



July 26, 2024

Mr. James Butler  
Assistant Deputy Director/Chief of Staff  
Maryland Lottery and Gaming  
1800 Washington Blvd, Suite 330  
Baltimore, MD 21230

RE: Betr MD, LLC's Diversity Plan

Dear Mr. Butler,

Enclosed please find Betr's Diversity Plan, which outlines our commitment to fostering an inclusive and diverse environment across all facets of our company. Diversity has been a foundational principle for Betr since our inception, and we continuously strive to enhance our practices to ensure that we reflect and embrace the diverse communities we serve.

We are confident that our comprehensive approach will contribute positively to our company's growth and success while promoting a culture of inclusivity and respect. Please feel free to contact me if you have any questions or require further information.

Sincerely,

Lisa LaCascia  
Head of People  
lisa.lacascia@betr.app

## **Betr's Commitment to Diversity & Inclusion:**

Betr Holdings, Inc. ("Betr") believes that a diverse workforce is essential for our continued success. It enhances creativity and innovation through varied perspectives, leads to better decision-making by incorporating a broad range of experiences, and improves market understanding and customer engagement. Additionally, it fosters an inclusive culture, boosting employee satisfaction and retention while attracting top talent. Our commitment to diversity enhances our brand reputation, ensures regulatory compliance, and provides a competitive edge. Ultimately, diversity drives the development of our products and content that resonate with our target audience, leading us to current and ongoing growth and success.

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

Equality is a core concept at Betr Holdings, Inc. and our Diversity Plan focuses on uplifting all persons with equal opportunity in both contracting and employment.

Betr places great significance on supporting and empowering both individuals and groups that have historically suffered from racism, sexism, harassment, and discrimination. Our Diversity Plan specifically focuses on the differences among people in regards to sex, age, culture, ethnicity, religion, race, color, national origin, ancestry, disability, sexual orientation and veteran status.

Betr is guided by several pillars in order to promote an inclusive environment throughout our businesses to consistently enhance our goals of ensuring equal opportunity and fostering diversity in a method that reflects the local community.

### **Active Leadership:**

- At Betr, we believe that in order for our diversity and inclusion efforts to be most effective, they must begin at the top of the organizational chart and leading this Diversity Plan is our Chief Executive Officer. The top-down approach offers leadership the ability to actively participate in diversity, inclusion and fairness based on best practices as well as our organization's strengths and weaknesses.

### **Employment Diversity:**

- A top priority for us at Betr is recruiting, retaining and developing employees that are best suited to achieve our company's objectives regardless of their race, religious creed,

color, ancestry, age, national origin, sex, disability or veteran status. Betr prides itself on providing all applicants and our employees with equal opportunity in our recruitment, selection, appointment, training, promotion, discipline, and delegation. Betr ensures the hiring and promotion of women and minority groups as well as including them in all levels of employment and in company decision making. Betr works to maintain a culture and workforce that is not only designed to achieve company goals but also reasonably reflects the diversity of its community and the surrounding areas.

### Talent Acquisition:

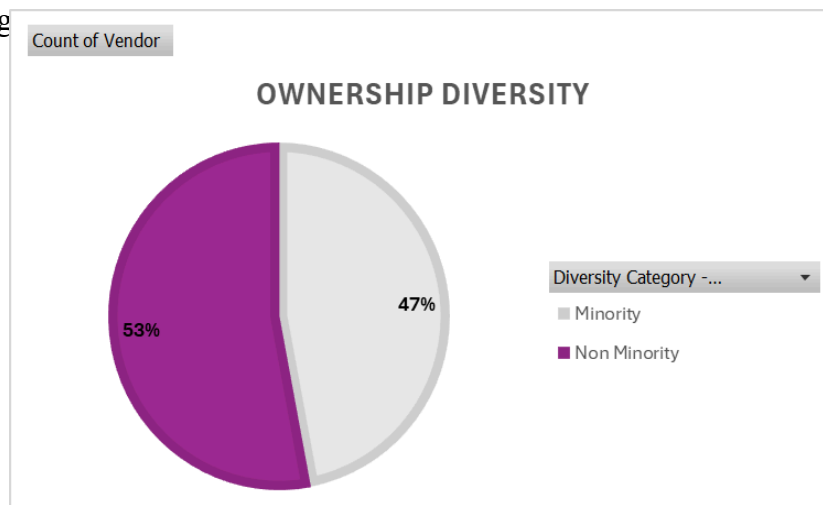
- Throughout our hiring process, we emphasize not only complete transparency and providing reliable communication between our team and candidates but also an unbiased evaluation and selection process. This unbiased evaluation and selection process is geared towards improving our culture and creating a collaborative workplace for all.
- We believe that our culture and collaborative workplace is best enhanced by searching for potential Betr team members in a diverse pool of qualified candidates.

### Talent Management:

- Betr is not only focused on providing opportunities to individuals and groups that have been marginalized due to racism, sexism, harassment and discrimination, we are actively seeking to enhance those opportunities through company mentorships and career development programs. This includes paying for as well as encouraging attendance and active participation in external programs designed to improve their professional development.

### Strategic Partners:

- Betr focuses on providing all qualified vendors and suppliers equal access to bid on doing business with us.
- Betr strives on our inclusion of women and minority owned businesses, as well as other diverse g



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

Betr has adopted diversity objectives aimed at ensuring representation and inclusion across all levels, from entry-level positions to executive leadership. These objectives include targets for hiring, promoting, and retaining employees from underrepresented groups, as well as creating a culture of inclusivity. To track the achievement of these objectives, Betr employs methods such as regular diversity audits, employee surveys, and the analysis of hiring and promotion data. Key performance indicators (KPIs) related to diversity are monitored and reported on a quarterly basis.

Upon new hire onboarding, Betr asks employees to anonymously self-identify. We are currently tracking the following diversity metrics:

- race/ethnicity
- sexual orientation
- gender identity
- age
- veteran status
- disability status

Data is tracked in our human resources information system. Access to an employee's self-identified status is limited to human resources and data is only supplied confidentially when needed.

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

Betr plans to build a more diverse and inclusive environment across all aspects of our operations, from ownership and investment to management, employment, and contracting. Current and upcoming efforts include but are not limited to:

- Recruit a diverse workforce across all levels of the company:
  - Partnering with various diversity-focused organizations such as Women in Sports and Event (WISE) and others.
  - Establish partnerships with Colleges and Universities that have a diverse population. Create opportunities such as internships, scholarships, and mentoring programs to students from these institutions.
  - Diversify our candidate pipeline for all open roles and advertise open roles within underrepresented communities, job boards, and professional networks.

- Develop diverse leadership within the company by promoting from within the organization and providing learning & development opportunities and leadership workshops to prepare and educate underrepresented employees to prepare them for managerial and executive roles.
- Continue to engage and work with a diverse group of contractors and suppliers for business needs.
- Demonstrate commitment to our local and diverse community by sponsoring local events, sports teams, and networking events focusing on the education of tech, sports, media, and entrepreneurship.
- Engage employees in supporting diversity and inclusion efforts by encouraging the participation of volunteer programs where employees can contribute time and skills to diversity-focused community organizations and events.

### **Proposed timelines and benchmarks for achieving diversity objectives**

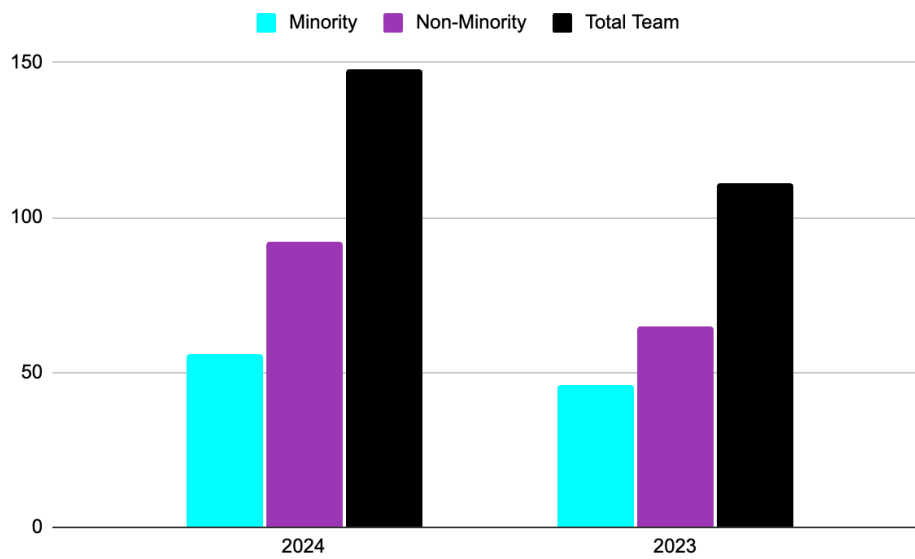
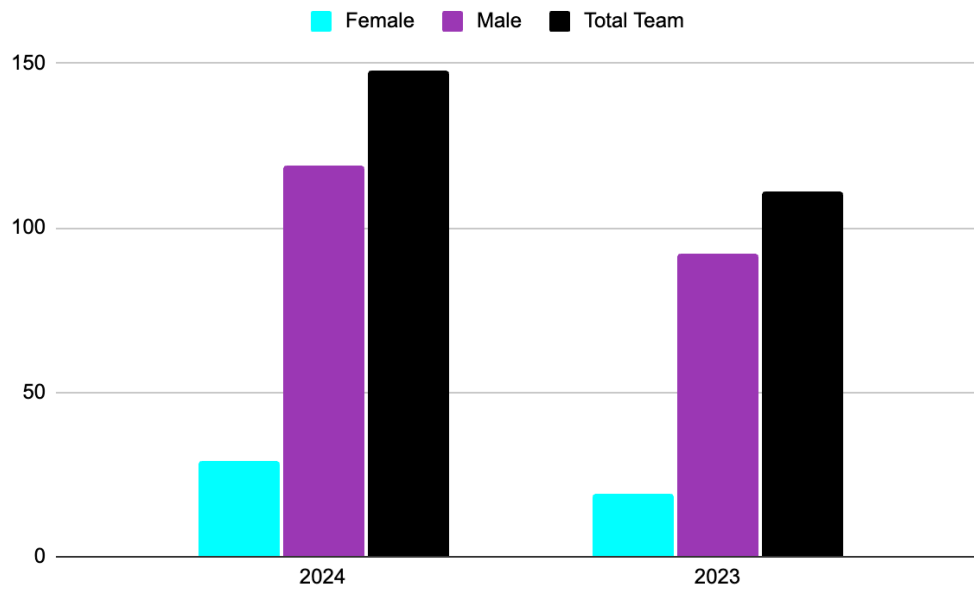
Diversity has been a priority for Betr since day one of operations. We have already implemented our diversity strategies and will continue to do so on an ongoing basis. Our initial efforts have focused on creating an inclusive culture where employees from all backgrounds feel valued and respected. As Betr evolves, we will evolve our diversity strategies to encompass our workforce and address any applicable needs, ensuring that our approach remains relevant and effective. This includes expanding recruitment efforts to reach a broader talent pool, offering training and development programs focused on diversity and inclusion, and fostering a workplace environment that supports diverse perspectives.

We will assess diversity efforts and metrics on an annual basis, reviewing our progress and identifying areas for improvement. This assessment will involve analyzing data on hiring, promotions, and retention, as well as gathering feedback from employees through surveys and focus groups. Based on these insights, we will employ an updated strategy each year to address any gaps and reinforce our commitment to our Diversity Plan and objectives. By continually refining our strategies, we aim to not only meet but exceed our diversity goals, ensuring that Betr remains a leader in fostering an inclusive and equitable workplace.

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

In the below tables and graphs, you will see a breakout of our employee diversity status.

| # OF EMPLOYEES IN EACH CATEGORY | MINORITY          | WOMEN             | VETERAN       | TOTAL EMPLOYEES |
|---------------------------------|-------------------|-------------------|---------------|-----------------|
| EXECUTIVE                       | 3   37.5%         | 0   0%            | 0   0%        | 8               |
| MANAGER, SUPERVISOR             | 5   21%           | 5   21%           | 0   0%        | 24              |
| NON-MANAGER                     | 48   73.7%        | 24   26.2%        | 0   0%        | 116             |
| <b>TOTALS</b>                   | <b>56   37.5%</b> | <b>29   19.5%</b> | <b>0   0%</b> | <b>148</b>      |



We had 37 new hires in H1 2024, 10 representing women and 10 representing minorities.