



In conformity with the Addendum to the Mobile Sports Wagering License Application, Bally's hereby provides its Diversity Plan. This Plan corresponds with the contents specified on the Addendum:

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

The goals underlying the Bally's Diversity Plan are to ensure equal access and to promote diversity, equity, and inclusion ("DEI") in a manner reflective of Bally's corporate culture and commitment to a diverse workforce and growing supplier base.

An environment that welcomes and includes diverse perspectives leads to success in business. This is not a new idea, but it is a good one. Smart companies know that to flourish in a competitive environment and global economy, all ideas must be on the table. Our mission is to advance inclusion in ways that embrace all people and to commit to equity, recognizing that we do not all start from the same place. Therefore, acknowledging the adjustments that are required to support individual success, partner investments and the elevation of socio-economic and environmental standards. At Bally's we believe when inclusion and equity are in alignment with our company's purpose and values, diversity is an organic outcome.

Even as a new business entity, Bally's Interactive Maryland, LLC (the "Company"), a subsidiary of Bally's Corporation, recognizes the importance of aiming for the sort of success that our employees, our families, our investors, and our customers can be proud of. Success can be achieved in an environment that welcomes input from every employee and customer, regardless of age, race, color, religious creed, ancestry, sex (which includes sex assigned at birth; sexual orientation; gender identity, expression, and transition; and transgender identity), national origin, disability, veteran status, or any other protected characteristic.

DEI will be key components of the Company's business plan. Together, they are structural beams that will run throughout the architecture of the Company's entire business. To further facilitate an open and welcome environment for all, the Company is committed to DEI, both internally with our employees and externally with our suppliers. The Company will carefully analyze its diversity practices, emphasizing initiatives that are customized for the communities or have been demonstrated as best practices across Bally's enterprise.

We also recognize the importance of developing an innovative approach to align with the legislative diversity goals of the state of Maryland by partnering with the **Governor's Office of Small, Minority and Women Business Affairs**. We believe in the intent of the legislation that supports Mobile Sports Wagering in Maryland and will make good faith efforts to meet diversity objectives in our Diversity Plan and implementation.

A. Investors

The Company will execute the following strategies to obtain group owners, investors, contractors, and employees at the executive level and in managerial positions. Our Diversity Plan includes engaging our equity partner, Ujima Sportsbook, LLC, a 100% minority-owned company, operating in Maryland. We see the value of this partnership and the mentoring opportunity it provides with these business owners in an emerging industry.

B. Supplier Diversity & Contracting

At Bally's, we consider value, service, dependability, and price as the main components of any supplier relationship. These principles ensure that as a company, we deliver the best goods, services, and products to our customers. Our supplier relationships will play a key role in the ability of the Company to deliver the highest levels of the customer experience. It is our goal to partner with Minority Business Enterprise ("MBE"), Women Owned Business Enterprise ("WBE"), Veteran Owned Business ("VBE") and

Business Enterprises operated by People with Disabilities (“BEPD”), or organizations that support people with disabilities.

Tracey G. Wiley (<https://www.linkedin.com/in/tracey-wiley-524b04171>) is the Director of Diversity, Equity and Inclusion for Bally’s Corporation and brings a 20-year history of collaborating with diverse suppliers and small businesses in the non-profit and government sectors. Her previous work regionally in the District, Maryland and Virginia will advance our strategic direction to attract certified, diverse suppliers to our company. She has led organizations like the **Capital Region Minority Supplier Development Council (CRMSDC)** and **the former, Virginia Minority Supplier Development Council (VMSDC)**, now the **Carolinas Virginia Minority Supplier Development Council (CVMSDC)** in working with hundreds of minority businesses and over 200 Fortune 500 Corporations. Wiley also understands the intent and expectations of Chapter 356 of 2021 due to her knowledge and expertise in government while completing two successive appointments with Virginia Governor’s McAuliffe and Northam, as the Director of the **Virginia Department of Small Business and Supplier Diversity**.

Other national organizations that we will align with include the **Women’s Business Enterprise National Council (WBENC)** and their local affiliate to ensure sourcing opportunities to women-owned businesses as well. The Company will partner with these organizations who have the sole mission of creating mutually beneficial relationships with corporations and government entities; therefore, being a resource to source goods and services for the operations of the business.

In addition to working with local and regional organizations to engage minority businesses for contracting opportunities, we will collaborate with the **Governor’s Office of Small, Minority and Women Business Affairs** to ensure we identify companies meet not only small, women and minority owned business goals but also in support of veteran-owned businesses (VSB). We acknowledge the importance of supporting our returning veterans at our existing Casino properties and will identify ways to include Maryland’s veterans in our sourcing and workforce development strategies.

2. Diversity objectives adopted by Bally’s, and methods for tracking the achievement of those objectives.

The Company will strive to promote its DEI objectives with the central goal of equal opportunity and access in all aspects of the business by delivering on these core objectives:

- Engage a diverse and inclusive workforce where distinct cultures, capabilities, genders, and ages are respected, and cultivated as a strength
- Solicit diverse business partners including investors that reflect the diversity of the surrounding communities
- Foster a diverse and inclusive work environment with policies, procedures, and systems that support and encourage the principles of diversity, equity, and inclusion
- Establish a higher quality of patron relations through better understanding of varying backgrounds, and presenting positive business practices
- Promote cooperation, collaboration, and team building amongst workforce members
- Enrich our surrounding communities through inclusion of all cultures

a) Tracking and Reporting

What gets measured, Gets Done! At Bally’s we understand the value of performance in meeting our internal goals and the agreements with our employees, contractors, and investors. The Company’s will be to align with the agreed upon goals of the state or the Maryland Lottery and Gaming Control Commission for procurement and job creation.

To ensure our progress, we have contracted with a diverse supplier, who has patented

monitoring software. The system provides robust reporting in tracking contracting opportunities and workforce development to align with agreed upon metrics between the Company and Maryland's goal requirements. The system will allow for our teams to provide required reporting to the Maryland Lottery and Gaming Control Commission. Key reports include the following:

- Annual and quarterly summary reports
- Job Creation Reports
- MBE and WBE Utilization

These are the minimum standard reports and are necessary for continuous evaluation of the diversity and inclusion metrics set for the Company.

b) Diversity Plan Effectiveness Assessment

Bally's is committed to the development of diverse businesses and communities in Maryland. This includes both the direct and indirect benefit to the community at large through a managed approach to diverse supplier identification, measurement, supplier management and marketing. We have determined that in bringing an innovative approach to supplier diversity and community engagement we will provide real and substantial impact to the community.

It will help us manage the distribution of opportunities and resources to targeted communities, which will create jobs and encourage an exciting new way of doing reciprocal business with organizations within the community, and in measuring the ongoing economic impact of all suppliers to do business with Bally's.

The Company's opportunity is to leverage technology to track, monitor, and provide economic indicators in reporting. Our chance to engage a diverse pool of suppliers with innovative technology, in alignment with the compliance requirements of the Maryland Lottery and Gaming Control Commission.

As part of our ongoing efforts to measure the effectiveness of the diversity plan, the Company will submit quarterly quantitative reports of its employment and vendor spending to applicable state agencies, regulators, including Maryland Lottery and Gaming Control Commission, as required.

3. A plan for diversity-related outreach or events Bally's will conduct to support its diversity objectives in ownership, investment, management, employment, and contracting.

a. Workforce Development -- Meet the Ballyverse!

Diversity does not happen by chance and is intentional in all aspects of our business. In the best of companies, leadership starts at the top. Our Chairman of the Board, the Chief Executive Officer, and the President of our Interactive arm, all represent diverse segments of the population, and they shoulder the expressed values that advance diversity at Bally's. Our Ballyverse is growing and evolving with each acquisition and entry into new markets.

Representation in our governance model where 4 out the 9 Directors are minorities (including women). Our recent statistics for our retail properties are 49% female and 51% male. Minorities make up 47% of our employees across our footprint of 15 casinos in 11 states, and the employee mix is highly representative of each property and the market demographics. The leadership is invested in elevating our diversity numbers annually. The Company will also commit to a diverse employee base in Maryland and in support of people with disabilities and the families that support them. Our objectives include entire communities. Collaboration with the **Department of Health** and their "Employment First" concept will be our initial step in engaging the population in Maryland that live with developmental disabilities.

“Employment First is a concept to facilitate the full inclusion of people with the most significant disabilities in the workplace and community. Under the Employment First approach, community-based, integrated employment is the first option for employment services for youth and adults with significant disabilities.”

The Company will also continue partnerships with **The Arc Centers in Maryland** and other local organizations to advance workforce development strategies.

As illustrated above, the Company’s efforts to recruit and promote diversity in its workforce include, but are not limited to, (i) posting employment opportunities in newsprint, radio, tv/media, and/or social media platforms i.e., LinkedIn Recruiter, Careers, Indeed, and Facebook, as appropriate for the applicable vacancy and (ii) will attend or participate in relevant events at local institutions of higher education. It is the Company’s desire to initiate partnerships with local educational partners that include the four **Historically Black Colleges and Universities (HBCUs)**. **Morgan State University, Coppin State University, Bowie State University, and the University of Maryland Eastern Shore** are new relationships that offer entry points for the development of customized curriculum in the Gaming industry. The options to also engage the Maryland workforce in apprenticeships and vocational learning for those seeking participation in certificate programs or associate degrees in hospitality, tourism, and related areas in alignment with the needs of the industry. Our opportunity to lean into programs that support our demand like those at **Montgomery College**.

The Company strives to promote employees from within its own workforce to ensure promotion and recruitment of diverse candidates in managerial and leadership roles. Currently, the Bally’s strategy to create a continuous pipeline of upwardly mobile employees is fueled by the introduction of the latest human resource management technology, called UKG, a system that allows for tracking of administrative HR (Human Resources) functions while integrating recruitment tools that connect supervisors and their teams. Complementing this platform are our newest professional development and leadership training portals, Discover U and Hone, respectively. Discover U offers an in-house library of over 10,000 courses for free and is easily accessible to employees from their desktop and their mobile devices. Hone training has proven to be exceptional in concisely outlining what it takes to be successful at managing employees. Professional development, management knowledge, and simple application of skills learned will foster the Company’s objective of being the employer of choice in Maryland.

The Bally’s corporate culture has also embraced the business and people goals of the LGBTQ+ community at our properties across North America and in the UK/EU. We recognize the value of leveraging a diverse talent pool not only amongst our employee base but also within our supplier base. Investment in these relationships creates a mutually beneficial business climate.

b. Community Engagement

Bally’s Corporation is a global casino entertainment company with a growing presence including award-winning casinos and resorts, as well as a broad portfolio of digital sports betting and casino offerings. With approximately 10,500 employees spread in offices around the world, Bally’s Corporation is one of the fastest-growing competitors in the industry. Company assets within the United States include 15 casinos, a horse racing track, and access to online sports betting licenses in 18 states.

Through job creation and contracting opportunities, we touch the community in numerous ways. In Maryland, the Company will use existing models to meet the community in the places where they need additional resources.

Our pledge to ethnic chambers and their annual events is an ongoing commitment. Across the

enterprise we support organizations through charitable giving and sponsorship. We contribute to the LGBTQ+ community and have sponsored PRIDE MONTH in the US and the UK/UE. New relationships with the **National LGBT Chamber of Commerce (NGLCC)** are in development for 2023. The Company will also initiate relationships with non-profit and mission-based organizations like the **Greater Baltimore Urban League, National Coalition of 100 Black Women, 100 Black Men of America, the United Way**, local sororities and fraternities, and organizations supporting youth in sports and education. We will collaborate with Maryland's Commission on Indian Affairs to determine partnerships with the Indigenous tribes or federally recognized tribes in the state.

c. ESG

The Foundation

Issues of mental health have long been met with stigma and mistrust within our society, but we believe that change is on the horizon. We envisage a world in which mental health is treated with the same urgency and compassion as physical health – the Bally's Foundation is our way of striving towards that dream. Historically, the Foundation's goal was to identify and support causes promoting mental wellness across the global community. The Bally's Foundation is the embodiment of our wish to build a kinder world. The Foundation operates as an independent charity; it is also inextricably linked with Bally's and its subsidiaries.

Responsible Gaming

Bally's is a member of the National Council on Problem Gambling. Our properties participate in Responsible Gaming programs provided by their respective regulators including "Self-Exclusion" programs. Certain Bally's properties have Responsible Gaming Champions that are provided additional training to support this initiative.

Responsible Gaming is a top priority for Bally's. The Company has a corporate policy which requires all employees to be trained on responsible gaming to ensure staff members are prepared to provide assistance to individuals who may be unable to keep their gambling at responsible levels. In 2020, Bally's spent more than 4,500 hours training staff members.

The International Center for Responsible Gaming (ICRG) recently received a \$600,000 donation from Bally's Corporation to support multi-year, cutting-edge scientific research on gambling among young adults and the usage and effectiveness of responsible gambling tools.

4. Timeline.

At the Company, our goals around diversity, equity and inclusion are the "floor and not the ceiling" and we will begin efforts to meet agreed upon metrics, upon the granting of the license in Maryland. Our current leadership structure with Adi Dhandhanian, Robert Lavan, and Malik Edwards and Richard Tabuteau, Esquire as equity partners will drive the business strategy for the culture and commitment of the Company. A high-level timeline is attached based on the proposed diversity strategy and the information available to the team at this time. Recommendations are subject to change as discussions with key stakeholders unfold. (Exhibit Timeline)

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

Our Chairman of the Board, the Chief Executive Officer, and the President of our Interactive arm, all represent diverse segments of the population, and they shoulder the expressed values that advance diversity at Bally's. Our Ballyverse is growing and evolving with each acquisition and entry into new



markets.

As provided above, four out of nine Directors are minorities (including women). Our recent statistics for our retail properties are 49% female and 51% male. Minorities make up 47% of our employees across our footprint of 15 casinos in 11 states, and the employee mix is highly representative of each property and the market demographics. Our leadership is invested in elevating Bally's diversity numbers annually.

As for ownership, Bally's Corp, is a publicly traded entity (NYSE: BALY), and is the parent company of Bally's Interactive, LLC. Bally's Interactive, LLC will own 95% of Bally's Interactive Maryland, LLC. In short, the diversity of Bally's ownership is determined by the makeup of Bally's Corporation's shareholders at any given time, and therefore cannot be ascertained.

6. Any other information that demonstrates Bally's commitment to ownership, investment, management, employment, and contracting diversity.

The Company desires for its workforce to collaborate as a team to develop a high-performing, diverse, and inclusive work environment reflective of its community. We strive to create a company culture where all ideas and all contributions are valued. Our commitment to making diversity, equity, and inclusion the foundation of our culture is driven not only from our desire to enhance the community, but also from its importance to maintaining a sound business strategy.

Bally's growth trajectory is on a fast track for market share in all facets of our technology company, and we are redefining the customer experience. Our external growth is only one component of the strategy in our efforts to become "a world class operator" -- with the desire to contribute nationally and globally to an inclusive economy.

Diversity Plan Exhibit

Phase 1	Phase 2	Phase 3	Phase 4
Phase 1 (45-60 days) Announcements	Phase 2 (61-120 days) Government & Non-Profit	Phase 3 (6 -9 months) Community Engagement	Phase 4 (9-12 months) Workforce Pipeline
Start Date TBD -Once License Issued	Introductions to Maryland's Government & Key Non-Profit Entities	Maryland's Business & Industry Partnerships	HBCUs, Community Colleges, & Workforce Development
Announcement of Bally's Interactive Maryland, LLC	Governor's Office of Small, Minority, and Women Business Affairs	Capital Region Minority Supplier Development Council (CRMSDC)	Morgan State University & Coppin State University
Introduce Partners and DEI Strategy	Maryland's Department of Labor	Maryland's US Department of Commerce MBDA Business Center	Bowie State University and University of Maryland Eastern Shore
Initial Meetings w/SWARC Committee	Department of Health- Employment First & The Arc Centers in Maryland	Women's Business Enterprise Council Greater DMV (WBEC)	Montgomery College
Initial Meetings w/Maryland Lottery and Gaming Control Commission	Greater Baltimore Urban League & United Way	The National LGBT Chamber of Commerce (NGLCC)	Additional Community Colleges as Recommended
Establish Goals & Reporting Requirements	Maryland's Commission on Indian Affairs	Sports & Entertainment partners not identified to date	

Phase 1 Access to the Market, MD	Phase 2 Government, Civic Engagement	Phase 3 Community Engagement	Phase 4 Workforce Pipeline
Media drops & announcements	Formation of Strategic Partnerships	Formation of Strategic Partnerships	Formation of Strategic Partnerships
Meetings with key government leaders	Engaging People with Disabilities	Development of supplier relationships and contracting opportunities	Curriculum Development & Workforce Training
Meetings with key legislators and committee members	Engaging Indigenous tribes federally recognized tribes in the state	Capacity building opportunities for diverse businesses	Scholarships supporting diverse student population
Determination of set goals and reporting standards			