is currently going through the regulatory review process in [REDACTED]. It has also secured market access, subject to legalization and/or licensing in [REDACTED]. [REDACTED] are open application states and WynnBET has planned for market entry in the future.



Applicant: Encore Boston Harbor

Section B: Sports Wagering Experience & Expertise

B.1 APPLICANT'S ABILITY TO OFFER SPORTS WAGERING IN THE COMMONWEALTH

c. Plans to offer the platform in coordination with other applicants or person.

WSI US, LLC is providing advisory services to Wynn MA, LLC for retail sports betting.



Applicant: Encore Boston Harbor

Section B: Sports Wagering Experience & Expertise

B.1 APPLICANT'S ABILITY TO OFFER SPORTS WAGERING IN THE COMMONWEALTH

d. Intention to limit participation in any allowable sports events.

Wynn MA, LLC does not intend to limit participation in any allowable sports event.

Section B: Sports Wagering Experience & Expertise

B.2 SPORTS WAGERING EXPERIENCE – DESCRIPTION OF SPORTS WAGERING OPERATION

a. Description of the customer experience, including options, promotions, and offers.

Encore Boston Harbor remains committed to providing the best customer experience possible for all Encore Boston Harbor guests, including its sports wagering guests. We are anticipating a heavy volume of customers given Massachusetts' reputation as one of the leading sports meccas in the world. The optimization of kiosk layout is an important aspect of the guest experience and satisfaction. We have carefully analyzed the different segments of sports wagering guests to determine the appropriate number of kiosks, traffic flow, and segmented playing areas.

With that in mind, sports wagering will be offered in the following locations throughout Encore Boston Harbor to ensure the best customer experience possible.

1. **WynnBET Sportsbook:** Our flagship venue includes ten (10) betting windows and twenty-nine (29) betting kiosks. We anticipate that this venue will be one of the most popular destinations in New England for those who want a place to watch the game after placing their bet. There are over seventy (70) televisions to complement the state-of-the-art 10-foot-high, 123-foot-long video wall. The video wall is capable of showing sixteen (16) sporting games at once.
2. **WynnBET Sports Kiosk Room:** This location is conveniently located on the main casino floor directly next to Wynn Rewards. Our plans call for thirty-two (32) betting kiosks to be available in this area.
3. **B1 Express Sportsbook:** Given that Encore Boston Harbor will open as Greater Boston area's only legal option to place a sports wager until the launch of mobile and category 2 venues, subject to the approval of the Massachusetts Gaming Commission, we are preparing a convenient and quick way for sports wagerers to place their wager without having to enter the casino. The B1 Express Sportsbook, to be located in the parking garage, would include twenty-three (23) sports betting kiosks with convenient 15-minute parking. This "Express Sportsbook" will enable guests to place their wager quickly and then watch the game in the comfort of their own home.
4. **On Deck:** We intend to place seven (7) sports kiosks in our sports bar and grill located on the second floor. This sports bar features classic American home style favorites and comfort food while offering guests a comfortable option to watch one of dozens of high-

definition big screen televisions. In addition, Memoire, our nightclub, is located directly across from On Deck. On anticipated heavy sports betting days (e.g., NFL Sunday's), Memoire may be utilized for guests to watch games.

5. **Promo Room:** In anticipation that some of our guests may be new to sports betting, we intend to staff our Promo Room with employees who can help inform and educate guests on sports betting basics.
6. **The Loft:** With the poker room back at full capacity, poker players interested in sports betting will be able to place their wagers on one of three WynnBET Sports Kiosks conveniently located near the designated poker space.
7. **High Limit Slots:** Designated for our high-end customers, these betting kiosks will be tucked away near the entrance of our Black Tier lounge.
8. **Salon Prive:** For the guests who utilize our private gaming areas, we will offer sports wagering kiosks in private gaming salons.

Upon the launch of sports betting, team members and Wynn Rewards staff will be located at every entrance of the resort to greet our sports wagering guests and to direct them to location that best suits their individual needs – whether to place a quick bet, sit and view the game, place multiple bets during the game, etc. Signage will be prominently displayed throughout Encore Boston Harbor to help direct guests to the sports wagering location that best suits their individual needs.

Encore Boston Harbor, in partnership with WynnBET, will also offer a feature called “Bring Your Own Device.” This feature will allow guests to visit a weblink where they can fill out their desired bet and receive a QR code. The QR code can then be scanned at one of our sports betting kiosks and the bet will instantly pop up. This feature will allow guests to have sufficient time to consider their wagers carefully prior to placing them, without the pressure of other guests waiting to use the kiosks.

BRING YOUR OWN DEVICE

THE FASTEST WAY TO WAGER

- 1 CREATE YOUR WAGER**
at byod.wynnbet.com
- 2 SCAN QR CODE**
at the kiosk
- 3 PLACE YOUR BET!**

Encore
BOSTON HARBOR
A WYNN RESORT

POWERED BY
WYNNBET
SPORTS

TERMS AND CONDITIONS AT WWW.WYNNBET.COM. MUST BE 21 OR OLDER TO PARTICIPATE. ONLY AVAILABLE IN AZ, CO, IL, IN, MI, NJ, TN, VA, NY AND LA (LICENSE PENDING). IF YOU OR SOMEONE YOU KNOW HAS A GAMBLING PROBLEM, CALL 1-800-NOT-STEP (AZ), 1-800-522-4700 (CO), 1-800-9-WITH-IT (IL), 1-800-270-7177 (IN), 1-800-GAMBLER (NJ), 1-800-888-9778 (TN), 1-888-522-3600 (VA), 1-877-775-7847 (LA), 1-877-9-HOPEFUL OR TEXT HOPEFUL (LA/MI/NJ).

Encore Boston Harbor takes pride in its ability to adjust to guest demand and fully anticipates that corrections may be necessary to enhance our guest experience. Our team is poised to analyze the customer experience and to quickly and effectively make any required improvements to our operation.



Applicant: Encore Boston Harbor

Section B: Sports Wagering Experience & Expertise

B.2 SPORTS WAGERING EXPERIENCE – DESCRIPTION OF SPORTS WAGERING OPERATION

b. Overview of wagering activity.

Encore Boston Harbor has carefully considered a new segment of patrons interested in placing sports wagers and we have tailored our sports wagering options to meet their demands.

Our WynnBET Sports Kiosks will be available to guests 24 hours a day and seven days a week. Our live betting windows are currently slated to be open from 9 a.m. – Midnight. Those hours are subject to change based on demand.

Sports bettors will be able to place wagers on any sports available in the wagering catalog that is permitted by the Massachusetts Gaming Commission. The types of bets on available sports includes, but is not limited to, straight bets, moneyline betting, parlays, in-game betting, and teasers.



Applicant: Encore Boston Harbor

Section B: Sports Wagering Experience & Expertise

B.2 SPORTS WAGERING EXPERIENCE – DESCRIPTION OF SPORTS WAGERING OPERATION

c. Estimated volume of wagering activity (annually)

Our estimated annual handle is approximately [REDACTED].



Applicant: Encore Boston Harbor

Section B: Sports Wagering Experience & Expertise

B.2 SPORTS WAGERING EXPERIENCE – DESCRIPTION OF SPORTS WAGERING OPERATION

d. Estimated market share within each jurisdiction.

Wynn MA, LLC does not operate in any other jurisdiction.



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.1 EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

a. The number of current full-time and part-time employees within the Commonwealth.

As of September 30, 2022, Encore Boston Harbor has 3,479 employees of which 2,394 are full-time, and 1,085 are part-time.



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.1 EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

b. The number of current work locations within the Commonwealth.

With the exception of a few employees who work at our offsite warehouse location in Bolton, Massachusetts or at our recruitment center located at 3 Charlton in Everett, Massachusetts, all employees work at Encore Boston Harbor, located at One Broadway in Everett, Massachusetts.



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.1 EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

c. The number of proposed full-time and part-time positions that will be created within the Commonwealth.

We estimate that retail sports betting will require the addition of approximately 100 new positions at Encore Boston Harbor. Approximately, thirty percent (30%) of these positions would be part-time.



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.1 EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

d. The title, job description, salary, and benefits information for each of the proposed positions.

Position	Hourly/Salary	Payrate
Director - Sportsbook Operations	Salary	██████████
Manager - Sportsbook Operations	Salary	██████████
Red Card Representative - SE	Hourly	██████
Asst Shift Manager - Cashiers Cage	Salary	██████████
Lead Cashier - Cashiers Cage	Hourly	██████
Cashier - SE - Cashiers Cage	Hourly	██████
Security Officer - Level 1 - SE	Hourly	██████
Bartender - Tipped	Hourly	██████
Bartender - Tipped - SE	Hourly	██████
Apprentice Bartender	Hourly	██████
Apprentice Bartender -SE	Hourly	██████
Cocktail Server - SE	Hourly	██████
Bar Porter	Hourly	██████
Bar Porter - SE	Hourly	██████
Lead Hostess	Hourly	██████



Security Officer

POSITION SUMMARY

The Encore Boston Harbor Security Officer will be responsible for properly executing security duties on assigned shift, to adequately protect the life and property of guests, team members and the entire facility. The Security department is responsible for maintaining the safety and compliance of all Encore Boston Harbor guests and team members. This includes, but is not limited to: maintaining processes, scheduling, and supporting department team members and maximizing opportunities for departmental success; maintaining all Encore Standards; and ensuring excellent guest and team member experience.

JOB RESPONSIBILITIES:

- Ensures all Encore Boston Harbor core values and property and department standards are implemented and applied.
- Participates in short-and long-term departmental goals, objectives, policies, and operating procedures; monitors and evaluates operational effectiveness; effects changes required for improvement. Identifies key drivers of success.
- Actively contributes to the departmental performance, and the accuracy, confidentiality, and thoroughness of departmental policies and procedures; records and reports.
- Verifies that all applicable internal policies, federal and state laws, rules, regulations and controls property wide are enforced within the department.
- Delivers and maintains a Forbes standard level of property-wide service and satisfaction.
- Contributes to company-wide communication and best practices.
- Keeps informed of all new developments within the department.
- Manages multiple priorities simultaneously and meets deadlines, often in stressful and high-pressure situations.
- Escorts and observes guests and team members to ensure their safety and protection; identifies potential safety hazards and report same to the appropriate individual, for proper resolution.
- Monitors and patrols assigned areas to provide a safe environment for guests and team members.
- Minimizes opportunities for loss or damage, anticipating potential problems, reacting to disturbances and prohibited conduct.
- Becomes familiar with hazardous materials used on property, and all applicable laws, rules and regulations governing same.
- Responds to emergency situations, and/or relays critical information via radio to coordinate solutions to same; informs outside agencies, at the direction of Shift Management, of any unusual or suspicious situations on property.
- Maintains a working knowledge of the facilities, as well as special events on property, in order to advise guests and fellow team members of same, whenever possible.
- Ensures safe transportation of moneys; assisting in the opening and closing of the gaming tables.
- Responds to emergency situations as needed.
- Interacts with guests and team members in a positive, professional manner.
- Facilitates the flow of information throughout the property, by attending regularly scheduled departmental meetings.
- Maintains a series of keys, accessing locked areas as necessary.

- Accepts identification from all persons who appear to be under the age of twenty-one, to ensure compliance with state and federal gaming regulations.
- Must maintain confidentiality of guest information and pertinent hotel and gaming data.
- Works with safety as a priority, and follows department and company safety standards.
- Maintains relevant knowledge of industry through continuing education and training.
- Performs any other job-related duties as assigned.

JOB REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each job responsibility satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Age, Gaming and Certifications:

21 years of age or above.

Will be required to obtain and maintain registration or a license issued by the Massachusetts Gaming Commission.

Education and/or Experience:

High school or equivalent degree required. Bachelor's Degree in a related field or equivalent experience preferred.

Previous Guest Relations Experience preferred.

Military, Security, Law Enforcement or customer service experience with a minimum of 3 years in the hotel/casino industry is preferred.

Requires general computer skills and basic knowledge of Microsoft Office.

Must possess outstanding organizational, interpersonal, and administrative skills, as well as excellent attention to detail.

Fluent knowledge of chemicals, SDS personal protection equipment, sanitation, and OSHA guidelines required.

Language Skills:

Ability to read, analyze, and interpret documents, such as policy and procedure manuals, maintenance instructions, and other related documents. Ability to respond to common inquiries from other employees or guests. Fluency in English required, second language a plus. Ability to understand detailed instructions and correspondence. Ability to effectively present information in one-on-one and group situations.

Mathematical Skills & Reasoning Ability:

Ability to compute basic mathematical calculations. Ability to decipher various reports and maintain reports upon request.

Physical Demands:

The physical demands described here are representative of those that must be met by the Team Member to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to talk and hear. The employee is also regularly required to stand, walk, sit, and use hands to finger, handle, or feel objects, tools or controls. The employee is occasionally required to reach with hands and arms, and to sit, climb or balance, and stoop, stretch, bend, kneel, crouch, or crawl.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Essential responsibilities include moderate physical ability such as lift or maneuver at least fifty (50) pounds, and varied instances of standing/walking.

Work Environment:

The work environment characteristics described here are representative of those that exist while Team Members are performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The noise level in the work environment is typically moderate. When on the property, the noise level increases to loud. Must be able to interact with internal and external guests in a professional manner.
- Due to the unpredictable nature of the hospitality/entertainment industry, Team Members must be able to work varying-schedules to reflect the business needs of the property.
- Team members may be expected to work outside and may be subject to all weather conditions and subject to varying levels of cold, heat, humidity, precipitation, wind, noise, and vibration. Work may be performed in and or around electrically or mechanically energized equipment. May be required to work in elevated places on ladders, lifts, catwalks, and staging inside and outside of the building. Proper precautions and procedures must be taken including the use of appropriate Personal Protection Equipment (PPE).

Sports Book Director

POSITION SUMMARY

The Encore Boston Harbor Sports Book Director is responsible for all aspects of the sports operation. The Director is responsible for ensuring that all tasks are carried out in an efficient, cost effective manner. These duties include, but are not limited to, setting wagering lines, monitoring all wagering activity in the Sports Book, marketing the operation, and carrying out all other goals and objectives determined in conjunction with executive management. This position will report to the Vice President of Casino Operations and will be accountable for the financial performance and daily operation of the sports department. Responsibilities include but are not limited to: implementing the sports strategy and ensuring alignment with overall Encore Boston Harbor strategy; maximizing opportunities for departmental and company success; maintaining all Encore Standards; and ensuring excellent guest and team member experience.

JOB RESPONSIBILITIES:

- Oversees the day to day management of all sports operations.
- Maintains strong working knowledge of local jurisdiction gaming laws (federal, state, compact, etc.) and attendant regulations, as well as internal controls policies, and procedures.
- Ensures optimal operational efficiency with continual contact and walk through observation of all areas of responsibility.
- Ensures all equipment in the sports area is in good working condition and that repairs are carried out efficiently.
- Partners with purchasing for the acquisition of stock, supplies, materials, components and gaming equipment needed.
- Oversees the sports operations and training teams to ensure efficient staffing and team member development training.
- Ensures all Encore Boston Harbor core values and property and department standards are implemented and applied.
 - care about everyone and everything
 - show never ending attention to detail
 - take responsibility; don't leave it to others
 - always strive to be better
- Implements short-and long-term departmental goals, objectives, policies, and operating procedures; monitors and evaluates operational effectiveness; effects changes required for improvement. Identifies key drivers of success.
- Held accountable for departmental performance, and the accuracy, confidentiality, and thoroughness of departmental policies and procedures; records and reports.
- Oversees the performance of team members under his/her area of responsibility.
- Monitors all activities of the department to ensure that all applicable internal policies, federal and state laws, rules, regulations and controls property wide are enforced.
- Administers departmental operating budget and financial controls. Responsible for financial planning, forecast, labor, and payroll for areas of responsibility.
- Ensures department delivers and maintains a maximum level of property-wide service and satisfaction.

- Facilitates communication throughout the property by organizing and presiding over regularly scheduled meetings with all team members within the department and with other departments as appropriate to ensure property wide communication.
- Oversees all hiring, performance management, and employee engagement within the department. Provides training opportunities, constructive and positive feedback at all levels. Creates a motivating environment.
- Keeps informed of all new developments within the department and makes recommendations designed to maximize department and company success.
- Effectively manages internal and external guest relations, some of which will require levels of patience, tact and diplomacy. Responsible for addressing guest and team member issues as appropriate.
- Manages multiple priorities simultaneously and meets deadlines, often in stressful and high-pressure situations.
- Must have the ability to promote positive, fair, and ethical relations with all team member, with all Encore contractors, and in all interactions within the Host and Surrounding communities, as an ambassador of the Encore brand.
- Works with safety as a priority, and follows department and company safety standards.
- Maintains relevant knowledge of industry through continuing education and training.
- Performs any other job-related duties as assigned.

JOB REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each job responsibility satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Age, Gaming and Certifications:

21 years of age or above.

Will be required to obtain and maintain Key Standard license issued by the Massachusetts Gaming Commission.

Education and/or Experience:

Bachelor's Degree or above in a related field or equivalent experience preferred.

Minimum 8 years of casino experience, 5 years in a leadership role required.

Minimum of 4 years Sports Book management experience required

Working knowledge of all casino sports required.

Requires strong computer skills and proficiency in Microsoft Office.

Candidate must have experience with planning and project management.

Must possess outstanding organizational, interpersonal, and administrative skills, as well as excellent attention to detail.

Knowledge of union as well as non-union working environments preferred.

Language Skills:

Ability to read, analyze, and interpret documents, such as policy and procedure manuals, maintenance instructions, and other related documents. Ability to respond to common inquiries from other employees or guests. Fluency in English required; second language a plus. Ability to write detailed instructions and correspondence. Ability to effectively present information in one-on-one and group situations.

Mathematical Skills & Reasoning Ability:

Ability to work with mathematical concepts such as probability and statistical inference. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations. Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to decipher various reports and create and maintain reports upon request.

Physical Demands:

The physical demands described here are representative of those that must be met by the Team Member to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to talk and hear. The employee is also regularly required to stand, walk, sit, and use hands to finger, handle, or feel objects, tools or controls. The employee is occasionally required to reach with hands and arms, and to sit, climb or balance, and stoop, stretch, bend, kneel, crouch, or crawl.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Essential responsibilities include moderate physical ability such as lift or maneuver at least thirty (30) pounds, and varied instances of standing/walking.

Work Environment:

The work environment characteristics described here are representative of those that exists while Team Members are performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The noise level in the work environment is typically moderate. When on the casino floor or some back of house areas, the noise level increases to loud. Must be able to interact with internal and external guests in a professional manner.
- Due to the unpredictable nature of the hospitality/entertainment industry, Team Members must be able to work varying-schedules to reflect the business needs of the property.
- Reliable, consistent, and punctual attendance is required.

Sports Book Manager

POSITION SUMMARY

The Encore Boston Harbor Sports Book Manager responsible for the efficient acceptance, monitoring, and adjusting of wagering transactions in the sportsbook. This includes but is not limited to; preparing departmental correspondence, various reports and analyses, coordinating Sports special events, company/departmental training giving direction and support to the department's supervisors, administrative operators, and writers, the development and management of the Sports training strategy and ensuring alignment with overall Encore Boston Harbor strategy; maximizing opportunities for departmental and company success; maintaining all Encore Standards; and ensuring excellent guest and team member experience.

JOB RESPONSIBILITIES:

- Designs and implements Sports training programs to encompass training of games dealing and compliance with jurisdictional gaming laws.
- Reviews analyses of operations, game protection, for ongoing training solutions.
- Provides recommendations and suggestions for the development and implementation of games training and certifications.
- Reviews achievements and opportunities within the Sports Department.
- Maintains strong working knowledge of local jurisdiction gaming laws (federal, state, compact, etc.) and attendant regulations, as well as internal controls policies, and procedures.
- Ensures optimal operational efficiency with continual contact and walk through observation of all areas of responsibility.
- Ensures Sports department complies with all federal and state regulations.
- Reviews and maintains processes and procedures for Sports staffing requirements.
- Supports the analyses of employee staffing operations to ensure effective and efficient operations.
- Implements recommendations and suggestions for the development and implementation workforce planning.
- Reviews and acknowledges achievements within the Sports Department.
- Ensures all Encore Boston Harbor core values and property and department standards are implemented and applied.
- Manage the execution of short-and long-term departmental goals, objectives, policies, and operating procedures; monitors and evaluates operational effectiveness; effects changes required for improvement. Identifies key drivers of success.
- Manages the departmental performance, and the accuracy, confidentiality, and thoroughness of departmental policies and procedures; records and reports.
- Manages the performance of team members under his/her area of responsibility.
- Monitors all activities of the department to ensure that all applicable internal policies, federal and state laws, rules, regulations and controls property wide are enforced.
- Ensures department delivers and maintains a maximum level of property-wide service and satisfaction.
- Facilitates communication throughout the property by organizing and presiding over regularly scheduled meetings with all team members within the department and with other departments as appropriate to ensure property wide communication.

- Responsible for hiring, performance management, and employee engagement within the department. Provides training opportunities, constructive and positive feedback at all levels. Creates a motivating environment.
- Keeps informed of all new developments within the department and makes recommendations designed to maximize department and company success.
- Effectively manages internal and external guest relations, some of which will require levels of patience, tact and diplomacy. Responsible for addressing guest and team member issues as appropriate.
- Manages multiple priorities simultaneously and meets deadlines, often in stressful and high-pressure situations.
- Must have the ability to promote positive, fair, and ethical relations with all team member, with all Encore contractors, and in all interactions within the Host and Surrounding communities, as an ambassador of the Encore brand.
- Works with safety as a priority and follows department and company safety standards.
- Maintains relevant knowledge of industry through continuing education and training.
- Performs any other job-related duties as assigned.

JOB REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each job responsibility satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Age, Gaming and Certifications:

21 years of age or above.

Will be required to obtain and maintain a Gaming Level license issued by the Massachusetts Gaming Commission.

Education and/or Experience:

High school degree or equivalent required. Bachelor's Degree in a related field or equivalent experience preferred.

Minimum 5 years of casino experience required

Minimum 2 years of Sports Book Management required

Requires strong computer skills and proficiency in Microsoft Office.

Candidate must have experience with planning and project management.

Must possess outstanding organizational, interpersonal, and administrative skills, as well as excellent attention to detail.

Language Skills:

Ability to read, analyze, and interpret documents, such as policy and procedure manuals, maintenance instructions, and other related documents. Ability to respond to common inquiries from other employees or guests. Fluency in English required, second language a plus. Ability to write detailed instructions and correspondence. Ability to effectively present information in one-on-one and group situations.

Mathematical Skills & Reasoning Ability:

Ability to work with mathematical concepts such as probability and statistical inference. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations. Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to decipher various reports and create and maintain reports upon request.

Physical Demands:

The physical demands described here are representative of those that must be met by the Team Member to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to talk and hear. The employee is also regularly required to stand, walk, sit, and use hands to finger, handle, or feel objects, tools or controls. The employee is occasionally required to reach with hands and arms, and to sit, climb or balance, and stoop, stretch, bend, kneel, crouch, or crawl.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Essential responsibilities include moderate physical ability such as lift or maneuver at least thirty (30) pounds, and varied instances of standing/walking.

Work Environment:

The work environment characteristics described here are representative of those that exists while Team Members are performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The noise level in the work environment is typically moderate. When on the casino floor or some back of house areas, the noise level increases to loud. Must be able to interact with internal and external guests in a professional manner.
- Due to the unpredictable nature of the hospitality/entertainment industry, Team Members must be able to work varying-schedules to reflect the business needs of the property.
- Reliable, consistent, and punctual attendance is required.

Position #00009737;00009660;00010277;
;00009805;00010148;00009821;00009849;
00009858;00010345;00009876;00010362;
00009889;00010370; 00010953; 00010594;00009838
Original Submission Date: 9/28/2018
Resubmission Date: 12/30/2021



Apprentice Bartender

POSITION SUMMARY

The Encore Boston Harbor Apprentice Bartender will be responsible for working with and supporting the Bartender in the preparation of beverages and where appropriate, service of food items to guests dining at bar counters. This position requires a strong knowledge of beer, wine, champagne, liquor, and preparation of mixed drinks as well as an understanding of garnish preparations, health and sanitation standards. This includes, but is not limited to: fulfilling job responsibilities to support the department and maximizing opportunities for success; maintaining all Encore Standards; and ensuring excellent guest and team member experience.

JOB RESPONSIBILITIES:

- Ensures all Encore Boston Harbor core values and property and department standards are implemented and applied.
- Participates in short-and long-term departmental goals, objectives, policies, and operating procedures; monitors and evaluates operational effectiveness; effects changes required for improvement. Identifies key drivers of success.
- Actively contributes to departmental performance, and the accuracy, confidentiality, and thoroughness of departmental policies and procedures; records and reports.
- Follows that all applicable internal policies, federal and state laws, rules, regulations and property-wide controls are enforced within the department.
- Delivers and maintains a maximum level of property-wide service and satisfaction.
- Contributes to company-wide communication and best practices.
- Keeps informed of all new developments within the department.
- Balances multiple priorities simultaneously and meets deadlines, often in stressful and high-pressure situations.
- Assists with the setup and breakdown of the Bar before and after service.
- Helps to prepare garnish for beverage service.
- Assists with collection and transportation of dirty or soiled glassware.
- Polishes glassware for guest use.
- Cleans and maintains bar equipment and tools.
- Cleans and polishes guest facing elements of the bar, including decorative items.
- Delivers beverage service of high standard and in accordance with departmental standards and procedures.
- Where appropriate, assists with service of food to guests dining at bar counters.
- Communicates to his/her superior any difficulties, guest comments and other relevant information.
- Up-sells and regularly replenishes beverages, abiding by responsible alcohol service regulations
- Converses with Guests about alcoholic beverages, advising the types and styles of beverage, taking beverage orders and serving beverage.
- Promotes, sells, makes and presents cocktails
- Serves coffee and tea hot and in accordance with standard

Position #00009737;00009660;00010277;
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00009858;00010345;00009876;00010362;
00009889;00010370; 00010953; 00010594;00009838
Original Submission Date: 9/28/2018
Resubmission Date: 12/30/2021

- Advises guests on alcoholic beverages
- Complies with legal provisions of local liquor codes
- Assesses guest's intoxication level and takes appropriate action as needed
- Monitors factors which interfere with the total experience of the guest
- Maintains stock rotation in refrigerated and dry storage areas.
- Effectively operates the post-mix syrups bulk dispense system
- Operates the beer reticulation system
- Adheres to stock control procedures
- Professionally handles billing and payment of bills in compliance with established policies and procedures
- Strictly adheres to established policies and procedures with regard to the handling of payments, credit, house funds and shift hand over
- Works with safety as a priority, and follows department and company safety standards.
- Maintains relevant knowledge of industry through continuing education and training.
- Performs any other job-related duties as assigned.

JOB REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each job responsibility satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Age, Gaming and Certifications:

21 years of age or above.

Will be required to obtain and maintain registration or a license issued by the Massachusetts Gaming Commission.

Must be able to obtain and maintain any licensing or active work cards required, including but not limited to an alcohol awareness card.

Education and/or Experience:

High school degree or equivalent preferred.

Minimum 3 years working in a bar position preferred.

Outstanding organizational and interpersonal skills as well as excellent attention to detail.

Language Skills:

Ability to read, analyze, and interpret documents, such as policy and procedure manuals, maintenance instructions, and other related documents. Ability to respond to common inquiries from other employees or guests. Conversational English required, second language a plus.

Ability to write instructions. Ability to present information.

Mathematical Skills & Reasoning Ability:

Ability to compute basic mathematical calculations. Ability to decipher various reports and maintains reports upon request.

Physical Demands:

Position #00009737;00009660;00010277;
;00009805;00010148;00009821;00009849;
00009858;00010345;00009876;00010362;
00009889;00010370; 00010953; 00010594;00009838
Original Submission Date: 9/28/2018
Resubmission Date: 12/30/2021

The physical demands described here are representative of those that must be met by the Team Member to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to talk and hear. The employee is also regularly required to stand, walk, sit, and use hands to finger, handle, or feel objects, tools or controls. The employee is regularly required to reach with hands and arms, and to sit, climb or balance, and stoop, stretch, bend, kneel, crouch, or crawl.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Essential responsibilities include moderate physical ability such as lift or maneuver at least fifty (50) pounds, and varied instances of standing/walking.

Work Environment:

The work environment characteristics described here are representative of those that exists while Team Members are performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The noise level in the work environment is typically moderate. When on the kitchen floor or some back of house areas, the noise level increases to loud. Must be able to interact with internal and external guests in a professional manner.
- Due to the unpredictable nature of the hospitality/entertainment industry, Team Members must be able to work varying-schedules to reflect the business needs of the property.



Bar Porter

POSITION SUMMARY

The Encore Boston Harbor Bar Porter will be responsible for maintaining the cleanliness and sanitary conditions of bar and cocktail venues both in preparation for, during and after guest service. This includes, but is not limited to: fulfilling job responsibilities to support the department and maximizing opportunities for success; maintaining all Encore Standards; and ensuring excellent guest and team member experience.

JOB RESPONSIBILITIES:

- Ensures all Encore Boston Harbor core values and property and department standards are implemented and applied.
- Participates in short-and long-term departmental goals, objectives, policies, and operating procedures; monitors and evaluates operational effectiveness; effects changes required for improvement. Identifies key drivers of success.
- Actively contributes to departmental performance, and the accuracy, confidentiality, and thoroughness of departmental policies and procedures; records and reports.
- Follows that all applicable internal policies, federal and state laws, rules, regulations and property-wide controls are enforced within the department.
- Delivers and maintains a maximum level of property-wide service and satisfaction.
- Contributes to company-wide communication and best practices.
- Keeps informed of all new developments within the department.
- Balances multiple priorities simultaneously and meets deadlines, often in stressful and high-pressure situations.
- Assists with collection and transportation of dirty or soiled glassware.
- Polishes glassware for guest use.
- Cleans and maintains bar equipment and tools. Cleans and polishes guest facing elements of the bar, including decorative items.
- Empties trash receptacles.
- Cleans counters, tables, chairs and railings.
- Dusts furniture.
- Sweeps and mops floors.
- Empties dirty linen containers.
- Communicates politely and display courtesy to guests and internal customers.
- Communicates to his/her superior any difficulties, guest or internal customer comment and other relevant information.
- Attends and participates in daily briefings and other meetings as scheduled.
- Prepares in advance material and equipment needed for the shift.
- Cleans and re-sets his/her working area.
- Works with safety as a priority, and follows department and company safety standards.
- Maintains relevant knowledge of industry through continuing education and training.
- Performs any other job-related duties as assigned.

JOB REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each job responsibility satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or

ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Age, Gaming and Certifications:

21 years of age or above.

Will be required to obtain and maintain registration or a license issued by the Massachusetts Gaming Commission.

ServSafe or equivalent certification preferred.

Education and/or Experience:

High school degree or equivalent preferred.

Minimum 6 months of prior related experience preferred.

Outstanding organizational and interpersonal skills as well as excellent attention to detail.

Fluent knowledge of chemicals, SDS personal protection equipment, sanitation, and OSHA guidelines.

Language Skills:

Ability to read, analyze, and interpret documents, such as policy and procedure manuals, maintenance instructions, and other related documents. Ability to respond to common inquiries from other employees or guests. Conversational English required, second language a plus.

Ability to write instructions. Ability to present information.

Mathematical Skills & Reasoning Ability:

Ability to compute basic mathematical calculations. Ability to decipher various reports and maintains reports upon request.

Physical Demands:

The physical demands described here are representative of those that must be met by the Team Member to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to talk and hear. The employee is also regularly required to stand, walk, sit, and use hands to finger, handle, or feel objects, tools or controls. The employee is regularly required to reach with hands and arms, and to sit, climb or balance, and stoop, stretch, bend, kneel, crouch, or crawl.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Essential responsibilities include moderate physical ability such as lift or maneuver at least fifty (50) pounds, and varied instances of standing/walking.

Work Environment:

The work environment characteristics described here are representative of those that exists while Team Members are performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The noise level in the work environment is typically moderate. When on the kitchen floor or some back of house areas, the noise level increases to loud. Must be able to interact with internal and external guests in a professional manner.

Position #00009819;00010340;00009844;00010336;00009835;
00010957; 00010958; 00010957;00009844
Original Submission Date: 9/28/2018
Resubmission Date: 12/30/2021

- Due to the unpredictable nature of the hospitality/entertainment industry, Team Members must be able to work varying-schedules to reflect the business needs of the property.



Assistant Shift Manager – Cage Operations

POSITION SUMMARY

The Encore Boston Harbor Assistant Shift Manager– Cage Operations will assist in the daily operations of the Cashiers Cage. This position will oversee and manage the activities of the Count Rooms to ensure the integrity of currency and chips/tokens counting derived from casino games, as well as ensuring compliance with all gaming regulations and Massachusetts Gaming Commission and federal reporting requirements. Responsibilities include, but are not limited to: implementing the department strategy; maximizing opportunities for departmental and company success; ensuring security and protection of all casino assets passing through the cashiers cage; maintaining all Encore Standards; and ensuring excellent guest and team member experience. This position will be accountable for the financial performance, daily operation, guest satisfaction, and employee satisfaction for casino cage.

JOB RESPONSIBILITIES:

- Ensures all Encore Boston Harbor core values and property and department standards are implemented and applied.
- Participate in the execution of short-and long-term departmental goals, objectives, policies, and operating procedures; monitors and evaluates operational effectiveness; effects changes required for improvement. Identifies key drivers of success.
- Assists in the management of day to day activities to maintain departmental performance, and the accuracy, confidentiality, and thoroughness of departmental policies and procedures; records and reports.
- Assists in the management and the performance of team members under his/her area of responsibility.
- Monitors all activities of the department to ensure that all applicable internal policies, federal and state laws, rules, regulations and controls property wide are enforced.
- Assists management to ensure department delivers and maintains a maximum level of property-wide service and satisfaction.
- Facilitates communication throughout the property by organizing and presiding over regularly scheduled meetings with all team members within the department and with other departments as appropriate to ensure property wide communication.
- Assists in the hiring, performance management, and employee engagement within the department. Provides training opportunities, constructive and positive feedback at all levels. Creates a motivating environment.
- Keeps informed of all new developments within the department and makes recommendations designed to maximize department and company success.
- Effectively manages internal and external guest relations, some of which will require levels of patience, tact and diplomacy. Responsible for addressing guest and team member issues as appropriate.
- Manages multiple priorities simultaneously and meets deadlines, often in stressful and high-pressure situations.

- Must have the ability to promote positive, fair, and ethical relations with all team member, with all Encore contractors, and in all interactions within the Host and Surrounding communities, as an ambassador of the Encore brand,
- Manages and assists cashiers and Ticket Redemption Unit (TRU) Leads.
- Ensures that all Cashiers Cage reports are submitted in a timely manner.
- Maintains high Team Member morale and good customer relations.
- Assigns cage team members to various locations according to job requirements and the team members' abilities, skills, and experience.
- Observes performance of duties to evaluate efficiency and to detect and correct inefficient work practices.
- Responsible for the balancing of various bank drawers within the Cage/Credit area of the Finance Department, maintaining accuracy throughout all phases of the balancing process.
- Works with safety as a priority, and follows department and company safety standards.
- Maintains relevant knowledge of industry through continuing education and training.
- Performs any other job-related duties as assigned.

JOB REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each job responsibility satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Age, Gaming and Certifications:

21 years of age or above.

Will be required to obtain and maintain registration or a license issued by the Massachusetts Gaming Commission.

Education and/or Experience:

High school degree or equivalent required. Bachelor's Degree in a related field or equivalent experience preferred.

Minimum 3 years of Casino experience, 1 year in a leadership role required.

Requires general computer skills, basic knowledge of Microsoft Office required. Candidate must have experience with planning and project management.

Must possess outstanding organizational, interpersonal, and administrative skills, as well as excellent attention to detail.

Language Skills:

Ability to read, analyze, and interpret documents, such as policy and procedure manuals, maintenance instructions, and other related documents. Ability to respond to common inquiries from other employees or guests. Fluency in English. Ability to write detailed instructions and correspondence. Ability to effectively present information in one-on-one and group situations. Second language a plus.

Mathematical Skills & Reasoning Ability:

Ability to compute basic mathematical calculations. Ability to decipher various reports and create and maintain reports upon request. Ability to define problems, collect data, establish facts, and draw valid conclusions.

Physical Demands:

The physical demands described here are representative of those that must be met by the Team Member to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to talk and hear. The employee is also regularly required to stand, walk, sit, and use hands to finger, handle, or feel objects, tools or controls. The employee is occasionally required to reach with hands and arms, and to sit, climb or balance, and stoop, stretch, bend, kneel, crouch, or crawl.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Essential responsibilities include moderate physical ability such as lift or maneuver at least thirty (30) pounds, and varied instances of standing/walking.

Work Environment:

The work environment characteristics described here are representative of those that exists while Team Members are performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The noise level in the work environment is typically moderate. When on the casino floor or some back of house areas, the noise level increases to loud. Must be able to interact with internal and external guests in a professional manner.
- Due to the unpredictable nature of the hospitality/entertainment industry, Team Members must be able to work varying-schedules to reflect the business needs of the property.
- Reliable, consistent, and punctual attendance is required.



Position #00009565, 00010246, 00009437

Original Submission Date: 9/28/2018

Resubmission: 12/30/2021

Casino Cage Cashier

POSITION SUMMARY

The **Encore Boston Harbor – Casino Cage Cashier** is responsible for chip, ticket, cash and check transactions in the casino cage. Other responsibilities include balancing of various bank drawers within the Cage/Credit area, maintaining accuracy throughout all phases of the balancing process, and maintaining confidentiality of casino cage transactions.

JOB RESPONSIBILITIES:

- Adheres to all Encore Boston Harbor core values and property and department standards.
- Participate in the execution of short-and long-term departmental goals, objectives, policies, and operating procedures; monitors and evaluates operational effectiveness; effects changes required for improvement. Identifies key drivers of success.
- Actively contributes to departmental performance, and the accuracy, confidentiality, and thoroughness of departmental policies and procedures; records and reports.
- Follows all applicable internal policies, federal and state laws, rules, regulations and property-wide controls.
- Delivers and maintains a maximum level of service.
- Contributes to company-wide communication and best practices.
- Keeps informed of all new developments within the department.
- Balances assigned bank accurately.
- Cashes chips and gaming tokens into money for guests, in a courteous, timely manner.
- Cashes personal checks and travelers checks for currency.
- Redeems foreign currency, computing accurate exchange rates for the various currency received.
- Processes marker buy-back transactions, providing quality service to each guest.
- Follows proper procedures pertaining to sale and payout of tickets.
- Assists other cashiers as needed.
- Performs Front Window, Rolling Cage, VIP Cage, Team Member Bank, Chip Bank and/or Main Bank functions and duties.
- Redeem slot machine payout tickets, TITO, vouchers for cash, or cash equivalent.
- Performs patron account transactions (i.e., safe keeping, front money deposits, and withdrawals).
- Cheque cashing, cheque / marker issuance / redemptions and consolidations.
- Performs credit card, EFTPOS cash advances and rolling chip exchanges.
- Balances float and brings it back to the impress amount at completion of the shift.
- Prepares table fills and receives table credits.
- Handles chip transfers between front windows, chip banks and Main Bank.
- Maintains accurate and legible balance sheets.
- Works with safety as a priority, and follows department and company safety standards.
- Maintains relevant knowledge of industry through continuing education and training.
- Performs any other job-related duties as assigned.

JOB REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each job responsibility satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Age, Gaming and Certifications:

21 years of age or above.

Will be required to obtain and maintain registration or a license issued by the Massachusetts Gaming Commission.

Education and/or Experience:

High school degree or equivalent required. Casino or cash handling experience preferred.

Computer skills and knowledge of Microsoft Office, a plus.

Outstanding organizational and interpersonal skills, as well as excellent attention to detail.

Language Skills:

Ability to read, analyze, and interpret documents, such as policy and procedure manuals, maintenance instructions, and other related documents. Ability to respond to common inquiries from other employees or guests. Conversational English required. Ability to write instructions. Ability to effectively present information.

Mathematical Skills & Reasoning Ability:

Ability to compute basic mathematical calculations. Ability to decipher various reports and maintain reports upon request.

Physical Demands:

The physical demands described here are representative of those that must be met by the Team Member to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to talk and hear. The employee is also regularly required to stand, walk, sit, and use hands to finger, handle, or feel objects, tools or controls. The employee is regularly required to reach with hands and arms, and to sit, climb or balance, and stoop, stretch, bend, kneel, crouch, or crawl.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Essential responsibilities include moderate physical ability such as lift or maneuver at least fifty (50) pounds, and varied instances of standing/walking.

Work Environment:

The work environment characteristics described here are representative of those that exists while Team Members are performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The noise level in the work environment is typically moderate. When on the casino floor or some back of house areas, the noise level increases to loud. Must be able to interact with internal and external guests in a professional manner.
- Due to the unpredictable nature of the hospitality/entertainment industry, Team Members must be able to work varying-schedules to reflect the business needs of the property.
- Reliable, consistent, and punctual attendance is required.

Position #00009565, 00010246, 00009437

Original Submission Date: 9/28/2018

Resubmission: 12/30/2021



Position: 00010625
Original Submission Date: 2/18/2020
Resubmission Date: 12/30/2021

Lead Casino Cage Cashier

POSITION SUMMARY

The Encore Boston Harbor – Lead Casino Cage Cashier is responsible for chip, ticket, cash and check transactions in the casino cage. Other responsibilities include balancing of various bank drawers within the Cage/Credit area, maintaining accuracy throughout all phases of the balancing process, assisting other cashiers and performing in the Assistant Shift Manager capacity as needed and maintaining confidentiality of casino cage transactions.

JOB RESPONSIBILITIES:

- Adheres to all Encore Boston Harbor core values and property and department standards.
- Participate in the execution of short-and long-term departmental goals, objectives, policies, and operating procedures; monitors and evaluates operational effectiveness; effects changes required for improvement. Identifies key drivers of success.
- Actively contributes to departmental performance, and the accuracy, confidentiality, and thoroughness of departmental policies and procedures; records and reports.
- Follows all applicable internal policies, federal and state laws, rules, regulations and property-wide controls.
- Delivers and maintains a maximum level of service.
- Contributes to company-wide communication and best practices.
- Keeps informed of all new developments within the department.
- Balances assigned bank accurately.
- Cashes chips and gaming tokens into money for guests, in a courteous, timely manner.
- Cashes personal checks and travelers checks for currency.
- Redeems foreign currency, computing accurate exchange rates for the various currency received.
- Processes marker buy-back transactions, providing quality service to each guest.
- Follows proper procedures pertaining to sale and payout of tickets.
- Assists other cashiers as needed.
- Performs Front Window, Rolling Cage, VIP Cage, Team Member Bank, Chip Bank and/or Main Bank functions and duties.
- Redeem slot machine payout tickets, TITO, vouchers for cash, or cash equivalent.
- Performs patron account transactions (i.e., safe keeping, front money deposits, and withdrawals).
- Cheque cashing, cheque / marker issuance / redemptions and consolidations.
- Performs credit card, EFTPOS cash advances and rolling chip exchanges.
- Balances float and brings it back to the impress amount at completion of the shift.
- Prepares table fills and receives table credits.
- Handles chip transfers between front windows, chip banks and Main Bank.
- Maintains accurate and legible balance sheets.
- Assists other cashiers as needed.
- Works with safety as a priority, and follows department and company safety standards.
- Maintains relevant knowledge of industry through continuing education and training.
- Performs any other job-related duties as assigned.

JOB REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each job responsibility satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Age, Gaming and Certifications:

21 years of age or above.

Will be required to obtain and maintain registration or a license issued by the Massachusetts Gaming Commission.

Education and/or Experience:

High school degree or equivalent required. Casino or cash handling experience preferred.

Computer skills and knowledge of Microsoft Office, a plus.

Outstanding organizational and interpersonal skills, as well as excellent attention to detail.

Language Skills:

Ability to read, analyze, and interpret documents, such as policy and procedure manuals, maintenance instructions, and other related documents. Ability to respond to common inquiries from other employees or guests. Conversational English required. Ability to write instructions. Ability to effectively present information.

Mathematical Skills & Reasoning Ability:

Ability to compute basic mathematical calculations. Ability to decipher various reports and maintain reports upon request.

Physical Demands:

The physical demands described here are representative of those that must be met by the Team Member to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to talk and hear. The employee is also regularly required to stand, walk, sit, and use hands to finger, handle, or feel objects, tools or controls. The employee is regularly required to reach with hands and arms, and to sit, climb or balance, and stoop, stretch, bend, kneel, crouch, or crawl.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Essential responsibilities include moderate physical ability such as lift or maneuver at least fifty (50) pounds, and varied instances of standing/walking.

Work Environment:

The work environment characteristics described here are representative of those that exists while Team Members are performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The noise level in the work environment is typically moderate. When on the casino floor or some back of house areas, the noise level increases to loud. Must be able to interact with internal and external guests in a professional manner.
- Due to the unpredictable nature of the hospitality/entertainment industry, Team Members must be able to work varying-schedules to reflect the business needs of the property.

Position: 00010625
Original Submission Date: 2/18/2020
Resubmission Date: 12/30/2021

- Reliable, consistent, and punctual attendance is required.



Representative – Red Card

POSITION SUMMARY

The Encore Boston Harbor Representative – Red Card is responsible for new enrollments in the Red Card Program through on-property activities, special events, and other customer engagement. Responsibilities include, but are not limited to: maintaining all Encore Standards; and ensuring excellent guest and team member experience.

JOB RESPONSIBILITIES:

- Ensures all Encore Boston Harbor core values and property and department standards are implemented and applied.
- Participate in the execution of short-and long-term departmental goals, objectives, policies, and operating procedures; monitors and evaluates operational effectiveness; effects changes required for improvement. Identifies key drivers of success.
- Actively contributes to departmental performance, and the accuracy, confidentiality, and thoroughness of departmental policies and procedures; records and reports.
- Verifies that all applicable internal policies, federal and state laws, rules, regulations and property-wide controls are enforced within the department.
- Delivers and maintains a maximum level of service.
- Contributes to company-wide communication and best practices.
- Keeps informed of all new developments within the department.
- Manages multiple priorities simultaneously and meets deadlines, often in stressful and high-pressure situations.
- Always ensures guests receive exemplary customer service when explaining, instructing and assisting guests with the fundamentals of the Red Card loyalty program
- Efficiently and accurately create and maintain Red Card accounts as needed.
- Responsible for encouraging participation in the Red Card program, explaining all promotions and marketing material, property information and ensure a positive and friendly atmosphere along with supplying excellent customer service.
- Assists slot marketing department in promotions and events as needed.
- Works with safety as a priority and follows department and company safety standards.
- Maintains relevant knowledge of industry through continuing education and training.
- Performs any other job-related duties as assigned.

JOB REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each job responsibility satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Age, Gaming and Certifications:

21 years of age or above.

Will be required to obtain and maintain registration or a license issued by the Massachusetts Gaming Commission.

Education and/or Experience:

High school degree or equivalent preferred. Hospitality, Casino or Loyalty Program experience preferred.

Strong Computer skills required

Minimum 40 words per minute typing skills required.

Knowledge of Microsoft Office preferred

Outstanding organizational and interpersonal skills, as well as excellent attention to detail.

Language Skills:

Ability to read, analyze, and interpret documents, such as policy and procedure manuals, maintenance instructions, and other related documents. Ability to respond to common inquiries from other employees or guests. Conversational English required. Ability to write instructions. Ability to effectively present information.

Mathematical Skills & Reasoning Ability:

Ability to compute basic mathematical calculations. Ability to decipher various reports and maintain reports upon request.

Physical Demands:

The physical demands described here are representative of those that must be met by the Team Member to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to talk and hear. The employee is also regularly required to stand, walk, sit, and use hands to finger, handle, or feel objects, tools or controls. The employee is regularly required to reach with hands and arms, and to sit, climb or balance, and stoop, stretch, bend, kneel, crouch, or crawl.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Essential responsibilities include moderate physical ability such as lift or maneuver at least fifty (50) pounds, and varied instances of standing/walking.

Work Environment:

The work environment characteristics described here are representative of those that exists while Team Members are performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The noise level in the work environment is typically moderate. When on the casino floor or some back of house areas, the noise level increases to loud. Must be able to interact with internal and external guests in a professional manner.
- Due to the unpredictable nature of the hospitality/entertainment industry, Team Members must be able to work varying-schedules to reflect the business needs of the property.
- Reliable, consistent, and punctual attendance is required.

POSITION SUMMARY

The Encore Boston Harbor Host Person will be responsible for assisting management by maintaining the reservation book and the flow of service. The Host will greet all guests show them to their tables and accommodate their needs and requests. The host will act as an ambassador for the restaurant that they represent, the resort, and the amenities of the resort, and be able to speak in detail about the food and beverage selections, event spaces and any special arrangements that can be furnished. Responsibilities include, but are not limited to: fulfilling job responsibilities to support the department and maximizing opportunities for success; maintaining all Encore Standards; and ensuring excellent guest and team member experience.

JOB RESPONSIBILITIES:

- Ensures all Encore Boston Harbor core values and property and department standards are implemented and applied.
- Participates in short-and long-term departmental goals, objectives, policies, and operating procedures; monitors and evaluates operational effectiveness; effects changes required for improvement. Identifies key drivers of success.
- Actively contributes to departmental performance, and the accuracy, confidentiality, and thoroughness of departmental policies and procedures; records and reports.
- Follows that all applicable internal policies, federal and state laws, rules, regulations and property-wide controls are enforced within the department.
- Delivers and maintains a maximum level of property-wide service and satisfaction.
- Contributes to company-wide communication and best practices.
- Keeps informed of all new developments within the department.
- Balances multiple priorities simultaneously and meets deadlines, often in stressful and high-pressure situations.
- Provides information on all aspects of available services and facilities for guests.
- Greets guests and arranges seating; monitors room atmosphere.
- Quotes accurate waiting times and handles guest waiting lists or reservations in accordance with established procedures.
- Assists guests with reservations via phone and in person; makes confirmation calls when appropriate.
- Assists guests with special requests and connects them with other departments that can fulfil their needs.
- Oversees quality check and rotation of menus.
- Communicates with co-workers and supervisor to ensure quality service.
- Assists with special projects as assigned by restaurant management.
- Works with safety as a priority, and follows department and company safety standards.
- Maintains relevant knowledge of industry through continuing education and training.
- Performs any other job-related duties as assigned.

JOB REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each job responsibility satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or

Position#00009473;00010278;00010265; 00009666.
00009684;00010287;00009853;00010346;00010363;0001048

Original Submission Date: 9/28/2018

Resubmission Date: 12/30/2021

ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Age, Gaming and Certifications:

18 years of age or above.

Will be required to obtain and maintain registration or a license issued by the Massachusetts Gaming Commission.

Education and/or Experience:

High school degree or equivalent preferred.

Minimum 1 year of hosting experience preferred.

Basic computer skills and knowledge of Microsoft Office a plus.

Outstanding organizational and interpersonal skills as well as excellent attention to detail.

Language Skills:

Ability to read, analyze, and interpret documents, such as policy and procedure manuals, maintenance instructions, and other related documents. Ability to respond to common inquiries from other employees or guests. Conversational English required, second language a plus. Ability to write instructions. Ability to present information.

Mathematical Skills & Reasoning Ability:

Ability to compute basic mathematical calculations. Ability to decipher various reports and maintains reports upon request.

Physical Demands:

The physical demands described here are representative of those that must be met by the Team Member to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to talk and hear. The employee is also regularly required to stand, walk, sit, and use hands to finger, handle, or feel objects, tools or controls. The employee is regularly required to reach with hands and arms, and to sit, climb or balance, and stoop, stretch, bend, kneel, crouch, or crawl.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Essential responsibilities include moderate physical ability such as lift or maneuver at least thirty (30) pounds, and varied instances of standing/walking.

Work Environment:

The work environment characteristics described here are representative of those that exists while Team Members are performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The noise level in the work environment is typically moderate. When on the restaurant floor or some back of house areas, the noise level increases to loud. Must be able to interact with internal and external guests in a professional manner.
- Due to the unpredictable nature of the hospitality/entertainment industry, Team Members must be able to work varying-schedules to reflect the business needs of the property.

Position #00009539;00010263; 00009658;00010276;00009680;00010286;00009706;
00010294; 00009806;00010423;00009820;00009848;00009854;
00010341;00009857;00010344;00009875;00010361;
00009857;00010960;00009888;00009820;00010198;00009848

Original Submission Date: 9/28/2018

Resubmission Date: 12/30/2021



Bartender

POSITION SUMMARY

The Encore Boston Harbor Bartender will be responsible for preparing and serving beverages and where appropriate, service of food items to guests dining at bar counters. This position requires a strong knowledge of beer, wine, champagne, liquor, and preparation of mixed drinks as well as an understanding of garnish preparations, health and sanitation standards. When working with Bar Apprentices and Bar Porters, the Bartender will fulfil a leadership role, delegating tasks with a focus always on guest service. This includes, but is not limited to: fulfilling job responsibilities to support the department and maximizing opportunities for success; maintaining all Encore Standards; and ensuring excellent guest and team member experience.

JOB RESPONSIBILITIES:

- Ensures all Encore Boston Harbor core values and property and department standards are implemented and applied.
- Participates in short-and long-term departmental goals, objectives, policies, and operating procedures; monitors and evaluates operational effectiveness; effects changes required for improvement. Identifies key drivers of success.
- Actively contributes to departmental performance, and the accuracy, confidentiality, and thoroughness of departmental policies and procedures; records and reports.
- Follows that all applicable internal policies, federal and state laws, rules, regulations and property-wide controls are enforced within the department.
- Delivers and maintains a maximum level of property-wide service and satisfaction.
- Contributes to company-wide communication and best practices.
- Keeps informed of all new developments within the department.
- Balances multiple priorities simultaneously and meets deadlines, often in stressful and high-pressure situations.
- Assists with the setup and breakdown of the Bar before and after service.
- Helps to prepare garnish for beverage service.
- Assists with collection and transportation of dirty or soiled glassware.
- Polishes glassware for guest use.
- Maintains a clean bar, in accordance with Health Department, guest service and departmental standards.
- Delivers beverage service of high standard and in accordance with departmental standards and procedures.
- Is particularly conscious of pour cost and use of jiggers at all times.
- Understands sequence of service with regards to guests dining at bar counters.
- Can make recommendations of food menu items when appropriate.
- Communicates to his/her superior any difficulties, guest comments and other relevant information.
- Up-sells and regularly replenishes beverages, abiding by responsible alcohol service regulations.
- Converses with Guests about alcoholic beverages, advising the types and styles of beverage, taking beverage orders and serving beverage.

Position #00009539;00010263; 00009658;00010276;00009680;00010286;00009706;
00010294; 00009806;00010423;00009820;00009848;00009854;
00010341;00009857;00010344;00009875;00010361;
00009857;00010960;00009888;00009820;00010198;00009848
Original Submission Date: 9/28/2018
Resubmission Date: 12/30/2021

- Promotes, sells, makes and presents cocktails.
- Serves coffee and tea hot and in accordance with standard.
- Advises guests on alcoholic beverages.
- Complies with legal provisions of local liquor codes.
- Assesses guest's intoxication level and takes appropriate action as needed.
- Monitors factors which interfere with the total experience of the guest.
- Maintains stock rotation in refrigerated and dry storage areas. Effectively operates the post-mix syrups bulk dispense system.
- Operates the beer reticulation system.
- Adheres to stock control procedures.
- Takes appropriate action to resolve guest complaints.
- Professionally handles billing and payment of bills in compliance with established policies and procedures.
- Strictly adheres to established policies and procedures with regard to the handling of payments, credit, house funds and shift hand over.
- Works with safety as a priority, and follows department and company safety standards.
- Maintains relevant knowledge of industry through continuing education and training.
- Performs any other job-related duties as assigned.

JOB REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each job responsibility satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Age, Gaming and Certifications:

21 years of age or above.

Will be required to obtain and maintain registration or a license issued by the Massachusetts Gaming Commission.

Must be able to obtain and maintain any licensing or active work cards required, including but not limited to an alcohol awareness card.

Education and/or Experience:

High school degree or equivalent preferred.

Minimum 3 years of bartending experience preferred.

Outstanding organizational and interpersonal skills as well as excellent attention to detail.

Language Skills:

Ability to read, analyze, and interpret documents, such as policy and procedure manuals, maintenance instructions, and other related documents. Ability to respond to common inquiries from other employees or guests. Conversational English required, second language a plus. Ability to write instructions. Ability to present information.

Mathematical Skills & Reasoning Ability:

Ability to compute basic mathematical calculations. Ability to decipher various reports and maintains reports upon request.

Position #00009539;00010263; 00009658;00010276;00009680;00010286;00009706;
00010294; 00009806;00010423;00009820;00009848;00009854;
00010341;00009857;00010344;00009875;00010361;
00009857;00010960;00009888;00009820;00010198;00009848
Original Submission Date: 9/28/2018
Resubmission Date: 12/30/2021

Physical Demands:

The physical demands described here are representative of those that must be met by the Team Member to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to talk and hear. The employee is also regularly required to stand, walk, sit, and use hands to finger, handle, or feel objects, tools or controls. The employee is regularly required to reach with hands and arms, and to sit, climb or balance, and stoop, stretch, bend, kneel, crouch, or crawl.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Essential responsibilities include moderate physical ability such as lift or maneuver at least fifty (50) pounds, and varied instances of standing/walking.

Work Environment:

The work environment characteristics described here are representative of those that exists while Team Members are performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The noise level in the work environment is typically moderate. When on the kitchen floor or some back of house areas, the noise level increases to loud. Must be able to interact with internal and external guests in a professional manner.
- Due to the unpredictable nature of the hospitality/entertainment industry, Team Members must be able to work varying-schedules to reflect the business needs of the property.



HAS YOU COVERED

YOUR BENEFITS GUIDE **2021**

VOLUNTARY BENEFITS

*EXPAND YOUR COVERAGE WITH OUR
COMPREHENSIVE INSURANCE PLANS.*

**FLEXIBLE SPENDING
ACCOUNTS**

SAVE MONEY WITH AN FSA!



WELCOME

TO YOUR 2021 BENEFITS GUIDE

Your benefits plan is one of the most important aspects of your overall compensation at Wynn Resorts. Our company understands this well, and, every year, Wynn Resorts devotes a tremendous amount of time, research, and thought into how to provide the best, most comprehensive, and affordable benefit plans possible to our employees. We know it matters to you, so it matters to us, too.

We also strive to make it as simple as possible to find a benefits plan in line with your lifestyle, family needs, and finances. This guide is intended to provide you with easy-to-understand information on the benefits options available to you and your family, from health, dental, and vision care to an expansive choice of voluntary benefit options.

Take the time to carefully review the benefit information provided in this guide to:

- Fully understand the options available.
- Make smart decisions and choose the best plan for you and your family.

Be sure to also refer to the Benefits Legal Information guide, included with your enrollment materials, for other important information.

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Employees of Wynn Resorts are eligible for an Encore Boston Harbor Health Care Plan. The plan and rates you are eligible for will depend on your current status: full-time or steady extra.

Within this guide, you'll see general information about the plans available through Wynn Resorts. For rates and contribution amounts, check the **2021 Medical, Dental & Vision Rate Sheet** that corresponds to your current status and plan eligibility

Remember that all Wynn Resorts employees are subject to the Affordable Care Act (ACA) guidelines, including their guidelines regarding the 12-month **measurement period***, which determines whether you are classified as full-time or steady-extra for the purposes of benefits eligibility.

* WHAT IS A MEASUREMENT PERIOD?

Per ACA regulations, employees must work an average of at least 30 hours per week to be eligible for company-provided healthcare coverage. Your initial measurement period starts the first day of the month following your hire date and runs for a 12-month period. Thereafter, the measurement period will run October 1 to October 1 of each year. Benefits are earned and retained in 12-month increments.

WHICH OF MY DEPENDENTS CAN JOIN ME ON THE WYNN HEALTH PLAN?

Dependents eligible for coverage in the Wynn Resorts benefit plans include:

- Your legal spouse.
- A dependent child who has not reached the limiting age (as shown in the adjacent chart), including natural children, stepchildren, legally adopted children, or children placed with you for adoption, and/or other children of whom you can prove legal guardianship.

Plan	Marital Status	Non-Student	Full-Time Student
Medical	Married/Unmarried	26	26
Dental	Married/Unmarried	26	26
Vision	Married/Unmarried	26	26
Life/Accident	Unmarried	19	26

There is no age limitation if the child is medically determined permanently and totally disabled, as long as the child's permanent and total disability determination was made before he/she reached the limiting age listed in the table above.

CAN I MAKE CHANGES TO MY WYNN HEALTH PLAN COVERAGE? _____

Once you've made your selections and enrolled in benefits coverage, you may not make any changes until the annual Open Enrollment period, which generally happens each autumn. If you have a major change in your life, however, such as a marriage or birth, you are allowed to make updates to your plan to reflect your new situation. These are called "Qualifying Life Events" and can include a change in:

- Your legal marital status (marriage, divorce, or legal separation).
- The number of your dependents (for example, through birth or adoption, or if a child is no longer an eligible dependent).
- Your spouse's employment status (resulting in a loss or gain of coverage).
- Your eligibility based on your average hours worked over the defined measurement period, resulting in a gain or loss of coverage.
- Entitlement to Medicare or Medicaid.

FOR MORE INFORMATION ON **QUALIFYING LIFE EVENTS**, LOG ONTO WIREEBH.COM AND GO TO THE "BENEFITS" SECTION.



★ Motivated Moe

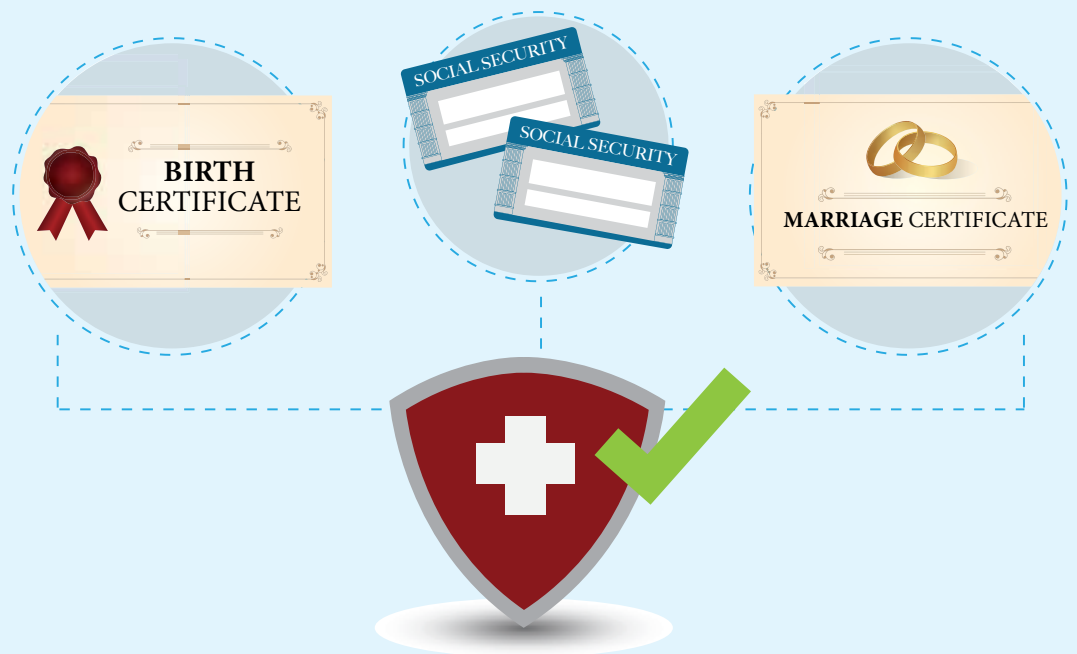


BEFORE YOU ENROLL

Review the information in this guide carefully! The benefits you select will be in effect for the entire plan year, so take your benefit choices seriously. It's important to look at all of your options and consider outside factors, such as the benefits your spouse may already have, any qualifying life events you may have during the year, or any changes that may have occurred to your existing plan.

WHAT YOU'LL NEED...

If you're enrolling new dependents, you will need their Social Security numbers and birth dates. You will also be asked to provide necessary documents to verify your dependents' eligibility, such as a birth certificate or marriage license.



EVEN IF YOU'RE NOT ENROLLING IN AN ENCORE HEALTH PLAN...

If you are eligible and decide not to elect benefits, you should still log onto the WIRE and view the online enrollment form. There are benefits provided at no cost to you, such as your company-paid life insurance, which requires beneficiary information. The online form will allow you to provide this information without enrolling in any other benefits.

HOW TO ENROLL

Wynn Resorts makes enrollment easy! When it's time for you to newly enroll in benefits or update your plan during open enrollment, simply log onto the WIRE (WireEBH.com) and click on the enrollment link on the front page. Follow the online instructions, and your enrollment will be complete in no time!





WELLNESS SCREENINGS

Once again, employees covered by the Encore Health Plan have the opportunity to save on their health insurance paycheck deductions.

For 2021, employees (and their covered spouses, where applicable) are required to EITHER complete a wellness screening at a participating Quest Diagnostics location OR (new this year) schedule a preventative checkup with their primary care physician. Here's what you need to know:

PRIMARY CARE PHYSICIAN VISITS (Wellness Discount Option 1)

- You, as well as your spouse, if he/she is covered under your Encore Health Plan, must schedule a preventative checkup with your primary care physician (PCP).
- Your PCP must be a UnitedHealthCare Choice Plus (UHC) provider and your visit must take place by December 18, 2020 for the discount to be effective starting with your first January 2021 paycheck.
- Already had a preventative checkup with your UHC this year? If the checkup took place on October 1, 2020 or after, it will count towards your wellness discount!
- Need to find a PCP? Go online to myuhc.com to find a list of local providers.

SAVINGS GUIDE

Look how much you could be saving by completing a wellness screening:

Coverage Type	Saving Per Paycheck with Screening	Savings Per Year with Screening
Employee Only	\$25-35	\$650-910
Employee + Covered Spouse <i>(If both employee AND spouse complete screening)</i>	\$70*	\$1,820*

***Remember:** You must take part in a wellness screening to qualify for any discount.

For the 2021 plan year, please note that in order for your covered spouse's discount to apply, you both must complete a screening. If your covered spouse completes a screening, but you do not, you will not receive any discount.

2022 GUIDELINES PREVIEW

We wanted to help you plan ahead for your wellness discount effective in 2022:

Starting next year, you will be required to complete BOTH a PCP visit AND a Quest Diagnostics screening. We encourage you to determine your PCP now to ensure there are no delays in completing next year's wellness discount requirements.

REMEMBER TO FAST BEFORE YOUR SCREENING!

This will ensure that your biometric numbers are accurate. Fasting means no food or beverage, other than water, for nine to twelve hours before you take your exam – and please note, chewing gum, sugarless or otherwise, during your fasting could alter your biometric numbers.



WELLNESS SCREENINGS

QUEST DIAGNOSTICS SCREENINGS (Wellness Discount Option 2)

- You, as well as your spouse, if he/she is covered under your Encore Health Plan, must complete a health screening at a Quest Diagnostics location.
- Your screening at Quest must take place by December 18, 2020 for the discount to be effective starting with your first January 2021 paycheck.
- See the chart below for how to make an appointment at Quest.

ONLINE	PHONE
<ul style="list-style-type: none"> • Go to my.questforhealth.com. • Click on “Register Now” to set your system profile. Per privacy laws, each participant, including your spouse, should create their own, unique log-in and password to schedule their screening and view their results. <i>Please note: If you’ve previously registered with the system and cannot remember your password, click on the “Forgot Your Password” link for assistance in setting a new password.</i> • Where prompted, enter the registration key “WYNN.” • Where prompted, enter your six-digit employee ID number (example: 012345). • For spouses, use the covered employee’s six-digit employee ID number, followed by the letter “S” (example: 012345S). • Once you’ve set up your profile, click “Get Started” to schedule your appointment. • Choose a participating Quest Diagnostics location, and then an available date and time for your screening appointment. 	<ul style="list-style-type: none"> • Call 855-623-9355 to speak to a representative and schedule an appointment. • Spouses should be sure to have the covered employee’s ID number available. • Customer service hours are 9 a.m. to 10:30 p.m., Monday through Friday, and 9:30 a.m. to 6 p.m. on Saturday & Sunday.



MEDICAL COVERAGE

UNITED HEALTHCARE PPO PLAN _____

Through the PPO option, you can receive care from plan providers or non-plan providers. You will pay less when you receive care from a plan provider. You pay a flat copayment for primary care physician and specialist doctor visits, as well as for lab work and regular x-rays. These are not subject to the deductible or coinsurance. You must meet a plan year deductible before the plan begins to cover your other major medical costs. Preventive care is covered at 100% without meeting a deductible.

Visit myuhc.com or call 877-844-4999 for a list of PPO plan providers.

United Health Care's "Choice Plus" PPO Network provides you in-network care wherever you need it. In-network care is available in 96% of all U.S. counties. Local in-network hospitals include:

- Massachusetts General Hospital
- Baystate Health
- Lahey Hospital & Medical Center
- UMassMemorial Medical Center
- Boston Medical
- Brigham and Women's Hospital
- Beth Israel Deaconess Medical Center
- Tufts Medical Center
- Boston Children's Hospital

CONSUMER-DIRECTED HEALTH PLAN (NEW THIS YEAR) _____

The Consumer-Directed Health Plan (CDHP) option:

- Uses the same provider network and choices outline the PPO plan,
- Provides 100% coverage for preventive care, and
- Covers the same eligible expenses as the PPO plan.

The difference is you make lower paycheck contributions for your coverage, but you pay a significantly higher deductible, which must be met before the plan pays any medical expenses. Once the deductible is met, the plan pays 80% of covered expenses.

Enrolling in a CDHP gives you the option of using a Health Savings Plan (HSP) to cover the higher deductible and any other out-of-pocket expenses.

**SEE THE 2021
MEDICAL, DENTAL
& VISION RATE
SHEET FOR PLAN
PRICING.**



HOW IT WORKS

YOU KEEP WHAT YOU DON'T SPEND

If you don't spend all the money you've saved this year – don't worry. It's your money, and it is never forfeited. In fact, once you reach age 65, you can use your HSA funds for anything you choose, much like a retirement account.

OPTUM BANK DEBIT CARD

You can use the card to spend only what you've already saved. For instance, if you have a \$1,000 medical bill, but have only \$500 in your HSA, use the card to pay \$500 and use other funds to pay the remainder.

After you've saved another \$500, you can use the card to reimburse yourself for \$500 you paid out-of-pocket. Be sure to save all your medical receipts.

- You sign up for a CDHP during open enrollment, when you are first hired, or when you transfer to a benefits-eligible position.
- You choose how much you want to save, and it goes into your account tax-free (up to the annual IRS maximum limit: \$3,600 for individuals and \$7,200 for families). Most experts suggest you save at least enough to cover your deductible, which is \$1,500 for an individual or \$3,000 for a family for 2021.
- You will receive an Optum Bank debit card, which is automatically loaded with the money you save as you save it. Use that card to pay for qualified health expenses (medical, dental, or vision costs). Once your balance reaches a certain amount, investment options are available as well.
- It's a triple tax advantage. Money is tax-free when it enters your account, grows tax-free, and comes out tax-free — as long as you use it for eligible expenses.
- Your contributions are deducted from your paycheck in equal installments throughout the plan year. Your contributions are pre-tax, which means no federal income or employment taxes are paid on this money.



FLEXIBLE SPENDING ACCOUNTS (FSA)

If you enroll in the UHC PPO plan, you can better manage and save money on your out-of-pocket medical, dependent care, and/or transit & parking expenses with a Flexible Spending Account (FSA)! An FSA is a savings account you can use to pay a wide range of out-of-pocket expenses during the year, and the money comes out of your paycheck before taxes, which cuts down your costs.

HOW FSAs WORK

- You can sign up for an FSA during open enrollment, when you are first hired, or when you transfer to a benefits-eligible position. You will decide at sign-up how much to set aside each paycheck for health care and/or dependent care expenses for the upcoming year. If you already have an FSA through Wynn Resorts, you'll be asked again during open enrollment periods how much you'd like to set aside for the upcoming plan year.
 - Your contributions are deducted from your paycheck in equal installments throughout the plan year. Your contributions are pre-tax, which means no federal income or employment taxes are paid on this money.
 - When you have expenses to be reimbursed, you have two options:
 - When you sign up for a health account, you'll be mailed an FSA Debit Card, which you can use to pay your provider directly.
- OR**
- Complete a claim form and provide documents such as a bill or itemized receipt from the provider. If these items are not available, you may have the care provider acknowledge receipt of payment by directly signing the claim form.



PLAN CAREFULLY BEFORE DECIDING HOW MUCH TO CONTRIBUTE TO YOUR FLEXIBLE SPENDING ACCOUNT.

You are allowed to roll over up to \$500 of remaining funds at the end of the plan year (December 31, 2021) to the next year. Any money remaining over \$500 will be forfeited.

THE BENEFITS OF PRE-TAX CONTRIBUTIONS!

Paying pre-tax will save you money on your taxes throughout the year! The FSA contributions come out of your paycheck before federal and income taxes are taken out, which lowers the amount of gross pay on which you are responsible for paying taxes.

HEALTHCARE FSA

The Healthcare FSA allows you to set aside pre-tax dollars to pay for eligible health-related expenses. You can contribute a maximum of \$2,700 annually.

Your full contribution is available for reimbursement at the beginning of the plan year. For example, if you contribute \$2,000 for the year and you have a \$2,000 expense on January 1, you can receive the entire amount. However, you will continue making payroll contributions throughout 2021.



Here are a few examples of what are acceptable health-related expenses:

- Medical and dental deductibles, copayments, and coinsurance
- Prescription drug copayments
- Eye examinations, glasses, contacts, LASIK
- Hearing examinations
- Transportation to and from medical provider
- Orthodontic expenses (adult and children)
- Fertility treatments
- Smoking cessation programs

Please note that not all items are eligible for reimbursement through your FSA. This includes over-the-counter medicines, unless you have a doctor's prescription. Check with your provider before purchases to ensure eligibility.

You can use your Healthcare FSA to pay for eligible health care expenses for your spouse and children. The FSA does not require that your dependents be covered under your health insurance plan.

DEPENDENT CARE FSA

The Dependent Care FSA allows you to pay for dependent daycare while you are at work or school. If you have dependent children under the age of 13 or dependents of any age who are unable to care for themselves, you can enroll in this plan and choose the amount you want to put aside for daycare. The maximum amount you can set aside each year is **\$5,000** (or \$2,500 if married and filing separately).

You can only withdraw up to the amount you have contributed to date. For example, if you elect to contribute \$2,000 for the year but have only contributed \$500 from your paycheck so far, you cannot make a claim of more than \$500.

Some examples of eligible Dependent

Care Expenses include:

- Daycare facility fees (excluding transportation, lunches, and educational services)
- Before-school/after-school care
- Local day camp
- In-home babysitting fees (income must be claimed by your care provider)
- Nursery school and preschool (preschool expenses are eligible if the amount you pay for schooling cannot be separated from the cost of care).

An eligible care provider can be any provider you choose, except a dependent child who is claimed as a dependent and is under the age of 19. The care provider must meet the requirements of your state. The services may be as informal as care provided by your neighbor, as long as the provider claims the money as income when determining their taxes at the end of the year.

ANY UNUSED FUNDS REMAINING AT THE END OF THE PLAN YEAR ARE FORFEITED.

You must incur expenses by the end of the plan year (December 31, 2020) and submit your claims by March 15, 2021.





PARKING AND TRANSIT FSA

Using a Parking and Transit Flexible Spending Account, you can pay for your work-related transportation expenses for Parking, Mass Transit & Van Pools.

An advantage of the Parking & Transit plan is contributions you make are exempt from income taxes. Because of these tax savings, expenses for which you are reimbursed cost you less than if you paid for them with after-tax income.

PLAN LIMITS:

- Parking: \$260 per month
- Transit: \$260 per month

QUALIFIED EXPENSES

- Parking at or near your workplace
- Parking at or near the location where you catch mass transit or a carpool to work (i.e. a parking lot at a commuter train station)
- Mass transportation fares, which include any pass, token, fare card, ticket, etc. for public transportation (train, subway, bus, ferry) to and from work.
- Commuter highway vehicle transportation, also known as van pooling. The vehicle may be owned or leased by the employer or a service provided by a vendor but must meet certain conditions:
 - It must seat six or more adults (not counting the driver)
 - The vehicle must be used 80% or more of the time for transporting employees to and from work
 - The number of employees transported for commuting purposes must average at least half of the adult seating capacity of the vehicle.

YOUR CONTRIBUTION CAN BE ADJUSTED TO FIT YOUR NEEDS

Your parking/transit/van pooling contribution amounts can be modified from month-to-month as your needs change.

Unused contributions in your parking/transit/van pooling account carry forward indefinitely so long as you remain with your current employer.

If the IRS monthly limit is reduced and your election goes over the new limit, BASIC will automatically adjust your election to meet the new limits.

HSA vs FSA

	HSA	Health Care FSA
What is it?	It's a personal bank account to help you save and pay for covered health care services and qualified medical expenses.	It's an account to help you pay for covered health care services and eligible medical expenses.
How do I get it?	You have to sign up for a high-deductible health plan that meets a deductible amount set by the IRS guidelines to be eligible to have it. You can learn about these at irs.gov	You can sign up for a health care FSA if it is offered by your employer. You do not need to sign up for a health plan.
Who owns it?	You do.	Your employer, but it's your money.
Who puts the money in it?	You. Your employer, family and others can put money into it if they choose.	You. Your employer can also put money into it if they choose.
How is money put in it?	You can make deposits like you do with other personal bank accounts. Your employer and family can also put money into the account. Your employer may allow you to deposit money straight from your paycheck, before the money is taxed.	Your employer will take money out of each paycheck, before taxes, and put it into the account.
Is there a limit to how much money I can put in?	Yes. The IRS sets a limit on how much you can put into it each year. You can usually find the limits in your health plan documents and at irs.gov . While there are annual limits, there is no limit to how much you can save over time.	Yes. The IRS sets a limit on how much you can put into it each year. You can usually find the limits in your health plan documents and at irs.gov . Your employer can decide what the annual limit will be but it can't be more than the IRS limit.
If I don't spend it all this year, can I use it next year?	Yes. Since you own the account, the money will stay in it until you choose to spend it. You can save and use it into retirement.	Yes. Your employer can allow up to \$500 to carry over. The \$500 limit is set by the IRS. This is not required.
Can I cash it out at any point?	Yes. But if you cash it out and do not use the money for qualified medical expenses, you will have to pay taxes on it. And you may also have to pay a 20% tax penalty.	No.
Can I keep it if I leave my employer? What happens to the money?	Yes. You own the account.	No. Your employer keeps the money.
When can I start spending it?	You can start spending the HSA once you have signed up for a high-deductible health plan and have opened the account.	You can start spending the FSA on the first day of the plan year.

HSA vs FSA (cont'd)

Do I have to pay taxes on it?	<p>No. You don't have to pay federal or, in most instances, state income taxes on:</p> <ul style="list-style-type: none"> • Deposits you or others make to an HSA. • Money you spend from an HSA on qualified medical expenses. • Interest earned from an HSA. • If you put money into an HSA using pre-tax payroll deposits through your employer, you don't have to pay Social Security taxes on it either. 	<p>No. You don't have to pay federal, state and Social Security taxes on this money.</p> <p>You also don't have to pay federal income taxes on any money that is reimbursed to you.</p>
If I don't spend it, will it earn interest for me?	Yes, HSA can earn interest. But the amount you can earn depends on the bank you use and how much you have in the account.	No.
What can I pay for with it?	You can pay for hundreds of qualified medical expenses, which are determined by the IRS. This can include services covered by a health plan. You can also use it to pay for dental, vision and many other health care services and supplies that are listed under Section 213(d) of the Internal Revenue Code.	You can pay for hundreds of eligible medical expenses, which are determined by the IRS and your employer. This can include services covered by a health plan. It can also be used for dental, vision and many other health care services and supplies under Section 213(d) of the Internal Revenue Code.
Can I use it for things other than health care?	No, as long as you are under the age of 65. And if you use it for services that aren't qualified medical expenses, you could pay a 20% penalty tax. If you are over the age of 65, you can use it for pretty much anything.	No.
Can I have any other accounts with it?	Yes. You can have a limited-purpose FSA or limited-purpose HRA, which can only be used for eligible dental and vision services	Yes. You can have an HRA or a dependent care FSA. You can use a dependent care FSA to pay for eligible day care and elder care services.
If I receive COBRA benefits, do COBRA rights apply to it?	COBRA does not apply to the account. But COBRA rights apply to the high-deductible health plan offered by your employer. Check with your employer for details.	Yes, COBRA rights apply. Check with your employer for details.
Can I use it to pay for COBRA plan premiums or other plan premiums?	Yes.	No.

What's the difference between a qualified medical expense and an eligible medical expense?

- A qualified medical expense is a health care service, treatment or item that the IRS says can be purchased without having to pay taxes.
- An eligible medical expense is a health care service, treatment or item that the IRS says can be covered or reimbursed (paid back) by a benefit plan.

BEHAVIORAL HEALTHCARE OPTIONS SERVICES

As a Wynn employee, you have access to a wealth of information and assistance with life's changes and challenges through Behavioral Healthcare Options (BHO). Log on to BHO's website at behavioralhealthcareoptions.com and enter Company Code WYNNEAP to find helpful information and no- to low-cost resources on the following topics:

Parenting

- Adoption
- Child Care
- Developmental Stages
- Kids' Well-Being
- Education

Healthy Living

- Healthy Eating
- Healthy Recipes
- Fitness Challenges
- Health Care Tips for Men & Women; Infants through Seniors

Aging

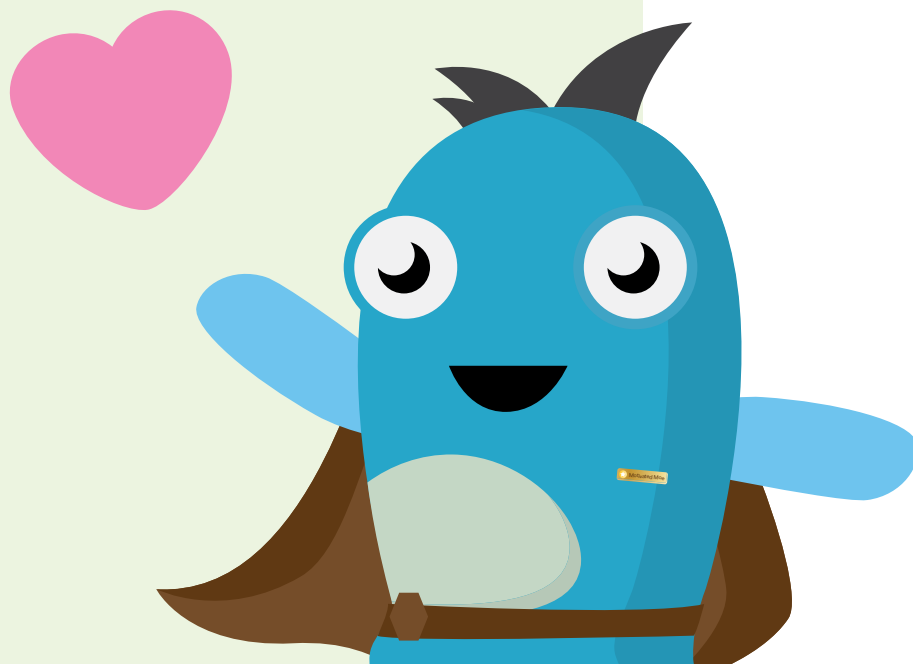
- Adults with Disabilities
- Planning the Future
- Government Programs
- Housing Options
- Home Care
- Health
- Caregivers

Living

- Consumer Tips
- Home Improvement
- Home Buying or Selling
- Moving
- Financial Guidance
- Legal Advice & Forms
- Pet Care

Growth and Support

- Personal Growth
- Communication
- Families
- Relationships
- Grief and Loss
- Mental Health
- Addiction and Recovery





EMPLOYEE ASSISTANCE PROGRAM

WHAT IS AN EMPLOYEE ASSISTANCE PROGRAM?

The Employee Assistance Program (EAP) provides assessment, short-term counseling, referral and follow-up services to assist you and your family in solving personal problems. The program encourages early use when you first notice the problem and your own efforts to resolve it have not been satisfactory.

TODAY'S BUSY LIFESTYLES CAN PLACE GREAT DEMANDS ON YOU AND YOUR FAMILY, BOTH AT HOME AND ON THE JOB.

Sometimes it may be difficult to leave personal problems at home, and they surface in the workplace. When this happens, it is important to have resources available that can assist in finding solutions to these problems before they get out of control and affect job performance. Wynn Resorts, through our benefits partner Behavioral Healthcare Options, offers an Employee Assistance Program to deal specifically with these issues.

Who is eligible?

EAP services are available to all employees covered by an Encore Health Plan and their household members. Household members are included because their problems often affect the attitude and health of employees.

How serious do problems have to be?

No problem is too small. If the problem is significant enough to bother you, then it is worth an appointment to talk to an EAP counselor. The kinds of problems typically seen in the EAP are problems of everyday living, such as emotional or personal conflicts, grief and loss, parenting, family blending, legal problems, work performance issues, marital conflicts, managing stress and change, anxiety and depression, financial problems, and questions about alcohol and drug use.

Are there any costs for EAP services?

Wynn employees are eligible to receive five face-to-face visits per issue with a licensed professional at absolutely no cost.

Is the EAP confidential?

Information shared with your EAP counselor is always treated as confidential. Information about individual employees who use the program is not shared with your employer.

Who are the EAP counselors?

BHO counselors are Master's level clinicians who have been selected for their expertise and training in the areas of marriage and family counseling, social work, substance abuse, and their knowledge of local community resources.

How do I contact the EAP?

To arrange for a private and confidential appointment, call 702-364-1484 or 1-800-873-2246. Regular office hours are Monday through Friday, 8 a.m. to 5 p.m. local time. After-hours calls are monitored by an answering service. If you feel you are in crisis, please request the on-call therapist be notified immediately to assist you.



COMPANY PAID BENEFITS

BASIC LIFE COVERAGE

Through our benefits partner Sun Life, Wynn provides life insurance coverage equal to your annual salary at no cost to you. Life insurance will be based on your base salary: not including tips and/or tokens, commissions, or bonuses. Minimum benefit, regardless of salary, is \$20,000.

AD&D COVERAGE

Wynn Resorts provides Accidental Death and Dismemberment (AD&D) insurance at no cost to you through Sun Life. This plan provides financial protection for your beneficiary(ies) by paying a benefit in the event of your death or for you in the event of any other covered loss. The amount you or your beneficiary(ies) receive(s) is based on the amount of coverage in effect just prior to the date of your death or any other covered loss according to the terms and provisions of the plan. Supplemental AD&D insurance is also available. See the WIRE for current plan details.

IMPORTANT! BENEFICIARY DESIGNATION

Because the Company is providing you with Basic Life and AD&D Coverage, it is important that you name beneficiaries of this insurance in case something happens to you – you should do this even if you elect not to purchase any insurance through Wynn Resorts!

Your beneficiary is the person you name to receive your life insurance benefits in the event of your death. When naming your beneficiaries, please indicate their full name, address, Social Security number, relationship, date of birth, and distribution percentage. If you name more than one beneficiary with unequal shares, you will need to determine the amount of insurance to be paid to each beneficiary in percentages, for example “33% to Mary Jones, Mother, and 67% to Edith Jones, Wife.”

OPTIONAL BUY-UP LIFE & ACCIDENT INSURANCE PLANS ARE ALSO AVAILABLE.

Please see the Voluntary Benefits section of this guide for more information.

YOU MUST DESIGNATE A BENEFICIARY

to complete your benefits enrollment. Even if you choose not to purchase additional insurance, the Company provides life insurance equal to your annual salary at no cost. You must designate someone to receive that money in the event of your death.



OTHER EMPLOYEE ASSISTANCE PROGRAMS

WORLDWIDE EMERGENCY TRAVEL ASSISTANCE

Since you are covered under the Basic Life plan through Sun Life, you and your immediate family are entitled to Assist America's emergency travel assistant services. If you have a medical emergency while you are more than 100 miles away from home, you don't have to face it alone. With one simple phone call, you can be connected to Assist America's staff of medically trained, multilingual professionals who can advise you in a medical emergency, 24x7. No matter where you are in the world, they will help you access or receive:

- Pre-qualified, English-speaking professionals working in hospitals, pharmacies, and dental offices
- Medical consultation, evaluation, and referral
- Hospital admission assistance
- Critical care monitoring
- Emergency medical evacuation
- Transportation to return home or to a rehabilitation facility
- Prescription assistance
- Legal and interpreter services

You or your immediate family (whether traveling together or separately) can activate Assist America's emergency services with one call to the number on your Assist America ID card, whether you are on vacation or on a business trip (spouse business travel excluded). Assist America pays for 100% of the services it arranges for and provides.

Please note this is not medical insurance. No claims for reimbursement will be accepted. All services must be arranged and provided by Assist America. Spouse business travel excluded. Optional coverage for trips longer than 90 days.

Print your Assist America information off the WIRE before you travel and take it with you! For more information, call 800-872-1414 within the U.S. or 609-986-1234 outside of the U.S. You can also email medservices@assistamerica.com. Use reference number 01-AA-SUL-100101.

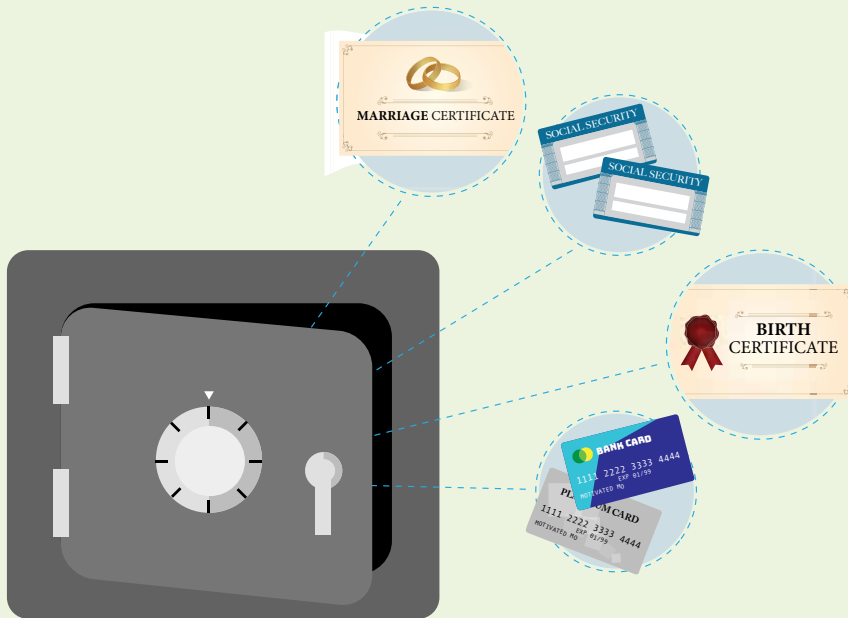


IDENTITY THEFT PROTECTION

Identity theft is a serious crime at home or abroad. Each year, millions of Americans have their personal financial information stolen and must spend a significant amount of time and money to restore their records. If you ever become a victim of identity theft, you don't have to face it alone. Since you are covered under the Basic Life plan through Sun Life, you have the support of a comprehensive Identity Theft Protection program through Assist America's SecurAssist Identity Protection program. It provides:

- 24x7 telephone support and step-by-step guidance by anti-fraud experts
- Help canceling stolen cards and reissuing new cards
- A case worker assigned to you to help you notify the credit bureaus and file paperwork to correct your credit reports
- Help notifying financial institutions and government agencies.





You can also help stop identity theft before it happens:

- You can securely store information from credit cards, bank cards, and documents in one safe, centralized location. If any information ever becomes lost or stolen, retrieval is easy and the resolution process can begin.
- You can register for identity fraud protection surveillance of up to 10 credit or debit cards.
- Registered cards are monitored using sophisticated real-time early warning technology that monitors underground chat rooms across cyberspace, where thieves are selling and trading stolen personal information.
- You receive early warning of potential threats and are notified if your identity has been misused.

If you are the victim of financial or medical identity fraud, or if you'd like to store your card information in one central location, call 877-409-9597. Use reference number 01-AA-SUL-100101. To proactively protect your credit cards and register them for Identity Fraud Protection surveillance, visit www.securassist.com/sunlife. Use access code 18327.



ADDITIONAL LIFE INSURANCE

TRANSAMERICA UNIVERSAL LIFE INSURANCE

WHAT IS UNIVERSAL LIFE INSURANCE?

Universal life insurance gives consumers flexibility in the premium payments, death benefits, and savings element of their policy.

Source: Investopedia

The TransElite universal life insurance policy is designed to help provide financial protection for employees' families in the event of death. It can be used for final expenses, for college tuition, for living expenses, or as an inheritance for beneficiaries. It also provides cash value that can be borrowed from if you need it.

For more information call 800-898-7586 or visit WynnVoluntaryBenefits.com.

Transamerica Universal Life Insurance In Action!

When Motivated Moe Sr. enrolled in universal life insurance, he was thinking about his five-year-old, Motivated Moe Jr., in the event of his death. Years later, when Motivated Moe Jr.'s pick-up breaks down in his freshman year of college, Motivated Moe Sr. borrows from his policy's cash value to get him a car. They pay off the loan a little at a time, and Motivated Moe feels peace of mind, knowing he still has a death benefit that could help his son with college expenses if the worst happens.



SUN LIFE SUPPLEMENTAL LIFE INSURANCE

Want to add on to your company-paid basic life insurance? If you're a member of the Encore Health Plan, you have the option to purchase supplemental coverage to this plan for yourself and dependents at competitive costs through Sun Life. Premiums will be paid through post-tax payroll deductions. Please note that you must purchase Optional Life insurance for yourself to purchase Optional Dependent Life insurance for your spouse and child(ren).

Coverage Details:

Employee Optional Life	
Coverage Amounts	Increments of \$10,000
Who Pays	You pay full cost
Benefits Payable	If you die while covered under the plan
Maximum Benefit	\$1,000,000
Optional Dependent Life	
Coverage Amount : Dependent Optional Life Insurance cannot exceed 100% of Employee Optional Life	Spouse: Increments of \$5,000 Child ages 6 months to 19 years: Increments of \$2,000 (full-time students covered until age 26) Child ages 14 days to 6 months: Increments of \$500
Who Pays	You pay full cost
Benefits Payable	If your dependent dies while covered under the plan
Maximum Benefit	Spouse: 100% of Employee Life amount or \$500,000, whichever is less Children: 100% of Employee Life amount or \$10,000, whichever is less
When Evidence of Insurability is required	For amounts over \$50,000
Optional Life Rates Per \$1,000 of Coverage	
Employee/Spouse Age	Monthly Cost Per \$1,000
00 – 24	\$0.050
25 – 29	\$0.060
30 – 34	\$0.080
35 – 39	\$0.100
40 – 44	\$0.140
45 – 49	\$0.240
50 – 54	\$0.410
55 – 59	\$0.640
60 – 64	\$1.000
65 – 69	\$1.270
70 – 99	\$3.210
Child Coverage	Monthly Cost Per \$1,000
Regardless of # of children	\$0.178

VOLUNTARY BENEFITS

From long-term disability coverage to pet insurance, Wynn Resorts' voluntary benefit partners have a wide array of products to cover just about everyone and every situation in your life. Check out the options on the following pages to see if you'd like to elect any additional coverage.

** Note: Benefits reduce at age 65 by 35%.*

FOR MORE INFORMATION CALL
800-862-6266 OR
VISIT **SUNLIFE.COM**.

SUN LIFE SUPPLEMENTAL LIFE INSURANCE (cont'd)

OPTIONAL AD&D: OPTIONAL LIFE INSURANCE NOT REQUIRED

You can purchase Optional Accidental Death & Dismemberment insurance, even if you do not purchase the Optional Life Insurance coverage.

* Note: Benefits reduce at age 65 by 35%.

Optional Accidental Death & Dismemberment	
Coverage Amounts	Increments of \$1,000
Maximum Benefit	\$1,000,000
Who Pays	You pay full cost
Employee Coverage	
Per-paycheck cost	\$0.030 per \$1,000
Maximum Benefit	Employee: 100% of insured amount
Family Coverage	
Per-paycheck cost	\$0.050 per \$1,000
Employee & Spouse only Maximum Benefit	Employee: 100% of insured amount Spouse: 50% of employee coverage
Employee & Children only Maximum Benefit	Employee: 100% of insured amount Children: 15% of employee coverage
Employee, Spouse & Children Maximum Benefit	Employee: 100% of insured amount Spouse: 50% of employee amount Children: 10% of employee coverage



DISABILITY INSURANCE

LONG-TERM DISABILITY

If you are unable to work for a long period of time (over 180 days) because of an illness or injury, you may be eligible for Long-Term Disability benefits. Encore Health Plan employees can elect the Long-Term Disability plan through Sun Life. This plan replaces 60% of your monthly base salary with a maximum monthly benefit of \$10,000.

For more information call 1-800-247-6875 or visit sunlife.com.

Long Term Disability Rates Per \$100 of Monthly Covered Payroll	
Age	Monthly Cost
00-24	\$0.090
25 -29	\$0.095
30 – 34	\$0.135
35 – 39	\$0.206
40 – 44	\$0.270
45 – 49	\$0.416
50 – 54	\$0.474
55 – 59	\$0.654
60 – 99	\$1.086

DISABILITY INSURANCE

SHORT-TERM DISABILITY

Short-term disability insurance will replace a portion of your salary if you're out of work due to a qualified illness or injury. Employees on an Encore Health Plan have the option to enroll in one of two short-term disability insurance plans, administered by Sun Life. If you did not elect to purchase short-term disability coverage last year, coverage this year may require evidence of insurability.

Employee Option 1	
Benefit Amount:	60% of weekly base salary (up to a maximum of \$400 per week)
Elimination Period (Accident/Illness):	15/30 days
Benefit Duration:	Up to 24 weeks
Short Term Disability Rates Per \$10 Weekly Benefit	
Age	Monthly Cost
<25	\$0.220
25 -29	\$0.440
30 – 34	\$0.580
35 – 39	\$0.490
40 – 44	\$0.420
45 – 49	\$0.480
50 – 54	\$0.620
55 – 59	\$0.930
60 – 64	\$1.230
65 – 69	\$1.480
70+	\$1.480

Employee Option 2	
Benefit Amount:	60% of weekly base salary (up to a maximum of \$2,500 per week)
Elimination Period (Accident/Illness):	15/15 days
Benefit Duration:	Up to 24 weeks
Short Term Disability Rates Per \$10 Weekly Benefit	
Age	Monthly Cost
<25	\$0.840
25 -29	\$0.850
30 – 34	\$0.870
35 – 39	\$0.670
40 – 44	\$0.730
45 – 49	\$0.760
50 – 54	\$0.810
55 – 59	\$0.920
60 – 64	\$1.060
65 – 69	\$1.060
70+	\$1.060

GOOD TO KNOW:
PREGNANCY IS COVERED UNDER SHORT-TERM DISABILITY.

FOR MORE INFORMATION CALL
800-247-6875 OR
VISIT **SUNLIFE.COM**.



AFLAC GROUP ACCIDENT INSURANCE

What would the financial impact of an injury mean to you? Are you prepared for high medical costs in addition to everyday household expenditures and lost wages? Out-of-pocket expenses associated with an accident are unexpected, but an accident's impact on your finances and your well-being certainly can be reduced. If you have an accident, major medical insurance will help with many medical expenses, but you could be left with out-of-pocket expenses. You could also lose pay while you're out of work. And you can be sure that the bills will keep coming.

HOW IT WORKS

Aflac group accident insurance plans are designed to provide you with cash benefits throughout the different stages of care, such as:

- Emergency treatment
- Hospital admission
- Intensive care unit
- Ambulance transportation
- Travel expenses to distant treatment centers
- Everyday living expenses, like your rent or mortgage, utility bills, groceries, and more

Group Accident Insurance Rates

Coverage	Per Paycheck Deduction*
Employee	\$3.69
Employee and Spouse	\$6.42
Employee and Dependent Children	\$8.50
Family	\$11.23

*WELLNESS BENEFIT INCLUDED IN RATES

WHAT'S A WELLNESS BENEFIT?

Aflac will pay a wellness benefit for preventive testing once each 12-month period (after 12 months of paid premium and while coverage is in force). Benefits include and are payable (for each covered person) for annual physical exams, mammograms, Pap smears, eye examinations, immunizations, flexible sigmoidoscopies, PSA tests, ultrasounds, and blood screenings.

For more information call 800-898-7586 or visit WynnVoluntaryBenefits.com.

AFLAC CRITICAL ILLNESS

Chances are you know someone who's been diagnosed with a critical illness such as cancer, a heart attack, or stroke. You can't help but notice the strain it's placed on the person's life – both physically and emotionally. What's not so obvious is the impact on that person's personal finances. While the person is busy getting well, the bills may continue to pile up. That's when critical illness insurance can help.

HOW IT WORKS

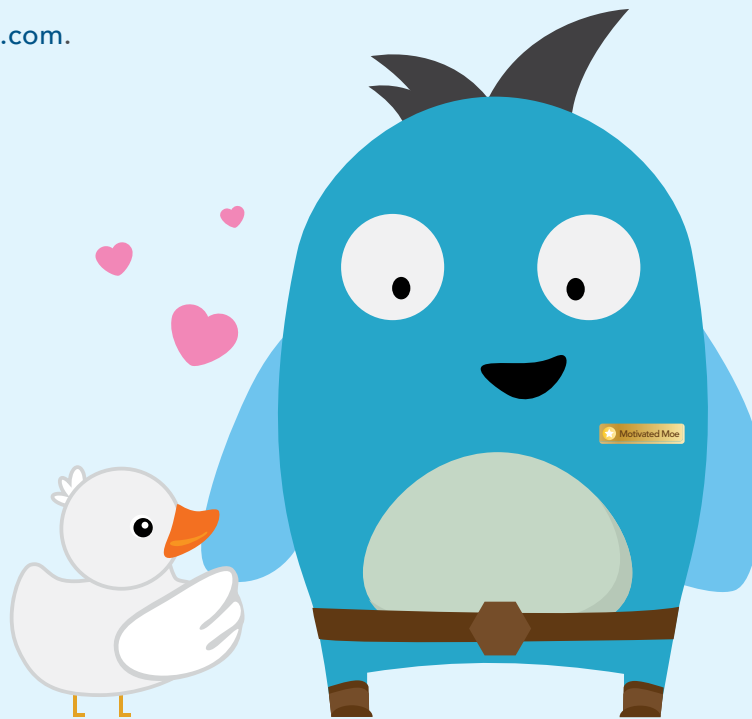
Aflac group critical illness insurance plans are designed to provide you with cash benefits, paying a lump sum benefit for a covered critical illness such as cancer, heart attack, and stroke. Coverage includes:

- Transportation to a distant medical facility.
- Specialized treatment costs.
- Living expenses like rent, mortgage, and utility bills.

Critical Illness Insurance Rates

Rates for a 40-year-old, non-tobacco user			
Annual Lump Sum Payment Cap	\$10,000	\$20,000	\$30,000
Per Pay Check Rate	\$3.90	\$7.04	\$10.18

For more information call 800-898-7586 or visit WynnVoluntaryBenefits.com.





AFLAC GROUP HOSPITAL INDEMNITY

Whether caused by accident or illness, hospital indemnity insurance provides financial protection if you are confined to the hospital.

HOW IT WORKS

Aflac group hospital indemnity insurance plans are designed to provide you with cash benefits to help with:

- Hospital Confinement Benefit
- Hospital Admission Benefit
- Hospital Intensive Care Benefit
- Intermediate Intensive Care Step-Down Unit
- Everyday living expenses, like your rent or mortgage, utility bills, groceries, and more
- It even provides coverage for newborn children for 60 days from the date of birth

Group Hospital Indemnity Rates

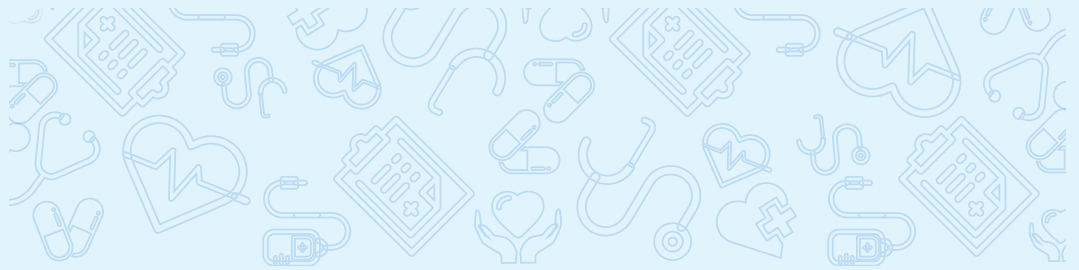
Coverage	Per Pay Check Rates
Employee	\$12.05
Employee and Spouse	\$24.16
Employee and Dependent Child(ren)	\$18.88
Family	\$30.99

*WELLNESS BENEFIT INCLUDED IN RATES

ACCIDENT VS. CRITICAL ILLNESS VS. HOSPITAL INDEMNITY – WHAT'S THE DIFFERENCE AND WHO NEEDS IT?

Type of Insurance	Who Might Need It?	What do Benefits Cover?
Accident	Many younger workers lead active lifestyles, have longer work commutes, and may have small children who are accident-prone.	Emergency treatment, X-rays, follow-up treatments and physical therapy, plus benefits for specific injuries such as fractures, dislocations, burns, and concussions.
Critical Illness	Employees concerned about cancer, stroke, or heart disease in their futures should consider this type of insurance while they're young and healthy.	Certain expenses from the initial diagnosis through treatment, including hospital stays, chemo, radiation, and anti-nausea drugs
Hospital Indemnity	In 2012, the average hospital stay cost \$10,400. For employees with smaller savings, one stay could amount to years of medical debt.	Emergency room treatment and hospital stays, plus physician visits.

For more information call 800-898-7586 or visit WynnVoluntaryBenefits.com.



AUTO & HOME

Encore Health Plan employees are eligible to sign up for Home, Auto, and other insurance plans. Our benefits partner Mercer will comparison shop for you among top insurance providers to find the lowest rates possible for you and your family!

AUTO INSURANCE

To help you save as much as possible, a licensed professional from Mercer will help you find every possible discount available, such as:

- Antitheft devices, air bags, daytime running lights
- Multipolicy
- Defensive driving courses
- Driver training courses
- Low mileage
- Student drivers with good grades
- Safe driver

SAVE ON OTHER COVERAGES

Take advantage of money-saving discounts to cut your bills for almost any type of insurance:

- Boat
- Motorcycle
- ATV
- RV
- Utility Trailer
- Personal Watercraft
- Personal Excess Liability
- Renters
- Seasonal Home
- Condo
- Mobile Home
- Landlord's Rental Dwelling
- Scheduled Personal Property (i.e. jewelry and artwork)

For more information call 800-898-7586 or visit WynnVoluntaryBenefits.com.



PET INSURANCE

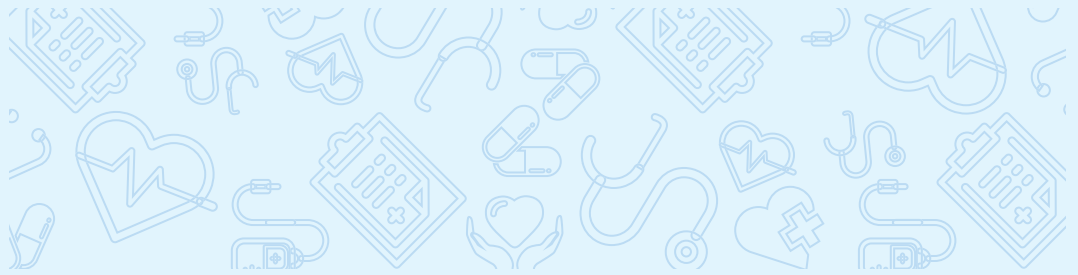
Pets get sick. They get hurt, too. And though you can't predict when something will happen, you can be prepared when it does with pet insurance from Nationwide. Encore Health Plan members are offered affordable, comprehensive plans that you can use with any veterinarian, anywhere. Coverage is available for accidents, illnesses, and preventive care.

SPECIAL DISCOUNTS AVAILABLE ---

Save even more when you enroll multiple pets:

- 1 pet = 5% discount on base medical or wellness plan for your pet
- 2-3 pets = 10% discount on base medical or wellness plan for each pet
- 4+ pets = 15% discount on base medical or wellness plan for each pet

For more information call 800-898-7586 or visit WynnVoluntaryBenefits.com.



LEGALGUARD

Nobody likes to be caught off guard, especially when it comes to legal matters. With LegalGUARD, it's easy to choose the best attorney, because you get assistance from highly trained and qualified personal specialists who review the details of local attorneys and help you find your best source for legal advice. Being a LegalGUARD member saves you time and costly legal fees. But most importantly, it gives you confidence and provides coverage for common legal matters.

HOW IT WORKS

The LegalGUARD legal plan provides a wide range of personal legal services and full representation for you, your spouse, and dependents for the following:

- Preparation of Wills, Living Wills, and Trusts
- Restoration of Driving Privilege and Traffic Ticket Defense
- Property Tax Assessment
- Debt Collection Defense
- Personal Bankruptcy
- Civil Litigation Defense
- Adoption or Guardianship
- Preparation of Powers of Attorney, Affidavits, Deeds, Demand Letters, Promissory Notes, and Mortgages
- Immigration Assistance
- And much more

For only \$7.30 per paycheck, you will have access to nearly 17,000 experienced plan attorneys nationwide. The plan fully covers telephone advice and in-office consultations, with the exception of excluded matters. This means you can talk to or visit with your Network Attorney at any time an event in your life creates legal concerns without paying additional fees.

The plan is easy to use—no copayments, deductibles, or waiting periods. No one can predict your future, but we can help you prepare for legal needs that may lie ahead.

For more information call
800-248-9000 or visit
www.LegalEasePlan.com/wynn.



INFOARMOR PRIVACY PLUS PROTECTION

In an increasingly digital world, the risk of identity theft is real. Can you imagine how identity fraud would impact your life? Tax fraud, new bank accounts, loan notices, collection calls, maybe even inaccurate medical history. This year, InfoArmor® has beefed up your protection with PrivacyArmor Plus. See below for details about this plan.

InfoArmor is your advocate and expert in identity monitoring and full-service remediation.

HOW IT WORKS

InfoArmor's PrivacyArmor PLUS® proactively protects against identity and credit fraud to detect fraud sooner. In addition to credit monitoring, InfoArmor has also developed an identity monitoring system that looks for high risk transactions, suspicious identity patterns, application data, unauthorized account access, fund transfers, and password resets in the locations that thieves go to buy and sell your personal information.

By detecting fraud at the source, InfoArmor can help minimize damages and better protect you. Enroll in PrivacyArmor PLUS to receive the following:

- Proactive identity and credit monitoring.
- An annual credit report and a score each month, making it easier to monitor your credit.
- Social media reputation monitoring to protect against cyberbullying and reputational damage on Facebook, LinkedIn, Twitter, and Instagram.

- A secure password management solution that automatically saves and syncs your passwords across desktop and mobile devices.
- Full Service Remediation with a dedicated Privacy Advocate®
- A digital wallet storage and monitoring service, with lost wallet replacement services.
- Digital exposure report with Privacy Grade and tips.
- Solicitation reduction.
- Additional tools and resources to better help protect your identity.
- And much more!

If you fall victim to identity theft, our trained and dedicated Privacy Advocate experts will manage the process of identity restoration. A \$1,000,000 identity theft insurance policy is included to help cover costs of restoring your identity.

Coverage is available for \$4.98 per paycheck for Employee or \$8.98 per paycheck for Employee & Family.

For more information call 800-898-7586 or visit WynnVoluntaryBenefits.com.





This guide is intended to describe the eligibility requirements, enrollment procedures, and coverage effective dates for the benefits program offered by Wynn Resorts. It is not a legal plan document and does not imply a guarantee of employment, continuation of benefits, or guarantee of payment. Full details of the Plans are contained in the Certificate of Coverage (COC) for Sierra Health and Life and the Evidence of Coverage (EOC) for Health Plan of Nevada. Whenever an interpretation of a plan benefit is necessary, the actual plan documents will be used. Remember: Keep this Creditable Coverage notice. If you decide to join one of the Medicare drug plans, you may be required to provide a copy of this notice when you join to show whether or not you have maintained creditable coverage and, therefore, whether or not you are required to pay a higher premium (a penalty).



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.1 EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

e. The training that will be required and made available for all proposed positions.







All positions will be required to take the following trainings:


- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]


Position specific trainings including the following:


Position	Training
Director - Sportsbook Operations	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]


	<p>[Redacted]</p>
<p>Manager - Sportsbook Operations</p>	<p>[Redacted]</p>
<p>Red Card Representative - SE</p>	<p>[Redacted]</p>
<p>Asst Shift Manager - Cashiers Cage</p>	<p>[Redacted]</p>
<p>Lead Cashier - Cashiers Cage</p>	<p>[Redacted]</p>

	
Cashier - SE - Cashiers Cage	
Security Officer - Level 1 - SE	
Bartender - Tipped	
Bartender - Tipped - SE	
Apprentice Bartender	

	
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Apprentice Bartender –SE	
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Cocktail Server - SE	
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Bar Porter	
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	[REDACTED]
Bar Porter - SE	[REDACTED]
Lead Hostess	[REDACTED]



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.1 EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

f. The number of proposed work locations that will be created within the Commonwealth.

All new employees will work at Encore Boston Harbor, located at One Broadway in Everett, Massachusetts.



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.1 EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

g. Description of plans for workforce development opportunities for Applicant's staff within the Commonwealth.

Encore Boston Harbor provides a Leadership Development Program with eight (8) training modules:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

This program is designed to provide less experienced leaders with the skills to develop into successful leadership roles. Encore Boston Harbor has also initiated an “English as a Second Language” program available on a voluntary basis to interested team members.

Encore Boston Harbor has continued to partner with Cambridge College to create the Greater Boston Gaming Career Institute, Bet On U, under the licensure of the Massachusetts Gaming Commission. Bet On U has graduated approximately 1,500 dealers to date.



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.1 EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

h. Outline the strategy for focusing on job opportunities and training in areas and demographics with high unemployment and/or underemployment.

Prior to opening Encore Boston Harbor, we adopted a Workforce Development and Diversity Plan for the hiring of team members. The plan outlined our strategy for recruiting, hiring, and retaining qualified, local, and diverse individuals in accordance with the legislation included in the Gaming Act that calls for “*establishing, funding and maintaining human resource hiring and training practices that promote the development of a skilled and diverse workforce*” and the goal of the Massachusetts Gaming Commission to create opportunities for unemployed and under-employed individuals. We continue to apply the methodologies set forth in this plan.

June 14, 2018

INTRODUCTION

We owe our success to our employees, so the most important decision we make at our properties is always going to be "Who do we hire?" Once we find the perfect person for the job, everything else falls into place: the satisfied guests, the Five Star awards, and the continued growth of our company.

Encore Boston Harbor ("EBH") is a luxury, global destination gaming resort located in Everett, Massachusetts that will feature 671 hotel rooms with sweeping views of the Boston skyline and Boston Harbor, ultra-premium spa, luxury retail, high-end dining, and state-of-the-art ballroom and meeting spaces. At \$2.5 billion invested, the resort will be the largest private single-phase development in the history of the Commonwealth. Situated on the waterfront along the Mystic River and connected to Boston Harbor, EBH will include a six-acre park along the water that will feature a Harborwalk, events lawn, and public viewing areas, ornate floral displays, and retail and dining experiences overlooking the water.

EBH is currently under construction with resort opening anticipated June 2019. Prior to opening, we will hire over 4,000 individuals for the resort opening team. These team members will transform a beautiful building into a five-star luxury resort.

This Workforce Development and Diversity Plan (this "Plan") outlines our strategy to recruit, hire, and retain over 4,000 qualified, local, and diverse individuals for our resort team. This Plan supports legislation included in the Gaming Act that calls for *"establishing, funding and maintaining human resource hiring and training practices that promote the development of a skilled and diverse workforce"* and the goal of the Massachusetts Gaming Commission to create opportunities for unemployed and under-employed individuals.

We are confident that EBH will be a source of economic growth and opportunity for our Host Community of Everett, Surrounding Communities, the greater-region, and the entire Commonwealth. This Plan is the roadmap to ensuring the career opportunities created by EBH are as widespread as possible, and supports our business interests to have a local and diverse workforce well suited to serve our diverse guests.

This Plan is a result of dozens of meetings and conversations with educators and community stakeholders regarding best practices for building a diverse and local workforce. Since releasing the initial draft of the Plan in March 2018, we have held numerous meetings and received constructive feedback and ideas from numerous stakeholders. This final draft reflects those conversations and the feedback and comments received. We are grateful to our community stakeholders for their interest in the Plan and the time spent providing feedback. We look forward to collaborating with the Massachusetts Gaming Commission, our Host, Surrounding, and Neighboring Communities, and numerous educational and diverse community partners to implement this Plan.

June 14, 2018

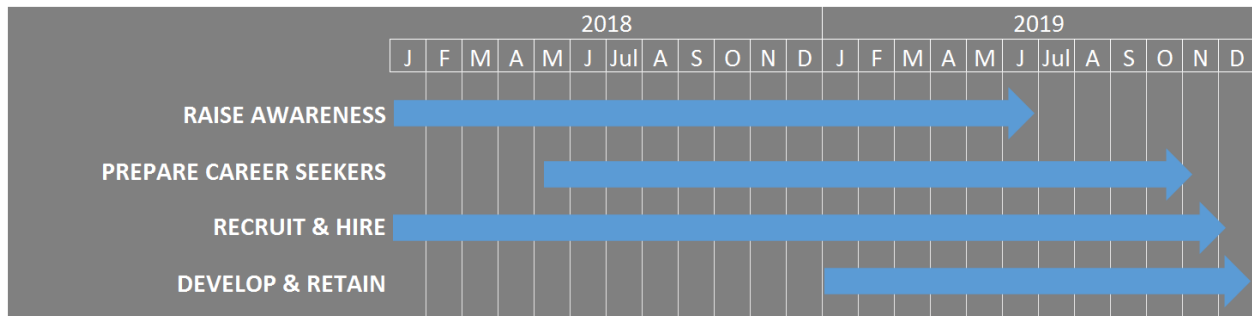
Our Objectives

The following objectives form the basis for this Plan and are the drivers behind workforce development activities leading to the EBH opening in June 2019:

- 1. Raise Awareness:** Before we can successfully recruit, we must ensure the community is aware of who we are as an employer, the upcoming career opportunities, the skills required for those opportunities, the application process, and the timeline for hiring.
- 2. Prepare Career Seekers:** We will work to ensure local and diverse career seekers are not only aware of the coming career opportunities, but are prepared to successfully apply for and succeed in those jobs. We will connect job seekers with the training needed to develop skills required for our jobs.
- 3. Recruit and Hire a Qualified, Local, and Diverse Workforce:** To open successfully, we need to recruit and hire a workforce that is qualified, local, and diverse. Hiring the right talent from the start will improve retention and support the success of ongoing resort operations.
- 4. Develop and Retain:** Once on board, we will create a work environment in which team members can thrive and pursue opportunities for professional growth.

Each of these objectives is supported by activities and tactics outlined in the plan that follows.

Objectives Timeline:



June 14, 2018

OBJECTIVE 1: RAISE AWARENESS FOR EBH CAREER OPPORTUNITIES

EBH is a new employer in Massachusetts and we look forward to providing our team members outstanding career opportunities, a supportive work environment, training, and competitive pay and benefits. As a critical first step in the workforce development process, we must build understanding among the local workforce of our brand and offering as a company and an employer.

We will work to raise awareness for the following:

- 1) EBH as an employer: luxury hospitality employer providing competitive pay and benefits, training, and opportunities for professional growth;
- 2) Available career opportunities and the skills required for those opportunities;
- 3) Applicant requirements: attitude, skills, job fit, drug test, gaming license approval, background check; and
- 4) Timeline and process for application.

Commitment to Local and Diverse Outreach & Hiring

We are committed to hiring a local workforce and know that locally-based employees contribute to business success. When commuting times are limited, and individuals are able to work close to home, team members will be happier and better able to serve our guests. We look forward to implementing the following hiring preferences: first, to residents of our Host Community - Everett; second, to our Surrounding Community of Malden; and third, to Surrounding Communities Boston, Cambridge, Chelsea, Somerville, and Medford. These hiring preferences are outlined in our Host and Surrounding Community Agreements. EBH will use good faith efforts to hire no less than 75% of team members from within 30 minutes of Everett, as outlined in the Encore Boston Harbor gaming license conditions. For the purposes of this Plan, and taking into account the widely variable commuting times in the region, we have defined “30 minutes” as residents of cities and towns that fall within 30 miles of the Resort site.

Residents of the following cities will be counted as living within 30 minutes:

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



June 14, 2018

BRISTOL COUNTY	Peabody	Hudson	Woburn	PLYMOUTH COUNTY
Easton	Rockport	Lexington	NORFOLK COUNTY	Abington
Mansfield	Rowley	Lincoln	Avon	Bridgewater
North Attleborough	Salem	Littleton	Bellingham	Brockton
Norton	Saugus	Lowell	Braintree	East Bridgewater
Raynham	Swampscott	Malden	Brookline	Halifax
Taunton	Topsfield	Marlborough	Canton	Hanover
ESSEX COUNTY	Wenham	Maynard	Cohasset	Hanson
Andover	West Newbury	Medford	Dedham	Hingham
Beverly	MIDDLESEX COUNTY	Melrose	Dover	Hull
Boxford	Acton	Natick	Foxborough	Marshfield
Danvers	Arlington	Newton	Franklin	Norwell
Essex	Ashland	North Reading	Holbrook	Pembroke
Georgetown	Ayer	Reading	Medfield	Rockland
Gloucester	Bedford	Sherborn	Medway	Scituate
Groveland	Belmont	Shirley	Millis	West Bridgewater
Hamilton	Billerica	Somerville	Milton	Whitman
Haverhill	Boxborough	Stoneham	Needham	SUFFOLK COUNTY
Ipswich	Burlington	Stow	Norfolk	Boston
Lawrence	Cambridge	Sudbury	Norwood	Chelsea
Lynn	Carlisle	Tewksbury	Plainville	Revere
Lynnfield	Chelmsford	Tyngsborough	Quincy	Winthrop
Manchester	Concord	Wakefield	Randolph	WORCESTER COUNTY
Marblehead	Dracut	Waltham	Sharon	Berlin
Methuen	Dunstable	Watertown	Stoughton	Bolton
Middleton	Everett	Wayland	Walpole	Harvard
Nahant	Framingham	Westford	Wellesley	Northborough
Newbury	Groton	Weston	Westwood	Southborough
Newburyport	Holliston	Wilmington	Weymouth	Westborough
North Andover	Hopkinton	Winchester	Wrentham	

We will also offer a hiring preference to qualified Suffolk Downs employees. EBH, with the support of the Mass Gaming Commission, contacted all Suffolk Downs employees several years ago regarding career opportunities. We have retained data for those Suffolk Downs employees who responded with their information and will use that information to provide regular updates and communication to those individuals. All outreach and awareness raising efforts will focus on these communities and will also extend to our Neighboring Communities of Lynn and Melrose.

In addition to hiring local residents, we believe that workforce diversity is a significant driver of business success. EBH has a culture of inclusion and commitment to equal opportunity for people regardless of race, religion, gender, age, sexual orientation, national origin, physical or mental handicap or disability and a culture in which all aspects of diversity are acknowledged and respected. EBH will serve guests from all over the world and a wide variety of backgrounds; we need a diverse workforce to provide the best experience possible for those diverse guests.

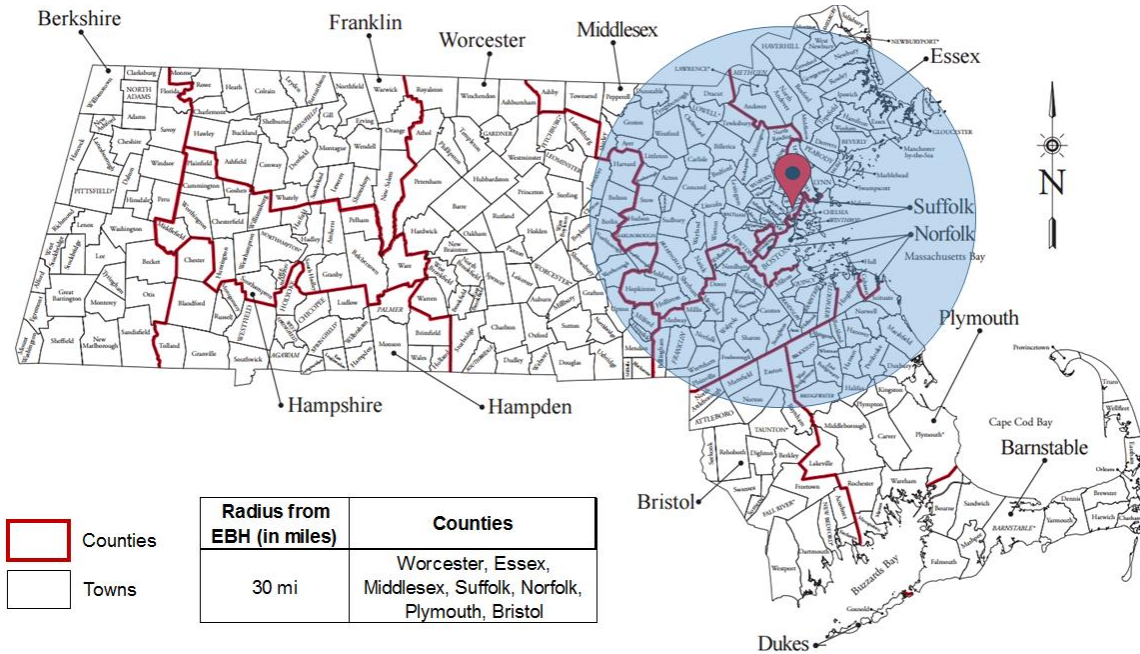
As we move forward with operational hiring, we will build a diverse workforce that is reflective of the broader community in which we operate. We have reviewed the demographics of our Host and Surrounding Communities, as well as the demographics in the broader region. While we are fortunate

**ENCORE BOSTON HARBOR
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to be opening in a time of economic prosperity, we face an environment that includes an extremely low rate of unemployment. With over 4,000 positions to fill, and a tight labor market, we will create opportunities for our Host and Surrounding Communities as well as the broader region. Based on previous resort opening experiences, we anticipate sourcing over 80,000 applicants to identify and hire our team of over 4,000.



Community Demographics:

1

		Unemployment	% Minority	Population	Population in the Workforce	Unemployed Individuals
Host and Surrounding Communities	Everett, Malden, Medford, Somerville, Boston, Cambridge, Chelsea	2.6%	48.8%	1,064,022	601,536	15,348
Counties: Host, Surrounding, Neighboring Communities	Essex, Middlesex, Suffolk	2.7%	34.5%	3,153,022	1,720,277	46,658
Counties within 30 mi Radius	Worcester, Essex, Middlesex, Suffolk, Norfolk, Plymouth, Bristol	2.9%	28.4%	5,741,681	3,085,600	90,604

¹ Data Sources: U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <<https://censusreporter.org/profiles/04000US25-massachusetts/>>

Massachusetts Department of Labor (2017). *Labor Force and Unemployment Data*. Retrieved from *Labor Market Information* <http://lmi2.detma.org/lmi/lmi_lur_a.asp#3/>

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Massachusetts Veteran Demographics:

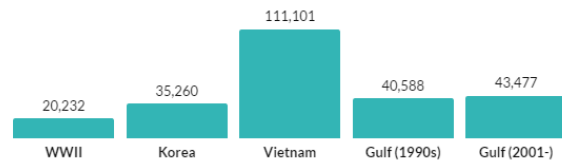
Veteran status

5.7%

Population with veteran status

about three-quarters of the rate in United States: 7.4%

Veterans by wartime service



* Civilian veterans who served during wartime only

[Show data / Embed](#)

311,150 Total veterans
293,572 Male
17,578 Female

2

We have set the following workforce diversity goals to reflect the diversity of our community and region. We will work with the Massachusetts Gaming Commission, our community partners, and our Host and Surrounding Communities to achieve and exceed these goals in each department, front and back of house, and for both management and line level workforce.

Women: 50%

EBH is committed to gender equity for its workforce, both in recruiting and in compensation. Our goal is to hire women as 50% of our workforce. We will pay equally for positions, regardless of the gender of the individual in that position.

Minorities: 40%

The minority goal reflects the makeup of our broader community, and takes into account the hiring preference for residents of our Host & Surrounding Communities. The broader region from which we will source candidates, includes the following counties: Essex, Middlesex, Suffolk, Norfolk, Plymouth, and Bristol. The demographics of these counties includes 28% minorities. To reflect the demographics of the region, as well as our preference for our Host & Surrounding Communities, which include 49% minorities across a much smaller population, we have set a goal of hiring a minimum of 40% minorities. EBH will utilize the Commonwealth of Massachusetts definition of Minority³.

Veterans: 3%

EBH sees tremendous value in the skillset and experience of veterans, and is committed to providing opportunities for individuals who have served our country. Of the 5.7% veteran population in Massachusetts, roughly half are veterans of recent conflicts and are actively engaged in the workforce. Following discussions with veteran community stakeholders, including the Disabled American Veterans and the City of Everett Director of Veteran Services,

² Data Source: U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <https://censusreporter.org/profiles/04000US25-massachusetts/>

³ <https://malegislature.gov/Laws/GeneralLaws/PartI/TitleII/Chapter7C/Section6>

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we have set a goal of hiring 3% veterans as part of our workforce, reflecting the portion of veterans in the Commonwealth who are active in the workforce.

We will place particular emphasis on raising employer brand and career opportunity awareness within our Host, Surrounding, and Neighboring Communities, Suffolk Downs employees, and among unemployed, diverse, and Veteran populations. All outreach activities, including job fairs, events, and targeted marketing, will be implemented first and foremost in our Host & Surrounding Communities.

Hiring Preference Mechanics: Host & Surrounding Communities; Suffolk Downs employees

As outlined in our Host & Surrounding Community Agreements, Encore Boston Harbor will extend a hiring preference to residents of the following communities: 1) Everett, 2) Malden, and 3) Boston, Cambridge, Chelsea, Medford, Somerville. A preference will also be extended to current and former Suffolk Downs employees.

The mechanics of these preferences in hiring will be implemented as follows:

For positions where individual resume review is the primary method of selection:

- EVERETT resumes will be reviewed FIRST with qualified Everett residents receiving the first calls for interview
- MALDEN resumes will be reviewed SECOND with qualified Malden residents receiving second calls for interviews
- BOSTON, CAMBRIDGE, CHELSEA, MEDFORD, SOMERVILLE, SUFFOLK DOWNS resumes will be reviewed THIRD with qualified residents receiving priority calls for interviews
- Resumes of Residents of the designated counties will be reviewed following the residents above.

For positions where group or open call interviews are the typical approach (typical for high volume positions):

- Priority access and dedicated time slots will be provided to Everett residents. For example: if meet & greets and group interviews are scheduled from 10am – 2pm, Everett residents will be interviewed in the first slots from 10am – 11am. We will invite Everett residents in advance for priority access interviews and will also fast track residents who show their ID with Everett address.
- Next priority access will be given to Malden residents, with similarly designated advance times for meet & greets and interviews.
- Following the times designated for Everett and Malden, time will be allocated for interviews with residents of the Surrounding Communities and Suffolk Downs employees.

Open call interviews for all interested career seekers will follow the three priority interview time slots outlined above, or will be held on a separate day.

Our Careers: Summary & Timeline

A wide range of careers will be available across the 4,000+ positions, ranging from gourmet server to sous chef to accountant. Each full-time position provides competitive pay, benefits, and a pathway for growth. We will use a range of outreach channels to ensure that career seekers are aware of these job

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opportunities, skills required by each, and timelines for applications and hiring. The job titles highlighted below are examples of line level positions. For each of the areas listed below there are corresponding management level positions. High volume positions, as well as positions that are open to English Language Learners, are noted.

CAREER OPPORTUNITIES SUMMARY

Bolded positions indicate 10+ individuals

** Indicates 50+ individuals*

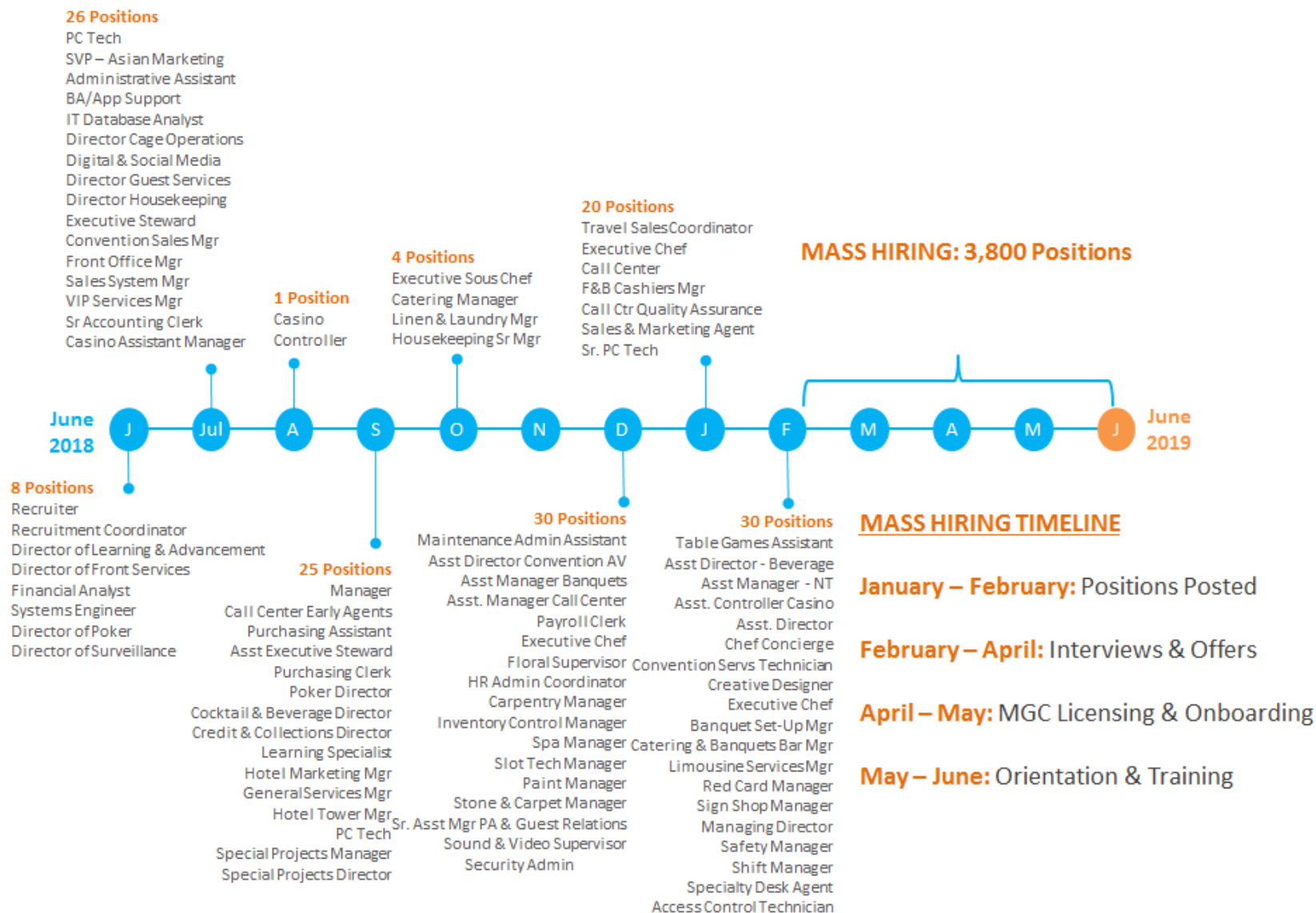
Position open to English Language Learners

HOTEL - 800+	FOOD & BEVERAGE - 1,400+	CASINO - 1,600+
Front Desk Representative	Restaurant Manager	Service Team Lead*
Lobby Greeter	Chef de Cuisine	Dealer*
VIP Lounge Ambassador	Assistant Chef	Slot Technician
Concierge	Chef de Partie	Poker Dealer*
Call Center Sales & Marketing Agent	Cook I*	Box Person
Housekeeping Shift Manager	Cook II*	Floor Persons
Guest Room Attendant*	Kitchen Worker*	Casino Marketing Representative
Utility House Person	Shift Manager	Casino Cashier
Quality Assurance Supervisor	Food & Beverage Cashier	Ticket Redemption Lead
Status Board Operator	Inventory Control Clerk	Casino Credit Clerk
Bell Captain	Inventory Security Coordinator	Limo Driver
Bell Attendant	Food Server*	Limousine Dispatcher
Door Person	Gourmet Food Runner	Marketing Host
Group Sales Coordinator	Bus Person*	Casino Accounting Clerk
Hotel Marketing Specialist	Cocktail Server*	Casino Accounting Controller
Dispatcher	Sommelier	Count Team Clerk
Valet Attendant	Bartender*	Surveillance Specialist
Parking Attendant	Apprentice Bartender	Casino Porter*
Public Area Porter*	Host Person	
	Banquet Captain	
	Banquet Setup Porter	
RETAIL, SPA & SALON - 75+	GENERAL & ADMINISTRATIVE - 120+	MAINTENANCE, HORTICULTURE, SECURITY - 360+
Store Manager	Sound & Video Technician	Painter
Retail Clerk	Human Resources Coordinator	Carpenter
Cashier	Media Coordinator	Electrician
Fitness Professional	Accounts Receivable Clerk	General Maintenance
Receptionist	Payroll Clerk	Mechanical / HVAC
Spa Therapist	Guest Claims Administration	Dock Assistant
Aesthetician	Recruiter	Gardener
Guest Attendant	Purchasing Clerk	Florist
Manicurist	Warehouse Attendant	Security Officer*
Hair Stylist	Receiving Attendant	Bike Officer
Makeup Artist	Uniform Seamer	K-9 Officer
	Uniform Attendant	Report Writer
	PC Tech	

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The following are outreach and awareness raising initiatives that will be continued or newly implemented to support our objective to Raise Awareness.

SkillSmart

EBH is working to develop a career and skills exploration platform, driven by SkillSmart technology, that will play a key role in achieving success across several of our workforce development plan objectives: 1) Raising Awareness; 2) Preparing Career Seekers; and 3) Local & Diverse Recruiting & Hiring. The SkillSmart platform will help job seekers:

1. Learn about career opportunities with EBH;
2. Understand the skills required and preferred for each position;
3. Learn how their existing skills and experiences align with positions of interest; and
4. Connect with training resources available for skill development that will enhance their ability to successfully apply for positions of interest.

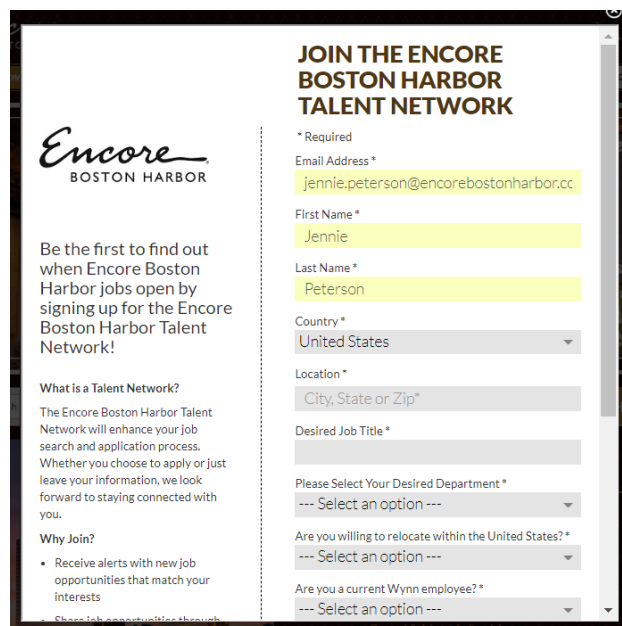
In addition to being a resource for job seekers and educators, the SkillSmart platform will provide EBH the capability to review the prospective candidate pool to determine interest in key career opportunities, understand any skills gaps, and tailor our outreach strategies.

The SkillSmart platform will serve as a basis for informing career seekers regarding the specific skills required for each available career, and will connect them with local educational and training resources that can enhance skills needed for success in our careers.

The EBH Talent Network

The EBH Talent Network is a portal for individuals interested in working for EBH to quickly submit their information and receive updates regarding job postings, career fairs, and more. Job seekers use the Talent Network to submit their contact information, select areas of career interest, and upload a resume, if they choose (this step is not required).

Through our outreach efforts as of May 2018, we have gathered information from over 9,890 job seekers via the EBH Talent Network portal. We will use the existing EBH Talent Network database to notify individuals of the SkillSmart launch, dealer school and other training opportunities, job fairs, job postings and more.



JOIN THE ENCORE BOSTON HARBOR TALENT NETWORK

* Required

Email Address *
jennie.peterson@encorebostonharbor.cc

First Name *
Jennie

Last Name *
Peterson

Country *
United States

Location *
City, State or Zip*

Desired Job Title *

Please Select Your Desired Department *
--- Select an option ---

Are you willing to relocate within the United States? *
--- Select an option ---

Are you a current Wynn employee? *
--- Select an option ---

Encore BOSTON HARBOR

Be the first to find out when Encore Boston Harbor jobs open by signing up for the Encore Boston Harbor Talent Network!

What is a Talent Network?
The Encore Boston Harbor Talent Network will enhance your job search and application process. Whether you choose to apply or just leave your information, we look forward to staying connected with you.

Why Join?

- Receive alerts with new job opportunities that match your interests

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SkillsSmart and the Talent Network are useful tools for exploring future job opportunities and training and staying updated, but are not used for application. EBH will clearly brand these two tools, and our application portal, to avoid confusion for career seekers and community organizations.

EBH Career Center

The EBH Career Center will open fall 2018 and will be a central hub for activity and learning about our careers and timelines. Our Career Center will be located at 101 Station Landing in Medford, conveniently situated at the Wellington Station MBTA Orange Line stop. The Career Center also has ample parking for individuals traveling by vehicle to meet with us and is ADA accessible.

The Career Center will be staffed during regular business hours and will provide support and resources for job seekers, including guidance and information regarding upcoming career availability. Additionally, computer terminals will be located at the Career Center where individuals can join the EBH Talent Network, apply for jobs, create a SkillsSmart profile, and find information regarding local skills training resources.

We will provide personal support to individuals who need help navigating SkillsSmart or other web-based job application tools. We invite job seekers to meet with us, learn about EBH as a company and employer, and learn about the upcoming career opportunities.

Network of Geographically Strategic Physical Locations / EBH Career Support Hubs

We understand the importance of providing access to in-person support and computers where job seekers can speak to someone about the process, and receive assistance with using the online portals for applications and using the SkillsSmart platform. We also understand that having multiple locations, in addition to the EBH Career Center, will facilitate access for a broader range of individuals.

To meet this need, we will support a network of geographically strategic physical locations / EBH Career Support Hubs where individuals can gain access to a computer, receive support for EBH-related job searches and use of EBH career online tools including the EBH Talent Network, the online application portal, and SkillsSmart. We will leverage a combination of Encore locations, career centers, and cultural centers. We will staff EBH representatives, train representatives from the host location organization, or provide informational materials to provide support to career seekers at each of these locations.

1. EBH will have a **Satellite Career Center at Everett City Hall**. This office will be regularly staffed by our team and will provide a second location where Everett residents can access a computer, receive support, and speak with an HR representative about employment opportunities. We will have regular office hours with multi-lingual representatives of the Encore recruitment team for community members who may need support in a language other than English.

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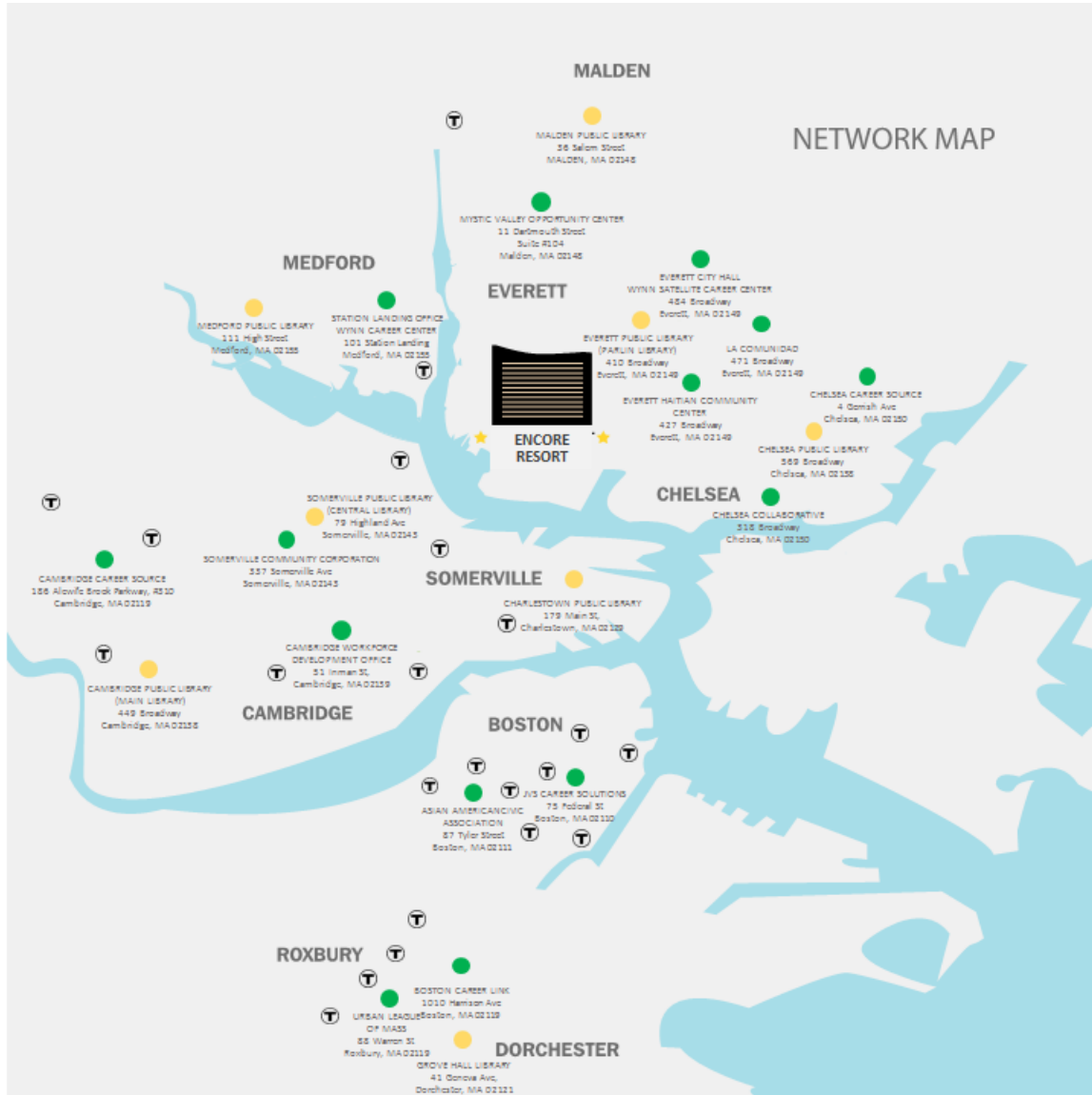
2. **Regional One-Stop Career Centers**⁴, serving unemployed individuals and covering our Host & Surrounding Communities. A designated Career Center staff member will be trained by our team to support job seekers in using the Talent Network, SkillsSmart, and our Application Portal.
 - a. Career Source – Chelsea
 - b. Career Source – Cambridge
 - c. Boston Career Link – Roxbury
 - d. JVS Career Solutions – Boston

3. **Local Community Centers Serving Diverse Populations** with computer access and personnel support. Similar to the Career Centers, we will train representatives at each of these locations to provide assistance to job seekers interested in a career with EBH.
 - a. La Comunidad – Everett
 - b. Everett Haitian Community Center – Everett
 - c. Chelsea Collaborative - Chelsea
 - d. ABCD (Action for Boston Community Development) Mystic Valley Opportunity Center - Malden
 - e. Urban League of Eastern Massachusetts - Roxbury
 - f. Somerville Community Corporation - Somerville
 - g. Asian American Civic Association – Boston
 - h. City of Cambridge Office of Workforce Development - Cambridge

4. **Local Public Libraries** are a place where community members can access computers and the internet. We will provide the public libraries with clear, easy-to-use instructions for online EBH career tools.
 - a. Everett
 - b. Malden
 - c. Medford
 - d. Charlestown (Boston)
 - e. Grove Hall - Dorchester
 - f. Somerville
 - g. Chelsea
 - h. Cambridge

⁴ <https://www.mass.gov/service-details/find-a-career-center-near-you>

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Career Fairs

Career fairs are required by Encore’s Host and Surrounding Community Agreements and are a great way to connect with community members.

We know that a personal interaction between our hiring managers and job seekers cannot be replaced with a digital experience. Over the last four years, EBH has participated in dozens of career fairs, and plans to continue with these efforts, attending fairs hosted by our community partners, and hosting our own career fairs leading up to major department hiring. We know that a personal interaction between our team, our hiring managers, and job seekers is crucial to connecting to the local community and job seekers. The digital experience is designed for convenience; we will connect personally with as many candidates as we can.

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Career seekers may check the EBH website for regular updates regarding career fairs. A summary of career fairs attended in March, April, and May, and planned for June, 2018 is below:

- March 1st: Lasell College Hospitality Day Career Fair
- March 26th: Informational Session at Endicott College School of Hospitality
- March 29th: Roxbury Community College Job Fair
- March 29th: El Mundo Latino Career Fair
- April 2nd: Affinity Leadership Consortium (ALC) Career Fair – ALC is a collaboration of greater Boston area diverse professional groups.
- April 26th: Mayor of Boston’s Neighborhood Career Fair – Mattapan
- April 28th: Chelsea Collaborative Community Day
- May 1st: Boston Herald Diversity Job Fair
- May 5th: North American Indian Center of Boston Career Fair
- May 15th: La Comunidad Career Information Session
- May 19th: Women's Veterans Network Annual Fair
- May 22nd: First Source Jobs/Somerville Community Corporation Career Fair
- June 14th: Urban League of Eastern Mass Career Fair – Roxbury
- June 18th : Asian American Civic Association Career Information Session
- June 28th: Mayor of Boston’s Neighborhood Career Fair - Dorchester

We will continue to collaborate with partners to host and attend Career Fairs that will help us reach local, minority, female, veteran, and disadvantaged members of the community.

Encore held a dedicated career information session for Suffolk Downs workers in 2017. We will host at least one additional, dedicated career information session for Suffolk Downs workers.

Starting in June 2018, Encore will host monthly informational sessions, in coordination with our community partners. These information sessions will rotate through our Host & Surrounding Communities.

Regular Update Meetings with Community Representatives

EBH has established a structure of quarterly update meetings with our community partners, focusing on small group engagement with diverse populations and regional career centers serving unemployed populations. We understand the importance of community partners in disseminating information to career seekers and supporting efforts to recruit qualified, local, and diverse talent for our open positions. We have established clear lines for candidate referrals for each of these groups.

The following quarterly update meetings are in place:

1. **Latino Community** – convened by the Hispanic American Institute, Chelsea Collaborative, and La Comunidad
2. **Black Community** – convened by Urban League of Eastern Massachusetts

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3. **Asian Community** – convened by the Asian American Civic Association and James Chan, former Chief of Staff to Boston City Councilor Bill Linehan
4. **Local Community Career Advisors** – convened by the Metro-North Regional Employment Board and the Private Industry Council
5. **Veteran Community** - convened by the Disabled American Veterans (DAV) and the Director of Veteran Services for the City of Everett

Grassroots Outreach in Partnership with Community Based Organizations

Encore has built relationships with dozens of community based organizations, training providers, educational institutions, and government entities over the last several years. We will continue our work with these organizations to raise awareness for career opportunities and to enhance our ability to connect with local, diverse, and economically disadvantaged individuals. In May 2018, Encore provided trainings for over 60 representatives from career centers, training providers, and community-based organizations who will provide support to career seekers. We will work with local CBOs in the following manner:

- Provide organization representatives with training for using Encore career tools
- Include on regular communication regarding positions available for application, upcoming hiring events, and updates regarding the hiring process
- Coordinate career information sessions and job fairs on site with these organizations
- Participate in career fairs and other community events hosted by organizations
- Provide outreach materials
- Provide a designated point of contact with the Encore recruitment team for candidate referrals and questions
- When requested and appropriate, we will set up regular Encore recruitment team “office hours” with these organizations

Encore will rely on our community partners to help us reach local and diverse individuals, advertise career opportunities, and refer candidates for job openings and career fairs. We will track candidate referrals from partners via the SkillsSmart system.

OUR PARTNERS

With the monumental task ahead, we know we cannot achieve our goals alone. We will rely on strong partnerships with local government, community, and educational partners to help us engage, prepare, and recruit an exceptional team.

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Action For Boston Community Development (ABCD)	Employer Support of the Guard & Reserve	Newbury College
American Legion	Endicott College	North American Indian Center of Boston (NAICOB)
Asian American Civic Association	English At Large	North Shore Career Center
Asian Community Development Corporation	English for New Bostonians	North Shore Workforce Investment Board
Association of Latino Professionals for America (ALFPA)	Everett E Club	Northeast Metro Tech (Regional Vocational High School)
BEST Hospitality Training Corp	Everett Haitian Community Center	Northshore Community College
Boston Career Link	Everett High School	Operation A.B.L.E.
Boston Chinatown Neighborhood Center	Everett Kiwanis	Pine Street Inn (iCater)
Boston College	Everett United	Prospanica Boston
Boston Private Industry Council	Fisher College	Quincy Asian Resources, Inc (QARI)
Boston Public Schools	Future Chefs	ROCA
Boston University - School of Hospitality	Goodwill Industries	Root NS Inc - Salem
BRAVE for Veterans	Haitian Multi-Service Center	Rosie's Place
Brazilian Worker Center	Hispanic American Institute	Roxbury Community College
Bunker Hill Community College	Immigrant Learning Center Inc. - Malden	Salvation Army/Joan Kroc Corps Community Center
Cambridge Community Learning Center	International Institute of New England (IINE)	SCI Social Capital Inc
Cambridge Office of Workforce Development	JVS Career Solutions	SkillsUSA
Cambridge Rindge & Latin High School	La Alianza Hispana	SnapChef
Career Collaborative	La Comunidad	Society of Hispanic Professional Engineers (SHPE) - Boston Chapter
Career Source Cambridge	Lasell College	Somerville Career & Technical Education High School
Career Source Chelsea	Latina Center Maria at La Comunidad	Somerville Community Corporation
Casino Action Network	Madison Park Technical Vocational High School	Suffolk Downs Employees
Center for Women & Enterprise	Malden High School	Suffolk University
Charlestown Adult Education	Massachusetts Association of Community Development Corporations (MACDC)	The Career Place - Woburn
Charlestown High School	Massachusetts Fallen Heroes	Triangle Inc.
Charlestown Works	Massachusetts Army National Guard	Tufts University
Chelsea Collaborative	Massachusetts Black Lawyers Association (MBLA)	UMass Amherst
Chelsea CONNECT	Massachusetts Department of Veteran's Services	UMass Boston
Chelsea High School	Medford High School	UMass Lowell
Chelsea Public Schools	Medford Vocational High School	Urban League of Eastern Massachusetts
Chinese Progressive Association	Metro North Regional Employment Board	Vet Services - Cambridge
City of Boston	Minuteman Vocational High School	Vet Services - Chelsea
City of Boston - Office of Diversity	MPACT - Massachusetts Professional Association of Culinary Trainers	Vet Services - Everett
City of Boston - Office of Workforce Development	Mujeres Unidas Avanzando	Vet Services - Malden
City of Cambridge	NAACP - Mystic Region	Vet Services - Medford
City of Chelsea	NAACP of Greater Boston	Vet Services - Somerville
City of Everett	NAACP of New England	Veterans Inc.
City of Malden	National Association of Asian American Professionals - Boston Chapter (NAAAP)	Veterans Voice Radio
City of Medford	National Association of Black Accountants - Boston Chapter (NABA)	VFW
City of Somerville	National Black MBA Association - Boston Chapter (NMBA)	Women's Veteran Network
Commonwealth Kitchen	National Society for Minorities in Hospitality - Northeast Region	Work Inc.
Community Servings	National Society of Black Engineers (NSBE) - Boston Chapter	YMCA of Cambridge, Malden
Community Work Services	New England Center for Arts & Technology (NECAT)	YMCA of Greater Boston
Director of Veteran Services - Everett	New England Center for Veterans	
Disabled American Veterans (DAV)		

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Social & Traditional Media

EBH will launch a comprehensive and targeted employment outreach campaign to inform career seekers about our company and who we are as an employer, our jobs, timelines, and job requirements. The outreach campaign will be launched in summer 2018. The outreach campaign will focus on reaching unemployed individuals, diverse community members, and residents of our Host & Surrounding Communities as well as the broader region.

We will adopt a wide range of marketing tactics to ensure that virtually every potential candidate is reached. The campaign will be multi-lingual, with a focus on key languages spoken in our local communities: Spanish, Chinese, Haitian, and Portuguese. The employment brand marketing plan will be implemented through the following channels:

- Social Media
- Digital Media
- Place-based
- Radio
- Events
- Out of Home: billboards, transit, bus stops, etc.
- PR outreach
- Print – local news publications

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OBJECTIVE 2: PREPARE CAREER SEEKERS

EBH will work to ensure that local career seekers are not only aware of the upcoming career opportunities, but are prepared to successfully enter those career paths.

We believe that individuals with the right personalities and basic aptitude can be trained to succeed in almost any role. We are looking for job seekers who are eager to serve guests, serve their fellow team members, and to work hard, all with a positive attitude. Those attributes cannot be trained. The best way for job seekers to prepare is to, first, gain some on-the-job experience in a hospitality role prior to applying with EBH; and second, to enhance any needed skills through training and education.

We will help career seekers prepare by building both hard skills (i.e. culinary and table games dealing) as well as soft skills like career readiness, communication, management, and customer service. The following hard-skills areas will be of particular focus:

- English as a Second Language
- Basic computer skills
- Culinary
- Casino – Dealer
- Casino – Surveillance

SkillSmart

EBH is working to develop a career and skills exploration platform, driven by SkillSmart technology, that will play a key role in achieving success across several of our workforce development plan objectives: 1) Raising Awareness; 2) Preparing Career Seekers; and 3) Local & Diverse Recruiting & Hiring. The SkillSmart platform will help job seekers:

5. Learn about career opportunities with EBH;
6. Understand the skills required and preferred for each position;
7. Learn how their existing skills and experiences align with positions of interest; and
8. Connect with training resources available for skill development that will enhance their ability to successfully apply for positions of interest.

In addition to being a resource for job seekers and educators, the SkillSmart platform will provide EBH the capability to review the prospective candidate pool to determine interest in key career opportunities, understand any skills gaps, and tailor our outreach strategies. The SkillSmart platform will track referrals from community partners.

The SkillSmart platform will serve as a basis for informing career seekers regarding the specific skills required for each available career, and will connect them with local educational and training resources that can enhance skills needed for success in our careers. The Greater Boston Gaming Career Institute and local educational partners will play a critical role in supporting our ability to meet this objective, and be a critical piece of the SkillSmart career and skills training exploration platform.

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SkillsSmart will connect career seekers with educational and training resources specific to the skills required by EBH opportunities. A wide range of educational and training resources will be featured on the platform, from community college courses to online learning to skills training programs and adult education hosted at local high schools. Bunker Hill Community College, Roxbury Community College, and North Shore Community College have provided or will provide course details that will correspond with specific skills required by positions at Encore. Career seekers will be able to view a position they are interested in, see the skills required by that job, and click through to specific courses they can take that will enhance their skills if needed.




THE PLATFORM CONNECTS WORKFORCE STAKEHOLDERS


The SkillSmart platform aligns workforce stakeholders to meet business demand



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SKILLS IDENTIFICATION IMPROVES OUTCOMES




JOB SEEKERS


- ✔ Find new opportunities
- ✔ See how skills match
- ✔ Explore new careers
- ✔ Receive clear skills training guidance



Find the right fit. The smart way.

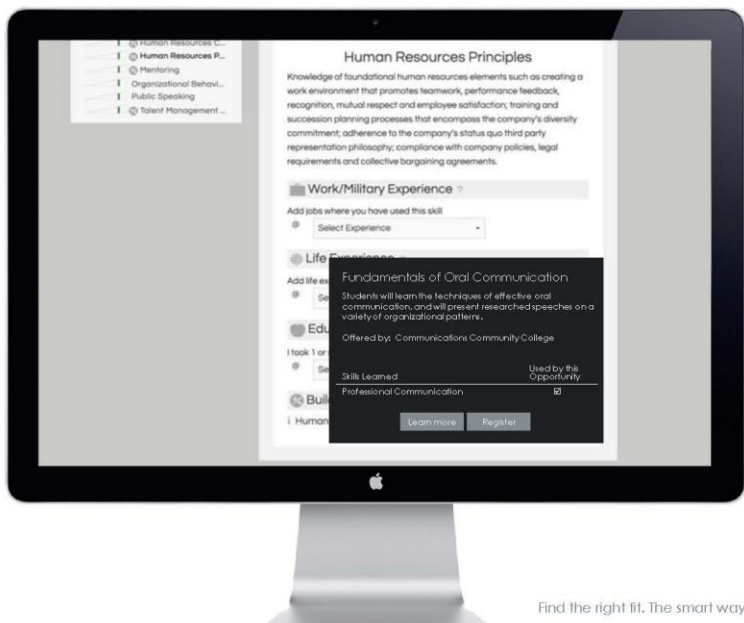


INCREASE EDUCATION CONNECTIVITY AND RELEVANCE



EDUCATORS

- ✔ Provide connection to specific training to help users develop the skills employers' need
- ✔ Highlight the training or programs of local chapters to direct residents to programs in their own community.
- ✔ Build on relationship with local educational partners



Find the right fit. The smart way.

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Greater Boston Gaming Career Institute

Subject to approval by the Massachusetts Gaming Commission, EBH will partner with Cambridge College to open a gaming careers school to prepare individuals to become dealers and casino surveillance specialists. EBH will provide the curriculum, equipment, teachers, and expertise for the program. Cambridge College will provide the space and administrative support for the Institute. EBH will employ approximately 1,000 full time and part time dealers for the casino operation. We expect roughly half of the individuals hired for these roles to be trained at the local Gaming Careers Institute.

Details for the Institute are as follows:

- **LOCATION:** The Gaming Career Institute will be located in Charlestown, Boston less than two miles from the resort location, and will be accessible via Orange Line public transportation.
- **SCHEDULE:** Courses are expected to begin the second week of September. The course is 16 weeks long with classes held five days per week, Monday through Friday. Scheduling options will be available to accommodate schedule needs of those who wish to take the course. Makeup days will be held on Saturdays. The second semester of the Gaming Careers Institute is expected to begin on Tuesday, January 22nd, completing in early May 2019 in time for the June 2019 opening.
 - 8:00 a.m. – 12:00 p.m.
 - 1:00 p.m. – 5:00 p.m.
 - 6:00 p.m. – 10:00 p.m.
- **COST:** The cost of the course will be \$1,100.
- **CURRICULUM:** The curriculum comprises just over 300 hours of training and includes two casino games, customer service, CPR, and responsible gaming. This training provides students with a broad skillset that prepares them to be a table games dealer or to take on a role that leverage customer service, CPR, and responsible gaming skills (i.e. casino host or security). To pass the class, students will need to pass a final, simulation “audition” that will prepare them for an audition for a casino role.
- **APPLICATION PROCESS:** Each student who wishes to attend the Gaming Institute must apply. The application process will take place in August 2018 and will include:
 - Basic math aptitude test to demonstrate ability to do basic math required for table games dealing
 - Basic written application with acknowledgement and confirmation of willingness to: work flexible hours (nights, weekends, holidays); pass a background screening, pass a drug test, become licensed with the Massachusetts Gaming Commission.
 - Panel interview with representatives from Cambridge College and Encore Boston Harbor. During this brief interview, we will assess whether each candidate has the right attitude and personality for a position as a table games dealer.

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- **COMMITMENT TO HIRE:** Encore Boston Harbor commits to hiring 100% of individuals that: graduate from the Gaming Institute including passing the final, simulation audition; pass a drug test; clear background screening; and receive a gaming license from the Massachusetts Gaming Commission.
- **STUDENT RECRUITMENT:** EBH will launch targeted advertising and marketing to ensure that local and diverse potential students are aware of the Gaming Institute program, timeline for application, cost, and career opportunities made available by the program. We will turn to our Community Partners to ensure community members are informed about the Gaming Institute, and to refer student candidates.

Scholarships & Student Support

EBH will sponsor Gaming Career Institute financial need based scholarships, fully funding 50 individuals to complete the Gaming Institute course. Our community partners will support the scholarships by recommending individuals for these scholarships. Ten scholarship spots will be allocated to Everett residents. The Scholarships will provide opportunities for Everett and surrounding community residents, veterans, and minorities, who are in need of financial support to complete the Gaming Career Institute curriculum. One half of the scholarships will be awarded to women. Scholarship recipients will be determined by Cambridge College, which will use their financial aid office and procedures to determine financial need.

As part of Cambridge College's continued focus on access to education, they are committed to exploring and identifying options for individuals to afford to participate in the Gaming Career Institute. Cambridge College knows that there will be significant number of employment opportunities provided by EBH, and wants to ensure that the widest spectrum of individuals can enroll. To do this, Cambridge College will seek to find financial aid for training from multiple sources.

Cambridge College is currently aware of funding being available for these types of training programs and is pursuing these dollars through all possible options, exploring alternatives that may capitalize on Individual Training Accounts through One Stop Career Centers, Section 30 Training Opportunity Program support, and Trade Adjustment Assistance. In each case the Cambridge College team will work to identify and communicate all of the required steps for potential candidates to access available federal resources.

Cambridge College will also seek out partnerships or funding sources that can target segments of the population as a whole by pursuing Workforce Development Grant funding earmarked for the Gaming Commission, in particular with the goal of ensuring access for underserved and underrepresented populations. Finally, Cambridge College will also reach out to neighboring cities and towns that have been fortunate recipients of casino mitigation dollars, to examine their willingness to possibly provide training grants to targeted communities under their jurisdiction.

Cambridge College is actively considering options for students of the Greater Boston Gaming Career Institute to be able to link this experience to degree attainment. The possibility of assigning prior learning assessment credits for students who successfully complete this program, could eventually be articulated into certificate, associate or bachelor's degree credentials. Discussions are underway to develop this as a pathway in a

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structured relationship between Cambridge College, Bunker Hill Community College, and Roxbury Community College.

Culinary Training

The Massachusetts Executive Office of Labor and Workforce Development estimates over 14% growth in demand for restaurant cooks between 2014 and 2024 in Massachusetts⁵, translating to demand for over 3,000 new employees in restaurant cook roles. EBH will employ roughly 300 individuals in line level cook positions.

Encore is aware of the existing, regional culinary skills gap and has taken steps to address that gap. The EBH Executive Chef and human resources team are working with the Massachusetts Professional Association of Culinary Trainers (MPACT), a consortium of regional culinary training providers that includes Community Servings, NECAT, SnapChef, Future Chefs, and more. We will feature culinary training programs on the SkillSmart platform and will continue to engage with local culinary training providers to help prepare individuals for culinary roles at Encore. In addition to working with the MPACT, EBH will recruit from the culinary program at Bunker Hill Community College and other local schools. We will provide competitive wages and benefits, supporting our efforts to recruit in an environment with high demand for culinary workers.

Encore will also work with the Massachusetts Gaming Commission on efforts to address the culinary skills gap.

English as a Second Language (ESOL)

Encore will hire for over 900 positions that do not require fluent English. These positions range from Cook to Porter to Traffic Attendant and are highlighted in the career summary on page 7. Once hired, Encore will partner with local ESOL providers to offer all team members English as a second language courses free of charge. Prior to opening, EBH will work with local ESOL providers to ensure that individuals are aware of ESOL resources and are able to take advantage of them to prepare for a career at Encore.

EBH will reach out to state-funded and other ESOL programs and will invite locally based ESOL providers to attend career information sessions where they can connect with career seekers. ESOL providers will also be included on the SkillSmart platform.

Local Education and Training Providers

EBH will work closely with local educational and training providers for culinary, hospitality, general & administrative, and other jobs.

Bunker Hill Community College will be a key resource for community members seeking to enhance their skills in anticipation of applying for a position with EBH. Bunker Hill's online and in person courses available in culinary arts, hotel and restaurant management, and more will be featured on the SkillSmart platform. In addition to connecting community members with the tremendous learning resources available at Bunker Hill Community College, we will partner with Bunker Hill to identify student candidates for our roles and

⁵ Source: http://lmi2.detma.org/Lmi/Occupation_Projection.asp?Area=01000025long

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collaborate on job fairs. Bunker Hill students and alumni will be a key recruiting target, particularly for culinary roles.

Roxbury Community College, North Shore Community College, and other locally based Community Colleges will be key partners for providing classroom training to career seekers. EBH will include Roxbury and North Shore Community Colleges on the SkillsSmart platform and will engage with Roxbury and North Shore Community College students and alumni as candidates for resort positions.

EBH will continue to work with the New England Center for Arts and Technology (NECAT) to provide culinary training opportunities for disadvantaged community members. NECAT held its first culinary class at the new location at Everett High School. A second class is now underway in Everett. EBH will recruit NECAT graduates for culinary roles.

BEST Corp. will partner with EBH as a training provider for hotel operations positions. The BEST Corp. training locations in Medford and Roxbury, both accessible via the Orange Line, will be a convenient training resource for career seekers in our Host & Surrounding Communities.

The academic institutions and training providers listed above are just a few examples of the dozens of among training providers we have connected with; we continue to reach out to other training resources that can support local and diverse career seekers as they prepare for EBH opportunities. Training partners are included in the list on page 15.

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OBJECTIVE 3: RECRUIT & HIRE A QUALIFIED, LOCAL & DIVERSE WORKFORCE

EBH's ultimate goal is to recruit, onboard, and retain a qualified, local, and diverse workforce. To accomplish this objective, we will build on the outreach and training efforts outlined above and will work to create an efficient and inclusive hiring process.

Applicant Tracking System

EBH will utilize an Applicant Tracking System ("ATS") and applicant portal for the resort opening, allowing us to communicate and follow up with applicants, supporting a positive candidate experience. The ATS will provide the recruitment team with data regarding gender, ethnicity, veteran status, and residency of applicants. We will use this information to ensure that we are receiving applications from diverse and local candidates.

Career opportunities will be posted on the applicant portal well in advance of hiring decision dates (at least 10 weeks) to ensure there is ample time for job seekers to learn about the opportunity, apply, and go through the hiring process.

As outlined on the hiring timeline on page 9, positions will be posted for application in January and February of 2019, with interviews following in March and April.

Inclusive Job Descriptions & Job Requirements

We will be hiring for over 450 different job titles. As a key element of preparation for recruiting and hiring, the EBH team created job descriptions for these positions, closely evaluating each included job requirement and ensuring that no educational or experience credential was listed as "required" unless that requirement is absolutely essential to the success of the business. The job descriptions are written to be clear and detailed, and as inclusive as possible.

We will not require a high school degree or equivalent for several of our positions up to a supervisor level. We believe this standard will open our jobs to a broader range of individuals who may not have had the opportunity to complete high school or a GED prior to entering the workforce. EBH will provide team members access to GED classes free of charge once the resort is open and stabilized. For many positions, we will not require prior experience, and will provide on-the-job training to support inexperienced team members.

Career Fairs & Mass Hiring Events

Career Fairs, as previously discussed, will be a method for raising awareness, but will also play a critical role in large-scale departmental hiring. EBH will host targeted career fairs for hotel, food & beverage, casino, security, and other departments, where applicants will meet hiring managers, interview, and be notified, in many cases the same-day, of hiring decisions and next steps. Our Community Partners will be asked to help advertise hiring events and to send referrals to career fairs and hiring events.

As outlined on the hiring timeline shown on page 9, hiring events will take place in February, March, and April of 2019. During these months, we will interview thousands of individuals to find those who are the best fit for the EBH team.

As described above, priority access at Hiring Events will be provided to residents of Everett and Encore's Surrounding Communities.

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Career fairs will be hosted throughout our Host and Surrounding Communities, at locations that are convenient to public transportation and parking. We will host a minimum of four career fairs in the City of Everett prior to opening. We will host career fairs on schedules accessible to career seekers who are currently employed and are not able to take time away from their current work schedule to attend, including evenings, weekends, and all-day events with multiple windows for attendance.

Many career fairs and hiring events will be open to individuals who may not have had an opportunity to apply online.

Panel Interviews

We will utilize panel interviews as a way for hiring managers to meet large groups of candidates. For several entry-level positions, an invitation to a panel interview will not require a resume. All individuals who have applied for these positions will be invited to meet the hiring manager and participate in a group interview.

Local and Diverse Community Partner Referral System

EBH has established a clear pathway for referrals from local Career Centers and diverse community partners. We rely on these partners to understand our expectations and opportunities, and then connect their constituents to jobs for which they are well suited. We have already seen the benefits of referral partnerships with regional career centers, with a few current members of the small but growing EBH team sourced through relationships with career centers and community partners. Referrals from our community partners will be given special consideration, where possible. We will continue to work with and source candidates from these critical partners.

Encore will track referrals through the SkillSmart platform and will report back to community partners regarding successful referrals. Community Partners may refer candidates to the Encore team by sending the referral and desired position directly to a member of the Encore employment team. Referrals will be carefully reviewed by the employment team and will be provided, at minimum, the opportunity for a meet & greet or phone interview. The Encore team will provide feedback to community partners regarding referred candidates to ensure that community partners are aware of successful referrals and understand reasons why unsuccessful candidates are not a fit for the position.

Training for Hiring Managers: Behavioral Interviewing, Diversity & Inclusion for Interviewing

All hiring managers will be trained in behavioral interviewing and inclusionary hiring. EBH is taking the extra step to provide training to all hiring managers to refine their skills in evaluating candidates based on behaviors that will be indicators of success. The best way to prepare for strong retention is to find the best fit for a job from the start. Managers will be trained to look for “transferable skills” to create opportunities where other employers may not have seen one. Understanding the value of a diverse and inclusive workforce will be part of the training received by hiring managers, as well as strategies to minimize any potential sub-conscious bias while interviewing. From hiring a more qualified workforce, to reducing turnover costs, managers will see the business benefits of diversity and inclusion.

All Hiring Managers will complete diversity and inclusion training as well as training on ways to mitigate unconscious bias during the hiring process. Encore will work with a third party provider to deliver this training.

June 14, 2018

Background Screening

EBH follows Massachusetts law, which allows for employers to conduct a drug and background screening for every individual that is hired.

For individuals with a CORI, EBH will aim to be as inclusive as possible and review each background check on a case by case basis. In addition, the Mass Gaming Commission will designate positions that are exempt from licensing, further streamlining access to jobs.

OBJECTIVE 4: DEVELOP & RETAIN

Once initial hiring is complete, EBH will be most successful if we create an environment in which individuals can professionally progress and thrive. We will take a comprehensive approach to developing and retaining our team members, from competitive pay and benefits, to career pathways, to tuition reimbursement.

The same level of outstanding service extended to our guests is extended to our team members. EBH believes that only “people make people happy” and that our team members are best positioned to provide excellent service to our guests when their needs are met.

Competitive Pay & Benefits

We will offer industry competitive compensation and benefits including:

- Paid time off
- Paid sick time
- Six weeks paid parental leave
- Medical Insurance
- Dental Insurance
- Vision Insurance
- Other Insurance (life, short- and long-term disability)
- 401K with employer match
- Flexible Spending Accounts for medical and childcare expenses
- Tuition Reimbursement and Scholarship Fund
- Negotiated childcare provider discount
- Team Member Wellness programs
- Team Member Events and Volunteer Opportunities
- Meals at the Employee Dining Room

Onboarding & Orientation Training

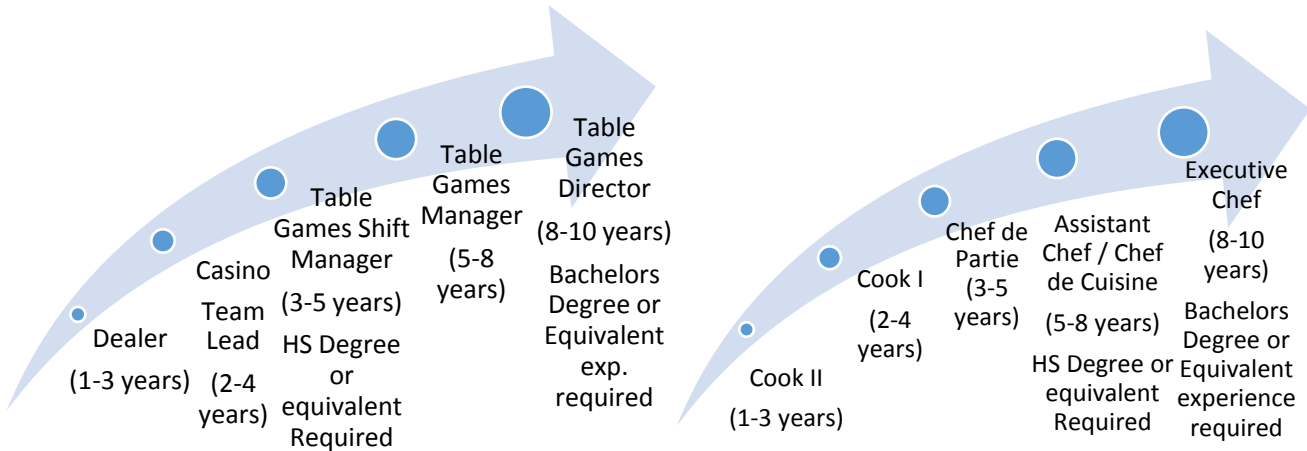
All new team members will go through an onboarding process that includes orientation and training. During orientation, new team members will be introduced to all EBH policies and receive safety, responsible gaming, emergency procedure, and sexual harassment training. This is our first step in setting up new employees for success and establishing an environment of respect and a culture of inclusion.

June 14, 2018

Career Pathways

For many individuals, a work environment with opportunities for advancement and growth is key to feeling fulfilled and happy in the work environment. We will provide a wide range of career pathways, with many leaders in the Company progressing from entry level positions to executive leadership roles. EBH is committed to promoting from within the organization.

Below are examples of Table Games and Culinary career pathways.



Training & Education

We believe that with the right attitude and aptitude, team members can be trained to work in any job they are passionate about. Each operational department has a designated Training Manager that will provide on-the-job training to team members.

In addition to on-the-job skills training, we will provide leadership training for all supervisors and above. The leadership training curriculum includes the following:

- Foundations of Leadership / Leadership 101
- Active Listening
- Effective Communication & Coaching
- Team Building
- Team Dynamics
- Change Management
- Task Management
- Management Styles
- Positive Reinforcement / Performance Management
- SMART Goals

The leadership training program provides a strong leadership foundation to new leaders and reinforces effective leadership skills for tenured managers.

June 14, 2018

For aspiring managers, EBH will have a “Manager in Training” program that allows promising front-line team members an opportunity to step into a leadership role with the support of a mentor and regular feedback from department heads.

In addition to the leadership training provided to all supervisors and above, EBH will offer the following courses to all team members, free of charge:

- English as a Second Language. These courses are contextualized by department, to ensure that team members are learning vocabulary that will help them succeed in their work environment.
- Citizenship.
- GED

The Tuition Reimbursement program, mentioned in the Benefits section above, combined with access to GED and other training, will create a supportive environment for professional development and career success.

Communication and Feedback

One of our Core Values is “Always Strive to be Better.” We are committed to continual improvement and supporting team members as they make professional progress. We will implement a structure of daily positive reinforcement and constructive feedback as well as a structure for regular reviews, ensuring team members are aware of areas for improvement and the steps required to make the next move in their career.

Storytelling

Storytelling is a unique program that focuses on celebrating and recognizing daily successes of our team members. Before each shift begins, managers gather their team for a pre-shift meeting. As part of that meeting, team members are encouraged to share stories of exceptional guest service or examples of team members going above and beyond to serve their fellow team members. Truly exceptional examples are brought to the attention of a manager, written about, and posted through all back-of-house areas, bringing special recognition to the outstanding performer. Storytelling inspires, motivates, and emphasizes the importance of excellence across all levels of the organization and most importantly...storytelling has a positive impact on enhancing one’s self-esteem. We help our team members take pride in their work and their abilities.

Below are two recent Storytelling features:

June 14, 2018



FROM LEFT TO RIGHT:
Ofelia Mancilla De-Beas
Uniform Control Seamer
Sharon Hunter
Assistant Uniform
Control Manager

Tabitha McCraney
Uniform Control Attendant

TELL US YOUR
STORY

Care About Everyone & Everything.

In the middle of a busy workday, Employee Relations Counselor Ninette Macedo realized the zipper on her dress had broken and the back of her dress was gaping open. Panicked, she rushed to Uniform Control, hoping someone could pin her dress together so she could complete her day.

That's when she learned Uniform Control truly embraces our Core Value: Care About Everyone and Everything.

Ninette explained her situation to Attendant **Tabitha McCraney**, who took her to see the seamstresses. When Ninette asked Seamer **Ofelia Mancilla De-Beas** if she could pin her back into her dress, Ofelia wouldn't hear of it.

"This is your uniform. These are the clothes you wear to work, and my job is to fix employee uniforms," Ofelia said. She discussed the situation with Assistant Uniform Control Manager **Sharon Hunter** and returned to let Ninette know safety pins wouldn't be required. This was obviously an emergency, and she would replace the zipper.

"I was so impressed, shocked, and excited that they were going to see what they could do for me," Ninette said. "My plan had been to just throw the dress away once I got home."

Half an hour later, she walked out wearing her dress with a new zipper. "I am very thankful to everyone who helped," Ninette said. "They not only saved my day, they saved my dress."

Working together to help a fellow employee in distress, our Uniform Control team showed that when they say the Care About Everyone and Everything, they really mean everybody.

June 14, 2018



Javier Ortiz-Pineda
Terrace Pointe Café
Bus Person

TELL US YOUR
STORY

Care About
Everyone &
Everything.

At *Terrace Pointe Café*, attention to detail adds up to Five Star service. From the varied menu to the sunlit view overlooking the pool to the attentive service, everything at *TPC* shines. It all reflects our Core Value: Care About Everyone and Everything.

So when a guest arrived for breakfast one morning, Bus Person **Javier Ortiz-Pineda** listened carefully when the guest sat down, sighed, and said his feet hurt after working all night. He could hardly wait to get back to his room and get out of his heavy work shoes.

Javier asked *TPC* Manager Christie Rosales what he could do or get the guest to make him feel more comfortable. Christie called the Front Desk and arranged to have someone bring a pair of guest slippers.

Javier took the slippers to the weary guest, who, so happy he'd have something comfortable to switch into after he left the restaurant, jumped up and gave Javier a hug.

By actively listening to the guest and seeking out a simple solution to his problem, Javier demonstrated our Core Value: Care About Everyone and Everything.

June 14, 2018

WeSave Program

The WeSave Program provides team members access to discounts on a wide range of goods and services within their local community. We will partner with local restaurants, shops, dry cleaners, and many other local vendors and service providers to offer special discounts to our team members.

Employee Foundation and WECare Volunteer Program

The Employee Foundation and the WECare Volunteer Program provide opportunities for EBH team members to be involved in community service and contribute financially to organizations they care about, with a matching donation from EBH.

INTERNAL ACCOUNTABILITY & REPORTING:

To successfully meet our local and diverse hiring goals and to fulfill the objectives laid out in this plan, a system of reporting and accountability will be required. We will regularly review applicant and new hire data to monitor progress and ensure we are on track.

EBH established an internal Diversity & Workforce Development Council for operations that will meet on a regular basis to review diversity progress, identify areas for improvement, and develop ideas for strategic community engagement. Regular meetings to review progress towards diversity goals is a best practice implemented during the design and construction phase of the EBH development and played a critical role in our success in engaging a local and diverse workforce for construction. We will make use of this best practice for operations. The Diversity & Workforce Development Council will be led by our Vice President of Human Resources and will include five members from across the organization including Employment, Legal, and Operations. The Council will meet on a monthly basis. The Council will review statistics on the existing team as well as diversity of incoming applicants.

The Diversity & Workforce Development Council will report to EBH executives on progress during regular senior management meetings.

Department heads will be held responsible for meeting diversity goals within their departments for both manager and line level team members. Corrective Action meetings will be held for departments that are not meeting the goals. Encore will leverage partnerships with diverse partners and other outside resources to course correct if department diversity and diversity of the incoming talent pools are not on track for meeting goals.

CONCLUSION

We look forward to bringing over 4,000 careers to Everett, Massachusetts. We are excited to grow the EBH team and to provide career paths to a local and diverse group of individuals. The success of the EBH resort will be greatest if we can bring a local and diverse group of individuals, with a broad range of talents, together to create an incredible hospitality experience for our guests.

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



June 14, 2018

We thank the many community, educational, diverse, and government partners that have supported our efforts and look forward to working with these partners as we undertake the monumental hiring task ahead. With the Plan outlined herein, we believe we will be successful in achieving our objectives to raise awareness; prepare career seekers; recruit and hire qualified, local, and diverse team members; and develop and retain an outstanding workforce.



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.2 PROJECTED REVENUE

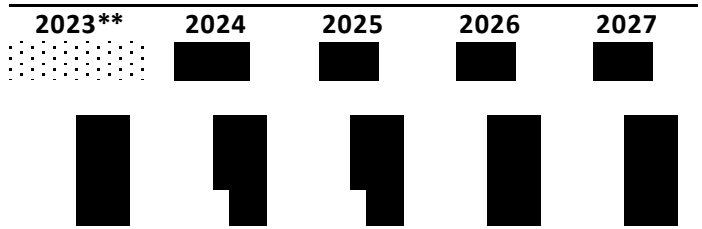
a. Projected figures for sports wagering revenue and methodology used to arrive at these projections.



BOSTON HARBOR

A WYNN RESORT

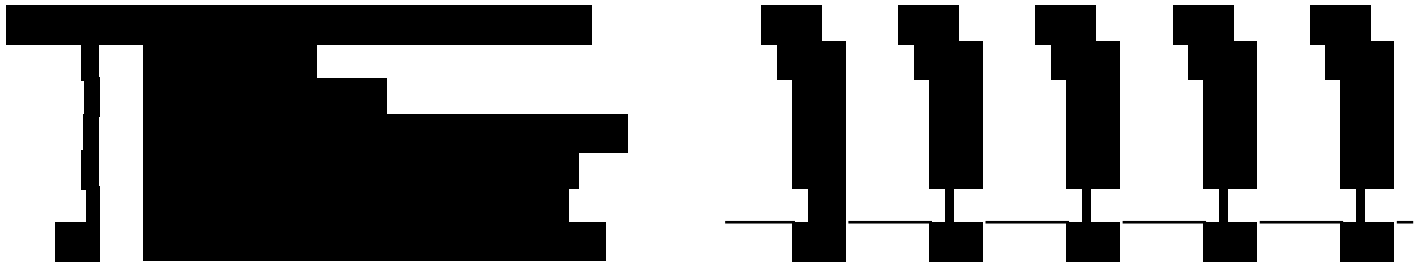
Data in millions



***Assumptions**

Total Statewide Sports Wagering Revenue

- Best ██████████ Statewide Sports Wagering GGR
- Average ██████████ Statewide Sports Wagering GGR
- Worst ██████████ Statewide Sports Wagering GGR





Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.2 PROJECTED REVENUE

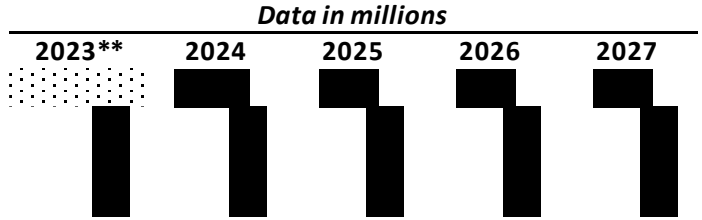
b. Projected figures for any non-sports wagering revenue and methodology used to arrive at these projections.



BOSTON HARBOR

A WYNN RESORT

Revenue Growth Assumption
Best Non-Sports Wagering Revenue
Average Non-Sports Wagering Revenue
Worst Non-Sports Wagering Revenue





Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.2 PROJECTED REVENUE

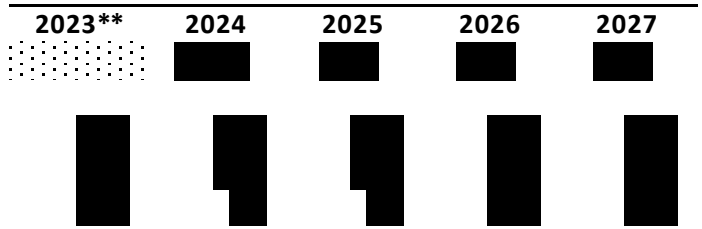
c. Projected figures for all tax revenue to the Commonwealth and methodology used to arrive at all these projections.



BOSTON HARBOR

A WYNN RESORT

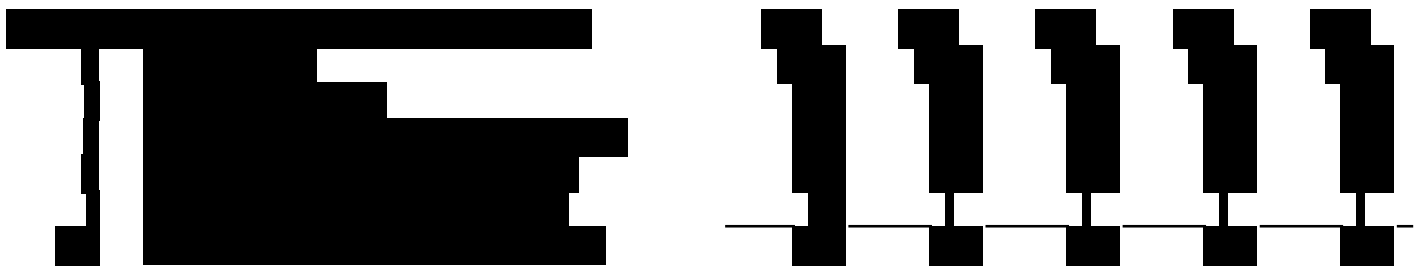
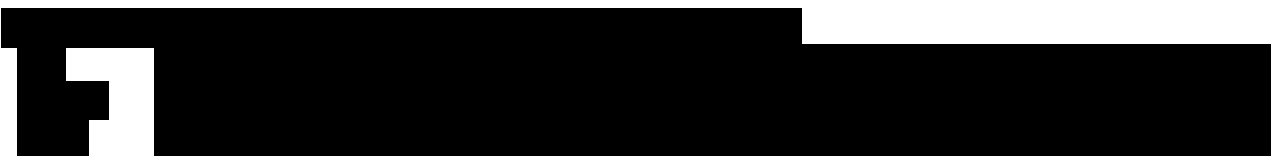
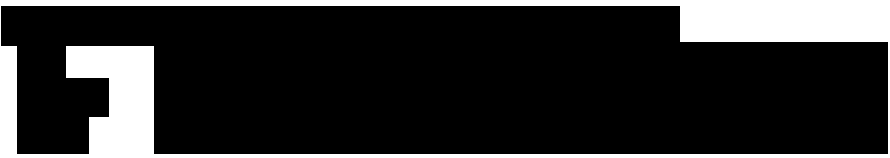
Data in millions



***Assumptions**

Total Statewide Sports Wagering Revenue

- Best ██████████ Statewide Sports Wagering GGR
- Average ██████████ Statewide Sports Wagering GGR
- Worst ██████████ Statewide Sports Wagering GGR





Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.2 PROJECTED REVENUE

d. Profitability of sports wagering operation (in-person & mobile) in other jurisdictions where the applicant is licensed.

Wynn MA, LLC does not operate in-person or mobile sports wagering operations in any other jurisdiction. However, Wynn Las Vegas, our affiliated property, generated approximately [REDACTED] in sports wagering revenue in the 12-month period ended September 30, 2022 and had an operating margin above [REDACTED].

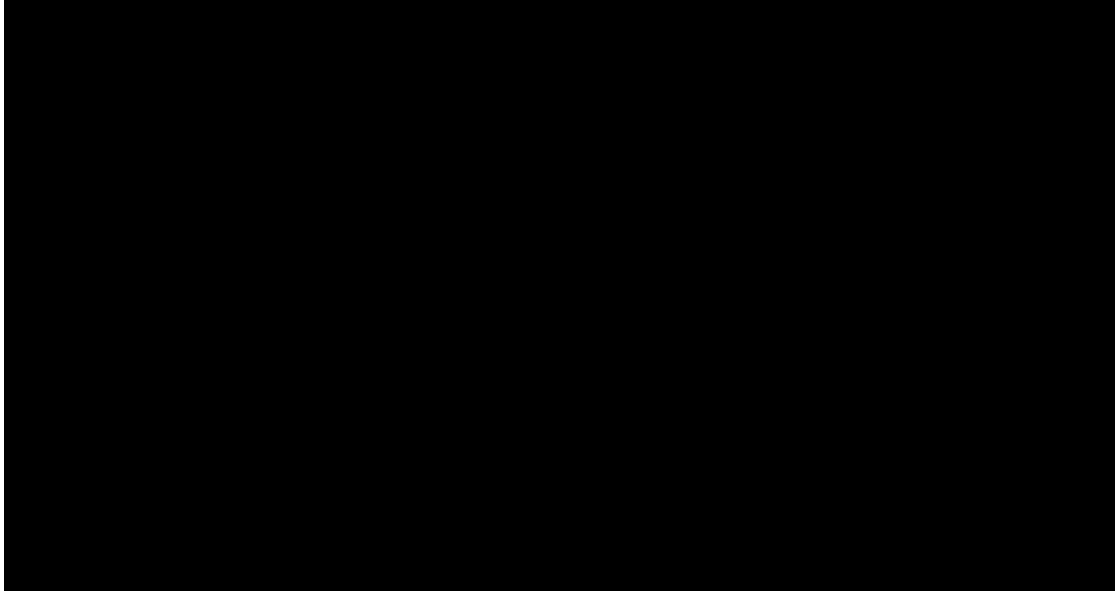
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Encore[®]
BOSTON HARBOR
A WYNN RESORT





Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.2 PROJECTED REVENUE

e. History of operating performance versus revenue projections for the last five years for other jurisdictions where the platform is licensed – includes documentation outlining the applicant's record of success or failure in meeting the performance objectives

Wynn MA, LLC does not operate in-person or mobile sports wagering operations in any other jurisdiction.



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.2 PROJECTED REVENUE

f. Description of methods to ensure that revenues are maximized within the Commonwealth.

Encore Boston Harbor has invested significantly in its sports betting operation to ensure revenues are maximized within the Commonwealth. In anticipation of the legalization of sporting wagering, we constructed the WynnBET Sportsbook at a cost of [REDACTED]. The WynnBET Sportsbook (and sportsbook) features a state-of-the-art 10-foot high and 123-foot-long video wall creating an incomparable viewing experience in New England. Encore Boston Harbor has also purchased 120 sports wagering kiosks to ensure sufficient access for every guest.



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.2 PROJECTED REVENUE

g. Description of plans to compete with other nearby jurisdictions and to market to Massachusetts patrons.

The significant capital investment in Encore Boston Harbor's retail sportsbook makes the venue superior compared to sportsbooks in nearby jurisdictions where sports betting is legal. With our plan to have 120 kiosks strategically placed throughout the resort to complement the 10 sports betting wickets at the WynnBET Sportsbook, there will also be no shortage of sports wagering opportunities at Encore Boston Harbor. In addition, we will use our local media partnerships to market to Massachusetts patrons. This includes an agreement with NBC Sports Boston to host a weekly sports betting show from the WynnBET Sportsbook every Friday during the NFL season.



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.3 CONSTRUCTION – GAMING ESTABLISHMENTS

a. A detailed timeline of construction

Encore Boston Harbor completed construction and opened the WynnBET Sports Bar (Sportsbook) in September 2021. This venue will serve as the main area for sports betting at Encore Boston Harbor. In addition (and subject to the approval of the Massachusetts Gaming Commission), Encore Boston Harbor intends to develop an additional 900 square feet of gaming area adjacent to its parking area. This area is intended to serve as an “Express Sportsbook” for sports wagering patrons who would prefer to place a quick bet, rather than entering the casino. This area has been designed to contain approximately twenty (20) sports wagering kiosks and would be completed in December 2022.

Section C: Economic Impact on the Commonwealth

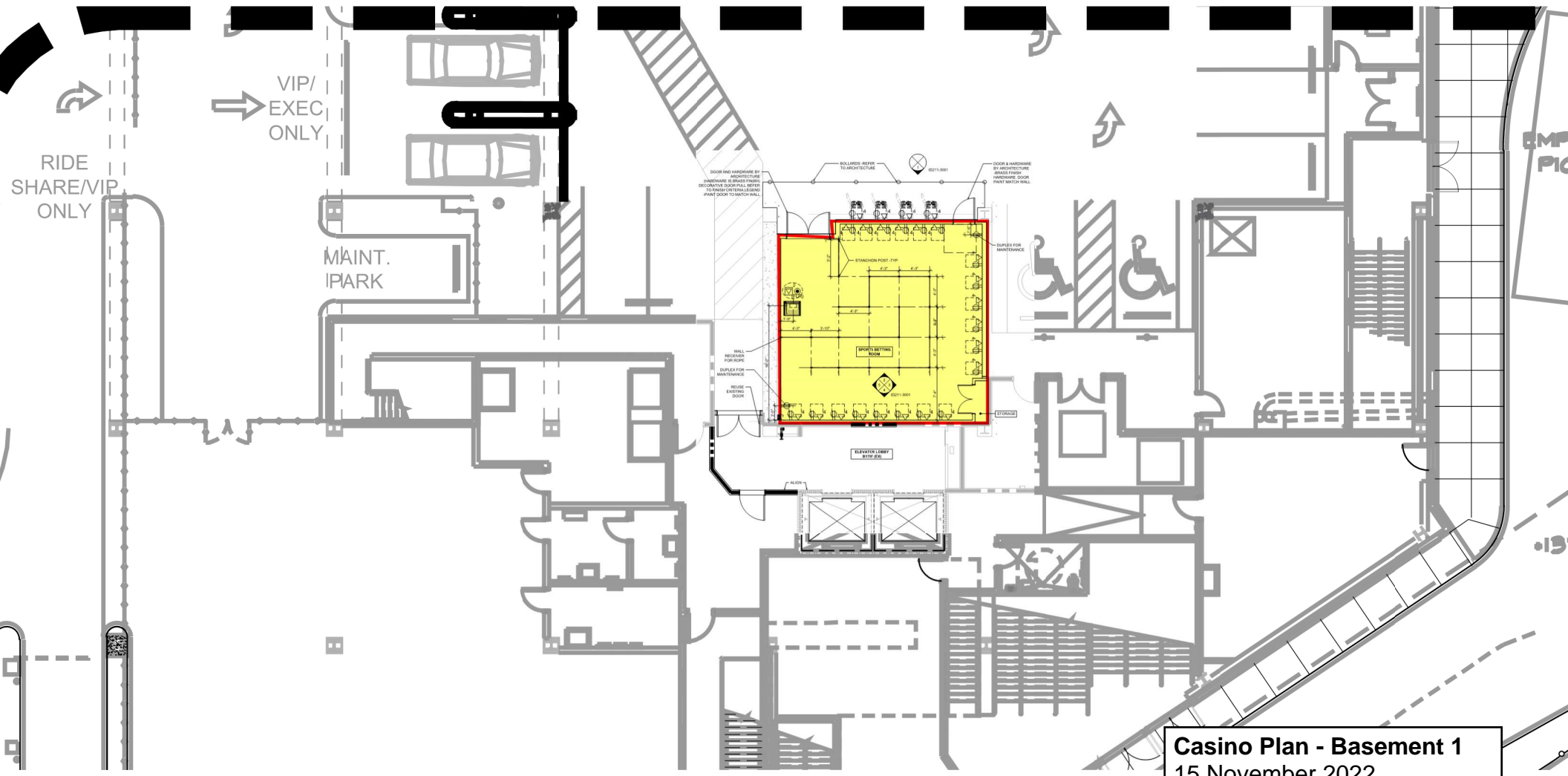
C.3 CONSTRUCTION – GAMING ESTABLISHMENTS

b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility

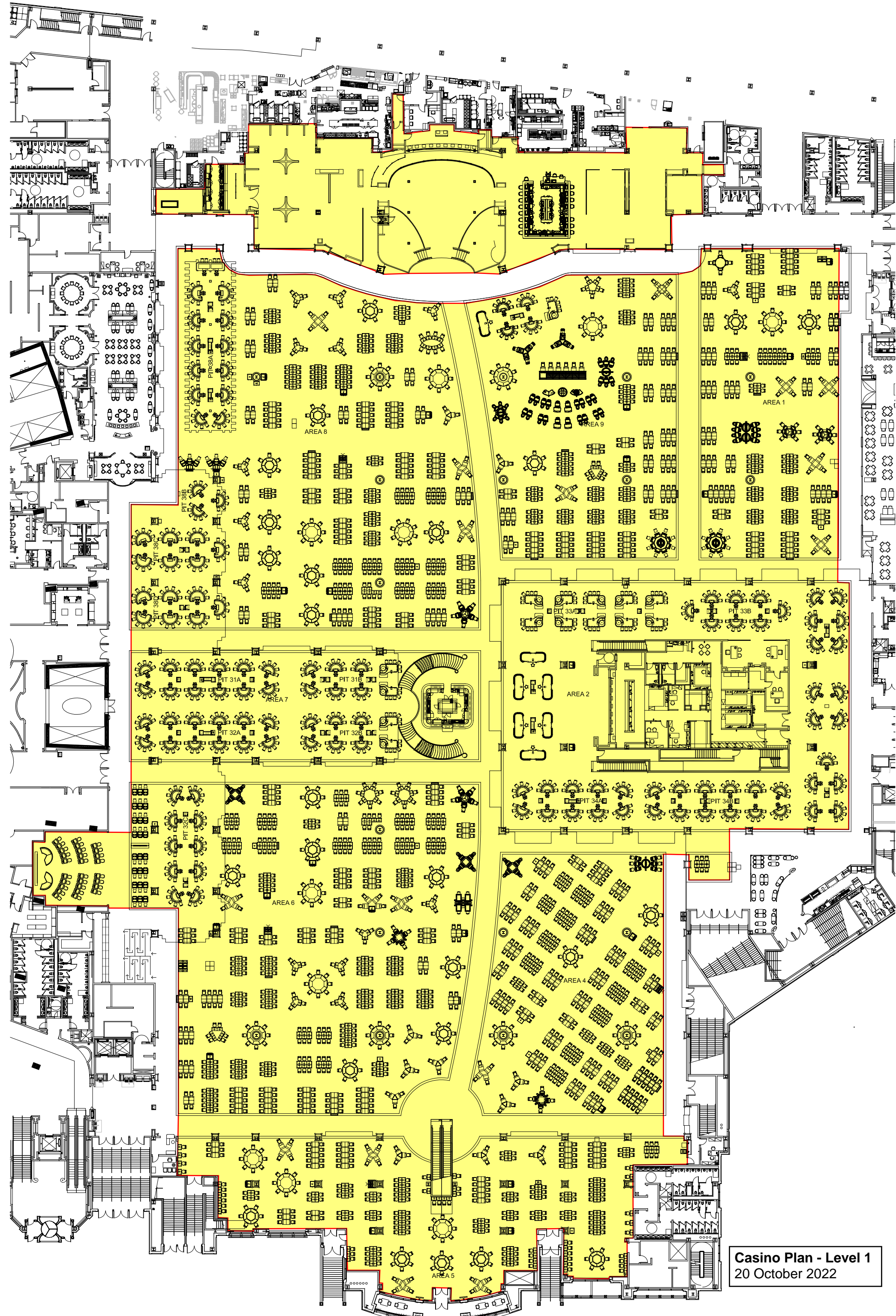
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Encore Boston Harbor will also add sports wagering kiosks in several locations on the casino floor, including a space next to Wynn Rewards and on the second floor adjacent to On Deck.

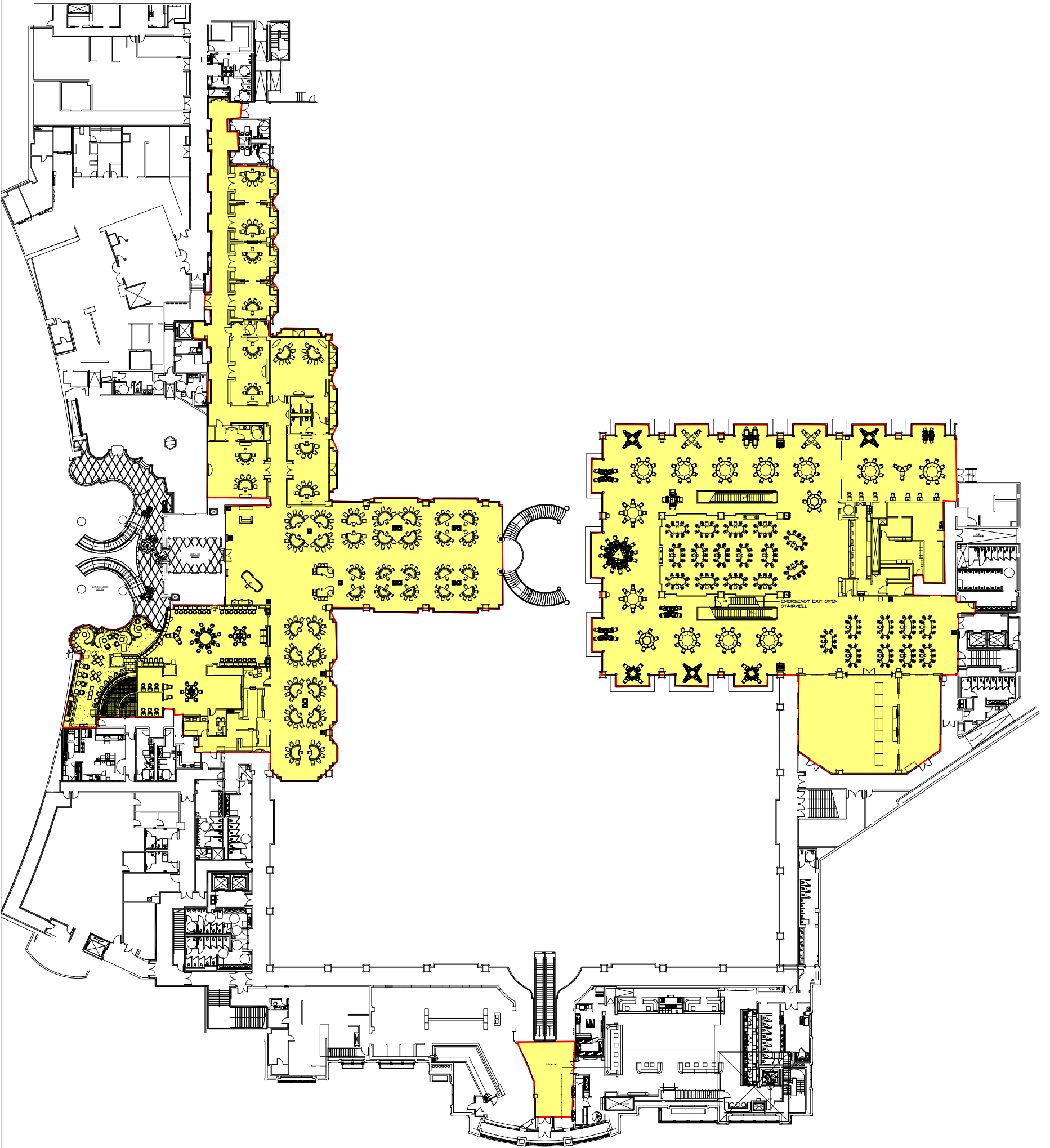
Subject to the approval of the Massachusetts Gaming Commission, Encore Boston Harbor would also like to use its conference space for special occasions to place sports wagering kiosks (i.e., Super Bowl Party, March Madness, etc.).



Casino Plan - Basement 1
15 November 2022



Casino Plan - Level 1
20 October 2022



Casino Plan - Level 2
15 November 2022



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.3 CONSTRUCTION – GAMING ESTABLISHMENTS

c. Approximate square footage of the sports wagering area

The primary location for sports wagering will be the WynnBET Sportsbook, which is approximately 13,747 square feet. In addition (and subject to the approval of the Massachusetts Gaming Commission), Encore Boston Harbor intends to develop an additional 900 square feet of gaming area adjacent to the parking area. Additional sports wagering kiosks will be placed throughout the gaming floor.

ENCORE BOSTON HARBOR SECURITY DEPARTMENT
POLICY & PROCEDURE MANUAL

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Section C: Economic Impact on the Commonwealth

C.3 CONSTRUCTION – GAMING ESTABLISHMENTS

e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.

Security

The Encore Boston Harbor security team will adhere to the Security Manual submission as approved by the Massachusetts Gaming Commission under 205 CMR 138.14.

All sports wagering kiosks will be located in a secure gaming area, staffed by members of the Encore Boston Harbor security team and under constant surveillance.

The following portions of the Security Manual will apply to all areas in which kiosks are located:

[REDACTED]

[REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

Voluntary Self-Exclusion and Excluded Persons

205 CMR 133.06

1. Encore Boston Harbor shall eject from or refuse entry into the gaming area of a gaming establishment or any area in which pari-mutuel or simulcasting wagers are placed any individual whose name appears on the voluntary self-exclusion list;
2. Encore Boston Harbor shall promptly notify the commission, or its designee, if an individual on the voluntary self-exclusion list is found in the gaming area of a gaming establishment or any area in which pari-mutuel or simulcasting wagers are placed;
3. Encore Boston Harbor shall not market to individuals on the voluntary self-exclusion list;
4. Encore Boston Harbor shall deny access to complimentary services or items, check cashing privileges, player reward programs, and other similar benefits to persons on the list;
5. Individuals on the voluntary self-exclusion list shall not be permitted to participate in a cashless wagering system. Encore Boston Harbor shall take steps to ensure that it denies entry into and terminates all access and privileges associated with its cashless wagering program to individuals on the voluntary list of self-excluded persons;
6. Encore Boston Harbor shall not extend credit to an individual on the voluntary self-exclusion list;
7. Encore Boston Harbor shall not pay any winnings derived from gaming to an individual who is prohibited from gaming in a gaming establishment by virtue of having placed their name on the voluntary self-exclusion list in accordance with 205 CMR 133.00. Winnings derived from gaming shall include, but not be limited to, such things as proceeds derived from play on a slot machine/electronic gaming device and a wager, or series of wagers, placed at a table game. Where reasonably possible, the Encore Boston Harbor shall confiscate from the individual in a lawful manner, or shall refuse to pay any such winnings derived from gaming or any money or thing of value that the individual has converted or attempted to convert into a wagering instrument whether actually wagered or not. A wagering instrument shall include, but not be limited to, chips, tokens, prizes, non-complimentary pay vouchers, electronic credits on a slot machine/electronic gaming device, and vouchers representing electronic credits/TITO slips. The monetary value of the confiscated winnings and/or wagering instrument shall be paid to the commission for deposit into the Gaming Revenue Fund within 45 days;
 - a. If an individual wishes to contest the forfeiture of winnings or things of value, the individual may request a hearing in writing with the commission within 15 days of

the date of the forfeiture. The request shall identify the reason why the winnings or things of value should not be forfeited. A hearing shall be conducted in accordance with 205 CMR 101.00: M.G.L. c. 23K Adjudicatory Proceedings to determine whether the subject funds were properly forfeited in accordance with 205 CMR 133.06(7)(a);

- b. If money is confiscated from the patron, a receipt of the confiscated gaming funds (Notice of Forfeiture Form, submitted separately to IEB) shall be given directly to the patron by Encore personnel.
 - c. When a patron's money is confiscated, Encore Security shall obtain the patron's valid form of acceptable identification and notify surveillance of the confiscation. If the patron refuses, Security will remind the patron of their trespassed status and notify GEU upon further escalation at Security's discretion.
8. In cooperation with the commission, and where reasonably possible, the Encore Boston Harbor shall determine the amount wagered and lost by an individual who is prohibited from gaming. The monetary value of the losses shall be paid to the commission for deposit into the Gaming Revenue Fund within 45 days.
9. Encore Boston Harbor shall notify the commission within ten days if an employee or agent fails to exclude or eject from its premises any individual on the list of self-excluded persons, or otherwise fails to perform a responsibility of the gaming establishment identified in 205 CMR 133.06, including any provision of its approved written policy for compliance with the voluntary self-exclusion program.

The sports wagering areas will be included as part of our current gaming areas which have been previously designed, permitted and operated to ensure the safety and security of our patrons.

Surveillance

The Encore Boston Harbor surveillance team will comply with 205 CMR 141, Surveillance of the Gaming Establishment, and all coverage will be subject to inspection and approval by the Investigations and Enforcement Bureau before operations commence.

█ [REDACTED]

█ [REDACTED]

Underage Individuals



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.3 CONSTRUCTION – GAMING ESTABLISHMENTS

f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events.

The Encore Boston Harbor security team will follow all staffing, response, and procedures as outlined in the Security Manual submission as approved by the Massachusetts Gaming Commission under 205 CMR 138.14.

ENCORE BOSTON HARBOR SECURITY DEPARTMENT
POLICY & PROCEDURE MANUAL

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Section C: Economic Impact on the Commonwealth

C.3 CONSTRUCTION – GAMING ESTABLISHMENTS

g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained.

Encore Boston Harbor was completed in June 2019 in accordance with 42 U.S.C. ch. 126 §§ 12101 et seq. (the Americans with Disabilities Act or "ADA") and MGL 151b and regulations made pursuant to them. In addition, in 2022, Encore Boston Harbor conducted an ADA audit of its gaming space and is in the process of making additional changes to ensure accessibility.

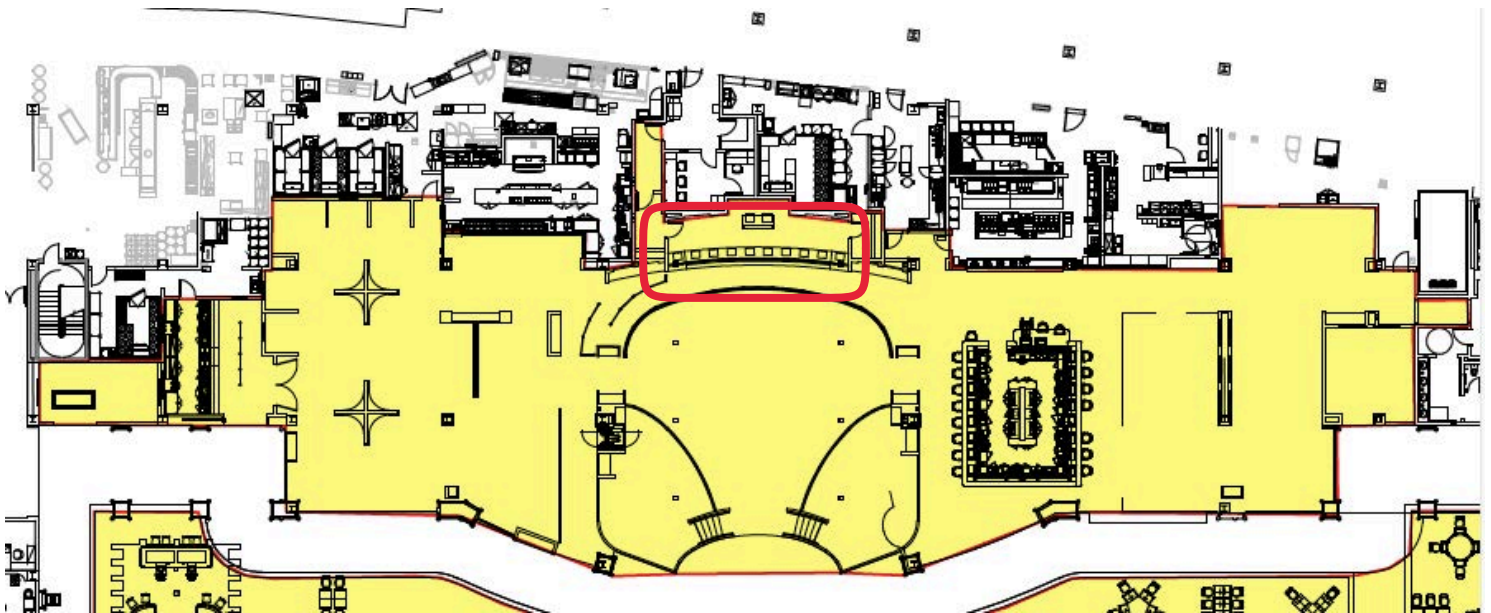
The WynnBET Sportsbook contains ten (10) betting windows or "wickets" of which two (2) are ADA compliant.

Section C: Economic Impact on the Commonwealth

C.3 CONSTRUCTION – GAMING ESTABLISHMENTS

h. Number and location(s) of ticket window(s).

There will be ten (10) ticket windows located in the WynnBET Sportsbook cage.





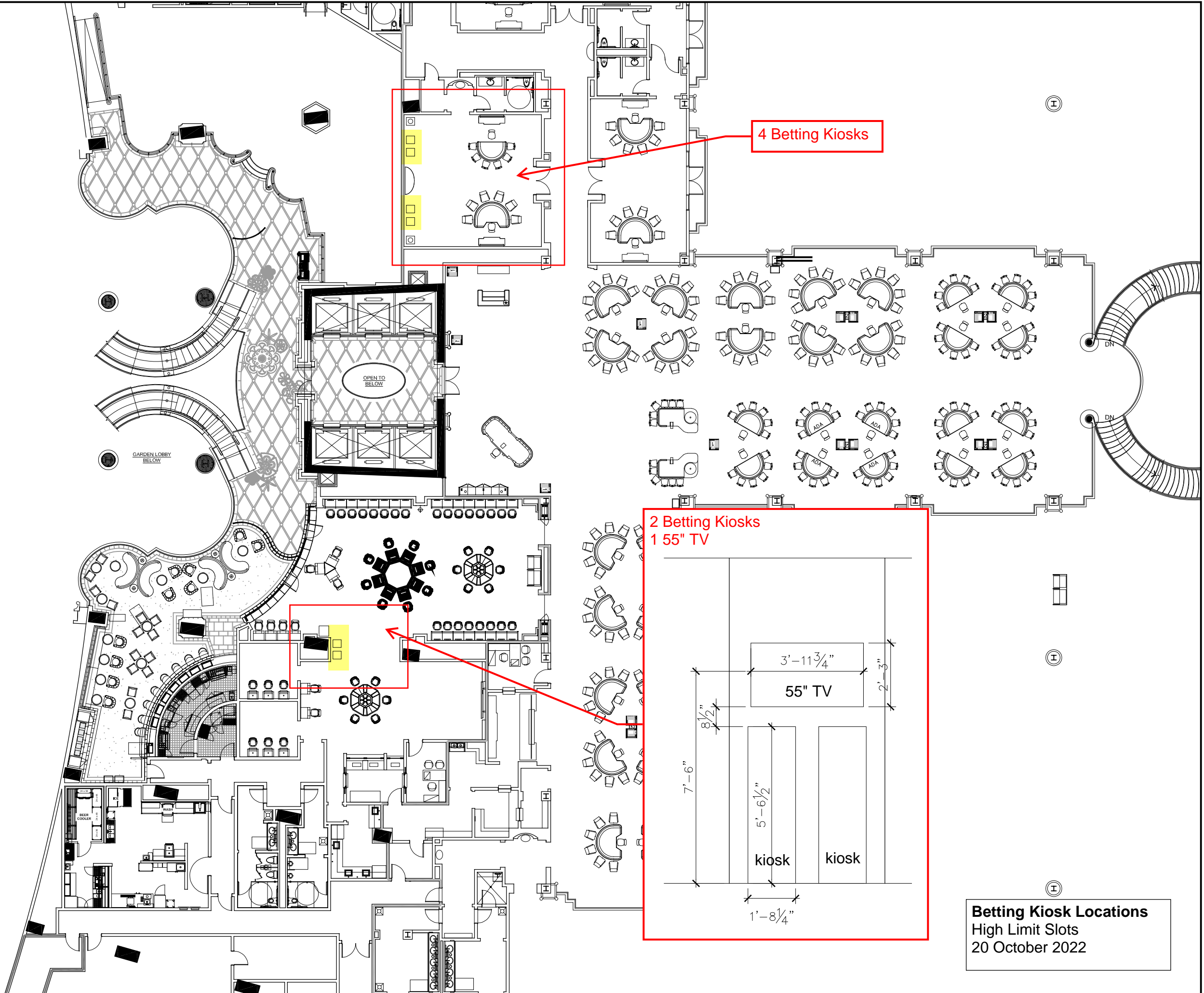
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Section C: Economic Impact on the Commonwealth

C.3 CONSTRUCTION – GAMING ESTABLISHMENTS

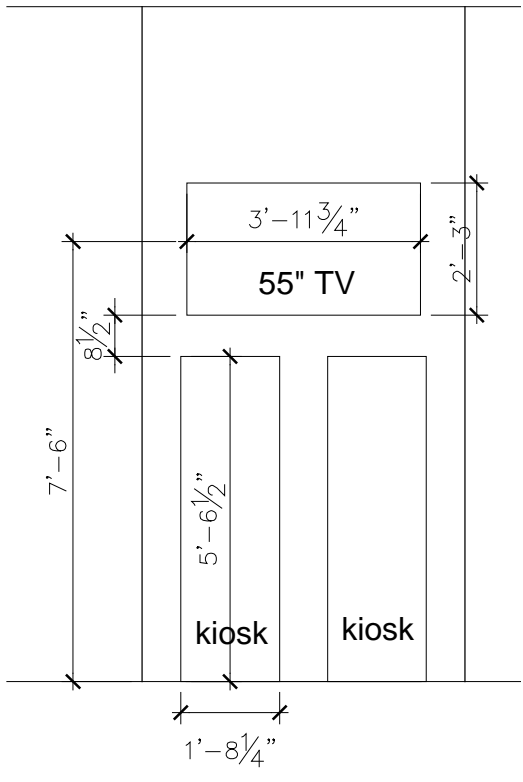
i. Number and location(s) of wagering kiosk(s)

At opening, and thereafter subject to demand, Encore Boston Harbor intends to have 120 sports betting kiosks located as set forth on the attached plans.



4 Betting Kiosks

2 Betting Kiosks
1 55" TV



Betting Kiosk Locations
High Limit Slots
20 October 2022

32 Betting Kiosks
2 Wynn Rewards Enrollment Kiosks
2 Pit Stands
No Additional TV

Betting Station 1
12 Betting Kiosks
No Additional TV

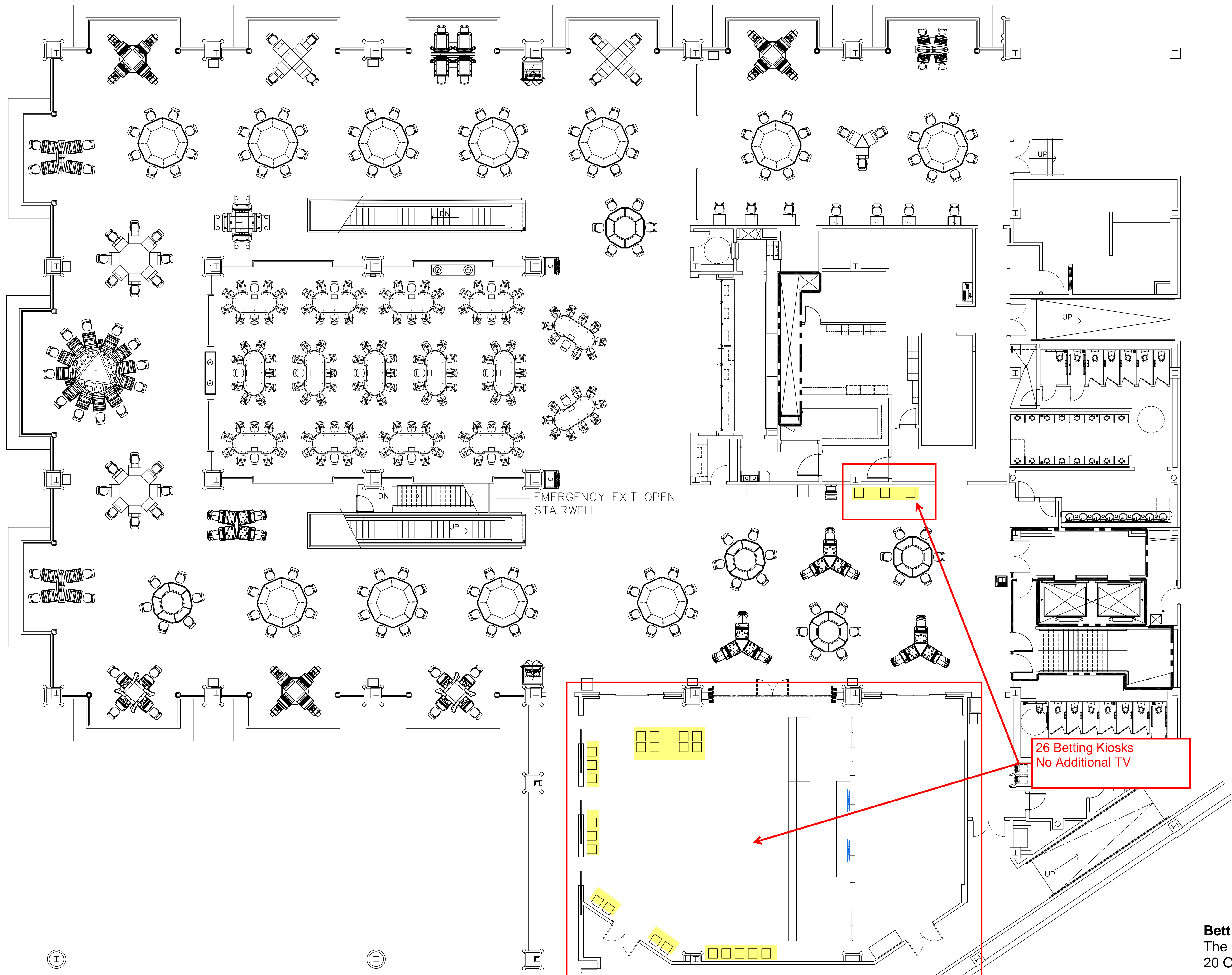
Trophy Bar
2 Betting Kiosks
8 Bartop Betting Kiosks (future)
Change sliding door to Double Doors (future)
No Additional TV

4 Betting Kiosks at VIP Areas
(will be replaced with 2 Bartop Betting Kiosks and build butler podiums back (future))

2 Wynn Rewards Enrollment Kiosks
Replace Center Court Fixed Furniture with 11 High Tops
Add 10 High Tops for Booth Seats
Add 28 Stools

11 Betting Kiosks
No Additional TV

Betting Kiosk Locations
Main Casino Floor
25 August 2022a



26 Betting Kiosks
No Additional TV

Betting Kiosk Locations
The Loft
20 October 2022



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.3 CONSTRUCTION – GAMING ESTABLISHMENTS

j. Location and display format for all wagers, available to the public.

Digital odds screens will be visible in the WynnBET Sportsbook on two sets of four screens located on either side of the betting windows.

Digital odds screens will also be visible located in the WynnBET sports kiosk room located next to the Wynn Rewards desk on the gaming floor.

Odds will also be printed and available for guests to view on paper. These will be stored at a dedicated location close to the betting windows.



Applicant: Encore Boston Harbor

Section C: Economic Impact on the Commonwealth

C.3 CONSTRUCTION – GAMING ESTABLISHMENTS

k. Location of posting of house rules.

House rules will be published on the walls adjacent to the betting windows.

Section C: Economic Impact on the Commonwealth

C.3 CONSTRUCTION – GAMING ESTABLISHMENTS

1. If applicable – description regarding any proposals of providing food, beverages, and other concessions to patrons.

Encore Boston Harbor offers two convenient food and beverage venues that are right inside the WynnBET Sportsbook.

1. Frank & Nick's: Offering a selection of North End favorites, such as Rosetta's meatball sub, eggplant and chicken parmigiana and house made roast beef paninis, in addition to brick oven pizzas, salads, and a variety of coffee and desserts.
2. Shake Shack: Offering 100% Angus beef burgers, crispy white-meat chicken, crinkle-cut fries, frozen custard, craft beer and wine.

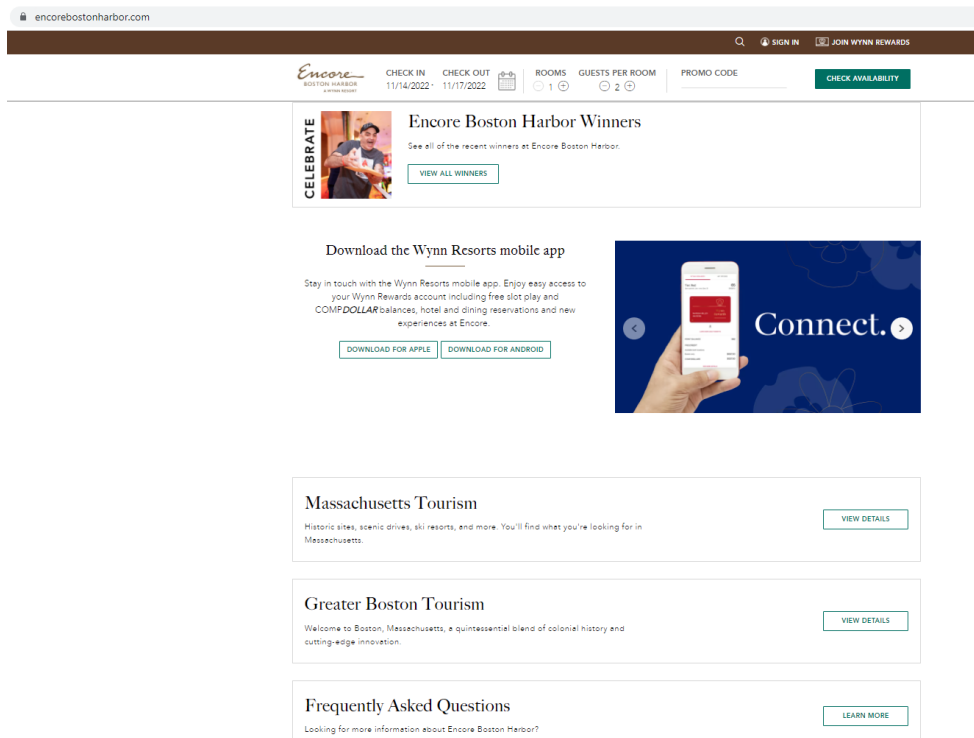


Section C: ECONOMIC IMPACT ON THE COMMONWEALTH

C.5 COMMUNITY ENGAGEMENT

a. Creating Partnerships for any community, economic development, and tourism opportunities with local or regional entities included but not limited to the MA Office of Business Development, Chambers of Commerce, Regional Tourism Councils and the MA Marketing Partnership

Encore Boston Harbor has partnered with the Massachusetts Office of Travel and Tourism to feature a link on its home page to the *VisitMa.com* website. Additionally, we also partner with the Greater Boston Convention and Visitors Bureau to feature a link to *bostonusa.com*. We are also a member of the Everett Chamber of Commerce and the Greater Boston Chamber of Commerce.



Above: Screenshot of Encore Boston Harbor home page highlighting both Massachusetts Tourism and Greater Boston Tourism options.



Applicant: Encore Boston Harbor

Section C: ECONOMIC IMPACT ON THE COMMONWEALTH

C.5 COMMUNITY ENGAGEMENT

b. Plans, measures, steps the applicant intends to take to avoid any negative impact on the revenues currently generated by the Massachusetts State Lottery, including cross-marketing strategies and increasing ticket sales.

Prior to the opening of Encore Boston Harbor in June 2019, we entered into a Lottery Sales Agent Agreement with the Massachusetts State Lottery Commission. Pursuant to the terms of that agreement, we were licensed as a state lottery agent authorized to sell or operate lottery, multi-jurisdictional and Keno games at Encore Boston Harbor. Encore Boston Harbor currently houses eight (8) Massachusetts State Lottery machines at the entrance to the gaming area and at the garage elevators entering the gaming area.

In addition, Keno is offered at Encore Boston Harbor's sports bar/restaurant, *On Deck*. Subject to the approval of the Massachusetts Gaming Commission, we plan to install sports betting kiosks at *On Deck* and will strategically place them close to the Keno area for cross-promotion purposes.

Following the opening of Encore Boston Harbor in June 2019, we generated \$1.17 million in lottery sales for 2019. In 2022, despite state mandated closures, reduced occupancies, and limited operating hours related to the COVID-19 pandemic, we generated \$1.14 million in lottery sales. As of September 30, 2022, we have generated \$2.53 million in lottery sales for 2022.



With the addition of retail sports betting, we look forward to additional cross-promotion opportunities.

Section C: ECONOMIC IMPACT ON THE COMMONWEALTH

C.5 COMMUNITY ENGAGEMENT

c. Promoting local businesses, including restaurants, hotels, and retail outlets.

We are committed to supporting the local business community through a robust local procurement program. Our procurement team consistently seeks local businesses in our host and surrounding communities to provide goods and services. As a result of these efforts, approximately fifty percent (50%) of our discretionary spend is expended in the Commonwealth. We have continued to partner with local Chambers of Commerce and other interested organizations to support the growth and expansion of local businesses in our host and surrounding communities.

As part of our host and surrounding community commitments, we have purchased gift cards from local restaurants and retail outlets that have been distributed to our employees and patrons.

In addition, due to high occupancy in the hotel, we have partnered with local hotels to provide guests with different options in the area.

We have also partnered with local restaurants and businesses for restaurant offerings within Encore Boston Harbor including Memoire, Mystique, Fratelli, Frank & Nick's, and Night Shift Brewing Kitchen & Tap (a local brewing company from our host community).



Applicant: Encore Boston Harbor

Section C: ECONOMIC IMPACT ON THE COMMONWEALTH

C.5 COMMUNITY ENGAGEMENT

d. Cross Marketing with live entertainment venues and/or attractions

In anticipation of the legalization of sports betting, we established partnerships with many live entertainment venues and attractions across the Commonwealth including [REDACTED]

[REDACTED]
[REDACTED]. [REDACTED]
[REDACTED]

These co-promotional relationships stimulate incremental visitation to the Greater Boston area.



Applicant: Encore Boston Harbor

Section C: ECONOMIC IMPACT ON THE COMMONWEALTH

C.5 COMMUNITY ENGAGEMENT

e. Supporting any community enhancements being incorporated at the local level.

We are humbled and pleased to play a key role in supporting local communities and charities throughout Massachusetts.

Our employees have contributed over 26,000 volunteer hours in the local community. Volunteer activities have included food pantry assistance, park cleanups, care package creation, and animal shelter support.

We have donated over \$11 million to more than 300 greater Boston charities including the Boston Area Rape Crisis Center, Mystic River Watershed Association, Big Sister Boston, and Boston Symphony Orchestra. In addition, Encore Boston Harbor has provided almost \$1 million in in-kind donations to support various causes.

In 2021 alone, Encore Boston Harbor team members have donated approximately \$72,000 to various non-profits in Massachusetts (this includes a corporate match). The Wynn Employee Foundation has awarded Encore Boston Harbor employees \$178,243 in scholarships to attend public higher education institutions in the Commonwealth.

In addition, we have contributed over \$35 million in payments to our host and surrounding communities.

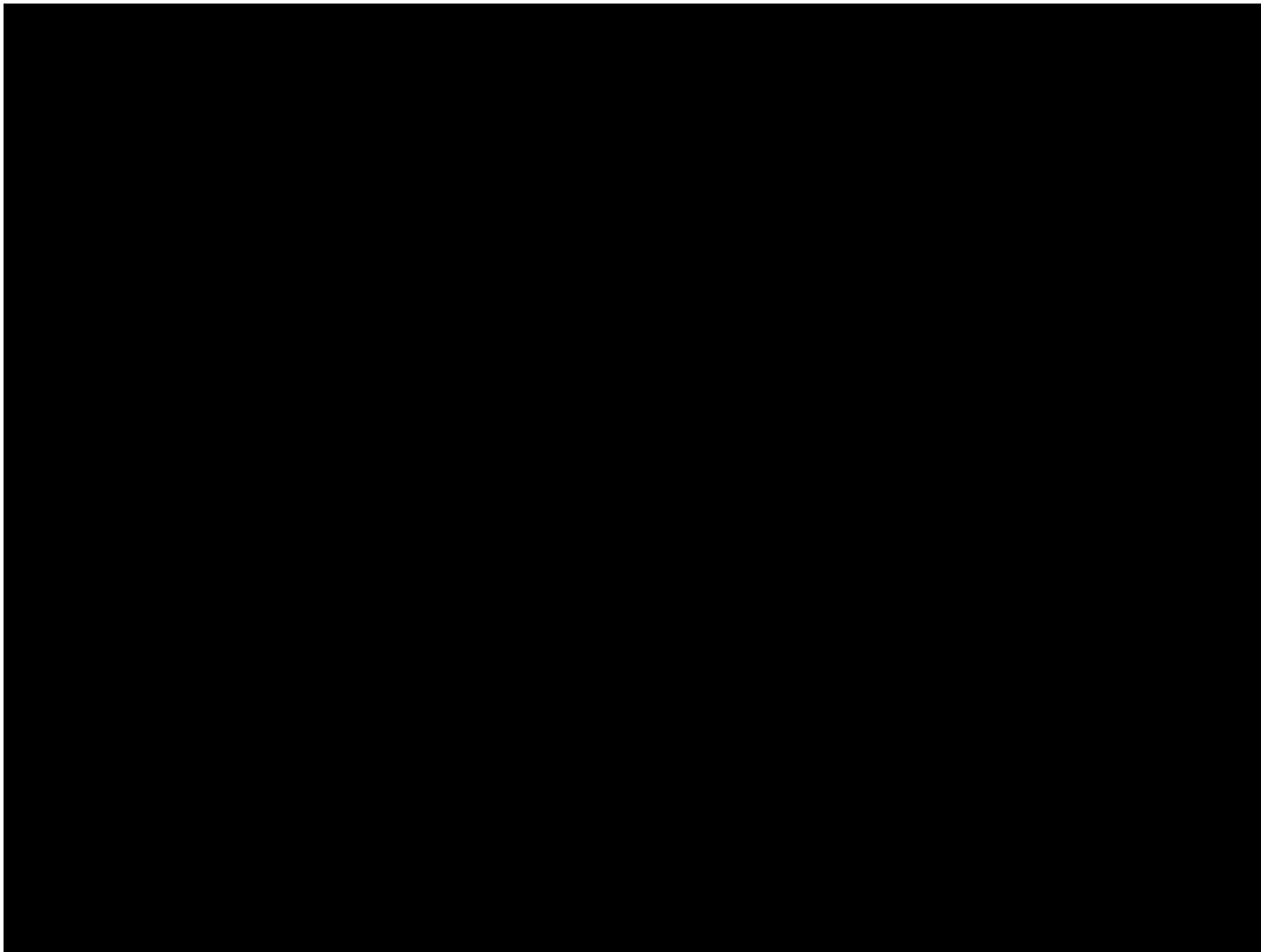


Applicant: Encore Boston Harbor

Section C: ECONOMIC IMPACT ON THE COMMONWEALTH

C.5 COMMUNITY ENGAGEMENT

f. Highlighting unique business and marketing strategies to draw new revenues from new customers.

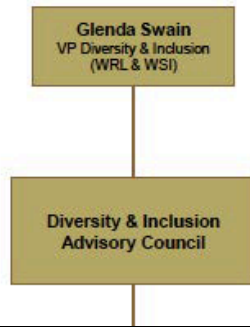


Section D: DIVERSITY, EQUITY, & INCLUSION

D.1 DIVERSITY, EQUITY, & INCLUSION – WORKFORCE

a. Applicant’s current diversity, equity, and inclusion team.

**Diversity and
Inclusion Team**



Note:

- *WLV – Wynn Las Vegas, LLC*
- *WMA – Wynn MA, LLC*
- *WRL – Wynn Resorts, Limited*
- *WSI – WynnBET*



Applicant: Encore Boston Harbor

Section D: DIVERSITY, EQUITY, & INCLUSION

D.1 DIVERSITY, EQUITY, & INCLUSION – WORKFORCE

b. Applicant's workforce diversity, equity, and inclusion policy.

Please see attached for the Company's Diversity, Inclusion and Equity Statement and Policy.



DIVERSITY, INCLUSION AND EQUITY STATEMENT AND POLICY

APPLICABILITY

This policy applies to all employees, officers, and directors of Wynn Resorts¹ (hereinafter “Wynn Resorts” or the “Company”).

COMMITMENT TO DIVERSITY, INCLUSION AND EQUITY

Wynn Resorts is committed to creating a diverse and inclusive culture and environment in which all people are valued and welcome. Wynn Resorts employs more than 25,000 people globally and welcomes millions of guests from all countries, nationalities, and backgrounds to its properties each year. At Wynn Resorts, we care about everyone and everything, and treat everyone with dignity and respect. These beliefs are part of the Wynn Resorts core behaviors and form our essential values as a Company and how we treat our employees, guests, and business partners. Our pledge is to deliver our services to guests, interact with our employees, and work with our business partners in a manner which honors these core behaviors and our commitment to diversity and inclusion.

PRACTICES

Wynn Resorts is dedicated to ensuring our employees enjoy a diverse and inclusive workplace by implementing the following practices:

- Wynn Resorts has created a Diversity Council comprised of employees from all parts of our business – including representation from senior management. The purpose of the group is to support our Company’s commitment to diversity, equity, and inclusion.
- Wynn Resorts is an equal opportunity employer committed to maintaining a workforce that reflects the diversity of our communities. The Company believes in and supports equal opportunity in employment to all persons regardless of race, color, national origin, sex, pregnancy or pregnancy-related conditions, actual or perceived sexual orientation or gender identity/expression, age, religion, active or retired veteran status, genetic information or ancestry, disability, history of disability or perceived disability or any other basis protected by federal, state or local law or ordinance or regulation.
- Wynn Resorts has implemented a policy to ensure at least one diverse candidate is included in each pool of candidates for any executive director or higher position that is not intended as an internal promotional opportunity.

¹ As used herein, the use of the term “Wynn Resorts” refers to Wynn Resorts, Limited, Wynn Las Vegas, LLC (which includes Wynn Las Vegas and Encore at Wynn Las Vegas), Wynn MA, LLC (Encore Boston Harbor), Wynn Design and Development, LLC, WSI US, LLC, and their affiliated companies with operations based in the United States.

DIVERSITY, INCLUSION AND EQUITY STATEMENT AND POLICY

- Diversity training and education are an important part of developing and maintaining a diverse and inclusive workplace. Wynn Resorts will:
 - Provide and promote the Wynn Mentor Program, which is designed to build a culture of internal mentoring, support, and development. The Wynn Mentor Program will enable our company to attract, develop, and retain top performing leaders at all levels of the organization, with emphasis on attracting, developing, and retaining diverse leaders.
 - Require all employees to attend and complete diversity, equity, and inclusion awareness training upon employment to enhance their knowledge and ability to respectfully interact with other employees, guests, and business partners. In addition, Wynn Resorts will provide all supervisors and above access to additional trainings, seminars, and activities designed to further diversity and cultural awareness.

Wynn Resorts is committed to ensuring employees feel empowered to embrace their diversity and culture, and to making Wynn Resorts an inclusive workplace by implementing the following practices:

- The Wynn Resorts Culture Council provides a body of senior executives and Company leaders with the goal and responsibility to coordinate and sponsor discussions, events, and education to promote the diverse cultures and representations of Wynn Resorts employees.
- Employee resource groups have been created to foster a diverse, inclusive workplace and to provide employees a forum for supporting and helping one another in career development. The employee resource groups include the Women's Leadership, Veterans, and LGBTQ Councils.

Wynn Resorts remains invested in its communities and nurturing relationships with diverse business partners by:

- Developing relationships with diverse groups of business partners that will enrich the Wynn Resorts community, especially those who champion similar views and commitments to promoting diversity and inclusion.
- Supporting and engaging with community organizations which provide resources and representations to historically excluded and underrepresented groups.



Applicant: Encore Boston Harbor

Section D: DIVERSITY, EQUITY, & INCLUSION

D.1 DIVERSITY, EQUITY, & INCLUSION – WORKFORCE

c. Workforce demographics, demonstrating the applicant’s current workforce diversity.

Prior to opening, Encore Boston Harbor established the following goals for workforce diversity:

- Minority: 40%
- Veteran: 3%
- Women: 50%

As of September 30, 2022, our workforce diversity is as follows:

	Goal	Actual	Total Number of Employees
Minority	40%	55%	1,921
Veteran	3%	2%	80
Women	50%	46%	1,606
Total Number of Employees ⁴			3,479



Applicant: Encore Boston Harbor

Section D: DIVERSITY, EQUITY, & INCLUSION

D.1 DIVERSITY, EQUITY, & INCLUSION – WORKFORCE

d. Efforts to be made to cultivate workforce diversity, equity, and inclusion by identifying, recruiting, and hiring minorities, women, persons with disabilities, and veterans.

Prior to opening Encore Boston Harbor, we adopted a Workforce Development and Diversity Plan for the hiring of team members. The plan outlined our strategy for recruiting, hiring, and retaining qualified, local, and diverse individuals in accordance with the legislation included in the Gaming Act that calls for “*establishing, funding and maintaining human resource hiring and training practices that promote the development of a skilled and diverse workforce*” and the goal of the Massachusetts Gaming Commission to create opportunities for unemployed and under-employed individuals.

We have continued to follow the Workforce Development and Diversity Plan and would apply the principles set forth therein with respect to the recruitment, hiring, and retention of additional team members for our sports wagering operations. The Workforce Development and Diversity Plan set forth the following workforce diversity goals, which would also apply to our sports wagering operations:

Women: 50%

Minorities: 40%

Veterans: 3%

In addition to these goals, we have a commitment to equal opportunity for people regardless of race, religion, gender, age, sexual orientation, national origin, physical or mental handicap or disability and a culture in which all aspects of diversity are acknowledged and respected.

Our efforts are further enhanced by our corporate initiatives including the Diversity Recruitment Program; the development of a Diversity Toolkit for Managers; and the creation of a Diversity Branding and Communications strategy.

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INTRODUCTION

We owe our success to our employees, so the most important decision we make at our properties is always going to be "Who do we hire?" Once we find the perfect person for the job, everything else falls into place: the satisfied guests, the Five Star awards, and the continued growth of our company.

Encore Boston Harbor ("EBH") is a luxury, global destination gaming resort located in Everett, Massachusetts that will feature 671 hotel rooms with sweeping views of the Boston skyline and Boston Harbor, ultra-premium spa, luxury retail, high-end dining, and state-of-the-art ballroom and meeting spaces. At \$2.5 billion invested, the resort will be the largest private single-phase development in the history of the Commonwealth. Situated on the waterfront along the Mystic River and connected to Boston Harbor, EBH will include a six-acre park along the water that will feature a Harborwalk, events lawn, and public viewing areas, ornate floral displays, and retail and dining experiences overlooking the water.

EBH is currently under construction with resort opening anticipated June 2019. Prior to opening, we will hire over 4,000 individuals for the resort opening team. These team members will transform a beautiful building into a five-star luxury resort.

This Workforce Development and Diversity Plan (this "Plan") outlines our strategy to recruit, hire, and retain over 4,000 qualified, local, and diverse individuals for our resort team. This Plan supports legislation included in the Gaming Act that calls for *"establishing, funding and maintaining human resource hiring and training practices that promote the development of a skilled and diverse workforce"* and the goal of the Massachusetts Gaming Commission to create opportunities for unemployed and under-employed individuals.

We are confident that EBH will be a source of economic growth and opportunity for our Host Community of Everett, Surrounding Communities, the greater-region, and the entire Commonwealth. This Plan is the roadmap to ensuring the career opportunities created by EBH are as widespread as possible, and supports our business interests to have a local and diverse workforce well suited to serve our diverse guests.

This Plan is a result of dozens of meetings and conversations with educators and community stakeholders regarding best practices for building a diverse and local workforce. Since releasing the initial draft of the Plan in March 2018, we have held numerous meetings and received constructive feedback and ideas from numerous stakeholders. This final draft reflects those conversations and the feedback and comments received. We are grateful to our community stakeholders for their interest in the Plan and the time spent providing feedback. We look forward to collaborating with the Massachusetts Gaming Commission, our Host, Surrounding, and Neighboring Communities, and numerous educational and diverse community partners to implement this Plan.

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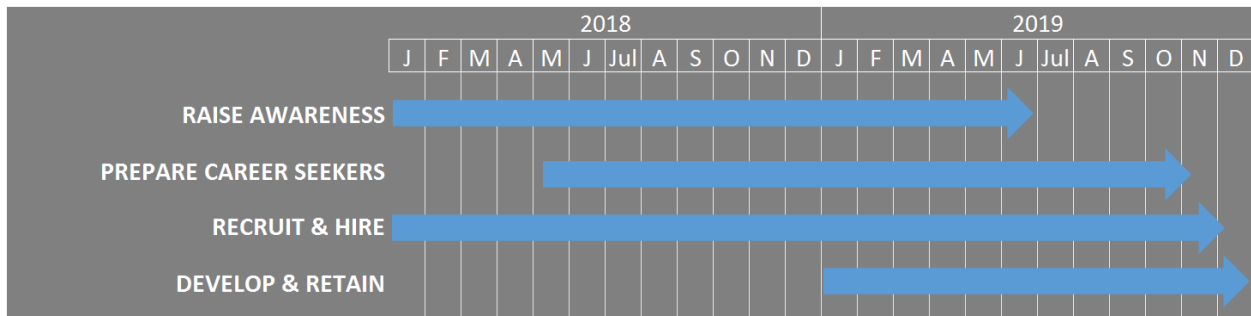
Our Objectives

The following objectives form the basis for this Plan and are the drivers behind workforce development activities leading to the EBH opening in June 2019:

1. **Raise Awareness:** Before we can successfully recruit, we must ensure the community is aware of who we are as an employer, the upcoming career opportunities, the skills required for those opportunities, the application process, and the timeline for hiring.
2. **Prepare Career Seekers:** We will work to ensure local and diverse career seekers are not only aware of the coming career opportunities, but are prepared to successfully apply for and succeed in those jobs. We will connect job seekers with the training needed to develop skills required for our jobs.
3. **Recruit and Hire a Qualified, Local, and Diverse Workforce:** To open successfully, we need to recruit and hire a workforce that is qualified, local, and diverse. Hiring the right talent from the start will improve retention and support the success of ongoing resort operations.
4. **Develop and Retain:** Once on board, we will create a work environment in which team members can thrive and pursue opportunities for professional growth.

Each of these objectives is supported by activities and tactics outlined in the plan that follows.

Objectives Timeline:



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OBJECTIVE 1: RAISE AWARENESS FOR EBH CAREER OPPORTUNITIES

EBH is a new employer in Massachusetts and we look forward to providing our team members outstanding career opportunities, a supportive work environment, training, and competitive pay and benefits. As a critical first step in the workforce development process, we must build understanding among the local workforce of our brand and offering as a company and an employer.

We will work to raise awareness for the following:

- 1) EBH as an employer: luxury hospitality employer providing competitive pay and benefits, training, and opportunities for professional growth;
- 2) Available career opportunities and the skills required for those opportunities;
- 3) Applicant requirements: attitude, skills, job fit, drug test, gaming license approval, background check; and
- 4) Timeline and process for application.

Commitment to Local and Diverse Outreach & Hiring

We are committed to hiring a local workforce and know that locally-based employees contribute to business success. When commuting times are limited, and individuals are able to work close to home, team members will be happier and better able to serve our guests. We look forward to implementing the following hiring preferences: first, to residents of our Host Community - Everett; second, to our Surrounding Community of Malden; and third, to Surrounding Communities Boston, Cambridge, Chelsea, Somerville, and Medford. These hiring preferences are outlined in our Host and Surrounding Community Agreements. EBH will use good faith efforts to hire no less than 75% of team members from within 30 minutes of Everett, as outlined in the Encore Boston Harbor gaming license conditions. For the purposes of this Plan, and taking into account the widely variable commuting times in the region, we have defined "30 minutes" as residents of cities and towns that fall within 30 miles of the Resort site.

Residents of the following cities will be counted as living within 30 minutes:

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



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BRISTOL COUNTY	Peabody	Hudson	Woburn	PLYMOUTH COUNTY
Easton	Rockport	Lexington	NORFOLK COUNTY	Abington
Mansfield	Rowley	Lincoln	Avon	Bridgewater
North Attleborough	Salem	Littleton	Bellingham	Brockton
Norton	Saugus	Lowell	Braintree	East Bridgewater
Raynham	Swampscott	Malden	Brookline	Halifax
Taunton	Topsfield	Marlborough	Canton	Hanover
ESSEX COUNTY	Wenham	Maynard	Cohasset	Hanson
Andover	West Newbury	Medford	Dedham	Hingham
Beverly	MIDDLESEX COUNTY	Melrose	Dover	Hull
Boxford	Acton	Natick	Foxborough	Marshfield
Danvers	Arlington	Newton	Franklin	Norwell
Essex	Ashland	North Reading	Holbrook	Pembroke
Georgetown	Ayer	Reading	Medfield	Rockland
Gloucester	Bedford	Sherborn	Medway	Scituate
Groveland	Belmont	Shirley	Millis	West Bridgewater
Hamilton	Billerica	Somerville	Milton	Whitman
Haverhill	Boxborough	Stoneham	Needham	SUFFOLK COUNTY
Ipswich	Burlington	Stow	Norfolk	Boston
Lawrence	Cambridge	Sudbury	Norwood	Chelsea
Lynn	Carlisle	Tewksbury	Plainville	Revere
Lynnfield	Chelmsford	Tyngsborough	Quincy	Winthrop
Manchester	Concord	Wakefield	Randolph	WORCESTER COUNTY
Marblehead	Dracut	Waltham	Sharon	Berlin
Methuen	Dunstable	Watertown	Stoughton	Bolton
Middleton	Everett	Wayland	Walpole	Harvard
Nahant	Framingham	Westford	Wellesley	Northborough
Newbury	Groton	Weston	Westwood	Southborough
Newburyport	Holliston	Wilmington	Weymouth	Westborough
North Andover	Hopkinton	Winchester	Wrentham	

We will also offer a hiring preference to qualified Suffolk Downs employees. EBH, with the support of the Mass Gaming Commission, contacted all Suffolk Downs employees several years ago regarding career opportunities. We have retained data for those Suffolk Downs employees who responded with their information and will use that information to provide regular updates and communication to those individuals. All outreach and awareness raising efforts will focus on these communities and will also extend to our Neighboring Communities of Lynn and Melrose.

In addition to hiring local residents, we believe that workforce diversity is a significant driver of business success. EBH has a culture of inclusion and commitment to equal opportunity for people regardless of race, religion, gender, age, sexual orientation, national origin, physical or mental handicap or disability and a culture in which all aspects of diversity are acknowledged and respected. EBH will serve guests from all over the world and a wide variety of backgrounds; we need a diverse workforce to provide the best experience possible for those diverse guests.

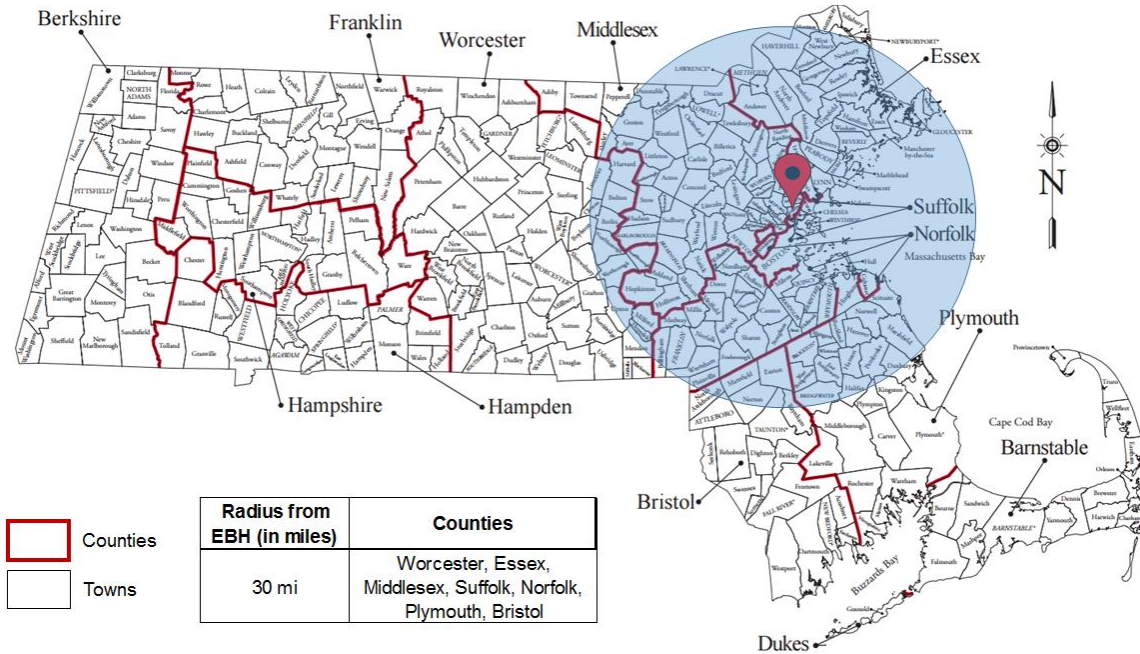
As we move forward with operational hiring, we will build a diverse workforce that is reflective of the broader community in which we operate. We have reviewed the demographics of our Host and Surrounding Communities, as well as the demographics in the broader region. While we are fortunate

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to be opening in a time of economic prosperity, we face an environment that includes an extremely low rate of unemployment. With over 4,000 positions to fill, and a tight labor market, we will create opportunities for our Host and Surrounding Communities as well as the broader region. Based on previous resort opening experiences, we anticipate sourcing over 80,000 applicants to identify and hire our team of over 4,000.



Community Demographics:

1

		Unemployment	% Minority	Population	Population in the Workforce	Unemployed Individuals
Host and Surrounding Communities	Everett, Malden, Medford, Somerville, Boston, Cambridge, Chelsea	2.6%	48.8%	1,064,022	601,536	15,348
Counties: Host, Surrounding, Neighboring Communities	Essex, Middlesex, Suffolk	2.7%	34.5%	3,153,022	1,720,277	46,658
Counties within 30 mi Radius	Worcester, Essex, Middlesex, Suffolk, Norfolk, Plymouth, Bristol	2.9%	28.4%	5,741,681	3,085,600	90,604

¹ Data Sources: U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <<https://censusreporter.org/profiles/04000US25-massachusetts/>>

Massachusetts Department of Labor (2017). *Labor Force and Unemployment Data*. Retrieved from *Labor Market Information* <http://lmi2.detma.org/lmi/lmi_lur_a.asp#3/>

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Massachusetts Veteran Demographics:

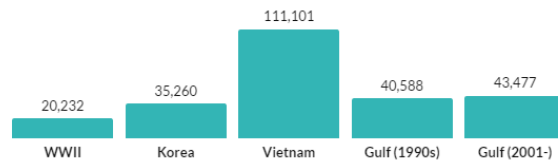
Veteran status

5.7%

Population with veteran status

about three-quarters of the rate in United States: 7.4%

Veterans by wartime service



* Civilian veterans who served during wartime only

[Show data / Embed](#)

311,150 Total veterans
293,572 Male
17,578 Female

2

We have set the following workforce diversity goals to reflect the diversity of our community and region. We will work with the Massachusetts Gaming Commission, our community partners, and our Host and Surrounding Communities to achieve and exceed these goals in each department, front and back of house, and for both management and line level workforce.

Women: 50%

EBH is committed to gender equity for its workforce, both in recruiting and in compensation. Our goal is to hire women as 50% of our workforce. We will pay equally for positions, regardless of the gender of the individual in that position.

Minorities: 40%

The minority goal reflects the makeup of our broader community, and takes into account the hiring preference for residents of our Host & Surrounding Communities. The broader region from which we will source candidates, includes the following counties: Essex, Middlesex, Suffolk, Norfolk, Plymouth, and Bristol. The demographics of these counties includes 28% minorities. To reflect the demographics of the region, as well as our preference for our Host & Surrounding Communities, which include 49% minorities across a much smaller population, we have set a goal of hiring a minimum of 40% minorities. EBH will utilize the Commonwealth of Massachusetts definition of Minority³.

Veterans: 3%

EBH sees tremendous value in the skillset and experience of veterans, and is committed to providing opportunities for individuals who have served our country. Of the 5.7% veteran population in Massachusetts, roughly half are veterans of recent conflicts and are actively engaged in the workforce. Following discussions with veteran community stakeholders, including the Disabled American Veterans and the City of Everett Director of Veteran Services,

² Data Source: U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <https://censusreporter.org/profiles/04000US25-massachusetts/>

³ <https://malegislature.gov/Laws/GeneralLaws/PartI/TitleII/Chapter7C/Section6>

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we have set a goal of hiring 3% veterans as part of our workforce, reflecting the portion of veterans in the Commonwealth who are active in the workforce.

We will place particular emphasis on raising employer brand and career opportunity awareness within our Host, Surrounding, and Neighboring Communities, Suffolk Downs employees, and among unemployed, diverse, and Veteran populations. All outreach activities, including job fairs, events, and targeted marketing, will be implemented first and foremost in our Host & Surrounding Communities.

Hiring Preference Mechanics: Host & Surrounding Communities; Suffolk Downs employees

As outlined in our Host & Surrounding Community Agreements, Encore Boston Harbor will extend a hiring preference to residents of the following communities: 1) Everett, 2) Malden, and 3) Boston, Cambridge, Chelsea, Medford, Somerville. A preference will also be extended to current and former Suffolk Downs employees.

The mechanics of these preferences in hiring will be implemented as follows:

For positions where individual resume review is the primary method of selection:

- EVERETT resumes will be reviewed FIRST with qualified Everett residents receiving the first calls for interview
- MALDEN resumes will be reviewed SECOND with qualified Malden residents receiving second calls for interviews
- BOSTON, CAMBRIDGE, CHELSEA, MEDFORD, SOMERVILLE, SUFFOLK DOWNS resumes will be reviewed THIRD with qualified residents receiving priority calls for interviews
- Resumes of Residents of the designated counties will be reviewed following the residents above.

For positions where group or open call interviews are the typical approach (typical for high volume positions):

- Priority access and dedicated time slots will be provided to Everett residents. For example: if meet & greets and group interviews are scheduled from 10am – 2pm, Everett residents will be interviewed in the first slots from 10am – 11am. We will invite Everett residents in advance for priority access interviews and will also fast track residents who show their ID with Everett address.
- Next priority access will be given to Malden residents, with similarly designated advance times for meet & greets and interviews.
- Following the times designated for Everett and Malden, time will be allocated for interviews with residents of the Surrounding Communities and Suffolk Downs employees.

Open call interviews for all interested career seekers will follow the three priority interview time slots outlined above, or will be held on a separate day.

Our Careers: Summary & Timeline

A wide range of careers will be available across the 4,000+ positions, ranging from gourmet server to sous chef to accountant. Each full-time position provides competitive pay, benefits, and a pathway for growth. We will use a range of outreach channels to ensure that career seekers are aware of these job

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opportunities, skills required by each, and timelines for applications and hiring. The job titles highlighted below are examples of line level positions. For each of the areas listed below there are corresponding management level positions. High volume positions, as well as positions that are open to English Language Learners, are noted.

CAREER OPPORTUNITIES SUMMARY

Bolded positions indicate 10+ individuals

** Indicates 50+ individuals*

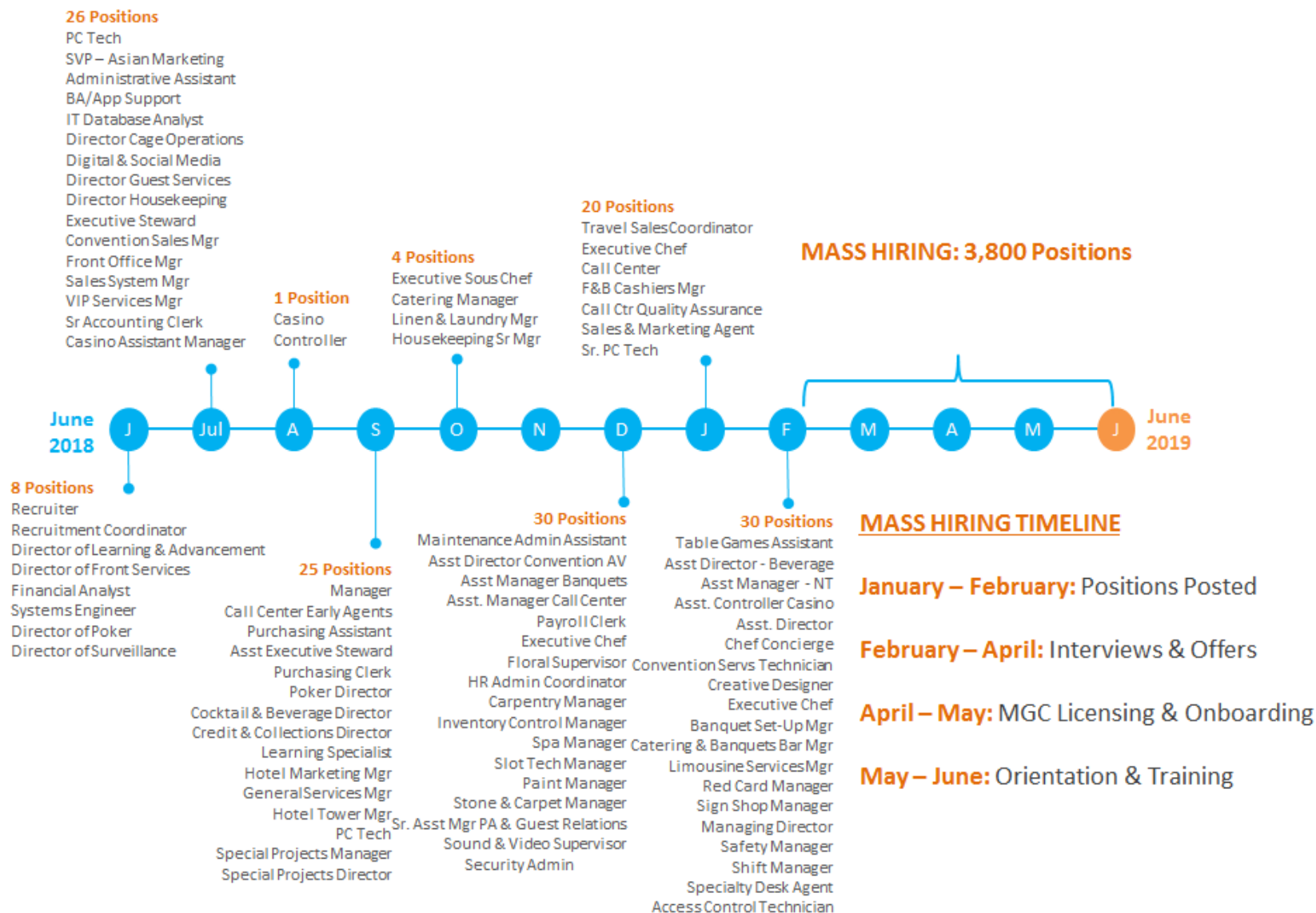
Position open to English Language Learners

HOTEL - 800+	FOOD & BEVERAGE - 1,400+	CASINO - 1,600+
Front Desk Representative	Restaurant Manager	Service Team Lead*
Lobby Greeter	Chef de Cuisine	Dealer*
VIP Lounge Ambassador	Assistant Chef	Slot Technician
Concierge	Chef de Partie	Poker Dealer*
Call Center Sales & Marketing Agent	Cook I*	Box Person
Housekeeping Shift Manager	Cook II*	Floor Persons
Guest Room Attendant*	Kitchen Worker*	Casino Marketing Representative
Utility House Person	Shift Manager	Casino Cashier
Quality Assurance Supervisor	Food & Beverage Cashier	Ticket Redemption Lead
Status Board Operator	Inventory Control Clerk	Casino Credit Clerk
Bell Captain	Inventory Security Coordinator	Limo Driver
Bell Attendant	Food Server*	Limousine Dispatcher
Door Person	Gourmet Food Runner	Marketing Host
Group Sales Coordinator	Bus Person*	Casino Accounting Clerk
Hotel Marketing Specialist	Cocktail Server*	Casino Accounting Controller
Dispatcher	Sommelier	Count Team Clerk
Valet Attendant	Bartender*	Surveillance Specialist
Parking Attendant	Apprentice Bartender	Casino Porter*
Public Area Porter*	Host Person	
	Banquet Captain	
	Banquet Setup Porter	
RETAIL, SPA & SALON - 75+	GENERAL & ADMINISTRATIVE - 120+	MAINTENANCE, HORTICULTURE, SECURITY - 360+
Store Manager	Sound & Video Technician	Painter
Retail Clerk	Human Resources Coordinator	Carpenter
Cashier	Media Coordinator	Electrician
Fitness Professional	Accounts Receivable Clerk	General Maintenance
Receptionist	Payroll Clerk	Mechanical / HVAC
Spa Therapist	Guest Claims Administration	Dock Assistant
Aesthetician	Recruiter	Gardener
Guest Attendant	Purchasing Clerk	Florist
Manicurist	Warehouse Attendant	Security Officer*
Hair Stylist	Receiving Attendant	Bike Officer
Makeup Artist	Uniform Seamer	K-9 Officer
	Uniform Attendant	Report Writer
	PC Tech	

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WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



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The following are outreach and awareness raising initiatives that will be continued or newly implemented to support our objective to Raise Awareness.

SkillSmart

EBH is working to develop a career and skills exploration platform, driven by SkillSmart technology, that will play a key role in achieving success across several of our workforce development plan objectives: 1) Raising Awareness; 2) Preparing Career Seekers; and 3) Local & Diverse Recruiting & Hiring. The SkillSmart platform will help job seekers:

1. Learn about career opportunities with EBH;
2. Understand the skills required and preferred for each position;
3. Learn how their existing skills and experiences align with positions of interest; and
4. Connect with training resources available for skill development that will enhance their ability to successfully apply for positions of interest.

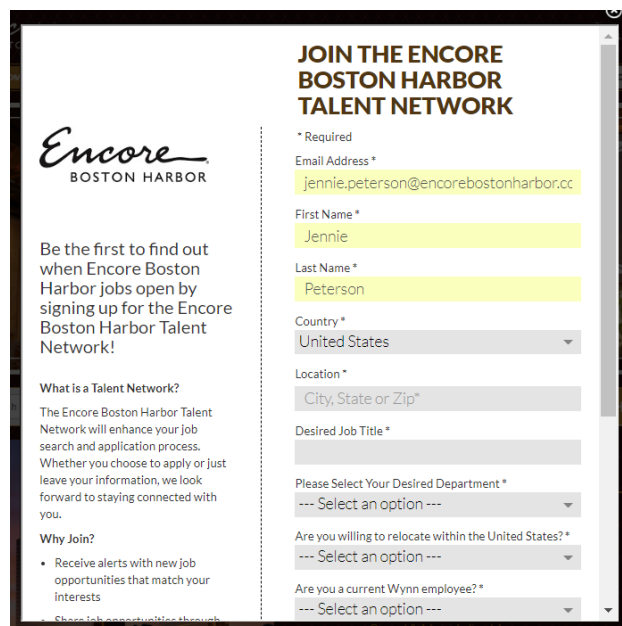
In addition to being a resource for job seekers and educators, the SkillSmart platform will provide EBH the capability to review the prospective candidate pool to determine interest in key career opportunities, understand any skills gaps, and tailor our outreach strategies.

The SkillSmart platform will serve as a basis for informing career seekers regarding the specific skills required for each available career, and will connect them with local educational and training resources that can enhance skills needed for success in our careers.

The EBH Talent Network

The EBH Talent Network is a portal for individuals interested in working for EBH to quickly submit their information and receive updates regarding job postings, career fairs, and more. Job seekers use the Talent Network to submit their contact information, select areas of career interest, and upload a resume, if they choose (this step is not required).

Through our outreach efforts as of May 2018, we have gathered information from over 9,890 job seekers via the EBH Talent Network portal. We will use the existing EBH Talent Network database to notify individuals of the SkillSmart launch, dealer school and other training opportunities, job fairs, job postings and more.



JOIN THE ENCORE BOSTON HARBOR TALENT NETWORK

Encore
BOSTON HARBOR

Be the first to find out when Encore Boston Harbor jobs open by signing up for the Encore Boston Harbor Talent Network!

What is a Talent Network?
The Encore Boston Harbor Talent Network will enhance your job search and application process. Whether you choose to apply or just leave your information, we look forward to staying connected with you.

Why Join?
• Receive alerts with new job opportunities that match your interests
• Chase job opportunities through

* Required
Email Address *
jennie.peterson@encorebostonharbor.cc
First Name *
Jennie
Last Name *
Peterson
Country *
United States
Location *
City, State or Zip*
Desired Job Title *
Please Select Your Desired Department *
--- Select an option ---
Are you willing to relocate within the United States? *
--- Select an option ---
Are you a current Wynn employee? *
--- Select an option ---

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SkillsSmart and the Talent Network are useful tools for exploring future job opportunities and training and staying updated, but are not used for application. EBH will clearly brand these two tools, and our application portal, to avoid confusion for career seekers and community organizations.

EBH Career Center

The EBH Career Center will open fall 2018 and will be a central hub for activity and learning about our careers and timelines. Our Career Center will be located at 101 Station Landing in Medford, conveniently situated at the Wellington Station MBTA Orange Line stop. The Career Center also has ample parking for individuals traveling by vehicle to meet with us and is ADA accessible.

The Career Center will be staffed during regular business hours and will provide support and resources for job seekers, including guidance and information regarding upcoming career availability. Additionally, computer terminals will be located at the Career Center where individuals can join the EBH Talent Network, apply for jobs, create a SkillsSmart profile, and find information regarding local skills training resources.

We will provide personal support to individuals who need help navigating SkillsSmart or other web-based job application tools. We invite job seekers to meet with us, learn about EBH as a company and employer, and learn about the upcoming career opportunities.

Network of Geographically Strategic Physical Locations / EBH Career Support Hubs

We understand the importance of providing access to in-person support and computers where job seekers can speak to someone about the process, and receive assistance with using the online portals for applications and using the SkillsSmart platform. We also understand that having multiple locations, in addition to the EBH Career Center, will facilitate access for a broader range of individuals.

To meet this need, we will support a network of geographically strategic physical locations / EBH Career Support Hubs where individuals can gain access to a computer, receive support for EBH-related job searches and use of EBH career online tools including the EBH Talent Network, the online application portal, and SkillsSmart. We will leverage a combination of Encore locations, career centers, and cultural centers. We will staff EBH representatives, train representatives from the host location organization, or provide informational materials to provide support to career seekers at each of these locations.

1. EBH will have a **Satellite Career Center at Everett City Hall**. This office will be regularly staffed by our team and will provide a second location where Everett residents can access a computer, receive support, and speak with an HR representative about employment opportunities. We will have regular office hours with multi-lingual representatives of the Encore recruitment team for community members who may need support in a language other than English.

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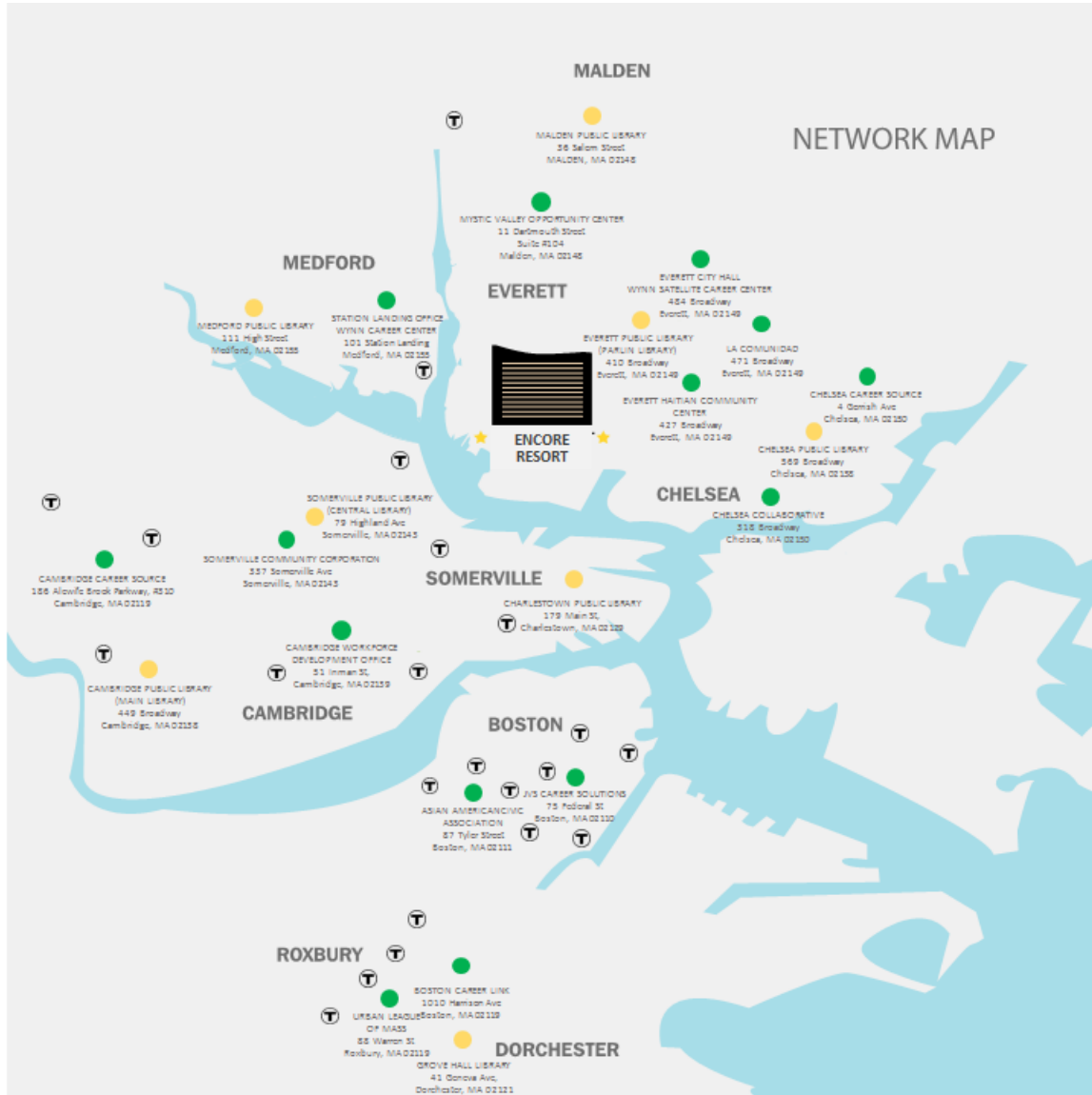
2. **Regional One-Stop Career Centers**⁴, serving unemployed individuals and covering our Host & Surrounding Communities. A designated Career Center staff member will be trained by our team to support job seekers in using the Talent Network, SkillsSmart, and our Application Portal.
 - a. Career Source – Chelsea
 - b. Career Source – Cambridge
 - c. Boston Career Link – Roxbury
 - d. JVS Career Solutions – Boston

3. **Local Community Centers Serving Diverse Populations** with computer access and personnel support. Similar to the Career Centers, we will train representatives at each of these locations to provide assistance to job seekers interested in a career with EBH.
 - a. La Comunidad – Everett
 - b. Everett Haitian Community Center – Everett
 - c. Chelsea Collaborative - Chelsea
 - d. ABCD (Action for Boston Community Development) Mystic Valley Opportunity Center - Malden
 - e. Urban League of Eastern Massachusetts - Roxbury
 - f. Somerville Community Corporation - Somerville
 - g. Asian American Civic Association – Boston
 - h. City of Cambridge Office of Workforce Development - Cambridge

4. **Local Public Libraries** are a place where community members can access computers and the internet. We will provide the public libraries with clear, easy-to-use instructions for online EBH career tools.
 - a. Everett
 - b. Malden
 - c. Medford
 - d. Charlestown (Boston)
 - e. Grove Hall - Dorchester
 - f. Somerville
 - g. Chelsea
 - h. Cambridge

⁴ <https://www.mass.gov/service-details/find-a-career-center-near-you>

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Career Fairs

Career fairs are required by Encore’s Host and Surrounding Community Agreements and are a great way to connect with community members.

We know that a personal interaction between our hiring managers and job seekers cannot be replaced with a digital experience. Over the last four years, EBH has participated in dozens of career fairs, and plans to continue with these efforts, attending fairs hosted by our community partners, and hosting our own career fairs leading up to major department hiring. We know that a personal interaction between our team, our hiring managers, and job seekers is crucial to connecting to the local community and job seekers. The digital experience is designed for convenience; we will connect personally with as many candidates as we can.

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Career seekers may check the EBH website for regular updates regarding career fairs. A summary of career fairs attended in March, April, and May, and planned for June, 2018 is below:

- March 1st: Lasell College Hospitality Day Career Fair
- March 26th: Informational Session at Endicott College School of Hospitality
- March 29th: Roxbury Community College Job Fair
- March 29th: El Mundo Latino Career Fair
- April 2nd: Affinity Leadership Consortium (ALC) Career Fair – ALC is a collaboration of greater Boston area diverse professional groups.
- April 26th: Mayor of Boston’s Neighborhood Career Fair – Mattapan
- April 28th: Chelsea Collaborative Community Day
- May 1st: Boston Herald Diversity Job Fair
- May 5th: North American Indian Center of Boston Career Fair
- May 15th: La Comunidad Career Information Session
- May 19th: Women's Veterans Network Annual Fair
- May 22nd: First Source Jobs/Somerville Community Corporation Career Fair
- June 14th: Urban League of Eastern Mass Career Fair – Roxbury
- June 18th : Asian American Civic Association Career Information Session
- June 28th: Mayor of Boston’s Neighborhood Career Fair - Dorchester

We will continue to collaborate with partners to host and attend Career Fairs that will help us reach local, minority, female, veteran, and disadvantaged members of the community.

Encore held a dedicated career information session for Suffolk Downs workers in 2017. We will host at least one additional, dedicated career information session for Suffolk Downs workers.

Starting in June 2018, Encore will host monthly informational sessions, in coordination with our community partners. These information sessions will rotate through our Host & Surrounding Communities.

Regular Update Meetings with Community Representatives

EBH has established a structure of quarterly update meetings with our community partners, focusing on small group engagement with diverse populations and regional career centers serving unemployed populations. We understand the importance of community partners in disseminating information to career seekers and supporting efforts to recruit qualified, local, and diverse talent for our open positions. We have established clear lines for candidate referrals for each of these groups.

The following quarterly update meetings are in place:

1. **Latino Community** – convened by the Hispanic American Institute, Chelsea Collaborative, and La Comunidad
2. **Black Community** – convened by Urban League of Eastern Massachusetts

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3. **Asian Community** – convened by the Asian American Civic Association and James Chan, former Chief of Staff to Boston City Councilor Bill Linehan
4. **Local Community Career Advisors** – convened by the Metro-North Regional Employment Board and the Private Industry Council
5. **Veteran Community** - convened by the Disabled American Veterans (DAV) and the Director of Veteran Services for the City of Everett

Grassroots Outreach in Partnership with Community Based Organizations

Encore has built relationships with dozens of community based organizations, training providers, educational institutions, and government entities over the last several years. We will continue our work with these organizations to raise awareness for career opportunities and to enhance our ability to connect with local, diverse, and economically disadvantaged individuals. In May 2018, Encore provided trainings for over 60 representatives from career centers, training providers, and community-based organizations who will provide support to career seekers. We will work with local CBOs in the following manner:

- Provide organization representatives with training for using Encore career tools
- Include on regular communication regarding positions available for application, upcoming hiring events, and updates regarding the hiring process
- Coordinate career information sessions and job fairs on site with these organizations
- Participate in career fairs and other community events hosted by organizations
- Provide outreach materials
- Provide a designated point of contact with the Encore recruitment team for candidate referrals and questions
- When requested and appropriate, we will set up regular Encore recruitment team “office hours” with these organizations

Encore will rely on our community partners to help us reach local and diverse individuals, advertise career opportunities, and refer candidates for job openings and career fairs. We will track candidate referrals from partners via the SkillsSmart system.

OUR PARTNERS

With the monumental task ahead, we know we cannot achieve our goals alone. We will rely on strong partnerships with local government, community, and educational partners to help us engage, prepare, and recruit an exceptional team.

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Action For Boston Community Development (ABCD)	Employer Support of the Guard & Reserve	Newbury College
American Legion	Endicott College	North American Indian Center of Boston (NAICOB)
Asian American Civic Association	English At Large	North Shore Career Center
Asian Community Development Corporation	English for New Bostonians	North Shore Workforce Investment Board
Association of Latino Professionals for America (ALFPA)	Everett E Club	Northeast Metro Tech (Regional Vocational High School)
BEST Hospitality Training Corp	Everett Haitian Community Center	Northshore Community College
Boston Career Link	Everett High School	Operation A.B.L.E.
Boston Chinatown Neighborhood Center	Everett Kiwanis	Pine Street Inn (iCater)
Boston College	Everett United	Prospanica Boston
Boston Private Industry Council	Fisher College	Quincy Asian Resources, Inc (QARI)
Boston Public Schools	Future Chefs	ROCA
Boston University - School of Hospitality	Goodwill Industries	Root NS Inc - Salem
BRAVE for Veterans	Haitian Multi-Service Center	Rosie's Place
Brazilian Worker Center	Hispanic American Institute	Roxbury Community College
Bunker Hill Community College	Immigrant Learning Center Inc. - Malden	Salvation Army/Joan Kroc Corps Community Center
Cambridge Community Learning Center	International Institute of New England (IINE)	SCI Social Capital Inc
Cambridge Office of Workforce Development	JVS Career Solutions	SkillsUSA
Cambridge Rindge & Latin High School	La Alianza Hispana	SnapChef
Career Collaborative	La Comunidad	Society of Hispanic Professional Engineers (SHPE) - Boston Chapter
Career Source Cambridge	Lasell College	Somerville Career & Technical Education High School
Career Source Chelsea	Latina Center Maria at La Comunidad	Somerville Community Corporation
Casino Action Network	Madison Park Technical Vocational High School	Suffolk Downs Employees
Center for Women & Enterprise	Malden High School	Suffolk University
Charlestown Adult Education	Massachusetts Association of Community Development Corporations (MACDC)	The Career Place - Woburn
Charlestown High School	Massachusetts Fallen Heroes	Triangle Inc.
Charlestown Works	Massachusetts Army National Guard	Tufts University
Chelsea Collaborative	Massachusetts Black Lawyers Association (MBLA)	UMass Amherst
Chelsea CONNECT	Massachusetts Department of Veteran's Services	UMass Boston
Chelsea High School	Medford High School	UMass Lowell
Chelsea Public Schools	Medford Vocational High School	Urban League of Eastern Massachusetts
Chinese Progressive Association	Metro North Regional Employment Board	Vet Services - Cambridge
City of Boston	Minuteman Vocational High School	Vet Services - Chelsea
City of Boston - Office of Diversity	MPACT - Massachusetts Professional Association of Culinary Trainers	Vet Services - Everett
City of Boston - Office of Workforce Development	Mujeres Unidas Avanzando	Vet Services - Malden
City of Cambridge	NAACP - Mystic Region	Vet Services - Medford
City of Chelsea	NAACP of Greater Boston	Vet Services - Somerville
City of Everett	NAACP of New England	Veterans Inc.
City of Malden	National Association of Asian American Professionals - Boston Chapter (NAAAP)	Veterans Voice Radio
City of Medford	National Association of Black Accountants - Boston Chapter (NABA)	VFW
City of Somerville	National Black MBA Association - Boston Chapter (NMBA)	Women's Veteran Network
Commonwealth Kitchen	National Society for Minorities in Hospitality - Northeast Region	Work Inc.
Community Servings	National Society of Black Engineers (NSBE) - Boston Chapter	YMCA of Cambridge, Malden
Community Work Services	New England Center for Arts & Technology (NECAT)	YMCA of Greater Boston
Director of Veteran Services - Everett	New England Center for Veterans	
Disabled American Veterans (DAV)		

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Social & Traditional Media

EBH will launch a comprehensive and targeted employment outreach campaign to inform career seekers about our company and who we are as an employer, our jobs, timelines, and job requirements. The outreach campaign will be launched in summer 2018. The outreach campaign will focus on reaching unemployed individuals, diverse community members, and residents of our Host & Surrounding Communities as well as the broader region.

We will adopt a wide range of marketing tactics to ensure that virtually every potential candidate is reached. The campaign will be multi-lingual, with a focus on key languages spoken in our local communities: Spanish, Chinese, Haitian, and Portuguese. The employment brand marketing plan will be implemented through the following channels:

- Social Media
- Digital Media
- Place-based
- Radio
- Events
- Out of Home: billboards, transit, bus stops, etc.
- PR outreach
- Print – local news publications

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OBJECTIVE 2: PREPARE CAREER SEEKERS

EBH will work to ensure that local career seekers are not only aware of the upcoming career opportunities, but are prepared to successfully enter those career paths.

We believe that individuals with the right personalities and basic aptitude can be trained to succeed in almost any role. We are looking for job seekers who are eager to serve guests, serve their fellow team members, and to work hard, all with a positive attitude. Those attributes cannot be trained. The best way for job seekers to prepare is to, first, gain some on-the-job experience in a hospitality role prior to applying with EBH; and second, to enhance any needed skills through training and education.

We will help career seekers prepare by building both hard skills (i.e. culinary and table games dealing) as well as soft skills like career readiness, communication, management, and customer service. The following hard-skills areas will be of particular focus:

- English as a Second Language
- Basic computer skills
- Culinary
- Casino – Dealer
- Casino – Surveillance

SkillSmart

EBH is working to develop a career and skills exploration platform, driven by SkillSmart technology, that will play a key role in achieving success across several of our workforce development plan objectives: 1) Raising Awareness; 2) Preparing Career Seekers; and 3) Local & Diverse Recruiting & Hiring. The SkillSmart platform will help job seekers:

5. Learn about career opportunities with EBH;
6. Understand the skills required and preferred for each position;
7. Learn how their existing skills and experiences align with positions of interest; and
8. Connect with training resources available for skill development that will enhance their ability to successfully apply for positions of interest.

In addition to being a resource for job seekers and educators, the SkillSmart platform will provide EBH the capability to review the prospective candidate pool to determine interest in key career opportunities, understand any skills gaps, and tailor our outreach strategies. The SkillSmart platform will track referrals from community partners.

The SkillSmart platform will serve as a basis for informing career seekers regarding the specific skills required for each available career, and will connect them with local educational and training resources that can enhance skills needed for success in our careers. The Greater Boston Gaming Career Institute and local educational partners will play a critical role in supporting our ability to meet this objective, and be a critical piece of the SkillSmart career and skills training exploration platform.

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SkillsSmart will connect career seekers with educational and training resources specific to the skills required by EBH opportunities. A wide range of educational and training resources will be featured on the platform, from community college courses to online learning to skills training programs and adult education hosted at local high schools. Bunker Hill Community College, Roxbury Community College, and North Shore Community College have provided or will provide course details that will correspond with specific skills required by positions at Encore. Career seekers will be able to view a position they are interested in, see the skills required by that job, and click through to specific courses they can take that will enhance their skills if needed.




THE PLATFORM CONNECTS WORKFORCE STAKEHOLDERS


The SkillSmart platform aligns workforce stakeholders to meet business demand



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SKILLS IDENTIFICATION IMPROVES OUTCOMES




JOB SEEKERS

- ✔ Find new opportunities
- ✔ See how skills match
- ✔ Explore new careers
- ✔ Receive clear skills training guidance




© SkillSmart

Find the right fit. The smart way.

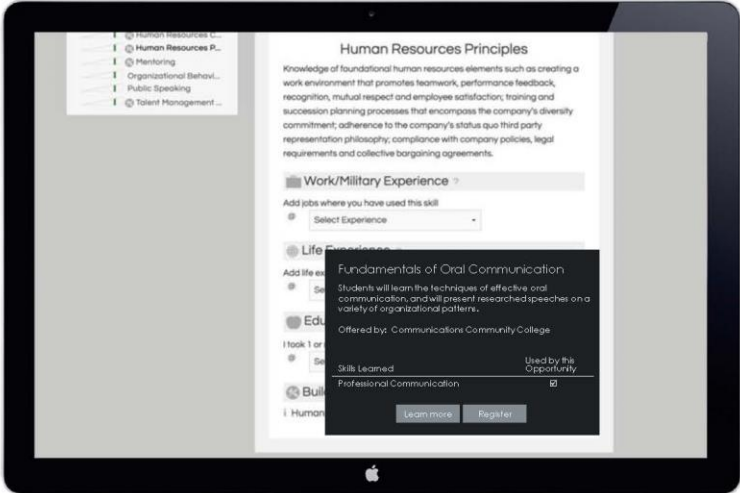


INCREASE EDUCATION CONNECTIVITY AND RELEVANCE



EDUCATORS

- ✔ Provide connection to specific training to help users develop the skills employers' need
- ✔ Highlight the training or programs of local chapters to direct residents to programs in their own community.
- ✔ Build on relationship with local educational partners



© SkillSmart

Find the right fit. The smart way.

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Greater Boston Gaming Career Institute

Subject to approval by the Massachusetts Gaming Commission, EBH will partner with Cambridge College to open a gaming careers school to prepare individuals to become dealers and casino surveillance specialists. EBH will provide the curriculum, equipment, teachers, and expertise for the program. Cambridge College will provide the space and administrative support for the Institute. EBH will employ approximately 1,000 full time and part time dealers for the casino operation. We expect roughly half of the individuals hired for these roles to be trained at the local Gaming Careers Institute.

Details for the Institute are as follows:

- **LOCATION:** The Gaming Career Institute will be located in Charlestown, Boston less than two miles from the resort location, and will be accessible via Orange Line public transportation.
- **SCHEDULE:** Courses are expected to begin the second week of September. The course is 16 weeks long with classes held five days per week, Monday through Friday. Scheduling options will be available to accommodate schedule needs of those who wish to take the course. Makeup days will be held on Saturdays. The second semester of the Gaming Careers Institute is expected to begin on Tuesday, January 22nd, completing in early May 2019 in time for the June 2019 opening.
 - 8:00 a.m. – 12:00 p.m.
 - 1:00 p.m. – 5:00 p.m.
 - 6:00 p.m. – 10:00 p.m.
- **COST:** The cost of the course will be \$1,100.
- **CURRICULUM:** The curriculum comprises just over 300 hours of training and includes two casino games, customer service, CPR, and responsible gaming. This training provides students with a broad skillset that prepares them to be a table games dealer or to take on a role that leverage customer service, CPR, and responsible gaming skills (i.e. casino host or security). To pass the class, students will need to pass a final, simulation “audition” that will prepare them for an audition for a casino role.
- **APPLICATION PROCESS:** Each student who wishes to attend the Gaming Institute must apply. The application process will take place in August 2018 and will include:
 - Basic math aptitude test to demonstrate ability to do basic math required for table games dealing
 - Basic written application with acknowledgement and confirmation of willingness to: work flexible hours (nights, weekends, holidays); pass a background screening, pass a drug test, become licensed with the Massachusetts Gaming Commission.
 - Panel interview with representatives from Cambridge College and Encore Boston Harbor. During this brief interview, we will assess whether each candidate has the right attitude and personality for a position as a table games dealer.

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- **COMMITMENT TO HIRE:** Encore Boston Harbor commits to hiring 100% of individuals that: graduate from the Gaming Institute including passing the final, simulation audition; pass a drug test; clear background screening; and receive a gaming license from the Massachusetts Gaming Commission.
- **STUDENT RECRUITMENT:** EBH will launch targeted advertising and marketing to ensure that local and diverse potential students are aware of the Gaming Institute program, timeline for application, cost, and career opportunities made available by the program. We will turn to our Community Partners to ensure community members are informed about the Gaming Institute, and to refer student candidates.

Scholarships & Student Support

EBH will sponsor Gaming Career Institute financial need based scholarships, fully funding 50 individuals to complete the Gaming Institute course. Our community partners will support the scholarships by recommending individuals for these scholarships. Ten scholarship spots will be allocated to Everett residents. The Scholarships will provide opportunities for Everett and surrounding community residents, veterans, and minorities, who are in need of financial support to complete the Gaming Career Institute curriculum. One half of the scholarships will be awarded to women. Scholarship recipients will be determined by Cambridge College, which will use their financial aid office and procedures to determine financial need.

As part of Cambridge College's continued focus on access to education, they are committed to exploring and identifying options for individuals to afford to participate in the Gaming Career Institute. Cambridge College knows that there will be significant number of employment opportunities provided by EBH, and wants to ensure that the widest spectrum of individuals can enroll. To do this, Cambridge College will seek to find financial aid for training from multiple sources.

Cambridge College is currently aware of funding being available for these types of training programs and is pursuing these dollars through all possible options, exploring alternatives that may capitalize on Individual Training Accounts through One Stop Career Centers, Section 30 Training Opportunity Program support, and Trade Adjustment Assistance. In each case the Cambridge College team will work to identify and communicate all of the required steps for potential candidates to access available federal resources.

Cambridge College will also seek out partnerships or funding sources that can target segments of the population as a whole by pursuing Workforce Development Grant funding earmarked for the Gaming Commission, in particular with the goal of ensuring access for underserved and underrepresented populations. Finally, Cambridge College will also reach out to neighboring cities and towns that have been fortunate recipients of casino mitigation dollars, to examine their willingness to possibly provide training grants to targeted communities under their jurisdiction.

Cambridge College is actively considering options for students of the Greater Boston Gaming Career Institute to be able to link this experience to degree attainment. The possibility of assigning prior learning assessment credits for students who successfully complete this program, could eventually be articulated into certificate, associate or bachelor's degree credentials. Discussions are underway to develop this as a pathway in a

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structured relationship between Cambridge College, Bunker Hill Community College, and Roxbury Community College.

Culinary Training

The Massachusetts Executive Office of Labor and Workforce Development estimates over 14% growth in demand for restaurant cooks between 2014 and 2024 in Massachusetts⁵, translating to demand for over 3,000 new employees in restaurant cook roles. EBH will employ roughly 300 individuals in line level cook positions.

Encore is aware of the existing, regional culinary skills gap and has taken steps to address that gap. The EBH Executive Chef and human resources team are working with the Massachusetts Professional Association of Culinary Trainers (MPACT), a consortium of regional culinary training providers that includes Community Servings, NECAT, SnapChef, Future Chefs, and more. We will feature culinary training programs on the SkillSmart platform and will continue to engage with local culinary training providers to help prepare individuals for culinary roles at Encore. In addition to working with the MPACT, EBH will recruit from the culinary program at Bunker Hill Community College and other local schools. We will provide competitive wages and benefits, supporting our efforts to recruit in an environment with high demand for culinary workers.

Encore will also work with the Massachusetts Gaming Commission on efforts to address the culinary skills gap.

English as a Second Language (ESOL)

Encore will hire for over 900 positions that do not require fluent English. These positions range from Cook to Porter to Traffic Attendant and are highlighted in the career summary on page 7. Once hired, Encore will partner with local ESOL providers to offer all team members English as a second language courses free of charge. Prior to opening, EBH will work with local ESOL providers to ensure that individuals are aware of ESOL resources and are able to take advantage of them to prepare for a career at Encore.

EBH will reach out to state-funded and other ESOL programs and will invite locally based ESOL providers to attend career information sessions where they can connect with career seekers. ESOL providers will also be included on the SkillSmart platform.

Local Education and Training Providers

EBH will work closely with local educational and training providers for culinary, hospitality, general & administrative, and other jobs.

Bunker Hill Community College will be a key resource for community members seeking to enhance their skills in anticipation of applying for a position with EBH. Bunker Hill's online and in person courses available in culinary arts, hotel and restaurant management, and more will be featured on the SkillSmart platform. In addition to connecting community members with the tremendous learning resources available at Bunker Hill Community College, we will partner with Bunker Hill to identify student candidates for our roles and

⁵ Source: http://lmi2.detma.org/Lmi/Occupation_Projection.asp?Area=01000025long

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collaborate on job fairs. Bunker Hill students and alumni will be a key recruiting target, particularly for culinary roles.

Roxbury Community College, North Shore Community College, and other locally based Community Colleges will be key partners for providing classroom training to career seekers. EBH will include Roxbury and North Shore Community Colleges on the SkillsSmart platform and will engage with Roxbury and North Shore Community College students and alumni as candidates for resort positions.

EBH will continue to work with the New England Center for Arts and Technology (NECAT) to provide culinary training opportunities for disadvantaged community members. NECAT held its first culinary class at the new location at Everett High School. A second class is now underway in Everett. EBH will recruit NECAT graduates for culinary roles.

BEST Corp. will partner with EBH as a training provider for hotel operations positions. The BEST Corp. training locations in Medford and Roxbury, both accessible via the Orange Line, will be a convenient training resource for career seekers in our Host & Surrounding Communities.

The academic institutions and training providers listed above are just a few examples of the dozens of among training providers we have connected with; we continue to reach out to other training resources that can support local and diverse career seekers as they prepare for EBH opportunities. Training partners are included in the list on page 15.

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OBJECTIVE 3: RECRUIT & HIRE A QUALIFIED, LOCAL & DIVERSE WORKFORCE

EBH's ultimate goal is to recruit, onboard, and retain a qualified, local, and diverse workforce. To accomplish this objective, we will build on the outreach and training efforts outlined above and will work to create an efficient and inclusive hiring process.

Applicant Tracking System

EBH will utilize an Applicant Tracking System ("ATS") and applicant portal for the resort opening, allowing us to communicate and follow up with applicants, supporting a positive candidate experience. The ATS will provide the recruitment team with data regarding gender, ethnicity, veteran status, and residency of applicants. We will use this information to ensure that we are receiving applications from diverse and local candidates.

Career opportunities will be posted on the applicant portal well in advance of hiring decision dates (at least 10 weeks) to ensure there is ample time for job seekers to learn about the opportunity, apply, and go through the hiring process.

As outlined on the hiring timeline on page 9, positions will be posted for application in January and February of 2019, with interviews following in March and April.

Inclusive Job Descriptions & Job Requirements

We will be hiring for over 450 different job titles. As a key element of preparation for recruiting and hiring, the EBH team created job descriptions for these positions, closely evaluating each included job requirement and ensuring that no educational or experience credential was listed as "required" unless that requirement is absolutely essential to the success of the business. The job descriptions are written to be clear and detailed, and as inclusive as possible.

We will not require a high school degree or equivalent for several of our positions up to a supervisor level. We believe this standard will open our jobs to a broader range of individuals who may not have had the opportunity to complete high school or a GED prior to entering the workforce. EBH will provide team members access to GED classes free of charge once the resort is open and stabilized. For many positions, we will not require prior experience, and will provide on-the-job training to support inexperienced team members.

Career Fairs & Mass Hiring Events

Career Fairs, as previously discussed, will be a method for raising awareness, but will also play a critical role in large-scale departmental hiring. EBH will host targeted career fairs for hotel, food & beverage, casino, security, and other departments, where applicants will meet hiring managers, interview, and be notified, in many cases the same-day, of hiring decisions and next steps. Our Community Partners will be asked to help advertise hiring events and to send referrals to career fairs and hiring events.

As outlined on the hiring timeline shown on page 9, hiring events will take place in February, March, and April of 2019. During these months, we will interview thousands of individuals to find those who are the best fit for the EBH team.

As described above, priority access at Hiring Events will be provided to residents of Everett and Encore's Surrounding Communities.

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Career fairs will be hosted throughout our Host and Surrounding Communities, at locations that are convenient to public transportation and parking. We will host a minimum of four career fairs in the City of Everett prior to opening. We will host career fairs on schedules accessible to career seekers who are currently employed and are not able to take time away from their current work schedule to attend, including evenings, weekends, and all-day events with multiple windows for attendance.

Many career fairs and hiring events will be open to individuals who may not have had an opportunity to apply online.

Panel Interviews

We will utilize panel interviews as a way for hiring managers to meet large groups of candidates. For several entry-level positions, an invitation to a panel interview will not require a resume. All individuals who have applied for these positions will be invited to meet the hiring manager and participate in a group interview.

Local and Diverse Community Partner Referral System

EBH has established a clear pathway for referrals from local Career Centers and diverse community partners. We rely on these partners to understand our expectations and opportunities, and then connect their constituents to jobs for which they are well suited. We have already seen the benefits of referral partnerships with regional career centers, with a few current members of the small but growing EBH team sourced through relationships with career centers and community partners. Referrals from our community partners will be given special consideration, where possible. We will continue to work with and source candidates from these critical partners.

Encore will track referrals through the SkillSmart platform and will report back to community partners regarding successful referrals. Community Partners may refer candidates to the Encore team by sending the referral and desired position directly to a member of the Encore employment team. Referrals will be carefully reviewed by the employment team and will be provided, at minimum, the opportunity for a meet & greet or phone interview. The Encore team will provide feedback to community partners regarding referred candidates to ensure that community partners are aware of successful referrals and understand reasons why unsuccessful candidates are not a fit for the position.

Training for Hiring Managers: Behavioral Interviewing, Diversity & Inclusion for Interviewing

All hiring managers will be trained in behavioral interviewing and inclusionary hiring. EBH is taking the extra step to provide training to all hiring managers to refine their skills in evaluating candidates based on behaviors that will be indicators of success. The best way to prepare for strong retention is to find the best fit for a job from the start. Managers will be trained to look for “transferable skills” to create opportunities where other employers may not have seen one. Understanding the value of a diverse and inclusive workforce will be part of the training received by hiring managers, as well as strategies to minimize any potential sub-conscious bias while interviewing. From hiring a more qualified workforce, to reducing turnover costs, managers will see the business benefits of diversity and inclusion.

All Hiring Managers will complete diversity and inclusion training as well as training on ways to mitigate unconscious bias during the hiring process. Encore will work with a third party provider to deliver this training.

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Background Screening

EBH follows Massachusetts law, which allows for employers to conduct a drug and background screening for every individual that is hired.

For individuals with a CORI, EBH will aim to be as inclusive as possible and review each background check on a case by case basis. In addition, the Mass Gaming Commission will designate positions that are exempt from licensing, further streamlining access to jobs.

OBJECTIVE 4: DEVELOP & RETAIN

Once initial hiring is complete, EBH will be most successful if we create an environment in which individuals can professionally progress and thrive. We will take a comprehensive approach to developing and retaining our team members, from competitive pay and benefits, to career pathways, to tuition reimbursement.

The same level of outstanding service extended to our guests is extended to our team members. EBH believes that only “people make people happy” and that our team members are best positioned to provide excellent service to our guests when their needs are met.

Competitive Pay & Benefits

We will offer industry competitive compensation and benefits including:

- Paid time off
- Paid sick time
- Six weeks paid parental leave
- Medical Insurance
- Dental Insurance
- Vision Insurance
- Other Insurance (life, short- and long-term disability)
- 401K with employer match
- Flexible Spending Accounts for medical and childcare expenses
- Tuition Reimbursement and Scholarship Fund
- Negotiated childcare provider discount
- Team Member Wellness programs
- Team Member Events and Volunteer Opportunities
- Meals at the Employee Dining Room

Onboarding & Orientation Training

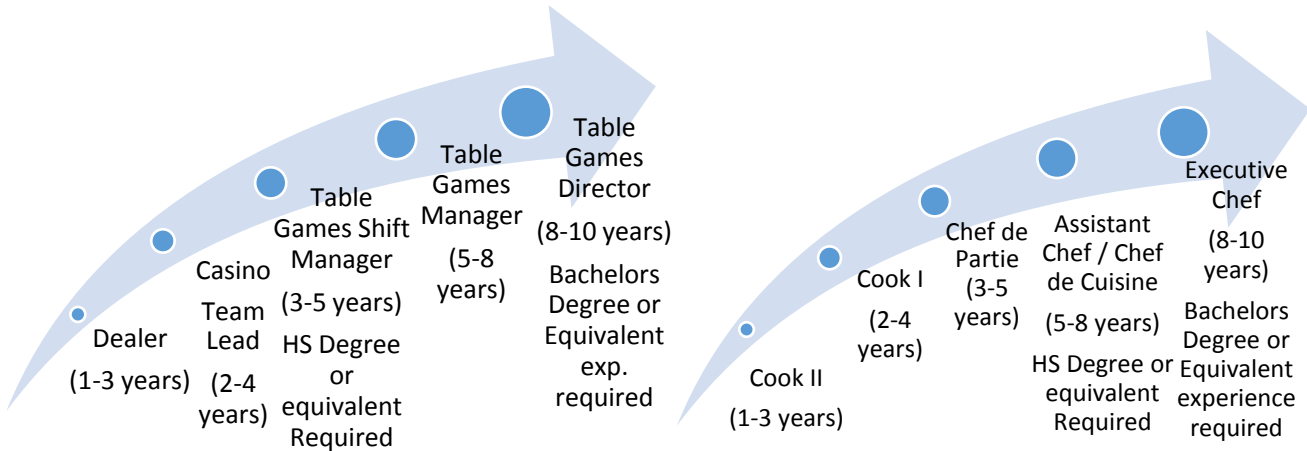
All new team members will go through an onboarding process that includes orientation and training. During orientation, new team members will be introduced to all EBH policies and receive safety, responsible gaming, emergency procedure, and sexual harassment training. This is our first step in setting up new employees for success and establishing an environment of respect and a culture of inclusion.

June 14, 2018

Career Pathways

For many individuals, a work environment with opportunities for advancement and growth is key to feeling fulfilled and happy in the work environment. We will provide a wide range of career pathways, with many leaders in the Company progressing from entry level positions to executive leadership roles. EBH is committed to promoting from within the organization.

Below are examples of Table Games and Culinary career pathways.



Training & Education

We believe that with the right attitude and aptitude, team members can be trained to work in any job they are passionate about. Each operational department has a designated Training Manager that will provide on-the-job training to team members.

In addition to on-the-job skills training, we will provide leadership training for all supervisors and above. The leadership training curriculum includes the following:

- Foundations of Leadership / Leadership 101
- Active Listening
- Effective Communication & Coaching
- Team Building
- Team Dynamics
- Change Management
- Task Management
- Management Styles
- Positive Reinforcement / Performance Management
- SMART Goals

The leadership training program provides a strong leadership foundation to new leaders and reinforces effective leadership skills for tenured managers.

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For aspiring managers, EBH will have a “Manager in Training” program that allows promising front-line team members an opportunity to step into a leadership role with the support of a mentor and regular feedback from department heads.

In addition to the leadership training provided to all supervisors and above, EBH will offer the following courses to all team members, free of charge:

- English as a Second Language. These courses are contextualized by department, to ensure that team members are learning vocabulary that will help them succeed in their work environment.
- Citizenship.
- GED

The Tuition Reimbursement program, mentioned in the Benefits section above, combined with access to GED and other training, will create a supportive environment for professional development and career success.

Communication and Feedback

One of our Core Values is “Always Strive to be Better.” We are committed to continual improvement and supporting team members as they make professional progress. We will implement a structure of daily positive reinforcement and constructive feedback as well as a structure for regular reviews, ensuring team members are aware of areas for improvement and the steps required to make the next move in their career.

Storytelling

Storytelling is a unique program that focuses on celebrating and recognizing daily successes of our team members. Before each shift begins, managers gather their team for a pre-shift meeting. As part of that meeting, team members are encouraged to share stories of exceptional guest service or examples of team members going above and beyond to serve their fellow team members. Truly exceptional examples are brought to the attention of a manager, written about, and posted through all back-of-house areas, bringing special recognition to the outstanding performer. Storytelling inspires, motivates, and emphasizes the importance of excellence across all levels of the organization and most importantly...storytelling has a positive impact on enhancing one’s self-esteem. We help our team members take pride in their work and their abilities.

Below are two recent Storytelling features:

June 14, 2018



FROM LEFT TO RIGHT:
Ofelia Mancilla De-Beas
Uniform Control Seamer
Sharon Hunter
Assistant Uniform
Control Manager

Tabitha McCraney
Uniform Control Attendant

TELL US YOUR
STORY

Care About Everyone & Everything.

In the middle of a busy workday, Employee Relations Counselor Ninette Macedo realized the zipper on her dress had broken and the back of her dress was gaping open. Panicked, she rushed to Uniform Control, hoping someone could pin her dress together so she could complete her day.

That's when she learned Uniform Control truly embraces our Core Value: Care About Everyone and Everything.

Ninette explained her situation to Attendant **Tabitha McCraney**, who took her to see the seamstresses. When Ninette asked Seamer **Ofelia Mancilla De-Beas** if she could pin her back into her dress, Ofelia wouldn't hear of it.

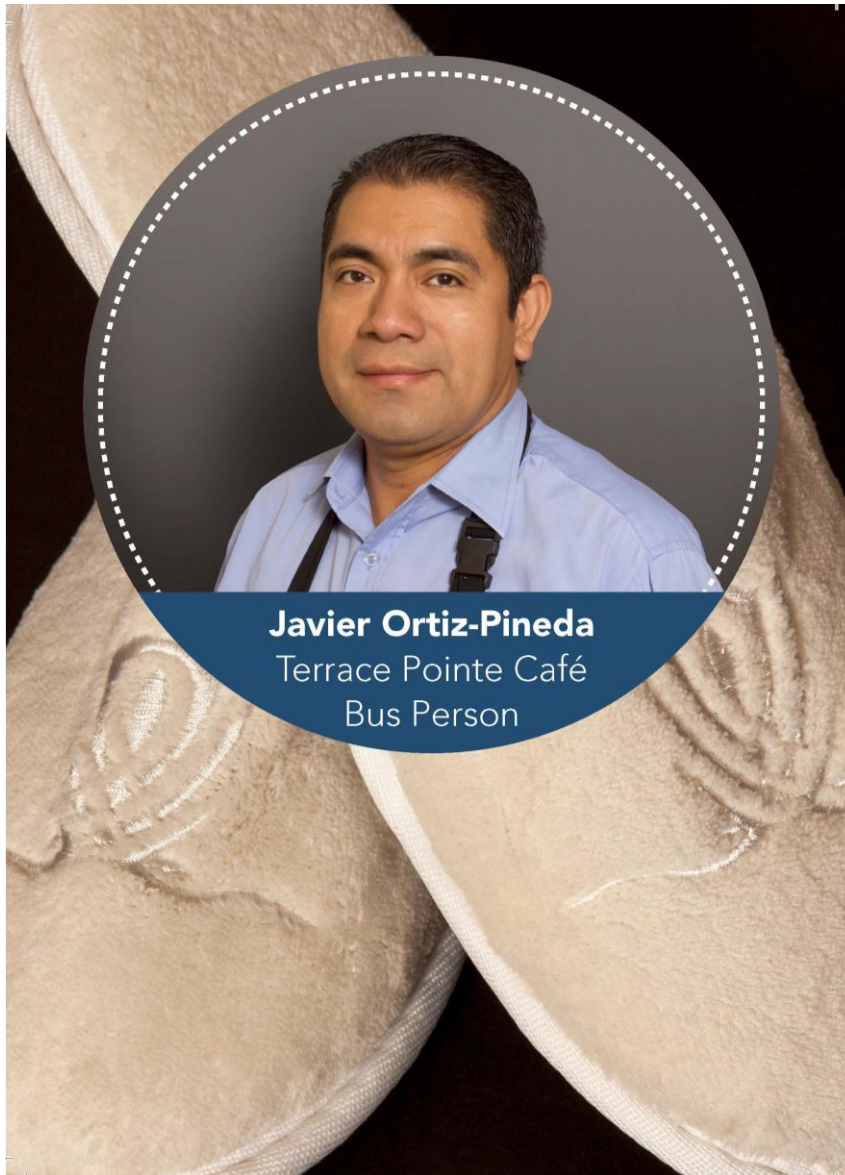
"This is your uniform. These are the clothes you wear to work, and my job is to fix employee uniforms," Ofelia said. She discussed the situation with Assistant Uniform Control Manager **Sharon Hunter** and returned to let Ninette know safety pins wouldn't be required. This was obviously an emergency, and she would replace the zipper.

"I was so impressed, shocked, and excited that they were going to see what they could do for me," Ninette said. "My plan had been to just throw the dress away once I got home."

Half an hour later, she walked out wearing her dress with a new zipper. "I am very thankful to everyone who helped," Ninette said. "They not only saved my day, they saved my dress."

Working together to help a fellow employee in distress, our Uniform Control team showed that when they say the Care About Everyone and Everything, they really mean everybody.

June 14, 2018



Javier Ortiz-Pineda
Terrace Pointe Café
Bus Person



Care About Everyone & Everything.

At *Terrace Pointe Café*, attention to detail adds up to Five Star service. From the varied menu to the sunlit view overlooking the pool to the attentive service, everything at *TPC* shines. It all reflects our Core Value: Care About Everyone and Everything.

So when a guest arrived for breakfast one morning, Bus Person **Javier Ortiz-Pineda** listened carefully when the guest sat down, sighed, and said his feet hurt after working all night. He could hardly wait to get back to his room and get out of his heavy work shoes.

Javier asked *TPC* Manager Christie Rosales what he could do or get the guest to make him feel more comfortable. Christie called the Front Desk and arranged to have someone bring a pair of guest slippers.

Javier took the slippers to the weary guest, who, so happy he'd have something comfortable to switch into after he left the restaurant, jumped up and gave Javier a hug.

By actively listening to the guest and seeking out a simple solution to his problem, Javier demonstrated our Core Value: Care About Everyone and Everything.

June 14, 2018

WeSave Program

The WeSave Program provides team members access to discounts on a wide range of goods and services within their local community. We will partner with local restaurants, shops, dry cleaners, and many other local vendors and service providers to offer special discounts to our team members.

Employee Foundation and WECare Volunteer Program

The Employee Foundation and the WECare Volunteer Program provide opportunities for EBH team members to be involved in community service and contribute financially to organizations they care about, with a matching donation from EBH.

INTERNAL ACCOUNTABILITY & REPORTING:

To successfully meet our local and diverse hiring goals and to fulfill the objectives laid out in this plan, a system of reporting and accountability will be required. We will regularly review applicant and new hire data to monitor progress and ensure we are on track.

EBH established an internal Diversity & Workforce Development Council for operations that will meet on a regular basis to review diversity progress, identify areas for improvement, and develop ideas for strategic community engagement. Regular meetings to review progress towards diversity goals is a best practice implemented during the design and construction phase of the EBH development and played a critical role in our success in engaging a local and diverse workforce for construction. We will make use of this best practice for operations. The Diversity & Workforce Development Council will be led by our Vice President of Human Resources and will include five members from across the organization including Employment, Legal, and Operations. The Council will meet on a monthly basis. The Council will review statistics on the existing team as well as diversity of incoming applicants.

The Diversity & Workforce Development Council will report to EBH executives on progress during regular senior management meetings.

Department heads will be held responsible for meeting diversity goals within their departments for both manager and line level team members. Corrective Action meetings will be held for departments that are not meeting the goals. Encore will leverage partnerships with diverse partners and other outside resources to course correct if department diversity and diversity of the incoming talent pools are not on track for meeting goals.

CONCLUSION

We look forward to bringing over 4,000 careers to Everett, Massachusetts. We are excited to grow the EBH team and to provide career paths to a local and diverse group of individuals. The success of the EBH resort will be greatest if we can bring a local and diverse group of individuals, with a broad range of talents, together to create an incredible hospitality experience for our guests.

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



June 14, 2018

We thank the many community, educational, diverse, and government partners that have supported our efforts and look forward to working with these partners as we undertake the monumental hiring task ahead. With the Plan outlined herein, we believe we will be successful in achieving our objectives to raise awareness; prepare career seekers; recruit and hire qualified, local, and diverse team members; and develop and retain an outstanding workforce.

Section D: DIVERSITY, EQUITY, & INCLUSION

D.1 DIVERSITY, EQUITY, & INCLUSION – WORKFORCE

e. Memberships and/or intentions for joining any local, regional, state, and/or national organizations committed to the development and promotion of diversity, equity, and inclusion initiatives.

Wynn Resorts has implemented a comprehensive, strategic diversity strategy that focuses on 3 pillars - The Workforce, The Marketplace, and The Community. We intend to engage in the marketplace and community by identifying agencies and non-profit organizations that share our commitment to diversity and inclusion.

To date, our company has supported numerous diversity and inclusion initiatives in the Commonwealth that help us effectively engage as a valued corporate citizen in the diverse communities in which we do business.

We have also developed partnerships with a number of organizations in the Greater Boston area including the following:



<https://www.embraceboston.org>.

Dedicated to dismantling racism through work at the intersection of arts and culture, community, and research and policy.



<https://www.thepartnershipinc.org/>

Making corporation and institutions more competitive in a global economy by (i) helping them attract, develop, and retain multicultural professionals at all levels of leadership and (ii) creating a corporate climate that encourages diversity and helps multicultural professionals thrive.

Encore[®]
BOSTON HARBOR
A WYNN RESORT



The mission of the Urban League of Eastern Massachusetts is to enable adults in Eastern MA to overcome racial, social barriers, economic inequities, sexual and domestic violence to employment and economic development opportunities. For 100 years, ULEM's programs and services have given hope to participants and made a lasting, impactful statement in the community.



Applicant: Encore Boston Harbor

Section D: DIVERSITY, EQUITY, & INCLUSION

D.2 DIVERSITY, EQUITY, & INCLUSION – SUPPLIER SPEND

a. Minority-owned business enterprises.

Prior to opening Encore Boston Harbor, we adopted a Supplier Diversity & Local Commitments Plan for the purpose of (1) identifying qualified, diverse, local, and Massachusetts-based firms to conduct business with Encore Boston Harbor; (2) soliciting those firms through our Request-for-Proposal process; and (3) awarding meaningful and ongoing business to those firms at specified goals. We have continued to follow the Supplier Diversity & Local Commitments Plan and would apply the principles and goals set forth therein with respect to the utilization of minority-owned business enterprises, women-owned business enterprises, and veteran-owned business enterprises as follows:

Women: 14% of discretionary spend

Minorities: 8% of discretionary spend

Veterans: 3% of discretionary spend

Introduction

Encore Boston Harbor (“EBH”) is a luxury, global destination gaming resort located in Everett, Massachusetts that will feature 671 hotel rooms with sweeping views of the Boston skyline and Boston Harbor, an ultra-premium spa, luxury retail, high-end dining, and state-of-the-art ballroom and meeting spaces. At \$2.5 billion invested, the resort will be the largest private single-phase development in the history of the Commonwealth. Situated on the waterfront along the Mystic River and connected to Boston Harbor, EBH will include a six-acre park along the water that will feature a Harbor Walk, an events lawn, public viewing areas, ornate floral displays, and retail and dining experiences overlooking the water. EBH is currently under construction with an opening anticipated for June 2019.

This Supplier Diversity & Local Commitments Plan (the “Plan”) outlines our ongoing strategy to engage with local communities and businesses pre- and post-opening to:

1. Identify qualified diverse, local, and Massachusetts-based firms to conduct business with EBH;
2. Solicit those firms through EBH’s Request-for-Proposal (“RFP”) process; and
3. Award meaningful and ongoing business to those firms at no less than the levels detailed herein.

The Plan’s objectives listed immediately above are discussed in more detail below in the section entitled “Plan Objectives”, while the business award levels are detailed below in the section entitled “Spend Objectives”.

We are confident that EBH will be a source of economic growth and opportunity for our Host Community of Everett, our Surrounding Communities of Boston, Cambridge, Chelsea, Malden, Medford and Somerville, the local farms and agricultural community, and the entire Commonwealth.

To date we have held numerous meetings and received constructive feedback and ideas from many stakeholders, including the Chambers of Commerce of Everett, Boston, Cambridge, Chelsea, Malden, Medford and Somerville, the Hispanic American Institute, The Commonwealth’s Supplier Diversity Office (“SDO”), the North Shore Latino Business Association, the Greater New England Minority Supplier Development Council (“GNEMSDC”), the Women’s Business Enterprise National Council (“WBENC”), their affiliate the Center for Women & Enterprise (“CWE”), and many local business leaders.

This Plan reflects those conversations and the feedback and comments received. We are grateful to our stakeholders for their interest in the Plan and the time spent providing feedback.

Spend Objectives

EBH has established the following spend goals to create economic opportunity and business awards in the following areas:

Diversity:

- Minority Business Enterprises (MBEs) – 8% of Discretionary Spend
- Women Business Enterprises (WBEs) – 14% of Discretionary Spend
- Veteran Business Enterprises (VBEs) – 3% of Discretionary Spend

EBH will utilize the Commonwealth of Massachusetts’ definition of MBE, WBE, and VBE. A more detailed description of EBH’s discretionary spend is attached hereto as **Exhibit A**.

Host and Surrounding Communities:

- Everett based vendors - \$10 million annually
- Boston based vendors - \$20 million annually
- Somerville based vendors - \$10 million annually
- Malden based vendors - \$10 million annually
- Medford based vendors - \$10 million annually
- Chelsea based vendors - \$2.5 million annually

Plan Objectives

The following objectives form the basis for this Plan and detail our ongoing strategy for meeting the Spend Objectives:

1. Objective 1: Identify Qualified Diverse/Local/Mass.-Based Firms

Beginning with the design and construction phases of our project and continuing through today, EBH has developed strong relationships within its Host and Surrounding Communities, their respective Chambers, and with many diversity advisory groups within the region.

EBH's community outreach programs involve partnering with those organizations to engage their vendor bases and assist in identifying qualified firms. These activities are in addition to our own direct engagement activities within the communities.

Community Outreach Activities To-Date:

To create initial awareness relating to the business opportunities with EBH, our initial activities in both direct vendor engagement as well as in collaboration with our partner organizations have included:

- A. Creation of EBH's "Vendor Opportunities" website which is located at <https://encorebostonharbor.com/careers/operations-vendors/>. The site allows vendors to register with us (over to 500 to-date), join our distribution list for upcoming events, and details specific upcoming RFPs (see "Opportunities Matrix" below).
- B. Wide distribution of our "Opportunities Matrix" (a sample of which is attached hereto as **Exhibit A**) which details across 76 different commodities the specific criteria required of each provider as well as the anticipated timing for each RFP (<https://encorebostonharbor.com/files/WBHSupplierOpportunitiesMatrix.pdf>). In addition to being available online, this document has been handed-out at all outreach events that EBH has hosted or attended and has been well-received within the business community.
- C. Bi-monthly meetings with The Hispanic American Institute which includes a revolving attendee list of its client base to meet with each EBH management team to discuss their firm's qualifications as well as upcoming award opportunities.
- D. Ongoing meetings with each of the Host and Surrounding Community Chambers of Commerce. Most recently, we hosted all seven Chambers to solicit their ideas and feedback in a round-table format on the planning, timing, and agendas for EBH's upcoming Vendor Fairs. We will continue these regular meetings post opening.
- E. Co-Hosting with the Urban League of Eastern Massachusetts a recurring Black Community

Update meeting. While the initial emphasis for these meetings has been workforce development, we will now be adding vendor opportunities to each agenda moving forward.

- F. Hosted an “all commodities” Vendor Fair in Malden attended by approximately 350 local vendors, 182 of whom came from our Host or Surrounding Communities. Vendors were given dedicated scheduled timeslots for one-on-one meetings with the respective EBH department heads. Invitees included representatives of the MGC, GNEMSDC, CWE, the SDO, the Initiative for a Competitive Inner City (“ICIC”), the Small Business Administration (“SBA”), the Urban League of Eastern Massachusetts, the seven local Chambers plus the Chambers of Lynn, Revere, and Salem, and several local lending institutions.
- G. Presentation to the North Shore Latino Business Association and its member base in Lynn.
- H. Attendance and a booth staffed by EBH’s Procurement team at Northeastern University’s 6th Annual Supplier Diversity Networking Event co-hosted by the SDO and Northeastern.

Upcoming Community Outreach Activities:

The following is a list of several key events that EBH is hosting or attending in the coming months:

- A. Attendance and a speaking engagement on September 25th in Peabody to discuss EBH award opportunities with residents and business owners on the North Shore. The event was co-hosted by Salem State University’s Enterprise Center and the North Shore Career Center.
- B. Platinum sponsorship and attendance on October 19th in Framingham at the CWE’s Women Business Leaders Conference networking event.
- C. Participation in two upcoming GNEMSDC events; their MBE to MBE Match Making event on November 15th in Boston, and their Forum for Inorganic Growth Strategies event in Boston on November 20th.
- D. A Vendor Fair hosted by EBH on September 26th at the Charlestown Knights of Columbus covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Maintenance Materials	Carpeting/Fabric/Upholstery
	Cleaning & Janitorial Supplies
	Electrical Supplies
	Glass, Marble, Tile & Metal
	HVAC Parts & Supplies
	Lumber - Rough & Millwork
	Paints & Stains
	Plants, Trees, & Flowers
	Plumbing Supplies & Fittings
	Propane, Gases, & Diesel
	Safety & Protective Equipment
	Signage

	Tools & Hardware
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- E. A Vendor Fair hosted by EBH on October 1 at the Medford AC Marriott covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

F&B Beverages	Beer, Wine, & Spirits
F&B Beverages	Soda, Juice, & Water
F&B Food	Bread
F&B Food	Dairy
F&B Food	Fruit & Produce
F&B Food	Grocery Items
F&B Food	Meat (Beef/Pork/Poultry/Lamb)
F&B Food	Seafood
F&B Food	Specialty Foods
F&B Products	China, Glass, Silver, Small-wares
F&B Products	Kitchen Equipment & Parts
F&B Products	Paper & Disposable Goods

- F. A Vendor Fair hosted by EBH on October 9 at the Chelsea Homewood Suites covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Event Services	Audio Visual Equip. & Services
Event Services	Destination Management Companies
Event Services	Entertainment - Bands, DJs
Event Services	Exhibition Services Companies
Event Services	Photographers & Videographers
Event Services	Promotional & Gift Items
Event Services	Stage & Lighting Rigging Equipment
Marketing	Direct Mail Fulfillment
Marketing	Graphic Design Services
Marketing	Print Services (Brochures/Tags/Receipts/Forms)

- G. A Vendor Fair hosted by EBH on October 11 at the Somerville Holiday Inn covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Maintenance Services	Carpentry Services
	Carpet Cleaning & Installation
	Cleaning - General Janitorial Services
	Cleaning - Specialty (Duct, Grease etc.)

Electrical - High Voltage
Electrical - Low Voltage
Fire Detection & Suppression
Glass & Mirror Work
HVAC Repair Services
Landscaping Services
Locksmithing
Manufacturer Maintenance Contracts
Marble Cleaning & Installation
Masonry Work
Painting Services
Pest Control Services
Plumbing Services
Roofing Services
Snow Removal
Vertical Lift Maintenance
Waste Removal - Hazardous & Regulated
Waste Removal - Recycling & Trash
Water Treatment - Chilling/Spa/Systems
Window Washing - High Rise

H. A Vendor Fair hosted by EBH on October 24 at the Cambridge Royal Sonesta covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

General Ops	Car Washing & Detailing
General Ops	Copier Equipment & Maintenance
General Ops	Furniture
General Ops	Medical Supplies & Equipment
General Ops	Office Supplies & Equipment
Hotel Ops	Hotel Room Amenity Products
Hotel Ops	Laundry Services (Duvets/Mats/Specialty)
Hotel Ops	Room Keys (Logo'd Magnetic Cards)
Hotel Ops	Spa & Salon Products
Retail	Display Cases, Racks, Hangers
Retail	Retail Bags, Paper, Plastic, Tissue
Transportation	Coach Bus Services
Transportation	Limousine Services
Transportation	Luxury Ferry Services
Transportation	Maintenance Services - Fleet & Equipment

Transportation	Other Vehicles/Lifts/Hoists/Jacks
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- I. In conjunction with the Vendor Fairs listed above, EBH will be promoting these events via:
 - a. Email blasts to our database of vendors;
 - b. Announcements through our partner organizations and the Host and Surrounding Community Chambers of Commerce; and
 - c. Advertising campaigns in local newspapers.

- J. In addition to the Vendor Fairs that we will be hosting in the coming weeks, EBH is currently finalizing calendars with the teams at CWE and the GNEMSDC for our attendance at several additional upcoming membership events. A partial list of those events includes:

The GNEMSDC’s December 4th Quarterly Meeting, the CWE’s January Corporate Council Meeting for all CWE-WBENC Corporate Members, their April annual Auction & Gala, their May Small Business Expo, and the Federal Reserve Bank of Boston’s “Engage & Connect” Vendor Fair also in May.

Ongoing Community Engagement:

EBH’s community outreach activities will continue post opening. Our bi-monthly meetings with the Hispanic American Institute began several years ago as a combined workforce development and supplier development summit meeting between EBH’s executive team and various business leaders in the Latino community. As both initiatives have grown, we’ve now split those meetings into separate workforce and supplier summit meetings, and both will continue well into the future as an ongoing and valuable way to remain aligned.

We also intend to continue the similar meetings we’ve been hosting with our other diversity partners and continue our attendance at their membership events as well.

EBH’s regular meetings with the Chambers of our Host and Surrounding Communities will also continue. The Chambers have been an incredibly valuable partner not only in engaging their vendor bases and making them aware of our events and RFP schedules, but also in sourcing vendors and introducing EBH to them when we have struggled to find a specific product or service during our pre-opening and pre-RFP phase.

Finally, we look forward to joining the MGC’s Vendor Advisory Team and participating in those ongoing discussions with the Commission and other business and diversity leaders from the region.

Gift Card Programs:

EBH has made a series of commitments in its Host and Surrounding Communities to purchase on an annual basis gift certificates and/or vouchers from businesses predominantly based in those communities. These purchases will be used in conjunction with our guest loyalty programs and employee reward programs to generate additional economic opportunity for businesses in those communities.

It’s our intent to work with each of the Chambers of Commerce in those municipalities to determine where those purchases should be made and in what increments. We’d like these to be collaborative decisions to ensure that these funds go to businesses where they’re most needed, and to businesses where our guests and our employees perceive the most value.

We feel that the Chambers of Commerce will be a valuable resource in helping us to identify those businesses.

2. Objective 2: Solicit Diverse/Local Firms Through EBH’s Request-for-Proposal (RFP) Process

EBH’s outreach activities have led us to quite a few diverse and local firms. While we are still nine months away from our anticipated opening and have not yet begun our RFP and business award processes, those outreach activities have led to our registering close to 100 vendors from our Host and Surrounding Communities alone since we’ve identified those firms as partners we intend to do business with or have already done so.

In addition to those vendors, we have collected an additional database of 600 vendor contacts and email addresses through our outreach, website, and Vendor Fair activities. We expect our database to grow significantly within the next 30 – 90 days as we continue our Vendor Fair calendar and our collaboration with the diversity advisory groups.

Those vendors meeting the stated selection criteria as detailed in the vendor “Opportunities Matrix” (above) will be included in EBH’s formal RFPs commencing Q4 2018. That process is described in more detail in the following section.

Additionally, the EBH Procurement team is using the diversity databases of the SDO, the GNEMSDC, and the CWE in our search for new vendor partners. For those smaller day-to-day business award opportunities not typically sourced via a full and formal RFP process, EBH commits that we will use these databases and other resources at our disposal to continuously solicit diverse and local firms who provide those goods and services being sourced within those smaller awards. To our best ability, each solicitation will include one or more such firms.

3. Objective 3: Award Meaningful & Ongoing Business to Diverse/Local Firms

It is our belief that to generate true economic opportunity (i.e., bona fide business awards), it is essential that the Procurement Team at EBH use innovation and technology to provide both visibility and access to our RFPs to as many qualified diverse and local firms as we can source.

Eliminating Traditional Barriers

In many enterprise Procurement organizations, the number of vendors solicited for any one RFP is typically limited to the number of RFP responses that a staff member leading the RFP can reasonably assess, compare, communicate with respondents, and, ultimately, award.

This is a limitation that can be overcome by technology thereby giving significantly greater access across a much larger vendor base to the business opportunities at EBH. Our proposed solution to this limitation is described below in the section entitled, “The Barrier Solution”.

Greater Visibility Leads to Greater Business Awards

Business awards are a direct result of RFP proposals, and those proposals can only be solicited if the diverse and local business communities have both the visibility into and the access to EBH’s RFP solicitations. Removing the barrier that limits the number of participants, targeting preferred diverse and local vendors, and broadcasting the RFPs to a dramatically wider vendor base will increase the awards proportionately.

The Encore Boston Harbor RFP Network

EBH has already had discussions with the SDO, CWE, and the GNEMSDC to explore linking EBH’s online RFP platform to the online platforms of those diversity partners. Each RFP issued by EBH would be delivered directly to those member bases.

One potential solution is using portlets and other web technologies to simply provide a “landing page” for EBH RFPs on each partner’s website, or a link on our partners’ websites to our RFP page. Either alternative would create a simple mechanism on each partner’s site for their membership to see which RFPs are being issued by EBH along with details on how to participate.

A second potential solution without linking one network to another is to simply open up EBH’s existing online RFP platform to our targeted vendor base of diverse and local vendors. EBH would issue its RFPs publicly on our own website. Certified diverse firms and those based in our Host and Surrounding Communities who express interest in submitting a proposal would then be given a link and authentication credentials to our platform where RFP submissions must be submitted.

EBH commits to providing the assistance and resources to our partners to create such an integrated platform. Further, it is our intent to grow this network beyond those initial three partner organizations. Our ultimate objective is to create a pipeline of business opportunities directly to the vendors we desire to conduct business with.

The “Barrier Solution”

The approach above will generate many more RFP responses than a traditional Procurement Team could reasonably and fairly assess, compare, reply to, and award.

However, EBH will use a “templated” approach in its outgoing RFP solicitations which will require RFP responses to be submitted by vendors in that very same specific format.

By using such an approach, we can use our technology to quickly compare, analyze and rank the responses in accordance with those proposals’ commercial value, the MWVBE status of each respondent, and their locale.

By linking networks and then “templating” the outgoing and incoming RFP communications, we remove the limitation of only soliciting the limited number of vendors that a Buyer could reasonably manage for each RFP. While our Procurement Team will still review the results and make the final awards, our RFP platform will assist us with much of the “heavy lifting”.

Again, in our view, greater access leads to greater awards, and it all begins with a 21st Century approach to how we conduct our business.

Organizational Support

This Plan is led by EBH’s Director of Procurement, David Granata and Procurement Manager, Nadia Ballard, with the full and active support of our senior leadership team comprised of President, Robert DeSalvio, General Counsel, Jacqui Krum, Executive Vice President of Operations, Brian Gullbrants, and Chief Financial Officer, Frank Cassella. This group will comprise the organizational Steering Committee.

The mandate of our Steering Committee quite simply is to ensure that the commitments we’ve made in this Plan have the highest visibility within our organization, and to take the necessary steps as needed to ensure that the Plan’s Objectives are achieved.

As we are still nine months away from our anticipated opening, EBH’s Procurement team is still in its recruitment and hiring phase. We anticipate a total team of 10 – 15 before the conclusion of Q4 2018. Further, we are recruiting a Procurement Diversity Manager to directly lead all aspects of this Plan.

Diversity Development Assistance

There are three specific areas that EBH feels we can have an immediate and positive impact on the region's diversity community:

- In meetings and discussions with the supplier diversity certifying bodies, EBH found that several of those organizations have the ongoing challenge of convincing firms that otherwise meet the criteria for certification to go through with the process of formally certifying. In part, this hesitation has been attributed to eligible firms not having clear visibility into near-term revenue opportunities.

Our partners have advised that a significant recruitment tool for them would be advance visibility into EBH's ongoing RFP schedule. As such, we commit to doing so on an ongoing basis for any of the certifying bodies that seek such assistance, and we have included that full initial RFP schedule herein in our "Opportunities Matrix" (described in more detail in the section entitled "Plan's Objectives" above, and a sample of which is attached hereto as **Exhibit A**).

- Similar to our workforce development efforts in conjunction with the MGC, the city of Everett, and the New England Center for Arts & Technology (NECAT), EBH intends to develop mentoring programs with smaller, diverse, and local vendors to assist and advise them as they grow their businesses to "scale up" to attract commercial clients in the region beyond simply EBH. These programs will include:
 - Pairing firms with key EBH executives who would periodically meet with them and otherwise provide counsel and feedback on their business plans and go-to-market approach.
 - Hosting quarterly "How to Conduct Business with Encore" seminars for diverse and local firms where the EBH Procurement team and a rotating roster of key EBH executives discuss characteristics and qualifications we seek when identifying new partners, including quality, cost, and vendor's ability to deliver products and services required in the volume and frequency required.
 - Written feedback to certified MWVBES when their firm has not been selected for a business award. That feedback will include the reason(s) why they were not selected. We anticipate six key categories for that feedback:
 - Price (% range off)
 - Wrong item/item specification proposed
 - Cannot deliver by required due date
 - Late proposal (missed bid submission deadline)
 - Vendor's inability to scale due to volumes
 - "Other" (we would specify)
- As part of our diversity development assistance efforts, the section below entitled Ongoing Organizational Visibility describes EBH's approach to RFP respondents and the contractual requirements we place on our partners for meeting specified MWVBE utilization goals.

By assisting smaller MWVBES by partnering them with larger primary vendors, by providing them with advice and feedback, and by assisting the certifying bodies in their efforts to create a larger and more impactful diverse business community, EBH hopes that these and future efforts by us provide true momentum for the diversity initiative in this region. We will continue to be receptive to new ideas and

will also continue to offer creative solutions in the pursuit of a stronger and deeper diverse vendor base for our region.

Ongoing Organizational Visibility

The full details of this Plan will be presented to the EBH executive team and all department heads. Additionally, to ensure continued visibility across all business disciplines in tracking EBH's performance against this Plan, EBH commits to:

- Weekly President's Executive Staff Meetings with all department heads to discuss, among other things, the Plan's weekly forecast versus actual status across the key business disciplines.
- Monthly department head meetings with the Procurement and Diversity Team to discuss the Plan's monthly forecast versus actual status for that specific business unit.
- Executive intervention as required.
- Weekly Procurement staff meetings to discuss vendor base development, forecast versus actuals, and planning for upcoming diverse and local vendor calendar events.

Above and beyond executive visibility and closely tracking our performance versus the plan, EBH requires all partners and all RFP respondents to contractually agree to active and meaningful initiatives towards supplier diversity. Every EBH RFP document contains the following language as well as a more detailed RFP diversity exhibit attached to each RFP (which is attached hereto as **Exhibit B**): Our RFP language:

"Encore is committed to creating opportunities for certified Minority, Woman, and Veteran-Owned Businesses (collectively, "MWVBEs"). We encourage our suppliers to certify themselves as, or to subcontract with, MWVBEs for goods or services provided in the performance of their agreements with us. Accordingly, supplier agrees to use best efforts to provide MWVBEs with meaningful and equitable economic opportunities under any agreement that may result from this RFP.

Specific MWVBE utilization goals will be determined under any such agreement and shall require formal certification. Please see attached hereto as Addendum C for a detailed description of our MWVBE program.

In your RFP response, please include an MWVBE utilization plan that names specific MWVBEs with whom subcontracts are anticipated as well as the expected scope-of-work and spend."

Plan's Performance Tracking

EBH uses several technologies to ensure accurate tracking and reporting. Among those technologies are:

- Oracle's PeopleSoft Vendor Files and Accounts Payable Disbursements. Oracle allows a client such as EBH to attach diversity certificates and other documents to its vendor files, and it allows the client to input, track and report on other key diversity data such as ethnicity/status, certifying agency, certification number, and certificate start and end dates. A sample of the vendor file is attached hereto as **Exhibit C**.
- Oracle interfaces with BirchStreet which is where EBH's RFP Network and Purchase Orders reside. BirchStreet will contain all the relevant diversity data stored in Oracle and will allow us to target our preferred vendor base during the RFP "broadcast" process described above.
- Use of subscription services such as IVS Solutions or similar services to both "scrub" internal

data as well as source new potential partners. These subscription services typically will accept from a client such as EBH their vendor data files (usually in ASCII or CSV format) and then cross reference those vendor details across many national databases to confirm or reconfirm their certified status. In some instances, that process also advises clients such as EBH that their vendor base already contains certain certified diverse firms that we ourselves did not know held certifications. These 3rd party subscriptions are a valuable and simple tool to ensure ongoing data integrity.

Reporting

EBH proposes to report to the MGC as follows:

Frequency:

- Quarterly formal reports as part of EBH’s regularly scheduled presentations to the MGC.

Format and level of detail for reports:

- A description of the outreach initiatives and events conducted by EBH over the previous 90-day period.
- A listing of the diverse contracts and purchase orders awarded over the previous 90-day period segregated by certification category (MBE/WBE/VBE) and further segregated by direct spend (“First Tier”) vs. indirect spend (“Second Tier”).
- A listing of the Host and Surrounding Community contracts and purchase orders awarded over the previous 90-day period segregated by community.
- A listing of the contracts and purchase orders awarded over the previous 90-day period for all other Massachusetts-based firms; i.e. those not located in the Host or Surrounding Communities.
- The report will also list each segment’s annual goal and the year-to-date planned versus actual variance (prorated for the quarter being reported).

Advertising Plan

EBH will launch periodic and targeted advertising and marketing campaigns to ensure that diverse and local firms are aware of opportunities as they are made available with EBH. We will also ask our Chamber and diversity partners to use their various channels and newsletters to communicate our events and initiatives to their member bases.

Timelines

	2018:												2019:											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Procurement Recruiting & Hiring																								
Vendor Fairs & Partnership Events																								
Vendor Meetings & MGC Registration																								
RFPs & Business Awards																								

Conclusion

Through our ongoing outreach events and community engagement activities and our plans to

significantly broaden the scope of RFP solicitations to target our desired vendor demographic, we are confident that EBH will be a source of continued economic growth and opportunity for our region. With the full and ongoing support of our executive Steering Committee, we will continue to enthusiastically pursue the key mandates of this Plan which is to find, solicit, and award business to diverse and local firms.

We thank the many community, diverse, and government partners that have supported our efforts to-date, and we look forward to furthering those partnerships in the months and years to come.

Exhibit A:
Sample Opportunities Matrix

Ongoing Supplier Opportunities - Encore Boston Harbor: (see note 1 below)

Category	Commodity	Supplier Criteria: see note 2 below				Opportunity Timing: see note 3 below							
		On-Call	Avail. 24x7	Trade Licensed	OEM Auth.	'18 Q1	'18 Q2	'18 Q3	'18 Q4	'19 Q1	'19 Q2	'19 Q3	'19 Q4
Event Services	Audio Visual Equip. & Services (Supplemental)				Yes					X			
Event Services	Destination Management Companies (DMC)			Yes							X		
Event Services	Entertainment - Bands, DJs, etc.										X		
Event Services	Photographers & Videographers										X		
Event Services	Promotional & Gift Items						X						
Event Services	Stage & Lighting Rigging Equipment			Yes							X		
F&B Beverages	Beer, Wine, & Spirits			Yes							X		
F&B Beverages	Soda, Juice, & Water			Yes							X		
F&B Food	Bread			Yes							X		
F&B Food	Dairy			Yes							X		
F&B Food	Fruit & Produce			Yes							X		
F&B Food	Grocery Items			Yes							X		
F&B Food	Meat (Beef/Pork/Poultry/Lamb)			Yes							X		
F&B Food	Seafood			Yes							X		
F&B Food	Specialty Foods			Yes							X		
F&B Products	China, Glass, Silver, Smallwares				Yes				X				
F&B Products	Kitchen Equipment & Parts				Yes				X				
F&B Products	Paper & Disposable Goods										X		
General Ops	Car Washing & Detailing										X		
General Ops	Copier Equipment & Maintenance	Yes			Yes					X			
General Ops	Furniture (Replenishment Only)				Yes					X			
General Ops	Medical Supplies & Equipment				Yes						X		
General Ops	Office Supplies & Equipment				Yes						X		
Hotel Ops	Hotel Room Amenity Products				Yes					X			
Hotel Ops	Laundry Services (Duvets/Mats/Specialty)		Yes							X			
Hotel Ops	Room Keys (Logo'd Mag Cards)				Yes					X			
Hotel Ops	Spa & Salon Products				Yes					X			
Maint. Materials	Carpeting/Fabric/Upholstery (Replenish. Only)				Yes						X		
Maint. Materials	Cleaning & Janitorial Supplies				Yes					X			
Maint. Materials	Electrical Supplies				Yes						X		
Maint. Materials	Glass, Marble, Tile & Metal				Yes						X		
Maint. Services	Fire Detection & Supression	Yes	Yes	Yes	Yes					X			
Maint. Services	Glass & Mirror Work	Yes	Yes	Yes							X		
Maint. Services	HVAC Repair Services	Yes	Yes	Yes	Yes						X		
Maint. Services	Landscaping Services	Yes									X		
Maint. Services	Locksmithing	Yes	Yes								X		
Maint. Services	Water Treatment - Chilling/Spa/Systems	Yes	Yes	Yes						X			
Maint. Services	Window Washing - High Rise			Yes							X		
Marketing	Direct Mail Fulfillment								X				
Marketing	Graphic Design Services									X			
Marketing	Print Services (Brochures/Tags/Receipts/Forms)									X			
Retail	Display Cases, Racks, Hangers									X			
Retail	Retail Bags, Paper, Plastic, Tissue										X		
Transportation	Coach Bus Services	Yes	Yes	Yes					X				
Transportation	Limousine Services (Supplemental)	Yes	Yes	Yes					X				
Transportation	Luxury Ferry Services	Yes	Yes	Yes					X				

Note 1: Prior to executing a purchasing agreement with Encore Boston Harbor, all vendors must be registered with both the Massachusetts Gaming Commission as well as with Wynn.

Note 2: Above criteria is in addition to the following criteria; **a)** quality of product or service; **b)** cost; and **c)** scale of supplier's operation; i.e. ability to deliver product or service in required volume and at required frequency. Additional details:
 "On-Call" = Capable of responding to service requirements within an agreed timeframe (typically within hours).
 "24x7" = Services must be available 24 hours per day/365 days per year.
 "Trade Licensed" = Properly licensed if required by necessary authorities to provide the goods or services listed.
 "OEM Authorized" = Must be a certified reseller or service provider of the manufacturer.

Note 3: "Opportunity Timing" indicates the calendar quarter that we anticipate delivery of goods or commencement of services to begin. Typically, the Request For Proposal process (RFP) will occur one calendar quarter prior to these anticipated start dates.

Exhibit B:
Diversity Exhibit Attached to All EBH RFP Documents

Minority/Woman/Veteran-Owned Business Enterprises

The Massachusetts Gaming Commission has placed special emphasis on creating casino resort procurement for certified women-owned business enterprises (WBEs), minority-owned business enterprises (MBEs), and Veteran-owned business enterprises (VBEs). Encore is working to ensure that all of our vendors are aware of this focus and have the opportunity to formally register as a WBE, MBE, or VBE, should they meet the qualifications.

If you are a business owned 51% or more woman, minority, or veteran-owned, we would appreciate your efforts in becoming formally certified as such. There are several avenues for certification, outlined below. Encore will provide special consideration for procurement, to the extent permissible by law, to certified MBEs, WBEs, and VBEs. The certification options are as follows:

MBE, WBE, or VBE: Massachusetts Supplier Diversity Office (SDO)

The SDO provides a free-of-charge MWVBE certification that will allow a business to be recognized for both the Encore Boston Harbor project and any Massachusetts State Government projects. Recommended for Massachusetts-based businesses. To register, visit the [SDO website](#)

MBE: National Minority Supplier Development Council (NMSDC)

The National Minority Supplier Development Council offers a paid certification (\$300-\$500) that is recognized nationally and provides MBEs with access to events and a network of companies and other MBEs. The certification process can take up to three months, following submission of a complete application. An expedited certification process is available for an additional fee.

To certify your business with NMSDC, contact the appropriate regional affiliate office of the [National Minority Supplier Development Council](#)

WBE: Women's Business Enterprise National Council (WBENC)

The WBENC offers a paid WBE certification (fee varies depending on region) that is recognized nationally by many private procurers and some state offices. Benefits of certifying through WBENC include access to a national network, mentoring, education and capacity development. To certify your business with WBENC, visit: <http://www.wbenc.org/certification/>

VBE: United States Department of Veterans Affairs

The VA provides a VBE certification that is recognized by federal and state governments and by many private entities. The certification process can take 3 – 9 months to complete. To certify your business with the VA, visit: <http://www.vetbiz.gov/>.

Exhibit C: Sample Oracle Vendor Master File

The screenshot displays the Oracle Supplier Master File interface. The browser address bar shows the URL: `psfin.wynnresorts.com/psp/PSFIN/EMPLOYEE/ERP/c/MAINTAIN_VENDORS.VNDR_ID.GBL?FolderPath=PORTAL_ROOT_OBJECT.EPCO_VENDORS.EPAP_VENDORS.EPAP_VENDORS_ADDVNDRS.EP_VNDR_ID_...`

The Oracle logo is visible in the top left corner of the application window. The breadcrumb navigation path is: `Suppliers > Supplier Information > Add/Update > Supplier`. The top right navigation bar includes links for `Home`, `Worklist`, `Performance Trace`, `Add to Favorites`, and `Sign out`.

The main content area is divided into several sections:

- Government Classifications:** Includes fields for `EEO Certification Date` and `HUB Zone`. Below this is a `Government Sources` table with columns for `Certification Source`, `Effective Date` (09/19/2018), `Certification Number`, `Certificate Begin Date`, and `Certificate Expiration`. A `Government Classification` field is also present.
- Standard Industry Codes:** A table titled `Standard Industrial Classification Codes` with columns for `SIC Type`, `SIC Code`, `Parent SIC Code`, and `Description`.
- Additional Reporting Elements:** A section containing various checkboxes and labels:
 - `Common Parent's TIN`
 - `Type of Contractor`
 - `SDB Program`
 - `Other Preference Programs`
 - `Ethnicity` (with sub-options: Emerging Small Business, Women-Owned Business, Veteran, Disabled)
 - `Common Parent's Name`
 - `HUBZone Program`
 - `Size of Small Business`
 - `VOSB`

At the bottom of the main content area, there is a `Comments` section with `Expand All` and `Collapse All` buttons.

The Windows taskbar at the bottom shows the system clock as 12:26 PM on 9/19/2018, along with icons for various applications like Outlook, Word, and PowerPoint.



Applicant: Encore Boston Harbor

Section D: DIVERSITY, EQUITY, & INCLUSION

D.2 DIVERSITY, EQUITY, & INCLUSION – SUPPLIER SPEND

b. Women-owned business enterprises.

Prior to opening Encore Boston Harbor, we adopted a Supplier Diversity & Local Commitments Plan for the purpose of (1) identifying qualified, diverse, local, and Massachusetts-based firms to conduct business with Encore Boston Harbor; (2) soliciting those firms through our Request-for-Proposal process; and (3) awarding meaningful and ongoing business to those firms at specified goals. Please see attached.

We have continued to follow the Supplier Diversity & Local Commitments Plan and would apply the principles and goals set forth therein with respect to the utilization of minority-owned business enterprises, women-owned business enterprises, and veteran-owned business enterprises as follows:

- Women: 14% of discretionary spend
- Minorities: 8% of discretionary spend
- Veterans: 3% of discretionary spend

Introduction

Encore Boston Harbor (“EBH”) is a luxury, global destination gaming resort located in Everett, Massachusetts that will feature 671 hotel rooms with sweeping views of the Boston skyline and Boston Harbor, an ultra-premium spa, luxury retail, high-end dining, and state-of-the-art ballroom and meeting spaces. At \$2.5 billion invested, the resort will be the largest private single-phase development in the history of the Commonwealth. Situated on the waterfront along the Mystic River and connected to Boston Harbor, EBH will include a six-acre park along the water that will feature a Harbor Walk, an events lawn, public viewing areas, ornate floral displays, and retail and dining experiences overlooking the water. EBH is currently under construction with an opening anticipated for June 2019.

This Supplier Diversity & Local Commitments Plan (the “Plan”) outlines our ongoing strategy to engage with local communities and businesses pre- and post-opening to:

1. Identify qualified diverse, local, and Massachusetts-based firms to conduct business with EBH;
2. Solicit those firms through EBH’s Request-for-Proposal (“RFP”) process; and
3. Award meaningful and ongoing business to those firms at no less than the levels detailed herein.

The Plan’s objectives listed immediately above are discussed in more detail below in the section entitled “Plan Objectives”, while the business award levels are detailed below in the section entitled “Spend Objectives”.

We are confident that EBH will be a source of economic growth and opportunity for our Host Community of Everett, our Surrounding Communities of Boston, Cambridge, Chelsea, Malden, Medford and Somerville, the local farms and agricultural community, and the entire Commonwealth.

To date we have held numerous meetings and received constructive feedback and ideas from many stakeholders, including the Chambers of Commerce of Everett, Boston, Cambridge, Chelsea, Malden, Medford and Somerville, the Hispanic American Institute, The Commonwealth’s Supplier Diversity Office (“SDO”), the North Shore Latino Business Association, the Greater New England Minority Supplier Development Council (“GNEMSDC”), the Women’s Business Enterprise National Council (“WBENC”), their affiliate the Center for Women & Enterprise (“CWE”), and many local business leaders.

This Plan reflects those conversations and the feedback and comments received. We are grateful to our stakeholders for their interest in the Plan and the time spent providing feedback.

Spend Objectives

EBH has established the following spend goals to create economic opportunity and business awards in the following areas:

Diversity:

- Minority Business Enterprises (MBEs) – 8% of Discretionary Spend
- Women Business Enterprises (WBEs) – 14% of Discretionary Spend
- Veteran Business Enterprises (VBEs) – 3% of Discretionary Spend

EBH will utilize the Commonwealth of Massachusetts’ definition of MBE, WBE, and VBE. A more detailed description of EBH’s discretionary spend is attached hereto as **Exhibit A**.

Host and Surrounding Communities:

- Everett based vendors - \$10 million annually
- Boston based vendors - \$20 million annually
- Somerville based vendors - \$10 million annually
- Malden based vendors - \$10 million annually
- Medford based vendors - \$10 million annually
- Chelsea based vendors - \$2.5 million annually

Plan Objectives

The following objectives form the basis for this Plan and detail our ongoing strategy for meeting the Spend Objectives:

1. Objective 1: Identify Qualified Diverse/Local/Mass.-Based Firms

Beginning with the design and construction phases of our project and continuing through today, EBH has developed strong relationships within its Host and Surrounding Communities, their respective Chambers, and with many diversity advisory groups within the region.

EBH's community outreach programs involve partnering with those organizations to engage their vendor bases and assist in identifying qualified firms. These activities are in addition to our own direct engagement activities within the communities.

Community Outreach Activities To-Date:

To create initial awareness relating to the business opportunities with EBH, our initial activities in both direct vendor engagement as well as in collaboration with our partner organizations have included:

- A. Creation of EBH's "Vendor Opportunities" website which is located at <https://encorebostonharbor.com/careers/operations-vendors/>. The site allows vendors to register with us (over to 500 to-date), join our distribution list for upcoming events, and details specific upcoming RFPs (see "Opportunities Matrix" below).
- B. Wide distribution of our "Opportunities Matrix" (a sample of which is attached hereto as **Exhibit A**) which details across 76 different commodities the specific criteria required of each provider as well as the anticipated timing for each RFP (<https://encorebostonharbor.com/files/WBHSupplierOpportunitiesMatrix.pdf>). In addition to being available online, this document has been handed-out at all outreach events that EBH has hosted or attended and has been well-received within the business community.
- C. Bi-monthly meetings with The Hispanic American Institute which includes a revolving attendee list of its client base to meet with each EBH management team to discuss their firm's qualifications as well as upcoming award opportunities.
- D. Ongoing meetings with each of the Host and Surrounding Community Chambers of Commerce. Most recently, we hosted all seven Chambers to solicit their ideas and feedback in a round-table format on the planning, timing, and agendas for EBH's upcoming Vendor Fairs. We will continue these regular meetings post opening.
- E. Co-Hosting with the Urban League of Eastern Massachusetts a recurring Black Community

Update meeting. While the initial emphasis for these meetings has been workforce development, we will now be adding vendor opportunities to each agenda moving forward.

- F. Hosted an “all commodities” Vendor Fair in Malden attended by approximately 350 local vendors, 182 of whom came from our Host or Surrounding Communities. Vendors were given dedicated scheduled timeslots for one-on-one meetings with the respective EBH department heads. Invitees included representatives of the MGC, GNEMSDC, CWE, the SDO, the Initiative for a Competitive Inner City (“ICIC”), the Small Business Administration (“SBA”), the Urban League of Eastern Massachusetts, the seven local Chambers plus the Chambers of Lynn, Revere, and Salem, and several local lending institutions.
- G. Presentation to the North Shore Latino Business Association and its member base in Lynn.
- H. Attendance and a booth staffed by EBH’s Procurement team at Northeastern University’s 6th Annual Supplier Diversity Networking Event co-hosted by the SDO and Northeastern.

Upcoming Community Outreach Activities:

The following is a list of several key events that EBH is hosting or attending in the coming months:

- A. Attendance and a speaking engagement on September 25th in Peabody to discuss EBH award opportunities with residents and business owners on the North Shore. The event was co-hosted by Salem State University’s Enterprise Center and the North Shore Career Center.
- B. Platinum sponsorship and attendance on October 19th in Framingham at the CWE’s Women Business Leaders Conference networking event.
- C. Participation in two upcoming GNEMSDC events; their MBE to MBE Match Making event on November 15th in Boston, and their Forum for Inorganic Growth Strategies event in Boston on November 20th.
- D. A Vendor Fair hosted by EBH on September 26th at the Charlestown Knights of Columbus covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Maintenance Materials	Carpeting/Fabric/Upholstery
	Cleaning & Janitorial Supplies
	Electrical Supplies
	Glass, Marble, Tile & Metal
	HVAC Parts & Supplies
	Lumber - Rough & Millwork
	Paints & Stains
	Plants, Trees, & Flowers
	Plumbing Supplies & Fittings
	Propane, Gases, & Diesel
	Safety & Protective Equipment
	Signage

	Tools & Hardware
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- E. A Vendor Fair hosted by EBH on October 1 at the Medford AC Marriott covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

F&B Beverages	Beer, Wine, & Spirits
F&B Beverages	Soda, Juice, & Water
F&B Food	Bread
F&B Food	Dairy
F&B Food	Fruit & Produce
F&B Food	Grocery Items
F&B Food	Meat (Beef/Pork/Poultry/Lamb)
F&B Food	Seafood
F&B Food	Specialty Foods
F&B Products	China, Glass, Silver, Small-wares
F&B Products	Kitchen Equipment & Parts
F&B Products	Paper & Disposable Goods

- F. A Vendor Fair hosted by EBH on October 9 at the Chelsea Homewood Suites covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Event Services	Audio Visual Equip. & Services
Event Services	Destination Management Companies
Event Services	Entertainment - Bands, DJs
Event Services	Exhibition Services Companies
Event Services	Photographers & Videographers
Event Services	Promotional & Gift Items
Event Services	Stage & Lighting Rigging Equipment
Marketing	Direct Mail Fulfillment
Marketing	Graphic Design Services
Marketing	Print Services (Brochures/Tags/Receipts/Forms)

- G. A Vendor Fair hosted by EBH on October 11 at the Somerville Holiday Inn covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Maintenance Services	Carpentry Services
	Carpet Cleaning & Installation
	Cleaning - General Janitorial Services
	Cleaning - Specialty (Duct, Grease etc.)

Electrical - High Voltage
Electrical - Low Voltage
Fire Detection & Suppression
Glass & Mirror Work
HVAC Repair Services
Landscaping Services
Locksmithing
Manufacturer Maintenance Contracts
Marble Cleaning & Installation
Masonry Work
Painting Services
Pest Control Services
Plumbing Services
Roofing Services
Snow Removal
Vertical Lift Maintenance
Waste Removal - Hazardous & Regulated
Waste Removal - Recycling & Trash
Water Treatment - Chilling/Spa/Systems
Window Washing - High Rise

H. A Vendor Fair hosted by EBH on October 24 at the Cambridge Royal Sonesta covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

General Ops	Car Washing & Detailing
General Ops	Copier Equipment & Maintenance
General Ops	Furniture
General Ops	Medical Supplies & Equipment
General Ops	Office Supplies & Equipment
Hotel Ops	Hotel Room Amenity Products
Hotel Ops	Laundry Services (Duvets/Mats/Specialty)
Hotel Ops	Room Keys (Logo'd Magnetic Cards)
Hotel Ops	Spa & Salon Products
Retail	Display Cases, Racks, Hangers
Retail	Retail Bags, Paper, Plastic, Tissue
Transportation	Coach Bus Services
Transportation	Limousine Services
Transportation	Luxury Ferry Services
Transportation	Maintenance Services - Fleet & Equipment

Transportation	Other Vehicles/Lifts/Hoists/Jacks
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- I. In conjunction with the Vendor Fairs listed above, EBH will be promoting these events via:
 - a. Email blasts to our database of vendors;
 - b. Announcements through our partner organizations and the Host and Surrounding Community Chambers of Commerce; and
 - c. Advertising campaigns in local newspapers.

- J. In addition to the Vendor Fairs that we will be hosting in the coming weeks, EBH is currently finalizing calendars with the teams at CWE and the GNEMSDC for our attendance at several additional upcoming membership events. A partial list of those events includes:

The GNEMSDC’s December 4th Quarterly Meeting, the CWE’s January Corporate Council Meeting for all CWE-WBENC Corporate Members, their April annual Auction & Gala, their May Small Business Expo, and the Federal Reserve Bank of Boston’s “Engage & Connect” Vendor Fair also in May.

Ongoing Community Engagement:

EBH’s community outreach activities will continue post opening. Our bi-monthly meetings with the Hispanic American Institute began several years ago as a combined workforce development and supplier development summit meeting between EBH’s executive team and various business leaders in the Latino community. As both initiatives have grown, we’ve now split those meetings into separate workforce and supplier summit meetings, and both will continue well into the future as an ongoing and valuable way to remain aligned.

We also intend to continue the similar meetings we’ve been hosting with our other diversity partners and continue our attendance at their membership events as well.

EBH’s regular meetings with the Chambers of our Host and Surrounding Communities will also continue. The Chambers have been an incredibly valuable partner not only in engaging their vendor bases and making them aware of our events and RFP schedules, but also in sourcing vendors and introducing EBH to them when we have struggled to find a specific product or service during our pre-opening and pre-RFP phase.

Finally, we look forward to joining the MGC’s Vendor Advisory Team and participating in those ongoing discussions with the Commission and other business and diversity leaders from the region.

Gift Card Programs:

EBH has made a series of commitments in its Host and Surrounding Communities to purchase on an annual basis gift certificates and/or vouchers from businesses predominantly based in those communities. These purchases will be used in conjunction with our guest loyalty programs and employee reward programs to generate additional economic opportunity for businesses in those communities.

It’s our intent to work with each of the Chambers of Commerce in those municipalities to determine where those purchases should be made and in what increments. We’d like these to be collaborative decisions to ensure that these funds go to businesses where they’re most needed, and to businesses where our guests and our employees perceive the most value.

We feel that the Chambers of Commerce will be a valuable resource in helping us to identify those businesses.

2. Objective 2: Solicit Diverse/Local Firms Through EBH’s Request-for-Proposal (RFP) Process

EBH’s outreach activities have led us to quite a few diverse and local firms. While we are still nine months away from our anticipated opening and have not yet begun our RFP and business award processes, those outreach activities have led to our registering close to 100 vendors from our Host and Surrounding Communities alone since we’ve identified those firms as partners we intend to do business with or have already done so.

In addition to those vendors, we have collected an additional database of 600 vendor contacts and email addresses through our outreach, website, and Vendor Fair activities. We expect our database to grow significantly within the next 30 – 90 days as we continue our Vendor Fair calendar and our collaboration with the diversity advisory groups.

Those vendors meeting the stated selection criteria as detailed in the vendor “Opportunities Matrix” (above) will be included in EBH’s formal RFPs commencing Q4 2018. That process is described in more detail in the following section.

Additionally, the EBH Procurement team is using the diversity databases of the SDO, the GNEMSDC, and the CWE in our search for new vendor partners. For those smaller day-to-day business award opportunities not typically sourced via a full and formal RFP process, EBH commits that we will use these databases and other resources at our disposal to continuously solicit diverse and local firms who provide those goods and services being sourced within those smaller awards. To our best ability, each solicitation will include one or more such firms.

3. Objective 3: Award Meaningful & Ongoing Business to Diverse/Local Firms

It is our belief that to generate true economic opportunity (i.e., bona fide business awards), it is essential that the Procurement Team at EBH use innovation and technology to provide both visibility and access to our RFPs to as many qualified diverse and local firms as we can source.

Eliminating Traditional Barriers

In many enterprise Procurement organizations, the number of vendors solicited for any one RFP is typically limited to the number of RFP responses that a staff member leading the RFP can reasonably assess, compare, communicate with respondents, and, ultimately, award.

This is a limitation that can be overcome by technology thereby giving significantly greater access across a much larger vendor base to the business opportunities at EBH. Our proposed solution to this limitation is described below in the section entitled, “The Barrier Solution”.

Greater Visibility Leads to Greater Business Awards

Business awards are a direct result of RFP proposals, and those proposals can only be solicited if the diverse and local business communities have both the visibility into and the access to EBH’s RFP solicitations. Removing the barrier that limits the number of participants, targeting preferred diverse and local vendors, and broadcasting the RFPs to a dramatically wider vendor base will increase the awards proportionately.

The Encore Boston Harbor RFP Network

EBH has already had discussions with the SDO, CWE, and the GNEMSDC to explore linking EBH’s online RFP platform to the online platforms of those diversity partners. Each RFP issued by EBH would be delivered directly to those member bases.

One potential solution is using portlets and other web technologies to simply provide a “landing page” for EBH RFPs on each partner’s website, or a link on our partners’ websites to our RFP page. Either alternative would create a simple mechanism on each partner’s site for their membership to see which RFPs are being issued by EBH along with details on how to participate.

A second potential solution without linking one network to another is to simply open up EBH’s existing online RFP platform to our targeted vendor base of diverse and local vendors. EBH would issue its RFPs publicly on our own website. Certified diverse firms and those based in our Host and Surrounding Communities who express interest in submitting a proposal would then be given a link and authentication credentials to our platform where RFP submissions must be submitted.

EBH commits to providing the assistance and resources to our partners to create such an integrated platform. Further, it is our intent to grow this network beyond those initial three partner organizations. Our ultimate objective is to create a pipeline of business opportunities directly to the vendors we desire to conduct business with.

The “Barrier Solution”

The approach above will generate many more RFP responses than a traditional Procurement Team could reasonably and fairly assess, compare, reply to, and award.

However, EBH will use a “templated” approach in its outgoing RFP solicitations which will require RFP responses to be submitted by vendors in that very same specific format.

By using such an approach, we can use our technology to quickly compare, analyze and rank the responses in accordance with those proposals’ commercial value, the MWVBE status of each respondent, and their locale.

By linking networks and then “templating” the outgoing and incoming RFP communications, we remove the limitation of only soliciting the limited number of vendors that a Buyer could reasonably manage for each RFP. While our Procurement Team will still review the results and make the final awards, our RFP platform will assist us with much of the “heavy lifting”.

Again, in our view, greater access leads to greater awards, and it all begins with a 21st Century approach to how we conduct our business.

Organizational Support

This Plan is led by EBH’s Director of Procurement, David Granata and Procurement Manager, Nadia Ballard, with the full and active support of our senior leadership team comprised of President, Robert DeSalvio, General Counsel, Jacqui Krum, Executive Vice President of Operations, Brian Gullbrants, and Chief Financial Officer, Frank Cassella. This group will comprise the organizational Steering Committee.

The mandate of our Steering Committee quite simply is to ensure that the commitments we’ve made in this Plan have the highest visibility within our organization, and to take the necessary steps as needed to ensure that the Plan’s Objectives are achieved.

As we are still nine months away from our anticipated opening, EBH’s Procurement team is still in its recruitment and hiring phase. We anticipate a total team of 10 – 15 before the conclusion of Q4 2018. Further, we are recruiting a Procurement Diversity Manager to directly lead all aspects of this Plan.

Diversity Development Assistance

There are three specific areas that EBH feels we can have an immediate and positive impact on the region's diversity community:

- In meetings and discussions with the supplier diversity certifying bodies, EBH found that several of those organizations have the ongoing challenge of convincing firms that otherwise meet the criteria for certification to go through with the process of formally certifying. In part, this hesitation has been attributed to eligible firms not having clear visibility into near-term revenue opportunities.

Our partners have advised that a significant recruitment tool for them would be advance visibility into EBH's ongoing RFP schedule. As such, we commit to doing so on an ongoing basis for any of the certifying bodies that seek such assistance, and we have included that full initial RFP schedule herein in our "Opportunities Matrix" (described in more detail in the section entitled "Plan's Objectives" above, and a sample of which is attached hereto as **Exhibit A**).

- Similar to our workforce development efforts in conjunction with the MGC, the city of Everett, and the New England Center for Arts & Technology (NECAT), EBH intends to develop mentoring programs with smaller, diverse, and local vendors to assist and advise them as they grow their businesses to "scale up" to attract commercial clients in the region beyond simply EBH. These programs will include:
 - Pairing firms with key EBH executives who would periodically meet with them and otherwise provide counsel and feedback on their business plans and go-to-market approach.
 - Hosting quarterly "How to Conduct Business with Encore" seminars for diverse and local firms where the EBH Procurement team and a rotating roster of key EBH executives discuss characteristics and qualifications we seek when identifying new partners, including quality, cost, and vendor's ability to deliver products and services required in the volume and frequency required.
 - Written feedback to certified MWVBES when their firm has not been selected for a business award. That feedback will include the reason(s) why they were not selected. We anticipate six key categories for that feedback:
 - Price (% range off)
 - Wrong item/item specification proposed
 - Cannot deliver by required due date
 - Late proposal (missed bid submission deadline)
 - Vendor's inability to scale due to volumes
 - "Other" (we would specify)
- As part of our diversity development assistance efforts, the section below entitled Ongoing Organizational Visibility describes EBH's approach to RFP respondents and the contractual requirements we place on our partners for meeting specified MWVBE utilization goals.

By assisting smaller MWVBES by partnering them with larger primary vendors, by providing them with advice and feedback, and by assisting the certifying bodies in their efforts to create a larger and more impactful diverse business community, EBH hopes that these and future efforts by us provide true momentum for the diversity initiative in this region. We will continue to be receptive to new ideas and

will also continue to offer creative solutions in the pursuit of a stronger and deeper diverse vendor base for our region.

Ongoing Organizational Visibility

The full details of this Plan will be presented to the EBH executive team and all department heads. Additionally, to ensure continued visibility across all business disciplines in tracking EBH's performance against this Plan, EBH commits to:

- Weekly President's Executive Staff Meetings with all department heads to discuss, among other things, the Plan's weekly forecast versus actual status across the key business disciplines.
- Monthly department head meetings with the Procurement and Diversity Team to discuss the Plan's monthly forecast versus actual status for that specific business unit.
- Executive intervention as required.
- Weekly Procurement staff meetings to discuss vendor base development, forecast versus actuals, and planning for upcoming diverse and local vendor calendar events.

Above and beyond executive visibility and closely tracking our performance versus the plan, EBH requires all partners and all RFP respondents to contractually agree to active and meaningful initiatives towards supplier diversity. Every EBH RFP document contains the following language as well as a more detailed RFP diversity exhibit attached to each RFP (which is attached hereto as **Exhibit B**): Our RFP language:

"Encore is committed to creating opportunities for certified Minority, Woman, and Veteran-Owned Businesses (collectively, "MWVBES"). We encourage our suppliers to certify themselves as, or to subcontract with, MWVBES for goods or services provided in the performance of their agreements with us. Accordingly, supplier agrees to use best efforts to provide MWVBES with meaningful and equitable economic opportunities under any agreement that may result from this RFP.

Specific MWVBE utilization goals will be determined under any such agreement and shall require formal certification. Please see attached hereto as Addendum C for a detailed description of our MWVBE program.

In your RFP response, please include an MWVBE utilization plan that names specific MWVBES with whom subcontracts are anticipated as well as the expected scope-of-work and spend."

Plan's Performance Tracking

EBH uses several technologies to ensure accurate tracking and reporting. Among those technologies are:

- Oracle's PeopleSoft Vendor Files and Accounts Payable Disbursements. Oracle allows a client such as EBH to attach diversity certificates and other documents to its vendor files, and it allows the client to input, track and report on other key diversity data such as ethnicity/status, certifying agency, certification number, and certificate start and end dates. A sample of the vendor file is attached hereto as **Exhibit C**.
- Oracle interfaces with BirchStreet which is where EBH's RFP Network and Purchase Orders reside. BirchStreet will contain all the relevant diversity data stored in Oracle and will allow us to target our preferred vendor base during the RFP "broadcast" process described above.
- Use of subscription services such as IVS Solutions or similar services to both "scrub" internal

data as well as source new potential partners. These subscription services typically will accept from a client such as EBH their vendor data files (usually in ASCII or CSV format) and then cross reference those vendor details across many national databases to confirm or reconfirm their certified status. In some instances, that process also advises clients such as EBH that their vendor base already contains certain certified diverse firms that we ourselves did not know held certifications. These 3rd party subscriptions are a valuable and simple tool to ensure ongoing data integrity.

Reporting

EBH proposes to report to the MGC as follows:

Frequency:

- Quarterly formal reports as part of EBH’s regularly scheduled presentations to the MGC.

Format and level of detail for reports:

- A description of the outreach initiatives and events conducted by EBH over the previous 90-day period.
- A listing of the diverse contracts and purchase orders awarded over the previous 90-day period segregated by certification category (MBE/WBE/VBE) and further segregated by direct spend (“First Tier”) vs. indirect spend (“Second Tier”).
- A listing of the Host and Surrounding Community contracts and purchase orders awarded over the previous 90-day period segregated by community.
- A listing of the contracts and purchase orders awarded over the previous 90-day period for all other Massachusetts-based firms; i.e. those not located in the Host or Surrounding Communities.
- The report will also list each segment’s annual goal and the year-to-date planned versus actual variance (prorated for the quarter being reported).

Advertising Plan

EBH will launch periodic and targeted advertising and marketing campaigns to ensure that diverse and local firms are aware of opportunities as they are made available with EBH. We will also ask our Chamber and diversity partners to use their various channels and newsletters to communicate our events and initiatives to their member bases.

Timelines

	2018:												2019:											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Procurement Recruiting & Hiring																								
Vendor Fairs & Partnership Events																								
Vendor Meetings & MGC Registration																								
RFPs & Business Awards																								

Conclusion

Through our ongoing outreach events and community engagement activities and our plans to

significantly broaden the scope of RFP solicitations to target our desired vendor demographic, we are confident that EBH will be a source of continued economic growth and opportunity for our region. With the full and ongoing support of our executive Steering Committee, we will continue to enthusiastically pursue the key mandates of this Plan which is to find, solicit, and award business to diverse and local firms.

We thank the many community, diverse, and government partners that have supported our efforts to-date, and we look forward to furthering those partnerships in the months and years to come.

Exhibit A:
Sample Opportunities Matrix

Ongoing Supplier Opportunities - Encore Boston Harbor: (see note 1 below)

Category	Commodity	Supplier Criteria: see note 2 below				Opportunity Timing: see note 3 below							
		On-Call	Avail. 24x7	Trade Licensed	OEM Auth.	'18 Q1	'18 Q2	'18 Q3	'18 Q4	'19 Q1	'19 Q2	'19 Q3	'19 Q4
Event Services	Audio Visual Equip. & Services (Supplemental)				Yes					X			
Event Services	Destination Management Companies (DMC)			Yes							X		
Event Services	Entertainment - Bands, DJs, etc.										X		
Event Services	Photographers & Videographers										X		
Event Services	Promotional & Gift Items						X						
Event Services	Stage & Lighting Rigging Equipment			Yes							X		
F&B Beverages	Beer, Wine, & Spirits			Yes							X		
F&B Beverages	Soda, Juice, & Water			Yes							X		
F&B Food	Bread			Yes							X		
F&B Food	Dairy			Yes							X		
F&B Food	Fruit & Produce			Yes							X		
F&B Food	Grocery Items			Yes							X		
F&B Food	Meat (Beef/Pork/Poultry/Lamb)			Yes							X		
F&B Food	Seafood			Yes							X		
F&B Food	Specialty Foods			Yes							X		
F&B Products	China, Glass, Silver, Smallwares				Yes				X				
F&B Products	Kitchen Equipment & Parts				Yes				X				
F&B Products	Paper & Disposable Goods										X		
General Ops	Car Washing & Detailing										X		
General Ops	Copier Equipment & Maintenance	Yes			Yes					X			
General Ops	Furniture (Replenishment Only)				Yes					X			
General Ops	Medical Supplies & Equipment				Yes						X		
General Ops	Office Supplies & Equipment				Yes						X		
Hotel Ops	Hotel Room Amenity Products				Yes					X			
Hotel Ops	Laundry Services (Duvets/Mats/Specialty)		Yes							X			
Hotel Ops	Room Keys (Logo'd Mag Cards)				Yes					X			
Hotel Ops	Spa & Salon Products				Yes					X			
Maint. Materials	Carpeting/Fabric/Upholstery (Replenish. Only)				Yes						X		
Maint. Materials	Cleaning & Janitorial Supplies				Yes					X			
Maint. Materials	Electrical Supplies				Yes						X		
Maint. Materials	Glass, Marble, Tile & Metal				Yes						X		
Maint. Services	Fire Detection & Supression	Yes	Yes	Yes	Yes					X			
Maint. Services	Glass & Mirror Work	Yes	Yes	Yes							X		
Maint. Services	HVAC Repair Services	Yes	Yes	Yes	Yes						X		
Maint. Services	Landscaping Services	Yes									X		
Maint. Services	Locksmithing	Yes	Yes								X		
Maint. Services	Water Treatment - Chilling/Spa/Systems	Yes	Yes	Yes						X			
Maint. Services	Window Washing - High Rise			Yes							X		
Marketing	Direct Mail Fulfillment								X				
Marketing	Graphic Design Services									X			
Marketing	Print Services (Brochures/Tags/Receipts/Forms)									X			
Retail	Display Cases, Racks, Hangers									X			
Retail	Retail Bags, Paper, Plastic, Tissue										X		
Transportation	Coach Bus Services	Yes	Yes	Yes					X				
Transportation	Limousine Services (Supplemental)	Yes	Yes	Yes					X				
Transportation	Luxury Ferry Services	Yes	Yes	Yes					X				

Note 1: Prior to executing a purchasing agreement with Encore Boston Harbor, all vendors must be registered with both the Massachusetts Gaming Commission as well as with Wynn.

Note 2: Above criteria is in addition to the following criteria; **a)** quality of product or service; **b)** cost; and **c)** scale of supplier's operation; i.e. ability to deliver product or service in required volume and at required frequency. Additional details:
 "On-Call" = Capable of responding to service requirements within an agreed timeframe (typically within hours).
 "24x7" = Services must be available 24 hours per day/365 days per year.
 "Trade Licensed" = Properly licensed if required by necessary authorities to provide the goods or services listed.
 "OEM Authorized" = Must be a certified reseller or service provider of the manufacturer.

Note 3: "Opportunity Timing" indicates the calendar quarter that we anticipate delivery of goods or commencement of services to begin. Typically, the Request For Proposal process (RFP) will occur one calendar quarter prior to these anticipated start dates.

Exhibit B:
Diversity Exhibit Attached to All EBH RFP Documents

Minority/Woman/Veteran-Owned Business Enterprises

The Massachusetts Gaming Commission has placed special emphasis on creating casino resort procurement for certified women-owned business enterprises (WBEs), minority-owned business enterprises (MBEs), and Veteran-owned business enterprises (VBEs). Encore is working to ensure that all of our vendors are aware of this focus and have the opportunity to formally register as a WBE, MBE, or VBE, should they meet the qualifications.

If you are a business owned 51% or more woman, minority, or veteran-owned, we would appreciate your efforts in becoming formally certified as such. There are several avenues for certification, outlined below. Encore will provide special consideration for procurement, to the extent permissible by law, to certified MBEs, WBEs, and VBEs. The certification options are as follows:

MBE, WBE, or VBE: Massachusetts Supplier Diversity Office (SDO)

The SDO provides a free-of-charge MWVBE certification that will allow a business to be recognized for both the Encore Boston Harbor project and any Massachusetts State Government projects. Recommended for Massachusetts-based businesses. To register, visit the [SDO website](#)

MBE: National Minority Supplier Development Council (NMSDC)

The National Minority Supplier Development Council offers a paid certification (\$300-\$500) that is recognized nationally and provides MBEs with access to events and a network of companies and other MBEs. The certification process can take up to three months, following submission of a complete application. An expedited certification process is available for an additional fee.

To certify your business with NMSDC, contact the appropriate regional affiliate office of the [National Minority Supplier Development Council](#)

WBE: Women's Business Enterprise National Council (WBENC)

The WBENC offers a paid WBE certification (fee varies depending on region) that is recognized nationally by many private procurers and some state offices. Benefits of certifying through WBENC include access to a national network, mentoring, education and capacity development. To certify your business with WBENC, visit: <http://www.wbenc.org/certification/>

VBE: United States Department of Veterans Affairs

The VA provides a VBE certification that is recognized by federal and state governments and by many private entities. The certification process can take 3 – 9 months to complete. To certify your business with the VA, visit: <http://www.vetbiz.gov/>.

Exhibit C: Sample Oracle Vendor Master File

The screenshot displays the Oracle Supplier Master File interface. The browser address bar shows the URL: `psfin.wynnresorts.com/psp/PSFIN/EMPLOYEE/ERP/c/MAINTAIN_VENDORS.VNDR_ID.GBL?FolderPath=PORTAL_ROOT_OBJECT.EPCO_VENDORS.EPAP_VENDORS.EPAP_VENDORS_ADDVNDRS.EP_VNDR_ID...`

The Oracle logo is visible in the top left corner of the application window. The breadcrumb navigation path is: `Suppliers > Supplier Information > Add/Update > Supplier`. The top right navigation bar includes links for `Home`, `Worklist`, `Performance Trace`, `Add to Favorites`, and `Sign out`.

The main content area is divided into several sections:

- Government Classifications:** Includes fields for `EEO Certification Date` and `HUB Zone`. Below this is a `Government Sources` table with columns for `Certification Source`, `Effective Date` (09/19/2018), `Certification Number`, `Certificate Begin Date`, and `Certificate Expiration`.
- Standard Industry Codes:** A table with columns for `SIC Type`, `SIC Code`, `Parent SIC Code`, and `Description`.
- Additional Reporting Elements:** A list of checkboxes for reporting categories:
 - `Common Parent's TIN`
 - `Type of Contractor`
 - `SDB Program`
 - `Other Preference Programs`
 - `Ethnicity`
 - Emerging Small Business
 - Women-Owned Business
 - Veteran
 - Disabled
 - `Common Parent's Name`
 - `HUBZone Program`
 - `Size of Small Business`
 - `VOSB`

At the bottom of the main content area, there is a `Comments` section with `Expand All` and `Collapse All` buttons.

The Windows taskbar at the bottom shows the system tray with the date and time: `12:26 PM 9/19/2018`.



Applicant: Encore Boston Harbor

Section D: DIVERSITY, EQUITY, & INCLUSION

D.2 DIVERSITY, EQUITY, & INCLUSION – SUPPLIER SPEND

c. Veteran-owned business enterprises.

Prior to opening Encore Boston Harbor, we adopted a Supplier Diversity & Local Commitments Plan for the purpose of (1) identifying qualified, diverse, local, and Massachusetts-based firms to conduct business with Encore Boston Harbor; (2) soliciting those firms through our Request-for-Proposal process; and (3) awarding meaningful and ongoing business to those firms at specified goals. Please see attached.

We have continued to follow the Supplier Diversity & Local Commitments Plan and would apply the principles and goals set forth therein with respect to the utilization of minority-owned business enterprises, women-owned business enterprises, and veteran-owned business enterprises as follows:

Women: 14% of discretionary spend
Minorities: 8% of discretionary spend
Veterans: 3% of discretionary spend

Introduction

Encore Boston Harbor (“EBH”) is a luxury, global destination gaming resort located in Everett, Massachusetts that will feature 671 hotel rooms with sweeping views of the Boston skyline and Boston Harbor, an ultra-premium spa, luxury retail, high-end dining, and state-of-the-art ballroom and meeting spaces. At \$2.5 billion invested, the resort will be the largest private single-phase development in the history of the Commonwealth. Situated on the waterfront along the Mystic River and connected to Boston Harbor, EBH will include a six-acre park along the water that will feature a Harbor Walk, an events lawn, public viewing areas, ornate floral displays, and retail and dining experiences overlooking the water. EBH is currently under construction with an opening anticipated for June 2019.

This Supplier Diversity & Local Commitments Plan (the “Plan”) outlines our ongoing strategy to engage with local communities and businesses pre- and post-opening to:

1. Identify qualified diverse, local, and Massachusetts-based firms to conduct business with EBH;
2. Solicit those firms through EBH’s Request-for-Proposal (“RFP”) process; and
3. Award meaningful and ongoing business to those firms at no less than the levels detailed herein.

The Plan’s objectives listed immediately above are discussed in more detail below in the section entitled “Plan Objectives”, while the business award levels are detailed below in the section entitled “Spend Objectives”.

We are confident that EBH will be a source of economic growth and opportunity for our Host Community of Everett, our Surrounding Communities of Boston, Cambridge, Chelsea, Malden, Medford and Somerville, the local farms and agricultural community, and the entire Commonwealth.

To date we have held numerous meetings and received constructive feedback and ideas from many stakeholders, including the Chambers of Commerce of Everett, Boston, Cambridge, Chelsea, Malden, Medford and Somerville, the Hispanic American Institute, The Commonwealth’s Supplier Diversity Office (“SDO”), the North Shore Latino Business Association, the Greater New England Minority Supplier Development Council (“GNEMSDC”), the Women’s Business Enterprise National Council (“WBENC”), their affiliate the Center for Women & Enterprise (“CWE”), and many local business leaders.

This Plan reflects those conversations and the feedback and comments received. We are grateful to our stakeholders for their interest in the Plan and the time spent providing feedback.

Spend Objectives

EBH has established the following spend goals to create economic opportunity and business awards in the following areas:

Diversity:

- Minority Business Enterprises (MBEs) – 8% of Discretionary Spend
- Women Business Enterprises (WBEs) – 14% of Discretionary Spend
- Veteran Business Enterprises (VBEs) – 3% of Discretionary Spend

EBH will utilize the Commonwealth of Massachusetts’ definition of MBE, WBE, and VBE. A more detailed description of EBH’s discretionary spend is attached hereto as **Exhibit A**.

Host and Surrounding Communities:

- Everett based vendors - \$10 million annually
- Boston based vendors - \$20 million annually
- Somerville based vendors - \$10 million annually
- Malden based vendors - \$10 million annually
- Medford based vendors - \$10 million annually
- Chelsea based vendors - \$2.5 million annually

Plan Objectives

The following objectives form the basis for this Plan and detail our ongoing strategy for meeting the Spend Objectives:

1. Objective 1: Identify Qualified Diverse/Local/Mass.-Based Firms

Beginning with the design and construction phases of our project and continuing through today, EBH has developed strong relationships within its Host and Surrounding Communities, their respective Chambers, and with many diversity advisory groups within the region.

EBH's community outreach programs involve partnering with those organizations to engage their vendor bases and assist in identifying qualified firms. These activities are in addition to our own direct engagement activities within the communities.

Community Outreach Activities To-Date:

To create initial awareness relating to the business opportunities with EBH, our initial activities in both direct vendor engagement as well as in collaboration with our partner organizations have included:

- A. Creation of EBH's "Vendor Opportunities" website which is located at <https://encorebostonharbor.com/careers/operations-vendors/>. The site allows vendors to register with us (over to 500 to-date), join our distribution list for upcoming events, and details specific upcoming RFPs (see "Opportunities Matrix" below).
- B. Wide distribution of our "Opportunities Matrix" (a sample of which is attached hereto as **Exhibit A**) which details across 76 different commodities the specific criteria required of each provider as well as the anticipated timing for each RFP (<https://encorebostonharbor.com/files/WBHSupplierOpportunitiesMatrix.pdf>). In addition to being available online, this document has been handed-out at all outreach events that EBH has hosted or attended and has been well-received within the business community.
- C. Bi-monthly meetings with The Hispanic American Institute which includes a revolving attendee list of its client base to meet with each EBH management team to discuss their firm's qualifications as well as upcoming award opportunities.
- D. Ongoing meetings with each of the Host and Surrounding Community Chambers of Commerce. Most recently, we hosted all seven Chambers to solicit their ideas and feedback in a round-table format on the planning, timing, and agendas for EBH's upcoming Vendor Fairs. We will continue these regular meetings post opening.
- E. Co-Hosting with the Urban League of Eastern Massachusetts a recurring Black Community

Update meeting. While the initial emphasis for these meetings has been workforce development, we will now be adding vendor opportunities to each agenda moving forward.

- F. Hosted an “all commodities” Vendor Fair in Malden attended by approximately 350 local vendors, 182 of whom came from our Host or Surrounding Communities. Vendors were given dedicated scheduled timeslots for one-on-one meetings with the respective EBH department heads. Invitees included representatives of the MGC, GNEMSDC, CWE, the SDO, the Initiative for a Competitive Inner City (“ICIC”), the Small Business Administration (“SBA”), the Urban League of Eastern Massachusetts, the seven local Chambers plus the Chambers of Lynn, Revere, and Salem, and several local lending institutions.
- G. Presentation to the North Shore Latino Business Association and its member base in Lynn.
- H. Attendance and a booth staffed by EBH’s Procurement team at Northeastern University’s 6th Annual Supplier Diversity Networking Event co-hosted by the SDO and Northeastern.

Upcoming Community Outreach Activities:

The following is a list of several key events that EBH is hosting or attending in the coming months:

- A. Attendance and a speaking engagement on September 25th in Peabody to discuss EBH award opportunities with residents and business owners on the North Shore. The event was co-hosted by Salem State University’s Enterprise Center and the North Shore Career Center.
- B. Platinum sponsorship and attendance on October 19th in Framingham at the CWE’s Women Business Leaders Conference networking event.
- C. Participation in two upcoming GNEMSDC events; their MBE to MBE Match Making event on November 15th in Boston, and their Forum for Inorganic Growth Strategies event in Boston on November 20th.
- D. A Vendor Fair hosted by EBH on September 26th at the Charlestown Knights of Columbus covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Maintenance Materials	Carpeting/Fabric/Upholstery
	Cleaning & Janitorial Supplies
	Electrical Supplies
	Glass, Marble, Tile & Metal
	HVAC Parts & Supplies
	Lumber - Rough & Millwork
	Paints & Stains
	Plants, Trees, & Flowers
	Plumbing Supplies & Fittings
	Propane, Gases, & Diesel
	Safety & Protective Equipment
	Signage

	Tools & Hardware
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- E. A Vendor Fair hosted by EBH on October 1 at the Medford AC Marriott covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

F&B Beverages	Beer, Wine, & Spirits
F&B Beverages	Soda, Juice, & Water
F&B Food	Bread
F&B Food	Dairy
F&B Food	Fruit & Produce
F&B Food	Grocery Items
F&B Food	Meat (Beef/Pork/Poultry/Lamb)
F&B Food	Seafood
F&B Food	Specialty Foods
F&B Products	China, Glass, Silver, Small-wares
F&B Products	Kitchen Equipment & Parts
F&B Products	Paper & Disposable Goods

- F. A Vendor Fair hosted by EBH on October 9 at the Chelsea Homewood Suites covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Event Services	Audio Visual Equip. & Services
Event Services	Destination Management Companies
Event Services	Entertainment - Bands, DJs
Event Services	Exhibition Services Companies
Event Services	Photographers & Videographers
Event Services	Promotional & Gift Items
Event Services	Stage & Lighting Rigging Equipment
Marketing	Direct Mail Fulfillment
Marketing	Graphic Design Services
Marketing	Print Services (Brochures/Tags/Receipts/Forms)

- G. A Vendor Fair hosted by EBH on October 11 at the Somerville Holiday Inn covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Maintenance Services	Carpentry Services
	Carpet Cleaning & Installation
	Cleaning - General Janitorial Services
	Cleaning - Specialty (Duct, Grease etc.)

	Electrical - High Voltage
	Electrical - Low Voltage
	Fire Detection & Suppression
	Glass & Mirror Work
	HVAC Repair Services
	Landscaping Services
	Locksmithing
	Manufacturer Maintenance Contracts
	Marble Cleaning & Installation
	Masonry Work
	Painting Services
	Pest Control Services
	Plumbing Services
	Roofing Services
	Snow Removal
	Vertical Lift Maintenance
	Waste Removal - Hazardous & Regulated
	Waste Removal - Recycling & Trash
	Water Treatment - Chilling/Spa/Systems
	Window Washing - High Rise

H. A Vendor Fair hosted by EBH on October 24 at the Cambridge Royal Sonesta covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

General Ops	Car Washing & Detailing
General Ops	Copier Equipment & Maintenance
General Ops	Furniture
General Ops	Medical Supplies & Equipment
General Ops	Office Supplies & Equipment
Hotel Ops	Hotel Room Amenity Products
Hotel Ops	Laundry Services (Duvets/Mats/Specialty)
Hotel Ops	Room Keys (Logo'd Magnetic Cards)
Hotel Ops	Spa & Salon Products
Retail	Display Cases, Racks, Hangers
Retail	Retail Bags, Paper, Plastic, Tissue
Transportation	Coach Bus Services
Transportation	Limousine Services
Transportation	Luxury Ferry Services
Transportation	Maintenance Services - Fleet & Equipment

Transportation	Other Vehicles/Lifts/Hoists/Jacks
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- I. In conjunction with the Vendor Fairs listed above, EBH will be promoting these events via:
 - a. Email blasts to our database of vendors;
 - b. Announcements through our partner organizations and the Host and Surrounding Community Chambers of Commerce; and
 - c. Advertising campaigns in local newspapers.

- J. In addition to the Vendor Fairs that we will be hosting in the coming weeks, EBH is currently finalizing calendars with the teams at CWE and the GNEMSDC for our attendance at several additional upcoming membership events. A partial list of those events includes:

The GNEMSDC’s December 4th Quarterly Meeting, the CWE’s January Corporate Council Meeting for all CWE-WBENC Corporate Members, their April annual Auction & Gala, their May Small Business Expo, and the Federal Reserve Bank of Boston’s “Engage & Connect” Vendor Fair also in May.

Ongoing Community Engagement:

EBH’s community outreach activities will continue post opening. Our bi-monthly meetings with the Hispanic American Institute began several years ago as a combined workforce development and supplier development summit meeting between EBH’s executive team and various business leaders in the Latino community. As both initiatives have grown, we’ve now split those meetings into separate workforce and supplier summit meetings, and both will continue well into the future as an ongoing and valuable way to remain aligned.

We also intend to continue the similar meetings we’ve been hosting with our other diversity partners and continue our attendance at their membership events as well.

EBH’s regular meetings with the Chambers of our Host and Surrounding Communities will also continue. The Chambers have been an incredibly valuable partner not only in engaging their vendor bases and making them aware of our events and RFP schedules, but also in sourcing vendors and introducing EBH to them when we have struggled to find a specific product or service during our pre-opening and pre-RFP phase.

Finally, we look forward to joining the MGC’s Vendor Advisory Team and participating in those ongoing discussions with the Commission and other business and diversity leaders from the region.

Gift Card Programs:

EBH has made a series of commitments in its Host and Surrounding Communities to purchase on an annual basis gift certificates and/or vouchers from businesses predominantly based in those communities. These purchases will be used in conjunction with our guest loyalty programs and employee reward programs to generate additional economic opportunity for businesses in those communities.

It’s our intent to work with each of the Chambers of Commerce in those municipalities to determine where those purchases should be made and in what increments. We’d like these to be collaborative decisions to ensure that these funds go to businesses where they’re most needed, and to businesses where our guests and our employees perceive the most value.

We feel that the Chambers of Commerce will be a valuable resource in helping us to identify those businesses.

2. Objective 2: Solicit Diverse/Local Firms Through EBH’s Request-for-Proposal (RFP) Process

EBH’s outreach activities have led us to quite a few diverse and local firms. While we are still nine months away from our anticipated opening and have not yet begun our RFP and business award processes, those outreach activities have led to our registering close to 100 vendors from our Host and Surrounding Communities alone since we’ve identified those firms as partners we intend to do business with or have already done so.

In addition to those vendors, we have collected an additional database of 600 vendor contacts and email addresses through our outreach, website, and Vendor Fair activities. We expect our database to grow significantly within the next 30 – 90 days as we continue our Vendor Fair calendar and our collaboration with the diversity advisory groups.

Those vendors meeting the stated selection criteria as detailed in the vendor “Opportunities Matrix” (above) will be included in EBH’s formal RFPs commencing Q4 2018. That process is described in more detail in the following section.

Additionally, the EBH Procurement team is using the diversity databases of the SDO, the GNEMSDC, and the CWE in our search for new vendor partners. For those smaller day-to-day business award opportunities not typically sourced via a full and formal RFP process, EBH commits that we will use these databases and other resources at our disposal to continuously solicit diverse and local firms who provide those goods and services being sourced within those smaller awards. To our best ability, each solicitation will include one or more such firms.

3. Objective 3: Award Meaningful & Ongoing Business to Diverse/Local Firms

It is our belief that to generate true economic opportunity (i.e., bona fide business awards), it is essential that the Procurement Team at EBH use innovation and technology to provide both visibility and access to our RFPs to as many qualified diverse and local firms as we can source.

Eliminating Traditional Barriers

In many enterprise Procurement organizations, the number of vendors solicited for any one RFP is typically limited to the number of RFP responses that a staff member leading the RFP can reasonably assess, compare, communicate with respondents, and, ultimately, award.

This is a limitation that can be overcome by technology thereby giving significantly greater access across a much larger vendor base to the business opportunities at EBH. Our proposed solution to this limitation is described below in the section entitled, “The Barrier Solution”.

Greater Visibility Leads to Greater Business Awards

Business awards are a direct result of RFP proposals, and those proposals can only be solicited if the diverse and local business communities have both the visibility into and the access to EBH’s RFP solicitations. Removing the barrier that limits the number of participants, targeting preferred diverse and local vendors, and broadcasting the RFPs to a dramatically wider vendor base will increase the awards proportionately.

The Encore Boston Harbor RFP Network

EBH has already had discussions with the SDO, CWE, and the GNEMSDC to explore linking EBH’s online RFP platform to the online platforms of those diversity partners. Each RFP issued by EBH would be delivered directly to those member bases.

One potential solution is using portlets and other web technologies to simply provide a “landing page” for EBH RFPs on each partner’s website, or a link on our partners’ websites to our RFP page. Either alternative would create a simple mechanism on each partner’s site for their membership to see which RFPs are being issued by EBH along with details on how to participate.

A second potential solution without linking one network to another is to simply open up EBH’s existing online RFP platform to our targeted vendor base of diverse and local vendors. EBH would issue its RFPs publicly on our own website. Certified diverse firms and those based in our Host and Surrounding Communities who express interest in submitting a proposal would then be given a link and authentication credentials to our platform where RFP submissions must be submitted.

EBH commits to providing the assistance and resources to our partners to create such an integrated platform. Further, it is our intent to grow this network beyond those initial three partner organizations. Our ultimate objective is to create a pipeline of business opportunities directly to the vendors we desire to conduct business with.

The “Barrier Solution”

The approach above will generate many more RFP responses than a traditional Procurement Team could reasonably and fairly assess, compare, reply to, and award.

However, EBH will use a “templated” approach in its outgoing RFP solicitations which will require RFP responses to be submitted by vendors in that very same specific format.

By using such an approach, we can use our technology to quickly compare, analyze and rank the responses in accordance with those proposals’ commercial value, the MWVBE status of each respondent, and their locale.

By linking networks and then “templating” the outgoing and incoming RFP communications, we remove the limitation of only soliciting the limited number of vendors that a Buyer could reasonably manage for each RFP. While our Procurement Team will still review the results and make the final awards, our RFP platform will assist us with much of the “heavy lifting”.

Again, in our view, greater access leads to greater awards, and it all begins with a 21st Century approach to how we conduct our business.

Organizational Support

This Plan is led by EBH’s Director of Procurement, David Granata and Procurement Manager, Nadia Ballard, with the full and active support of our senior leadership team comprised of President, Robert DeSalvio, General Counsel, Jacqui Krum, Executive Vice President of Operations, Brian Gullbrants, and Chief Financial Officer, Frank Cassella. This group will comprise the organizational Steering Committee.

The mandate of our Steering Committee quite simply is to ensure that the commitments we’ve made in this Plan have the highest visibility within our organization, and to take the necessary steps as needed to ensure that the Plan’s Objectives are achieved.

As we are still nine months away from our anticipated opening, EBH’s Procurement team is still in its recruitment and hiring phase. We anticipate a total team of 10 – 15 before the conclusion of Q4 2018. Further, we are recruiting a Procurement Diversity Manager to directly lead all aspects of this Plan.

Diversity Development Assistance

There are three specific areas that EBH feels we can have an immediate and positive impact on the region's diversity community:

- In meetings and discussions with the supplier diversity certifying bodies, EBH found that several of those organizations have the ongoing challenge of convincing firms that otherwise meet the criteria for certification to go through with the process of formally certifying. In part, this hesitation has been attributed to eligible firms not having clear visibility into near-term revenue opportunities.

Our partners have advised that a significant recruitment tool for them would be advance visibility into EBH's ongoing RFP schedule. As such, we commit to doing so on an ongoing basis for any of the certifying bodies that seek such assistance, and we have included that full initial RFP schedule herein in our "Opportunities Matrix" (described in more detail in the section entitled "Plan's Objectives" above, and a sample of which is attached hereto as **Exhibit A**).

- Similar to our workforce development efforts in conjunction with the MGC, the city of Everett, and the New England Center for Arts & Technology (NECAT), EBH intends to develop mentoring programs with smaller, diverse, and local vendors to assist and advise them as they grow their businesses to "scale up" to attract commercial clients in the region beyond simply EBH. These programs will include:
 - Pairing firms with key EBH executives who would periodically meet with them and otherwise provide counsel and feedback on their business plans and go-to-market approach.
 - Hosting quarterly "How to Conduct Business with Encore" seminars for diverse and local firms where the EBH Procurement team and a rotating roster of key EBH executives discuss characteristics and qualifications we seek when identifying new partners, including quality, cost, and vendor's ability to deliver products and services required in the volume and frequency required.
 - Written feedback to certified MWVBES when their firm has not been selected for a business award. That feedback will include the reason(s) why they were not selected. We anticipate six key categories for that feedback:
 - Price (% range off)
 - Wrong item/item specification proposed
 - Cannot deliver by required due date
 - Late proposal (missed bid submission deadline)
 - Vendor's inability to scale due to volumes
 - "Other" (we would specify)
- As part of our diversity development assistance efforts, the section below entitled Ongoing Organizational Visibility describes EBH's approach to RFP respondents and the contractual requirements we place on our partners for meeting specified MWVBE utilization goals.

By assisting smaller MWVBES by partnering them with larger primary vendors, by providing them with advice and feedback, and by assisting the certifying bodies in their efforts to create a larger and more impactful diverse business community, EBH hopes that these and future efforts by us provide true momentum for the diversity initiative in this region. We will continue to be receptive to new ideas and

will also continue to offer creative solutions in the pursuit of a stronger and deeper diverse vendor base for our region.

Ongoing Organizational Visibility

The full details of this Plan will be presented to the EBH executive team and all department heads. Additionally, to ensure continued visibility across all business disciplines in tracking EBH's performance against this Plan, EBH commits to:

- Weekly President's Executive Staff Meetings with all department heads to discuss, among other things, the Plan's weekly forecast versus actual status across the key business disciplines.
- Monthly department head meetings with the Procurement and Diversity Team to discuss the Plan's monthly forecast versus actual status for that specific business unit.
- Executive intervention as required.
- Weekly Procurement staff meetings to discuss vendor base development, forecast versus actuals, and planning for upcoming diverse and local vendor calendar events.

Above and beyond executive visibility and closely tracking our performance versus the plan, EBH requires all partners and all RFP respondents to contractually agree to active and meaningful initiatives towards supplier diversity. Every EBH RFP document contains the following language as well as a more detailed RFP diversity exhibit attached to each RFP (which is attached hereto as **Exhibit B**): Our RFP language:

"Encore is committed to creating opportunities for certified Minority, Woman, and Veteran-Owned Businesses (collectively, "MWVBEs"). We encourage our suppliers to certify themselves as, or to subcontract with, MWVBEs for goods or services provided in the performance of their agreements with us. Accordingly, supplier agrees to use best efforts to provide MWVBEs with meaningful and equitable economic opportunities under any agreement that may result from this RFP.

Specific MWVBE utilization goals will be determined under any such agreement and shall require formal certification. Please see attached hereto as Addendum C for a detailed description of our MWVBE program.

In your RFP response, please include an MWVBE utilization plan that names specific MWVBEs with whom subcontracts are anticipated as well as the expected scope-of-work and spend."

Plan's Performance Tracking

EBH uses several technologies to ensure accurate tracking and reporting. Among those technologies are:

- Oracle's PeopleSoft Vendor Files and Accounts Payable Disbursements. Oracle allows a client such as EBH to attach diversity certificates and other documents to its vendor files, and it allows the client to input, track and report on other key diversity data such as ethnicity/status, certifying agency, certification number, and certificate start and end dates. A sample of the vendor file is attached hereto as **Exhibit C**.
- Oracle interfaces with BirchStreet which is where EBH's RFP Network and Purchase Orders reside. BirchStreet will contain all the relevant diversity data stored in Oracle and will allow us to target our preferred vendor base during the RFP "broadcast" process described above.
- Use of subscription services such as IVS Solutions or similar services to both "scrub" internal

data as well as source new potential partners. These subscription services typically will accept from a client such as EBH their vendor data files (usually in ASCII or CSV format) and then cross reference those vendor details across many national databases to confirm or reconfirm their certified status. In some instances, that process also advises clients such as EBH that their vendor base already contains certain certified diverse firms that we ourselves did not know held certifications. These 3rd party subscriptions are a valuable and simple tool to ensure ongoing data integrity.

Reporting

EBH proposes to report to the MGC as follows:

Frequency:

- Quarterly formal reports as part of EBH’s regularly scheduled presentations to the MGC.

Format and level of detail for reports:

- A description of the outreach initiatives and events conducted by EBH over the previous 90-day period.
- A listing of the diverse contracts and purchase orders awarded over the previous 90-day period segregated by certification category (MBE/WBE/VBE) and further segregated by direct spend (“First Tier”) vs. indirect spend (“Second Tier”).
- A listing of the Host and Surrounding Community contracts and purchase orders awarded over the previous 90-day period segregated by community.
- A listing of the contracts and purchase orders awarded over the previous 90-day period for all other Massachusetts-based firms; i.e. those not located in the Host or Surrounding Communities.
- The report will also list each segment’s annual goal and the year-to-date planned versus actual variance (prorated for the quarter being reported).

Advertising Plan

EBH will launch periodic and targeted advertising and marketing campaigns to ensure that diverse and local firms are aware of opportunities as they are made available with EBH. We will also ask our Chamber and diversity partners to use their various channels and newsletters to communicate our events and initiatives to their member bases.

Timelines

	2018:												2019:											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Procurement Recruiting & Hiring																								
Vendor Fairs & Partnership Events																								
Vendor Meetings & MGC Registration																								
RFPs & Business Awards																								

Conclusion

Through our ongoing outreach events and community engagement activities and our plans to

significantly broaden the scope of RFP solicitations to target our desired vendor demographic, we are confident that EBH will be a source of continued economic growth and opportunity for our region. With the full and ongoing support of our executive Steering Committee, we will continue to enthusiastically pursue the key mandates of this Plan which is to find, solicit, and award business to diverse and local firms.

We thank the many community, diverse, and government partners that have supported our efforts to-date, and we look forward to furthering those partnerships in the months and years to come.

Exhibit A:
Sample Opportunities Matrix

Ongoing Supplier Opportunities - Encore Boston Harbor: (see note 1 below)

Category	Commodity	Supplier Criteria: see note 2 below				Opportunity Timing: see note 3 below							
		On-Call	Avail. 24x7	Trade Licensed	OEM Auth.	'18 Q1	'18 Q2	'18 Q3	'18 Q4	'19 Q1	'19 Q2	'19 Q3	'19 Q4
Event Services	Audio Visual Equip. & Services (Supplemental)				Yes					X			
Event Services	Destination Management Companies (DMC)			Yes							X		
Event Services	Entertainment - Bands, DJs, etc.										X		
Event Services	Photographers & Videographers										X		
Event Services	Promotional & Gift Items						X						
Event Services	Stage & Lighting Rigging Equipment			Yes							X		
F&B Beverages	Beer, Wine, & Spirits			Yes							X		
F&B Beverages	Soda, Juice, & Water			Yes							X		
F&B Food	Bread			Yes							X		
F&B Food	Dairy			Yes							X		
F&B Food	Fruit & Produce			Yes							X		
F&B Food	Grocery Items			Yes							X		
F&B Food	Meat (Beef/Pork/Poultry/Lamb)			Yes							X		
F&B Food	Seafood			Yes							X		
F&B Food	Specialty Foods			Yes							X		
F&B Products	China, Glass, Silver, Smallwares				Yes				X				
F&B Products	Kitchen Equipment & Parts				Yes				X				
F&B Products	Paper & Disposable Goods										X		
General Ops	Car Washing & Detailing										X		
General Ops	Copier Equipment & Maintenance	Yes			Yes					X			
General Ops	Furniture (Replenishment Only)				Yes					X			
General Ops	Medical Supplies & Equipment				Yes						X		
General Ops	Office Supplies & Equipment				Yes						X		
Hotel Ops	Hotel Room Amenity Products				Yes					X			
Hotel Ops	Laundry Services (Duvets/Mats/Specialty)		Yes							X			
Hotel Ops	Room Keys (Logo'd Mag Cards)				Yes					X			
Hotel Ops	Spa & Salon Products				Yes					X			
Maint. Materials	Carpeting/Fabric/Upholstery (Replenish. Only)				Yes						X		
Maint. Materials	Cleaning & Janitorial Supplies				Yes					X			
Maint. Materials	Electrical Supplies				Yes						X		
Maint. Materials	Glass, Marble, Tile & Metal				Yes						X		
Maint. Services	Fire Detection & Supression	Yes	Yes	Yes	Yes					X			
Maint. Services	Glass & Mirror Work	Yes	Yes	Yes							X		
Maint. Services	HVAC Repair Services	Yes	Yes	Yes	Yes						X		
Maint. Services	Landscaping Services	Yes									X		
Maint. Services	Locksmithing	Yes	Yes								X		
Maint. Services	Water Treatment - Chilling/Spa/Systems	Yes	Yes	Yes						X			
Maint. Services	Window Washing - High Rise			Yes							X		
Marketing	Direct Mail Fulfillment								X				
Marketing	Graphic Design Services									X			
Marketing	Print Services (Brochures/Tags/Receipts/Forms)									X			
Retail	Display Cases, Racks, Hangers									X			
Retail	Retail Bags, Paper, Plastic, Tissue										X		
Transportation	Coach Bus Services	Yes	Yes	Yes					X				
Transportation	Limousine Services (Supplemental)	Yes	Yes	Yes					X				
Transportation	Luxury Ferry Services	Yes	Yes	Yes					X				

Note 1: Prior to executing a purchasing agreement with Encore Boston Harbor, all vendors must be registered with both the Massachusetts Gaming Commission as well as with Wynn.

Note 2: Above criteria is in addition to the following criteria; **a)** quality of product or service; **b)** cost; and **c)** scale of supplier's operation; i.e. ability to deliver product or service in required volume and at required frequency. Additional details:
 "On-Call" = Capable of responding to service requirements within an agreed timeframe (typically within hours).
 "24x7" = Services must be available 24 hours per day/365 days per year.
 "Trade Licensed" = Properly licensed if required by necessary authorities to provide the goods or services listed.
 "OEM Authorized" = Must be a certified reseller or service provider of the manufacturer.

Note 3: "Opportunity Timing" indicates the calendar quarter that we anticipate delivery of goods or commencement of services to begin. Typically, the Request For Proposal process (RFP) will occur one calendar quarter prior to these anticipated start dates.

Exhibit B:
Diversity Exhibit Attached to All EBH RFP Documents

Minority/Woman/Veteran-Owned Business Enterprises

The Massachusetts Gaming Commission has placed special emphasis on creating casino resort procurement for certified women-owned business enterprises (WBEs), minority-owned business enterprises (MBEs), and Veteran-owned business enterprises (VBEs). Encore is working to ensure that all of our vendors are aware of this focus and have the opportunity to formally register as a WBE, MBE, or VBE, should they meet the qualifications.

If you are a business owned 51% or more woman, minority, or veteran-owned, we would appreciate your efforts in becoming formally certified as such. There are several avenues for certification, outlined below. Encore will provide special consideration for procurement, to the extent permissible by law, to certified MBEs, WBEs, and VBEs. The certification options are as follows:

MBE, WBE, or VBE: Massachusetts Supplier Diversity Office (SDO)

The SDO provides a free-of-charge MWVBE certification that will allow a business to be recognized for both the Encore Boston Harbor project and any Massachusetts State Government projects. Recommended for Massachusetts-based businesses. To register, visit the [SDO website](#)

MBE: National Minority Supplier Development Council (NMSDC)

The National Minority Supplier Development Council offers a paid certification (\$300-\$500) that is recognized nationally and provides MBEs with access to events and a network of companies and other MBEs. The certification process can take up to three months, following submission of a complete application. An expedited certification process is available for an additional fee.

To certify your business with NMSDC, contact the appropriate regional affiliate office of the [National Minority Supplier Development Council](#)

WBE: Women's Business Enterprise National Council (WBENC)

The WBENC offers a paid WBE certification (fee varies depending on region) that is recognized nationally by many private procurers and some state offices. Benefits of certifying through WBENC include access to a national network, mentoring, education and capacity development. To certify your business with WBENC, visit: <http://www.wbenc.org/certification/>

VBE: United States Department of Veterans Affairs

The VA provides a VBE certification that is recognized by federal and state governments and by many private entities. The certification process can take 3 – 9 months to complete. To certify your business with the VA, visit: <http://www.vetbiz.gov/>.

Exhibit C: Sample Oracle Vendor Master File

The screenshot displays the Oracle Supplier Master File interface. The browser address bar shows the URL: `psfin.wynnresorts.com/psp/PSFIN/EMPLOYEE/ERP/c/MAINTAIN_VENDORS.VNDR_ID.GBL?FolderPath=PORTAL_ROOT_OBJECT.EPCO_VENDORS.EPAP_VENDORS.EPAP_VENDORS_ADDVNDRS.EP_VNDR_ID_...`

The Oracle logo is visible in the top left corner of the application window. The breadcrumb navigation path is: `Suppliers > Supplier Information > Add/Update > Supplier`. The top right navigation bar includes links for `Home`, `Worklist`, `Performance Trace`, `Add to Favorites`, and `Sign out`.

The main content area is divided into several sections:

- Government Classifications:** Includes fields for `EEO Certification Date` and `HUB Zone`. Below this is a `Government Sources` table with columns for `Certification Source`, `Effective Date` (09/19/2018), `Certification Number`, `Certificate Begin Date`, and `Certificate Expiration`. A `Government Classification` field is also present.
- Standard Industry Codes:** A table titled `Standard Industrial Classification Codes` with columns for `SIC Type`, `SIC Code`, `Parent SIC Code`, and `Description`.
- Additional Reporting Elements:** A section containing various reporting options:
 - `Common Parent's TIN` and `Common Parent's Name`
 - `Type of Contractor` and `HUBZone Program`
 - `SDB Program` and `Size of Small Business`
 - `Other Preference Programs` and `VOSB`
 - `Ethnicity` with checkboxes for:
 - Emerging Small Business
 - Women-Owned Business
 - Veteran
 - Disabled
- Comments:** A section at the bottom with `Expand All` and `Collapse All` buttons.

The Windows taskbar at the bottom shows the system clock at 12:26 PM on 9/19/2018, along with icons for various applications.



Applicant: Encore Boston Harbor

Section D: DIVERSITY, EQUITY, & INCLUSION

D.3 DIVERSITY, EQUITY, & INCLUSION – CORPORATE STRUCTURE

a. The makeup of the Applicant’s ownership, leadership, and governance structure, - including minorities, women, and veterans in positions of leadership throughout the corporate structure

The Nominating and Corporate Governance Committee of Wynn Resorts, Limited (NASDAQ: WYNN), our parent company, reinforced the Board of Directors’ commitment to diversity of experiences and perspectives among its members. The Nominating and Corporate Governance Committee amended its Corporate Governance Guidelines to adopt a policy that requires diverse candidates be included in the pool when recruiting, and have any search firm that it engages to include candidates with a diverse (race, gender, and ethnicity) background when evaluating new candidates for the Board. At that time, the Nominating and Corporate Governance Committee had also established a goal of achieving 50% diversity among Board members. These considerations have been important factors in recent additions to the Board, including the appointment of Mr. Darnell Strom to the Board. Currently, the independent board is 63% diverse. Of its eight independent directors, there are four female directors and one racially diverse director. In addition, 100% of the Board’s Committee Chairs are women.

In 2021, *Forbes* Magazine recognized Wynn Resorts, Limited for its diverse board and executive ranks.

In 2021, Wynn Resorts, Limited advanced the conversation on a diverse and inclusive workforce by hiring Glenda Swain, Wynn’s first Vice President of Diversity & Inclusion (D&I). Her role is responsible for recruiting and retaining a diverse workforce. Diversity programs are planned and directed through this office, ensuring voices are heard and amplified, especially from underrepresented groups. The VP of Diversity & Inclusion manages advancement at all levels of the Company through thoughtful initiatives to grow diversity among our leadership.

Our diversity and inclusion efforts are further highlighted in our 2021 Environmental, Social, and Governance Report attached hereto.

At Encore Boston Harbor, we have a woman President, and three of the four executive team members are women. In addition, we apply the same goals to our management team as reflected below:

	Minority	Women	Veteran	Total Head Count (including non-minority employees)
ALL EMPLOYEES				
Number of Employees	1,921	1,606	80	3,479
% Actual	55%	46%	20%	-
MANAGER AND ABOVE				
Number of Employees	103	97	16	227
% Actual	45%	43%	7%	-
SUPERVISORS AND ABOVE				
Number of Employees	326	236	27	548
% Actual	59%	43%	5%	-

Section D: DIVERSITY, EQUITY, & INCLUSION

D.3 DIVERSITY, EQUITY, & INCLUSION – CORPORATE STRUCTURE

b. How the Applicant intends to create joint ventures with corporate partners and/or partnerships with local or regional entities, including but not limited to programs, non-profit organizations, and agencies, dedicated to establishing a welcoming and inclusive experience for all patrons, users, and employees in the Commonwealth.

Wynn Resorts has implemented a comprehensive, strategic diversity strategy that focuses on 3 pillars - The Workforce, The Marketplace, and The Community. We intend to engage in the marketplace and community by identifying agencies and non-profit organizations that share our commitment to diversity and inclusion.

To date, our company has supported numerous diversity and inclusion initiatives in the Commonwealth that help us effectively engage as a valued corporate citizen in the diverse communities in which we do business.

We have also developed partnerships with a number of organizations in the Greater Boston area including the following:



<https://www.embraceboston.org>.

Dedicated to dismantling racism through work at the intersection of arts and culture, community, and research and policy.



<https://www.thepartnershipinc.org/>

Making corporation and institutions more competitive in a global economy by (i) helping them attract, develop, and retain multicultural professionals at all levels of leadership and (ii) creating a corporate climate that encourages diversity and helps multicultural professionals thrive.



The mission of the Urban League of Eastern Massachusetts is to enable adults in Eastern MA to overcome racial, social barriers, economic inequities, sexual and domestic violence to employment and economic development opportunities. For 100 years, ULEM's programs and services have given hope to participants and made a lasting, impactful statement in the community.



Applicant: Encore Boston Harbor

Section E: RESPONSIBLE GAMING

E.1 RESPONSIBLE GAMING POLICIES

a. Commitment to corporate social responsibility.

Encore Boston Harbor adopted a Responsible Gaming Plan reflecting the strategies outlined in the Massachusetts Gaming Commission's Responsible Gaming Framework 2.0. Encore Boston Harbor has revised its Responsible Gaming Plan to incorporate the strategies outlined in the Massachusetts Gaming Commission's paper, "Applying principles of the Massachusetts Gaming Framework to Sports Wagering Policy and Practice."



ENCORE BOSTON HARBOR
RESPONSIBLE GAMING PLAN

~~September 15, 2020~~ November , 2022

I. Introduction

As a gaming licensee in the Commonwealth of Massachusetts, Encore Boston Harbor has a responsibility to our employees, our guests, and communities to promote healthy and informed gambling as a form of entertainment. In May 2018, the Massachusetts Gaming Commission (“MGC”) adopted the Responsible Gaming Framework 2.0. The purpose of the Responsible Gaming Framework was to inform gambling regulation in Massachusetts and provide an overall orientation to responsible gaming practice and policy adopted by the MGC and gaming licensees. In June 2021, following the legalization of sports wagering in the Commonwealth, the MGC published a paper, “Applying principles of the Massachusetts Gaming Framework to Sports Wagering Policy and Practice” (the “SW Paper”).

The purpose of this Responsible Gaming Program (the “Plan”) is to reflect the strategies outlined in the Responsible Gaming Framework and the SW Paper and to establish detailed practices and procedures for assuring effective implementation. In particular, this Plan includes Encore Boston Harbor’s commitments to:

- Provide ongoing education to employees about responsible gaming and their role in promoting a responsible gaming environment.
- Require that all employees participate in MGC-approved responsible gaming employee training programs.
- Reduce the risk of employee gambling-related problems through policies and practices inclusive of educational programs and resources for employees in need of assistance.
- Ensure that an appropriate level of awareness relating to responsible gaming is maintained throughout the licensed organization and key contractors, so that responsible gaming is made an integral part of daily operations.
- Provide employees with clear statements of expectations and responsibilities, including an emphasis on the importance of employees in promoting responsible gaming and creating a healthy gambling environment.
- Designate responsible gaming duties for senior management and other leadership positions.

- Support and collaborate with on-site GameSense programs and initiatives to integrate initiatives into Encore Boston Harbor daily operations.
- Adopt, implement, and maintain responsible gaming practices that are culturally and linguistically appropriate to staff and patrons.

II. Time Line for Implementation

This Plan shall be effective as of the commencement of gaming operations at Encore Boston Harbor. All Encore Boston Harbor employees will be trained with respect to this Plan prior to the commencement of gaming operations and an annual refresher will be required.

III. Responsible Gaming Committee

Encore Boston Harbor shall establish a Responsible Gaming Committee comprised of, at a minimum, the individuals serving in the following positions:

- A. President
- B. Senior Vice President and General Counsel
- C. Executive Vice President – Operations
- D. Vice President – Human Resources
- E. Executive Director – Security
- F. Internal Audit Manager
- G. Director of Surveillance

The Responsible Gaming Committee will be chaired by the General Counsel of Encore Boston Harbor and will meet on a quarterly basis to evaluate the effective implementation of the Plan through internal audits, surveying employees, and reviewing relevant data.

The Responsible Gaming Committee shall be responsible for:

- (i) Maintaining appropriate records relating to the practices in the Responsible Gaming Framework and in this Plan;
- (ii) Providing responsible gaming-related updates to MGC partners, as requested;
- (iii) Submitting an annual Responsible Gaming Plan progress report according to MGC standards;
- (iv) Participating in and cooperating with MGC-sponsored responsible gaming program evaluation research;
- (v) Fully engaging in responsible gaming program reviews conducted or sponsored by MGC; and
- (vi) Utilizing evaluation and review findings to strengthen responsible gaming practices.

IV. Strategies for the Prevention of Problem Gaming

In accordance with the broad strategies set forth in the Responsible Gaming Framework, Encore Boston Harbor has established the following programs and information resources to implement responsible gaming:

A. Commitment to Corporate Social Responsibility

As described above, Encore Boston Harbor has committed to the establishment of a Responsible Gaming Committee comprised of members from key leadership positions that will have primary responsibility for the implementation of the practices and procedures set forth in this Plan.

B. Support Positive Play

Recognizing that the majority of casino-gaming patrons engage in “positive play” (i.e., exhibit no sign of problems or concerns regarding their gaming), Encore Boston Harbor will implement the following initiatives to assist players in avoiding persistent negative experiences:

1) Informed Decision Making

In an effort to ensure that patrons have the information they need to make gambling decisions, Encore Boston Harbor, in conjunction with GameSense, will ensure that there are written materials available to patrons in strategic locations throughout the gaming area that provide information regarding how gambling works, play activity, use of self-assessment tools, and options available for help.

Brochures, to be developed by GameSense will be available at the GameSense Information Center, the Encore Boston Harbor Rewards desk, the Cashier’s Cage, Credit Issuance Locations, and the Security Desk. ~~The~~ Both the 24-hour Massachusetts Problem Gambling Helpline toll-free number and website information and GameSense contact information will feature prominently on these brochures. All employees on the gaming floor will be trained with respect to the content of the brochures and where they can be obtained. If any patron inquires about problem gambling issues, all employees on the gaming floor will be trained to discreetly escort the patron to the GameSense Information Center or to summon a GameSense Advisor.

2) Play Information and Management Systems

Encore Boston Harbor has committed to enhancing informed player choice through the implementation of voluntary play information and management systems. Encore Boston Harbor launch PlayMyWay, a budget-setting tool for slot machine play in 2022. As technology is still under development with respect to this management system, Encore Boston Harbor has committed to working with its system provider and the MGC to facilitate the development and implementation of the management system.

In addition to the play management system, patrons of Encore Boston Harbor's Rewards Card program will receive an initial "Welcome email" which will include a notification directing patrons to create and log into their Rewards Card online account where they may view a monthly statement of their recorded wins and losses. Individuals in the voluntary self-exclusion program will be allowed to access their Rewards Card online account to obtain win/loss statements in the same manner as individuals who are not in the voluntary self-exclusion program; however, they will be denied access to all other aspects of Encore Boston Harbor's Rewards Card program. Encore Boston Harbor's Rewards Card desk will also have collateral available with instructions on how to access win/loss statements.

[Access to their win/loss statements enable patrons to make informed decisions about their gaming expenditures and helps patrons manage the total amount spent.](#)

3) GameSense Information Center

In an effort to maximize the acceptance of the program by the public and to bring a unified approach to responsible gaming messaging throughout the Commonwealth, the MGC adopted the GameSense brand from the British Columbia Lottery Corporation ("BCLC") after proactively identifying the program as the most robust responsible gaming program in the world. GameSense is an innovative, player-focused responsible gaming program that encourages players to adopt behaviors and attitudes that reduce the risk of developing gambling disorders. GameSense combines recommendations on responsible gaming with interactive tools and exhibits meant to engage patrons at Massachusetts casinos and through various digital platforms, including its comprehensive website and associated social media channels.

Each gaming establishment in the Commonwealth is required to provide a GameSense Information Center to serve as an on-site responsible gaming resource staffed by third-party vendors contracted through the MGC. To receive maximum visibility, the GameSense Information Center at Encore Boston Harbor is located in a central ingress/egress point to the casino floor and serves as the patrons' central point of contact for information about programs to support positive play.

Programs include information about play management tools and enrollment assistance, educational tools to provide personalized feedback, materials on low-risk gambling guidelines, and information on how games work. The GameSense Information Center also serves as a primary location to obtain information on resources and programs to assist players and their family members if gambling becomes a problem. Individuals can learn about and enroll in voluntary self-exclusion programs at the GameSense Info Center. GameSense Advisors will be available during peak hours, and individuals will have access to a phone where they can call the 24-hour Massachusetts Problem Gambling Helpline.

GameSense Advisors receive extensive training in the areas of responsible gambling techniques, problem gambling behavior and local resources for help. Many GameSense Advisors come to the position with professional gaming experience which is useful in understanding patrons' needs.

Encore Boston Harbor employees will all be trained utilizing the GameSense branding and training materials. In addition, Encore Boston Harbor employees will be trained to direct patrons to the GameSense Information Center.

4) Voluntary Self-Exclusion

As required by statute, Voluntary Self-Exclusion programs are available to assist patrons who recognize that they have experienced a loss of control over their gambling and wish to invoke external controls. Encore Boston Harbor will inform the public and make available to patrons additional forms of Voluntary Self-Exclusion, including:

- Exclusion from marketing lists, including social casino sites;
- Exclusion from receiving house-credit and/or check-cashing privileges; and
- Physical exclusion from MGC-licensed gambling venues statewide.

Encore Boston Harbor will utilize an engaged approach, ensuring that the patron obtains the assistance needed, is responded to in a respectful, timely, and discreet manner, and feels supported. Encore Boston Harbor employees will be trained to direct any patron who expresses an interest in self-exclusion to the GameSense Information Center in accordance with Encore Boston Harbor's internal controls. In the event that a GameSense advisor is unavailable or the GameSense Information Center is temporarily closed, employees will locate an MGC gaming agent stationed at the property to assist the patron. In addition, designated Encore Boston Harbor security supervisors and above will be trained to enroll patrons. Other individuals may also be trained as necessary.

Individuals utilizing the Voluntary Self-Exclusion program will select the duration of their self-exclusion. At any time after the expiration of the selected duration of exclusion, an individual may request that his or her name be removed from the voluntary self-exclusion list by participating in a reinstatement session. During this brief session, the following topics will be covered: safe gambling tips, risks of gambling, and referrals to additional help, as appropriate.

Upon receipt of a "Voluntary Exclusion Advisory" from the Commonwealth of Massachusetts, the relevant departments (as described below) will update the list accordingly. The Executive Vice President – Operations will have the responsibility of ensuring that the individual's voluntary exclusion information is accurately entered into Encore Boston Harbor's player tracking system within seventy-two (72) hours of receipt. More detailed information around Encore Boston Harbor's commitment to, and enforcement of, voluntary self-exclusion can be found in the Encore Boston Harbor Voluntary Self-Exclusion Policy.

C. Promote Public Health and Safety Within the Physical Environment

Encore Boston Harbor recognizes that its commitment to corporate social responsibility extends beyond traditional responsible gaming provisions to broader daily operations designed to promote public health and safety as described below.

1) Prevent Underage Gambling

All Encore Boston Harbor employees shall be trained with respect to identifying legally underage persons who are engaged in gambling or who are loitering in gambling areas. Encore Boston Harbor takes the issue of underage gambling very seriously and has developed policies and procedures to prevent legally underage individuals from accessing the gaming floor or engaging in gambling activities.

Specifically, Encore Boston Harbor's security employees shall be stationed at all entrances to the gaming area and will patrol the gaming floor 24 hours a day/7 days a week. Security employees shall be required to request identification from any individual who appears to be less than thirty (30) years of age. Encore Boston Harbor's security personnel will have the responsibility of removing any legally underage individual from the gambling area in a safe, respectful, and timely manner and promptly informing the on-site MGC gaming agent of the incident. In addition, any employee who reasonably suspects that an underage individual is in the gaming area or consuming alcoholic beverages anywhere in Encore Boston Harbor has the obligation to request identification (or contact an Encore Boston Harbor security employee) to verify age.

Encore Boston Harbor will post signs in conspicuous locations throughout the gaming floor and at each entrance to the gaming floor that specifically prohibit admission for any individual under the age of twenty-one (21).

In addition to restricting access, Encore Boston Harbor shall ensure that legally underage individuals are prohibited from participating in Encore Boston Harbor's Rewards Card program. Every individual who signs up for Encore Boston Harbor's Rewards Card program will be required to provide identification to verify that such individual is over the age of 21.

Encore Boston Harbor's cashier's cage employees will be trained to request identification from any individual who appears to be less than thirty (30) years of age. Legally underage individuals will not be entitled to collect winnings or recover losses through any means and identifiable winnings or losses arising as a result of such prohibited play will be transferred to the MGC Gaming Revenue Fund. Further, any legally underage individual who is caught gambling at Encore Boston Harbor will be immediately escorted from the gaming floor and an MGC gaming agent will be notified.

2) Provide Protections Against Child Abandonment and Elder Neglect

Encore Boston Harbor has established policies and procedures for safeguarding unattended children and dependent elderly. All employees will be trained to be alert at all times for unattended minors or dependent elderly both inside and outside the Gaming Establishment.

Encore Boston Harbor employees are required to immediately notify their department manager or the Encore Boston Harbor security department of any such individuals and to remain watchful over such individuals until their manager or an Encore Boston Harbor security employee arrives.

Encore Boston Harbor security employees are required to remain with unattended minor(s) while reasonable steps are taken to reunite the minor(s) with the parent or legal guardian. If the minor(s) and legal guardian cannot be reunited, the appropriate authorities must be contacted.

Encore Boston Harbor's surveillance and security employees will monitor the premises (both inside and outside) for unattended minors. If Encore Boston Harbor's surveillance or security employee identifies an unattended child in a vehicle within Encore Boston Harbor's parking garage, Encore Boston Harbor shall (i) immediately report such incident to onsite IEB/MGC agents and the Everett Police Department and (ii) remain watchful over the minor(s) until the child is escorted to the Security Department or another safe location.

Encore Boston Harbor security employees shall take reasonable steps to reunite the minor(s) with the parent or legal guardian and to warn the parent or legal guardian of Encore Boston Harbor's policies with respect to unattended minor(s). Encore Boston Harbor may take more severe action depending on circumstances of the incident including, without limitation, banning the patron or notifying local law enforcement. In the event that Encore Boston Harbor is unable to identify or locate the child's parent(s) or legal guardian(s) within one (1) hour, an Encore Boston Harbor security employee will contact the appropriate agency for support.

3) Create Smoke-Free and Vape-Free Environments

Encore Boston Harbor complies with all federal, state and local laws regarding smoking within the Gaming Establishment. Smoking restrictions are in place to promote a safe and healthy environment for employees and patrons. Smoking or the use of electric cigarettes within the Gaming Establishment is strictly prohibited. Encore Boston Harbor has designated smoking areas outside of the Gaming Establishment and smoking or using electronic cigarettes in any other area of the property including walkways and the parking garage is strictly prohibited.

4) Serve Alcoholic Beverages Responsibly

Encore Boston Harbor has established policies and procedures concerning responsible alcohol service which provide for (i) employees to be trained with respect to responsible alcoholic beverage service; (ii) no service to legally underage individuals or visibly intoxicated individuals; (iii) casino guests who have been determined to be visibly intoxicated and to whom alcohol service has been suspended shall not be allowed to participate in any gaming activities; (iv) denying entry to visibly intoxicated individuals, and (v) no service outside of MGC approved hours.

In addition to those employees who are serving alcoholic beverages, employees of Encore Boston Harbor's gaming, surveillance, and security departments will be trained to identify visibly

intoxicated individuals. Encore Boston Harbor's security employees will be responsible for the removal of any visibly intoxicated individuals in a respectful, timely and safe manner with efforts to (i) locate a sober friend or relative that may have accompanied the patron to the Gaming Establishment who can provide transportation; (ii) offering to call a taxi or rideshare; (iii) offering to call a friend or relative; (iv) arranging for a night's lodging at a nearby facility (at the patron's expense); (v) escorting the patron to their room if they are staying at Encore Boston Harbor; or (vi) if none of the foregoing are viable options, providing the patron with a ride home, at no cost to the patron. Encore Boston Harbor's security employees will work closely with appropriate law enforcement if any patron becomes confrontational, disruptive, or attempts to drive while visibly intoxicated.

5) Assist Patrons in Need

Encore Boston Harbor has established policies and procedures to appropriately identify patrons asking for assistance or displaying signs of distress with respect to their gambling activities, threatening harm to themselves or others, displaying irrational behavior or speech, showing signs of medical needs, or suspected victims of human trafficking.

With respect to individuals asking for assistance or displaying signs of distress with respect to their gambling activities, as discussed above Encore Boston Harbor employees will work closely with GameSense Advisors to provide support.

In addition, Encore Boston Harbor's security employees will receive enhanced training to approach patrons exhibiting other signs of distress in a respectful, timely and discreet manner. Encore Boston Harbor has partnered with local non-profits to receive training and provide resources to patrons (e.g., with respect to any form of harassment, domestic abuse, and/or human trafficking). Encore Boston Harbor will work closely with appropriate law enforcement personnel if any individual appears to pose a threat to themselves or others.

6) Incorporate Responsible Gaming Features into Internet and Mobile Gambling Applications

As technology evolves and new tools and methods are developed that utilize internet and mobile devices, Encore Boston Harbor is committed to ensuring that appropriate responsible gaming features are considered in the design, development and delivery of gambling products and services.

7) Enforce Third Party Exclusions

Encore Boston Harbor will enforce the exclusion of all individuals who are banned from gaming establishments by an entity other than the excluded individual. The Executive Senior Vice President – Operations will have the responsibility of ensuring that the individual's third-party exclusion information is accurately entered into Encore Boston Harbor's player tracking system within seventy-two (72) hours of receipt.

D. Ensure Responsible Marketing

Encore Boston Harbor adheres to the advertising guidelines of the American Gaming Association's Code of Conduct for responsible gaming as set forth below:

Encore Boston Harbor's gambling advertising and marketing will:

- Contain a responsible gaming message and/or a toll-free help line number where practical;
- Reflect generally accepted contemporary standards of good taste; and
- Strictly comply with all state and federal standards to make no false or misleading claims.

Encore Boston Harbor's gambling advertising and marketing will not:

- Contain images, symbols, cartoon figures, celebrity/entertainer endorsements, and/or language designed to appeal specifically to children and minors;
- Feature anyone who is or appears to be below the legal age to participate in gambling activity;
- Be promoted on college or university campuses or in college or university publications;
- Contain claims or representations that gambling activity will guarantee an individual's social, financial, or personal success
- Be placed before any audience where most of the audience is ordinarily expected to be below the legal age to participate in gambling activity;
- Imply or suggest any illegal activity of any kind;
- Encourage people to play beyond their means;
- Exaggerate the chances of winning; or
- Encourage excessive or irresponsible play.

All Rewards Cards will contain a responsible gaming message and the helpline phone number.

E. Manage High-Risk Financial Transactions

Pursuant to applicable Massachusetts law, Encore Boston Harbor has developed internal control procedures designed to ensure all legal, statutory and regulatory requirements related to financial transactions are implemented. In particular, please see:

- Internal Control 138.40: Procedure for Acceptance of Checks, Cash Equivalents, Wire Transfers, and Credit/Debit Cards; Issuance of Counter Check (as approved by the MGC on April 25, 2019);

- Internal Control 138.43: Procedures for Establishing Patron Credit Accounts, and Recording Checks Exchanged, Redeemed or Consolidated (as approved by the MGC on February 28, 2019); and
- Internal Control 138.44: Patron Request for Suspension of Credit Privileges (as approved by the MGC on February, 2019).

F. Engaging the Community

Encore Boston Harbor is committed to continuous and meaningful engagement with its host, surrounding, and neighboring communities including with respect to addressing problem gambling and other health promotion. Encore Boston Harbor has formed strong alliances with entities and individuals within these communities for the purpose of learning, innovating, problem solving, and improving the community-at-large. Specifically, such engagement includes:

- Gathering patron comments and complaints, and responding to the same. Where relevant, integrating the information into strategic-decision making and community mitigation processes.
- Provision of opportunities for employees to anonymously voice relevant concerns or questions through a third-party provider. Where relevant, integrating the information into strategic-decision making and community mitigation processes.
- Designation of easy-to-access space within the casino property for a GameSense Information Center, and an office within the GameSense Information Center for private meetings between patrons and Encore Boston Harbor employees with concerns related to their gambling and counselors or other staff trained in crisis intervention, mental health triage, and the facilitation of a self-exclusion process.
- Active engagement with MGC-funded researchers to facilitate access to needed information (subject to privacy concerns) and enhance the exchange of information between evaluators and gaming licensees.

In addition, Encore Boston Harbor is committed to continued support of evidence-based research to inform its efforts with respect to responsible gaming.

V. Implementation of the Plan

The Plan shall be administered by the following positions (or their respective designees) who shall have the following responsibilities:

A. Responsible Gaming Committee – Shall have overall responsibility for developing, revising (subject to MGC approval), and implementing the Plan, in collaboration with MGC leadership. In addition, the Responsible Gaming Committee will have primary responsibility for evaluating the effectiveness of the Plan through internal audits, surveying employees, and reviewing relevant data. The Responsible Gaming Committee will also designate an individual

(or individuals) who will keep informed regarding research and best-practices regarding responsible gaming.

B. Senior Vice President and General Counsel – Shall serve as Chair of the Responsible Gaming Committee and shall be the primary point of contact with the MGC regarding responsible gaming initiatives.

C. Executive Vice President – Operations – Shall ensure that all individuals who have either voluntarily requested (i) exclusion from marketing lists, (ii) exclusion from receiving house-credit and/or check-cashing privileges, or (iii) physical exclusion from MGC-licensed facilities statewide and those individuals who have been placed on the exclusion list are properly entered into the appropriate databases and that effective tools are in place to ensure compliance.

D. Vice President – Human Resources – Shall ensure that all employees at Encore Boston Harbor have ongoing education about responsible gaming and their role in promoting a responsible gaming environment, inclusive of the requirement that all employees participate in MGC-approved responsible gaming employee training programs.

E. Gaming Employees – All gaming employees shall be trained with respect to (i) recognizing excluded individuals; (ii) identifying legally underage persons who are engaged in gambling or who are loitering in gambling areas; and (iii) identifying visibly intoxicated patrons.

F. Cashier's Cage Employees – All cashier's cage employees shall be trained with respect to (i) recognizing excluded individuals; ii) identifying legally underage persons who are engaged in gambling or who are loitering in gambling areas; and (iii) appropriately facilitating check-cashing privileges/exclusions.

G. Surveillance Employees – All surveillance employees shall be trained with respect to (i) recognizing excluded individuals; (ii) identifying legally underage persons who are engaged in gambling or who are loitering in gambling areas; and (iii) identifying visibly intoxicated patrons.

H. Security Employees – All security employees shall be trained with respect to (i) recognizing excluded individuals; (ii) identifying legally underage persons who are engaged in gambling or who are loitering in gambling areas; and (iii) identifying visibly intoxicated patrons. The security employees shall be responsible for removal of any of the foregoing from the gambling area in a respectful, timely and discreet manner and for promptly notifying an MGC gaming agent. In addition, security employees will receive enhanced training on responsible gaming matters to include specific procedures for assisting individuals in signing-up for responsible gaming options and responding to individuals who have asked for assistance and/or who are exhibiting behaviors that are disruptive to others, displaying emotional distress, or showing symptoms of medical need. Security employees will work closely with GameSense advisors to ensure that they are treating all individuals with dignity.

I. GameSense Advisors - GameSense Advisors will provide responsible gaming advice and resources to patrons and employees. They will be the primary contact for enrolling individuals for statewide self-exclusion. The GameSense Advisors will also assist Encore Boston Harbor in training all employees.

J. Casino Marketing Employees - All casino marketing employees shall be trained to ensure that no individuals who are excluded or legally underage shall receive any player club privileges, comps, or marketing materials. Casino marketing employees shall provide information regarding GameSense information and programs to patrons signing up for Encore Boston Harbor's Rewards Card program.

K. Food and Beverage Employees - All food and beverage employees shall be trained to implement a responsible beverage program. Specifically, these employees shall be responsible for preventing service of alcohol to legally underage individuals and patrons who appear to be visibly intoxicated. All food and beverage employees who serve alcoholic beverages shall be required to obtain and maintain Training and Intervention Procedures ("TIPS") certification.

L. All Employees - All employees shall be trained to be diligent with respect to patrons who seek assistance, who are exhibiting behaviors that are disruptive to others, are displaying emotional distress, or showing symptoms of medical need. Employees shall be trained to seek assistance from relevant stakeholders (e.g., GameSense advisors and Security Personnel) and to provide respectful, timely and discreet assistance. All employees will be trained with respect to the services offered by GameSense and the location of the GameSense Information Center within Encore Boston Harbor.

VI. Internal Audit

Certain elements of this Plan shall be subject to an annual audit (at a minimum) by Internal Audit. Such reviews will include, but shall not be limited to, the following:

- A. Is the proper signage posted concerning problem gaming, underage gaming, unattended minors, and alcoholic beverage consumption.
- B. Is the responsible gaming training consistent with this Plan.
- C. On a sample basis, whether known excluded individuals are appropriately coded in relevant systems in accordance with this Plan.
- D. On a sample basis, review security incident reports regarding underage gambling, unattended minors, intoxicated persons, and excluded persons to determine if required procedures were followed.
- E. Review training records to ensure required employees received the trainings outlined in this Plan.
- F. Interview a sample of employees to determine whether they have necessary knowledge regarding Encore Boston Harbor's responsible gaming program.

VII. Conclusion

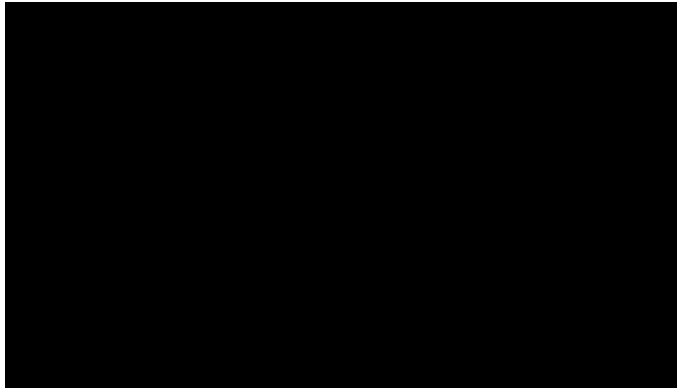
Encore Boston Harbor is committed to creating a healthy, safe, and enjoyable environment for its patrons and employees that promotes gaming for entertainment and facilitates informed choice.

Section E: RESPONSIBLE GAMING

E.2 ADVERTISING AND PROMOTIONAL PLANS

a. Estimated marketing budget in the Commonwealth

We estimate that we will spend approximately [REDACTED] in marketing in the Commonwealth during 2023. This marketing budget will be spread over a number of different marketing channels including digital ads, paid social, billboards, local radio stations, local TV stations, local print advertising, influencers, and in-person activations.



Section E: RESPONSIBLE GAMING

E.2 ADVERTISING AND PROMOTIONAL PLANS

b. Promotion and player loyalty programs

As set forth below, Encore Boston Harbor provides a three tier “Wynn Rewards” loyalty program. Based on gaming play and tier levels achieved, Wynn Rewards member benefits include free play, room offers, exclusive savings on dining, retail, spa, salon, overnight stays and more. Sports wagering guests will have the option of participating in the Wynn Rewards program and, depending on the level of play, they may be eligible for the associated benefits.

How to Earn Points

Points are earned when you play slots and video poker.

Slots: You play \$5 = 1 slot point

Video Poker: You play \$10 or \$20* = 1 point

*based on the game

Free Slot Play

How to Earn

For every 500 slot points earned using your Wynn Rewards card at Encore Boston Harbor, you will receive \$5 in free slot play. The minimum redemption amount for free slot play is 500 slot points for \$5. You have 30 days to redeem your free slot play once your slot points are converted. Slot points will expire after six months of inactivity.

How to Use

Use your free slot play in select reel and video poker machines. Enter your PIN to activate your free slot play. Visit any Wynn Rewards desk to set up your confidential 4-digit PIN which gives you access to your account.

COMPOLLARS

How to Earn

For reel slots, video poker machines, table games, and poker: comps are based on your average bet, type of game you play, and length of play. Having your play tracked is easy. Simply insert your Wynn Rewards card into the slot machine, or hand it to the dealer before table game play. Players are responsible for ensuring their play is being tracked.

Your comps. Your way.

COMPOLLARS can be redeemed for dining*, The Spa and The Salon, and at retail outlets. You have six months to redeem your COMPOLLARS.

All unused COMPOLLARS expire six months from the date earned.

To obtain your monthly win/loss statement, [click here](#) and sign into your Wynn Rewards card online account.

*Excludes Dunkin’.



Join. Play. Stay. New Member Benefits.

Guests who sign up for Wynn Rewards and earn 125 or more tier credits on their first day of play receive an overnight stay and free play offer. See below for more details.

Tier Credits	Overnight Stay	Free Play
125-249	Complimentary, Sunday through Wednesday*	\$25
250+	Complimentary, daily*	\$50

*Based on availability. Other terms and conditions apply.

Wynn Rewards 2022 Tier Benefits

Tier Credits		
	Red	0 - 6,999
	Platinum	7,000 - 69,999
	Black	70,000+

Status Period: 12 months

Gaming Benefits	RED	PLATINUM	BLACK
Earn and redeem slot points for free slot play at Encore Boston Harbor and Wynn Las Vegas	●	●	●
Earn COMPDOLLARS for playing slots and table games at Encore Boston Harbor	●	●	●
Bonus entry multipliers for select drawings and promotions	5X	10X	20X
Invitation-only access to select events, tournaments and promotions	●	●	●
Priority access for promotion and event entry		●	●
Birthday Bonus Free Play*		●	●
Priority slot service		●	●
No-fee check cashing			●
Personal Marketing Executive*			●

Experiences	RED	PLATINUM	BLACK
Complimentary Wynn Las Vegas hotel stay**			●
Complimentary annual Encore Boston Harbor hotel stay**		●	●
Invitation to Wynn Las Vegas golf experience**			●

Resort	RED	PLATINUM	BLACK
Exclusive hotel savings and offers at Encore Boston Harbor and Wynn Las Vegas	●	●	●
VIP check-in at Encore Boston Harbor			●
Priority valet service			●
Complimentary transportation to and from closest airport (with hotel reservation)			●
Private VIP parking at Encore Boston Harbor			●
Priority nightclub access (when available)			●
Savings on select service enhancements at The Spa and The Salon			●

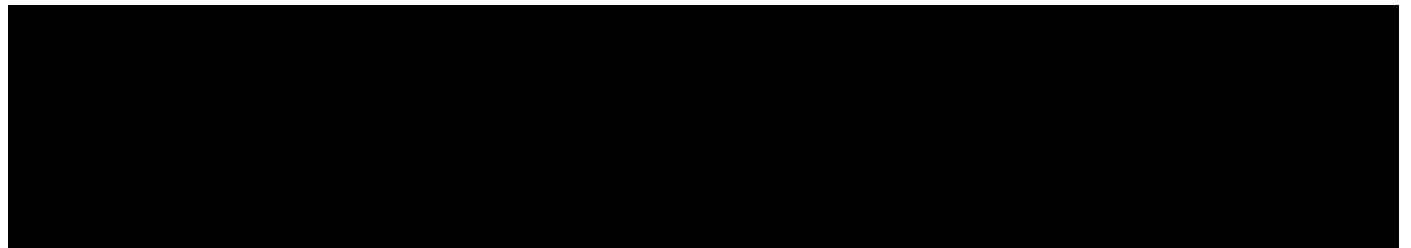
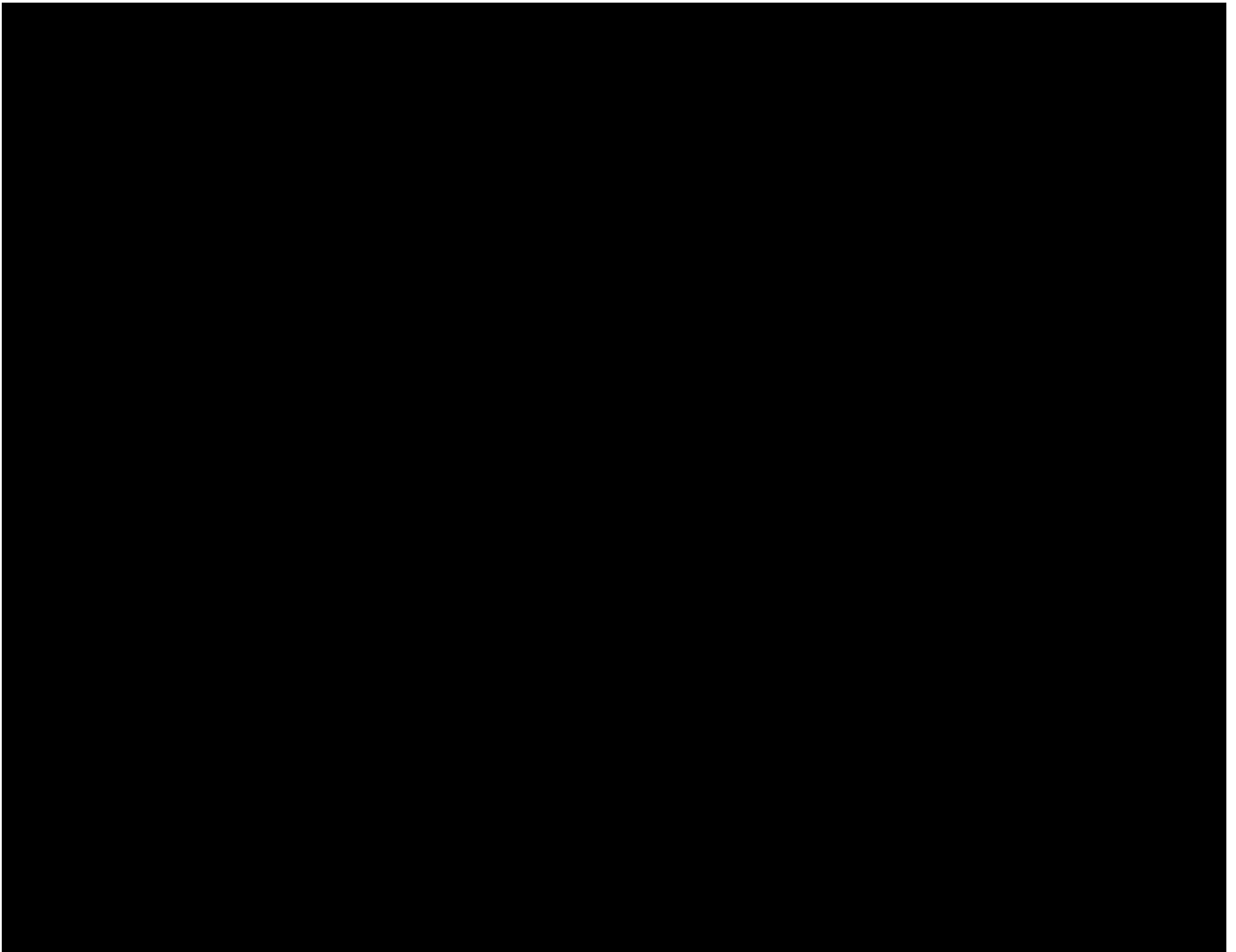
Dining	RED	PLATINUM	BLACK
Savings on cash dining purchases****	10%	15%	20%
Priority restaurant seating in all Encore Boston Harbor-owned restaurants			●
Preferred advance restaurant reservations			●
Black Tier Lounge access			●

Hero Benefits	RED	PLATINUM	BLACK
Upgrade to Platinum Tier	●		
Reserved parking conveniently located on level B3 at the Resort East entrance		●	
Reserved parking conveniently located on level B1 at the Casino North entrance			●
Access to special promotions		●	●

Section E: RESPONSIBLE GAMING

E.2 ADVERTISING AND PROMOTIONAL PLANS

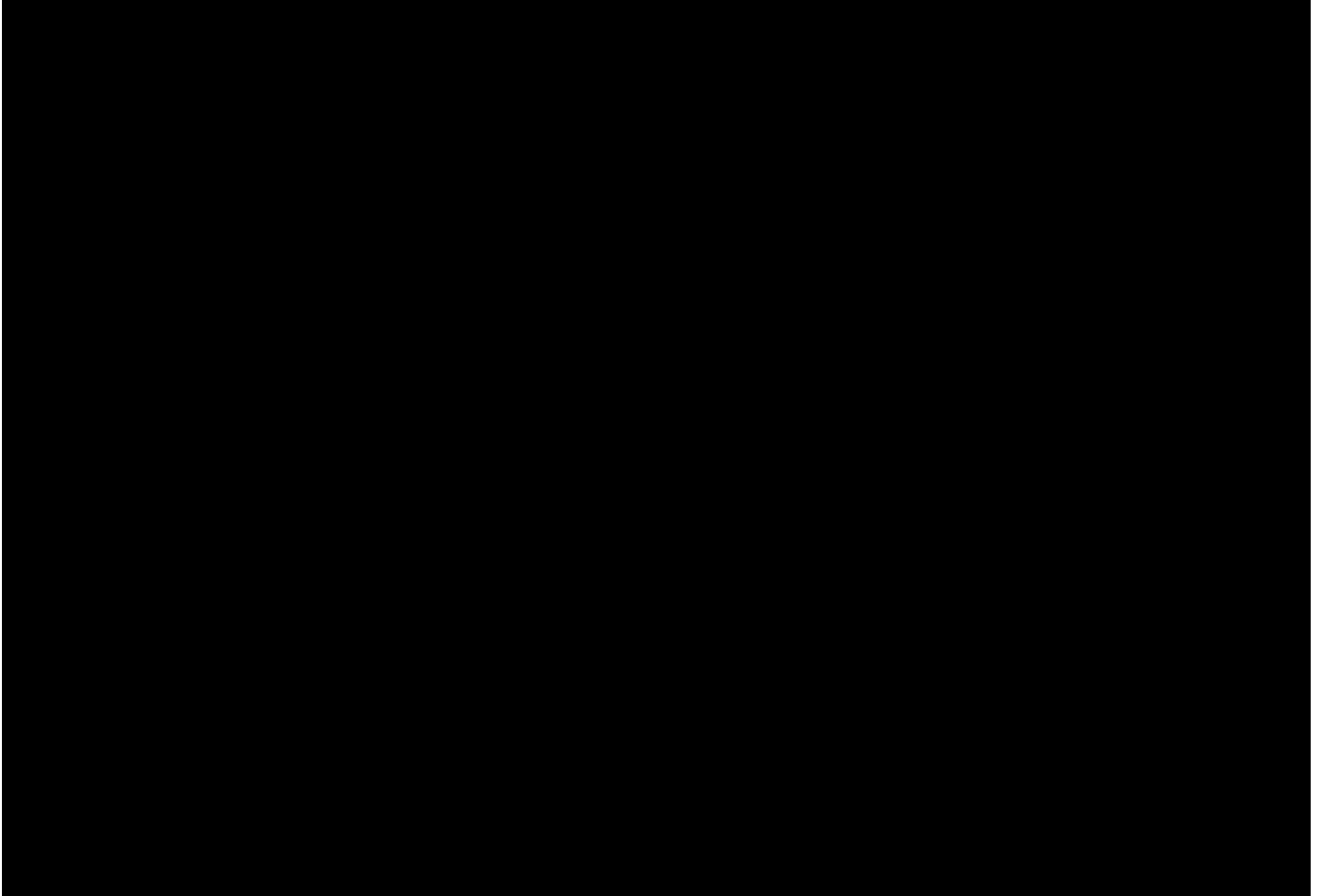
c. Advertising Plans



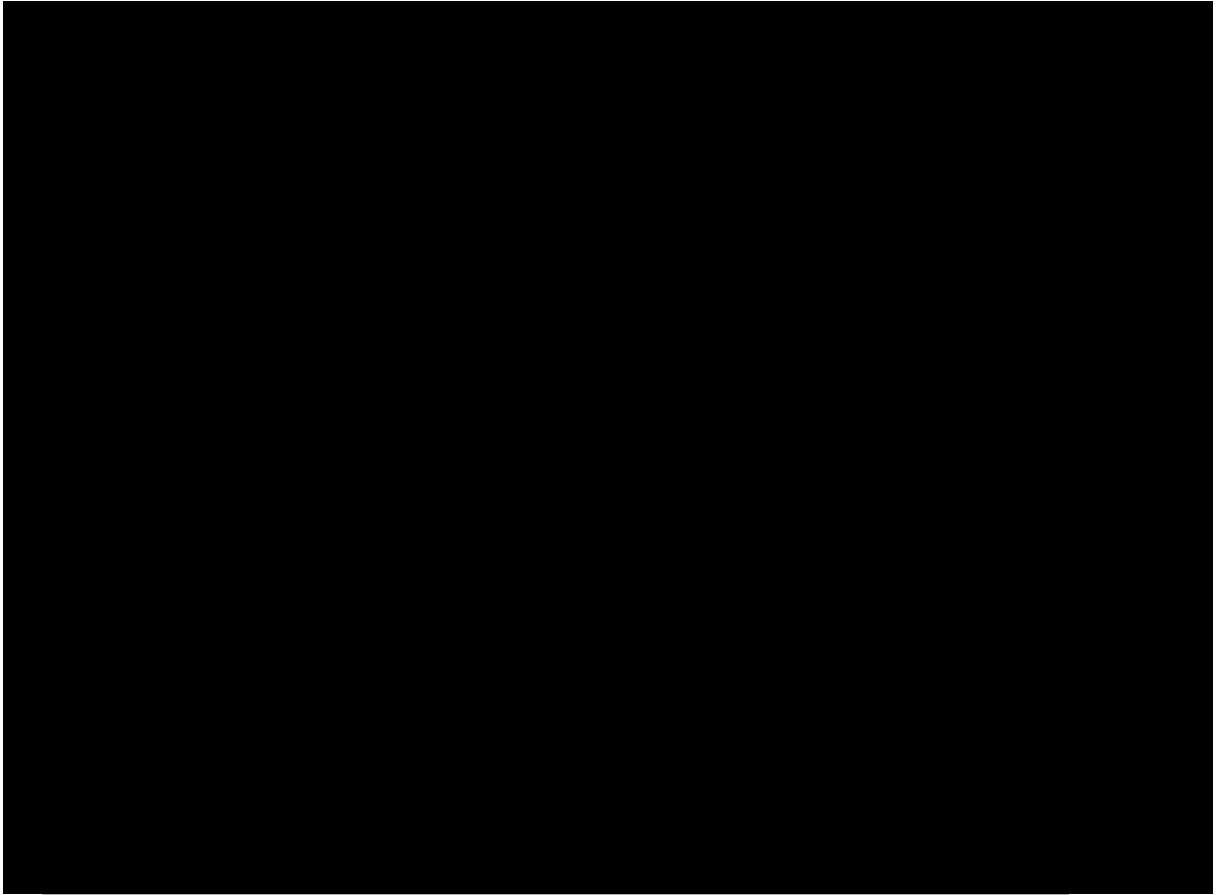
Encore[®]

BOSTON HARBOR

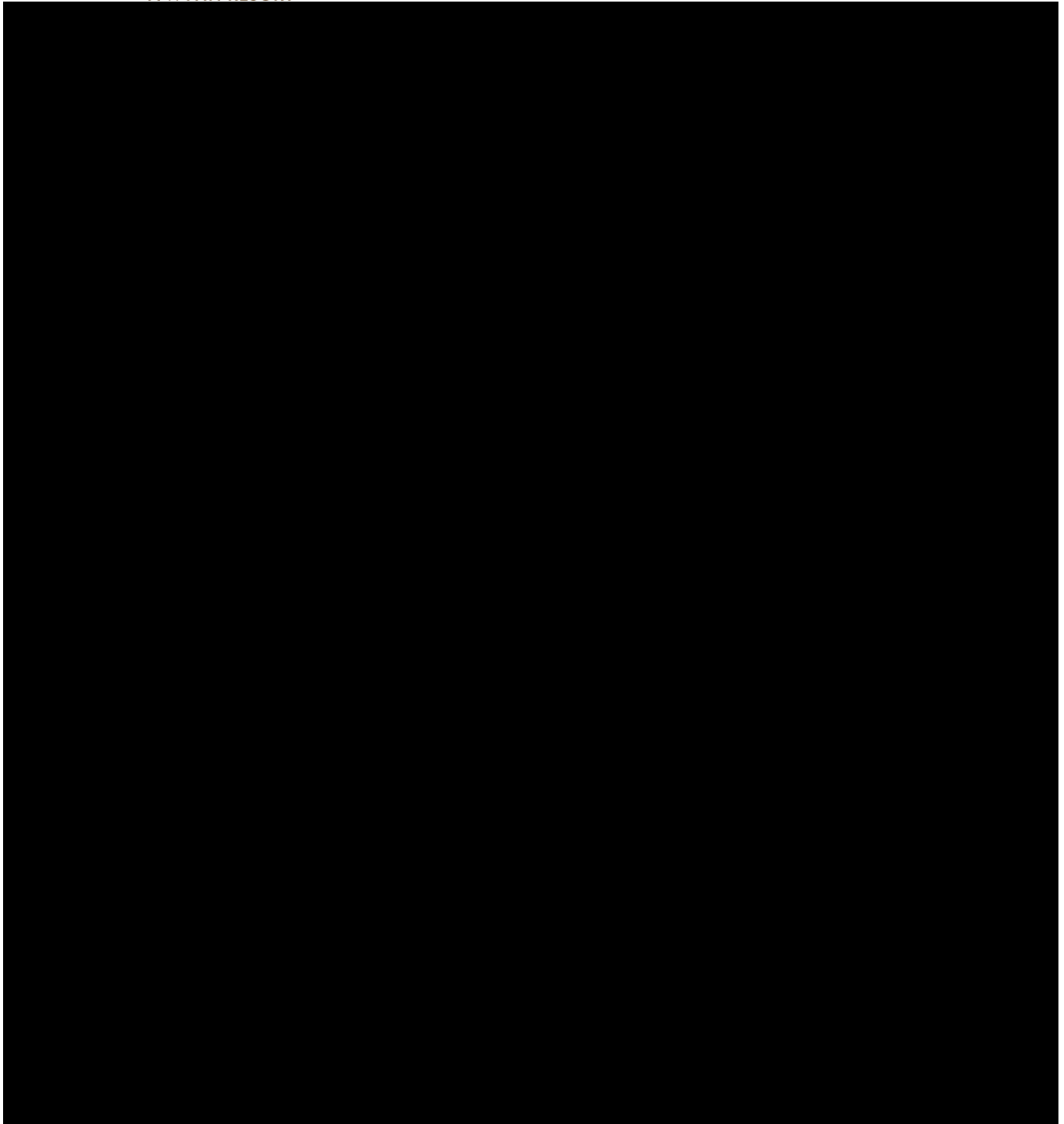
A WYNN RESORT



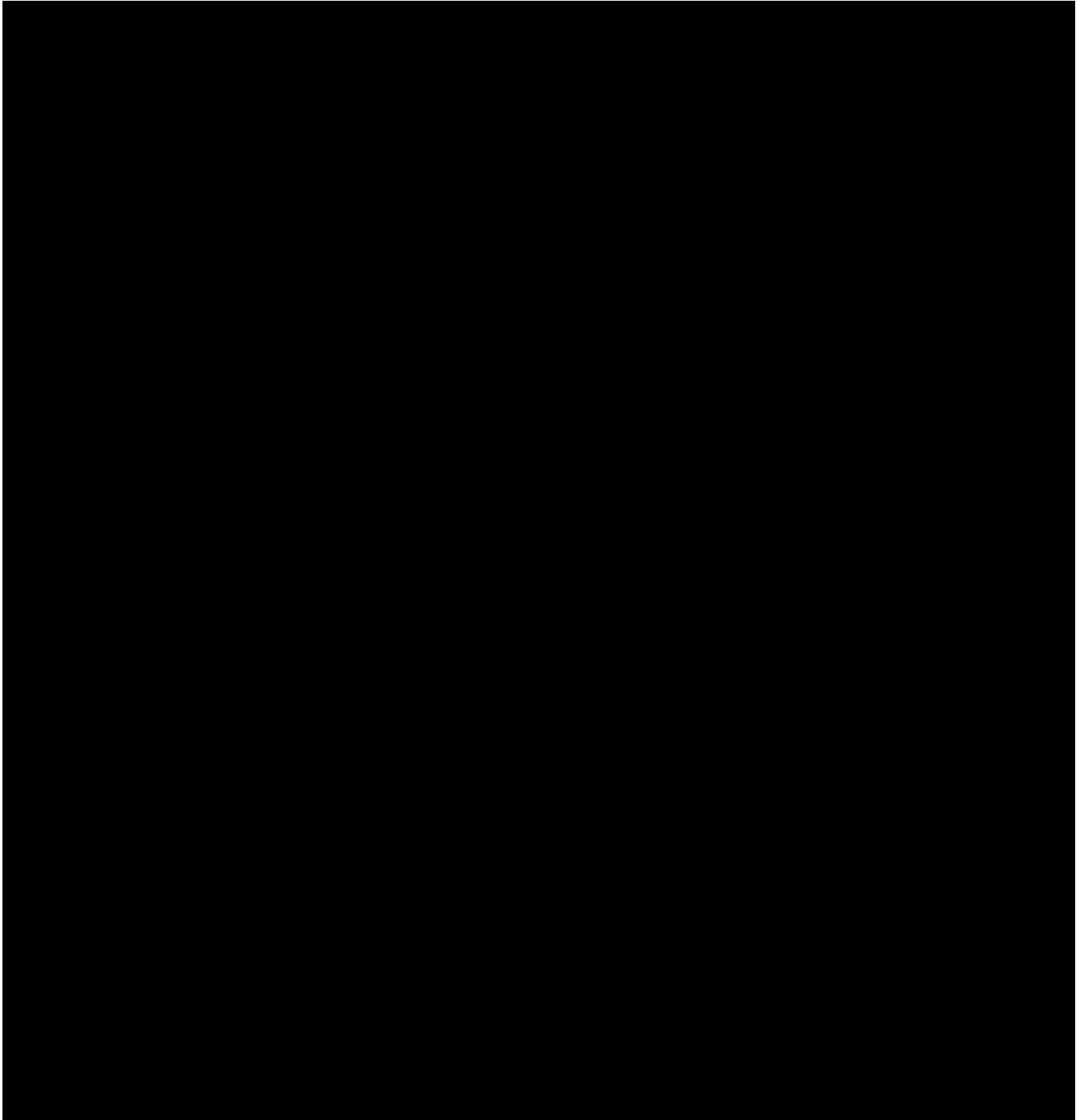
Encore[®]
BOSTON HARBOR
A WYNN RESORT



Example of Digital Ad



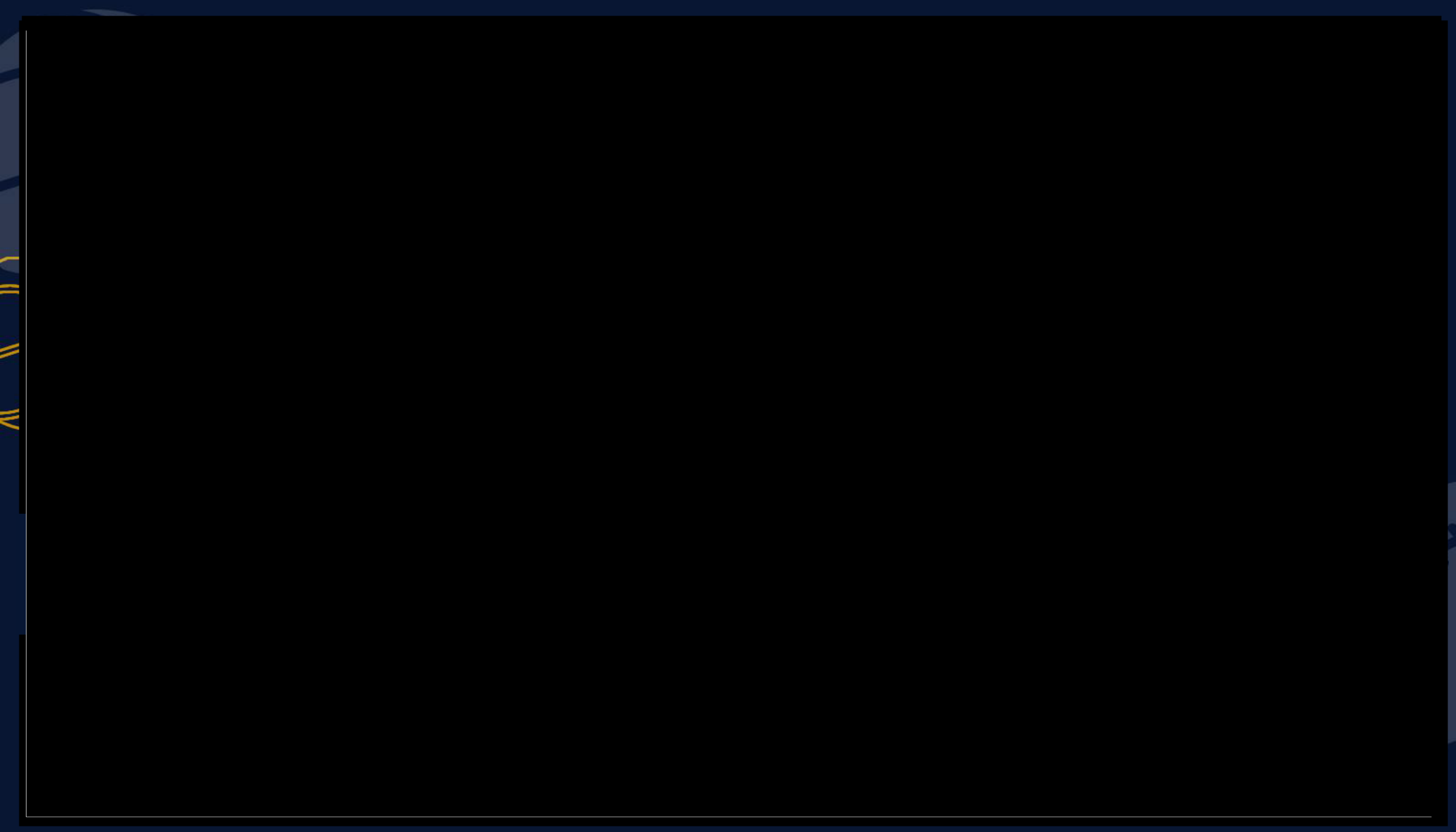
Example of Radio Script

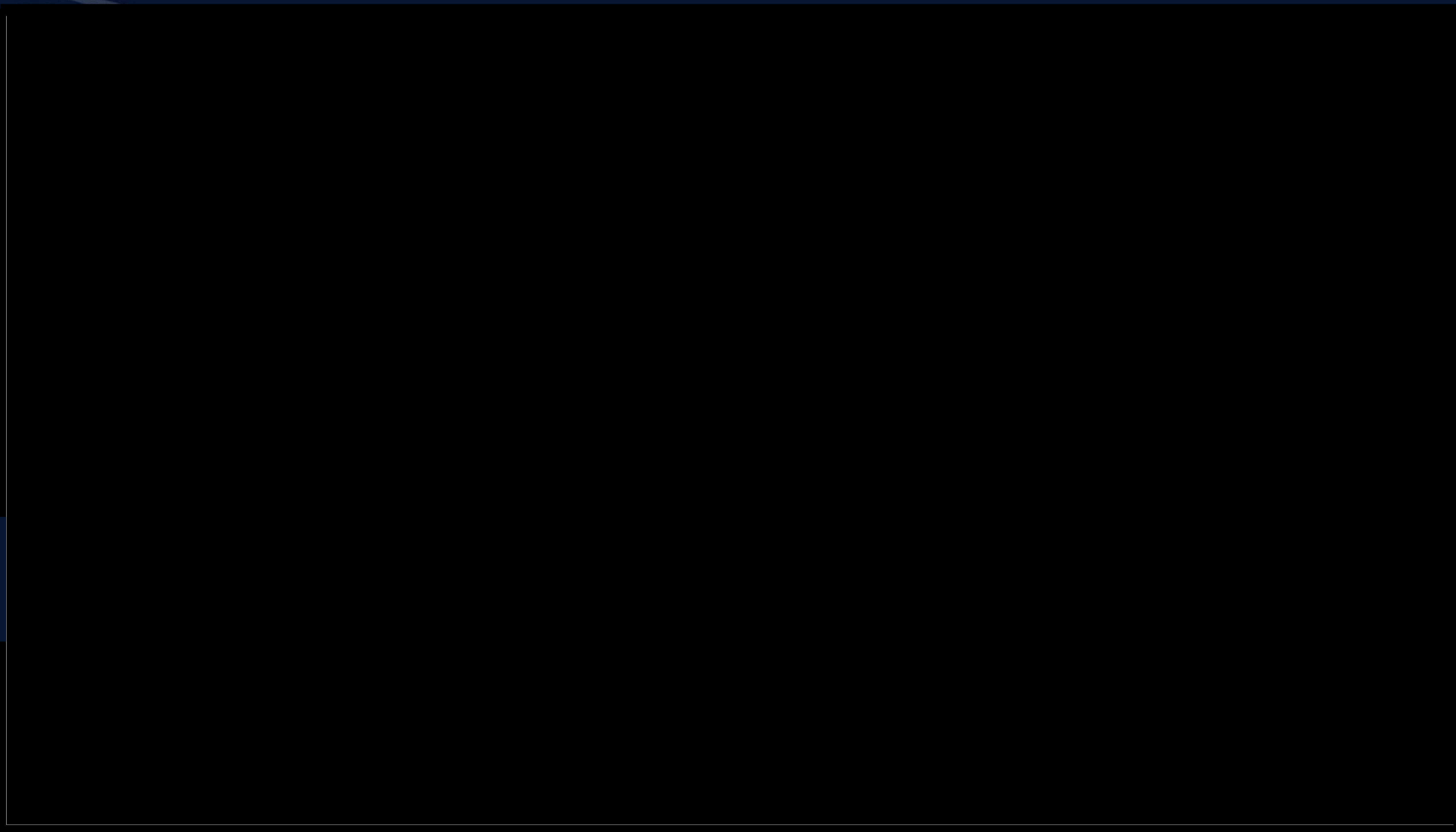


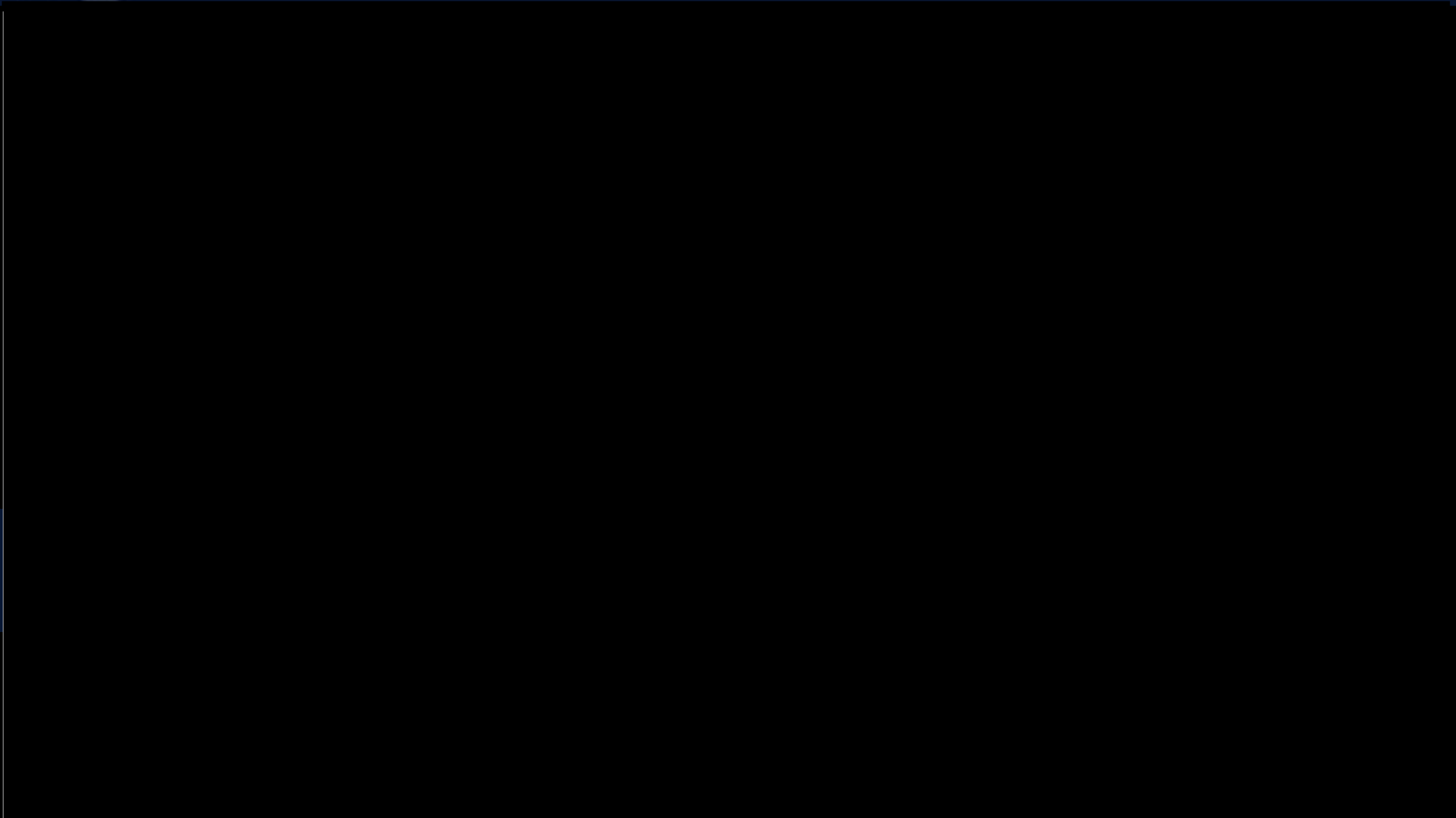
Example of Live Remote Radio Broadcast at the WynnBET Sportsbook

MASSACHUSETTS SPORTS MARKETING PLAN

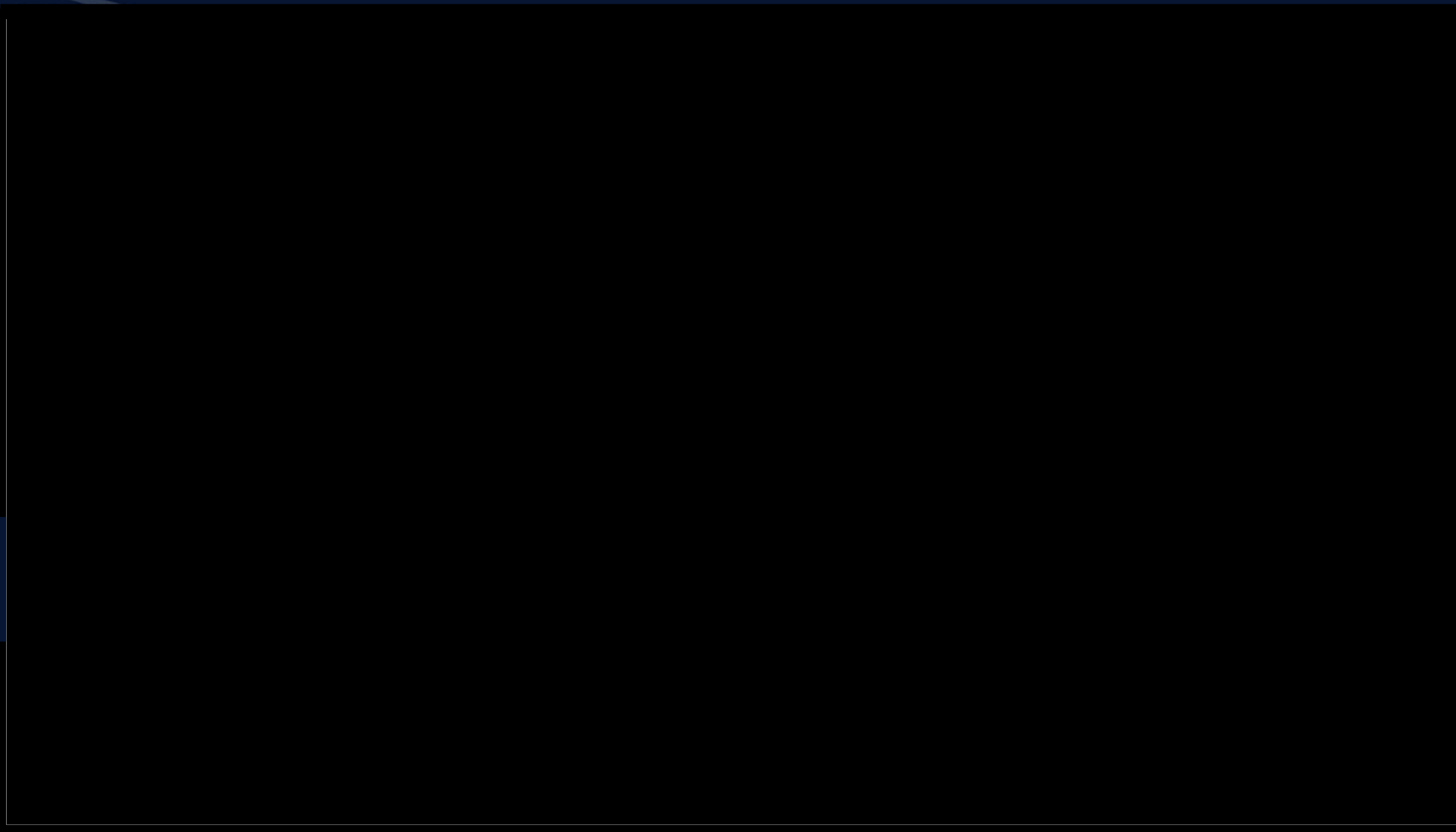


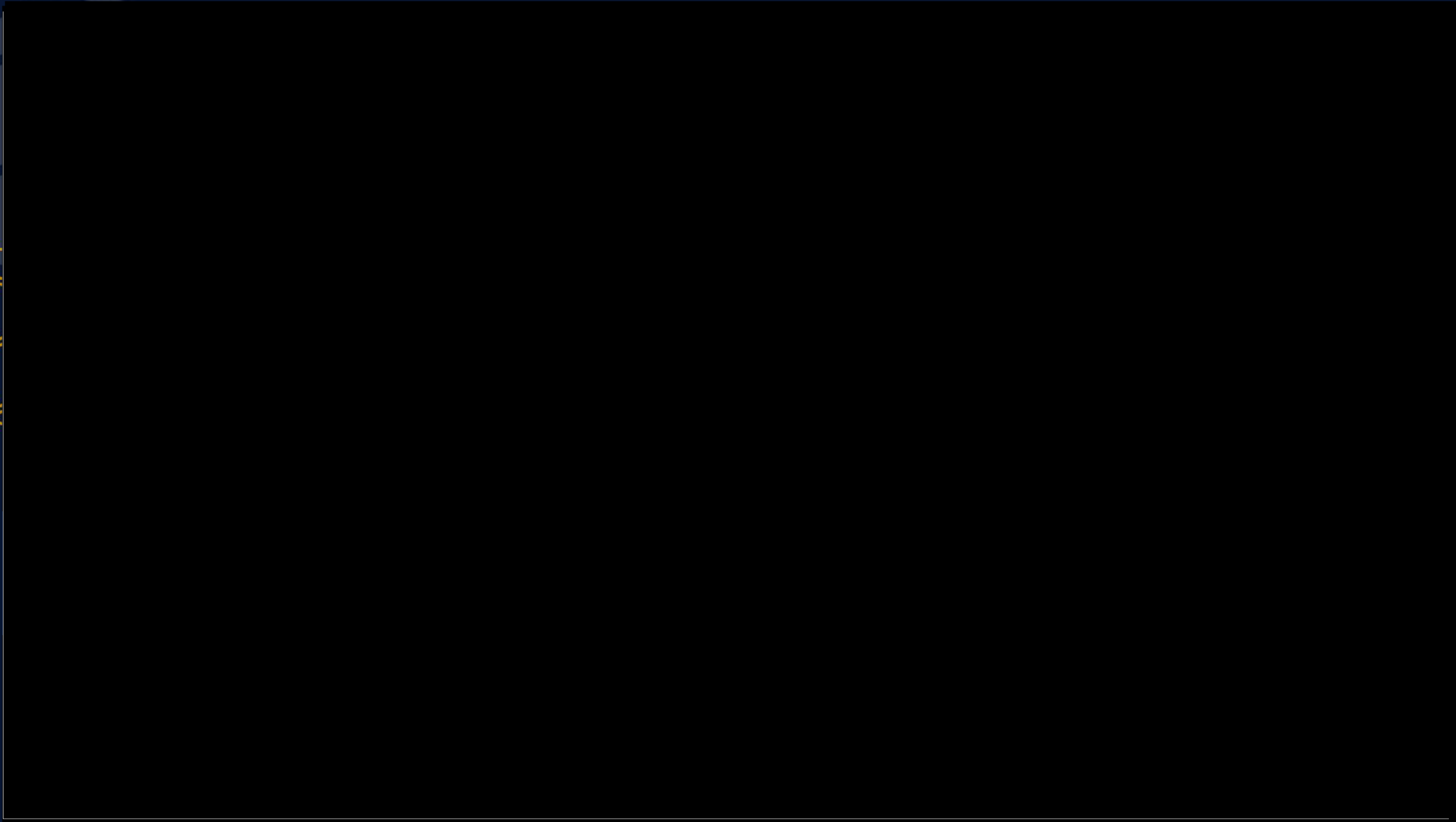




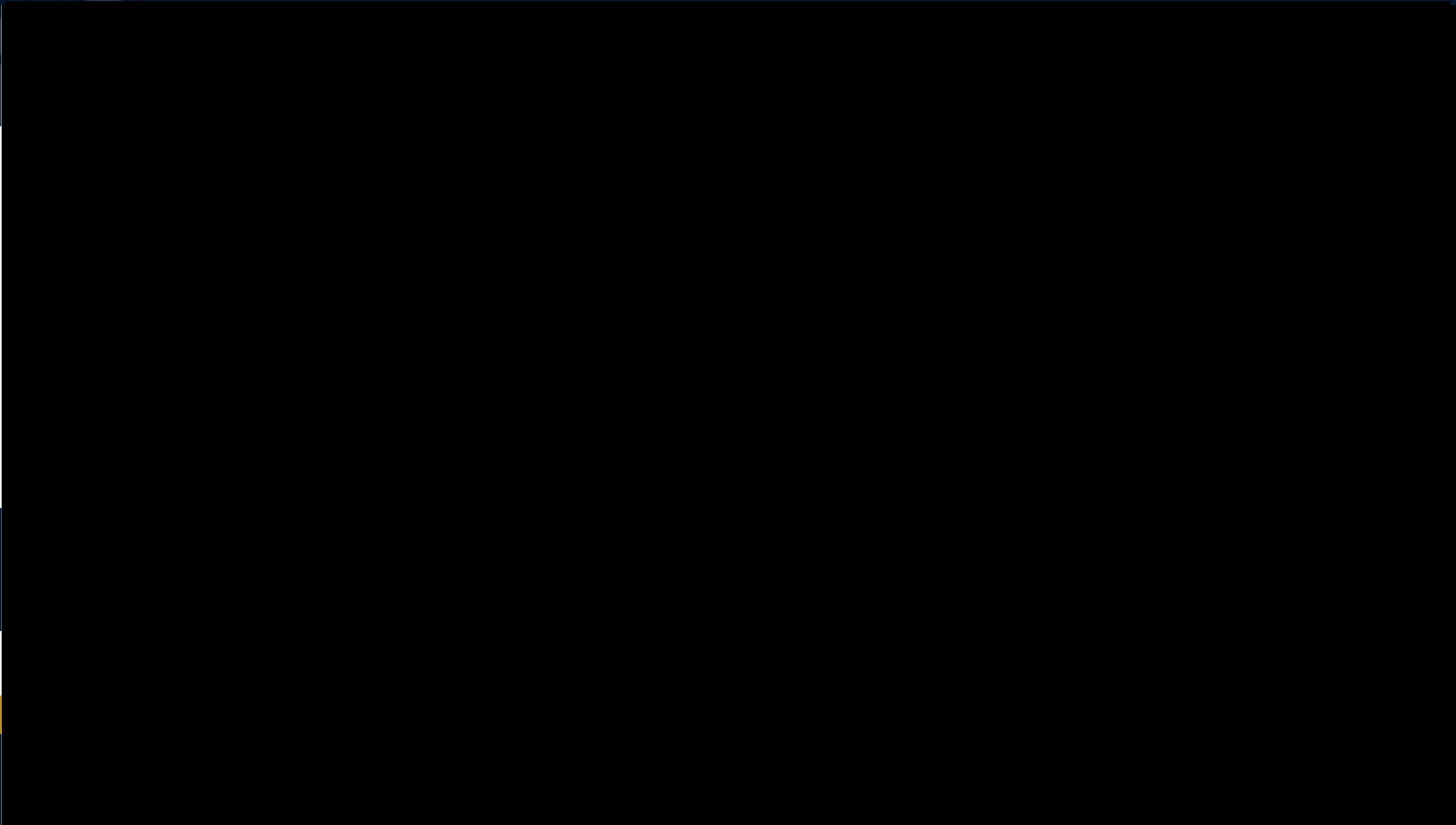


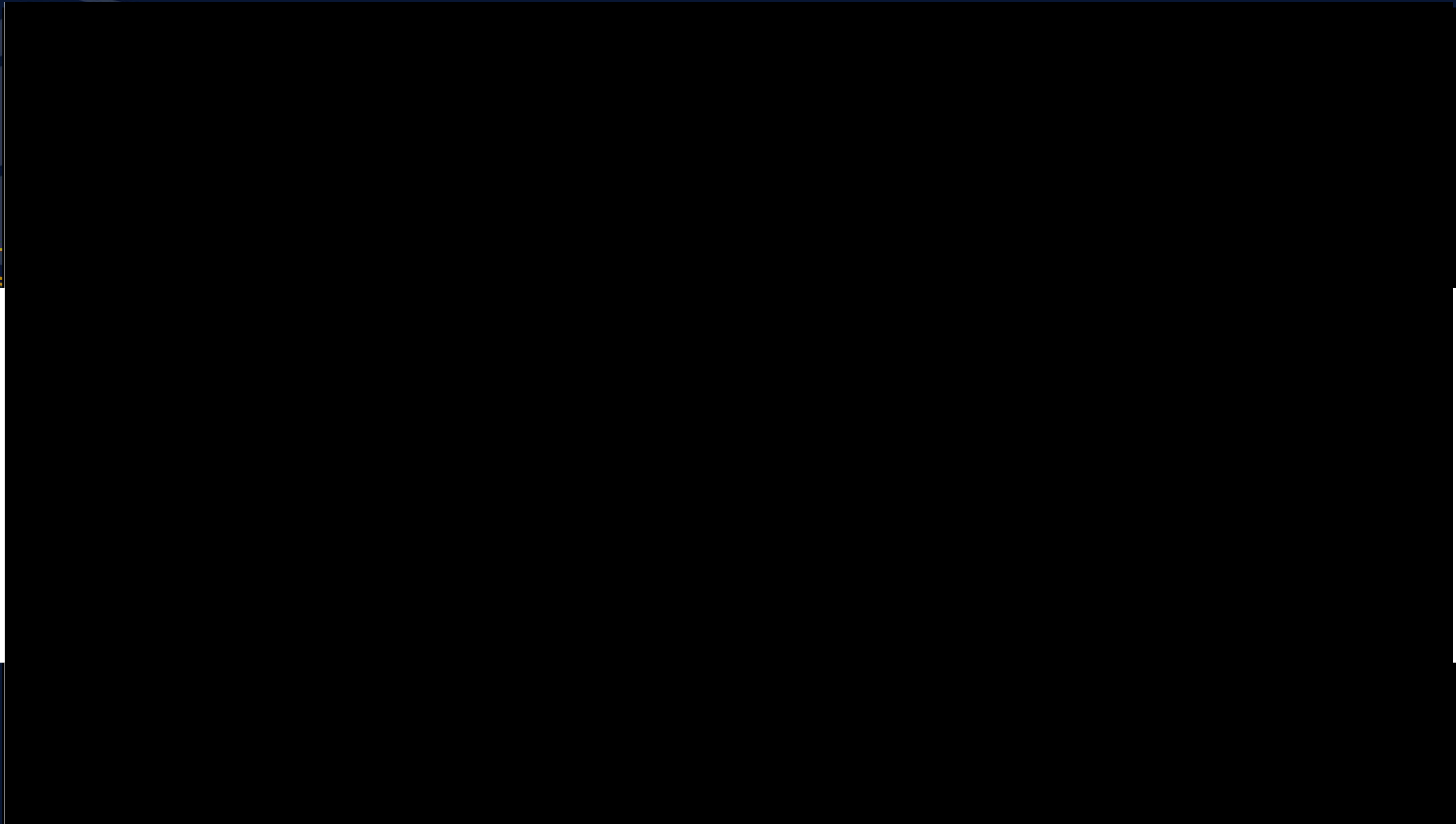


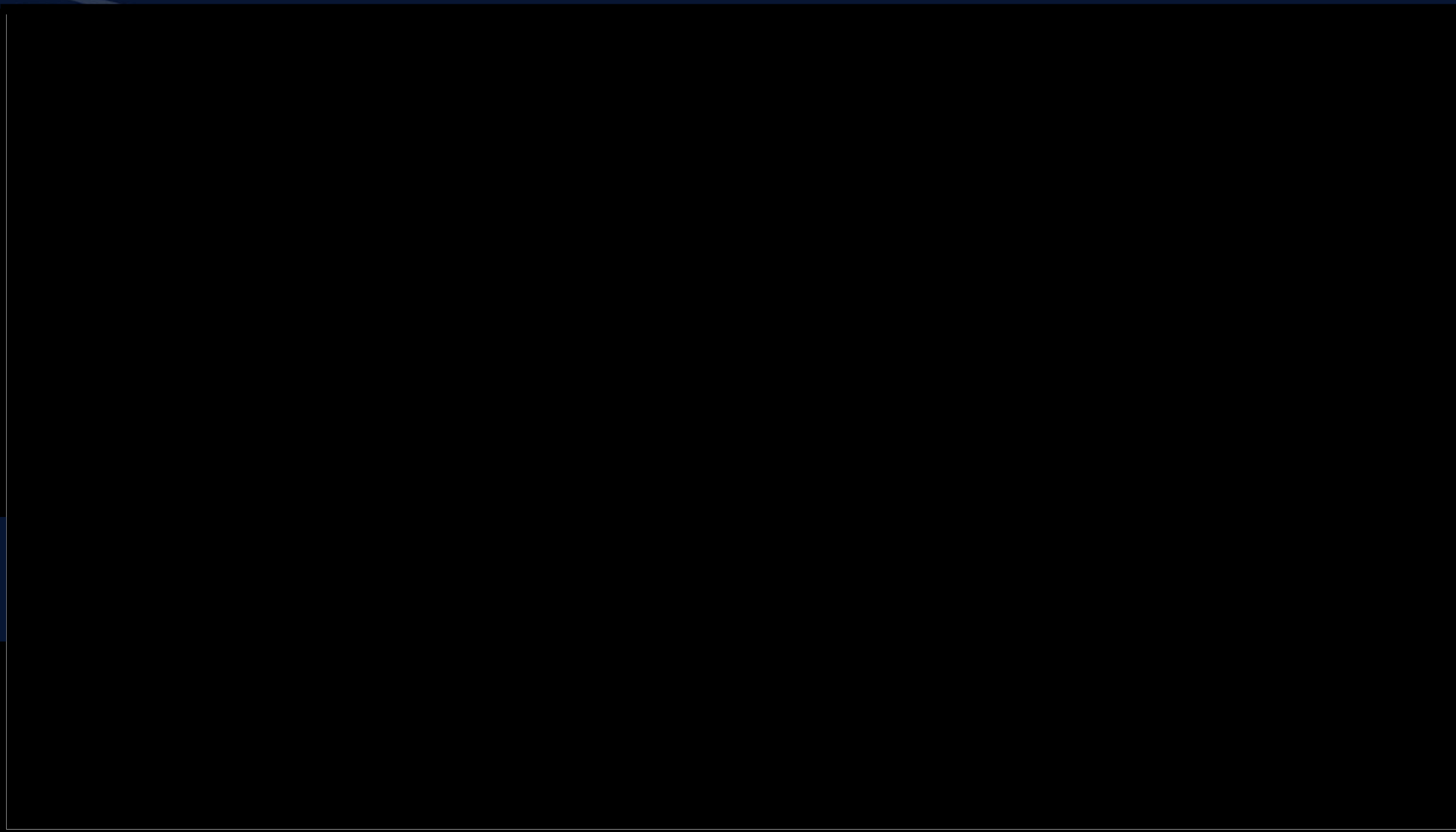


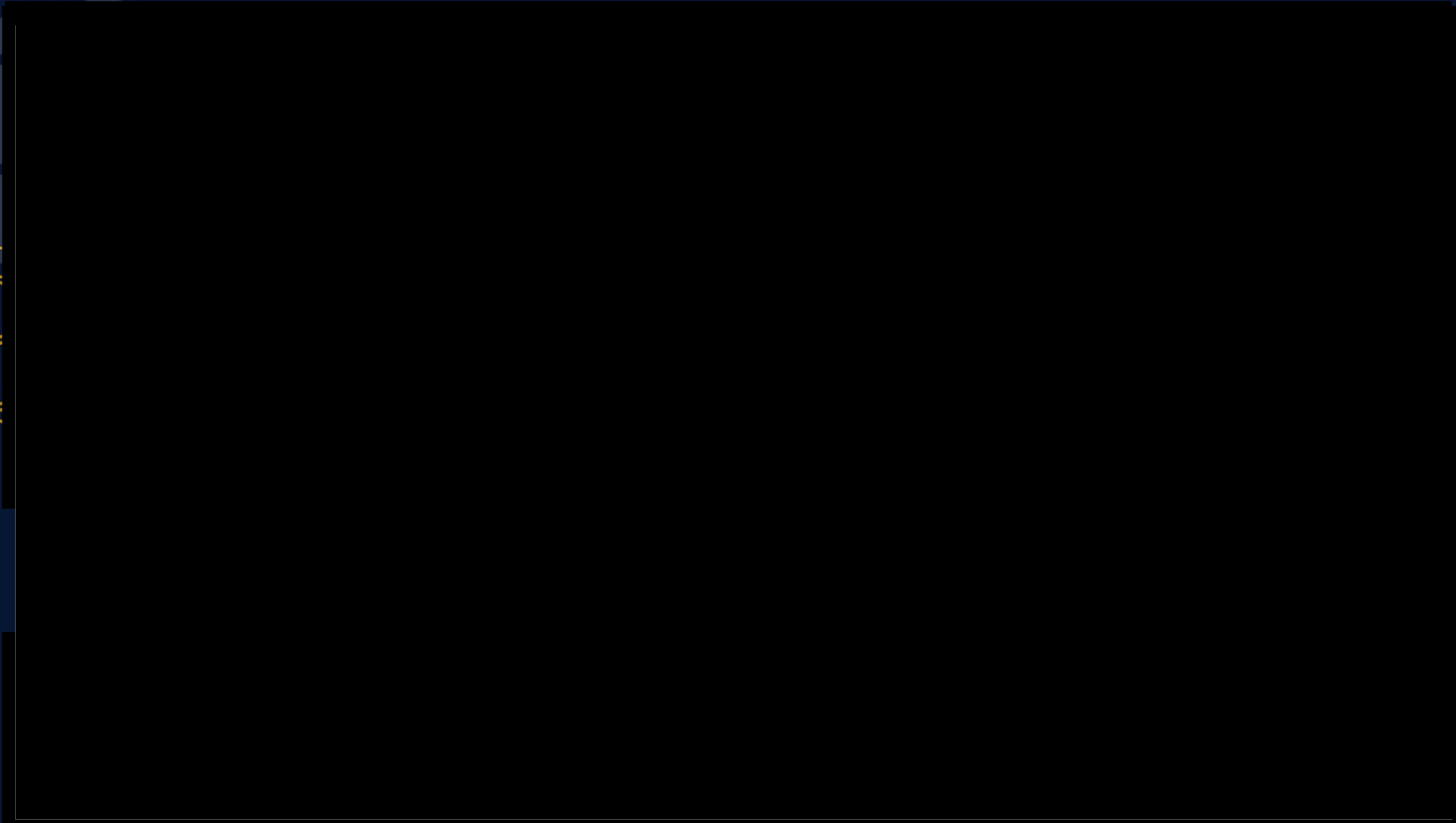


















Applicant: Encore Boston Harbor

Section E: RESPONSIBLE GAMING

E.2 ADVERTISING AND PROMOTIONAL PLANS

d. Measures to ensure that marketing reaches the target audience and not underage or vulnerable populations.

Consistent with our current marketing strategy, our marketing for sports wagering will be strategically targeted to ensure that the target audience is not underage or a vulnerable population. Digital marketing will be placed with focused audience targets that allows for messaging to only be seen by those at the legal gambling age. Radio and television buys will focus on programs that have an adult demographic and stations in which their main demographic, as measured by Nielsen, is persons above the age of 21. Additionally, any new database sign-ups and e-mail communications will be cross-referenced with the Voluntary Self-Exclusion list.



Applicant: Encore Boston Harbor

Section E: RESPONSIBLE GAMING

E.2 ADVERTISING AND PROMOTIONAL PLANS

e. Player acquisition models

We currently have partnerships and/or hospitality agreements with the [REDACTED]
[REDACTED]
[REDACTED] All outreach will be clearly targeted to persons above the legal gambling age and will include responsible gambling language.



Applicant: Encore Boston Harbor

Section E: RESPONSIBLE GAMING

E.2 ADVERTISING AND PROMOTIONAL PLANS

f. Plans to incorporate responsible gaming and problem gambling information.

Encore Boston Harbor has a deep understanding and knowledge of the Responsible Gaming Framework adopted by the Massachusetts Gaming Commission. Encore Boston Harbor is committed to supporting positive gambling behavior and to minimizing gambling harm. All marketing that promotes gambling in any fashion will include appropriate responsible gambling language.

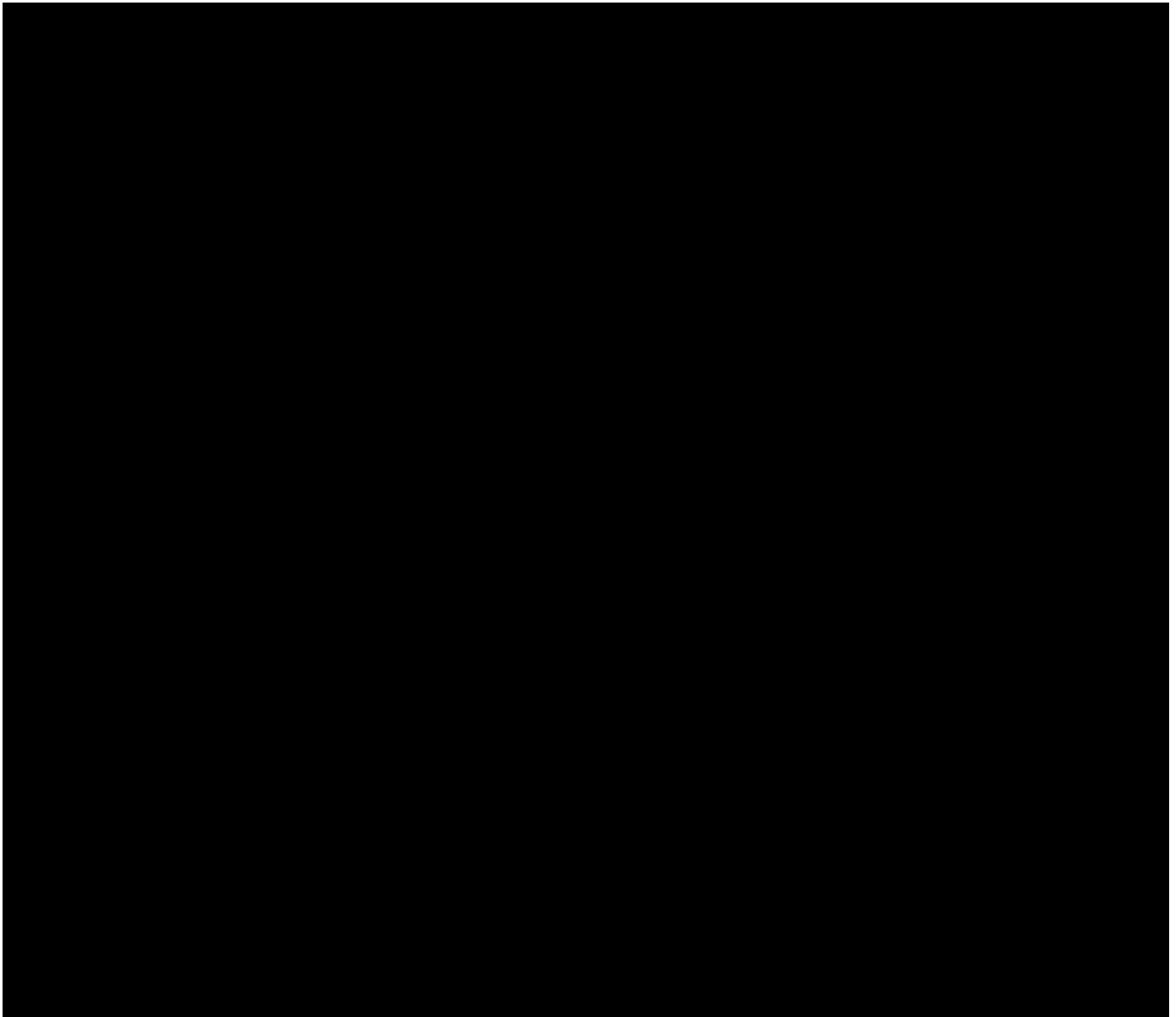


Applicant: Encore Boston Harbor

Section E: RESPONSIBLE GAMING

E.2 ADVERTISING AND PROMOTIONAL PLANS

g. Strategies for converting those customers wagering via unlicensed or illegal means to wagering legally in the Commonwealth



Section E: RESPONSIBLE GAMING

E.2 ADVERTISING AND PROMOTIONAL PLANS

h. Examples of marketing, advertising, and promotional materials/activities recently used in other jurisdictions.

Encore Boston Harbor does not currently provide sports wagering in other jurisdictions. However, Encore Boston Harbor will develop effective marketing, advertising, and promotional materials/activities in collaboration with its affiliate, WynnBET, that have been successful in other jurisdictions.

Example 1:



Example 2:

Ben Affleck, Shaquille O'Neal commercial: <https://www.youtube.com/watch?v=IFr0PpY5opo>



Section E: RESPONSIBLE GAMING

E.3 HISTORY OF DEMONSTRATED COMMITMENT

a. Promote responsible gaming within the gaming establishment or mobile application and in the community.

Encore Boston Harbor adopted a Responsible Gaming Plan reflecting the strategies outlined in the Massachusetts Gaming Commission’s Responsible Gaming Framework 2.0. Encore Boston Harbor has revised its Responsible Gaming Plan to incorporate the strategies outlined in the Massachusetts Gaming Commission’s paper, “Applying principles of the Massachusetts Gaming Framework to Sports Wagering Policy and Practice.” Our Responsible Gaming Plan implements the industry’s best practices for responsible gaming.

Encore Boston Harbor also partners with GameSense and the research team selected by the Massachusetts Gaming Commission. Most recently, Encore Boston Harbor launched PlayMyWay, a budget-setting tool for slot machine play. In addition, Encore Boston Harbor regularly partners with GameSense to bring awareness to responsible gaming for both guest and employees. All team members are trained to recognize the signs of problem gaming and work with our GameSense advisors to assist guests or team members needing help.





Applicant: Encore Boston Harbor

Section E: RESPONSIBLE GAMING

E.3 HISTORY OF DEMONSTRATED COMMITMENT

b. Assist patrons and users that are experiencing gambling-related harm.

All Encore Boston Harbor team members receive annual training to enable them to recognize the signs of problem gaming. Our team members work closely with GameSense advisors to identify and provide assistance to guests or team members needing help.



Applicant: Encore Boston Harbor

Section E: RESPONSIBLE GAMING

E.3 HISTORY OF DEMONSTRATED COMMITMENT

c. Cooperate and support any government or regulatory agencies to promote responsible gaming and/or mitigate gambling-related harm.

Encore Boston Harbor works closely with the Massachusetts Gaming Commission and GameSense advisors to promote responsible gaming and/or mitigate gambling-related harm. Encore Boston Harbor regularly participates in research projects, trainings, conferences, and discussions regarding this important subject. Encore Boston Harbor's team regularly updates its Voluntary Self-Exclusion lists to ensure that individuals who have enrolled in the Voluntary Self-Exclusion program are appropriately identified by Encore Boston Harbor.



Applicant: Encore Boston Harbor

Section E: RESPONSIBLE GAMING

E.3 HISTORY OF DEMONSTRATED COMMITMENT

d. List any membership or partnership with an agency or organization whose mission is in whole, or part, dedicated to responsible gaming or problem gambling.

Encore Boston Harbor partners closely with GameSense to promote responsible gaming. Wynn Resorts is also a member of the American Gaming Association and adheres to the American Gaming Association's Code of Conduct for Responsible Gaming.



Applicant: Encore Boston Harbor

Section E: RESPONSIBLE GAMING

E.3 HISTORY OF DEMONSTRATED COMMITMENT

e. List any awards or recognition the applicant has received, related to efforts to promote responsible gaming, or mitigating gambling-related harms.

A number of Encore Boston Harbor team members have been the proud recipients of the GameSense Awards of Excellence, issued by the Chair of the Massachusetts Gaming Commission. These awards honor team members who have incorporated responsible gaming into their daily roles.



Applicant: Encore Boston Harbor

Section E: RESPONSIBLE GAMING

E.3 HISTORY OF DEMONSTRATED COMMITMENT

f. List any fines, violations, citations, and/or corrective action required by the applicant in response to insufficient or improper policies, procedures, operations, advertising/marketing, and/or any other business related to sports wagering or other gambling enterprises.

In April 2019, the Massachusetts Gaming Commission held an adjudicatory hearing to determine the suitability of Wynn Resorts, Limited and Wynn MA, LLC, and certain of its individual qualifiers. On April 30, 2019, the Massachusetts Gaming Commission released a Decision and Order regarding the suitability of Wynn Resorts, Limited, Wynn MA, LLC, and its individual qualifiers concluding that Wynn Resorts, Limited, Wynn MA, LLC, and its individual qualifiers remained suitable to maintain the Region A Category-1 gaming license, subject to the fines and conditions set forth therein. In February 2019, the Nevada Gaming Commission also fined Wynn Resorts, Limited in connection with the same matter.



Applicant: Encore Boston Harbor

Section F: TECHNOLOGY

F.2 KNOW YOUR CUSTOMER

a. Ensure the integrity of the user's account information.

N/A



Applicant: Encore Boston Harbor

Section F: TECHNOLOGY

F.2 KNOW YOUR CUSTOMER

1. Ensure the integrity of a user's device if it indicates tampering or suspicious activity.

As it applies to Wynn Rewards members, we take appropriate technical and organizational measures to safeguard customer's personal information against loss, theft and unauthorized use, access or modification. We maintain information security policies, routinely test our security controls through internal and external audits, and maintain compliance with the Payment Card Industry Standard ("PCI DSS") and other applicable regulatory compliance requirements. We also require third party service providers acting on our behalf or with whom we share customer information to provide security measures in accordance with industry standards.

We advise all Wynn Rewards members in our privacy policy to not send payment card numbers or any other confidential personal information to us via email.



Applicant: Encore Boston Harbor

Section F: TECHNOLOGY

F.2 KNOW YOUR CUSTOMER

3. Notify the applicant of potential risks or fraudulent activity.

Unlike a sports wagering mobile app, Wynn Rewards members do not load money onto their account to gamble.

CAESARS[®] SPORTSBOOK

ACCESS NOTICE

Via Overnight Courier

October 17, 2022

Wynn Resorts, Limited
3131 Las Vegas Boulevard South
Las Vegas, Nevada 89109
Attention: Chief Financial Officer

Re: *Access Notice – Massachusetts*

Ladies and Gentlemen:

Reference is made to the Mutual Online Access Agreement, dated as of September 10, 2018 (the “Collaboration Agreement”), as amended by Amendment No.1 dated February 8, 2021, by and between Wynn Resorts, Limited, a Nevada corporation (hereinafter “you”) and William Hill U.S. HoldCo, Inc. (f/k/a to Caesars Interactive Entertainment, LLC), a Delaware corporation. Terms used herein but not otherwise defined shall have the meanings assigned to them in the Collaboration Agreement.



Very truly yours,

WILLIAM HILL U.S. HOLDCO, INC.

By: 

Name: Daniel Shapiro

Title: SVP – Chief Development Officer

CC: Wynn Resorts, Limited
3131 Las Vegas Boulevard South
Las Vegas, Nevada 89109
Attention: Office of the General Counsel



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.3 FINANCIAL STABILITY & INTEGRITY

b. Documentation demonstrating the financing structure and plan for the proposal, including all sources of capital. Please include current capital commitments, as well as plan and timing for meeting future capital needs.

Encore Boston Harbor built a retail sports bar, complete with food and beverage venues, for approximately [REDACTED]. The retail sports book opened on September 28, 2021. The retail sports bar includes a sports book that will open once sports wagering is approved. It was funded from cash flow from operations.

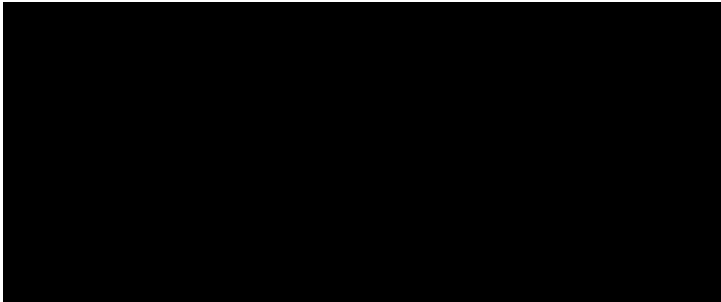


Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.3 FINANCIAL STABILITY & INTEGRITY

c. A detailed budget of the proposal cost, including any construction, design, legal and professional, consulting, and all other developmental fees. Also identify all other pre-launch costs, including training, marketing, and initial startup capital.





Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.3 FINANCIAL STABILITY & INTEGRITY

d. An analysis, including best, worst, and average case scenarios, that demonstrates the applicant's plan and capacity for accommodating steep downturns in revenues, and provides examples of those plans and strategies that have been successful in other jurisdictions.

Encore Boston Harbor demonstrated its strong capacity for accommodating a steep downturn in revenue in 2020, when the property closed from March 15-July 10, 2020. During that zero-revenue period, Encore Boston Harbor proudly maintained its commitments to the host and surrounding community and its obligations to the Massachusetts Gaming Commission.

		<i>Data in millions</i>				
		2023**	2024	2025	2026	2027
Revenue Growth Assumption			12.0%	8.0%	6.0%	4.0%
Best	Sports Wagering GGR - Retail	17.3	14.9	16.1	17.1	17.8
Average	Sports Wagering GGR - Retail***	14.2	12.0	12.9	13.7	14.2
Worst	Sports Wagering GGR - Retail	11.0	9.0	9.7	10.3	10.7

***Assumptions**

Total Statewide Sports Wagering Revenue

Best	\$500M Statewide Sports Wagering GGR
Average	\$400M Statewide Sports Wagering GGR
Worst	\$300M Statewide Sports Wagering GGR

****Year 1 Retail Premium:**

Best	\$4M in revenue in the period where operations are retail only (no mobile)
Average	\$3.5M in revenue in the period where operations are retail only (no mobile)
Worst	\$3M in revenue in the period where operations are retail only (no mobile)

Retail vs. Mobile Market Share:

Best	Assumes retail comprises 5% of total statewide sports wagering GGR
Average	Assumes retail comprises 5% of total statewide sports wagering GGR
Worst	Assumes retail comprises 5% of total statewide sports wagering GGR

Metro-Boston Market Share % of Statewide Market Share

Best	Assumes 66.7% of Retail Revenue is in the Metro-Boston market
Average	Assumes 66.7% of Retail Revenue is in the Metro-Boston market
Worst	Assumes 66.7% of Retail Revenue is in the Metro-Boston market

Encore Boston Harbor Retail % of Metro-Boston Market Share Retail

Best	Assumes 80% of Retail Revenue in the Metro-Boston market is captured by Encore Boston Harbor
Average	Assumes 80% of Retail Revenue in the Metro-Boston market is captured by Encore Boston Harbor
Worst	Assumes 80% of Retail Revenue in the Metro-Boston market is captured by Encore Boston Harbor

***** Model Details - Sports Wagering Average Case**

	2023	2024	2025	2026	2027
A Statewide GGR	400.0	448.0	483.8	512.9	533.4
B Retail Share (5% of A)	20.0	22.4	24.2	25.6	26.7
C Metro-Boston Retail Revenue (66.7% of B)	13.3	14.9	16.1	17.1	17.8
D EBH Share of Metro-Boston (80% of C)	10.7	12.0	12.9	13.7	14.2
E Retail Premium (+\$3.5M year 1 only)	3.5	-	-	-	-
D+E Encore Boston Harbor Retail Projection	14.2	12.0	12.9	13.7	14.2



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.3 FINANCIAL STABILITY & INTEGRITY

e. What are the Applicant's annual liquidity, leverage, and profitability ratios, including current ratio, debt-to-equity ratio, and gross/net margin ratios?

Encore Boston Harbor is a wholly owned subsidiary of Wynn Resorts, Limited, a publicly traded company. As of September 30, 2022, Wynn Resorts, Limited had total cash and cash equivalents, excluding restricted cash, of \$1.94 billion, and \$835.6 million of available borrowing capacity under a revolving line of credit (WRF Revolver). Wynn Resorts, Limited had \$12.2 billion of debt as of September 30, 2022, of which \$546 million was current. For additional information, please refer to our most recent SEC Form 10-Q attached hereto.

For the most recent audited financial statement, please review our SEC form 10-K attached hereto.

Current ratio: \$2.323B current assets / \$1.635B current liabilities (9/30/22 10-Q).

For the 12-month period ended September 30, 2022, Encore Boston Harbor reported \$248.4 million of Adjusted Earnings Before Interest, Income Taxes, Depreciation and Amortization (EBITDA) on net operating revenue of \$816.7 million (a 30.4% margin).



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.3 FINANCIAL STABILITY & INTEGRITY

g. A description of any administration or judicial proceeding, during the last ten years, in which the applicant or any entity that owns 5% or greater share of the applicant, was found to have violated a statute or regulation governing its operation.

In April 2019, the Massachusetts Gaming Commission held an adjudicatory hearing to determine the suitability of Wynn Resorts, Limited and Wynn MA, LLC, and certain of its individual qualifiers. On April 30, 2019, the Massachusetts Gaming Commission released a Decision and Order regarding the suitability of Wynn Resorts, Limited, Wynn MA, LLC, and its individual qualifiers concluding that Wynn Resorts, Limited, Wynn MA, LLC, and its individual qualifiers remained suitable to maintain the Region A Category-1 gaming license, subject to the fines and conditions set forth therein. In February 2019, the Nevada Gaming Commission also fined Wynn Resorts, Limited in connection with the same matter.



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.3 FINANCIAL STABILITY & INTEGRITY

h. Any bankruptcy filings made, or proceedings commenced, for any entities. owner or controlled by the applicant and any entity owning a 5% or greater share of the applicant.

None.



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.3 FINANCIAL STABILITY & INTEGRITY

i. Any financing amounts or ownership interests that are anticipated to come from minorities, women, and/or disadvantaged businesses. If the applicant, or any portion of the applicant, is a public company, it is not necessary to list shareholders.

Wynn MA, LLC is a wholly owned subsidiary of Wynn Resorts, Limited, a publicly traded company (NASDAQ: WYNN).



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.3 FINANCIAL STABILITY & INTEGRITY

j. Examples and/or narratives that substantiate the applicant’s understanding of and experience with Internal Controls.

In accordance with applicable law, Wynn MA, LLC maintains a robust system of internal controls including the following:

205 CMR 133.00: VOLUNTARY SELF-EXCLUSION
133.01: Scope and Purpose
133.02: Placement on the Self-exclusion List
133.03: Contents of the Application
133.04: Duration of Exclusion and Reinstatement from the List
133.05: Maintenance and Custody of the List
133.06: Responsibilities of the Gaming Licensee
133.07: Sanctions Against a Gaming Licensee
133.08: Collection of Debts
205 CMR 136.00: Sale and distribution of alcoholic beverages at gaming establishments
136.01: Definitions
136.02: General Provisions
136.03: Issuance of License and Permit
136.04: Gaming Beverage License Application
136.05: Fees
136.06: Term and Renewal of License
136.07: Practices and Conditions of License
136.08: Form of the Gaming Beverage License
205 CMR 138 Uniform standards of accounting procedures and internal controls
138.01: Definitions
138.02: Licensee's System of Internal Controls
138.03: Records Regarding Company Ownership
138.04: Gaming Licensee's Organization
138.05: System for Ensuring Employees Are Properly Licensed or Registered
138.06: System for Business Dealings with Vendors

138.07: Casino Floor
138.08: Accounting Records
138.09: Retention, Storage and Destruction Records
138.10: Jobs Compendium Submission
138.11: Personnel Assigned to the Operation and Conduct of Gaming
138.12: Alcoholic Beverage Control
138.13: Complimentary Services or Items and Promotional Gaming Credits
138.14: Internal Control Procedures for Security Department
138.15: Internal Control Procedures for Access Badge System and Issuance of Temporary License Credentials, and Restricted Areas
138.16: Access to Public and Restricted Areas
138.17: Searches of Employees and the Workplace by the Gaming Licensee
138.18: Vendor Access Badges
138.19: Count Rooms; Physical Characteristics; Count Protocols
138.20: Possession of Firearms
138.21: Protection of Minors and Underage Youth
138.22: Critical Incident Preparedness Plan
138.23: Drop Boxes for Table Games and Electronic Table Games; Gaming Table Slot Cash Storage Boxes: (Reserved)
138.24: Cashiers' Cage; Satellite Cages; Master Coin Bank; Coin Vaults
138.25: Simulcast Counter: (Reserved)
138.26: Keys for Dual Locks; Gaming Licensee-controlled Keys and Locks; Notice to the IEB and Surveillance Department upon Malfunction and Repair, Maintenance or Replacement
138.27: Internal Controls B: (Reserved)
138.28: Gaming Day
138.29: Accounting Controls for the Cashiers' Cage, Satellite Cages, Master Coin Bank and Coin Vaults
138.30: Accounting Controls Within the Simulcast Counter: (Reserved)
138.31: Procedure for Accepting Cash and Coupons at Gaming Tables: (Reserved)
138.32: Table Game Drop Boxes, Transport to and from Gaming Tables; Storage Boxes: (Reserved)
138.33: Removal of Slot Drop Containers; Unsecured Currency; Recording of Meter Readings for Slot Machine Drop
138.34: Procedures for Acceptance of Tips or Gratuities from Patrons
138.35: Table Inventory; Table Inventory Container; Chip Reserve Compartment: (Reserved)

138.36: Procedures for Counting Table Inventory, Opening Tables for Gaming, Shift Changes at Gaming
Tables, and Closing Gaming Tables: (Reserved)
138.37: Procedure for Distributing and Removing Gaming Chips, Coins and Plaques to Gaming Tables
138.38: Administrative Action
138.39: Internal Controls D: (Reserved)
138.40: Procedure for Acceptance of Checks, Cash Equivalents and Credit/Debit Cards; Issuance of
Counter Checks
138.41: Replacement Checks and the Redemption of Counter Checks
138.42: Acceptance of Payments Toward Outstanding Patron Checks
138.43: Procedures for Establishing Patron Credit Accounts, and Recording Checks Exchanged, Redeemed
or Consolidated
138.44: Patron Request for Suspension of Credit Privileges
138.45: Procedure for Depositing Checks Received from Gaming Patrons
138.46: Procedure for Collecting and Recording Checks Returned to the Gaming Licensee after Deposit
138.47: Automatic Teller Machines (ATM)
138.48: Procedure for Opening, Counting and Recording Contents of Table Drop Boxes and Slot Cash
Storage Boxes
138.49: Procedure for Opening, Counting and Recording the Contents of Bill Validator Boxes, Gaming
Voucher Redemption Machines, Determination of Gross Revenue Deduction
138.50: Internal Controls E: (Reserved)
138.51: Accounting Controls for Gaming Voucher Redemption Machines
138.52: Slot Machines and Bill Changers; Coin and Token Containers; Slot Cash Storage Boxes; Entry
Authorization Logs
138.53: Progressive Slot Machines
138.54: Linked Slot Machines Interconnected in More than One Gaming Establishment; Slot System
operator; Computer Monitor
138.55: Inspection of Slot Machine Jackpots
138.56: Attendant Paid Jackpots and Credit Meter Payouts
138.57: Slot Machine Tournaments and Promotional Events within the Gaming Area
138.58: Alternate Forms of Jackpot Payments
138.59: Procedure for Filling Payout Reserve Containers of Slot Machines and Hopper Storage Areas

138.60: Procedure Governing the Removal of Coin, Slot Tokens and Slugs from a Slot Machine Hopper
138.61: Slot Accounting Requirements; Electronic Table Games Which Accept Gaming Vouchers or coupons Redeemed by Gaming Voucher System
138.62: Payment of Table Game Progressive Payout Wagers; Supplemental Wagers not Paid from the Table Inventory: (Reserved)
138.63: Slot Machines and Other Electronic Gaming Devices; Authorized Locations; Movements
138.64: Accounting Controls for Chip Persons and Chips: (Reserved)
138.65: Cashless Wagering Systems: (Reserved)
138.66: Master Lists of Approved Table Games, Movements of Gaming Equipment; Amendments of Operation Certificates upon Filing Updated Master List
138.67: Employee Signatures
138.68: Expiration of Gaming-related Obligations Owed to Patrons; Payment to the Gaming Revenue Fund
138.69: Entertainment, Filming or Photography Within the Gaming Area
138.70: Technical Standards for Count Room Equipment
138.71, 147.05 Table Game Tournaments and Promotional Events within the Gaming Area
205 CMR 139.00: CONTINUING DISCLOSURE AND REPORTING OBLIGATIONS OF GAMING LICENSEES
139.01: Access to Premises and Production of Records
139.02: Non-disclosure Agreements
139.03: Fiscal Year
139.04: Reports and Information to Be Filed with the Commission
139.05: Reports and Information to Be Compiled and Maintained by the Gaming Licensee
139.06: Quarterly Report
139.07: Annual Audit and Other Reports
139.08: Audit of Gaming Licensee Operations by Commission
139.09: Capital Expenditure Plan
205 CMR 140.00: GROSS GAMING REVENUE TAX REMITTANCE AND REPORTING
140.01: Description of Tax and Assessment
140.02: Computation of Gross Gaming Revenue
140.03: Remittance
140.04: Reports and Reconciliation Regarding Gross Gaming Revenue Tax
140.05: Examination of Accounts and Records for Verification of Gross Gaming Revenues

205 CMR 141.00: SURVEILLANCE OF THE GAMING ESTABLISHMENT
141.01: Approval of Surveillance System
141.02: Commission Access to the Surveillance System
141.03: CCTV Equipment
141.04: Areas to Be Monitored and Recorded
141.05: Requirements of the Surveillance System Plan
141.06: Notice to the Commission of Changes
141.07: Recording Transmission Outside of the Gaming Establishment
141.08: Independence of the Surveillance Department
141.09: Access to the Monitoring Room
205 CMR 143.00: GAMING DEVICES AND ELECTRONIC GAMING EQUIPMENT
143.01: Standards for Gaming Devices
143.02: Progressive Gaming Devices
143.03: On-line Monitoring and Control Systems (MCS) and Validation System
143.04: Cashless Systems
143.05: Bonusing Systems
143.06: Promotional Systems
143.07: Kiosks
143.08: Client-server Systems
143.09: Electronic Table Game Systems
(143.10: Dealer Controlled Electronic Table Games: Reserved)
(143.11: Wireless Gaming Systems: Reserved)
143.12: Network Security
143.13: Player User Interface Systems
(143.14: Card Shufflers and Dealer Shoes: Reserved)
(143.15: Electronic Raffle Systems: Reserved)
143.16: Communications Protocols
205 CMR 144.00: APPROVAL OF SLOT MACHINES AND OTHER ELECTRONIC GAMING DEVICES AND TESTING LABORATORIES
144.01: Delivery and Installation of Slot Machines, Electronic Gaming Devices, and Software
144.02: Delivery of Electronic Gaming Devices to a Gaming Licensee
144.03: Installation and Approval for Use of an Electronic Gaming Device
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147.02: Rules of the Game
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147.04: Petition for a New Game or Game Variation
147.05: Gaming Tournaments
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147.07: Minimum and Maximum Wagers; Additional Wagering Requirements
CRAPS AND MINI CRAPS
BLACKJACK
Free Bet Blackjack
Zappit Blackjack
Blackjack Switch
BACCARAT
BACCARAT – MIDI BACCARAT
ROULETTE AND BIG SIX WHEEL
RED DOG
MINI BACCARAT
SIC BO
PAI GOW
PAI GOW POKER
BACCARAT – CHEMIN DE FER
POKER
CARIBBEAN STUD POKER
Crazy 4 Poker
LET IT RIDE POKER
SPANISH 21
THREE CARD POKER
FAST ACTION HOLD ‘EM
COLORADO HOLD ‘EM POKER
BOSTON 5 STUD POKER
DOUBLE CROSS POKER
DOUBLE ATTACK BLACKJACK
FOUR CARD POKER
TEXAS HOLD ‘EM BONUS POKER
FLOP POKER
TWO CARD JOKER POKER
ASIA POKER
ULTIMATE TEXAS HOLD ‘EM

High Card Flush
Heads Up Hold 'Em
WINNER'S POT POKER
SUPREME PAI GOW
MISSISSIPPI STUD
CASINO WAR
CHASE THE FLUSH
Double Down Stud
DJ Wild Stud Poker
CRISS CROSS POKER
205 CMR 150.00: PROTECTION OF MINORS AND UNDERAGE YOUTH
150.01: Preventing Gambling and Entry to Gaming Area by Underage Persons
150.02: Monitoring the Premises for Unattended Minors
150.03: Advertising and Marketing Guidelines
150.04: Preventing the Service of Alcohol to Underage Persons
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151.01: Issuance and Posting of Operation Certificate
151.02: Floor Plan
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152.01: Scope and Authority
152.02: Maintenance and Distribution of List
152.03: Criteria for Exclusion
152.04: Investigation and Initial Placement of Names on the List
152.05: Notice and Proceedings Before the Commission
152.06: Duty of Gaming Licensee
152.07: Petition to Remove Name from Exclusion List
152.08: Forfeiture of Winnings



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.4 COMPLIANCE

a. Been employed by the Massachusetts Gaming Commission.

Neither Wynn MA, LLC nor any of its employees holding a Key Gaming – Executive License has ever been employed by the Massachusetts Gaming Commission.



Applicant: Encore Boston Harbor

Section G: SUITABILITY

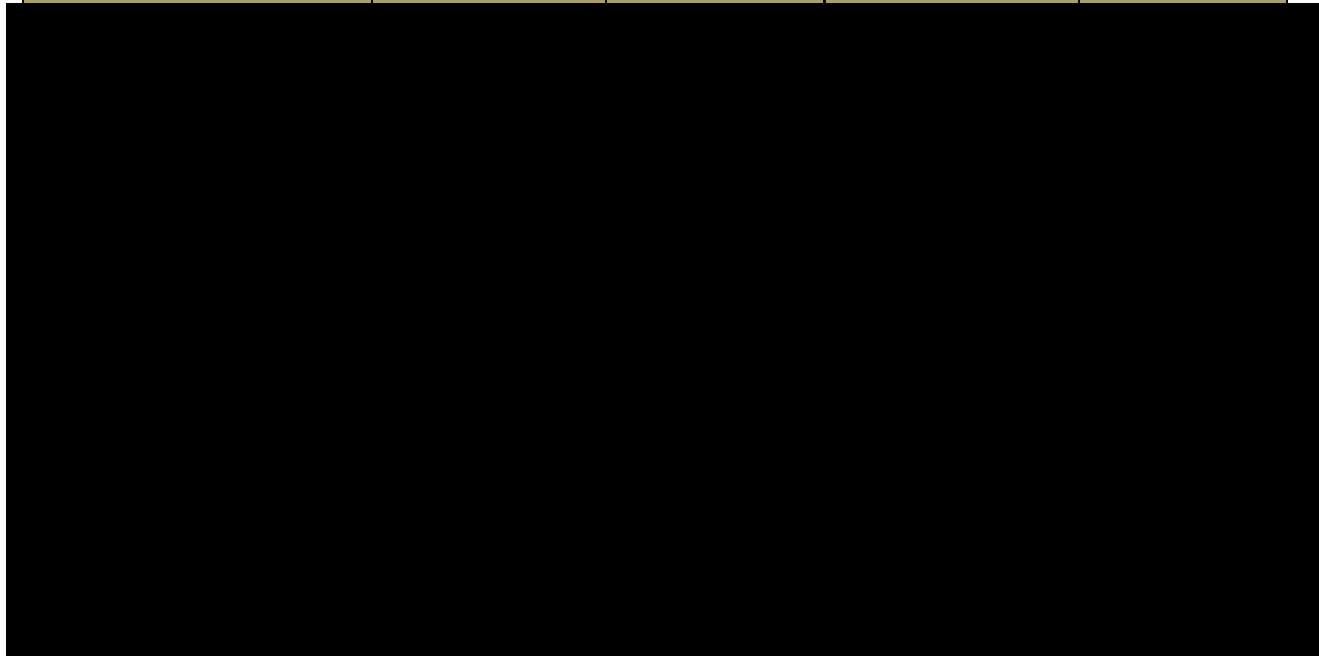
G.4 COMPLIANCE

b. Possessed a gaming license (casino, video gaming, charitable games, lottery, pari-mutuel, sports wagering, etc.) issued by any jurisdiction – if so, please provide a copy of each license.

Wynn MA, LLC has a Category 1 Gaming License issued by the Massachusetts Gaming Commission. Wynn MA, LLC does not have, and has never had, any other gaming licenses.

The following employees holding a Key Gaming – Executive License have been licensed in the following jurisdictions:

Issuing Agency	Type of License	Date	Disposition	License No.
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Please see attached for [redacted].



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.4 COMPLIANCE

c. Held or holds a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth

Applicant has not and does not hold a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth.

[REDACTED]

No employee holding a Key Gaming – Executive License holds or has held a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth.



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.4 COMPLIANCE

d. Withdrawn a gaming license application, in any jurisdiction – *if so, please submit a detailed description of each withdrawal.*

Neither Applicant nor any of its employees holding a Key Gaming – Executive License has ever withdrawn a gaming license application in any jurisdiction



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.4 COMPLIANCE

e. Been denied a gaming-related license or finding of suitability, in any jurisdiction – if so, submit a detailed statement describing the denial and/or related findings.

Neither Applicant nor any of its employees holding a Key Gaming – Executive License has ever been denied a gaming-related license or finding of suitability in any jurisdiction.



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.4 COMPLIANCE

f. Had a gaming license suspended, in any jurisdiction – *if so, include a detailed statement regarding each suspension.*

Neither Applicant nor any of its employees holding a Key Gaming – Executive License has ever had a gaming license suspended in any jurisdiction.



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.4 COMPLIANCE

g. Had a gaming license revoked, in any jurisdiction, or has had disciplinary action initiated to revoke a license – if so, submit a detailed description of each revocation or action initiated.

Neither Applicant nor any of its employees holding a Key Gaming – Executive License has ever had a gaming license revoked or has had disciplinary action initiated to revoke a license in any jurisdiction.

In April 2019, the Massachusetts Gaming Commission held an adjudicatory hearing to determine the suitability of Wynn Resorts, Limited and Wynn MA, LLC, and certain of its individual qualifiers. On April 30, 2019, the Massachusetts Gaming Commission released a Decision and Order regarding the suitability of Wynn Resorts, Limited, Wynn MA, LLC, and its individual qualifiers concluding that Wynn Resorts, Limited, Wynn MA, LLC, and its individual qualifiers remained suitable to maintain the Region A Category-1 gaming license, subject to the fines and conditions set forth therein. In February 2019, the Nevada Gaming Commission also fined Wynn Resorts, Limited in connection with the same matter.



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.4 COMPLIANCE

h. Had a gaming license non-renewed or considered for non-renewal, in any jurisdiction – *if so, provide a detailed description of the circumstances.*

Neither Applicant nor any of its employees holding a Key Gaming – Executive License has ever had a gaming license non-renewed or considered for non-renewal in any jurisdiction except due to expiration.



Applicant: Encore Boston Harbor

Section G: SUITABILITY

G.4 COMPLIANCE

i. Been found unsuitable gaming license non-renewed or considered for non-renewal, in any jurisdiction – *if so, provide a detailed description of the circumstances.*

Neither Applicant nor any of its employees holding a Key Gaming – Executive License has ever been found unsuitable gaming license non-renewed or considered for non-renewal in any jurisdiction.