

# **DIVERSITY PLAN**

## **Mohegan Sun Pocono**

Revised April 2017

**Diversity Plan**  
**Mohegan Sun Pocono**  
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## **Diversity Plan**

### **Mohegan Sun Pocono**

#### **I. Overview**

Downs Racing, LP d/b/a Mohegan Sun Pocono (MSP) is a minority business, owned and operated by the Mohegan Sun Tribe of Indians. Furthermore, the members of the governing body of the Mohegan Tribe of Indians are Native American. As such, MSP is committed to achieving diversity in all aspects of its operation. To that end, MSP has developed a Diversity Plan to assure that all persons are accorded equal opportunity in employment at and contracting with MSP.

#### **II. Governance**

MSP shall establish and maintain a Diversity Committee, which shall be comprised of the MSP President and General Manager, the MSP Chief Financial Officer, the Chief Human Resources Officer, the Vice President of Casino Operations, the Vice President of Administration, the Vice President of Marketing, the Procurement Manager and the MSP Corporate Counsel. The Internal Audit Manager is invited to attend the Diversity Committee meetings. The Diversity Committee shall oversee and assure the compliance with the Diversity Plan.

#### **III. Employment**

##### **A. Diversity in Employment Policy Statement**

As a minority owned and operated business, MSP is committed to hiring and promoting the most qualified persons into available positions at MSP. MSP shall provide all applicants and employees with equal opportunity in recruitment, selection, appointment, promotion, training, delegation, discipline and separation. MSP shall foster a work environment that is fair and impartial in all of its relations with all persons, regardless of race, color, religious creed, age, sex, ancestry, sexual orientation, national origin, AIDS or HIV status or non-job related disability. MSP shall make every effort to hire and promote minority groups and women and to involve them in every level of employment and decision-making. MSP will make, if feasible, reasonable accommodations to meet the physical or mental limitation of qualified applicants or employees. MSP will not tolerate any type of harassment including sexual harassment and will take all steps necessary to prevent any and all harassment from occurring.

##### **B. Communication of Diversity in Employment Policy Statement**

The diversity in employment policy statement shall be communicated as follows:

- To all newly hired employees at their initial orientation.

- Posting on employee bulletin boards.
- Annual distribution to all MSP employees.
- Posted on the MSP web site.
- Publication of a summary statement of the MSP policy in all printed and Internet employment advertisements.
- Publication in the MSP policies and procedures.
- Publication in the MSP employee handbook.

#### C. Implementation of Diversity in Employment Policy

The Diversity Committee shall designate the MSP Vice President of Administration to have the ultimate responsibility for the implementation of the Diversity in Employment Program. The Vice President of Administration shall delegate these duties and responsibilities to the Chief Human Resources Officer to ensure compliance with the Diversity in Employment Policy.

#### D. Responsibilities of the Chief Human Resources Officer

The responsibilities of the Chief Human Resources Officer shall include, but not be limited to:

- Integrating the Diversity in Employment Policy into the MSP's employment policies and procedures.
- Reaffirming the Diversity Committee's internal policy statement and directing the posting of the statement in conspicuous locations at the MSP facility.
- Administering the Diversity Committee's Diversity in Employment Program.
- Assuring that reasonable accommodations for employees with disabilities are provided.
- Creating and maintaining a work environment that is free of discrimination and harassment, including sexual harassment.

- Taking appropriate disciplinary action where warranted against responsible persons in cases involving discrimination.
- Ensuring that employees are aware of and comply with the complaint process for violations of the Diversity in Employment Policy.
- Developing, planning, guiding and monitoring the MSP Diversity in Employment Program.
- Developing and submitting the Diversity in Employment plan to the MSP Diversity Committee.
- Investigating complaints that involve allegations of discrimination based on race, color, religious creed, age, sex, ancestry, sexual orientation, national origin, AIDS or HIV status or non-job related disability. Submitting those findings to the Vice President of Administration for review and final approval and advising employees of the outcome of the investigation.
- Providing feedback to the Diversity Committee regarding the performance of MSP management as it relates to the Diversity in Employment Program.
- Reviewing job descriptions and performance standards on a continuing basis to ensure that valid job-related requirements and performance expectations are established.
- Reviewing the selection methods and procedures used by all managers and supervisors in training employees to ensure that the principles of nondiscrimination and equal employment opportunity are applied.
- Analyzing disciplinary actions for possible discriminatory practices and sharing findings with the Vice President of Administration.
- Reviewing exit interview data to ascertain whether those leaving MSP do so for non-disciplinary reasons and to take appropriate steps if discriminatory practices are identified.
- Participating in recruitment efforts in order to achieve appropriate workforce representation.
- Participating in personnel activities that may impact equal employment opportunity within MSP.
- Remaining current in equal employment laws, regulations, practices and procedures.

#### E. Responsibilities of the Employment Manager

The responsibilities of the Employment Manager shall include, but not limited to:

- Ensuring that all employees in supervisory or managerial positions carry out their personnel duties in a fair and equitable manner.
- Coordinating recruitment and selection activities for minorities, females and employees with disabilities.
- Assuring that Diversity in Employment training is included in orientation for new employees.
- Forwarding copies of discrimination complaints of any kind to the Diversity Committee.
- Establishing and reviewing selection methods and procedures used by all managers and supervisors in hiring and promoting employees to ensure that the principles of nondiscrimination and equal opportunity are applied.

#### **F. Responsibilities of all Employees in Managerial Positions**

The responsibilities of all employees in managerial positions include, but not be limited to:

- Updating job descriptions for subordinates to assure they reflect only valid job requirements, and identifying essential duties.
- Reviewing and revising position qualifications, if necessary, to accurately reflect job needs as positions become vacant.
- Reviewing and assuring that nondiscriminatory selection criteria and methods are used in all hiring, promotions and training opportunities.
- Disseminating to subordinates as is otherwise requires herein, information on MSP's Diversity in Employment Policy and complaint procedures.
- Creating and maintaining a work climate that is free of discrimination and harassment, including sexual harassment, for all employees.
- Adhering to the prohibition against retaliation when an employee has filed a complaint or assisted in the investigation of a complaint against any party.

## G. Responsibility of All Employees

The responsibilities of all employees shall include, but not be limited to:

- Adhering to the civil rights laws and policies of non-discrimination for all persons including co-workers, supervisors and subordinates.
- Treating co-workers, supervisors and subordinates with respect and dignity regardless of race, color, religious creed, age, sex, ancestry, sexual orientation, national origin, AIDS or HIV status or non-job related disability.
- Taking positive action to stop any discrimination or harassment by immediately reporting possible violations to the appropriate management staff and/or the Chief Human Resources Officer and by cooperating in any investigation of alleged instances of discrimination or harassment.

## H. MSP Discrimination and Harassment Complaint Procedure

To ensure that MSP employees receive equal employment opportunities and work in an environment that is free from discrimination, MSP shall establish the following process to resolve discrimination and harassment complaints:

Any individual who feels that he or she has been a victim of harassment or discrimination in any form by any manager, supervisor, co-worker, customer, client or any other person in connection with his or her employment should bring the problem immediately to the attention of their supervisor, or the Director of Human Resources. If the complaint involves the employee's direct supervisor or someone in the employee's direct line of supervision, or if the employee is uncomfortable for any reason with discussing such matters with the individuals designated or is not satisfied after bringing the matter to the attention of one or more of these individuals, the employee may bypass these individuals and instead should report the matter promptly to the Assistant General Manager at 570.831.2110.

Supervisors and managers should take each complaint of harassment/discrimination seriously and should not make judgments as to the validity or severity of any complaint. Each complaint brought to the attention of a supervisor/manager should be reported to the Human Resources Department immediately. Even suspicions that harassment/discrimination may be occurring should be discussed with a representative of Human Resources.

MSP will investigate all allegations of harassment in as prompt and confidential a manner as possible and will take appropriate corrective action when warranted. Any employee who is found, as a result of such an investigation, to have engaged in harassment or discrimination in violation of this policy will be subject to appropriate disciplinary action, up to and including termination of employment. Furthermore, retaliation in any form

against an employee or applicant who exercises his or her right to make a complaint under this policy or who cooperates in the investigation of any such complaint is strictly prohibited, and will itself be cause for appropriate disciplinary action.

Any questions regarding this policy should be addressed by the Director of Human Resources.

#### I. Fair Treatment Procedure

To assure that employment related decisions are made based on legitimate business factors and are void of, among other things, considerations based on race, color, religious creed, age, sex, ancestry, sexual orientation, national origin, AIDS, or HIV status or non-job related disability, MSP shall implement the following fair treatment procedure:

##### STEP 1

Within three (3) days of when the employment issue arises or as soon as possible thereafter, the employee may bring the problem to the attention of his/her immediate supervisor. The supervisor should provide him/her with an explanation or solution.

##### STEP 2

If the employee is not satisfied with the action by the supervisor or should the supervisor fail to respond within three (3) days of the incident, the employee may bring the issue to the attention of the department manager within five (5) days of the incident. The department manager should discuss the issue with both the supervisor and the employee to ensure he/she gets all the facts. If witnesses are involved, the department manager should meet with the witness(es). The department manager should explain his/her decision to the employee within three (3) days after the incident was brought to his/her attention

##### STEP 3

If the employee reasonably believes their issue has not been adequately addressed, he/she should contact an Employee Relations Representative in Human Resources, who will review and research the situation and make every effort to amicably resolve the issue. Employee Relations will, after its review, follow up with the parties involved. Employee Relations, at its discretion, may take the issue to a Vice President and/or a Director to facilitate a resolution. The Vice President and/or Director will follow up within their department as necessary.

Please note: Mohegan Sun Pocono believes employee problems can be most effectively handled by following the steps noted above. However, employees are also encouraged to seek guidance from Employee Relations before pursuing Steps 1 and 2.

##### STEP 4- Board of Review

Mohegan Sun Pocono has established a “Board of Review” procedure for the review of certain disciplinary action. The Board of Review is available to an eligible employee to whom management has issued either of the following:

- a. Disciplinary Final Written notice; or
- b. Termination of Employment

The employee may request to have the final written notice or termination considered by a Board of Review Panel, provided he/she makes a written request to Employee Relations within five (5) days of receiving the final written notice or notification of their termination. Employee Relations shall review the Board of Review Request and ascertain whether the employee is eligible. An employee who might otherwise be eligible for a Board of Review is determined to be eligible; Employees Relations will schedule and administer the Board of Review.

#### Eligibility for the Board of Review/Administrative Request

All full time and part time employees holding positions below the “Manager” level who have successfully completed the ninety-day (90) development period and who have not been excluded by any applicable regulatory body are eligible to request a Board of Review/Administrative Request.

Attendance violations and administrative requests made through Employee Relations are not eligible for a Board of Review. In such cases, Employee Relations will research the situation and respond to the employee in a timely fashion. At this point, if the eligible employee remains unsatisfied, the employee may submit an Administrative review Request Form, provided he/she makes a written request to Employee Relations within five (5) days of receiving notification and explanation from their department. These results will be forwarded to the Vice President of Administration for further considerations.

In cases where an employee has had his or her license suspended or revoked by the Pennsylvania Gaming Control Board or the Pennsylvania Harness Racing Commission, the Board of Review will only be heard if the employee’s license is reinstated. Employees who request a Board of Review prior to the time their license is reinstated will be notified in writing that they will have five (5) days to request a Board of Review.

An employee who might otherwise be eligible for a Board of Review may be declared ineligible in the event his or her request is submitted after this five (5) day period.

If the employee is determined to be eligible for the Board of Review, Employee Relations shall schedule and administer the Board of review.

The Board of Review Panel will consist of three (3) randomly selected members. The shift manager-or-above will not be directly in the employee's chain-of-command. The panel will be comprised of the following:

- a. One (1) shift manager-or-above level employee.
- b. One (1) employee of the same/comparable level from within the employee's department/division who is in good standing (may not have an active or pending final notice) and has worked at Mohegan Sun Pocono for at least ninety (90) days.
- c. One (1) non-supervisory employee from any other department who is in good standing (may not have an active or pending final notice) and has worked at Mohegan Sun Pocono for at least ninety (90) days.

Hourly employees who serve on the Board of Review will get paid for the hours at the Board of Review Hearing.

The employee from the department will be selected randomly from a list of three (3) employees chosen by the employee seeking review, and of a comparable level to the employee requesting the Panel. The remaining employee will be selected randomly from a list of full/part time non-supervisory employees who have volunteered to be a part of this process. This third member of the panel may only serve on the board once every six (6) months unless the list of employees have been exhausted. Panel members may not be immediate family members as defined in our Employment of Relatives Policy or have any direct involvement in the case. Additionally, any other conflict of interest should be brought to the attention of Employee Relations. If necessary, appropriate changes will be made.

The Board of Review shall convene promptly following selection of the panel members. The Board of Review shall proceed in an informal manner. The employee may, but is not required to, present a written summary of his/her position and a statement of reasons why the disciplinary final warning or termination should be rescinded or modified. The employee may only call witnesses who have direct knowledge of the incident in question.

Only employees employed by Mohegan Sun Pocono may be included in the Board of Review process.

The Board of Review Panel shall consider the employee's statements, documents, or the statements of witnesses, and may also consider statements or documents submitted by the manager or director who issued the disciplinary notice. These statements or documents include all materials in the employee's personnel file regardless of the date issued.

Please note: Tape or video recording of the Board of Review is not permitted.

Employee Relations will assist the panel and administer the process but will not be a voting member of the panel. The panel normally will convene within seven (7) days of the date of request and will not exceed fourteen (14) days.

Prior to the Board of Review hearing date, Employee Relations will brief the panel members on the issue(s) involved and the positions taken by the employee and management.

Securing witnesses is the responsibility of each party, although, should the employee experience difficulty in getting employees released from work, Employee Relations will assist.

The order of presentation is at the panel's discretion. It shall hear the testimony of the employee, manager/supervisor who took the action and witnesses separately and privately. It may recall the parties and witnesses as necessary. It may call such additional witnesses as it deems necessary.

Once the panel has heard all the testimony, it will arrive at a decision. In arriving at the decision, each member will have an equal vote. All decisions of the Board of Review shall be by a majority vote. The panel will then prepare notes stating those facts on which the decision is based. Employee Relations will notify the employee and the manager that a final decision will be reached within twenty four (24) hours. Employee Relations will reduce the decision to writing. All panel members will approve and sign the decision and Employee Relations will communicate the final decision to both parties.

#### STEP 5 – President's Review

The Board of Review recommendation may be reviewed by the President/CEO upon application from either the employee or the manager or director who issued the disciplinary final written notice or termination decision.

Any application for review by the President/CEO must be made within five (5) days of the announcement of the Board's decision. The application shall be in writing on a form provided by the Human Resources.

The President/CEO's decision accepting, rejecting, or modifying the Board of Review recommendation shall be final.

#### ROLE OF THE BOARD OF REVIEW PANEL & SPECIAL CONSIDERATIONS

The Board of Review Panel may recommend:

1. Reinstatement of an employee who has been terminated;
2. Reduction of disciplinary action;
3. Uphold the action

In cases when a Board of Review panel decides to uphold a termination for performance, the panel may recommend that the amount of time required for the employee to be considered for re-hire is reduced to sixty (60) days.

In these cases, the employees must attend a career development assessment in Human Resources prior to re-applying for employment.

The decision to re-hire an individual will ultimately be made by the department.

Through the Board of Review Process, the panel may discover opportunities for policy enhancements. Any potential modifications or changes to policies/procedures will be addressed by Employee Relations and, if necessary, with the respective department.

Presentation of the department's position will be made only by that level of supervision directly involved in the action resulting in the Board of Review request, unless other supervisory levels are requested to testify by the Review Panel.

Only Mohegan Sun Pocono employees may testify or present evidence at a Board for Review. Individuals not employed by Mohegan Sun Pocono are not allowed to attend, be present or present any written testimony during a Board of Review, including representation by an attorney. Additionally, this program does not include cross examination by the department and/or the employee or include witnesses without first-hand knowledge of the case under review. The employee and supervisor/manager involved must represent themselves before the panel. No attorneys or outside spokespersons shall be permitted.

#### J. Diversity in Employment Actions and Objectives

The Chief Human Resources Officer shall:

- On an annual basis present diversity objectives to the Diversity Committee and a plan to meet said objectives which shall include, but not be limited to the following:
  - Developing a recruiting and retention strategy that targets representation of minorities and females at MSP that are at least equivalent to the:
    - Percentage of minorities and females among the total workforce in the local labor area of the MSP facility; or
    - Percentage of minorities and females among the general population in the local labor area of the MSP facility; or
    - Percentage of minorities and females seeking employment in the local labor area of the MSP facility
  - Promoting communications throughout the MSP organization of the Diversity Committee's desire to create and maintain a work environment that is free from discrimination and harassment.

- Monitoring personnel transactions to ensure that the principles of nondiscrimination and equal employment opportunity are applied.
- Providing counseling to employees regarding problems, complaints and discrimination and harassment issues and the procedure for resolution.
- Reviewing disciplinary actions and taking necessary steps to ensure that all employees are given equal consideration with regard to employment actions.
- Investigating complaints that involve allegations of discrimination based on race, color, religious creed, age, sex, ancestry, sexual orientation, national origin, AIDS or HIV status or non-job related disability.
- Partnering with MSP managers to promote the Diversity in Employment Program.
- Conducting exit interviews and inquiries into issues presented by respondents that would inhibit the recruitment and retention of qualified individuals.
- Participating in the development of applicable MSP policies to ensure the inclusion of correct and accurate information regarding all diversity issues.

#### K. Diversity Committee

The Diversity Committee shall meet at least four (4) times per year. On an annual basis, the Diversity Committee shall review and approve the diversity objectives presented by the Chief Human Resources officer. At each Diversity Committee, the Chief Human Resources Officer shall report the status of achieving said objectives.

## **IV. Contracting**

### **A. Diversity in Contracting Policy Statement**

As a minority owned and operated business, MSP is committed to maintaining an equitable and competitive business environment that is mutually advantageous to MSP and its suppliers, vendors, agents, contractors, subcontractors, assignees and lessees (hereinafter referred to collectively as “suppliers”). MSP believes that a diverse group of suppliers is essential for fostering healthy competition, resulting in the best value for MSP. Therefore, MSP is dedicated to achieving supplier diversity through its solicitation, selection and utilization for its suppliers.

### **B. Communication of Diversity in Contracting Policy Statement**

The Diversity in Contracting Policy Statement shall be communicated as follows:

- Posted on MSP web-site
- In printed materials and distributed at supplier opportunity fairs and networking events.
- At “How to do Business with MSP” seminars.
- In MSP requests for proposals, requests for quotes and similar solicitations by MSP for suppliers to provide goods and services.
- On the web sites, via link to the MSP web site or otherwise, of entities and associations that predominately have minority and women owned businesses as members or constituents to the extent permitted by such entities or associations and as deemed appropriate by the MSP Chief Financial Officer.
- On the web sites, via link to the MSP web site or otherwise, of entities and associations such as chambers of commerce that predominately have local businesses as members or constituents to the extent permitted by such entities or associations and as deemed appropriate by the MSP Chief Financial Officer.

### **C. Implementation of Diversity in Contracting Policy**

The Diversity Committee shall designate the MSP Chief Financial Officer to have the ultimate responsibility for compliance with the Diversity in Contracting Policy which shall be through the development and implementation of the Diversity in Contracting Program.

### **D. Diversity in Contracting Program**

Under the direction of the Chief Financial Officer, MSP shall develop and implement the Diversity in Contracting Program. On an annual basis, the Diversity in Contracting Program shall be presented by the Chief Financial Officer to the Diversity Committee for

review and approval. The Diversity in Contracting Program shall meet the following minimum requirements:

Outreach Program – The Diversity in Contracting Program shall include a strategy whereby MSP will:

- Host opportunity fairs and networking events for the purpose of bringing women and minority owned businesses (MWBEs) to meet MSP procurement personnel and MSP end users of supplier goods and services.
- Arrange follow up meetings with MWBEs and MSP end users.
- Conduct “How to do Business with Mohegan Sun Pocono” seminars for the purpose of educating suppliers about the policies, procedures and processes that must be followed to do business with MSP. MSP will specifically seek the attendance and participation of MWBEs.
- Visit supplier sites to determine their capability of meeting MSP supplier requirements.
- Conduct workshops and other activities to increase MWBE awareness of the types and volumes of goods and services that MSP purchases in the course of its business.

Certification – MSP will provide a means to recognize the process by which MWBEs can be certified as minority and/or women businesses, identifying and accepting the certification of the Bureau of Minority and Women’s Business Enterprises of the Department of General Services under 62 Pa.C.S. Part I (relating to Commonwealth Procurement Code).

Supplier Opportunities – The Diversity in Contracting Program shall include a strategy whereby MSP will:

- Notify certified MWBEs, who have been identified through the MSP outreach program or otherwise as having the capability to provide goods and services to MSP, when needs for their goods and services arise.
- Provide MWBEs with the informational source where MSP supplier opportunities are published or otherwise located.

Participation Plan – As is deemed necessary or appropriate by the Chief Financial Officer to meet the goals of the Diversity in Contracting Program, the Chief Financial Officer will develop a participation plan whereby non MWBE suppliers may be required to utilize certified MWBEs as part of providing their goods and service to MSP.

Goals – The Chief Financial Officer shall establish MWBE procurement goals and objectives which shall be based on one or more of the following:

- Percentage of MWBEs in the local business area of the MSP facility;

- Percentage of MWBE revenue in the local business area of the MSP facility.

Issue Resolution Procedure – The Chief Financial Officer shall establish a procedure whereby MWBE suppliers may seek resolutions to concerns they may have about their participation in the MSP MWBE Program. The issue resolution procedure will be communicated to MWBE suppliers at opportunity fairs, networking events, seminars, workshops or by other means determined by the Chief Financial Officer to effectively communicate said procedure to MWBE suppliers.

#### E. Responsibilities of the Chief Financial Officer

The responsibilities of the Chief Financial Officer shall include, but not limited to:

- Developing and submitting the Diversity in Contracting Program to the MSP Diversity Committee for review and approval on an annual basis.
- Implementing and monitoring the MSP Diversity in Contracting Program.
- Reviewing selection methods and procedures used by all managers, supervisors and procurement personnel in awarding goods and services contracts to suppliers.
- Ensuring that employees in purchasing authorization positions carry out their duties in a fair and equitable manner and in compliance with the Diversity in Contracting Program.
- Analyzing supplier diversity utilization data to ascertain the extent to which the MSP is complying with the Diversity in Contracting Program.
- Developing and implementing outreach programs in order to achieve appropriate suppliers diversity representation.
- Remaining current in procurement practices that will assure compliance with the Diversity in Contracting Program.
- Coordinating the solicitation, selection and utilization of a diverse group of suppliers.
- Addressing supplier complaints and forwarding copies of supplier complaints of any kind to the Diversity Committee.
- Providing feedback to the Diversity Committee regarding the performance of MSP as it related to the Diversity in Contracting Program.

#### F. Responsibilities of the Chief Financial Officer

The responsibilities of the Chief Financial Officer shall include, but not limited to:

- Overall administration of the Diversity in Contracting Program.
- Integrating the Diversity in Contracting Policy into the MSP procurement policies and procedures.
- Directing the communication of the Diversity in Contracting Policy Statement as required herein.

- Assuring that the Purchasing Department is provided with clear direction and support necessary to accomplish their duties in the development and implementation of the Diversity in Contracting Program.
- Taking appropriate action where warranted with regard to persons who fail to implement and adhere to the Diversity in Contracting Program.
- Ensuring that all procurement and other appropriate employees are aware of and comply with the Diversity in Contracting Program.

#### G. Responsibilities of all employees in Managerial Positions

The responsibilities of all employees in managerial positions shall include, but not be limited to:

- Assuring that non discriminatory selection criteria and methods are used in all purchasing practices.
- Disseminating to subordinates in supplier selection positions information on MSP's Diversity in Contracting Program.
- Creating and maintaining a work climate that is free of discrimination.

#### H. Responsibility of All Employees

The responsibilities of all employees shall include, but not be limited to:

- Adhering to MSP's Diversity in Contracting Program.
- Applying to nondiscriminatory selection criteria and methods in all purchasing practices.
- Taking positive action to stop any other supplier discrimination and immediately reporting violations to the appropriate management staff and/or the Diversity Committee and by cooperating in any investigation of alleged instances of discrimination.

#### I. Diversity Committee

The Diversity Committee shall meet at least four (4) times per year. On an annual basis, the Diversity Committee shall review and approve the Diversity in Contracting Program presented by the Chief Financial Officer. At each Diversity Committee meeting, the Chief Financial Officer shall report the status of MSP's compliance with the Diversity in Contracting Program.