

**FOXWOODS CASINO
PHILADELPHIA**

**EQUAL EMPLOYMENT OPPORTUNITY AND
DIVERSITY PROGRAM**

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Overview

Foxwoods Casino Philadelphia (FCP) is partly owned by the Mashantucket Pequot Tribal Nation. It is incorporated as a commercial entity, subject to applicable state and federal laws.

Given the Tribe's commitment to preserve, restore and enhance the cultural identity of their Tribal Nation, there is a unique understanding and appreciation for cultural difference. In 1637, the Tribe suffered an invasion that killed 400 to 700 Tribal Members, scattering many of the remaining members throughout the region and country. Since then, many diverse Tribal Members from around the country have repatriated to Mashantucket, where they have worked together to form a government and several business entities. Tribal Members have diverse views of their own culture due to varying experiences and understandings. Their unique differences have enabled them to appreciate and understand how important it is to be inclusive of all people as they govern their community and operate their businesses. The Tribe's own diversity has resulted in its recognition of diversity as an essential business goal.

This perspective and commitment toward cultural understanding is the springboard for Equal Employment Opportunity and Diversity initiatives at FCP. The Tribe's commitment to the development of all employees, support of supplier diversity and the local community stems from a true belief that diverse individuals and groups have much to offer an organization that is willing to embrace differences to achieve common business and social objectives.

This past and perspective also makes the Tribe particularly cognizant of the deleterious effects discrimination has had on minority participation in both employment and business enterprises. The Tribe undertakes, through implementation of this Equal Employment Opportunity and Diversity program, to voluntarily remedy any and all diversity imbalances and also to encourage qualified Minority and Women Business Enterprises to participate in contracts with the Tribe.

Program Objective

The Equal Employment Opportunity and Diversity program folds into many divisions and initiatives spearheaded by Human Resources, Marketing, Public Relations, Operations, and Procurement.

The objective is to develop and execute strategies that will enable FCP to leverage its Equal Employment Opportunity and Diversity program as a competitive advantage to improve business performance, promote opportunities for employees and support the Philadelphia community and its diverse population. These Equal Employment Opportunity and Diversity initiatives must be aligned, integrated and leveraged throughout all operations in order to support a culture that values differences in peoples' thinking, styles, and cultures in all aspects related to constructing, managing and operating a gaming operation in the Philadelphia market.

Equal Employment Opportunity and Diversity initiatives must be included in every function of an organization. This will ensure that the Equal Employment Opportunity and Diversity program will not become a stand-alone directive in the separate operating units but instead will

be a core component of all business activities. With the proper leadership, financial support and other mechanisms in place from the start, an inclusive work environment will be created.

Equal Employment Opportunity and Diversity Committee

An effective Equal Employment Opportunity and Diversity initiative begins with a commitment from senior management to develop and execute a comprehensive strategy. A Board will be formed to align Equal Employment Opportunity and Diversity initiatives with the company's business goals and objectives. This Board will be chaired by the Vice President of Human Resources, who reports directly to the President and Chief Executive Officer. The Vice President of Human Resources will serve also as the Equal Employment Opportunity officer of the company. Senior leaders and an equal number of diverse staff members from various divisions will serve as committee members to develop a strategic Equal Employment Opportunity and Diversity plan and to ensure the implementation of programs and agreed-upon initiatives. This partnership of line, staff and executives will ensure that the needs of the workforce and community are met, and that all perspectives are included when developing a final plan for the property. The Advisory Committee will take an integrated approach to Equal Employment Opportunity and Diversity in the areas of human resources, construction and procurement programs, marketing and public relations.

It is anticipated that, at a minimum, senior leaders from the following divisions will serve on the committee:

- Human Resources – FCP will develop benefits and other programs to attract, recognize, reward and educate its diverse workforce to improve their retention rate and create a more inclusive work environment. Human Resources will maintain a strong leadership role within the Equal Employment Opportunity and Diversity Committee and ensure that programs meet both the needs and expectations of senior management, team members, and the operational divisions.
- Marketing/PR – FCP will market to specific ethnic populations and maintain a solid understanding of their cultures and corresponding customer service needs. Its role on the Equal Employment Opportunity and Diversity Committee is critical to the group's understanding of FCP's customer base and efforts to attract and retain them. The Marketing representatives will also provide support and direction to the Committee's efforts to effectively communicate the Equal Employment Opportunity and Diversity program to our customers and employees.
- Operations – Given the diverse customer and employee base, it is critical that FCP's team members understand and value differences in cultures and the important role everyone plays in the success of our business. The inclusion of Operations on the Equal Employment Opportunity and Diversity Committee ensures that the needs of those diverse customers and employees are represented.
- Purchasing – With the assistance of the Mashantucket Pequot Tribal Nation Procurement Department, which has supported a diversity supplier program since the inception of

Connecticut's Foxwoods Resort Casino in 1992, Purchasing will develop programs for supporting minority vendors and building relationships with diverse organizations critical to a successful diversity supplier program.

Members of the committee will receive intensive education and support by FCP and other diversity specialists on how to develop an integrated diversity strategy. They will be trained on best practices, benchmarking data, successful strategies, tools and how to inspire others to be impassioned diversity agents.

Human Resources Plan

- Recruitment & Staffing - Workplace diversity begins with an unbiased recruiting process, the hiring and retention of diverse employees, and extends well beyond this initial initiative.
- Educational Programs - A strong emphasis on employee development through training, orientation, mentoring, coaching and succession planning, and a solid diversity communication strategy will create a culture that is inclusive and one in which all perspectives, life styles, cultures, races, religions, national origins, disabilities, ages and genders are valued.

A Human Resources Strategic Business plan will be created and will weave Equal Employment Opportunity and Diversity initiatives into all aspects of Human Resources. The Vice President of Human Resources/EEO Officer will commence reasonable investigation and analysis of results of the initial unbiased recruiting and hiring process.

As part of the Human Resources Strategic Business Plan, the Vice President of Human Resources/EEO Officer shall develop the following as part of the company's analysis of utilization of diverse employees in its work force:

- (1) an acceptable format for work force analysis;
- (2) standardized job groups and descriptions;
- (3) methodologies for determining availability;
- (4) description of the methodology to calculate goals where under-utilization is identified;
- (5) placement goals where under utilization is identified;
- (6) a statement of the EEO and Diversity policy including means of formal internal and external dissemination of the policy;
- (7) description of the methodology to be used in the identification of problem areas;
- (8) specific description of the action possibly required to correct problem areas;
- (9) description of the internal audit system; and,
- (10) description of the provisions complying with anti-discrimination laws.

The Vice President of Human Resources/EEO Officer shall be designated as the person responsible for implementation of the Human Resources Strategic Business Plan.

Recruitment & Employment

- **Executive/Management Recruiting**

FCP has a unique opportunity to set the tone for its commitment to Equal Employment Opportunity and Diversity initiatives with a diverse group of senior leaders that will be recruited from the New Jersey/Philadelphia market and from Foxwoods Resort Casino in Connecticut.

- **Overall Recruiting**

The recruitment strategy for workers will be comprehensive and reflective of the diversity FCP wishes to achieve in selecting a workforce for a new project. The recruitment strategy will incorporate a variety of recruitment techniques to cast a wide net for talent in the hopes of reaching a diverse pool of job seekers.

- **Branding Campaign**

Recruitment efforts begin with establishing an employment brand that will attract and retain local residents for a new and exciting gaming/entertainment center in Philadelphia. FCP will contract with a local ad agency to create and implement a campaign that speaks to Equal Employment Opportunity and Diversity initiatives in all aspects of the employment experience. FCP will incorporate Equal Employment Opportunity and Diversity initiatives into all of its Human Resources campaigns, from brochures announcing new policies and programs to the communication of benefit programs.

- **Diversity Career Fairs**

In addition to traditional job and career fairs, FCP will conduct Diversity Career Fairs in an effort to reach out to the community. These will be coordinated with local agencies and community groups targeting a wide array of individuals that include various genders, races, ethnic backgrounds, ages, religions, national origins, disabilities and life styles.

- **Succession Planning**

FCP will develop an internal Succession Planning program that encourages a diverse group of high potential future leaders and provides the group with development such as education, learning opportunities, mentors and assignments that will develop their leadership skills for future promotions.

- **Hiring Process**

To eliminate any bias in the interview and selection process during the initial staffing of the casino, FCP will establish an interview process via selection committees comprised of interviewers with diverse backgrounds and perspectives. The Human Resources team itself

will be diverse and reflective of the local community. Initial screening of applications will be conducted by a blind applicant review system to prevent biased selection decisions. The names and addresses of applicants will be masked prior to the circulation of resumes. Interviews will be highly structured to ensure that all candidates are screened according to the same criteria regardless of demographic characteristics or appearance. Written objective criteria related to the business needs of all positions for evaluating candidates will be established and consistently applied.

Employee Relations

- **Policies**

A sound Equal Employment Opportunity and Diversity program starts with the development of sound employment policies and practices that are fairly and equitably applied throughout the organization. Foxwoods prides itself on establishing and administering policies that support both employees' work and personal lives and the business objectives of the casino, while being equitably applied across the organization. From pre-opening and beyond, policies will be drafted with Equal Employment Opportunity and Diversity objectives as a priority and then uniformly applied and administered.

- **Dispute Resolution**

Where applicable, an alternative dispute resolution process, such as mediation, will be created to develop a forum whereby conflict can be resolved in a non-punitive manner that affords opportunities for differences to be heard and addressed. Human Resources professionals will be trained and certified to mediate disputes. This practice has proven to be an effective part of Foxwoods' Equal Employment Opportunity and Diversity strategy as it allows the view points of all to be heard without reprisal or discrimination. It allows parties who may be in conflict or in disagreement to amicably settle those disputes by creating their own resolutions.

Training

- **Training During Orientation**

FCP will communicate its commitment to Equal Employment Opportunity and Diversity via an educational session upon hire. The objectives are to:

- Clearly communicate a commitment to create and maintain an inclusive work culture that values differences, and one that sees these differences as opportunities to enhance the business;
- Educate new hires about career paths and opportunities for advancement and promotion; and

- ▶ Educate new hires about all aspects of Equal Employment Opportunity and Diversity, including inclusion of local and minority businesses and support of community agencies and the local community itself.

SUPPLIER DIVERSITY PROGRAM

Overview

The Mashantucket Pequot Tribal Nation (MPTN) Tribal Council has consistently advocated supplier diversity, recognizing that viable, self-sustaining minority business communities benefit the overall economic health of the country. As a commitment to this principle, the Tribe instituted a Supplier Diversity Program that has been very successful in establishing the Tribe as an acknowledged leader in the minority business development arena and a positive economic force in the region.

MPTN supplier diversity purchases historically have represented approximately 12% of total spending. This is a relatively strong performance considering that the average for Fortune 500 companies has been less than 5% of spending.

Moreover, the Tribe hosts multiple supplier diversity conferences and events on an annual basis. The Tribe also has been a Board member of the Connecticut Minority Supplier Development Council, National Native American Purchasing Association and the National Minority Supplier Development Council Hospitality Industry Group (HIG). The NMSDC HIG includes companies such as Hilton, Starwood, Marriott, MGM/Mirage, and Wyndham.

Consequently, the Tribe and its enterprises are well regarded externally for supplier diversity achievements as well as for their active participation in Native American, Minority and Women-owned Business Enterprise organizations.

As has been the case with all of the Tribe's enterprises, FCP will embrace supplier diversity as a core value and institutionalize policies that are reflective of this principle within the Philadelphia market.

Mission

In support of the Mashantucket Pequot Tribal Nation Tribal Council's commitment to diversity and inclusion, FCP management will execute a supplier diversity plan and integrate it into the overall FCP Equal Employment Opportunity and Diversity Initiative. The primary objective of the plan will be to ensure inclusion of minority and women owned business enterprises (M/WBE's) in the procurement process and to implement best practices that are attributes of world-class supplier diversity programs.

Proposed Plan

Supplier diversity initiatives will be crucial in helping FCP to establish itself as a respected corporate citizen within the Philadelphia business community and leverage diversity as a competitive advantage. Implementation of a FCP Supplier Diversity Program will support this goal by fostering the development of minority business enterprises (MBE's) and women-owned

business enterprises (WBE's) as ongoing suppliers of goods and services to FCP. The program will be designed to provide these diverse companies the opportunity to compete for a share of the FCP's purchases through a process of discovery, inclusion and development.

Under the authority and direction of the Director of Purchasing, the Purchasing Department will be responsible for leading this effort and ensuring its success in the Philadelphia market. To optimize the effectiveness of plan, we will focus efforts on the following:

Policy & Procedures

FCP will establish an official written policy directing adherence to procurement practices that support diversity and inclusion. The policy will originate at the most senior management level and be disseminated throughout the organization.

Written procedures will be put in place specifying the actions purchasing staff must take to ensure inclusion of M/WBE's. Performance measurements will be monitored in connection with M/WBE utilization and an ongoing reporting process to senior management will be maintained.

FCP's organizational culture will be conducive to appropriate M/WBE risk taking. There will be a process for facilitating/encouraging 1st tier suppliers and prime contractors to undertake second tier subcontracting with M/WBE's. In addition, a process for recognition of exemplary performance by buyers, internal end-users, 1st tier suppliers and prime contractors will be implemented.

Purchasing agents and internal end-users will be trained and oriented on supplier diversity policies and procedures, interpersonal skills, and legal/compliance requirements. Responsibility for M/WBE's program initiatives is not limited to the Purchasing staff. The company will develop a team process to ensure participation from all departments.

Outreach

The Purchasing department will actively seek out potential M/WBE suppliers and work with them in meeting FCP standards for high quality, reliable service and competitive pricing. Companies that do not immediately qualify as suppliers will be assisted to win FCP business within the parameters of internal policies and procedures.

FCP will appoint a designated Supplier Diversity Program Coordinator to facilitate the program. This internal staff position will be properly budgeted and empowered to obtain results. The Director of Purchasing will monitor the extent of diverse supplier participation monthly and make recommendations based on results linked to strategic planning. Progress reports will be forwarded to FCP Senior Management for review.

The Supplier Diversity Program Coordinator will investigate the existence of any imbalances in the hiring of M/WBEs and implement temporary goals to attain qualified M/WBE participation commensurate with their level of participation in their specific field of expertise in the Greater

Philadelphia area. The coordinator also will work closely with all FCP departments, external supplier diversity organizations, local, state and federal governments, regional economic development organizations and local communities to provide information and support. In addition, the coordinator will maintain an M/WBE database management system.

FCP will establish an active leadership role within M/WBE organizations at the regional level. Proactive membership will be maintained in the local regional affiliate of the National Minority Supplier Development Council, support other local supplier diversity organizations and participate in appropriate events as required to promote FCP supplier diversity efforts and achieve program goals.

Annual Goals

FCP will seek to achieve specific annual supplier diversity purchasing goals. It will be the established supplier diversity goal to spend not less than \$10,000,000.00. To meet this hurdle, all purchasing agents will be required to contact and utilize M/WBE businesses that are qualified to provide goods and services, within the parameters of the FCP competitive bid process. Achievement of these goals will be considered in assessing performance.

The Purchasing Department will classify its entire supplier base for purpose of goal setting and regular assessments will be made to determine products/services that have been excluded from the supplier base. Benchmark studies will be performed to determine the comparative effectiveness of the supplier diversity program. Remedies will be implemented to attain M/WBE participation should these studies reveal imbalances or under-utilization.

Responsibility for supplier diversity initiatives will not be limited to the purchasing staff. The company will have a team process to ensure participation from all departments—e.g. a diversity advisory council. FCP will establish departmental goals and a formal mechanism for generating feedback from minority/women suppliers to the highest levels of management.

Certification of M/WBE Status

Supplier diversity programs are based on the guarantee that they serve the needs of bonafide M/WBE's. M/WBE supplier certification will be required either through an authorized body or through a documented self-certification process.

For certification purposes, a minority or women-owned business will be defined as a for-profit enterprise, regardless of size, physically located in the United States or its trust territories, which is owned, operated and controlled by minority group members or women.

Ownership by minority individuals or women means the business is at least 51% owned by such individuals or, in the case of a publicly-owned business, at least 51% of the stock is owned by one or more such individuals. Further, the management and daily operations are controlled by those minority group members. "Minority Group Members" are United States citizens who are African American, Hispanic American, Asian American and Native American with the following specific definitions:

- a) African American (a person having origins in any of the black racial groups of Africa);
- b) Hispanic American (a person of Spanish or Portuguese culture with origins in Mexico, South or Central America or the Caribbean Islands, regardless of race);
- c) Asian American (a person having origins in any of the original peoples of the far East, Southeast Asia, the Indian Subcontinent or the Pacific Islands); or,
- d) Native American (a person having origins in any of the original peoples of North America).

2ND Tier Initiative

FCP will ensure that 1st tier suppliers and construction prime contractors are fully aware of FCP's commitment to supplier diversity and the availability of M/WBE's as well as Tribal Member-owned businesses. The Purchasing department will maintain a list of qualified M/WBE firms and the services they offer to inform 1st tier suppliers and construction prime contractors of the services available from these businesses. However, the qualified M/WBE list will not represent a qualitative endorsement by FCP, it will only serve as an information resource. Construction prime contractors will target subcontract work, of any tier, for award to certified M/WBE's if permitted by the available market. The construction prime contractor may certify that compliance is not possible and explain all good faith efforts to achieve compliance. No price premium factoring is permitted in subcontractor selection for M/WBE firms. 1st Tier suppliers and construction prime contractors will submit a summary report of M/WBE utilization. Performance regarding M/WBE placements is considered an evaluative criteria for contract compliance and for future contract awards.

Tribal Member-owned Businesses

Tribal Member-owned firms will be awarded business strictly on a competitive basis. No "price premium" factoring will be made available to Tribal Member-owned firms. The bidder that best meets the requirements of the bid, in terms of both price and qualifications, will be awarded the contract.

Tribal Member-owned firms will be required to obtain certification as legitimate minority business enterprises from the National Minority Supplier Development Council (NMSDC). NMSDC follows stringent guidelines in determining eligibility of a minority business for MBE certification. NMSDC has standardized procedures to assure consistent and identical review and certification of minority-owned businesses.

To become qualified, Tribal Member-owned firms must submit a Statement of Qualifications to the Vice President of Purchasing. This Statement of Qualifications must contain: (1) MBE certification from a regional chapter of NMSDC; (2) a statement of the type and scope of work the firm wants to undertake; (3) a list of the firm's resources in terms of employees and physical assets; (4) a chronicle of the firm's experience and references; (5) the names of all individuals and firms holding five percent or more of the firm's ownership.