

# **Diversity, Equity, and Inclusion Plan**

PPE Maryland Mobile, LLC

## DIVERSITY VISION AND MISSION

PPE Maryland Mobile, LLC (“PPEMM”) has established this Diversity, Equity, and Inclusion Plan to ensure that its policies and practices promote meaningful diversity among its owners and investors and to ensure that it is an active supporter of Cordish Gaming’s central goal of equal opportunity in all aspects of employment, procurement, contracting, and community involvement.

Diversity, Equity, and Inclusion is also strategic priority at PPEMM’s associated Online Sports Wagering Operator, FanDuel, which is committed to creating a workplace where all differences, perspectives, and experiences are valued and appreciated for the betterment of the company and for the industry.

## STATEMENT OF GOALS

PPEMM has established the following goals in pursuit of its Diversity Vision and Mission:

- PPEMM is committed to establishing and maintaining a diverse ownership group by working in collaboration with its Cordish Gaming affiliates to achieve and maintain diversity among the Team Member investors who participate in the Maryland Mobile Sports Betting Equity Purchase Plan.
- PPEMM will work with its Cordish Gaming affiliates, including Live! Casino & Hotel Maryland, Live! Casino & Hotel Philadelphia, and Live! Casino Pittsburgh, to support and promote each of their Diversity, Equity, and Inclusion Plans.
- PPEMM will encourage and work with its partners and contractors, including FanDuel, its associated Online Sports Wagering Operator, to adopt and comply with Diversity, Equity, and Inclusion plans that address diversity in ownership, investment, management, employment, and contracting.
- Cordish Gaming is committed to being a strong financial supporter of a diverse number of worthwhile community charities and non-profit organizations through our community reinvestment and giving programs.

FanDuel has likewise established guiding Diversity, Equity, and Inclusion:

- Cultivate a culture that prioritizes equity, fairness, collaboration, and flexibility to enable all employees to contribute their highest potential and further retention
- Develop perspectives, processes, and practices necessary to equip managers with the ability to effectively attract, hire and manage diverse teams
- Establish a data driven approach that centers accountability, measures results, refines approaches on the basis of the data, and operationalize a culture of inclusion
- Make attracting and recruiting a diverse applicant pool a priority to continue adding to the high-performing workforce and represents all segments of our society

## Owner and Investor Diversity

As part of its commitment to achieving and maintaining a diverse ownership group for PPEMM, Cordish Gaming has adopted the Maryland Mobile Sports Betting Equity Purchase Plan. Under this plan, management-level employees at Cordish Gaming and each of the Live! Properties who meet the plan's tenure requirements are given the opportunity to invest in PPEMM. A copy of PPEMM's Ownership Criteria Statement describing this plan is attached to this Diversity, Equity, and Inclusion Plan.

To encourage that all eligible Team Members can participate in this unique opportunity, Cordish Gaming allows Team Members to participate either by making a direct cash investment into PPEMM, which makes Team Members immediately eligible to receive cash distributions of their share of PPEMM's profits., or by accepting a low-interest loan from Cordish Gaming that will be repaid out of their distributions from the company. And if a participant-investor were to retire or otherwise leave their employment with Cordish Gaming, Cordish Gaming has committed to repurchase that individual's ownership share at the current fair market value. This will allow participating Team Members to build wealth through PPEMM's growth, and the repurchased shares will be made available to newly eligible Team Members.

At its launch, 55 women and minorities owned 5.5992% of PPEMM, fulfilling PPEMM's goal of greater than 5% ownership by female and minority investors through the Maryland Mobile Sports Betting Equity Purchase Plan. Through Cordish Gaming's ongoing commitment to diversity, equity, and inclusion, and through PPEMM's support of the Diversity, Equity, and Inclusion Plans adopted by each Cordish Gaming affiliate, PPEMM intends to maintain and/or increase this ownership percentage over time as newly eligible Team Members invest in PPEMM each year.

## Employee Diversity

FanDuel, as the operator of PPEMM's mobile sportsbook, has committed itself to diversity among its employees by adopting the following Focus Areas:

- Culture/Community
  - Develop an overall inclusion sentiment for ALL employees
- Diverse Hiring
  - Enhance efforts in hiring processes to increase diversity of candidates considered and interviewed for open roles Tt Review/Development
- Talent Review/Development
  - Equitable outcomes in performance evaluations, promotions, growth opportunities and retention
- Employee Engagement & Communications
  - Communicating company' diversity strategy and enlisting employment engagement

The following are FanDuel's current key diversity statistics:

- Organization Level
  - 28% Female
  - 39% Underrepresented Minorities
- Senior Leadership Level (Director and Above)
  - 23% Female
  - 45% Female C-Suite Representation
  - 19% Underrepresented Minorities
- 4 Employee Resource Groups (and an additional two interest groups for Latinos and veterans)

## Vendor and Supplier Diversity and Outreach

PPEMM will strive to deliver on the best and good faith efforts in our Vendor and Supplier Diversity. To that end, PPEMM, as a part of Cordish Gaming, commits to being an active participant in diversity focused trade shows, conferences, and conventions, such as the Minority Supplier Development Council, NAACP, Hispanic Chamber of Commerce, African American Chamber of Commerce, and Asian American Chamber of Commerce. Where possible, PPEMM will participate in regular vendor meetings hosted by its Cordish Gaming affiliates to discuss enriching business partnerships through DEI.

Likewise, FanDuel is committed to identifying and engaging minority-owned, women-owned, and veteran-owned businesses in support of its external diversity efforts. While FanDuel supports a wide array of diversity-promoting initiatives aimed at increasing the use of diverse suppliers, the company is currently developing a plan around procurement goals with respect to businesses owned by women, minorities, veterans, and persons with disabilities and small business enterprises and better quantifying diverse spend as a portion of work performed.

## Internal Auditing and Reporting

The Cordish Gaming Director of Diversity, Equity, and Inclusion shall have primary responsibility for tracking PPEMM's achievement of the goals set forth in this Plan. The following documents are maintained as a component of Cordish Gaming's internal audit process at each of the Live! Properties and are available for use in connection with such tracking:

- EEO-1 reports by Cordish Gaming;
- Summary data of external job offers, hires, promotions, resignations, terminations, and layoffs/reductions;
- Team Member self-identification forms;
- Applicant information report showing relative information for qualified candidates;
- Employee relations incident reports to include terminations and grievances;
- Reporting on vendor/contractor business volumes by Cordish Gaming affiliates with

- MBE/WBE/DBE businesses;
- Statistics on contacts and partnerships with outside organizations in furtherance of diversity outreach efforts; and
- Diversity Plan compliance regulatory filings by each Cordish Gaming affiliate.

## Cordish Gaming Diversity Committee

Cordish Gaming has established a diversity committee to ensure the fulfillment of Cordish Gaming’s Diversity Mission, and this committee will likewise commit itself to the fulfillment of PPEMM’s Diversity Vision and Mission. To join this committee, each member must commit, among other things:

- To create, implement and optimize programs that support the success of the Live! brand, and create a welcoming environment for all
- To lead advocacy efforts for diversity, equity, and inclusion and work to enhance cultural competence, support anti-racism efforts, and seek to create an overall more inclusive culture both within and beyond the casino walls
- To support Cordish Gaming’s “Live! in the Community” efforts
- To serve as a mentor to other team members

## Contact Information

For additional information about this Diversity, Equity, and Inclusion Plan, please contact Edward Evans, Cordish Gaming’s Director of Diversity, Equity, and Inclusion at 443-569-5072.