Sands
LAS VEGAS SANDS CORP.

SANDS BETHWORKS GAMING LLC

Diversity Plan

for proposed

Bethlehem, Pennsylvania

Mixed-Use Gaming Resort Site

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LAS VEGAS SANDS CORP.

SANDS BETHWORKS GAMING LLC

Part I

Our Methodology For Determining Recommended Goals

The Pennsylvania Diversity Plan Requirement

One of the eligibility criteria for a gaming license application in the Commonwealth of Pennsylvania is the requirement to develop and implement a diversity plan that ensures "equality of opportunity in employment and contracting..." for all persons and enhances the representation of diverse groups in the operation of the business, see The Pennsylvania Race Horse Development and Gaming Act, 4 Pa. C.S. §1101 *et seq.*

The Sands BethWorks Gaming LLC Diversity Plan has its genesis in the Diversity Plan of its parent corporation the Las Vegas Sands Corp. ("LVSC") where there is a commitment "to seek out new relationships with minority and women-owned businesses" in a culture that embraces the diversity of all employees ("Team Members").

The Sands BethWorks Gaming LLC Diversity Plan

The Diversity Plan (the "Plan") developed by Sands BethWorks Gaming LLC is modeled upon the diversity policies, practices, and implementation approaches of its parent corporation, LVSC. Sands BethWorks Gaming LLC adopts the definition of diversity utilized by The Venetian Resort–Hotel-Casino in Las Vegas, Nevada.[1]

[1] The Las Vegas Sands Corp. Statement of Diversity reads in part: "[M]aintaining our commitment to providing a rewarding, exceptional environment for our Team Members and vendors – one that is respectful and inclusive of all individuals regardless of their race, color, religion, gender, national origin, age, sexual orientation, or disability."

The Sands BethWorks Gaming LLC Diversity Plan's Development:

A Process of Community Involvement & Consultation

To create a meaningful Diversity Plan for Sands BethWorks Gaming LLC's mixed-use gaming resort site in Bethlehem, (hereinafter referred to as "SBG"), it first initiated two significant actions:

1. SBG hired the best regional diversity consulting firms to assist it in developing its Diversity Plan.
2. SBG met with the community's diverse groups and representatives from not-for-profit community organizations to ask questions and collect comments about their needs and concerns.

SBG believes these steps not only differentiate its Plan from other plans, they make it vitally responsive to the diverse communities of the Lehigh Valley.

SBG took these actions because its primary goal is to create positive economic and social change. It will accomplish this goal by establishing a gaming resort rooted in the community of Bethlehem and responsive to its needs, while being a model for diversity hiring, training, and contracting in the Lehigh Valley.

It is SBG's belief that integrating diversity planning into the culture of its business is not only the right thing to do, but it also provides a boost to business and the community as a whole. By visibly demonstrating diversity measures in hiring and contracting, SBG attracts a broader customer base and appeals to the emerging markets of diverse groups. A business culture of intentional inclusion is a winning strategy for everyone.

To form SBG's diversity consulting team, it hired two Pennsylvania firms: Elsie Y. Cross Associates, Inc., a nationally known diversity consulting firm recognized for excellence in its field, and Maven, Inc., a well-known business and relationship management firm dedicated to the growth of small, minority, and women-owned

businesses. The SBG management team, along with its attorneys, joined its diversity consultants in planning and creating its comprehensive Plan. SBG's intent was to use the best local, regional and, in some instances, national resources for creating a strategy that would be valued and respected by the community it is intended to serve.

To consult with the community, SBG gathered 30 local organizations and businesses[2] to learn their views about a meaningful diversity plan and what it should contain. At the first meeting, SBG's representatives presented the diversity plan used at LVSC's flagship property, The Venetian Resort-Hotel-Casino in Las Vegas, Nevada. Next they asked these community members to look for elements that were good or useful, as well as elements that seemed to be missing for them. In other words, SBG wanted to know what else the Plan should contain. The members were assured that their comments would be collected at a follow-up meeting.

During the second meeting, SBG's representatives asked the community members what they liked about this plan, what they didn't like, and what they would like to see in a plan created specifically for the Bethlehem site. In addition to gathering their views, the intention was to offer the community a voice and a sense of empowerment in relation to the landscape of diversity at their city's gaming site.

Comments and Feedback from Community Representatives and Civic Leaders

These community members liked the LVSC Diversity Plan's inclusion of all individuals irrespective of background or differences. There was a lively discussion about the strength and clarity of the ADA (Americans with Disabilities Act) policy. There were also positive comments about the minority purchasing policy, as well as the parent corporation's charitable organization, The Venetian Foundation, and its outreach programs in the community. They noted the good wages, and they liked the team approach (employees are referred to as "team members") in the work environment.

[2] Appendix one.

Community representatives wanted to see greater specificity about diversity goals and statements –"too generalized," they said. They also noticed that the percentage of purchasing contracts awarded to Minority Business Enterprises (MBEs), Women-Owned Business Enterprises (WBEs), and Disabled-Owned Business Enterprises (DSBEs) were publicized and hoped that the percentage of purchases would be better in this venue.[3]

Suggestions

These local community representatives wanted to see:

- A real commitment to using local businesses as vendors and suppliers. They fear that outside firms from bigger cities, like Philadelphia and New York, will grab most of the new business opportunities, leaving locals with little or no real economic benefits.
- An "urban development bank" that would assist small local businesses (typically, these businesses do not have the infrastructure to support a large contract) in building the capacity to deliver quality products and services.
- The addition of sexual orientation to all diversity materials in a consistent way.
- Extra consideration for MBEs, WBEs and DSBEs in purchasing practices.
- An ADA Coordinator specifically designated to oversee the implementation of the Americans with Disabilities Act.
- A well-planned workforce recruitment strategy, and assurance that veterans or National Guard members returning home from Iraq are included in this regard.

[3] LVSC has demonstrated its commitment by voluntarily publishing a "scorecard" to track the efficacy of its activities toward fulfilling its goal of equality and diversity which is not the industry standard in Nevada.

The "Ideal Plan"

The final question SBG's representatives asked these community groups was: *What would you envision as part of an excellent diversity plan, if anything were possible?* The community groups' members envisioned both a big picture of community relations, and a small, specific picture of services. Among the "big picture" items are:

- Continued regular communication/interaction with community leaders and officials from the City of Bethlehem about issues of importance including progress in achieving the goals within the Diversity Plan.
- SBG's involvement on local boards engaged in community service.
- A person representing SBG – an approachable and "friendly face" with whom they can easily interact.

Among the "small picture" items are:

- 24-hour daycare for workers.
- Transportation to the facility for employees with disabilities.
- Benefit protection for part time workers.

Community Concerns

These community representatives also told SBG about their concerns regarding the potential impact of a gaming resort on their city. Although these issues are not directly related to diversity, SBG representatives noted statements about increases in traffic and crime, gambling and drinking by minors, and the importance of creating affordable housing for the gaming workforce.

Sands BethWorks Gaming LLC Business Culture:
To Be Responsive Internally & Externally

In addition to considering and responding to the comments and concerns of Lehigh Valley community groups, SBG's approach in developing its Diversity Plan was to build upon the existing, customer-focused business culture of our parent company, LVSC.

LVSC's overall mission is to create an experience for its guests that exceeds all others. Its philosophy for creating a unique guest experience is a simple one: Treating all employees well, so employees will treat all guests well. LVSC knows that qualitatively superior service leads to better profits: when a business does more than is expected, it yields a greater return.

As part of its business philosophy of treating all its employees well, LVSC is a proactive leader in creating equal opportunities. It recruits, employs, trains, and develops local individuals without regard to age, race, gender, ethnicity, sexual orientation, religion, socioeconomic background, and native language. The diversity of its employees is not only respected, it is a valued part of the fabric of its organization.

At The Venetian Resort-Hotel-Casino site in Las Vegas, the diversity of Team Members reflects or exceeds local demographics. It employs 32% Latino, 16.5% Asian, 6% African-American, and 51% women. Diversity is also reflected in its management ranks, with 35.4% minorities and 43.6% women.

Within an overall environment of diversity empowerment, LVSC offers all Team Members an excellent wage and benefits package, including several benefits that are unmatched in the gaming industry. Specifically, these benefits include: subsidized, on-site child care; a free wellness center that is open 24 hours a day; free generic prescriptions; and 24-hour concierge services for its employees. In addition, it offers the

ability to customize its employee benefit plan with a variety of choices that meet individual needs.

Finally, LVSC seeks annual feedback from our Team Members regarding the working environment and how it can continually improve.

In Las Vegas, The Venetian Resort-Hotel-Casino reached out to the larger community by establishing and growing business relationships with vendors who classify as MBEs, WBEs and DSBEs. The Urban Chamber of Commerce in Southern Nevada has gone out of its way to recognize The Venetian's efforts (they sent an official letter praising its work); in both employing and extending contract opportunities to diverse groups.[4]

Our service model and proactive diversity program have been recognized by numerous awards, including but not limited to:

- "Best Place to Work Southern Nevada" from the Southern Nevada Human Resources Association
- "Outstanding Employer of the Year, for Employing Individuals with Disability" from the Work Enhancement Employment Team
- The MBE Showcase Award from the Nevada Minority Business Council
- "Corporation of the Year" from the Asian Chamber of Commerce

LVSC's wider community outreach efforts – through our nonprofit charitable organization, The Venetian Foundation – have also garnered awards, including the "Valuable Service to Boys and Girls Club Award" from the United States Senate. The Foundation has sponsored programs to help Las Vegas teenagers shun both drugs and alcohol. And, in partnership with a coalition of community groups, the local school district, and the Clark County Public Education Foundation, a Web site

[4] Appendix two.

(www.HelpZone.org) was launched to educate teens about the dangers of these addictive substances. A related program involved opening a clinic for drug abuse treatment and research aimed at Las Vegas residents (this was primarily supported by the Chairman of The Venetian, Sheldon Adelson and his wife, Dr. Miriam Adelson).

SBG used this same proactive standard of service and outreach in the development of its Diversity Plan. The SBG Plan is designed to meet and exceed the state requirements – through a careful study of the needs of a changing demographic in the Lehigh Valley, and a far-reaching range of programs to address those needs in direct and tangible ways.

Changing Demographics in the Lehigh Valley:
How Sands BethWorks Gaming LLC Will Respond

SBG's research regarding the distinct cultural background of Bethlehem and the Lehigh Valley region revealed Moravian and German immigrant roots, as these were the primary groups of people who settled in this part of Pennsylvania several hundred years ago. The values of those settlers have been passed down to many of the Lehigh Valley residents. Those values include being a hard-working, loyal employee and having high expectations of their employers.

Immigrants & Identity Groups:
Their Impact on the Lehigh Valley

Latinos or Hispanics (mainly from Puerto Rico, but also from Mexico and the Dominican Republic), are the single largest group of immigrants, with their numbers nearly tripling between 1980 and 2000.[5] African-Americans (from all parts of the United States) are a smaller group of new arrivals, though their numbers are also growing.

[5] See Appendix three. Population by Race and Hispanic/Latino Origin (2000), "Latinos in the Lehigh Valley", Lehigh Valley Economic Development Corporation at 7.

Represented by smaller numbers, but no less important in SBG's diversity outreach efforts, are the Asian Americans and Native Americans who reside in the Lehigh Valley region, along with those who report as living with disabilities, and who comprise five to ten percent of the local population. Seniors, too, offer an opportunity for community outreach. Meanwhile, African-Americans are a group whose growing numbers currently represents around 6% of the total population. SBG will work to establish relationships to bring all of these groups into its business culture, both in hiring and contracting.

Latinos:

The Largest Diversity Group

But it is Latinos – the largest and fastest-growing immigrant group in the Lehigh Valley (they are now about 10% of the total population) – who will require the most significant outreach efforts to further their socioeconomic advancement. Latino language and education issues make the need for communication and understanding essential, if bridges to employment opportunities are going to be built. And since there is significant interior diversity within Latino culture (Puerto Rican, Mexican, Dominican), there is a need to respond to each sub-group in a sensitive manner.

SBG has found that its efforts (actually the initial efforts of its parent company), on behalf of Latinos as a whole are valued. Latino small business owners in the Lehigh Valley expressed appreciation for the small business certification workshops SBG's parent company sponsored in 2005. Our consultants walked these businesses through the certification process in a "hands-on" manner, telling them why each document was required, and how they should be arranged in order to assemble a good certification package. This training helped Latino business owners understand why some packages are rejected, while also alleviating the fears many felt about the complexity of the certification process.

Sands BethWorks Gaming LLC:

Jobs & Contracts

New Jobs for Bethlehem and the Lehigh Valley

A new SBG resort in Bethlehem will provide an estimated 500 to 700 permanent jobs (depending on the number of slot machines installed). These jobs include a full spectrum of positions – from top-level executives, to management personnel, to slots floor persons, to housekeeping and maintenance staff. Here is a brief listing of job categories:

- Marketing
- Human Resources
- Finance
- Information Technology (Computers)
- Administrative
- Office Personnel
- Sales and Client Relations
- Special Events Assistants
- Slots Floor Persons
- Front Desk Personnel
- Reservations Assistants
- Security Personnel
- Property Engineers
- Maintenance Staff
- Housekeeping Staff

Management salaries will range from $40,000 to $75,000 (for front-line employees), and from $90,000 to $140,000 (for executive-level leaders). Other salaries

will range from $30,000 for administrative assistants and $31,000 for security personnel, while the average housekeeping salary is $27,000.

New Business Opportunities:

Goods and Services Purchasing

SBG will also purchase goods and services on a regular basis. Here is a partial list of goods and services purchasing categories:

General

- Office Supplies and Equipment
- Computer Equipment
- Housekeeping Equipment and Supplies
- Food, Beverage, and Banquet Equipment

Services

- Advertising
- Printing
- Consulting
- Staffing
- Repairs and Maintenance

Operating Inventory

- China, Glassware, Flatware
- Linens, Uniforms, Guest Room Amenities
- Hotel Supplies
- Photo Lab Supplies
- Kitchen and Cleaning Supplies
- Furniture
- Carpet & Drapes

- Glass Mirrors
- Tile and Flooring
- General Maintenance Suppliers
- Horticulture

Construction/Contracting

- Electrical
- Drywall
- Concrete
- Demolition
- Reinforced Steel
- Structural Steel
- Construction Equipment

Food

- Dairy Products
- Produce, Meat, Seafood
- Frozen Products, Dry Goods, Canned Goods
- Ethnic Foods
- Water
- Coffee
- Tea
- Domestic and Imported Wines
- Beer

Sands BethWorks Gaming LLC:

A Preliminary Legal Note

SBG recognizes that the mandated goals of the Pennsylvania Gaming Control Board (the "Board") exceed the laws and regulations existing in other jurisdictions where its affiliated companies conduct business. SBG understands these to be:

> [T]o enhance the representation of diverse groups in the ownership, participation and operation of licensed entities and licensed facilities in this Commonwealth and through the ownership, participation and operation of business enterprises associated with or utilized by licensed entities and licensed facilities and through the provision of goods and services utilized by slot machine licensees under this part.

4 Pa. C.S. § 1212(a)

SBG's affiliates have historically pursued a business culture that fosters inclusion of all people desiring to work in their businesses. Therefore, it welcomes the opportunities and challenges that the legislature of the Commonwealth of Pennsylvania has presented to applicants for gaming licenses. SBG has developed a good faith plan that will promote diversity in ownership, participation and operation of its facility, as is more specifically defined in the Act and implementing regulations. SBG fully expects to meet the goals within the Plan and provide the Board with objective data as required in the regulations.

Sands BethWorks Gaming LLC:
Diversity Plan Goals & Actions

Part II

Recommended Goals and Actions

The Diversity Plan developed by Sands BethWorks Gaming LLC, (SBG) is modeled upon the diversity policies, practices, and implementation approaches of its parent corporation, The LVSC. SBG adopts the definition of diversity utilized by the Venetian Resort-Hotel-Casino in Las Vegas (see footnote 1).

SBG will create a culture of inclusion and commitment to equal opportunity for people of all races, color, religion, gender, age, sexual orientation, national origin, physical or mental handicap or disability and in which all aspects of diversity are acknowledged and respected.

For the purposes of this Plan, "Minority" is defined as the ethnic/racial categories identified in employer survey reports required by the Equal Employment Opportunity Commission (EEOC) and the Office of Federal Contract Compliance Programs (OFCCP).

To make its culture of inclusion a reality, SBG commits to working toward the five diversity goals which follow, and which were developed in direct response to the requirements set forth within the regulations promulgated by the Pennsylvania Gaming Control Board. ("PGCB"). SBG also includes action steps in response to feedback from communities and organizations within the Bethlehem and Lehigh Valley Region.

Under each goal there is a detailed rationale, followed by a list of actions (both key actions and additional actions). After the action steps there is an estimated start time, as some actions can be initiated at start-up, while others will occur over time. These represent SBG's specific method for carrying out these goals as conscious and

intentional practices that will lead to ethnic and Minority participation within a diverse and inclusive business culture.

Diversity Plan Goals:

Goal One

Diversity education is SBG's first initiative in demonstrating its commitment to a diverse and inclusive business culture.

During the process of developing this Diversity Plan – by listening to and working with community leaders, and learning from experienced diversity consultants – SBG acquired a greater understanding of the multifaceted nature of diversity at play within the Bethlehem and Lehigh Valley communities. SBG's commitment is to continue strengthening its core knowledge about the many levels or aspects of diversity.

Key Actions:

1. Participate in diversity awareness training, beginning with SBG's top executives, then management, and cascading down to its front-line employees. Education and awareness will provide:

    - an understanding of the sociopolitical and historical realities of discrimination and segregation;
    - a knowledge of how organizations and systems work, and how they can change their business practices to be more inclusive of diversity;
    - skills that strengthen cross-cultural communication;
    - personal understanding of oneself, and one's self in relation to others, especially across differences of race, gender, sexual orientation, age and ability;

Startup – (Top Executives)
Year 1 – ongoing (Management/Team members)

Additional Actions

1. Apply new skills and show an inclusive mindset by scrutinizing – through a "diversity lens" – everyday business activities and management decisions, including all marketing materials. Ensure that women and Minorities participate on cross-functional work teams. Ensure that marketing materials (as well as displayed works of art throughout the corporation) show visible support for SBG's commitment to a culture of diversity.

Year 1 – ongoing

2. Integrate diversity goals into SBG's multi-year strategic and annual business plans, thereby including diversity as a key business imperative.

Year 1 – ongoing

3. Formulate diversity performance requirements, diversity targets, and recognition of management for meeting and/or exceeding the requirements set forth in the regulations of the PGCB. SBG recognizes that setting diversity targets/goals is a requirement under §481.4 of the PGCB regulations.

Year 1 – ongoing

Goal Two

Good Faith Plan to Recruit, Train and Upgrade Diversity. Show evidence of establishing initiatives for recruiting, hiring, training, and upgrading (promoting), Minority applicants/employees to achieve diversity at all job levels within SBG.

Maintaining a diverse workforce is vital to attracting an increasingly multicultural consumer base. As a result, SBG commits to recruiting and retaining such a workforce – one in which all Team Members that are hired/trained represent the entire spectrum of race, color, religion, gender, sexual orientation, age, national origin, physical or mental handicap or disability. Retaining talent means offering an environment in which people feel comfortable. SBG will offer a variety of employee-friendly benefits, professional

development programs, skills training, and career growth opportunities designed to fully engage and, therefore, retain the talent within its organization. As required by the PGCB, SBG will set diversity goals to assure that all persons are accorded equality of opportunity in employment, promotion, and training.

Key Actions

1. Cast a wide net for applicants for SBG's applicant pool – including outreach to the Minority (diverse) population – by tapping into local career centers, community-based employment programs, diverse executive networks, diverse search firms, as well as Internet databases that feature Pennsylvania jobs and diversity databases.

Start-up – ongoing

2. Commit to the goal of hiring people across races and genders at all job levels, as reflected by the availability of talent with the requisite skills, at the local, regional and state levels.

Start-up – ongoing

3. To ensure proper outreach to women and Minorities, SBG will integrate diversity concepts and processes into its hiring practices, employee orientation program, performance feedback, employee development, existing training, and service programs.

Years 1 – 3

4. Partner and contract with local colleges to provide education and skills training for people hired to do food service, machine repair, and computer-related jobs at SBG.

Start-up – ongoing

5. Partner with local colleges to develop a Summer Hospitality Institute where high school and college students interested in the hospitality, gaming and resorts industries can participate in workshops and training that would prepare them for future careers with SBG.

Year 2 – ongoing

6. Launch a mentoring program designed to enhance the representation of diverse groups in the ownership, participation and operation of SBG through the utilization of one of SBG's management development programs, modeled after the LVSC management training.

Year 2 – ongoing

7. Track hiring, salaries, promotion, training and retention activities by race, color, religion, gender, age, sexual orientation, national origin, physical or mental handicap or disability to identify potential barriers for job satisfaction or advancement, and identify those groups who may be at risk for leaving SBG. Collect data and remove barriers as corrective action. The SBG will submit reports that include diversity information – specifically the representation of Minorities and women in the workforce – in the areas of employment, training, promotion, and termination activity, as required by the PGCB and as permitted by federal law.

Start-up – ongoing

Additional Actions:

Recruitment

1. Provide local employment sources with profiles of skills and competencies needed to meet SBG's staffing requirements.

Start-up – ongoing

2. Work with local career agencies to help identify, prepare, and coach potential local applicants for career opportunities. Participate in local job fairs through those agencies' extensive network of community-based employment programs.

Start-up – ongoing

3. Recruit at local and regional colleges and universities to fill both vacancies and SBG's future management training program. Commit to bringing a diverse slate of qualified trainees into its management program.

Start-up – ongoing

4. Partner with a local institution of higher education in awarding full and partial scholarships for students pursuing a hospitality management education.

Year 2 – ongoing

5. Place recruitment advertising in local and regional newspapers, on the radio, and on billboards. Advertisements will reflect diverse faces and voices.

Start-up – ongoing

6. Develop a special plan for outreach to the various Latino community and association groups in the Lehigh Valley, in order to build relationships for referring Latino job applicants, as well as Minority- and women-owned enterprises.

Year 1 – ongoing

7. Establish and build a working relationship with local African American and Asian American associations to generate individual job applicants as well as minority- and women-owned business referrals.

Year 1 – ongoing

8. Partner with the local seniors organizations to seek out potential job applicants, MBEs, WBEs and DSBE.

Year 1 – ongoing

9. Work with Bethlehem's local disabilities organization to match people with disabilities with current job and business opportunities. Identify core jobs for which the organization can train their client base to meet SBG's job requirements.

Year 1 – ongoing

10. Give special consideration to applicants and contractors who have served in the armed forces from the Lehigh Valley.

Year 1 – ongoing

11. Identify and work with employment agencies specializing in finding women and Minorities to fill professional and management positions as part of its goal of diversity in employment at SBG.

Start-up – ongoing

12. Initiate and continue to build local and national relationships with industry affinity-related organizations, such as but not limited to: The International Association of Hispanic Meeting Planners, National Society of Minorities in Hospitality, Asian American Hotel Owner Association, the Multicultural Food Service and The Black Culinarians Alliance. These organizations can act as potential diversity partners for recruiting job candidates and contractors' businesses.

Year 1 – ongoing

13. Initiate and continue to build local and national relationships with minority and women's organizations such as the NAACP, Urban League, Black MBAs, Hispanic MBAs, Women's Business Enterprise National Council, and Hispanic Leadership Institute. These organizations can act as potential diversity partners for recruiting job candidates and contractors' businesses.

Year 1 – ongoing

14. Create an internal hiring panel within SBG composed of representatives of all diverse groups to review new hires and promotions.

Year 2 – ongoing

Training and Development

(Note: The Sands BethWorks Gaming LLC will model its training programs after The Venetian Resort-Hotel-Casino. Partial training offerings are listed below; sample of a full training catalog is located in the Appendix.[6]

1. Provide basic conversational skills training in Spanish and English, for both English-speaking and Spanish-speaking employees.

Year 1 – ongoing

2. Every new employee participates in an orientation training that presents the philosophy of the company – how it encourages two-way communication, and how each employee can take advantage of its various programs for career promotion.

[6] See Appendix four.

Start-up – ongoing

3. Every new employee receives SBG's "unmatched services" customer service skills training (modeled on The Venetian Resort-Hotel-Casino program).

Start-up – ongoing

4. All employees receive safety and accident prevention training.

Start-up – ongoing

5. All employees are offered computer training, learning basic office programs.

Start-up – ongoing

6. All supervisory and management personnel receive training in handling sexual harassment, affirmative action, and EEO-related issues.

Start-up – ongoing

7. All supervisory and management personnel are offered interviewing, coaching, performance management, and employee relations skills training. SBG is committed to integrating diversity models and concepts into these existing training programs.

Year 1 – ongoing

8. Develop a mentoring program that identifies and coaches high-potential team members in order to cultivate their skills in leading, coaching, and developing a diverse workforce.

Year 2 – ongoing

9. Actively promote its educational assistance program to all employees. SBG's program will pay $1,000 in tuition assistance per year, for each employee. It waives the usual eligibility requirement of a year of fulltime employment, for its first year of operation at the Bethlehem site.

Start-up – ongoing

Goal Three

Good Faith Plan for Enhancing the Representation of Diverse Groups and Equality of Opportunity in Employment and Contracting: SBG will enhance the representation, employment and contracting opportunities of diverse groups in the operation of its facility by (1) affirmatively seeking contracts with certified MBEs, WBEs and DSBEs together with regional federally certified small businesses and (2) requiring non minority businesses who expect to do business directly with SBG in amounts in excess of $50,000 to execute a good faith Participation Plan (as defined in the Gaming Control Board Regulations).

SBG has a unique opportunity to expand upon its parent company's economic development approach. SBG will empower local MBEs, WBEs and DSBEs through outreach initiatives that will help start, develop, and expand businesses by offering training and facilitate access to capital and advice, in order to enable successful bidding on projects and services needed by the Applicant (SBG). Equally important, SBG will help facilitate MBE, WBE and DSBE ownership of business enterprises through partnerships with local incubators. Additional participation will be achieved by requiring majority (Caucasian) contractors doing substantial business with SBG to develop diversity participation plans. SBG will seek opportunities to select MBEs, WBEs and DSBEs when bids are similarly situated in terms of ability to meet performance and service requirements. These initiatives respond to the PGCB's requirements for diversity in the ownership, participation, operation of and contracting of MBE, WBE and DSBEs.

Key Actions

1. Build a SBG partnership with local incubators and small business support agencies located in the Lehigh Valley market, in order to boost an existing mixed-business incubator program in Bethlehem, or establish a new one.

Year 1 – ongoing

2. Provide certification training for MBEs, WBEs and DSBEs through a local community or government organization. This training will allow local entrepreneurs to position themselves for successful state certification. SBG's parent corporation LVSC provided this service to businesses in Bethlehem in November 2005 as an act of good will, to demonstrate interest in doing business at the local level and increase the number of available certified MBEs, WBEs and DSBEs able to conduct business with SBG.

Start-up – ongoing

3. Seek partnership with a local bank or other financial institution for the purpose of identifying ways and means of promoting enhanced economic support to certified MBEs, WBEs and DSBEs seeking to establish or expand a contractual relationship with SBG.

4. Develop a protocol whereby small businesses and MBEs, WBEs and DSBEs (local and regional, first, followed by statewide) receive "priority" consideration when bidding on goods and services to the extent permitted by law.

Start-up – ongoing

5. Provide pre (coaching) and post (feedback) to local entrepreneurs through SBG's future procurement office and local community organizations, about how to best position bid proposal for SBG, or why a bid was not accepted.

Year 1 – ongoing

6. When not prohibited by law or labor relations agreements, require all contractors, subcontractors, vendors, suppliers, lessees, and agents who expect to do business directly with SBG in amounts in excess of $50,000 to make a good faith Participation Plan as described in the Gaming Control Regulations. Encourage all other non minority businesses doing substantial business with SBG but not in excess of $50,000 to make a good faith Participation Plan.

Start-up – ongoing

7. Require all contractors to provide quarterly reports that include the total number and value of all contracts and subcontracts awarded to MBEs, WBEs and DSBEs pursuant to §481.5(a)(6).

Start-up – ongoing

8. Establish a "contractor orientation program" that provides assistance to bidders in finding subcontractors and vendors from among local minority/women/disadvantaged-owned businesses, and assists these contractors in constructing diversity plans that will meet SBG's requirements.

Start-up – ongoing

Additional Actions

1. Create outreach initiatives that will encourage MBEs, WBEs and DSBEs as well as small businesses to participate in the SBG-sponsored mentor program.

Year 2 – ongoing

2. Develop ongoing communications with local community agencies to provide information on anticipated contracting and employment needs.

Start-up – ongoing

3. Provide good faith planning assistance, when requested, to those MBEs, WBEs and DSBEs that have entered into contractual relationships with SBG seeking business growth opportunities.

Year 3 – ongoing

4. Encourage majority contractors to partner with MBEs, WBEs and DSBEs in delivering construction work, as well as goods and services to SBG.

Start-up – ongoing

5. Provide a diversity training session for contractors and subcontractors.

Year 1 – ongoing

6. Conduct an annual diversity audit of all contractors and subcontractors, to ensure their compliance with conditions for doing business with SBG.

Year-end, annually

Goal Four

Establish accountability and monitoring systems to measure and report on the progress of SBG's diversity activities (in employment, participation, operation of, contracting, and ownership), and make the results of its actions available to the PGCB and the public.

Meeting its goals and keeping commitments is one of SBG's core values. SBG commits to tracking its diversity progress, as well as implementing management practices to assure compliance with the regulations of the Gaming Control Board in all respects.

Key Actions:

1. Provide the PGCB with an annual diversity performance report, as required for SBG's license renewal, as per § 481.5 of the regulations. The reporting requirement includes:

    - employment data (including information on minorities and women in the workforce, in all job classifications)
    - salary information
    - recruitment and training information
    - executive and management recruitment and training
    - retention and outreach efforts

Additional reporting – on contracting – includes:

- total number and value of all contracts/transactions awarded for goods and services
- total number and value of all contracts/transactions awarded to minority and women's business enterprises
- total number and value of all contracts awarded that contain a participation plan

- total number and value of all subcontracts to be awarded to minority- and women-owned enterprises, under contracts containing a participation plan

SBG will also identify:

- each subcontract actually awarded to a minority- or women-owned enterprise (and the value of the contract), under contracts containing a participation plan; it is understood that this is to be reported quarterly
- each contract/transaction and subcontract actually awarded to a minority or women's business enterprise
- information regarding efforts to initiate minority and women's investment, equity ownership, and other ownership or management opportunities.

Annually and as requested

2. Establish an executive-level professional who is accountable to oversee the Plan and who reports to the CEO/GM of the SBG Bethlehem site. This executive position will have the staff and financial resources to track internal and external diversity efforts, as well as manage the day-to-day operation of implementing the diversity commitments within SBG's diversity plan.

Start-up – ongoing

3. Form an internal diversity oversight committee that will include representatives from all levels of the organization (executive leaders, supervisory personnel, and front-line employees) to help, evaluate, and provide feedback on the progress of the Plan's goals. This group will monitor vendor relations, MBE, WBE and DSBE activities, diversity ownership, and internal employment/promotion/retention activities. This group will raise any concerns to the GM/CEO of the SBG.

Year 1 – ongoing

4. Track SBG's business and management practices, and integrate diversity processes that help to achieve its goals.

Year 2 – ongoing

5. Publish an annual report to summarize and communicate SBG's progress in meeting the Plan's goals.

Year-end, annually

Additional Actions

1. Executive and management performance plans will include specific diversity standards for hiring, training, developing, and securing business with MBEs, WBEs and DSBEs. SBG's compensation and incentive plans are under review to include specific rewards for leaders who meet and exceed diversity goals.

Year 2 – ongoing

2. Conduct an organizational audit of all SBG's policies and business and management practices to ensure equal access and fair treatment across all diverse groups.

Year 1 – ongoing

Goal Five

Be active participants in the community – through volunteerism, charitable giving and other community outreach efforts.

SBG is dedicated to assisting the community in which its employees live, and it will proactively reach out to those in need, in order to encourage an improved quality of life for everyone. SBG will support causes that provide empowerment to minority communities, educate and motivate youth, improve inner cities, as well as other charitable, educational and philanthropic causes that are permitted under relevant tax-exempt entity laws.

Key Actions

1. Adopt local at-risk schools that educate children. SBG commits to volunteering our resources to assist educators in improving the educational performance of local students.

Year 1 – ongoing

Partner with institutions of higher education in awarding full and partial scholarships for students pursuing careers in hospitality and gaming. Encourage college/university to seek Minority applicants, as defined in the regulations of the Gaming Control Board.

Year 2 – ongoing

Additional Actions

1. Promote and encourage employees to take advantage of its volunteer-during-work-hours program, by working at local community service organizations, where employees can volunteer up to four hours a month of paid time.

Year 1 – ongoing

2. Create a crisis fund for community members facing emergencies or crises.

Start-up – ongoing

3. Partner with local schools by establishing a scholarship fund for high school students' post-secondary education.

Year 1 – ongoing

4. Partner with institutions of higher education to develop an industry curriculum as part of the business administration program. SBG desires to develop studies that concentrate in hospitality/gaming management as part of an undergraduate or post-baccalaureate certificate program.

Year 2 – 3

Sands BethWorks Gaming LLC Diversity Plan:

Conclusion

The Sands BethWorks Gaming LLC Diversity Plan embraces the spirit and intention of the Pennsylvania Gaming Board's regulations with regard to diversity. The SBG Diversity Plan seeks to incorporate policies, practices and programs that will further Pennsylvania's goal of using diversity in the workplace to create social and economic change. The Plan presents new employment, ownership and contracting opportunities in the Lehigh Valley and beyond so that all citizens throughout this Commonwealth will have equal access and opportunity to participate in the economic growth fostered by this new industry.

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Sands BethWorks Gaming Diversity Plan

Sands BethWorks Gaming LLC representatives met with members of the following Lehigh Valley community organizations, institutions, businesses and individual citizens:

- United Alliance of Shokotan Karatedo
- Hispanic Chamber of Commerce
- Career Link Lehigh Valley
- Tri-City African Chamber
- NAACP Bethlehem
- PA Human Relations Commission – Northampton Advisory
- Bureau of Minority & Women Business
- Council of the Spanish-Speaking Organizations of the Lehigh Valley
- Community Action Committee of the Lehigh Valley
- Gay PRIDE, Allentown
- VIA of the Lehigh Valley, Inc.
- SBDC
- Bethlehem Book Loft
- Butterfly Beauty Shop
- Malady & Wooten
- City of Bethlehem
- Northampton Community College
- Bethlehem residents
- BethWorks Now

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APPENDIX TWO

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URBAN CHAMBER OF COMMERCE

"URBAN EMPOWERMENT OF BUSINESS AND COMMUNITY"

July 27, 2004

Mr. Sheldon Adelson, Chairman
The Venetian Resort Hotel Casino
3355 Las Vegas Blvd., S.
Las Vegas, NV 89109

Dear Chairman Adelson:

It is an honor on behalf of the Board of Directors and membership of the Urban Chamber of Commerce to express our deepest gratitude and appreciation for the support we have received from you and your fine staff of employees at The Venetian Resort Hotel Casino.

With the Venetian assuming prime sponsorship of the Chamber's Annual Ann Gregory Memorial Scholarship Golf Tournament, in a short few years, the tournament has gained national recognition as one the premier community based events in the country. Through your generous support, this year, we will be awarding 31 scholarships to area youth. Further, our enrichment awards banquet that is held in one of the Venetian's elegant ballrooms, honors a number of individuals and organizations for their contributions to civic betterment projects has become a "must attend" event on Las Vegas's social calendar.

While the Chamber is most appreciative of our personal, as well as professional relationship with the Venetian, we also recognize that your company maintains a positive relationship with a number of other civic groups.

However, what is gaining you increasing admiration and respect is your commitment to diversity. Your company's efforts are providing direct economic benefit to persons desiring to be contributing members of society by being gainfully employed or having the opportunity to provide goods and services to your quality enterprise.

Mr. Chairman, may your business and community outreach efforts continue to meet with success.

Sincerely,

Dr. E. Louis Overstreet, P.E.
Executive Director

Cc: Hannah Brown, President, UCC

Executive Board
Hannah Brown
President

Ronald Despenza
Vice President

Francis Odom
Treasurer

Lois Greene
Secretary

Board Members
Robert Bell
Thomas Brown
William E. Dougan, MD
Derek Jones
Diane Pollard
Edgar Taylor
Jerry Young

Executive Director
E. Louis Overstreet

IT Director
Donovan Chambers

Membership Dire
Kathi Overstreet

Training Director
Chuck Bremer

1048 West Owens Avenue, Las Vegas NV 89106-2520 (702) 648-6222 (702) 648-6223 FAX
E-mail: admin@urbanchamberlv.org; Website: www.urbanchamberlv.org

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APPENDIX THREE

LEHIGH VALLEY DEMOGRAPHICS:[4] POPULATION CHARACTERISTICS AND FAMILY PROFILES

The growing proportion of Hispanics in the U.S. population constitutes one of the most dramatic demographic shifts in American history.

U.S. News & World Report, "Hispanics' Don't Exist", May 11 1998

The Lehigh Valley has experienced a steady and significant increase in its Latino[5] population which almost tripled between 1980 and 2000, a regional growth of over 251%. The Lehigh Valley as defined in this report refers to the Allentown—Bethlehem—Easton, PA Metropolitan Statistical Area (ABE MSA) used in the U.S. 2000 Census and defined by the Federal Office of Management and Budget (OMB). The data for the ABE MSA, which in 2000 included the counties of Carbon, Lehigh and Northampton, provides a regional perspective. It does not include Warren County, NJ which was added to the ABE MSA in 2003.[6] The focus of the study falls within Lehigh and Northampton Counties where over 98% of the 2000 ABE MSA Latino population was concentrated (Lehigh 63%, Northampton 35%, Carbon 2%.) More specifically, the study looks closely at the cities of Allentown, Bethlehem and Easton where over 82% of the Latino population in these three counties resides. According to the 2000 census, Latino representation in these cities was 24% of the population of Allentown, 18% of Bethlehem and 10% of Easton.

TABLE 1: POPULATION BY RACE AND HISPANIC/LATINO ORIGIN (2000)

Census 2000 SF1	LEHIGH COUNTY		NORTHAMPTON COUNTY		ALLENTOWN CITY		BETHLEHEM CITY		EASTON CITY		LEHIGH VALLEY	
TOTAL	312,090	100%	267,066	100%	106,632	100%	71,329	100%	26,263	100%	637,958	100%
HISPANIC/LATINO	31,881	10%	17,868	7%	26,058	24%	13,002	18%	2,570	10%	50,607	8%
WHITE	259,811	83%	235,666	88%	68,621	64%	53,408	75%	19,302	74%	552,429	87%
AFRICAN AMERICAN	9,798	3%	6,886	3%	7,284	7%	2,244	3%	3,221	12%	17,017	3%
ASIAN	6,488	2%	3,610	1%	2,375	2%	1,557	2%	436	2%	10,281	2%
TWO OR MORE RACES	3,382	1%	2,416	1%	1,944	2%	887	1%	627	2%	6,157	1%
SOME OTHER RACE	730	.2%	620	.2%	350	.3%	231	.3%	107	.4%	1,467	0.2%

POPULATION GROWTH

In 2005, taking into account the acknowledged census undercount and the continued growth of the Latino population in the first half of this decade, documented by school district student census, the percentage of Latinos can be conservatively estimated to be nearly one-third of the city of Allentown, one-quarter the city of Bethlehem and 15% of Easton.

During the last two decades, the Latino population in Northampton County grew 153% and more than tripled in Lehigh County, with a growth of 354%. While the growth indicated by these census figures is considerable there is common agreement that the size and growth of the population was undercounted in Census 2000 and the statistical reality is even more dramatic. For various reasons, which include a distrust of the government's use of the data, Latinos tend to underreport members of their households especially if they exceed the numbers allowed by their lease agreements. Some decide to stay "under the radar" by not participating in the census. In addition, census data generally does not reflect the undocumented Latino population, which may have settled in the area.

[4] The cumulative area data for charts and graphs are based on the ABE MSA Census 2000 data unless otherwise indicated.

[5] For the purpose of this document the terms Latino and Hispanic are used interchangeably to refer to this diverse population with a common origin and common language whether native to the U.S, or foreign born from Latin America or Spain. This is consistent with the use of the terms in the 2000 Census where the terms 'Spanish,' 'Hispanic origin,' and 'Latino' are used interchangeably. Some individuals identify with all three terms while others may identify with only one of these three terms. The use of the terms Hispanic and Latino is subject to a debate currently taking place throughout the United States without a clear resolution. Some individuals are adamant about the use of one term over the other, while others strongly prefer to be identified with their specific national origin. There is common agreement that the term Hispanic was brought into use by the U.S. government in the 1970's for the purpose of counting a diverse population with a common heritage and language. The term Latino is promoted as one that more reflects the diverse racial and ethnic backgrounds of this population.

[6] The Allentown-Bethlehem-Easton, PA MSA in 2003 became the Allentown-Bethlehem-Easton, PA-NJ MSA with the addition of Warren County, NJ.

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APPENDIX FOUR

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TRAINING AND DEVELOPMENT

THE VENETIAN RESORT HOTEL CASINO

Our Mission

We lead and inspire Venetian Team Members to their highest levels of personal and professional achievements through dynamic and innovative training and development. We facilitate training interventions that demonstrate, support and reinforce the Venetian's unwavering commitment to *Unmatched Guest Service* and an *Exceptional Work Environment.*

"Ancora Imparo" ("Still I Am Learning") - Michelangelo

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Course Titles with Key Points Proudly Offered by Training and Development at The Venetian

Course Title	Length	Target Audience	Offered	Key Points
New Hire Orientation – Offered in English and Spanish	8 Hours	Newly Hired Team Members	English: Every Wednesday Spanish: Once a month	• Become familiar with the property. • Learn the history of The Venetian. • Understand the "Venetian Way" (philosophy and culture). • Meet "Key" decision-makers. • Learn Basic Standards and Expectations. • Understand your role in Workplace Safety. • Understand your role and the role of The Venetian in Security. • Understand your role in Unmatched Service. • Take a property tour. • Become familiar with "The Venetian's Position on Unions" presentation. • Familiarize yourself with our VIP Benefits Package.
Benefits Enrollment – Offered in English and Spanish	2.5 Hours	All team members	2x a month	• Understand and enroll in the best benefit package in the industry.
Foundations of Venetian Leadership	4.5 hours	Newly Hired/ Promoted Supervisors and above	Once a Quarter	• Get a solid foundation for success as a Venetian leader. • Receive the necessary tools you need for your leadership role. • Learn what makes a Venetian leader the best in the industry. • Explore The Venetian philosophy, culture, standards, business strategy, policies, procedures, benefits and leadership style from the perspective of a leader. • Learn how to increase your leadership skills in delivering Unmatched Guest Service and creating an exceptional work environment.

Course Titles with Key Points Proudly Offered by Training and Development at The Venetian

Performance Enhancement Process	4.5 Hours	Supervisors and above	Once a Quarter	• Develop your leadership skills and confidence in conducting effective and consistent performance enhancement meetings that benefit both the team. • Learn how to create Action Plans. • Learn S.M.A.R.T goals. • Explore how to observe and record performance. • Learn how to prepare for the meeting, follow-up and discuss unsatisfactory performance, while maintaining the team member's self-esteem. • Receive templates, sample forms, and a PEP Checklist.
Discipline Without Punishment	4 Hours	Supervisors and above	Once a Quarter	• Learn The Venetian disciplinary process of viewing discipline as a positive, not punitive, process designed to help team members attain performance levels necessary to deliver Unmatched Service. • Develop your leadership skill of managing performance gaps. • Learn to apply the four steps of discipline without punishment. • Explore how to conduct effective coaching and performance improvement meetings.

Course Titles with Key Points Proudly Offered by Training and Development at The Venetian

Taking the Lead	2 Hours	Leads, Supervisors and above	Once a month	• Learn how to lead, rather than just manage. • Learn, understand, and practice the Four Fs – Be First; Be Fair; Be Firm; and Be Flexible. • Learn how to lead, coach and unify your team to achieve The Venetian's Unmatched Service goals.
The Practical Coach	2 Hours	Leads, Supervisors and above	Once a month	• Learn how to effectively coach your team to success. • Learn three basic coaching skills – inspire, encourage and challenge. • Learn three ways to let your team members know they matter. • Learn how to lead, coach and unify your team to achieve The Venetian's Unmatched Service goals.
The Unified Team	2 Hours	Leads, Supervisors and above	Once a month	• Learn the ABCs of promoting, restoring and protecting team unity. • Learn how to support your team's feeling of Achievement, Belonging and Contribution. • Learn how to create SMART goals. • Learn how to lead, coach and unify your team to achieve The Venetian's Unmatched Service goals.
Scoreboard Feedback and Action Planning	2.5 Hours	All department heads	TBA	• Learn how to improve your team member satisfaction Scoreboard results. • Learn how to analyze results and trends, Learn how to conduct a feedback session. • Learn how to create action plans and follow-up timelines. • Focuses on assisting leaders to maintain an exceptional work environment by resolving issues

Course Titles with Key Points Proudly Offered by Training and Development at The Venetian

Conversational Spanish	TBA	Leads, Supervisors and above	TBA	• Learn how to verbally communicate The Keys to Unmatched Service more effectively to team members who speak Spanish as a first language • Learn specific Spanish words common to your department as well as the hospitality industry and how to say them.
Safety Training	4 hours	All new team members		• Gives information on high-rise building safety, fire alarm procedures, and workplace safety accident prevention.
Basic Computer Training	2 hours each	All team members		• Lean the basics of each program (Microsoft WORD, EXCEL, OUTLOOK, and POWERPOINT) • Ability to work efficiently and effectively by navigating through the system • Hands on training for each program
Exceptional Work Environment	1 Hour	All hourly Team Members		• To present the philosophy of The Venetian on open communication and our desire to deal directly with our team members without a third party • Focuses on benefits of working at The Venetian and our exceptional work environment
Labor Presentation for Venetian Leaders – 2 sessions	Session 1: 4 Hour class Session 2: 2 Hour follow up	Supervisors and above		• Focuses on the leader's role in maintaining our exceptional work environment • Reinforces the position of The Venetian on third parties • Gives leaders information on what they can and cannot say • Focuses on Labor Law, conditions fertile for unions, and effective leadership styles

Course Titles with Key Points Proudly Offered by Training and Development at The Venetian

Interviewing Skills for Venetian Leaders	4.5 hours	Supervisors and above		• Focuses on behavioral interviewing • Helps leaders to legally hire the best candidates • Emphasizes equal employment opportunity, bona-fide occupational questions, and situational interviewing • Provides opportunity to create position-specific interview guide and rating sheets
Train the Trainer: Telephone Courtesy	30 minutes	Designated Departmental Trainers		• Make adjustments to their current phone procedures, including answering all phones with a "live" person from 9a-6pm, Monday-Friday • Learn how to properly transfer a caller, introduce the call; or, offer options to the guest if the transferred call is not answered • Develop a "call tree" to show the hierarchy for answering phones in their department.
Staying Connected with Effective Telephone Courtesy and Unmatched Guest Service	2 Hours	TMs who directly uses the telephone including Supervisors and above		• Focuses on making that lasting positive "first impression." • Understand that dealing with a guest on the telephone is like dealing with a guest in person. • Identify Venetian phraseology and verbiage and how to effectively use them • How to A.S.S.I.S.T. your guests on the telephone
Introduction to the 7 Habits of Highly Effective People – Customized for The Gaming Industry for The Venetian (2 Parts)	2 – 4 Hour Sessions covering the 7 habits	All leaders throughout the organization. Leads and above		• Focuses on developing leaders by training them in the 7 proven habits of effective leadership • Improve planning/problem solving skills by focusing on time management and being proactive • Give leaders tools to reduce interruptions and be more effective

Course Titles with Key Points Proudly Offered by Training and Development at The Venetian

Tower of Power	3 Hours	All Team Members and supervisors +	TBA	• Learn your critical role in knowing, owning and energizing The Keys to Unmatched Service! • Focuses on the importance of each Team Member in providing Unmatched Service
FISH! for Unmatched Guest Service	2 Hours	All Team Members and supervisors +	TBA	• "FISH: How to Have Fun at Work" facilitates the four world-renown FISH! Principles. Learn how to use them to achieve the goals of The Venetian • Team members learn how *Play*, *Be There*, *Make Their Day* and *Choose Your Attitude* help create a memorable and positive unmatched guest experience.
Guest Recovery with Unmatched Guest Service	2 Hours	Team Members +	TBA	• Understand what conflict is • Learn about the different types of conflict. • Learn the ways people respond to conflict. • Use the LEARN model • Practice skills to recover guests in difficult situations.
Harassment in the Workplace	2 Hours	Supervisors +	TBA	• Definition of Harassment • EEO protected Categories • Conditions of Employment • Importance of Avoiding Harassment • EEO & Gender (Sexual) Harassment: Definition, Unwelcome, Sexual Conduct & Condition of Employment • Types: Quid Pro Quo & Hostile Work Environment • Legal Foundation • Determining if Conduct is Unwelcome • Hostile Behavior & Environment • Liability • Team Member's Responsibility

Course Titles with Key Points Proudly Offered by Training and Development at The Venetian

Unmatched Guest Service Through English Language Development	Various	Team Members: Non-English Speaking	By request per department	• Increase the delivery of Unmatched Guest Service in the Hospitality environment. • Teach English in the setting it will be used in by the Team Member. • Learn non-verbal communication skills such as eye-contact and effective body language • Increase the effectiveness of the Team Member interactions with the guests and other Team Members and supervisors.
The Leader's Role in Unmatched Service	8 Hours	Supervisors and above	TBA	• Learn your critical role in knowing, owning and energizing The Keys to Unmatched Service. • Learn The 10 Keys to Unmatched Service. • Develop effective leadership techniques and skills for modeling and reinforcing Unmatched Service. • Learn how to encourage and coach your team members to use Unmatched Service.

The length of the workshop including when they are offered (advertised) is subject to change without notice.