



**December 16, 2022**

Thomas M. Brandt, Chairman  
Sports Wagering Application Review Commission  
c/o Maryland Lottery and Gaming Control Commission  
1800 Washington Boulevard, Suite 330  
Baltimore, MD 21230

**RE: Crown MD Online Gaming, LLC – Diversity Plan (2022)**

Chairman Brandt and Members of SWARC,

Please find attached herein the 2022 Diversity Plan for Crown MD Online Gaming, LLC. Should you or any of the members of the SWARC have any questions or comments about the content of our submission, please don't hesitate to reach out.

Respectfully,

A handwritten signature in black ink, appearing to read "G. Walters".

Graham Walters  
Chief People Officer  
[gwalters@draftkings.com](mailto:gwalters@draftkings.com)



## Crown MD Online Gaming, LLC - Diversity Plan (2022)

### **1. Strategies for obtaining a diverse group of owners, investors, employees (including executive and managerial positions), and contractors:**

As a technology company at our core, DraftKings believes the best innovation comes from diverse perspectives, thoughts, beliefs, ideas, and experiences. We consistently push boundaries and challenge convention to ensure our culture and products reflect the expectations of our employees and the customers we serve. We believe in promoting diversity and providing opportunities for everyone to explore identities, cultures, and communities through stories, discussions, traditions, and languages outside of their own. We believe this focus is key to our competitive advantage and is a differentiating characteristic that helps us attract the best talent.

DraftKings is committed to creating and fostering a culture of diversity and inclusion. To such end, DraftKings embraces and encourages our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

DraftKings' diversity initiatives are applicable—but not limited—to our practices related to recruitment and hiring; compensation and benefits; professional development and training; promotions; internal mobility; social and recreational programs; and the continuing commitment to developing a work environment built on the premise of a culture of inclusion and diversity, which encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, fostering the representation of diverse employee groups and perspectives and providing safe spaces to empower employees through our Business Resource Groups ("BRGs"), DraftKings Shades, DraftKings Women's BRG, and DraftKings Pride (discussed in additional detail in Section 3, *infra*).
- Ongoing learning and educational development opportunities through our Inclusion, Equity and Belonging ("IEB") Learning Lab for employees to continue to evolve and support conversations that may be top of mind for our diverse employee population.
- Supporting and contributing to the communities we serve to promote a greater understanding and respect for diversity.

All employees of DraftKings have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events.



Any DraftKings employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action. Employees who believe they have been subjected to any kind of discrimination that conflicts with DraftKings' diversity policy and initiatives is encouraged to seek assistance from their manager, their HR Business Partner, or with any member of HR with whom they feel comfortable disclosing such information.

**2. Diversity objectives adopted by the Applicant, and methods for tracking the achievement of those objectives:**

Beyond the diversity strategies outlined above, DraftKings has an objective to increase representation and create an inclusive environment for all employees. In furtherance of those objectives, DraftKings asks all employees in the United States to voluntarily self-identify the following:

- Race/Ethnicity
- Sexual Orientation
- Gender Identity

The DraftKings' People Analytics team tracks this data and shares it in the aggregate and confidentially with the executive leadership team to review trends regarding our United States workforce. In addition, DraftKings has continued to strive for greater data transparency efforts by launching Workday, where employees are asked to self-report personal data, and has made initial data regarding diversity trends among our employee population from 2018 through 2022 available to all employees. Furthermore, the DraftKings' People Analytics team, in partnership with the executive leadership team, has committed to a continued focus on equitable women and BIPOC performance management processes that will be assessed against DraftKings' overall rates.

Over the past several years, DraftKings has also provided inclusivity-based learning experiences through learning circles and interactive workshops exploring topics such as unconscious bias, microaggressions and micro-signals, cross-cultural effectiveness, systemic bias and disruption, and dominant majority ally role. Our focus on continued evolution has led us to provide training on topics such as inclusive interviewing, hiring management, mitigating bias, and managing talent.

We have also launched our career role-modeling and speaker series. We believe the experiences that were shared provided our employees visible paths for career success, tangible advice on self-advocacy and career progression, and a deeper understanding of how everyone can act as inclusive allies based on first-hand experiences. The program highlighted diverse leaders at DraftKings and across industries, with speakers including internal senior leaders, members of, and advisors to, our Board, as well as leading subject matter experts on differences in the workplace.



As a continuation of our commitment to better serve our ever growing and diverse employee base, DraftKings has also proudly expanded family planning and fertility benefits for all North American employees, which will aim to ensure that those employees hoping to plan a family are offered similar opportunities as other employees regardless of gender, marital status, or sexual orientation. Our expanded benefits remove the requirement for formal diagnosis of infertility for coverage and creates a stipend for costs related to adoption and surrogacy, which have historically been barriers for many individuals.

Challenging race and gender bias also means challenging the idea that race and gender are fixed binaries, which is why DraftKings has also expanded Gender Affirmation benefits to include enhanced medical and wellness accommodations and continue demonstrating our investment in reducing barriers of bias through action. DraftKings knows that challenging bias takes time and investment with both a top down and bottom up approach, just like advancing a career.

**3. A plan for diversity-related outreach or events the Applicant will conduct to support its diversity objectives in ownership, investment, management, employment, and contracting:**

Initiated in 2019, our Business Resource Groups (“BRGs”) are dedicated to supporting and stewarding leadership and action across our organization. Their overarching mission is to increase the visibility and representation of DraftKings’ diverse workforce and to increase cultural dexterity, awareness, and inclusion for all employees company-wide. In furtherance of these efforts, these BRGs put on regular diversity-related events, such as an event called “Gather on the Green.” This event is a fundraising golf tournament put on by the BRGs below, which is intended to connect with colleagues, build up our communities, and support external organizations (Boston PFLAG, Women’s Sports Foundation, and BAMS Fest).

- *DraftKings Women*
  - DK Women fosters a community of learning, knowledge sharing, and networking surrounding the challenges unique to women in business and aims to empower growth for all DraftKings employees through programs and events that are inclusive and accessible.
- *DraftKings Shades*
  - DK Shades provides opportunities for everyone at DK to explore the racially and ethnically diverse cultures of our Black, Indigenous, and people of color employees and allies through storytelling, tradition and language sharing, and community based events, and works to increase the visibility and representation of a more diverse workforce while increasing cultural dexterity among employees.
- *DraftKings Pride*
  - DK Pride celebrates and nurtures a community of LGBTQ+ employees and allies through a community of support and knowledge, experience,



network and resource sharing, and fosters communication through programs and events driven by its three pillars of education, commitment, and community.

Beyond our internal efforts, DraftKings also engages with a number of external organizations that host diversity-related events, some of which directly support its diversity objectives with respect to employment and contracting. Such organizations include:

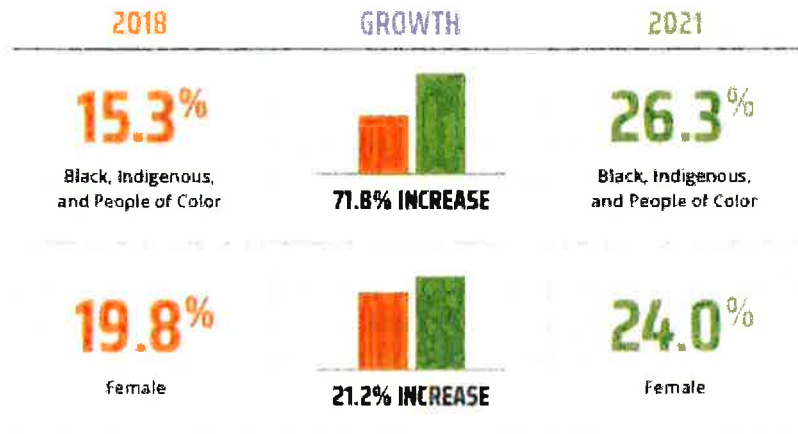
- *Blavity/AfroTech*
  - DraftKings signed on as a sponsor for the 2022 Afrotech Conference, one of the nation's most prominent Black tech conferences, with the goal of expanding our Black representation and diversity talent pipeline.
- *Out In Tech*
  - DraftKings proudly sponsors Out In Tech to bring visibility to the LGBTQ+ experiencing across the Gaming industry, and ways to create a more inclusive virtual environment for LGBTQ+ talent.
- *Out for Undergrad*
  - Through DraftKings' established partnership with Out for Undergrad, we proudly sponsored their annual tech conference to foster community with LGBTQ+ undergraduates from across the country in efforts to pivot LGBTQ+ college students into the gaming industry by connecting students with professionals within the industry of Gaming and eSports.
- *Women Who Code, WomenHack, Women Impact Tech, Women in Science and Engineering ("WISE")*
  - Building on DraftKings' foundation of organization, association, and industry engagement to increase diverse representation across the industry, we formed relationships with these women-focused organizations to foster community, support and advancement opportunities.

#### **4. Proposed timelines and benchmarks for achieving the diversity objectives:**

While DraftKings does not have publicly shareable timelines or benchmarks with respect to our diversity objectives at this time, we have made clear progress internally, as shown below, in growing representation within the company since 2018, and it is our intention to make a good faith effort to continue this positive trajectory in the immediate future and beyond.



## SELF-IDENTIFICATION STATISTICS\*



\* Data reflective of DraftKings North America only and reflects voluntary Self-ID for the 2018 and 2021 fiscal year ends. The data contained is based solely on information that has been voluntarily self-reported by DraftKings employees. As a result, the data may not reflect a complete representation of our employee population and has not been independently verified for accuracy by any other means.

Our work continues in the area of Inclusion, Equity and Belonging, and remains a priority. DraftKings is proud of the strides we have made in recent years and will continue to make. By creating a culture of belonging, and employing people of all ethnicities, abilities, genders, and orientations, we believe a diverse set of ideas and perspectives are brought to the table every day.

### **5. To the extent available, the diversity status of each owner, investor, employee, and contractor:**

While DraftKings cannot publicly share the diversity status of each owner, investor, employee, and contractor, we can highlight a number of individuals that properly exemplify our commitment to diversity within the company. With respect to the Company's Board of Directors, both Jocelyn Moore and Valerie Mosley recently joined Marni M. Walden as female directors, and minority members. Additionally, Gisele Bündchen serves as a Special Advisor to the CEO and Board of Directors, and Michael Jordan is also a Special Advisor to the Board of Directors.

At the corporate level, Jennifer Aguiar serves as Chief Compliance Officer; Jason Park serves as Chief Financial Officer; and Stephanie Sherman serves as Chief Marketing officer. DraftKings understands the significance of diverse career role models and mentors for our employees and actively create spaces and opportunities for employees to engage in direct lines of communication as a way to drive value from all women+ and other female identifying leaders at DraftKings.



With respect to Maryland, DraftKings engaged and sought to partner with a number of potential minority investors. Specifically, DraftKings engaged in discussions with Frank Boston, Owner and Principal of Boston Plaut Attorneys at Law, shortly following the passage of the authorizing sports wagering legislation. Mr. Boston has maintained a business relationship with DraftKings since 2015, and now possesses a 4.85% equity interest in the Crown MD Online Gaming, LLC. Through Mr. Boston, DraftKings was introduced to David McDonald, President and CEO of All Pro Vending, who was granted a 0.15% equity interest in the Crown MD Online Gaming, LLC.

- Frank Boston, a Black man, has more than 28 years of experience representing individuals and small and large companies in the Maryland legislature and in courts throughout the state. In February of 2022, Mr. Boston was named as one of the Daily Record's "Top 40 Power List" in Government & Lobbying, and is consistently ranked in the top 10 lobbyists in Maryland. He received his law degree from the University of Baltimore School of Law, where he was a recipient of the James May Scholarship, the Chief Justice of the law school's honor court, a member of the Moot Court Board, teacher's assistant, and an American Jurisprudence award recipient. Prior to launching his own firm, Mr. Boston served as a law clerk with Whiteford, Taylor, and Preston and with the Felony Trial Division of Baltimore's Office of the Public Defender, and he worked in public affairs and government relations in both Annapolis and Baltimore. Mr. Boston earned his undergraduate B.S. degree from Bucknell University, where he was not only a four-year varsity letterman in lacrosse and junior varsity basketball, but also a member of the Dean's List and the student his classmates elected to deliver their Senior Commencement Speech. Frank also achieved the rank of Eagle Scout in the Boy Scouts of America. Before becoming an attorney, Mr. Boston worked for several years as a retail bond trader on Wall Street. During those years, Mr. Boston honed his analytical and quantitative skills as he assembled complex information in a position that demanded that he think and react quickly — all under pressure and with poise. Today those skills serve him well in both the courtroom and the Legislature. An active member of the community, Mr. Boston serves on the Boards of Directors for the following organizations: BARCS Animal Shelter, Signal 13 (the Baltimore City Police Foundation Board), Stella Maris Advisory Board (Mercy Hospital's senior living and hospice facility), and the Park School of Baltimore's Committee on Trustees. Previously Mr. Boston served on the boards of The Dyslexia Tutoring Program, Baltimore's public radio station, WYPR, and the Children's Chorus of Maryland and Learning, Inc. He is also a former member of the Executive Committee of the Board of Trustees of The Park School, his alma mater.
- David McDonald, a Black man, is the president and CEO of All Pro Vending, Incorporated d/b/a All Staffed Up, a twenty-five-year-old staffing, marketing, and managed services firm recognized by Fortune Magazine in 2020 and 2021 as one of the fastest growing inner-city based businesses. Mr. McDonald offers over forty years of business management, marketing, and promotion experience and



is also a decorated graduate of The Dale Carnegie Leadership Institute. Mr. McDonald is also an alumnus of Baltimore Polytechnic Institute, Howard University, and is an alumni ambassador of The Goldman Sachs 10,000 Small Businesses growth initiative. Mr. McDonald serves and has served on several boards including Baltimore City's Eighth District Education Council and The Mayor's Transportation Safety Task Force, and remains active in civic and business organizations in the Baltimore metropolitan area including The Greater Baltimore Committee, The Baltimore City Chamber of Commerce, and The Capital Region Minority Suppliers Development Council. Mr. McDonald is a resident of Baltimore City.

With respect to the entire DraftKings workforce, the following data provides a comprehensive diversity status breakdown, to the extent we are permitted by law:

- Hispanic/Latino: 270 employees (7.5%)
- Female: 827 employees (23%)
- Minorities (including 2 or more races): 677 (18.9%)
- Minorities (not including 2 or more races): 526 (14.7%)

**6. Any other information that demonstrates the Applicant's commitment to ownership, investment, management, employment, and contracting diversity:**

DraftKings is committed to achieving our Inclusion, Equity & Belonging goals. To such an end, below is a list of some of the initiatives that DraftKings has engaged during 2022 that integrate sports, tech, leadership, culture, and belonging:

- *Black Collegiate Gaming Association (BCGA)*
  - Continuing our deep commitment to ongoing enablement of the next generation of diverse talent, DraftKings partnered with the Black Collegiate Gaming Association in effort to pivot Black and women college students into the gaming industry, by connecting students with professionals and leaders within the industry of Gaming and eSports.
- *Urban Grape*
  - Urban Grape spend was an event put on by the BRGs in order to have a community building event that highlighted a local, minority-owned business that educated attendees on minority-owned and operated vineyards.
- *Jason Collins Consulting*
  - As a part of our broader Juneteenth and LGBTQ+ Pride efforts, DraftKings partnered with Jason Collins, former NBA Player and the first openly gay athlete in the four major professional sports, to deliver a company-wide fireside chat to discuss the intersectionality of race, sexual orientation, and sports.
- *KJR Consulting*
  - DraftKings partnered with KJR Consulting, a minority owned consulting firm, to help us drive a deeper understanding of how inclusive leadership





and building diverse and inclusive teams can positively impact business and organizational structures.

- *Shane Diamond LGBTQ+ Consulting*
  - DraftKings partnered with LGBTQ+ advocate and educator Shane Diamond to assess and audit our benefits and policies to ensure we offer the most comprehensive support to our LGBTQ+ employees. They also included organization-wide learning sessions on LGBTQ+ inclusion, where participants were provided with action steps to support transgender employees.
- *Commander in She*
  - DraftKings' Women's BRG partnered with Valerie Gordon, founder of Commander in She, to deliver a dynamic workshop related to helping advance women in the workplace by navigating career moves with difference.
- *Forensic Evidence & Design Solutions ("FEDS"), LLC*
  - DraftKings utilizes FEDS, LLC's services to provide regulatory agencies with fingerprints for employees to fulfill licensing requirements across the country. FEDS is a small woman-owned business located in Belmont, Massachusetts.

Beyond the initiatives that DraftKings supported this year described above, DraftKings' Tech for Heroes is an internal initiative that provides training in high demand tech skills for current and returning veterans and their spouses to help them expand their abilities in their current role and to find meaningful employment, whether at DraftKings or other tech companies. DraftKings' employees work with the veterans participating in Tech for Heroes to grow their understanding of employment opportunities at high-tech companies, such as DraftKings, and to further support the veteran graduates pursuing careers in tech. Efforts include 1-to-1 mentoring, resume development, career road-mapping and skills translation, as well as peer-to-peer networking. Since launching the program in 2018, DraftKings has trained approximately 600 veterans and spouses in various high tech skills including Cybersecurity, Web Development, Data Science, and Cloud Computing. DraftKings has provided free training to veterans and spouses in Massachusetts through both its online and on-site training at its Boston HQ. Based on the most recent available data, 63% of the participants in DraftKings' Tech for Heroes trainings self-identify as non-White, including African American (19%), Latino (17%), Asian (14%) and Other (13%).

As part of its Tech for Heroes initiative, DraftKings works directly with several veterans-serving organizations focused on post-service career growth, opportunity and advancement including VetsinTech, American Corporate Partners and the Pat Tillman Foundation. DraftKings' Talent Acquisition team also participates in veterans-focused hiring events.



In honor of Veterans Day 2021, DraftKings announced its partnership with Tillman Foundation, which carries on Pat Tillman’s legacy by giving military service members, veterans and spouses the educational tools and community support to reach their fullest

potential as leaders. Throughout the multi-year collaboration between DraftKings and the Pat Tillman Foundation, the companies will work together to innovate and identify ways to work together to expand opportunities for veterans and their families. DraftKings will have the opportunity to access a pool of incredible talent through the Pat Tillman Foundation, including the Tillman Scholars. The Tillman Scholars are service members, veterans, and military spouses chosen based on their service, scholarship, humble leadership, and impact.

DraftKings also utilizes Viqtory to increase the visibility of open opportunities to the veteran and military community. Viqtory is a veteran-owned business that assists with recruitment. The use of Viqtory helps us strive toward the mission of achieving parity across the organization in every experience, including recruiting and career progression, and maintaining a truly open and inclusive culture for everyone.

DraftKings is also the only U.S. based operator contributing to Kindbridge Research Institute (“KRI”) for a new research program to study the nexus of veterans and responsible gaming, with the ultimate goal of advancing evidence-based research in this area and improving the lives of impacted veterans. As a direct result of the multi-year financial commitment from DraftKings, KRI was able to launch the 50x4Vets program; a program dedicated to providing a long-term solution to the under-researched issue of problem gaming among veterans using a three pronged approach. DraftKings has most recently made financial commitments to its Military Research Associate Program (“MRAP”). MRAP works to ease veteran’s transition from service to civilian life through advanced training and research in public mental health. The curriculum for this resource group is created with the help of KRI.

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