

WYNN, MA LLC

# Diversity Strategy

Design & Construction

February 19, 2015

## Diversity Strategy: Design & Construction

Wynn MA, LLC

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### INTRODUCTION & GOALS

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The Wynn culture is founded on compassion. We care about our guests, our resorts and each other. Our actions define who we are as an organization and as a family united to provide the very best in hospitality and service. Wynn Resorts embraces the diversity of all team members, suppliers and business partners and firmly believes that a commitment to diversity contributes to business success. Wynn has a culture of inclusion and commitment to equal opportunity for people regardless of race, religion, gender, age, sexual orientation, national origin, physical or mental handicap or disability and a culture in which all aspects of diversity are acknowledged and respected. In preparation for the development of the Wynn Resort in Everett (the “Project”), Wynn has developed a Project Diversity Strategy (the “Strategy”) to promote and implement contracting and workforce diversity goals during the design and construction phases of the Project.

Wynn Resorts established a Diversity Council which is comprised of employees from all parts of our business – including representation from Senior Management as well as our Legal Counsel. The purpose of the group is to support our diversity commitment. The group meets on a quarterly basis to educate, provide input on how to better serve and build on and sustain our model. The Council is constantly working towards leveraging the resources we have to create a culture of inclusion, creating an inclusive work environment that makes full use of the contribution of all employees, fostering a workforce that reflects and embraces the diversity of our community and developing outside and vendor partnerships that support our commitment and help work toward to a fair and equal economy.

Wynn recognizes the importance of Minority-owned, Women-owned, and Veteran-owned Business Enterprises (M/W/VBEs) to the economies of the nation, the state, and the community, as well as the corporation itself. We are committed to pursuing business relationships with such enterprises and to continually improving business opportunities.

With this strategy, Wynn aims to support the vision for diversity put forth by the Commonwealth of Massachusetts: *“To create a workforce that reflects the diversity of the Commonwealth and one that embraces, values and respects difference. Our ultimate goal is to weave diversity into the fabric of the Commonwealth so that it becomes embedded in the culture of all we do.”*<sup>1</sup> Similarly, Wynn will comply with legislation included in the Gaming Act that calls for *“establishing, funding and maintaining human resource hiring and training practices that promote the development of a skilled and diverse workforce.”*<sup>2</sup> Wynn is confident that the Project will be a source of economic growth and opportunity for Everett, the greater-region and the entire Commonwealth. The Strategy supports Wynn’s best business interests and outlines a plan to ensure that the benefits of and opportunities created by the Project are as widespread as possible.

Wynn commends the Massachusetts Gaming Commission’s commitment to diversity and is committed to developing a strong working relationship with the MGC Workforce, Supplier, and Diversity Development Team, the Access and Opportunity Committee, the MGC Vendor Advisory Committee, and community-based groups focused on diversity, to implement and refine the Strategy as necessary. Wynn looks forward to collaborating with the Massachusetts Gaming Commission, its host community, surrounding communities, and neighboring communities to continually improve its diversity strategies, goals, and achievements.

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<http://www.mass.gov/anf/employment-equal-access-disability/diversity-access-and-opportunity/diversity-in-the-commonwealth.html>

<sup>2</sup> ALM GL ch. 23K, 18.9<sup>3</sup><http://massgaming.com/wp-content/uploads/205CMR135.pdf>

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Wynn's Strategy has been developed through conversations with and support from numerous local and regional groups focused on workforce and procurement diversity including:

- Massachusetts Gaming Commission Vendor Advisory team
- Greater New England Minority Supplier Development Council (GNEMSDC)
- Massachusetts State Office of Supplier Diversity (SDO)
- New England Area NAACP
- Minority Business Development Agency Business Center (MBDA)
- Center for Women and Enterprise (CWE)
- Massachusetts Diversity Coalition
- Hispanic-American Chamber Institute
- Veterans with Vision
- Veterans Business Owners Initiative of Boston
- Action for Regional Equity
- Massachusetts Minority Contractor Association
- The Policy Group on Tradeswomen's Issues (PGTI)
- Boston Metropolitan District Building Trades Council
- The Massachusetts Department of Veterans' Services

Wynn and its Project Construction Manager will continue to engage with these organizations and others to facilitate outreach and engagement of diverse employees and businesses.

Wynn has set the following goals for the Design and Construction phases of the Project and this Strategy sets forth the means by which Wynn will attain these goals, as well as mechanisms for addressing and remedying shortfalls. These goals reflect the standards set by the Commonwealth of Massachusetts Division of Capital Asset Management (DCAMM) for large-scale public projects, the goals outlined by the Massachusetts Gaming Commission in 205 CMR 135,<sup>3</sup> and the 2010 DCAMM business disparity study: *Race, Sex, and Business Enterprise: Evidence from the Commonwealth of Massachusetts: Volume II*.<sup>4</sup>

- **Consultant and/or contractor participation- design contracts\*:**
  - Minority Business Enterprise (MBE): 7.9%
  - Women Business Enterprise (WBE): 10%
  - Veteran Business Enterprise (VBE): 1%
- **Contractor participation – construction contracts\*:**
  - Minority Business Enterprise (MBE): 5%
  - Women Business Enterprise (WBE): 5.4%
  - Veteran Business Enterprise (VBE): 1%
- **Workforce participation - construction (% of workforce hours):**
  - Minorities: 15.3%
  - Women: 6.9%

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<sup>3</sup><http://massgaming.com/wp-content/uploads/205CMR135.pdf>

\* **Note:** The goals specified for MBE and WBE spend are a subset of the 17.9% combined goal for design contracts and 10.4% combined goal for construction contracts. Given that Wynn is still early in the process of bidding and awarding contracts; the specific sub-goals for MBE and WBE spending may shift slightly, but the overall goals of 17.9% and 10.4% combined M/WBE participation for design and construction will remain the same.

<sup>4</sup><http://www.mass.gov/anf/docs/dcam/dcam-disparity-study-executive-summary-8-11.pdf>

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- Veterans: 3%

In developing its goals for diversity, Wynn has sought to be optimistically aggressive, but also realistic. These goals take into account the population and workforce diversity and availability of qualified Minority, Women, and Veteran Business Enterprises (M/W/VBEs) in Wynn's host and surrounding communities, its neighboring communities, and the greater region. Specific strategies are based on conversations with multiple community stakeholders and research including a review of other projects in the Commonwealth of a similar scale and the *UMass Boston Access & Opportunity Committee Workforce and Affirmative Market Subcommittee Best Practices Report*, and The PGTI manual: *Finishing the Job: Best Practices for a Diverse Workforce in the Construction Industry*.

While the Strategy focuses on goals for women, minority and veteran participation as consultants and/or contractors and as part of the workforce, Wynn's commitment to diversity and its culture of inclusion extends beyond these groups. Wynn is equally committed to engaging and including local businesses and employees from its host community, surrounding communities and neighboring communities.

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#### **WYNN RESORTS BACKGROUND & PROJECT DESCRIPTION**

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Wynn Resorts is the premier developer and operator of luxury integrated destination resorts and currently owns and operates properties in Las Vegas and Macau. Wynn's integrated resorts feature hotels, gaming areas, spa and health club facilities, recreational amenities (including an 18-hole golf course in Las Vegas), meeting and convention space, casual and fine dining restaurants, nightclubs, and luxury retail shopping. Each Wynn property has won prestigious Forbes Five Star awards for its hotel, restaurant and spa facilities.

The Wynn Resort in Everett is a proposed \$1.6 billion urban development located on an approximately 33-acre site in the City of Everett, Massachusetts. The Project includes a luxury hotel, a gaming area, retail space, food and beverage outlets, convention and meeting space, a spa and gym, and other recreational facilities. Extensive landscape and open space amenities including a public gathering area with an outdoor pavilion, a waterfront harbor walk and a water transportation dock will be key components of the Project. These outdoor features will be used to connect to existing green spaces and walking and biking paths.

The Project will generate significant economic and employment benefits for the City of Everett, the region, and the entire Commonwealth. The \$1.6 billion investment by Wynn will serve as a catalyst for millions of dollars of additional capital investment in transportation infrastructure and ancillary development as well as hundreds of millions of dollars of annual gaming and sales tax revenue. Annual procurement spending for ongoing operations will channel tens of millions of dollars to local businesses. The Project will create approximately 4,000 jobs during the construction phase and 4,000 direct, permanent, on-site jobs for ongoing resort operations as well as approximately 1,800 additional indirect and induced jobs.

In addition to generating tremendous economic and employment impacts, the Project will require a large-scale environmental clean-up as part of the overall development. As the first step in the development process, Wynn will undertake a six month effort to remediate contamination on the site remaining from previous industrial uses.

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### OBJECTIVES

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Wynn is committed to fostering diversity, creating a culture of inclusion and ensuring that the economic benefits of the Project are as broadly shared as possible. As such, the Strategy is designed to support the diversity vision set forth by the Gaming Commission and the Commonwealth of Massachusetts as well as to achieve the following overarching goals:

1. **Cultivate a strong diversity capability for Wynn** as it works to develop a successful project in Everett, requiring that Wynn engage with M/W/VBEs and develop a workforce that reflects the diversity of the region. This capability will contribute to the success of the Project.
2. **Illustrate best practices for other corporations seeking to do business in the region and the Commonwealth of Massachusetts.** Wynn aims to set new standards for best practices for engaging M/W/VBEs, providing employment opportunities to a diverse population, and fostering a business culture of inclusion and diversity.
3. **Reinforce regional diversity capacity.** Wynn recognizes that it is building just one of many developments that are currently underway or will be built in Commonwealth in the next several years and that businesses and construction workers that participate in the Wynn development will likely gain experience that enhances their ability to contribute to other future developments.

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### **DEFINITIONS**

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#### **Definition of Women-, Minority-, and Veteran-Business Enterprises**

Wynn will adhere to definitions set forth in the Commonwealth of Massachusetts General Laws, Chapter 7, Section 58, for Women- Minority- and Veteran- Business Enterprises.<sup>5</sup>

#### **Qualified Spend**

The *Qualified Spend* is defined as all work that is bid and contracted outside of the internal Wynn Resorts Design & Development team and is the total direct dollar amount of contracts for the design and construction of the Project, including any indirect subcontractor dollar amount, less the value of design and construction costs included therein for which there is no qualified M/W/VBE or workforce market available.

#### **Certifying Agencies**

Wynn will recognize and accept M/W/VBE certifications from the following certifying bodies:

- Massachusetts Supplier Diversity Office (SDO)
- Greater New England Minority Supplier Development Council (GNEMSDC)
- Women's Business Enterprise National Council (WBENC)
- Vendor Information Pages Verification Program located at [www.VetBiz.gov](http://www.VetBiz.gov)
- And, as verified by the MGC's Division of Licensing (for Veteran Business Enterprises)

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<sup>5</sup><https://malegislature.gov/Laws/GeneralLaws/PartI/TitleII/Chapter7/Section58>

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### **DESIGN AND CONSTRUCTION - OVERVIEW**

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Over the course of the three-year design and construction phase (from the time of licensure through Project opening), Wynn will implement a robust, proactive affirmative action plan to ensure that the economic uplift from the Project is wide reaching and provides opportunities for disadvantaged businesses and persons.

Wynn is committed to hiring from local communities and to reaching out and actively including workers from diverse populations. Wynn is also committed to engaging M/W/VBEs as consultants and contractors throughout the design and construction phases.

The Strategy is divided into two sub-strategies: 1) Consultants / Contractors and 2) Workforce. Both sub-strategies have distinct implementation plans, but both rely on the following five action areas:

- 1. Clearly communicate goals.**
- 2. Include diversity goals within relevant contracts and agreements.**
- 3. Proactively engage diverse businesses and workforce populations.**
- 4. Support the development of M/W/VBEs and a diverse workforce.**
- 5. Commit to robust, regular oversight and reporting.**

#### **Role of the Construction Manager and Local Architect**

Wynn recognizes that the Construction Manager for the Project will play an important role in Wynn's Strategy and reaching its stated goals. In selecting its Construction Manager, Wynn will give strong consideration to an applicant's track record of exceeding workforce and subcontractor diversity goals on other large-scale projects and its commitment to support this Strategy.

Wynn will work actively with its Construction Manager to reach inclusion targets. In an effort to develop a reasonable and effective Strategy, Wynn engaged Gilbane Building Company ("Gilbane") for pre-construction services. Gilbane has a strong track record of exceeding workforce and subcontractor diversity goals on all of its large-scale projects and partnered with MBE firm Janey Construction to provide pre-construction services for the Project. This Strategy incorporates Gilbane's recommended and successful strategies. When Wynn selects a Construction Manager, this Strategy will be incorporated into the construction agreement.

For the design phase of the project, Wynn has engaged Jacobs as the local architect overseeing detailed design efforts under the internal Wynn Design and Development team. Jacobs is committed to including MBEs, WBEs, and VBEs in the design process and will play a significant role in implementing diversity goals for design.

#### **Diversity Coordinator and Oversight Meetings**

Wynn has designated a Diversity Coordinator to work with the Construction Manager to oversee the effective implementation of this plan and to serve as a liaison to the MGC's Vendor Advisory Committee, the Access and Opportunity Committee, and the point of contact for the MGC's Director of Workforce, Supplier and Diversity Development. The Diversity Coordinator will report directly to the President of the Project. Diversity efforts will be overseen by the Diversity Coordinator and the President of the Project. The Diversity Coordinator will also work closely and meet regularly with the Massachusetts State Supplier Diversity Office, the Department of Veterans' Services, GNEMSDC, MBDA, CWE, and other local community groups and stakeholders focused on workforce and contractor diversity. The Diversity Coordinator will proactively engage with M/W/VBE enterprises to provide support and guidance through the certification process.

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Project diversity meetings will be held monthly and will include the Diversity Coordinator, President of the Project, Wynn Design and Development, and representatives from the local architect and Construction Manager. The purpose of these meetings will be to assess progress toward goals, identify challenges and potential solutions, and ensure that diversity remains a priority throughout the design and construction phases of the Project.

#### **SUB-STRATEGY: DESIGN & CONSTRUCTION CONSULTANTS / CONTRACTORS**

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##### **Design and Construction Goals:**

- **Consultant and/or contractor participation - design contracts\*:**
  - Minority Business Enterprise (MBE): 7.9%
  - Women Business Enterprise (WBE): 10%
  - Veteran Business Enterprise (VBE): 1%
- **Contractor participation – construction contracts\*:**
  - Minority Business Enterprise (MBE): 5%
  - Women Business Enterprise (WBE): 5.4%
  - Veteran Business Enterprise (VBE): 1%

##### **ACTION AREA #1: CLEARLY COMMUNICATE GOALS.**

Wynn is committed to proactive, up-front communication of goals as a key driver of success in reaching diversity targets for contractor spending.

- A. Wynn's design team, local architects, and pre-construction manager have met to discuss and align strategies on reaching subcontractor participation goals.
- B. Wynn has communicated its contractor diversity goals to several key partners including the Massachusetts Office of Supplier Diversity, the GNEMSDC, MBDA, Veterans with Vision and the Center for Women and Enterprise and has worked with these groups to identify diverse vendors, consultants, and contractors.
- C. Wynn and/or the Construction Manager will include contractor diversity goals in all design and construction contract RFPs and request an M/W/VBE affirmative action plan and track record as part of the bid process.
- D. Wynn will include Project contractor / consultant and workforce diversity goals in informational Project presentations and Project reporting and marketing materials whenever possible and appropriate.
- E. Wynn and the Construction Manager will hold a pre-construction meeting to ensure that all prime subcontractors understand the contractor participation goals and are supported in developing their own strategies to reach Wynn's goals.
- F. Wynn will seek feedback and suggestions from prime subcontractors on reaching out to and engaging diverse subsubcontractors.

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<sup>\*</sup>**Note:** The goals specified for MBE and WBE spend are a subset of the 17.9% combined goal for design contracts and 10.4% combined goal for construction contracts. Given that Wynn is still early in the process of bidding and awarding contracts; the specific sub-goals for MBE and WBE spending may shift slightly, but the overall goals of 17.9% and 10.4% combined M/WBE participation for design and construction will remain the same.

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#### **ACTION AREA #2: INCLUDE DIVERSITY GOALS WITHIN RELEVANT CONTRACTS AND AGREEMENTS.**

Wynn will include diversity goals within relevant contracts and agreements to signal the importance of such goals and set expectations for contractors and consultants.

- A. Wynn will include the Strategy as an attachment to the Construction Agreement.
- B. The Construction Manager will include the Strategy as an attachment to all prime subcontractor contracts.
- C. Wynn and/or the Construction Manager will evaluate the M/W/VBE affirmative action plans of each bidder as part of the contractor / consultant selection process.

#### **ACTION AREA #3: PROACTIVELY ENGAGE M/W/VBEs.**

Wynn understands the importance of proactively reaching out to M/W/VBEs and communicating its commitment to their involvement in the Project. Outreach and engagement efforts will be crucial for meeting Wynn's goals as will strong working relationships with groups representing M/W/VBEs.

- A. Wynn has worked with partner organizations including chambers of commerce in its host, surrounding and neighboring communities, the SDO, GNEMSDC, MBDA, CWE, Veterans Business Owners Initiative, and Veterans with Vision to identify potential contractors that can meet needs for the design phase of the Project. Wynn will conduct similar outreach over the next several months to identify contractors for the construction phase of the Project.
- B. Wynn will request that the Construction Manager advertise design and construction contract needs and project specs through the Construction Manager's contractor database, and local and national partner organizations to reach qualified M/W/VBEs.
- C. Wynn and the Construction Manager will work with partner organizations to host pre-construction events in 2015 to inform the M/W/VBE community of contract needs and to make connections between prime subcontractors (which may or may not be M/W/VBEs) and potential M/W/VBE contractors. Wynn and the Construction Manager will work to identify a pool of qualified M/W/VBEs prior to such events to facilitate efficient "matchmaking" between prime subcontractors and M/W/VBE subcontractor candidates.
- D. Wynn will seek to engage M/W/VBEs for non-construction professional services and support work.
- E. Wynn, the local architect, and the Construction Manager will consider M/W/VBE status as part of the consultant and contractor evaluation process.

#### **ACTION AREA #4: SUPPORT THE DEVELOPMENT OF M/W/VBEs.**

- A. Wynn and its pre-construction manager and local architect have developed, and continue to expand, a database of diverse designers and contractors.
- B. Wynn will work with partner groups to identify gaps in the availability of qualified M/W/VBE contractors and will support capacity building efforts and entrepreneurs and businesses in those areas through training programs.
- C. Wynn will support programs that facilitate access to capital and technical assistance for M/W/VBEs.
- D. Wynn's local architect will mentor and support MBE and WBE subcontractors through the design process.
- E. Wynn's Diversity Coordinator will provide support to unregistered M/W/VBEs that wish to complete the certification process.

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- F. Wynn and its Construction Manager will work to expand access to project opportunities for disadvantaged and smaller-scale contractors via the following methods:
  - Create at least 150 bid packages of varying sizes.
  - Provide wrap-up insurance for on-site Workers' Compensation, Employer's Liability, and General Liability primary and excess insurance.
  - Provide bonding / contractor default insurance on a case-by-case basis for subcontractors.
- G. Wynn and the Construction Manager will encourage bid collaboration between larger, well-established contractors and M/W/VBEs that may be smaller scale or less experienced.

#### **ACTION AREA #5: COMMIT TO ROBUST, REGULAR OVERSIGHT AND REPORTING.**

Wynn is committed to oversight and reporting to ensure that diversity goals are met throughout the design and construction phases of the Project.

- A. Wynn will serve as a member of the MGC Access and Opportunity Committee created to oversee the Project. Wynn will use this forum to communicate its progress against goals and to identify any challenges and potential solutions.
- B. Wynn's local architect will report to Wynn monthly regarding M/W/VBE contracts and payments during the design phase.
- C. Subcontractors will report to Wynn's Construction Manager on a monthly basis regarding M/W/VBE contracts and payments during the construction phase. Subcontractors must provide proof of payment to M/W/VBEs.
- D. In turn, the Construction Manager will report on a monthly basis to Wynn regarding M/W/VBE contracts and payments.
- E. Subcontractors who are not meeting M/W/VBE contracting goals will need to provide evidence that they are utilizing reasonable best efforts to reach goals, and may be required to revise and update their strategy for reaching goals.
- F. Non-compliant subcontractors will be required to attend a corrective action meeting with Wynn and the Construction Manager.
- G. Wynn will report quarterly to the Massachusetts Gaming Commission on contractor diversity and provide additional reports and information as requested. These reports will be available to the public.

#### **SUB-STRATEGY: CONSTRUCTION WORKFORCE**

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##### **Construction Workforce Participation Goals – % of Workforce Hours:**

- Minorities: 15.3%
- Women: 6.9%
- Veterans: 3%

#### **ACTION AREA #1: CLEARLY COMMUNICATE GOALS.**

Wynn is committed to proactive, up-front communication of goals as a key driver of success in reaching workforce diversity targets. The following outlines actions taken to date and plans for the remainder of the design and construction period:

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- A. Wynn met with the Boston Metropolitan District Building Trades Council leadership in December 2014 to communicate workforce diversity goals and discuss strategies for outreach to and inclusion of women, minorities and veterans in the construction trades.
- B. Wynn will attend broader meetings with the heads of all the building trades in February and March 2015 to communicate workforce diversity goals and provide an overview of the Project.
- C. Wynn will notify building trade unions of specific workforce needs and timelines well in advance of construction workforce needs to allow trades to conduct outreach efforts to diverse groups and expand apprenticeship programs if necessary.
- D. Wynn will include workforce diversity goals in all contractor and subcontractor RFPs.
- E. Wynn will include Project workforce diversity goals in informational Project presentations and other Project-related reporting and marketing materials whenever possible and appropriate.
- F. Wynn and the Construction Manager will require subcontractors to submit a diversity track record as part of the bid process and will take into consideration the diversity track record of each subcontractor when making procurement decisions.

### **ACTION AREA #2: INCLUDE DIVERSITY GOALS WITHIN RELEVANT CONTRACTS AND AGREEMENTS.**

- A. Wynn will include diversity goals within relevant contracts and agreements to signal the importance of such goals and set expectations for contractors and consultants. As a first step towards ensuring that diversity is a focus for the Project, Wynn entered into a letter of intent to have its Construction Manager enter into a Project Labor Agreement with the Building and Construction Trades Council of the Metropolitan District and The New England Regional Council of Carpenters. The agreed upon Project Labor Agreement includes the following requirements for local hiring and reaching diversity goals that will be imposed contractually on contractors performing work on the Project:
  - **Section 10.** The Local Unions will exert their utmost efforts to recruit sufficient numbers of skilled craftspeople to fulfill the workforce requirements of the Contractor.
  - **Section 11.** The Contractors and Unions will work in good faith, legal and non-discriminatory manner to give work opportunities to (i) qualified Union Everett residents and (ii) qualified Union residents of Surrounding Communities, in accordance with the terms of Wynn's host and surrounding community agreements.
  - **Section 12.** The Contractors and Unions will also work in good faith to meet the Owner's goals, of hiring at a minimum, 15.3% ethnic minorities, 6.9% women, and 3% veteran, for construction labor.
- B. Wynn will include the Strategy as an attachment to the Construction Manager agreement.
- C. Wynn and/or the Construction Manager will include workforce diversity goals in all RFPs and request an affirmative action plan as part of the bid process.
- D. Wynn and/or the Construction Manager will evaluate past performance against workforce diversity goals and the affirmative action plans of each bidder as part of the contractor selection process.
- E. The Construction Manager will include the Strategy as an attachment to all prime subcontractor contracts.

### **ACTION AREA #3: PROACTIVELY ENGAGE DIVERSE WORKFORCE COMMUNITIES.**

Wynn understands the importance of proactively reaching out to groups that traditionally do not have strong representation in the union labor workforce. Outreach and engagement efforts will be crucial for meeting Wynn's goals as will the development of strong working relationships with community groups focused on facilitating access to job opportunities for women, minorities and veterans.

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- B. Wynn will work with the building trades to host a job fair in the first half of 2015 in Everett. The job fair will provide an overview of the Project and the wide range of construction job opportunities. Representatives from each building trade will attend and describe their experiences and provide guidance for selecting a building trade to potential apprentices.
  - Wynn will advertise this event through traditional print media; social media; the building trade networks; and aggressive outreach to the local community through local groups representing minorities, women, and veterans; and educational institutions including high schools and colleges.
  - Materials advertising the event will be translated into multiple languages to encourage diverse populations to attend.
  - Materials advertising the event will feature women, minorities and veterans and specifically invite these individuals to attend.
  - Applications and timeline details for building trade apprenticeship programs will be available at the event as well as support for completing the applications.
  - Pre-requisites for apprenticeship programs will be clearly communicated including age, GED or high school degree, and clean drug test.
- C. Additional construction job fairs with similar format and representation from the building trades will be held during the first half of 2015.
- D. Wynn will leverage relationships with local community groups to communicate opportunities to diverse populations that may not be easily reached through traditional print and social media advertising.
- E. Wynn will work alongside the building trades and community groups to provide information about apprenticeship timelines, requirements for joining an apprenticeship program, and provide application support when necessary.
- F. Wynn will encourage the building trades to conduct specific outreach to diverse employees to facilitate an expanded workforce base and will support outreach efforts.
- G. The Construction Manager and subcontractors will give priority consideration to minorities, women, and veterans to the extent permitted by law, when hiring construction workers.

### **ACTION AREA #4: SUPPORT THE DEVELOPMENT OF A DIVERSE WORKFORCE**

Wynn recognizes that the scale of the Project presents an opportunity to expand representation of women, minorities and veterans in the construction workforce and therefore increase access of these individuals to future public and private development projects.

- A. Wynn and the Construction Manager will work with partner organizations including unions to provide access to pre-apprenticeship programs and apprenticeship training opportunities for minorities, women, and veterans interested in joining a building trade.
- B. Wynn and the Construction Manager will support the Building Pathways pre-apprenticeship program and its work in engaging local schools to encourage more women and minorities to enter the trades.
  - Wynn will work with the building trades to expand the Building Pathways program to Everett, its surrounding and neighboring communities.
- C. Wynn will work with the Construction Manager to support programs to engage local high school students.
- D. Contractors will be instructed to keep a log of walk-ons (those coming onto the site) seeking employment and connect qualified walk-ons to relevant unions and subcontractors. Walk-ons lacking the necessary training and experience will be referred to applicable pre-apprenticeship programs.

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- E. Wynn and the Construction Manager will encourage subcontractors to build and utilize diverse core crews.

### **ACTION AREA #5: COMMIT TO ROBUST, REGULAR OVERSIGHT AND REPORTING.**

Wynn is committed to oversight and reporting to ensure that diversity goals are met throughout the construction phase of the Project.

- A. The Construction Manager will dedicate a full-time employee to serve as the Compliance Officer for the Project to support inclusion efforts and to carry out reporting against diversity goals. Wynn's Diversity Coordinator will communicate regularly with the Compliance Officer.
- B. The Construction Manager will require subcontractors to provide payroll reports on a weekly basis to demonstrate progress against workforce diversity goals.
- C. A verification process will be implemented to ensure that all subcontractors are working towards the diversity goals included in their contracts. Identities of diverse, female, and veteran workers will be verified as part of the safety orientation process.
- D. The Construction Manager will submit payroll reports to Wynn on a monthly basis to track progress against goals.
- E. Subcontractors who are not meeting minority, women, and veteran participation goals will need to provide evidence that they are utilizing reasonable best efforts to reach goals, and may be required to revise and update their strategy for reaching goals.
- F. Non-compliant subcontractors will be required to attend a corrective action meeting with Wynn and the Construction Manager.
- G. Wynn will report quarterly to the Massachusetts Gaming Commission on workforce diversity and provide additional reports and information as requested. Reports provided to the Massachusetts Gaming Commission will be made available to the public.

### **CONCLUSION**

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Wynn believes that diversity in contracting and employment will contribute to the successful development of the Project as it not only makes good business sense, but is the right thing to do in support of diverse economies and populations.

Wynn looks forward to engaging with the local community as it commits to work with diverse businesses and a diverse workforce on the Project and ensure that the opportunities created by the Project are as widespread as possible. Wynn is committed to seeking and engaging M/W/VBEs for the design and construction phases of the Project and to developing this Strategy to be a model for other corporations to use for how to best engage a broadly diverse workforce and set of vendors, consultants, and contractors.