



**QUEEN SPORTSBOOK MARYLAND LLC**  
**("Licensee")**

**DIVERSITY PLAN**

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

The Licensee, as of the submission of this Diversity Plan, has no employees but as with all affiliates under The Queen Casino & Entertainment Inc. (“THE QUEEN”), the Licensee is committed to providing a respectful, diverse, and inclusive workplace with equal opportunity for all work situations including hiring, firing, promotions, harassment, training, wages and benefits. Until the Licensee develops its own human resources department, THE QUEEN’s experienced human resources professionals will be responsible for obtaining a diverse employee base, including executives and managerial positions, within the Licensee. Such strategies across THE QUEEN’s organization include:

- Strategies to promote the general goal of fostering an inclusive recruiting and hiring process through:
  - maintaining relationships and reaching out to multiple diverse community organizations to assist with candidate sourcing;
  - well-crafted equal employment opportunity job descriptions;
  - competitive compensation and pay equity; and
  - robust benefits.
- Strategies to promote the general goal of fostering an inclusive workplace culture that includes:
  - annual diversity and anti-bias training for all employees including management and executives;
  - reasonable accommodations;
  - strong policies and procedures prohibiting harassment, discrimination, and retaliation;
  - an employee expression programs designed to ensure all employees have multiple outlets to express their thoughts and opinions without judgment including open meetings, an anonymous ethics and compliance hotline, and surveys;
  - a formal employee grievance procedure; and
  - utilization of a diversity committee.
- Strategies to promote the general goal of holding our Executive team accountable:
  - utilizing a compensation and job compendium committee that includes multiple senior executives; and
  - annual executive review of EEO-1 reports and employment diversity metrics across THE QUEEN organization.

The Licensee, as of the submission of this Diversity Plan, has not directly contracted with third parties but as with all affiliates under THE QUEEN, the Licensee encourages women, minorities, persons with disabilities, veterans and any other vendors committed to offering quality products or services to bid for our business on a fair playing field. Until the Licensee develops its own purchasing department, THE QUEEN’s experienced purchasing professionals will be responsible for obtaining diverse contractual relationships with the Licensee. Such strategies across the organization include where appropriate:

- educating and encouraging department staff to realize the benefits of making additional

- efforts and inquiry when seeking vendor relationships.
- outreach to various disadvantaged business by:
    - hosting and attending vendor fairs; and
    - establishing relationships with various civic and community organizations.
  - soliciting vendors registered with governmental bodies and associations as certified ownership in various disadvantaged categories such as:
    - minority business enterprises
    - female business enterprises
    - disabled business enterprises
    - veteran business enterprises.

Queen Sportsbook Maryland LLC (the “Licensee”) is privately held and is directly owned by 4 separate members including Casino Queen Interactive LLC, a wholly owned subsidiary of The Queen Casino & Entertainment Inc. (“THE QUEEN”). With respect to any future investment in the direct membership equity of Licensee, the Licensee will make serious, good-faith efforts to interview minority and women investors in any future attempts to raise venture capital or attract new investors; and within a reasonable time after each future attempt to raise venture capital or attract new investors, submit to the Maryland Department of Legislative Services a statement that: (a) lists the names and addresses of all minority and women investors interviewed and (b) of the minority and women investors who were interviewed, identifies those who acquired an equity interest in the Licensee. Should future investment be necessary, the strategies to recruit new diverse investors will be tailored depending upon the nature of the investment needed.

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

As reflected in Part I Strategies, as of the date of submitting this Diversity Plan, the Licensee has no employees or vendors. The Licensee’s goal upon any future recruitment of employees, as with all of the THE QUEEN’s organization, is that of an Equal Opportunity Employer that values diversity and inclusion. The Licensee pledges that it will not unlawfully discriminate in employment matters or contracting matters based on any protected class<sup>1</sup>.

The diversity metrics currently tracked within THE QUEEN organization in include:

- gender;
- race;
- age;
- veteran status;
- disability status; and

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<sup>1</sup> discrimination based on race, color, religion, sex (including pregnancy, sexual orientation, or gender identity), national origin, disability, age (40 or older), marital status, veteran status, or genetic information (including family medical history) is illegal and will not be tolerated.

- marital status.

Employees self-identify at time of hire for recording in the human resources information system. Access to an employee's self-identified status is limited to human resources/reason to know staff. Reporting of data outside reason to know staff is on an anonymized basis. THE QUEEN makes any diversity objectives based upon objective criteria reflected in the relevant labor pool markets when such data is available.

Contractors may also self-identify. Data is tracked in the accounting department's software programs for reporting to management and relevant regulatory bodies.

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

Upon initiating hiring activities, THE QUEEN's experience human resources professionals will identify the relevant communities from which to attract a talent pool. THE QUEEN or upon Licensee developing its own human resource structure will strive to build relationships within their respective communities to help support and create a deeper connection with the neighborhoods and surrounding businesses. Examples of outreach relationships that have been successful within THE QUEEN organization include the Urban League, Goodwill, NAACP, and Friends Helping Friends. THE QUEEN organization has also hosted and attended job fairs with great success.

Initially, THE QUEEN's experienced purchasing professionals will be responsible for obtaining diverse contractual relationships with the Licensee when such opportunities are available. Examples of outreach relationships that have been successful within THE QUEEN organization include the Urban League, the Illinois Casino Gaming Association, Veteran Associations, and several governmental databases with certified disadvantaged businesses. THE QUEEN organization has also hosted and attended job fairs with great success.

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

The Licensee will be compliant with its pledge to not unlawfully discriminate in employment matters or contracting matters based on any protected class upon initiating employment and contracting activity. To the extent more specific objectives become necessary as the Licensee develops its employee and vendor base, the Licensee will set reasonable timelines when relevant.

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

The licensee's 4 owning members consist of:

- 2 female individuals, one representing a minority group;
- 1 male individual with a disability; and

- 1 limited liability company, through which a majority of the ultimate beneficial individual ownership is represented by a male minority group.

As of the date of submission of this Diversity Plan, Licensee has no employees or vendors.

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

N/A