

June 14, 2018

INTRODUCTION

We owe our success to our employees, so the most important decision we make at our properties is always going to be "Who do we hire?" Once we find the perfect person for the job, everything else falls into place: the satisfied guests, the Five Star awards, and the continued growth of our company.

Encore Boston Harbor ("EBH") is a luxury, global destination gaming resort located in Everett, Massachusetts that will feature 671 hotel rooms with sweeping views of the Boston skyline and Boston Harbor, ultra-premium spa, luxury retail, high-end dining, and state-of-the-art ballroom and meeting spaces. At \$2.5 billion invested, the resort will be the largest private single-phase development in the history of the Commonwealth. Situated on the waterfront along the Mystic River and connected to Boston Harbor, EBH will include a six-acre park along the water that will feature a Harborwalk, events lawn, and public viewing areas, ornate floral displays, and retail and dining experiences overlooking the water.

EBH is currently under construction with resort opening anticipated June 2019. Prior to opening, we will hire over 4,000 individuals for the resort opening team. These team members will transform a beautiful building into a five-star luxury resort.

This Workforce Development and Diversity Plan (this "Plan") outlines our strategy to recruit, hire, and retain over 4,000 qualified, local, and diverse individuals for our resort team. This Plan supports 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"* and the goal of the Massachusetts Gaming Commission to create opportunities for unemployed and under-employed individuals.

We are confident that EBH will be a source of economic growth and opportunity for our Host Community of Everett, Surrounding Communities, the greater-region, and the entire Commonwealth. This Plan is the roadmap to ensuring the career opportunities created by EBH are as widespread as possible, and supports our business interests to have a local and diverse workforce well suited to serve our diverse guests.

This Plan is a result of dozens of meetings and conversations with educators and community stakeholders regarding best practices for building a diverse and local workforce. Since releasing the initial draft of the Plan in March 2018, we have held numerous meetings and received constructive feedback and ideas from numerous stakeholders. This final draft reflects those conversations and the feedback and comments received. We are grateful to our community stakeholders for their interest in the Plan and the time spent providing feedback. We look forward to collaborating with the Massachusetts Gaming Commission, our Host, Surrounding, and Neighboring Communities, and numerous educational and diverse community partners to implement this Plan.

June 14, 2018

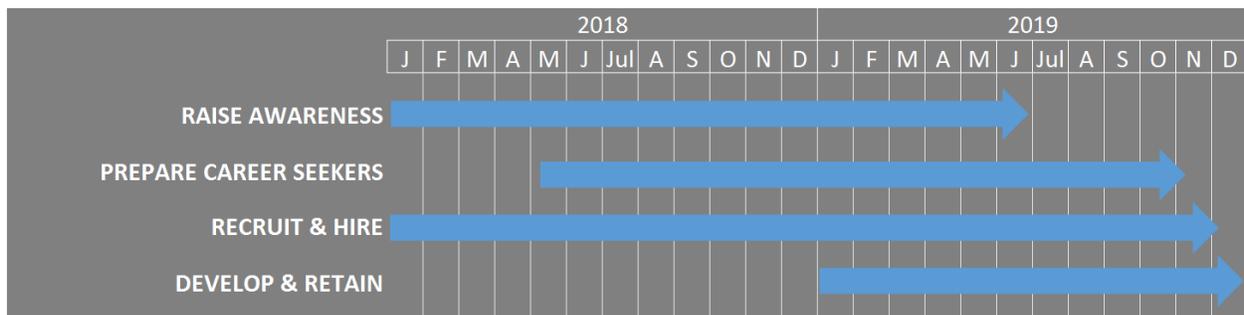
Our Objectives

The following objectives form the basis for this Plan and are the drivers behind workforce development activities leading to the EBH opening in June 2019:

1. **Raise Awareness:** Before we can successfully recruit, we must ensure the community is aware of who we are as an employer, the upcoming career opportunities, the skills required for those opportunities, the application process, and the timeline for hiring.
2. **Prepare Career Seekers:** We will work to ensure local and diverse career seekers are not only aware of the coming career opportunities, but are prepared to successfully apply for and succeed in those jobs. We will connect job seekers with the training needed to develop skills required for our jobs.
3. **Recruit and Hire a Qualified, Local, and Diverse Workforce:** To open successfully, we need to recruit and hire a workforce that is qualified, local, and diverse. Hiring the right talent from the start will improve retention and support the success of ongoing resort operations.
4. **Develop and Retain:** Once on board, we will create a work environment in which team members can thrive and pursue opportunities for professional growth.

Each of these objectives is supported by activities and tactics outlined in the plan that follows.

Objectives Timeline:



June 14, 2018

OBJECTIVE 1: RAISE AWARENESS FOR EBH CAREER OPPORTUNITIES

EBH is a new employer in Massachusetts and we look forward to providing our team members outstanding career opportunities, a supportive work environment, training, and competitive pay and benefits. As a critical first step in the workforce development process, we must build understanding among the local workforce of our brand and offering as a company and an employer.

We will work to raise awareness for the following:

- 1) EBH as an employer: luxury hospitality employer providing competitive pay and benefits, training, and opportunities for professional growth;
- 2) Available career opportunities and the skills required for those opportunities;
- 3) Applicant requirements: attitude, skills, job fit, drug test, gaming license approval, background check; and
- 4) Timeline and process for application.

Commitment to Local and Diverse Outreach & Hiring

We are committed to hiring a local workforce and know that locally-based employees contribute to business success. When commuting times are limited, and individuals are able to work close to home, team members will be happier and better able to serve our guests. We look forward to implementing the following hiring preferences: first, to residents of our Host Community - Everett; second, to our Surrounding Community of Malden; and third, to Surrounding Communities Boston, Cambridge, Chelsea, Somerville, and Medford. These hiring preferences are outlined in our Host and Surrounding Community Agreements. EBH will use good faith efforts to hire no less than 75% of team members from within 30 minutes of Everett, as outlined in the Encore Boston Harbor gaming license conditions. For the purposes of this Plan, and taking into account the widely variable commuting times in the region, we have defined “30 minutes” as residents of cities and towns that fall within 30 miles of the Resort site.

Residents of the following cities will be counted as living within 30 minutes:

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



June 14, 2018

BRISTOL COUNTY	Peabody	Hudson	Woburn	PLYMOUTH COUNTY
Easton	Rockport	Lexington	NORFOLK COUNTY	Abington
Mansfield	Rowley	Lincoln	Avon	Bridgewater
North Attleborough	Salem	Littleton	Bellingham	Brockton
Norton	Saugus	Lowell	Braintree	East Bridgewater
Raynham	Swampscott	Malden	Brookline	Halifax
Taunton	Topsfield	Marlborough	Canton	Hanover
ESSEX COUNTY	Wenham	Maynard	Cohasset	Hanson
Andover	West Newbury	Medford	Dedham	Hingham
Beverly	MIDDLESEX COUNTY	Melrose	Dover	Hull
Boxford	Acton	Natick	Foxborough	Marshfield
Danvers	Arlington	Newton	Franklin	Norwell
Essex	Ashland	North Reading	Holbrook	Pembroke
Georgetown	Ayer	Reading	Medfield	Rockland
Gloucester	Bedford	Sherborn	Medway	Scituate
Groveland	Belmont	Shirley	Millis	West Bridgewater
Hamilton	Billerica	Somerville	Milton	Whitman
Haverhill	Boxborough	Stoneham	Needham	SUFFOLK COUNTY
Ipswich	Burlington	Stow	Norfolk	Boston
Lawrence	Cambridge	Sudbury	Norwood	Chelsea
Lynn	Carlisle	Tewksbury	Plainville	Revere
Lynnfield	Chelmsford	Tyngsborough	Quincy	Winthrop
Manchester	Concord	Wakefield	Randolph	WORCESTER COUNTY
Marblehead	Dracut	Waltham	Sharon	Berlin
Methuen	Dunstable	Watertown	Stoughton	Bolton
Middleton	Everett	Wayland	Walpole	Harvard
Nahant	Framingham	Westford	Wellesley	Northborough
Newbury	Groton	Weston	Westwood	Southborough
Newburyport	Holliston	Wilmington	Weymouth	Westborough
North Andover	Hopkinton	Winchester	Wrentham	

We will also offer a hiring preference to qualified Suffolk Downs employees. EBH, with the support of the Mass Gaming Commission, contacted all Suffolk Downs employees several years ago regarding career opportunities. We have retained data for those Suffolk Downs employees who responded with their information and will use that information to provide regular updates and communication to those individuals. All outreach and awareness raising efforts will focus on these communities and will also extend to our Neighboring Communities of Lynn and Melrose.

In addition to hiring local residents, we believe that workforce diversity is a significant driver of business success. EBH 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. EBH will serve guests from all over the world and a wide variety of backgrounds; we need a diverse workforce to provide the best experience possible for those diverse guests.

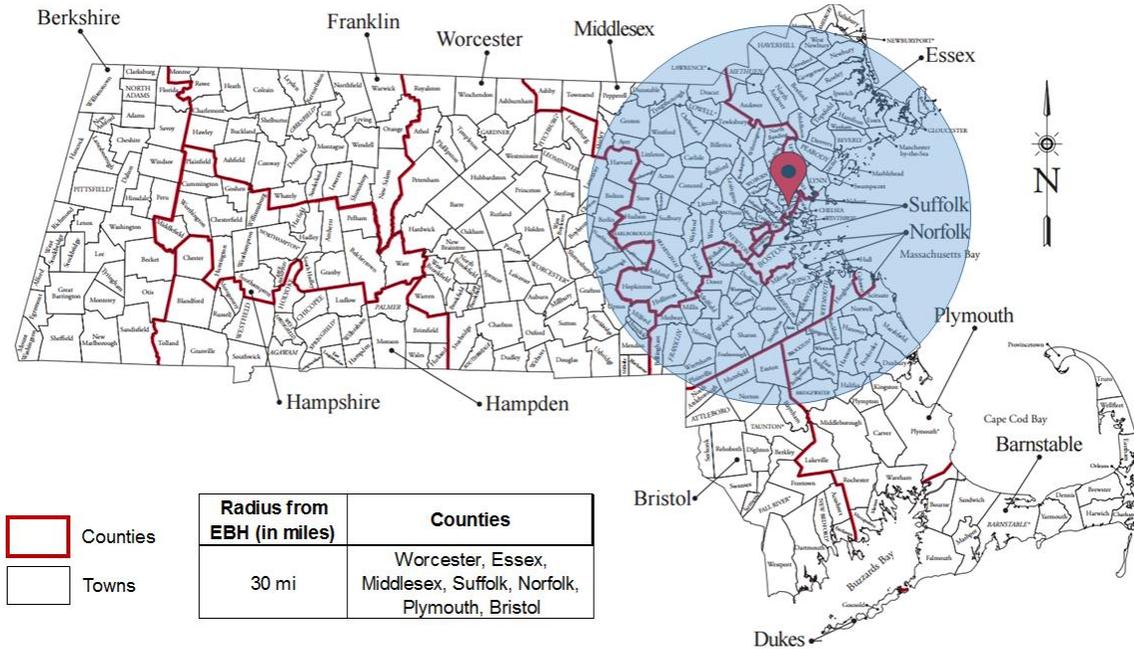
As we move forward with operational hiring, we will build a diverse workforce that is reflective of the broader community in which we operate. We have reviewed the demographics of our Host and Surrounding Communities, as well as the demographics in the broader region. While we are fortunate

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



June 14, 2018

to be opening in a time of economic prosperity, we face an environment that includes an extremely low rate of unemployment. With over 4,000 positions to fill, and a tight labor market, we will create opportunities for our Host and Surrounding Communities as well as the broader region. Based on previous resort opening experiences, we anticipate sourcing over 80,000 applicants to identify and hire our team of over 4,000.



Community Demographics:

1

		Unemployment	% Minority	Population	Population in the Workforce	Unemployed Individuals
Host and Surrounding Communities	Everett, Malden, Medford, Somerville, Boston, Cambridge, Chelsea	2.6%	48.8%	1,064,022	601,536	15,348
Counties: Host, Surrounding, Neighboring Communities	Essex, Middlesex, Suffolk	2.7%	34.5%	3,153,022	1,720,277	46,658
Counties within 30 mi Radius	Worcester, Essex, Middlesex, Suffolk, Norfolk, Plymouth, Bristol	2.9%	28.4%	5,741,681	3,085,600	90,604

¹ Data Sources: U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <<https://censusreporter.org/profiles/04000US25-massachusetts/>>

Massachusetts Department of Labor (2017). *Labor Force and Unemployment Data*. Retrieved from *Labor Market Information* <http://lmi2.detma.org/lmi/lmi_lur_a.asp#3/>

June 14, 2018

Massachusetts Veteran Demographics:

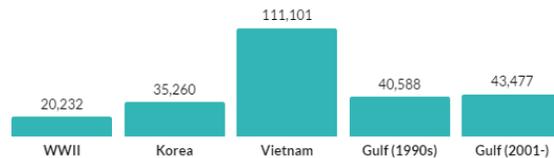
Veteran status

5.7%

Population with veteran status

about three-quarters of the rate in United States: 7.4%

Veterans by wartime service



* Civilian veterans who served during wartime only

[Show data / Embed](#)

311,150 Total veterans
293,572 Male
17,578 Female

2

We have set the following workforce diversity goals to reflect the diversity of our community and region. We will work with the Massachusetts Gaming Commission, our community partners, and our Host and Surrounding Communities to achieve and exceed these goals in each department, front and back of house, and for both management and line level workforce.

Women: 50%

EBH is committed to gender equity for its workforce, both in recruiting and in compensation. Our goal is to hire women as 50% of our workforce. We will pay equally for positions, regardless of the gender of the individual in that position.

Minorities: 40%

The minority goal reflects the makeup of our broader community, and takes into account the hiring preference for residents of our Host & Surrounding Communities. The broader region from which we will source candidates, includes the following counties: Essex, Middlesex, Suffolk, Norfolk, Plymouth, and Bristol. The demographics of these counties includes 28% minorities. To reflect the demographics of the region, as well as our preference for our Host & Surrounding Communities, which include 49% minorities across a much smaller population, we have set a goal of hiring a minimum of 40% minorities. EBH will utilize the Commonwealth of Massachusetts definition of Minority³.

Veterans: 3%

EBH sees tremendous value in the skillset and experience of veterans, and is committed to providing opportunities for individuals who have served our country. Of the 5.7% veteran population in Massachusetts, roughly half are veterans of recent conflicts and are actively engaged in the workforce. Following discussions with veteran community stakeholders, including the Disabled American Veterans and the City of Everett Director of Veteran Services,

² Data Source: U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <https://censusreporter.org/profiles/04000US25-massachusetts/>

³ <https://malegislature.gov/Laws/GeneralLaws/PartI/TitleII/Chapter7C/Section6>

June 14, 2018

we have set a goal of hiring 3% veterans as part of our workforce, reflecting the portion of veterans in the Commonwealth who are active in the workforce.

We will place particular emphasis on raising employer brand and career opportunity awareness within our Host, Surrounding, and Neighboring Communities, Suffolk Downs employees, and among unemployed, diverse, and Veteran populations. All outreach activities, including job fairs, events, and targeted marketing, will be implemented first and foremost in our Host & Surrounding Communities.

Hiring Preference Mechanics: Host & Surrounding Communities; Suffolk Downs employees

As outlined in our Host & Surrounding Community Agreements, Encore Boston Harbor will extend a hiring preference to residents of the following communities: 1) Everett, 2) Malden, and 3) Boston, Cambridge, Chelsea, Medford, Somerville. A preference will also be extended to current and former Suffolk Downs employees.

The mechanics of these preferences in hiring will be implemented as follows:

For positions where individual resume review is the primary method of selection:

- EVERETT resumes will be reviewed FIRST with qualified Everett residents receiving the first calls for interview
- MALDEN resumes will be reviewed SECOND with qualified Malden residents receiving second calls for interviews
- BOSTON, CAMBRIDGE, CHELSEA, MEDFORD, SOMERVILLE, SUFFOLK DOWNS resumes will be reviewed THIRD with qualified residents receiving priority calls for interviews
- Resumes of Residents of the designated counties will be reviewed following the residents above.

For positions where group or open call interviews are the typical approach (typical for high volume positions):

- Priority access and dedicated time slots will be provided to Everett residents. For example: if meet & greets and group interviews are scheduled from 10am – 2pm, Everett residents will be interviewed in the first slots from 10am – 11am. We will invite Everett residents in advance for priority access interviews and will also fast track residents who show their ID with Everett address.
- Next priority access will be given to Malden residents, with similarly designated advance times for meet & greets and interviews.
- Following the times designated for Everett and Malden, time will be allocated for interviews with residents of the Surrounding Communities and Suffolk Downs employees.

Open call interviews for all interested career seekers will follow the three priority interview time slots outlined above, or will be held on a separate day.

Our Careers: Summary & Timeline

A wide range of careers will be available across the 4,000+ positions, ranging from gourmet server to sous chef to accountant. Each full-time position provides competitive pay, benefits, and a pathway for growth. We will use a range of outreach channels to ensure that career seekers are aware of these job

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



June 14, 2018

opportunities, skills required by each, and timelines for applications and hiring. The job titles highlighted below are examples of line level positions. For each of the areas listed below there are corresponding management level positions. High volume positions, as well as positions that are open to English Language Learners, are noted.

CAREER OPPORTUNITIES SUMMARY

Bolded positions indicate 10+ individuals

** Indicates 50+ individuals*

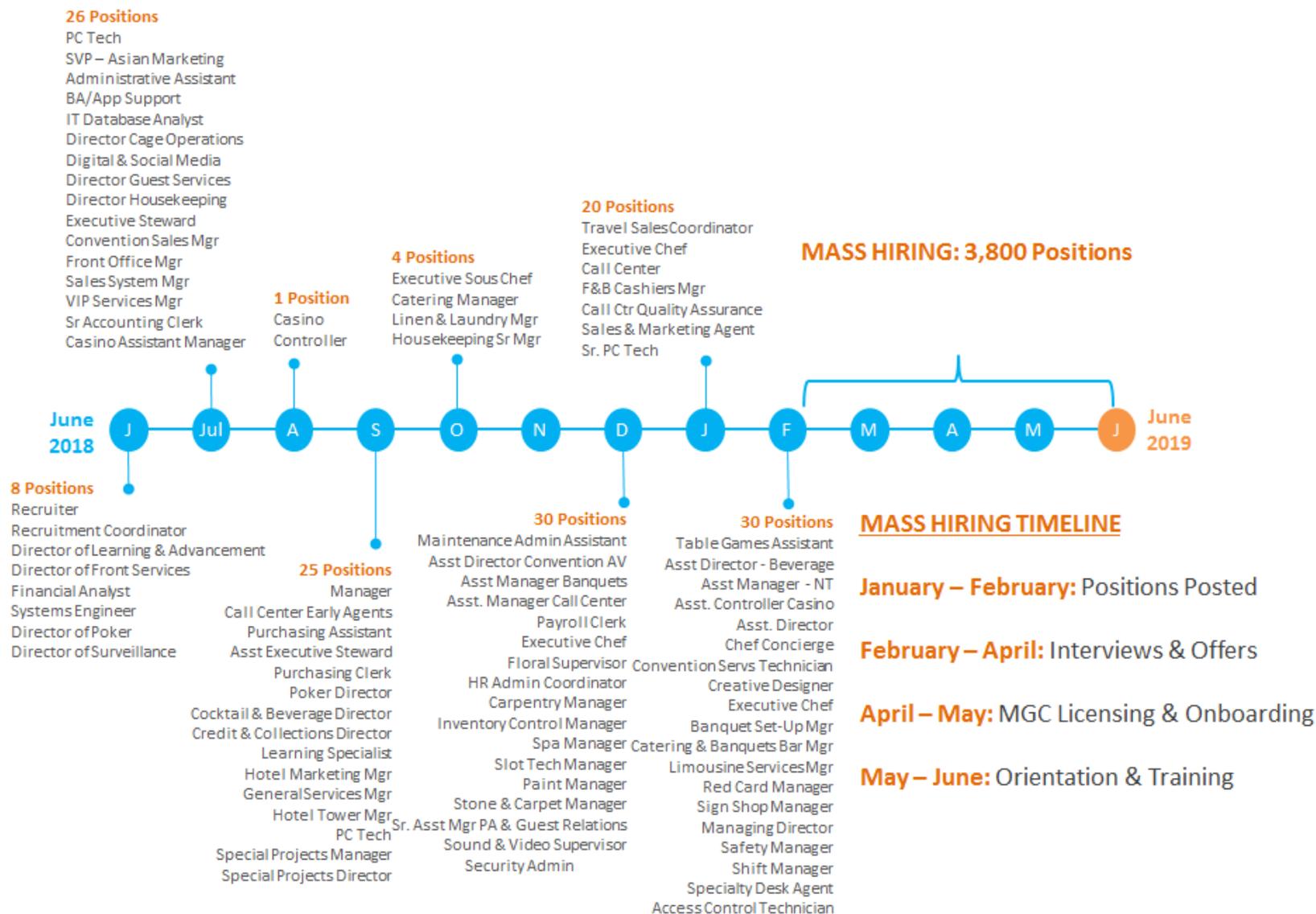
Position open to English Language Learners

HOTEL - 800+	FOOD & BEVERAGE - 1,400+	CASINO - 1,600+
Front Desk Representative	Restaurant Manager	Service Team Lead*
Lobby Greeter	Chef de Cuisine	Dealer*
VIP Lounge Ambassador	Assistant Chef	Slot Technician
Concierge	Chef de Partie	Poker Dealer*
Call Center Sales & Marketing Agent	Cook I*	Box Person
Housekeeping Shift Manager	Cook II*	Floor Persons
Guest Room Attendant*	Kitchen Worker*	Casino Marketing Representative
Utility House Person	Shift Manager	Casino Cashier
Quality Assurance Supervisor	Food & Beverage Cashier	Ticket Redemption Lead
Status Board Operator	Inventory Control Clerk	Casino Credit Clerk
Bell Captain	Inventory Security Coordinator	Limo Driver
Bell Attendant	Food Server*	Limousine Dispatcher
Door Person	Gourmet Food Runner	Marketing Host
Group Sales Coordinator	Bus Person*	Casino Accounting Clerk
Hotel Marketing Specialist	Cocktail Server*	Casino Accounting Controller
Dispatcher	Sommelier	Count Team Clerk
Valet Attendant	Bartender*	Surveillance Specialist
Parking Attendant	Apprentice Bartender	Casino Porter*
Public Area Porter*	Host Person	
	Banquet Captain	
	Banquet Setup Porter	
RETAIL, SPA & SALON - 75+	GENERAL & ADMINISTRATIVE - 120+	MAINTENANCE, HORTICULTURE, SECURITY - 360+
Store Manager	Sound & Video Technician	Painter
Retail Clerk	Human Resources Coordinator	Carpenter
Cashier	Media Coordinator	Electrician
Fitness Professional	Accounts Receivable Clerk	General Maintenance
Receptionist	Payroll Clerk	Mechanical / HVAC
Spa Therapist	Guest Claims Administration	Dock Assistant
Aesthetician	Recruiter	Gardener
Guest Attendant	Purchasing Clerk	Florist
Manicurist	Warehouse Attendant	Security Officer*
Hair Stylist	Receiving Attendant	Bike Officer
Makeup Artist	Uniform Seamer	K-9 Officer
	Uniform Attendant	Report Writer
	PC Tech	

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



June 14, 2018



June 14, 2018

The following are outreach and awareness raising initiatives that will be continued or newly implemented to support our objective to Raise Awareness.

SkillSmart

EBH is working to develop a career and skills exploration platform, driven by SkillSmart technology, that will play a key role in achieving success across several of our workforce development plan objectives: 1) Raising Awareness; 2) Preparing Career Seekers; and 3) Local & Diverse Recruiting & Hiring. The SkillSmart platform will help job seekers:

1. Learn about career opportunities with EBH;
2. Understand the skills required and preferred for each position;
3. Learn how their existing skills and experiences align with positions of interest; and
4. Connect with training resources available for skill development that will enhance their ability to successfully apply for positions of interest.

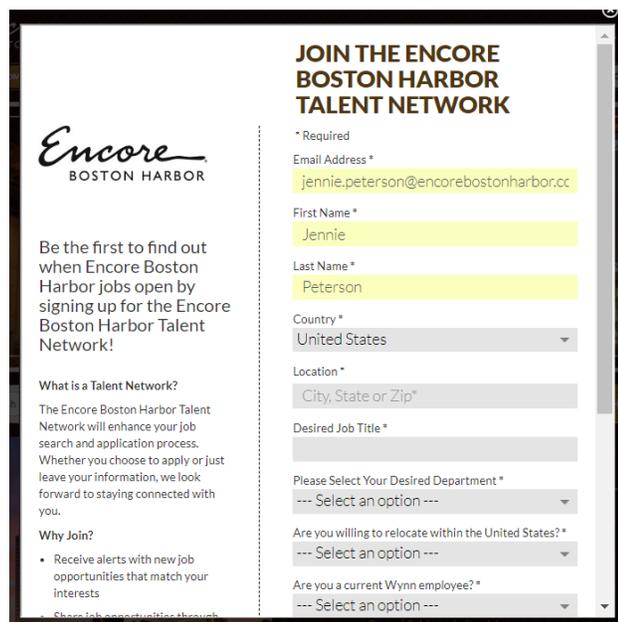
In addition to being a resource for job seekers and educators, the SkillSmart platform will provide EBH the capability to review the prospective candidate pool to determine interest in key career opportunities, understand any skills gaps, and tailor our outreach strategies.

The SkillSmart platform will serve as a basis for informing career seekers regarding the specific skills required for each available career, and will connect them with local educational and training resources that can enhance skills needed for success in our careers.

The EBH Talent Network

The EBH Talent Network is a portal for individuals interested in working for EBH to quickly submit their information and receive updates regarding job postings, career fairs, and more. Job seekers use the Talent Network to submit their contact information, select areas of career interest, and upload a resume, if they choose (this step is not required).

Through our outreach efforts as of May 2018, we have gathered information from over 9,890 job seekers via the EBH Talent Network portal. We will use the existing EBH Talent Network database to notify individuals of the SkillSmart launch, dealer school and other training opportunities, job fairs, job postings and more.



JOIN THE ENCORE BOSTON HARBOR TALENT NETWORK

* Required

Email Address *
jennie.peterson@encorebostonharbor.cc

First Name *
Jennie

Last Name *
Peterson

Country *
United States

Location *
City, State or Zip*

Desired Job Title *

Please Select Your Desired Department *
--- Select an option ---

Are you willing to relocate within the United States? *
--- Select an option ---

Are you a current Wynn employee? *
--- Select an option ---

June 14, 2018

SkillsSmart and the Talent Network are useful tools for exploring future job opportunities and training and staying updated, but are not used for application. EBH will clearly brand these two tools, and our application portal, to avoid confusion for career seekers and community organizations.

EBH Career Center

The EBH Career Center will open fall 2018 and will be a central hub for activity and learning about our careers and timelines. Our Career Center will be located at 101 Station Landing in Medford, conveniently situated at the Wellington Station MBTA Orange Line stop. The Career Center also has ample parking for individuals traveling by vehicle to meet with us and is ADA accessible.

The Career Center will be staffed during regular business hours and will provide support and resources for job seekers, including guidance and information regarding upcoming career availability. Additionally, computer terminals will be located at the Career Center where individuals can join the EBH Talent Network, apply for jobs, create a SkillsSmart profile, and find information regarding local skills training resources.

We will provide personal support to individuals who need help navigating SkillsSmart or other web-based job application tools. We invite job seekers to meet with us, learn about EBH as a company and employer, and learn about the upcoming career opportunities.

Network of Geographically Strategic Physical Locations / EBH Career Support Hubs

We understand the importance of providing access to in-person support and computers where job seekers can speak to someone about the process, and receive assistance with using the online portals for applications and using the SkillsSmart platform. We also understand that having multiple locations, in addition to the EBH Career Center, will facilitate access for a broader range of individuals.

To meet this need, we will support a network of geographically strategic physical locations / EBH Career Support Hubs where individuals can gain access to a computer, receive support for EBH-related job searches and use of EBH career online tools including the EBH Talent Network, the online application portal, and SkillsSmart. We will leverage a combination of Encore locations, career centers, and cultural centers. We will staff EBH representatives, train representatives from the host location organization, or provide informational materials to provide support to career seekers at each of these locations.

1. EBH will have a **Satellite Career Center at Everett City Hall**. This office will be regularly staffed by our team and will provide a second location where Everett residents can access a computer, receive support, and speak with an HR representative about employment opportunities. We will have regular office hours with multi-lingual representatives of the Encore recruitment team for community members who may need support in a language other than English.

June 14, 2018

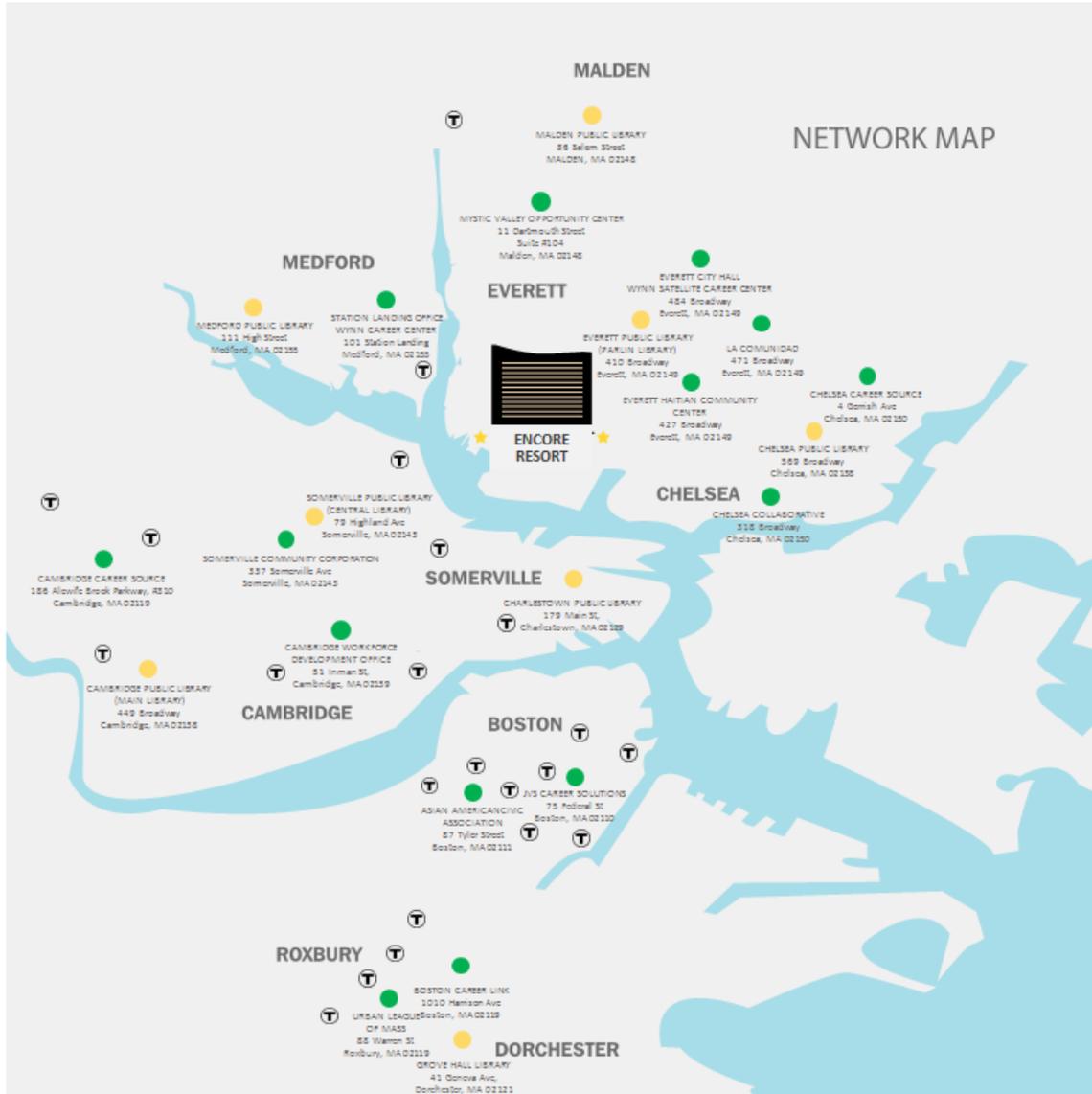
2. **Regional One-Stop Career Centers**⁴, serving unemployed individuals and covering our Host & Surrounding Communities. A designated Career Center staff member will be trained by our team to support job seekers in using the Talent Network, SkillsSmart, and our Application Portal.
 - a. Career Source – Chelsea
 - b. Career Source – Cambridge
 - c. Boston Career Link – Roxbury
 - d. JVS Career Solutions – Boston

3. **Local Community Centers Serving Diverse Populations** with computer access and personnel support. Similar to the Career Centers, we will train representatives at each of these locations to provide assistance to job seekers interested in a career with EBH.
 - a. La Comunidad – Everett
 - b. Everett Haitian Community Center – Everett
 - c. Chelsea Collaborative - Chelsea
 - d. ABCD (Action for Boston Community Development) Mystic Valley Opportunity Center - Malden
 - e. Urban League of Eastern Massachusetts - Roxbury
 - f. Somerville Community Corporation - Somerville
 - g. Asian American Civic Association – Boston
 - h. City of Cambridge Office of Workforce Development - Cambridge

4. **Local Public Libraries** are a place where community members can access computers and the internet. We will provide the public libraries with clear, easy-to-use instructions for online EBH career tools.
 - a. Everett
 - b. Malden
 - c. Medford
 - d. Charlestown (Boston)
 - e. Grove Hall - Dorchester
 - f. Somerville
 - g. Chelsea
 - h. Cambridge

⁴ <https://www.mass.gov/service-details/find-a-career-center-near-you>

June 14, 2018



Career Fairs

Career fairs are required by Encore’s Host and Surrounding Community Agreements and are a great way to connect with community members.

We know that a personal interaction between our hiring managers and job seekers cannot be replaced with a digital experience. Over the last four years, EBH has participated in dozens of career fairs, and plans to continue with these efforts, attending fairs hosted by our community partners, and hosting our own career fairs leading up to major department hiring. We know that a personal interaction between our team, our hiring managers, and job seekers is crucial to connecting to the local community and job seekers. The digital experience is designed for convenience; we will connect personally with as many candidates as we can.

June 14, 2018

Career seekers may check the EBH website for regular updates regarding career fairs. A summary of career fairs attended in March, April, and May, and planned for June, 2018 is below:

- March 1st: Lasell College Hospitality Day Career Fair
- March 26th: Informational Session at Endicott College School of Hospitality
- March 29th: Roxbury Community College Job Fair
- March 29th: El Mundo Latino Career Fair
- April 2nd: Affinity Leadership Consortium (ALC) Career Fair – ALC is a collaboration of greater Boston area diverse professional groups.
- April 26th: Mayor of Boston’s Neighborhood Career Fair – Mattapan
- April 28th: Chelsea Collaborative Community Day
- May 1st: Boston Herald Diversity Job Fair
- May 5th: North American Indian Center of Boston Career Fair
- May 15th: La Comunidad Career Information Session
- May 19th: Women's Veterans Network Annual Fair
- May 22nd: First Source Jobs/Somerville Community Corporation Career Fair
- June 14th: Urban League of Eastern Mass Career Fair – Roxbury
- June 18th: Asian American Civic Association Career Information Session
- June 28th: Mayor of Boston’s Neighborhood Career Fair - Dorchester

We will continue to collaborate with partners to host and attend Career Fairs that will help us reach local, minority, female, veteran, and disadvantaged members of the community.

Encore held a dedicated career information session for Suffolk Downs workers in 2017. We will host at least one additional, dedicated career information session for Suffolk Downs workers.

Starting in June 2018, Encore will host monthly informational sessions, in coordination with our community partners. These information sessions will rotate through our Host & Surrounding Communities.

Regular Update Meetings with Community Representatives

EBH has established a structure of quarterly update meetings with our community partners, focusing on small group engagement with diverse populations and regional career centers serving unemployed populations. We understand the importance of community partners in disseminating information to career seekers and supporting efforts to recruit qualified, local, and diverse talent for our open positions. We have established clear lines for candidate referrals for each of these groups.

The following quarterly update meetings are in place:

1. **Latino Community** – convened by the Hispanic American Institute, Chelsea Collaborative, and La Comunidad
2. **Black Community** – convened by Urban League of Eastern Massachusetts

June 14, 2018

3. **Asian Community** – convened by the Asian American Civic Association and James Chan, former Chief of Staff to Boston City Councilor Bill Linehan
4. **Local Community Career Advisors** – convened by the Metro-North Regional Employment Board and the Private Industry Council
5. **Veteran Community** - convened by the Disabled American Veterans (DAV) and the Director of Veteran Services for the City of Everett

Grassroots Outreach in Partnership with Community Based Organizations

Encore has built relationships with dozens of community based organizations, training providers, educational institutions, and government entities over the last several years. We will continue our work with these organizations to raise awareness for career opportunities and to enhance our ability to connect with local, diverse, and economically disadvantaged individuals. In May 2018, Encore provided trainings for over 60 representatives from career centers, training providers, and community-based organizations who will provide support to career seekers. We will work with local CBOs in the following manner:

- Provide organization representatives with training for using Encore career tools
- Include on regular communication regarding positions available for application, upcoming hiring events, and updates regarding the hiring process
- Coordinate career information sessions and job fairs on site with these organizations
- Participate in career fairs and other community events hosted by organizations
- Provide outreach materials
- Provide a designated point of contact with the Encore recruitment team for candidate referrals and questions
- When requested and appropriate, we will set up regular Encore recruitment team “office hours” with these organizations

Encore will rely on our community partners to help us reach local and diverse individuals, advertise career opportunities, and refer candidates for job openings and career fairs. We will track candidate referrals from partners via the SkillsSmart system.

OUR PARTNERS

With the monumental task ahead, we know we cannot achieve our goals alone. We will rely on strong partnerships with local government, community, and educational partners to help us engage, prepare, and recruit an exceptional team.

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



June 14, 2018

Action For Boston Community Development (ABCD)	Employer Support of the Guard & Reserve	Newbury College
American Legion	Endicott College	North American Indian Center of Boston (NAICOB)
Asian American Civic Association	English At Large	North Shore Career Center
Asian Community Development Corporation	English for New Bostonians	North Shore Workforce Investment Board
Association of Latino Professionals for America (ALFPA)	Everett E Club	Northeast Metro Tech (Regional Vocational High School)
BEST Hospitality Training Corp	Everett Haitian Community Center	Northshore Community College
Boston Career Link	Everett High School	Operation A.B.L.E.
Boston Chinatown Neighborhood Center	Everett Kiwanis	Pine Street Inn (iCater)
Boston College	Everett United	Prospanica Boston
Boston Private Industry Council	Fisher College	Quincy Asian Resources, Inc (QARI)
Boston Public Schools	Future Chefs	ROCA
Boston University - School of Hospitality	Goodwill Industries	Root NS Inc - Salem
BRAVE for Veterans	Haitian Multi-Service Center	Rosie's Place
Brazilian Worker Center	Hispanic American Institute	Roxbury Community College
Bunker Hill Community College	Immigrant Learning Center Inc. - Malden	Salvation Army/Joan Kroc Corps Community Center
Cambridge Community Learning Center	International Institute of New England (IINE)	SCI Social Capital Inc
Cambridge Office of Workforce Development	JVS Career Solutions	SkillsUSA
Cambridge Rindge & Latin High School	La Alianza Hispana	SnapChef
Career Collaborative	La Comunidad	Society of Hispanic Professional Engineers (SHPE) - Boston Chapter
Career Source Cambridge	Lasell College	Somerville Career & Technical Education High School
Career Source Chelsea	Latina Center Maria at La Comunidad	Somerville Community Corporation
Casino Action Network	Madison Park Technical Vocational High School	Suffolk Downs Employees
Center for Women & Enterprise	Malden High School	Suffolk University
Charlestown Adult Education	Massachusetts Association of Community Development Corporations (MACDC)	The Career Place - Woburn
Charlestown High School	Massachusetts Fallen Heroes	Triangle Inc.
Charlestown Works	Massachusetts Army National Guard	Tufts University
Chelsea Collaborative	Massachusetts Black Lawyers Association (MBLA)	UMass Amherst
Chelsea CONNECT	Massachusetts Department of Veteran's Services	UMass Boston
Chelsea High School	Medford High School	UMass Lowell
Chelsea Public Schools	Medford Vocational High School	Urban League of Eastern Massachusetts
Chinese Progressive Association	Metro North Regional Employment Board	Vet Services - Cambridge
City of Boston	Minuteman Vocational High School	Vet Services - Chelsea
City of Boston - Office of Diversity	MPACT - Massachusetts Professional Association of Culinary Trainers	Vet Services - Everett
City of Boston - Office of Workforce Development	Mujeres Unidas Avanzando	Vet Services - Malden
City of Cambridge	NAACP - Mystic Region	Vet Services - Medford
City of Chelsea	NAACP of Greater Boston	Vet Services - Somerville
City of Everett	NAACP of New England	Veterans Inc.
City of Malden	National Association of Asian American Professionals - Boston Chapter (NAAAP)	Veterans Voice Radio
City of Medford	National Association of Black Accountants - Boston Chapter (NABA)	VFW
City of Somerville	National Black MBA Association - Boston Chapter (NMBA)	Women's Veteran Network
Commonwealth Kitchen	National Society for Minorities in Hospitality - Northeast Region	Work Inc.
Community Servings	National Society of Black Engineers (NSBE) - Boston Chapter	YMCA of Cambridge, Malden
Community Work Services	New England Center for Arts & Technology (NECAT)	YMCA of Greater Boston
Director of Veteran Services - Everett	New England Center for Veterans	
Disabled American Veterans (DAV)		

June 14, 2018

Social & Traditional Media

EBH will launch a comprehensive and targeted employment outreach campaign to inform career seekers about our company and who we are as an employer, our jobs, timelines, and job requirements. The outreach campaign will be launched in summer 2018. The outreach campaign will focus on reaching unemployed individuals, diverse community members, and residents of our Host & Surrounding Communities as well as the broader region.

We will adopt a wide range of marketing tactics to ensure that virtually every potential candidate is reached. The campaign will be multi-lingual, with a focus on key languages spoken in our local communities: Spanish, Chinese, Haitian, and Portuguese. The employment brand marketing plan will be implemented through the following channels:

- Social Media
- Digital Media
- Place-based
- Radio
- Events
- Out of Home: billboards, transit, bus stops, etc.
- PR outreach
- Print – local news publications

June 14, 2018

OBJECTIVE 2: PREPARE CAREER SEEKERS

EBH will work to ensure that local career seekers are not only aware of the upcoming career opportunities, but are prepared to successfully enter those career paths.

We believe that individuals with the right personalities and basic aptitude can be trained to succeed in almost any role. We are looking for job seekers who are eager to serve guests, serve their fellow team members, and to work hard, all with a positive attitude. Those attributes cannot be trained. The best way for job seekers to prepare is to, first, gain some on-the-job experience in a hospitality role prior to applying with EBH; and second, to enhance any needed skills through training and education.

We will help career seekers prepare by building both hard skills (i.e. culinary and table games dealing) as well as soft skills like career readiness, communication, management, and customer service. The following hard-skills areas will be of particular focus:

- English as a Second Language
- Basic computer skills
- Culinary
- Casino – Dealer
- Casino – Surveillance

SkillSmart

EBH is working to develop a career and skills exploration platform, driven by SkillSmart technology, that will play a key role in achieving success across several of our workforce development plan objectives: 1) Raising Awareness; 2) Preparing Career Seekers; and 3) Local & Diverse Recruiting & Hiring. The SkillSmart platform will help job seekers:

5. Learn about career opportunities with EBH;
6. Understand the skills required and preferred for each position;
7. Learn how their existing skills and experiences align with positions of interest; and
8. Connect with training resources available for skill development that will enhance their ability to successfully apply for positions of interest.

In addition to being a resource for job seekers and educators, the SkillSmart platform will provide EBH the capability to review the prospective candidate pool to determine interest in key career opportunities, understand any skills gaps, and tailor our outreach strategies. The SkillSmart platform will track referrals from community partners.

The SkillSmart platform will serve as a basis for informing career seekers regarding the specific skills required for each available career, and will connect them with local educational and training resources that can enhance skills needed for success in our careers. The Greater Boston Gaming Career Institute and local educational partners will play a critical role in supporting our ability to meet this objective, and be a critical piece of the SkillSmart career and skills training exploration platform.

June 14, 2018

SkillsSmart will connect career seekers with educational and training resources specific to the skills required by EBH opportunities. A wide range of educational and training resources will be featured on the platform, from community college courses to online learning to skills training programs and adult education hosted at local high schools. Bunker Hill Community College, Roxbury Community College, and North Shore Community College have provided or will provide course details that will correspond with specific skills required by positions at Encore. Career seekers will be able to view a position they are interested in, see the skills required by that job, and click through to specific courses they can take that will enhance their skills if needed.



THE PLATFORM CONNECTS WORKFORCE STAKEHOLDERS

The SkillSmart platform aligns workforce stakeholders to meet business demand



June 14, 2018



SKILLS IDENTIFICATION IMPROVES OUTCOMES



JOB SEEKERS

- ✔ Find new opportunities
- ✔ See how skills match
- ✔ Explore new careers
- ✔ Receive clear skills training guidance



Find the right fit. The smart way.



INCREASE EDUCATION CONNECTIVITY AND RELEVANCE



EDUCATORS

- ✔ Provide connection to specific training to help users develop the skills employers' need
- ✔ Highlight the training or programs of local chapters to direct residents to programs in their own community.
- ✔ Build on relationship with local educational partners



Find the right fit. The smart way.

June 14, 2018

Greater Boston Gaming Career Institute

Subject to approval by the Massachusetts Gaming Commission, EBH will partner with Cambridge College to open a gaming careers school to prepare individuals to become dealers and casino surveillance specialists. EBH will provide the curriculum, equipment, teachers, and expertise for the program. Cambridge College will provide the space and administrative support for the Institute. EBH will employ approximately 1,000 full time and part time dealers for the casino operation. We expect roughly half of the individuals hired for these roles to be trained at the local Gaming Careers Institute.

Details for the Institute are as follows:

- **LOCATION:** The Gaming Career Institute will be located in Charlestown, Boston less than two miles from the resort location, and will be accessible via Orange Line public transportation.
- **SCHEDULE:** Courses are expected to begin the second week of September. The course is 16 weeks long with classes held five days per week, Monday through Friday. Scheduling options will be available to accommodate schedule needs of those who wish to take the course. Makeup days will be held on Saturdays. The second semester of the Gaming Careers Institute is expected to begin on Tuesday, January 22nd, completing in early May 2019 in time for the June 2019 opening.
 - 8:00 a.m. – 12:00 p.m.
 - 1:00 p.m. – 5:00 p.m.
 - 6:00 p.m. – 10:00 p.m.
- **COST:** The cost of the course will be \$1,100.
- **CURRICULUM:** The curriculum comprises just over 300 hours of training and includes two casino games, customer service, CPR, and responsible gaming. This training provides students with a broad skillset that prepares them to be a table games dealer or to take on a role that leverage customer service, CPR, and responsible gaming skills (i.e. casino host or security). To pass the class, students will need to pass a final, simulation “audition” that will prepare them for an audition for a casino role.
- **APPLICATION PROCESS:** Each student who wishes to attend the Gaming Institute must apply. The application process will take place in August 2018 and will include:
 - Basic math aptitude test to demonstrate ability to do basic math required for table games dealing
 - Basic written application with acknowledgement and confirmation of willingness to: work flexible hours (nights, weekends, holidays); pass a background screening, pass a drug test, become licensed with the Massachusetts Gaming Commission.
 - Panel interview with representatives from Cambridge College and Encore Boston Harbor. During this brief interview, we will assess whether each candidate has the right attitude and personality for a position as a table games dealer.

June 14, 2018

- **COMMITMENT TO HIRE:** Encore Boston Harbor commits to hiring 100% of individuals that: graduate from the Gaming Institute including passing the final, simulation audition; pass a drug test; clear background screening; and receive a gaming license from the Massachusetts Gaming Commission.
- **STUDENT RECRUITMENT:** EBH will launch targeted advertising and marketing to ensure that local and diverse potential students are aware of the Gaming Institute program, timeline for application, cost, and career opportunities made available by the program. We will turn to our Community Partners to ensure community members are informed about the Gaming Institute, and to refer student candidates.

Scholarships & Student Support

EBH will sponsor Gaming Career Institute financial need based scholarships, fully funding 50 individuals to complete the Gaming Institute course. Our community partners will support the scholarships by recommending individuals for these scholarships. Ten scholarship spots will be allocated to Everett residents. The Scholarships will provide opportunities for Everett and surrounding community residents, veterans, and minorities, who are in need of financial support to complete the Gaming Career Institute curriculum. One half of the scholarships will be awarded to women. Scholarship recipients will be determined by Cambridge College, which will use their financial aid office and procedures to determine financial need.

As part of Cambridge College's continued focus on access to education, they are committed to exploring and identifying options for individuals to afford to participate in the Gaming Career Institute. Cambridge College knows that there will be significant number of employment opportunities provided by EBH, and wants to ensure that the widest spectrum of individuals can enroll. To do this, Cambridge College will seek to find financial aid for training from multiple sources.

Cambridge College is currently aware of funding being available for these types of training programs and is pursuing these dollars through all possible options, exploring alternatives that may capitalize on Individual Training Accounts through One Stop Career Centers, Section 30 Training Opportunity Program support, and Trade Adjustment Assistance. In each case the Cambridge College team will work to identify and communicate all of the required steps for potential candidates to access available federal resources.

Cambridge College will also seek out partnerships or funding sources that can target segments of the population as a whole by pursuing Workforce Development Grant funding earmarked for the Gaming Commission, in particular with the goal of ensuring access for underserved and underrepresented populations. Finally, Cambridge College will also reach out to neighboring cities and towns that have been fortunate recipients of casino mitigation dollars, to examine their willingness to possibly provide training grants to targeted communities under their jurisdiction.

Cambridge College is actively considering options for students of the Greater Boston Gaming Career Institute to be able to link this experience to degree attainment. The possibility of assigning prior learning assessment credits for students who successfully complete this program, could eventually be articulated into certificate, associate or bachelor's degree credentials. Discussions are underway to develop this as a pathway in a

June 14, 2018

structured relationship between Cambridge College, Bunker Hill Community College, and Roxbury Community College.

Culinary Training

The Massachusetts Executive Office of Labor and Workforce Development estimates over 14% growth in demand for restaurant cooks between 2014 and 2024 in Massachusetts⁵, translating to demand for over 3,000 new employees in restaurant cook roles. EBH will employ roughly 300 individuals in line level cook positions.

Encore is aware of the existing, regional culinary skills gap and has taken steps to address that gap. The EBH Executive Chef and human resources team are working with the Massachusetts Professional Association of Culinary Trainers (MPACT), a consortium of regional culinary training providers that includes Community Servings, NECAT, SnapChef, Future Chefs, and more. We will feature culinary training programs on the SkillSmart platform and will continue to engage with local culinary training providers to help prepare individuals for culinary roles at Encore. In addition to working with the MPACT, EBH will recruit from the culinary program at Bunker Hill Community College and other local schools. We will provide competitive wages and benefits, supporting our efforts to recruit in an environment with high demand for culinary workers.

Encore will also work with the Massachusetts Gaming Commission on efforts to address the culinary skills gap.

English as a Second Language (ESOL)

Encore will hire for over 900 positions that do not require fluent English. These positions range from Cook to Porter to Traffic Attendant and are highlighted in the career summary on page 7. Once hired, Encore will partner with local ESOL providers to offer all team members English as a second language courses free of charge. Prior to opening, EBH will work with local ESOL providers to ensure that individuals are aware of ESOL resources and are able to take advantage of them to prepare for a career at Encore.

EBH will reach out to state-funded and other ESOL programs and will invite locally based ESOL providers to attend career information sessions where they can connect with career seekers. ESOL providers will also be included on the SkillSmart platform.

Local Education and Training Providers

EBH will work closely with local educational and training providers for culinary, hospitality, general & administrative, and other jobs.

Bunker Hill Community College will be a key resource for community members seeking to enhance their skills in anticipation of applying for a position with EBH. Bunker Hill's online and in person courses available in culinary arts, hotel and restaurant management, and more will be featured on the SkillSmart platform. In addition to connecting community members with the tremendous learning resources available at Bunker Hill Community College, we will partner with Bunker Hill to identify student candidates for our roles and

⁵ Source: http://lmi2.detma.org/Lmi/Occupation_Projection.asp?Area=01000025long

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



June 14, 2018

collaborate on job fairs. Bunker Hill students and alumni will be a key recruiting target, particularly for culinary roles.

Roxbury Community College, North Shore Community College, and other locally based Community Colleges will be key partners for providing classroom training to career seekers. EBH will include Roxbury and North Shore Community Colleges on the SkillsSmart platform and will engage with Roxbury and North Shore Community College students and alumni as candidates for resort positions.

EBH will continue to work with the New England Center for Arts and Technology (NECAT) to provide culinary training opportunities for disadvantaged community members. NECAT held its first culinary class at the new location at Everett High School. A second class is now underway in Everett. EBH will recruit NECAT graduates for culinary roles.

BEST Corp. will partner with EBH as a training provider for hotel operations positions. The BEST Corp. training locations in Medford and Roxbury, both accessible via the Orange Line, will be a convenient training resource for career seekers in our Host & Surrounding Communities.

The academic institutions and training providers listed above are just a few examples of the dozens of among training providers we have connected with; we continue to reach out to other training resources that can support local and diverse career seekers as they prepare for EBH opportunities. Training partners are included in the list on page 15.

June 14, 2018

OBJECTIVE 3: RECRUIT & HIRE A QUALIFIED, LOCAL & DIVERSE WORKFORCE

EBH's ultimate goal is to recruit, onboard, and retain a qualified, local, and diverse workforce. To accomplish this objective, we will build on the outreach and training efforts outlined above and will work to create an efficient and inclusive hiring process.

Applicant Tracking System

EBH will utilize an Applicant Tracking System ("ATS") and applicant portal for the resort opening, allowing us to communicate and follow up with applicants, supporting a positive candidate experience. The ATS will provide the recruitment team with data regarding gender, ethnicity, veteran status, and residency of applicants. We will use this information to ensure that we are receiving applications from diverse and local candidates.

Career opportunities will be posted on the applicant portal well in advance of hiring decision dates (at least 10 weeks) to ensure there is ample time for job seekers to learn about the opportunity, apply, and go through the hiring process.

As outlined on the hiring timeline on page 9, positions will be posted for application in January and February of 2019, with interviews following in March and April.

Inclusive Job Descriptions & Job Requirements

We will be hiring for over 450 different job titles. As a key element of preparation for recruiting and hiring, the EBH team created job descriptions for these positions, closely evaluating each included job requirement and ensuring that no educational or experience credential was listed as "required" unless that requirement is absolutely essential to the success of the business. The job descriptions are written to be clear and detailed, and as inclusive as possible.

We will not require a high school degree or equivalent for several of our positions up to a supervisor level. We believe this standard will open our jobs to a broader range of individuals who may not have had the opportunity to complete high school or a GED prior to entering the workforce. EBH will provide team members access to GED classes free of charge once the resort is open and stabilized. For many positions, we will not require prior experience, and will provide on-the-job training to support inexperienced team members.

Career Fairs & Mass Hiring Events

Career Fairs, as previously discussed, will be a method for raising awareness, but will also play a critical role in large-scale departmental hiring. EBH will host targeted career fairs for hotel, food & beverage, casino, security, and other departments, where applicants will meet hiring managers, interview, and be notified, in many cases the same-day, of hiring decisions and next steps. Our Community Partners will be asked to help advertise hiring events and to send referrals to career fairs and hiring events.

As outlined on the hiring timeline shown on page 9, hiring events will take place in February, March, and April of 2019. During these months, we will interview thousands of individuals to find those who are the best fit for the EBH team.

As described above, priority access at Hiring Events will be provided to residents of Everett and Encore's Surrounding Communities.

June 14, 2018

Career fairs will be hosted throughout our Host and Surrounding Communities, at locations that are convenient to public transportation and parking. We will host a minimum of four career fairs in the City of Everett prior to opening. We will host career fairs on schedules accessible to career seekers who are currently employed and are not able to take time away from their current work schedule to attend, including evenings, weekends, and all-day events with multiple windows for attendance.

Many career fairs and hiring events will be open to individuals who may not have had an opportunity to apply online.

Panel Interviews

We will utilize panel interviews as a way for hiring managers to meet large groups of candidates. For several entry-level positions, an invitation to a panel interview will not require a resume. All individuals who have applied for these positions will be invited to meet the hiring manager and participate in a group interview.

Local and Diverse Community Partner Referral System

EBH has established a clear pathway for referrals from local Career Centers and diverse community partners. We rely on these partners to understand our expectations and opportunities, and then connect their constituents to jobs for which they are well suited. We have already seen the benefits of referral partnerships with regional career centers, with a few current members of the small but growing EBH team sourced through relationships with career centers and community partners. Referrals from our community partners will be given special consideration, where possible. We will continue to work with and source candidates from these critical partners.

Encore will track referrals through the SkillSmart platform and will report back to community partners regarding successful referrals. Community Partners may refer candidates to the Encore team by sending the referral and desired position directly to a member of the Encore employment team. Referrals will be carefully reviewed by the employment team and will be provided, at minimum, the opportunity for a meet & greet or phone interview. The Encore team will provide feedback to community partners regarding referred candidates to ensure that community partners are aware of successful referrals and understand reasons why unsuccessful candidates are not a fit for the position.

Training for Hiring Managers: Behavioral Interviewing, Diversity & Inclusion for Interviewing

All hiring managers will be trained in behavioral interviewing and inclusionary hiring. EBH is taking the extra step to provide training to all hiring managers to refine their skills in evaluating candidates based on behaviors that will be indicators of success. The best way to prepare for strong retention is to find the best fit for a job from the start. Managers will be trained to look for “transferable skills” to create opportunities where other employers may not have seen one. Understanding the value of a diverse and inclusive workforce will be part of the training received by hiring managers, as well as strategies to minimize any potential sub-conscious bias while interviewing. From hiring a more qualified workforce, to reducing turnover costs, managers will see the business benefits of diversity and inclusion.

All Hiring Managers will complete diversity and inclusion training as well as training on ways to mitigate unconscious bias during the hiring process. Encore will work with a third party provider to deliver this training.

June 14, 2018

Background Screening

EBH follows Massachusetts law, which allows for employers to conduct a drug and background screening for every individual that is hired.

For individuals with a CORI, EBH will aim to be as inclusive as possible and review each background check on a case by case basis. In addition, the Mass Gaming Commission will designate positions that are exempt from licensing, further streamlining access to jobs.

OBJECTIVE 4: DEVELOP & RETAIN

Once initial hiring is complete, EBH will be most successful if we create an environment in which individuals can professionally progress and thrive. We will take a comprehensive approach to developing and retaining our team members, from competitive pay and benefits, to career pathways, to tuition reimbursement.

The same level of outstanding service extended to our guests is extended to our team members. EBH believes that only “people make people happy” and that our team members are best positioned to provide excellent service to our guests when their needs are met.

Competitive Pay & Benefits

We will offer industry competitive compensation and benefits including:

- Paid time off
- Paid sick time
- Six weeks paid parental leave
- Medical Insurance
- Dental Insurance
- Vision Insurance
- Other Insurance (life, short- and long-term disability)
- 401K with employer match
- Flexible Spending Accounts for medical and childcare expenses
- Tuition Reimbursement and Scholarship Fund
- Negotiated childcare provider discount
- Team Member Wellness programs
- Team Member Events and Volunteer Opportunities
- Meals at the Employee Dining Room

Onboarding & Orientation Training

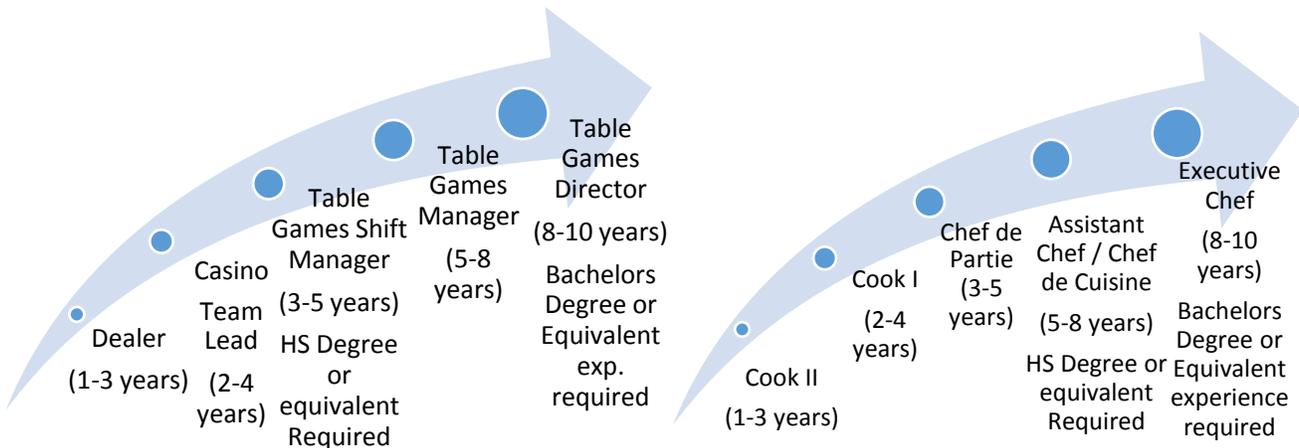
All new team members will go through an onboarding process that includes orientation and training. During orientation, new team members will be introduced to all EBH policies and receive safety, responsible gaming, emergency procedure, and sexual harassment training. This is our first step in setting up new employees for success and establishing an environment of respect and a culture of inclusion.

June 14, 2018

Career Pathways

For many individuals, a work environment with opportunities for advancement and growth is key to feeling fulfilled and happy in the work environment. We will provide a wide range of career pathways, with many leaders in the Company progressing from entry level positions to executive leadership roles. EBH is committed to promoting from within the organization.

Below are examples of Table Games and Culinary career pathways.



Training & Education

We believe that with the right attitude and aptitude, team members can be trained to work in any job they are passionate about. Each operational department has a designated Training Manager that will provide on-the-job training to team members.

In addition to on-the-job skills training, we will provide leadership training for all supervisors and above. The leadership training curriculum includes the following:

- Foundations of Leadership / Leadership 101
- Active Listening
- Effective Communication & Coaching
- Team Building
- Team Dynamics
- Change Management
- Task Management
- Management Styles
- Positive Reinforcement / Performance Management
- SMART Goals

The leadership training program provides a strong leadership foundation to new leaders and reinforces effective leadership skills for tenured managers.

June 14, 2018

For aspiring managers, EBH will have a “Manager in Training” program that allows promising front-line team members an opportunity to step into a leadership role with the support of a mentor and regular feedback from department heads.

In addition to the leadership training provided to all supervisors and above, EBH will offer the following courses to all team members, free of charge:

- English as a Second Language. These courses are contextualized by department, to ensure that team members are learning vocabulary that will help them succeed in their work environment.
- Citizenship.
- GED

The Tuition Reimbursement program, mentioned in the Benefits section above, combined with access to GED and other training, will create a supportive environment for professional development and career success.

Communication and Feedback

One of our Core Values is “Always Strive to be Better.” We are committed to continual improvement and supporting team members as they make professional progress. We will implement a structure of daily positive reinforcement and constructive feedback as well as a structure for regular reviews, ensuring team members are aware of areas for improvement and the steps required to make the next move in their career.

Storytelling

Storytelling is a unique program that focuses on celebrating and recognizing daily successes of our team members. Before each shift begins, managers gather their team for a pre-shift meeting. As part of that meeting, team members are encouraged to share stories of exceptional guest service or examples of team members going above and beyond to serve their fellow team members. Truly exceptional examples are brought to the attention of a manager, written about, and posted through all back-of-house areas, bringing special recognition to the outstanding performer. Storytelling inspires, motivates, and emphasizes the importance of excellence across all levels of the organization and most importantly...storytelling has a positive impact on enhancing one’s self-esteem. We help our team members take pride in their work and their abilities.

Below are two recent Storytelling features:

June 14, 2018



FROM LEFT TO RIGHT:
Ofelia Mancilla De-Beas
Uniform Control Seamer
Sharon Hunter
Assistant Uniform
Control Manager

Tabitha McCraney
Uniform Control Attendant

TELL US YOUR
STORY

Care About Everyone & Everything.

In the middle of a busy workday, Employee Relations Counselor Ninette Macedo realized the zipper on her dress had broken and the back of her dress was gaping open. Panicked, she rushed to Uniform Control, hoping someone could pin her dress together so she could complete her day.

That's when she learned Uniform Control truly embraces our Core Value: Care About Everyone and Everything.

Ninette explained her situation to Attendant **Tabitha McCraney**, who took her to see the seamstresses. When Ninette asked Seamer **Ofelia Mancilla De-Beas** if she could pin her back into her dress, Ofelia wouldn't hear of it.

"This is your uniform. These are the clothes you wear to work, and my job is to fix employee uniforms," Ofelia said. She discussed the situation with Assistant Uniform Control Manager **Sharon Hunter** and returned to let Ninette know safety pins wouldn't be required. This was obviously an emergency, and she would replace the zipper.

"I was so impressed, shocked, and excited that they were going to see what they could do for me," Ninette said. "My plan had been to just throw the dress away once I got home."

Half an hour later, she walked out wearing her dress with a new zipper. "I am very thankful to everyone who helped," Ninette said. "They not only saved my day, they saved my dress."

Working together to help a fellow employee in distress, our Uniform Control team showed that when they say the Care About Everyone and Everything, they really mean everybody.

June 14, 2018



Javier Ortiz-Pineda
Terrace Pointe Café
Bus Person

TELL US YOUR
STORY

Care About
Everyone &
Everything.

At *Terrace Pointe Café*, attention to detail adds up to Five Star service. From the varied menu to the sunlit view overlooking the pool to the attentive service, everything at *TPC* shines. It all reflects our Core Value: Care About Everyone and Everything.

So when a guest arrived for breakfast one morning, Bus Person **Javier Ortiz-Pineda** listened carefully when the guest sat down, sighed, and said his feet hurt after working all night. He could hardly wait to get back to his room and get out of his heavy work shoes.

Javier asked *TPC* Manager Christie Rosales what he could do or get the guest to make him feel more comfortable. Christie called the Front Desk and arranged to have someone bring a pair of guest slippers.

Javier took the slippers to the weary guest, who, so happy he'd have something comfortable to switch into after he left the restaurant, jumped up and gave Javier a hug.

By actively listening to the guest and seeking out a simple solution to his problem, Javier demonstrated our Core Value: Care About Everyone and Everything.

June 14, 2018

WeSave Program

The WeSave Program provides team members access to discounts on a wide range of goods and services within their local community. We will partner with local restaurants, shops, dry cleaners, and many other local vendors and service providers to offer special discounts to our team members.

Employee Foundation and WECare Volunteer Program

The Employee Foundation and the WECare Volunteer Program provide opportunities for EBH team members to be involved in community service and contribute financially to organizations they care about, with a matching donation from EBH.

INTERNAL ACCOUNTABILITY & REPORTING:

To successfully meet our local and diverse hiring goals and to fulfill the objectives laid out in this plan, a system of reporting and accountability will be required. We will regularly review applicant and new hire data to monitor progress and ensure we are on track.

EBH established an internal Diversity & Workforce Development Council for operations that will meet on a regular basis to review diversity progress, identify areas for improvement, and develop ideas for strategic community engagement. Regular meetings to review progress towards diversity goals is a best practice implemented during the design and construction phase of the EBH development and played a critical role in our success in engaging a local and diverse workforce for construction. We will make use of this best practice for operations. The Diversity & Workforce Development Council will be led by our Vice President of Human Resources and will include five members from across the organization including Employment, Legal, and Operations. The Council will meet on a monthly basis. The Council will review statistics on the existing team as well as diversity of incoming applicants.

The Diversity & Workforce Development Council will report to EBH executives on progress during regular senior management meetings.

Department heads will be held responsible for meeting diversity goals within their departments for both manager and line level team members. Corrective Action meetings will be held for departments that are not meeting the goals. Encore will leverage partnerships with diverse partners and other outside resources to course correct if department diversity and diversity of the incoming talent pools are not on track for meeting goals.

CONCLUSION

We look forward to bringing over 4,000 careers to Everett, Massachusetts. We are excited to grow the EBH team and to provide career paths to a local and diverse group of individuals. The success of the EBH resort will be greatest if we can bring a local and diverse group of individuals, with a broad range of talents, together to create an incredible hospitality experience for our guests.

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



June 14, 2018

We thank the many community, educational, diverse, and government partners that have supported our efforts and look forward to working with these partners as we undertake the monumental hiring task ahead. With the Plan outlined herein, we believe we will be successful in achieving our objectives to raise awareness; prepare career seekers; recruit and hire qualified, local, and diverse team members; and develop and retain an outstanding workforce.