



CZR Maryland Mobile Opportunity, LLC

Diversity Plan

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DIVERSITY, EQUITY AND INCLUSION VISION

At Caesars Sportsbook Maryland and across all Caesars Entertainment entities, we embrace diversity and aim to create an inclusive working environment that celebrates all our Team Members as individuals. Our diversity, equity and inclusion (DEI) framework identifies five pillars of commitment, embedding DEI in everything we do:

- Team Members: Hiring diverse Team Members, further enhancing inclusion and equity in our workplaces.
- Guests: Tailored offerings for diverse guests with an emphasis on marketing to different needs.
- Communities: Volunteer initiatives, charitable contributions, partnerships and social programs with diverse community groups.
- Suppliers: Diversity in procurement and advancing diverse suppliers and contractors.
- Advocacy: Ongoing engagement to raise awareness, change perceptions and influence public policy.

Caesars Maryland Mobile Opportunity, LLC (“CZR Maryland”) and its online sports wagering operator, American Wagering, Inc., are part of Caesars Entertainment’s portfolio of companies and follows the company’s diversity initiatives and goals. The contents of this plan outline the good faith efforts to meet the regulatory requirements associated with its Maryland sports wagering licenses.



DIVERSITY, EQUITY AND INCLUSION ORGANIZATIONAL STRUCTURE

Strategies for obtaining a diverse group or owners, investors, employees.

To execute this plan, we will rely on key corporate personnel who play important roles in maintaining, creating, and executing a comprehensive diversity strategy. The ultimate responsibility for our diversity, equity and inclusion plan rests with the Senior Vice President of Corporate Social Responsibility who reports to the company's Chief Executive Officer. This position is supported by a diverse team of CSR specialists and works in collaboration with Corporate Human Resources, including Talent Acquisition and Talent Development, Supplier Diversity, and Operational Leaders to achieve companywide DEI goals.

Within the ownership group of the joint venture that facilitates Caesars Sportsbook's Maryland operations, Caesars Sportsbook also took steps to facilitate a diverse and equitable organizational structure. CZR Maryland, the entity doing business as Caesars Sportsbook in Maryland, understood that Maryland regulations did not require diverse equity ownership within the joint venture. CZR Maryland believed that issuing equity in the entity that will hold the Mobile Sports Wagering License was more in line with SWARC's and the General Assembly's goal to involve women, minorities, and minority and women-owned business in the sports wagering industry.

Accordingly, CZR Maryland was formed as a new subsidiary and issued a 5% equity interest to an entity that is wholly owned by an African-American female whose personal net worth is below the PNW Cap established by SWARC (the "5% Owner"). Caesars Sportsbook notes that all of its owners, including the 5% Owner, paid the same price per unit, and that all distributions will be made in accordance with percentage interests. Based on the terms of CZR Maryland's agreement with its sports wagering operator, Caesars Sportsbook expects to make meaningful distributions to all of its unit holders, even during the first year of operations.



TEAM MEMBER DIVERSITY, EQUITY AND INCLUSION

Strategies for obtaining a diverse group of employees, diversity objectives adopted by the Applicant, methods for tracking, and benchmarks.

We embrace diversity and aim to create a diverse workforce of Team Members in which all are celebrated as individuals and supported by equitable policies and a culture of inclusion. Our policies and processes throughout the organization are designed to encourage the broadest possible diverse representation in our Company and ensure each has the opportunity to succeed.

DEI Commitments

We are on a path to achieving full gender and racial parity across our organization in accordance with our 2025 DEI commitments as stated below:

Women: 50% of leadership roles* will be held by women within both the mid-level and senior leadership populations.

Racial/Ethnic: 50% of leadership roles* will be held by people of color. We also commit to increasing the representation of people of color in senior leadership by 50%.

*Leadership roles include supervisors and above. Mid-level leadership roles include supervisors and managers. Senior leadership roles include Directors, Vice Presidents, Senior Vice Presidents and C-Suite Targets cover direct employees in the U.S.



Diversity Recruitment

Job Postings: We are careful to use inclusive language in all external job postings. All job postings are reviewed from a DEI perspective before publication.

Candidate Outreach and Partnerships: Our external recruitment aims to extend our outreach to the broadest possible selection of candidates, and we encourage all to apply. Our candidate search includes historically Black colleges and universities

(HBCUs) and other diverse schools around the U.S. We also partner with multiple DEI-focused organizations that can help us extend our reach in attracting diverse candidates and support inclusion, retention and development.

Diverse Slates: Our objective is to ensure the inclusion of at least one diverse candidate for every available position. If this proves challenging, we may extend the timeline for our search or modify our search requirements to enable us to present a diverse slate to the hiring manager.

Hiring Manager Education: Hiring managers undertake our Conscious Inclusion training as well as general interview guidance. Beyond this, prior to conducting interviews, hiring managers are briefed on the selected candidates, with a focus on the unique skills and benefits each candidate can bring to the role, rather than on specific formal education or qualifications.

Inclusive Learning and Development

We are intentional about the inclusion of our diverse Team Members in our leadership and development programs to ensure they have an equitable chance of advancing with the organization. Team Member selection for these programs explicitly encourages diverse nominees. Our flagship programs include:

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Emerging Leader Summit: This is a two-year program for our high potential managers and directors who have been with the company for at least two years and have the potential to be promoted within the next two years. The program includes a range of learning experiences such as in-person summits, leadership panels with Caesars Entertainment executives, e- learning modules using an external platform and personal meetings with General Managers across the organization.

Connected Leaders Academy: This four-month program is hosted in partnership with McKinsey and targets leaders from different ethnic/racial groups, such as those of African, Hispanic or Latino and Asian descent. Team Members are typically high-level managers who join a cohort of peers from different companies, ensuring a wide range of exposure to different experiences and perspectives.

Additionally, all new Team Members receive orientation training that includes DEI content. Our talent review and succession planning processes also consider aspects of diversity.

Business Impact Groups

Our Team Member Resource Groups, called Business Impact Groups (BIGs), bring self- identifying, diverse Team Members and their allies together to support each other and our communities through dimensions of DEI. BIGs' goals address inclusive marketing, talent attraction and recruitment, professional development, supplier engagement and community service. Historically, our BIGs were launched in Las Vegas and developed nationally by adding chapters in our different regions. During the year, each BIG is active in advancing business efforts and engaging in partnerships internally with suppliers and within our communities in ways that offer opportunities and benefits to its membership, allies and networks. Through our BIGs, we reach multiple communities, enhancing diversity in our organization and our culture of inclusion across all our activities.



Equitable Compensation and Benefits

Our compensation and benefits programs are designed to attract, retain and motivate our Team Members, and emphasis is placed on ensuring these cover the different needs of our diverse Team Member groups. For example, our benefits packages include equal consideration of domestic partners, transgender surgery coverage and an Employee Assistance Program available to all Team Members. Our “All-In On Education” education assistance program aims to make access to education more equitable for all Team Members by offering up to \$5,250 per calendar year in tuition funding, a student loan debt repayment benefit of \$5,250 per calendar year and a college savings plan.

Disability Inclusion

We are serious about making Caesars Entertainment both accessible and welcoming for Team Members with disabilities and we continue to advance programs and initiatives to help realize this goal. As corporate partners of Disability:IN, the leading nonprofit resource for business disability inclusion worldwide, and members of their Inclusion Works cohort, we are committed to collaborating with other companies learning and sharing to make Caesars Entertainment an employer and destination of choice for those with disabilities. Our BIG, AVID (Awareness of Visible and Invisible Disabilities), invites Team Members across the Company’s 50+ properties to advance inclusion and equity for those with disabilities. AVID, Caesars’ first national BIG, is a virtual forum where Team Members with disabilities, caregivers, and their allies can work together to serve the disability community and create a work environment that is welcoming and accessible for all. Caesars Entertainment is the first gaming company to be named “Best Place to Work for Disability Inclusion” in the annual Disability Equality Index which is a joint initiative of the American Association of People with Disabilities (AAPD) and Disability:IN. In 2022, Tom Reeg, Chief Executive Officer of Caesars Entertainment, joined more than 110 business leaders in signing the CEO Letter on Disability Inclusion. By signing the letter, CEOs commit to benchmarking their disability inclusion journey with the Disability Equality Index.



Welcoming Veterans

All of us at Caesars Entertainment are passionate about providing our veteran communities with assistance in integrating back into civilian life and opportunities to use their skills in meaningful work. Our initiative, Enlisting Heroes, proactively reaches out to veteran organizations and encourages veterans to apply. Our BIG, SALUTE, is active year-round in supporting veterans in different ways.

Managing Concerns

We encourage Team Members to speak up without fear of retaliation in the event they observe or hear about Team Member behavior that is non-compliant or unethical or violates our DEI values. We engage an external service to manage an anonymous Ethics and Compliance Hotline for Team Members to report concerns confidentially and anonymously. All reported issues are fully investigated, and a summary of justified issues and actions taken is provided to our Senior Leadership Team quarterly.

STRATEGIC SUPPLIER DIVERSITY PLAN

(Supplier Diversity Objectives, Benchmarks, and Outreach initiatives)

Our Supplier Diversity Program serves as a catalyst to measurably expand Caesars Entertainment's economic impact in every community where we operate in concert with our Code of Commitment.

We promote economic inclusion across a diverse base of potential vendors. Utilizing our unique approach to diversity and inclusion to further business outcomes. We utilize strategic collaborative efforts with our national & local product and service providers to leverage business opportunities for our best-in-class M/W/DBE*s throughout the strategic sourcing process. We will be incorporating sports wagering and digital needs into our educational outreach programs, locally, regionally, and nationally.

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Diverse participation is commonly measured in percentages and spend, and we are committed to meeting the diverse spending goals set forth by our senior leadership and specific gaming jurisdictions. However, we also understand the greater achievement is to have a sustainable foundation for economic impact. To that end we are not working to achieve numbers alone; we are dedicated to making a full commitment to work with our customers, staff and vendors to fully incorporate diversity into everything we do. This allows us to achieve our diversity goals, and in some cases far exceed them, thus impacting the actual beliefs and behaviors of the organization.

The opportunity for operational diverse spend in the mobile sports betting is limited to the following marketing, advertising, and IT related expenses. We will focus on these categories to be inclusive at a local level, wherever possible.

Structure

Caesars Entertainment enjoys an in house, system driven sourcing team that follows the basic principles of category management, 6 step sourcing process, and a completely integrated supplier diversity program. The team focus is quad-focused. Sourcing has annual savings targets, internal satisfaction and risk compliance objectives, and diverse business spend goals at a national and regional level.

Our National Sourcing Department is made up of Category Portfolio Vice Presidents and their teams composed of the following functional areas: Direct, Marketing and Indirect. The national category management teams work with the regional purchasing teams responsible for the day-to-day purchasing and the execution of national contracts at a local level.

The Supplier Diversity Team and the Director of Regional Procurement all report up to the Vice President of Procurement who has responsibilities over supplier diversity. This arrangement ensures that both the urgent needs of purchasing team as well as the



importance of the supplier diversity goals and targets make their way into the overall team decisions. In addition to having dedicated resources to supplier diversity, Caesars has a Supplier Diversity Executive Advocate Committee comprised of 7-8 members of the Senior Leadership Team. The committee holds bi-annual meetings to discuss the challenges around supplier diversity.

Outreach

Our supplier diversity team hosts and attends multiple outreach events annually to educate the business community at large on how to do business with Caesars, and to inform them of upcoming opportunities. We also work with local community partners that have offered services to connect potential vendors with corporations to identify prospective vendors as needed. The Supplier Diversity team along with the support of the Property Leadership tracks participants and associated businesses attending all events, introductions to the National & Regional procurement teams are facilitated as opportunities arise.

Reporting and Tracking

In addition to tracking and reporting outreach event participation, operational spend reports will be generated on a monthly, quarterly, and annual basis to track success and ensure compliance with our company and regulated diversity goals.

Caesars Maryland will report its diversity metrics and efforts in Maryland as required.