



NOTICE OF MEETING AND AGENDA

Pursuant to the Massachusetts Open Meeting Law (G.L. c. 30A, §§ 18-25), St. 2022, c. 107, and St. 2023, c. 2, notice is hereby given of a public meeting of the **Massachusetts Gaming Commission**. The meeting will take place:

Thursday | January 16, 2025 | 10:00 a.m.
VIA REMOTE ACCESS: 1-646-741-5292
MEETING ID/ PARTICIPANT CODE: 111 505 4620
All meetings are streamed live at www.massgaming.com.

Please note that the Commission will conduct this public meeting remotely utilizing collaboration technology. Use of this technology is intended to ensure an adequate, alternative means of public access to the Commission's deliberations for any interested member of the public. If there is any technical problem with the Commission's remote connection, an alternative conference line will be noticed immediately on www.massgaming.com.

All documents and presentations related to this agenda will be available for your review on the morning of the meeting date by visiting our website and clicking on the News header, under the Meeting Archives drop-down.

PUBLIC MEETING - #544

1. Call to Order – Jordan Maynard, Chair

2. Sports Wagering Division – Carrie Torrisi, Director of Sports Wagering
 - a. Presentation of Sports Wagering Operators Q3 Quarterly Reports
 - I. Bally's – Tammi Barlow, VP of Global Responsibility and Social Impact; Alexandra Whittaker, Responsible Gaming Manager; Kim McAllister, Director of Compliance
 - II. BetMGM - Josh Wyseman, Director of Licensing; Sarah Brennan, Senior Director of Compliance, Richard Taylor, Director of Responsible Gaming; Jazmin Polite, Senior Director of DEI; Rich Ege, Senior Regulatory Analyst
 - III. Caesars Sportsbook – Curtis Lane Jr., Digital Compliance Manager; Lisa Rankin, VP of Compliance and Licensing; Greg Shinbur, Director of Diversity, Equity and Inclusion; Kierstin Flint, SVP of Corporate Social Responsibility and Internal Communications; Mike Miele, SVP of Procurement and Strategic Sourcing; Katie Pendergrass, VP of Strategic Sourcing; Carolene Layugan, Director of Responsible Gaming Program



Massachusetts Gaming Commission

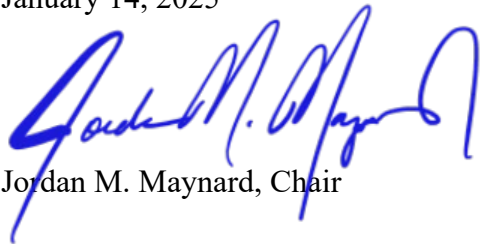
- IV. DraftKings - Jake List, Sr. Director of Regulatory Operations; Cristina Ackas, VP, Inclusion Equity and Belonging; Julie Hynes, Senior Manager, Responsible Gaming; Jared Hess, Director, Communications
- V. Fanatics Betting and Gaming - Michael Levine, Senior Regulatory Counsel; Stephanie Althouse, HR Director; Anthony D'Angelo, Responsible Gaming Sr. Manager
- VI. FanDuel - Richard Cooper, VP, Regulatory; Keita Young, Sr. Director, DE&I ; Jill Watkins, Sr. Director, Responsible Gaming Strategy and Operations; Ashley Cahill, Senior Director, Responsible Gaming and Community Impact
- VII. Penn Sports Interactive – Sam Haggarty, Deputy Chief Compliance Officer and Regulatory Affairs Counsel

3. Commissioner Updates

4. Other Business - Reserved for matters the Chair did not reasonably anticipate at the time of posting.

I certify that this Notice was posted as “Massachusetts Gaming Commission Meeting” at www.massgaming.com and emailed to regs@sec.state.ma.us. Posted to Website: January 14, 2025 | 10:00 a.m. EST

January 14, 2025



Jordan M. Maynard, Chair

If there are any questions pertaining to accessibility and/or further assistance is needed, please email Grace.Robinson@massgaming.gov.



Massachusetts Gaming Commission

Bally's

BallyBet – Q3 2024 update

November 15, 2024

REVENUE

MONTH	REVENUE	TAXES COLLECTED	HANDLE
July	\$ 111,624.12	\$ 22,324.82	0.9%
August	\$ 222,371.65	\$ 44,474.33	1.8%
September	\$ 481,670.98	\$ 96,334.20	2.1%
TOTALS	\$ 815,666.75	\$ 163,133.35	

WORFORCE / WORKFORCE DIVERSITY

# OF EMPLOYEES IN EACH CATEGORY	MINORITY	WOMEN	VETERAN	MA RESIDENT	TOTAL # OF EMPLOYEES
Executive	3 30%	4 40%	0 0	1 10%	10
Manager, Supervisor	1 10%	2 20%	1 10%	1 10%	10
Entry Level, non-Manager	25 50%	10 20%	5 10%	2 4%	50
Totals	28 40%	16 23%	6 8.5%	4 6%	70



VENDOR / SUPPLIER SPEND / SUPPLIER DIVERSITY

DIVERSITY CERTIFICATION	Q3
MBE	\$4,038,441 9.33%
VBE	\$338,674 0.78%
WBE	\$6,302,484 14.56%
TOTAL DIVERSITY SPEND	\$10,685,114 24.68%
DBE SPEND	\$1250 0.0029%
SDVOB	\$4265 0.01%
MA SPEND	\$24,952 0.058%

COMPLIANCE

ACCOUNT REGISTRATION SNAPSHOT

	Registration Attempts Underage	Registration Attempts Known Employee	Registration Attempts VSE and Mandatory Excluded Patrons	Registration Attempts Other	Accounts Requiring Enhanced Identification / Verification During Registration
	<i>Reg. 238.33 / 250</i>	<i>Reg. 238.32 (1)</i>	<i>Reg. 238.33 (a), (c)</i>	<i>Reg. 248.04 (5)</i>	<i>Reg. 248.04 (5) and (6)</i>
JULY	4	0	15	8	71
AUGUST	34	0	4	11	72
SEPTEMBER	39	0	11	25	59
TOTAL	77	0	30	44	202



COMPLIANCE (cont.)

SECURITY AND ACCOUNT REVIEW

Self-Reported Underage Access	Internal Review & Investigations: All	Internal Review & Investigations: Underage	Internal Review & Investigations: Underage Suspensions	Reportable Underage Incident: (MA)
<i>Reg. 250</i>	<i>Reg. 238.32 / 238.33</i>	<i>Reg. 250</i>	<i>Reg. 250</i>	<i>Reg. 250</i>
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

COMPLIANCE (cont.)

OTHER SECURITY AND IDENTIFICATION OVERVIEW

Lockouts Due to Failed Authentication	Accounts Requiring Enhanced Identification/Verification	Duplicate Accounts	Sports/ Team/ Athlete Identification	Prohibited Person Identified	Proxy or Agents
<i>Reg. 248.07 (5)</i>	<i>Reg. 248.04 (6)</i>	<i>Reg. 248.05</i>	<i>Reg. 238.32 (3)</i>	<i>Reg. 238.33</i>	<i>Reg. 238.33 (f)</i>
23	0	15	0	0	0
38	0	16	0	0	0
25	0	15	0	0	0
86	0	46	0	0	0



RESPONSIBLE GAMING

- **34 VSE Enrollees in Q3**
- **Here are some highlights from Play Management Reporting/Data**
 - **Our team engaged with 159 participants to remind, and educate them, about the various responsible gambling tools available, as well as directing them to GameSense resources.**
 - **A total of 251 unique individuals utilized the various responsible gambling tools offered. Our records indicate that during Q3, we set:**
 - **235 Deposit Limits**
 - **19 Wager Limits**
 - **34 Spend Limits**
 - **98 Self-Exclusions**
- **There were no significant updates, modifications, or technical enhancements related to responsible gaming during this period.**

LOTTERY

- **Intro meeting with the MA Lottery took place on June 27, 2024, with Bally's COO, North America Brett Calapp.**
- **A follow-up meeting with the MA Lottery took place on July 25, 2025, to introduce Bally's marketing team to them, and to better understand what collaboration opportunities might be available between the two organizations.**

COMMUNITY / OUTREACH / CHARITABLE IMPACTS

- Bally's maintains its status as an Advisory Committee member of the Attorney General Office's Youth Sports Betting Safety Coalition. We look forward to hearing next steps on the Responsible Gaming partner initiative being announced in September.
- Bally's maintains an Industry Board Member seat on the Massachusetts Council on Gaming & Health.
- Bally's maintains its position as a Founding Member of the Responsible Online Gambling Association (ROGA).
- In partnership with EPIC Global Solutions, the Rhode Island Council on Problem Gambling, the Rhode Island Lottery's Division of Problem Gambling Services, and IGT, Bally's is planning a Rhode Island Problem Gambling Awareness Campaign to launch March 2025 to support its key stakeholder efforts to raise awareness about responsible gaming, underage play prevention, problem gambling, and related harms for persons throughout Rhode Island. Though not directly related to the State of Massachusetts, as a bordering state, our hope is to support the efforts of the Attorney General Office's Youth Sports Betting Safety Coalition by promoting similar messages regarding sports betting and the risks of underage gambling.



RESPONSIBLE GAMING
EDUCATION MONTH **2024**

COMMUNITY / OUTREACH / CHARITABLE IMPACTS

In observance of the American Gaming Association's Responsible Gaming Education Month, and Safer Gambling Week in the UK, Bally's will be activating the following items to for its global campaign:

- Internal comms to more than 10,600 online and casino and resorts employees teasing what's to come
- Employee reminders, within email comms and on posters, about Bally's global RG policies and their ease of accessibility
- Two one-hour lived experience webinars offered to employees through our partnership with Epic Global Solutions
- Month-long "Knowledge Knockout" quizzes for employees with prizes
- Customer and employee-facing RG posters and digital signage distributed for offices and casinos/resorts
- LinkedIn posts (corporate, interactive, casinos/resorts)
- Intranet blogs highlighting RG tools and employee resources to find help, including a reminder of the Bally's-funded EAP program
- RG branded Teams background designed for staff to use for the month
- CEO mention of monthlong highlights during live employee townhall briefing
- Mentions in September, October, and November's internal corporate and casino/resort newsletters
- Social media teams working on branded Instagram/Facebook accounts



THANK YOU
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THANK YOU



Sports Wagering Quarterly Report Q3 2024

Presented to:
Massachusetts Gaming Commission



REVENUE

Q3 2024

Revenue

REVENUE & TAXES*

Month	Revenue	Taxes Collected	Handle
April	\$ 2,399,641	\$ 479,928	1.2%
May	\$ 3,031,536	\$ 606,307	1.5%
June	\$ 2,310,626	\$ 462,125	1.4%
Totals	\$ 7,741,803	\$ 1,548,361	
July	\$ 2,760,116	\$ 552,023	2.0%
August	\$ 2,274,818	\$ 454,964	1.5%
September	\$ 5,458,571	\$ 1,091,714	2.4%
Totals	\$ 10,493,506	\$ 2,098,701	

* Online wagering only



HUMAN RESOURCES

Q3 2024

Human Resources

RESOURCE DIVERSITY

Q2									
Employee Level	Total Employees	Minority		Veteran		Woman*		MA Residents	
		Count	%	Count	%	Count	%	Count	%
Executive	18	2	11%	1	6%	3	22%	0	0%
Supervisor/Manager	303	75	25%	5	2%	107	32%	2	1%
Non-Manager	1,109	531	48%	8	1%	399	34%	10	1%
Total	1,430	608	43%	14	1%	509	36%	12	1%

Q3									
Employee Level	Total Employees	Minority		Veteran		Woman*		MA Residents	
		Count	%	Count	%	Count	%	Count	%
Executive	19	2	11%	1	5%	3	16%	0	0%
Supervisor/Manager	294	74	25%	3	1%	107	36%	2	1%
Non-Manager	1,220	604	50%	8	1%	448	37%	10	1%
Total	1,533	680	44%	12	1%	558	36%	12	1%

* Non-Binary included in this total
 NOTE: % figures are of "Total Employees"



VENDOR UTILITY

Q3 2024

Vendor Utility

GLOBAL VENDOR UTILITY

Spend Type	Q2		Q3	
	Dollars	% *	Dollars	% *
Total Vendor Spend	\$ 253,083,455	100.0%	\$ 183,550,721	100.0%
Diverse Vendor Spend	\$ 2,449,741	1.0%	\$ 1,568,495	0.9%

Diversity Type	Q2		Q3	
	Dollars	% **	Dollars	% **
Diverse & Small	\$ 548,712	22.4%	\$ 944,215	67.3%
Small Only	\$ 1,047,523	42.8%	\$ 919,935	65.6%
Diverse Only	\$ 73,717	3.0%	\$ 38,250	2.7%
Minority Business Enterprise	\$ 439,029	17.9%	\$ 791,026	56.4%
Veteran Business Enterprise	\$ 23,077	0.9%	\$ 54,510	3.9%
Women Business Enterprise	\$ 235,763	9.6%	\$ 333,905	23.8%

* Of Total Vendor Spend

** Of Diverse Vendor Spend

Vendor Utility

LOCAL VENDOR UTILITY

Spend Type	Q2		Q3	
	Dollars	% *	Dollars	% *
Total Vendor Spend	\$ 781,922	100.0%	\$ 1,266,688	100.0%
Diverse Vendor Spend	\$ 74,702	9.6%	\$ 49,250	3.9%

Diversity Type	Q2		Q3	
	Dollars	% **	Dollars	% **
MBE	\$ 68,702	92.0%	\$ 31,250	63.5%
Small	\$ 6,000	8.0%	\$ 18,000	36.5%

* Of Total Vendor Spend

** Of Diverse Vendor Spend



COMPLIANCE

Q3 2024

Compliance

DIGITAL UNDERAGE USE*

Timeframe	Underage Patrons
Q2	0
Q3	0
TOTALS	0

*BetMGM digital product only. MGM Springfield oversees the retail sportsbook as the licensed Operator.

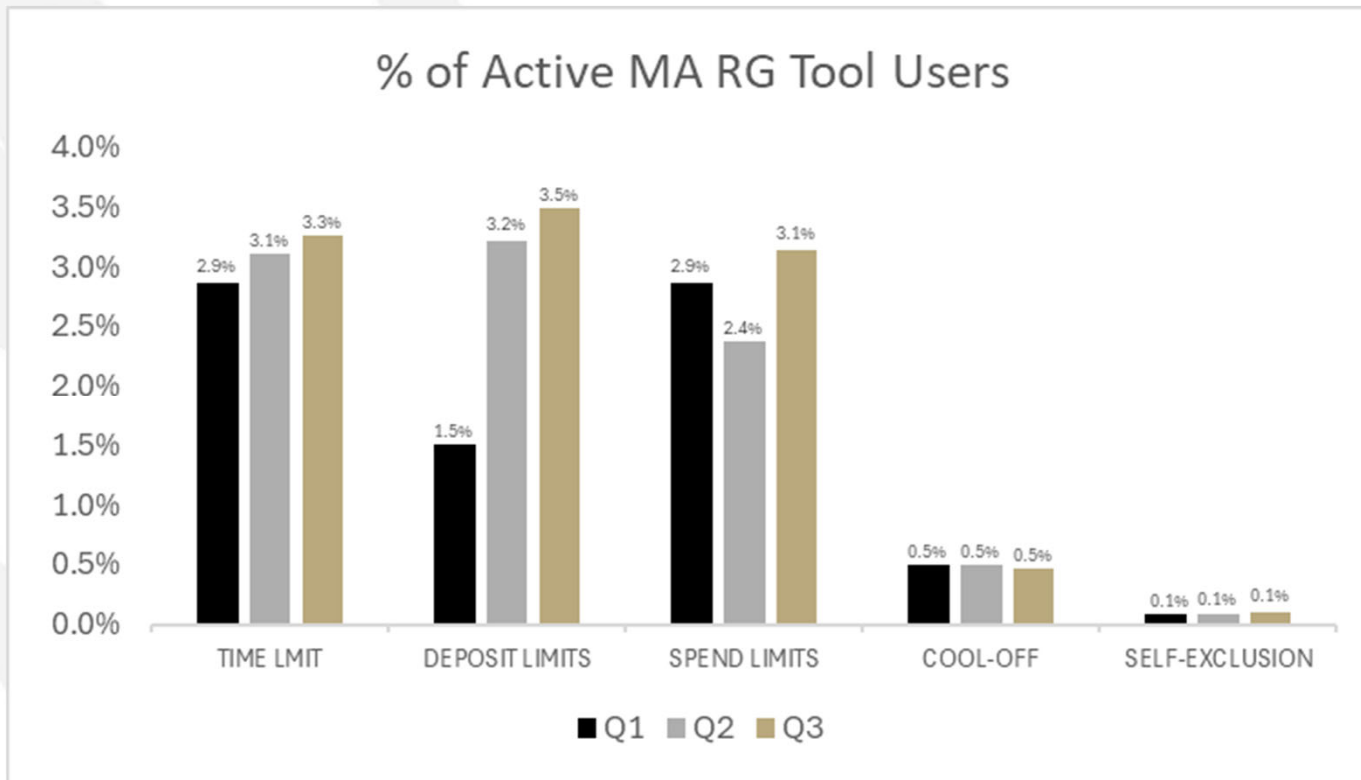


RESPONSIBLE GAMBLING

Q3 2024

Responsible Gambling

SELF-REGULATION



Responsible Gambling

COOL-OFF STATS

Timeframe	Total Days	Average	Median
Q2	196,024	128	31
Q3	195,488	121	31

Responsible Gaming Education Month ("RGEM")

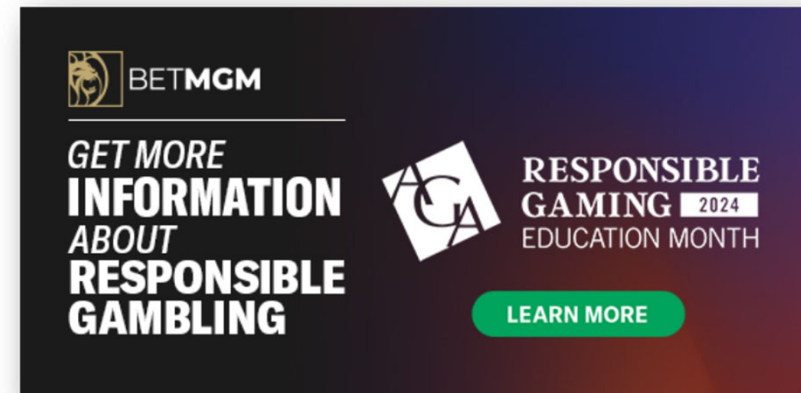
BetMGM's Campaign Goal: To further embed Responsible Gambling (RG) across the company by promoting RG values internally, educating customers, and publicly demonstrating our commitment to responsible gambling practices. This initiative aims to position BetMGM as a leader in fostering a safe and responsible gaming environment.

Customer Facing Activities

- Press Release
- LinkedIn posts
- Email/Push Notification Campaign to Customers
- BetMGM's App/Website Banners
- Social Media Posts (Organic & Paid)

Employee Facing Activities

- Internal Employee Newsletters
- Weekly All-Company Update Calls
- EPIC Global Solutions Sessions




RGEM Social Media Posts

 **BetMGM** 🐾 @BetMGM
September is Responsible Gaming Education Month and we're honored to stand alongside and partners with [@AmericanGaming](#) in their mission to raise awareness.

Join us as we celebrate this important effort and continue our commitment to responsible play. [#RGEM2024](#)




  

 **BetMGM** 🐾 @BetMGM
We're gearing up for an exciting NFL season, and we know you are too! As you prepare to place your bets, remember to always [#HaveAGamePlan](#) and stick to it. Set a budget, and don't play longer than planned.

- ✅ Know the Game
- ✅ Stay within Your Budget
- ✅ Know the Risk

Use BetMGM's Responsible Gambling Tools to set limits on your time and money

Let's enjoy the season responsibly and make the most of the this years Kickoff!

 **BetMGM** 🐾 @BetMGM
Ready to wager on your favorite teams? Before you get in on the action, remembers these rules:

- ✅ Set a Budget
- ✅ Set Time Limits
- ✅ Know the Game

Learn more at [HaveAGamePlan.org](#) or visit the GameSense Page on the BetMGM App. [#HaveAGamePlan](#) [#RGEM2024](#)

RGEM – LinkedIn Post



RESPONSIBLE GAMING

EDUCATION MONTH

“ Responsible gambling is at the heart of BetMGM's values and is essential for the long-term health of the sports betting and iGaming industry. We are proud to support the American Gaming Association's Responsible Gaming Education Month. This month, we reaffirm our dedication to helping players engage with BetMGM in an informed and responsible manner every single day.



” **Adam Greenblatt**
BetMGM CEO



RESPONSIBLE GAMING

EDUCATION MONTH

“ I am honored to work for a company that recognizes, promotes, and prioritizes responsible gambling. Responsible gambling is truly at the core of everything we do. Furthermore, I am humbled to work amongst some of the most empathetic, intelligent, and genuine people in the gambling industry. I am so proud to work at BetMGM, and I look forward to continuing to innovate in the responsible gambling space.”

Alana Sacerdote
Manager of Compliance

RGEM - Employee Activities

BetMGM continues to engage and invest in employee education and awareness:

- BetMGM presented six (6) segments on RGEM throughout the month, which concluded with RGEM trivia, and a Willie Beamen jersey signed by Jamie Foxx!
- BetMGM sent weekly newsletters designed to inform and educate employees about RG. They aimed to equip staff with the knowledge needed to promote best RG practices, including using tools.
- The RG team hosted 4 EPIC Global Solutions sessions for all of BetMGM throughout RGEM. These sessions consisted of lived-experience stories from people who experienced gambling related-harm. Approximately half of the company attended each of the sessions.

EPIC Global Solutions Session employee feedback:

"I think it's so important for every department to understand these are humans and people, not just numbers, no matter how challenging and stressful a day of work can be - the importance of checking in on others is crucial. Every life is valuable."

- BetMGM Executive Host



LOTTERY

Q3 2024

Lottery

- BetMGM continues to engage in discussion with the Massachusetts Lottery to explore a future partnership. No formal partnership has been entered into at this time.
- MGM Springfield offers on-property lottery engagement



DIVERSITY, EQUITY & INCLUSION

Q3 2024

DEI Strategy & Goalsetting Update

DEI strategic priorities through end of 2024

Establish core DEI KPIs and enable the development of enterprise-wide DEI goals and a multi-year strategic plan by:

- Conducting a needs assessment
 - Ongoing, including audits, discovery meetings, focus groups, and listening sessions
- Defining research questions related to the internal employee lifecycle
 - Research questions across the employee lifecycle and the business, metrics, and desired outcomes have been defined
- Creating and launching an employee self-ID campaign
 - Launching December 2024 instead of November 2024
- Continuing to embed equity and inclusion principles and practices in the hiring, onboarding, learning and development, and performance management processes
 - Implementing process enhancements to assess for and ensure performance management equity

Core KPIs fall into the following categories:

- Hiring
- Representation
- Learning and development
- Employee satisfaction and engagement
- Retention
- Product and marketing integration
- Supplier diversity

ERG Strategic Pillars



- Internal Community building
- Business-vertical Education



- Allyship and Amplification of other ERGs
- Neurodiversity Awareness
- Disability Awareness



- Veteran Recruitment to the business
- Engagement with local communities
- Support for military spouses



- Community engagement
- Professional Development for Latinx Employees



- Upskilling women in the business
- Internal Community building



- Providing networking and Development opportunities
- Internal Community building



- LGBTQ+ education and advocacy
- Internal Community building
- External Community development

DEI Initiatives and Community Engagement

Q3 engagement efforts include:

Hispanic Heritage Month

- Latinx Alliance ERG came together to celebrate Hispanic Heritage Month including:
 - An engaging PMO workshop for community members
 - Hosted a "Carnival" event at BetMGM HQ featuring local Latinx performers, music, and food.

Las Vegas Pride

- BetMGM's Pride ERG partnered with MGM to participate in a community-led Pride event in Las Vegas.
- 10 ERG members were selected to attend.

Mental Health Awareness Initiatives

- BetMGM's ImpACT ERG hosted a golf tournament with all proceeds going to Vibrant Emotional Health to support suicide prevention and awareness.
- BetMGM hosted a Mental Well-being roundtable sponsored by Wellspark to raise awareness of how important mental health, warning signs, and routine check-ins are important for the community.

Preview: Military Leave Policy

- Bet on Vets ERG has built out and aligned a military leave policy for BetMGM employees to support our veteran staff and level-up equity within our organization.





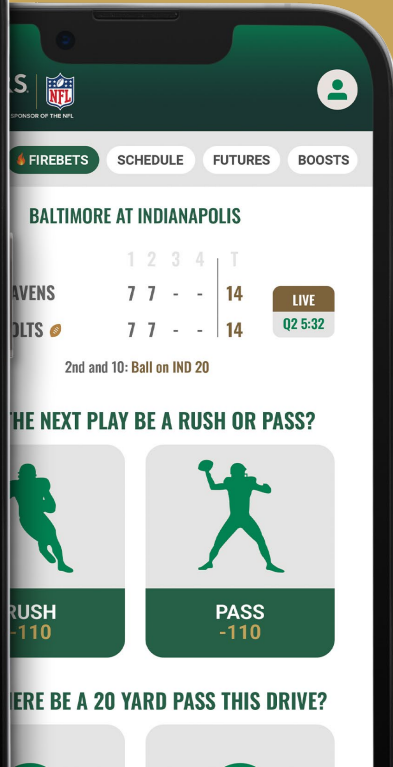
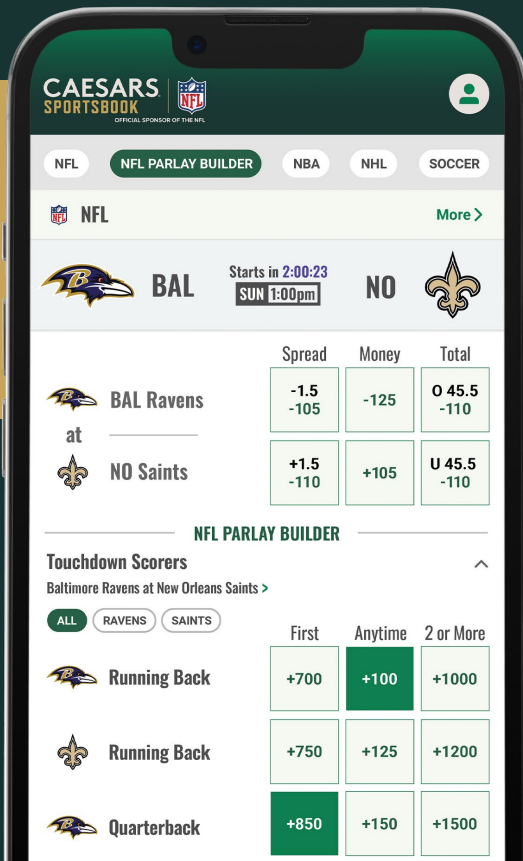
BETMGM
BELIEVE IN YOUR GAME



CAESARS
ENTERTAINMENT®



CAESARS®
SPORTSBOOK



Massachusetts Gaming Commission Q3 2024 Meeting Sports Wagering Quarterly Report

REVENUE

Q2 2024			
Month	Total SW Revenue	MA SW Taxes Collected	Handle
April	712,756.06	132,734,.21	4%
May	1,582,168.08	306,536.02	8%
June	32,050.20	0	0%
TOTALS	2,326,974.34	435,952.67	4%

Q3 2024			
Month	Total SW Revenue	MA SW Taxes Collected	Handle
July	964,044.53	182,944.55	7%
August	713,939.11	134,855.82	5%
September	1,447,380.31	279,816.96	7%
TOTALS	3,125,364.45	597,617.33	6%

PEOPLE PLANET PLAY

MISSION VISION VALUES

OUR MISSION: Create the Extraordinary.

OUR VISION: Create spectacular worlds that immerse, inspire and connect you. We don't perform magic; we create it with excellence.

OUR VALUES: Blaze the Trail; All-In on Service; Together We Win



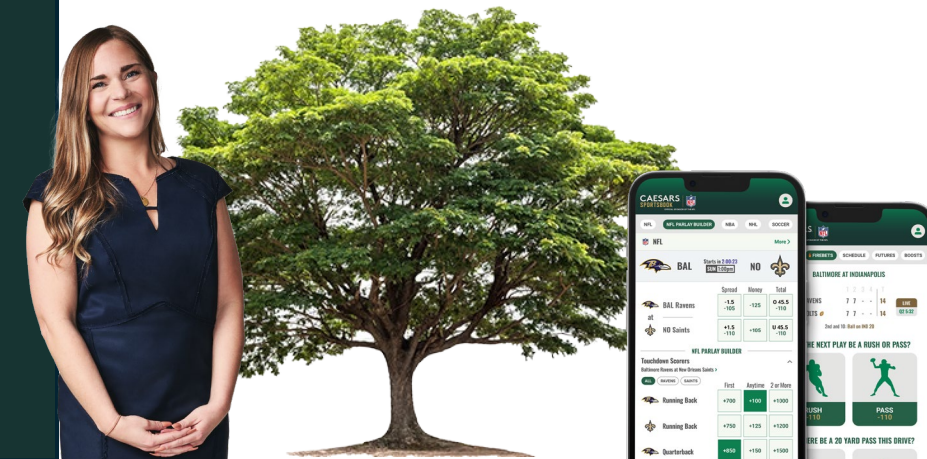
PEOPLE PLANET PLAY



PEOPLE—We commit to supporting the wellbeing of all our Team Members, guests and local communities.

PLANET —We commit to taking care of the world we all call home.

PLAY —We commit to creating memorable experiences for our guests and leading the industry as a responsible business, including Responsible Gaming practices.



WORKFORCE/WORKFORCE DIVERSITY

We embrace diversity and aim to create a diverse workforce of Team Members in which all are celebrated as individuals and supported by equitable policies and a culture of inclusion. Our policies and processes throughout the organization are designed to encourage the broadest possible diverse representation in our Company and ensure each Team Member can succeed.

We've set goals to achieve full gender and racial parity across our organization in accordance with the following commitments by 2025:

- **Women:** 50% of leadership roles* held by women within both the mid-level and senior leadership populations.
- **Racial/Ethnic:** 50% of leadership roles* held by people of color. We also commit to increasing the representation of people of color in senior leadership by 50%.

Our commitment to these goals remains solid; as we grow our organization going forward, we will ensure our recruitment and Team Member development processes are aligned behind our stated goals. We plan to achieve our DEI goals through a range of actions that include reinforcing our DEI culture across all communications and training channels, ensuring equitable access to development programs for Team Members and ensuring our hiring practices continue to create opportunities for Team Members of all identities and backgrounds.



Extraordinary Leadership Program Rolled Out in 2024 for Companywide Supervisors and Above



2024 Emerging Leader Summit Program



Empire Wire - New Companywide Intranet Rolled Out in 2024

WORKFORCE/WORKFORCE DIVERSITY

# of Team Member in Each Category	Minority #	Minority %	Women #	Women %	Veteran #	Veteran %	MA resident #	MA Resident %	Total Team Members
Executive	87	24%	38	10%	6	2%	5	1%	364
Manager & Supervisor	144	34%	105	25%	6	1%	0	0%	422
Entry Level	312	42%	207	28%	8	1%	0	0%	748
Totals	543	35%	350	23%	20	1%	5	0%	1534

VENDOR / SUPPLIER / DIVERSE SPEND

Q3 2024 Overview of Total Spend, Including any MA Spend/Impacts

The below statistics are anticipated company-wide vendor spend statistics for Q3 2024, which are not yet validated. Q4 of 2023 and Q1, 2024 statistics have been validated and updated accordingly. This data is reflective of the company's total spend at all properties. The subsequent Diversity spend percentages are based on total addressable spend dollars.

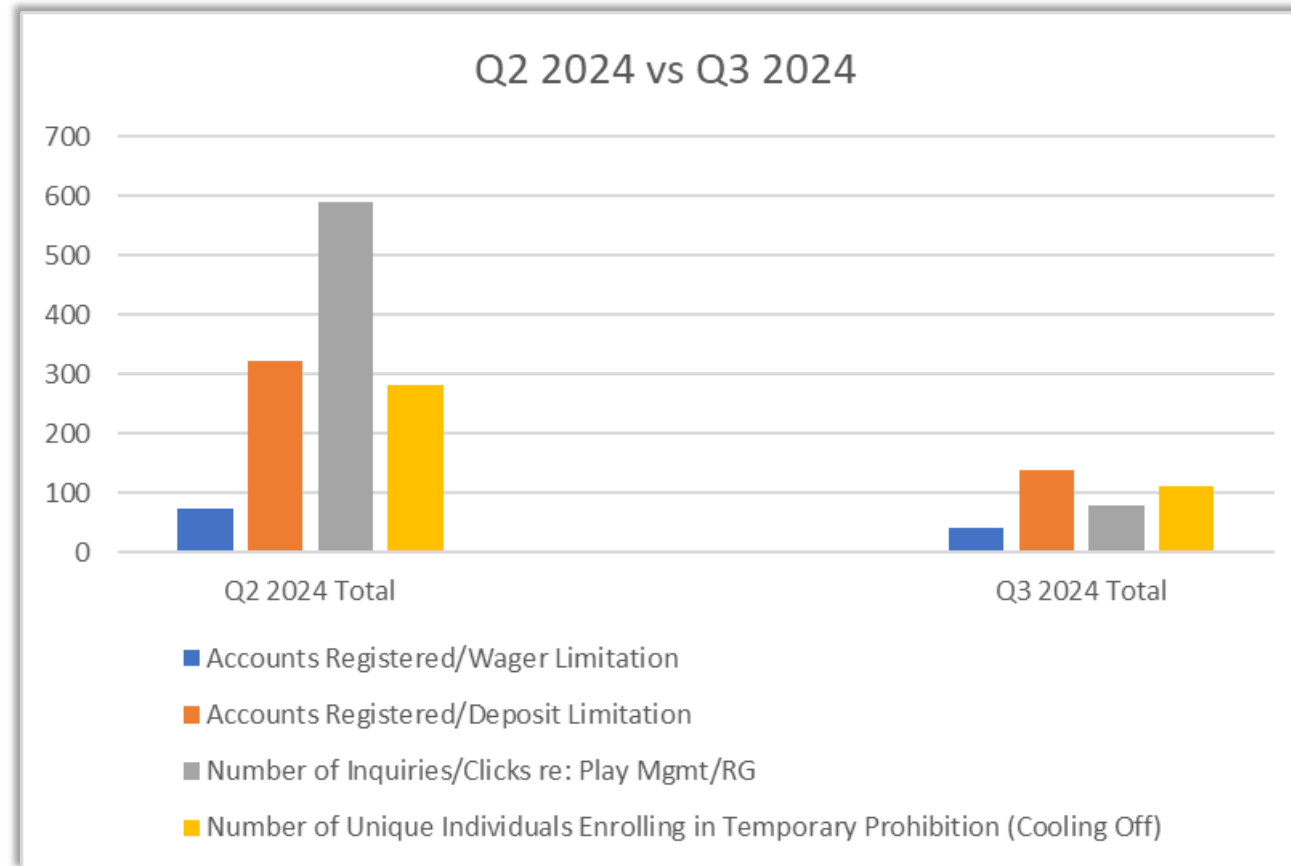
Quarter	Total Spend	Diverse Spend	Diversity %
23Q4	\$1,063,725,692	\$23,048,799	7.53%
24Q1	\$1,020,933,524	\$22,747,294	8.10%
24Q2	\$985,404,259	\$27,759,327	11.51%
24Q3	\$1,079,909,456	\$34,834,467	11.67%

As you see above, our Diversity spend and percentage increased during the same timeframe from 11.51% in Q2 2024 to 11.67% in Q3 2024. The team continues to focus on improving our diversity inclusion in our non-regulated states, which has helped boost our overall companywide percentage.

*Addressable spend does not include taxes, utilities and some highly regulated gaming trade sectors defined as addressable.

COMPLIANCE

Play Management Responsible Gaming Reporting



COMPLIANCE

Prohibited Player (Underage Monitoring) – Q3 2024

Number accounts flagged for review under the suspicion of prohibited or restricted persons.	Number of investigations from the previous column which resulted in a review for/related to suspicious underage activity
9	1

RESPONSIBLE GAMING Q3 2024

MA VSE Enrollments		
Q2	Q3	% Change
103	95	-8%

Caesars participated in the following problem gaming activities in Q3 2024:

- **Responsible Gaming Education Month – September 2024**
 - Partnered with the Mass. Council on Gaming and Health to launch a digital survey, and links to information all geared toward educating Massachusetts players on responsible wagering and sports betting literacy in general.
 - Internal campaign for team members included a RGEM toolkit (back of house flyers, heart of house slides, and a quiz in English and Spanish), e-newsletter authored by the SVP of Regulatory Compliance and Asst. General Counsel, featured three of the longest standing RG Chairs, press release focusing on Caesars' 35th Anniversary, Social Media posts on IG, FB, LinkedIn, and X, WeSpire campaign, and RGEM banners placed on the online sports betting applications.



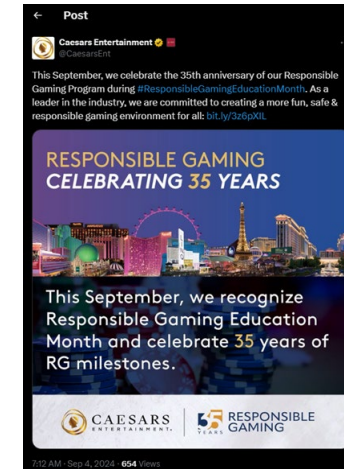
RESPONSIBLE GAMING Q3 2024



- **Responsible Gaming Education Month – September 2024 –Ct'd**

- During RG Ed Month, Carolene Layugan, Director of RG Program (Caesars Ent) presented on Responsible Gaming practices and initiatives to Caesars' internal Social Media Team during their monthly “Social Hour” event.

- Social media impressions metrics
 - 79,920 impressions
 - 923 social engagements
 - 1.2% engagement rate
 - 69 posts total for September



- **The National Conference on Gambling Addiction and Responsible Gambling hosted by the National**

- **Council on Problem Gambling - July 2024.**

- Caesars team members attended the conference and provided sponsorships that included:
 - Star-Spangled level conference sponsorship (non-exclusive)
 - Inaugural Safer Sports Betting Summit-Pre-Conference (exclusive)
 - Coffee break networking sponsorship (non-exclusive)
 - Carolene Layugan was a panel participant for the Safer Sports Betting Summi

- **2024 National CSR Award Recipient**

- Universal Exclusion Policy
- 21 Only Gaming Policy / Caesars Rewards Membership

LOTTERY ENGAGEMENT

Caesars partnered with the Massachusetts Lottery in July 2024 to promote JAWS instant ticket.

Caesars currently is working with the Massachusetts Lottery on additional marketing strategies and promotional opportunities for Q4 2024 and Q1 2025.

COMMUNITY IMPACT – National Partners 2024

Since its inception in 2002, Caesars Foundation has gifted over \$80 million to help individuals live more fulfilling lives, promote a more sustainable world and support educational initiatives with several strategic partnerships including Meals on Wheels America, National Park Trust, and many others.



- Caesars Foundation partner since 2010
- First national sponsor of the Buddy Bison program which provides equitable access to parks for underserved students
- In 2024, National Park Trust and Caesars provided park trips and STEM programming to 14 schools across the country



- Longest running Caesars Foundation partner of 22 years
- \$1.3M in unrestricted support for local programs from customer giving through Caesars Makes Change
- Published research this year on outcomes of social connection pilot funded by Caesars Foundation

QUESTIONS & COMMENTS – CAESARS TEAM

Questions and comments can be sent to:

- **Kiersten Flint**, SVP of Corporate Social Responsibility and Internal Communications, kflint@caesars.com
- **Lisa Rankin**, VP of Compliance & Licensing, lrarkin@caesars.com
- **Kate Pendergrass**, VP of Strategic Sourcing, KPendergrass@caesars.com
- **Carolene Layugan**, Responsible Gaming Program Director, CLAYUGAN@Caesars.com
- **Greg Shinbur**, Dir of Diversity, Equity and Inclusion, GEShinbur@caesars.com
- **Curtis Lane Jr.**, Digital Compliance Manager, curtis.lane@caesars.com



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DRAFTKINGS

SPORTS WAGERING QUARTERLY REPORT Q3 2024



AGENDA

 Revenue

 Workforce & Workforce Diversity

 Vendor/Supplier Spend & Supplier Diversity

 Compliance

 Responsible Gaming

 Community, Outreach & Charitable Impacts





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REVENUE

Q3 2024



REVENUE

Q3 2024

MONTH	TOTAL SW REVENUE	MA SW TAXES COLLECTED	HOLD %
July	\$20,809,675	\$4,062,661	10.3%
August	\$16,805,264	\$3,247,904	7.3%
September	\$39,642,237	\$7,758,705	11.2%
TOTALS	\$77,257,176	\$15,069,270	9.8%

Q2 2024

MONTH	TOTAL SW REVENUE	MA SW TAXES COLLECTED	HOLD %
April	\$24,477,109	\$4,747,476	8.0%
May	\$29,085,189	\$5,665,642	9.7%
June	\$19,983,523	\$3,869,770	7.6%
TOTALS	\$73,518,821	\$14,282,888	8.5%



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WORKFORCE & WORKFORCE DIVERSITY

Q3 2024



WORKFORCE DIVERSITY

DraftKings recruitment efforts continue to attract talent of diverse backgrounds and these efforts have resulted in hiring rates for women and non-White employees matching or exceeding current representation levels. Year to date, 31.7% of new hires have been female and 43.2% have been non-White.

Yet, recent mergers & acquisitions have slightly decreased the female and non-White representation across all levels requiring DraftKings to adjust future goals for representation. DraftKings continues to invest in diversity recruitment efforts while doubling down on development programs to increase diversity within leadership roles.

2025 REPRESENTATION GOALS

Global Female Representation: 35%



Global Female Leaders: 25%



US non-White: 40%



US non-White Leaders: 20%



GLOBAL

	NON-WHITE	WOMEN	VETERAN
SR. LEADERS	11.8%	21.2%	3.8%
MANAGERS	15.2%	23.6%	1.0%
PROFESSIONALS	25.4%	27.3%	1.1%
TOTAL	22.5%	26.2%	1.2%

US

	NON-WHITE	WOMEN	VETERAN
SR. LEADERS	15.7%	23.9%	4.4%
MANAGERS	21.5%	26.2%	1.0%
PROFESSIONALS	36.2%	29.0%	1.1%
TOTAL	31.9%	28.2%	1.2%

MA

	NON-WHITE	WOMEN	VETERAN
SR. LEADERS	10.1%	29.2%	5.6%
MANAGERS	20.8%	32.5%	1.0%
PROFESSIONALS	22.7%	28.8%	0.3%
TOTAL	17.5%	24.7%	0.8%

WORKFORCE - RECRUITMENT

During Q3 DraftKings kicked off campus recruitment season with intentional efforts to meet with diverse student organizations on campuses, such as programs like Duke University's Reverse Diversity Fair.

DraftKings has also initiated a multi-year partnership with Thurgood Marshall College Fund's Leadership Institute to target early career candidates.

In partnership with TA, individual teams across DraftKings also participated in conferences to attract talent. DK's PRIDE BRG attended Lesbians Who Tech, folks from the Vegas team attended Association of Latino Professionals For America (ALPFA), and leaders from the Marketing team held sessions at Where are All the Black People? Creative One Conference.



DRAFTKINGS WAS A SPONSOR OF THE THURGOOD MARSHALL COLLEGE FUND LEADERSHIP INSTITUTE



DK PRIDE BRG LEADERS ATTEND LESBIANS WHO TECH SUMMIT IN NYC

WORKFORCE - DEVELOPMENT

DraftKing designed and executed internal developmental programs while also leveraging external conferences to lean into the individual developmental needs of diversity across DraftKings - from in-house Women's Summits to group sponsored trips to conferences focused on fostering diversity in tech.

2ND ANNUAL FP&A WOMEN'S SUMMIT

DK Shades BRG in partnership with our Learning & Development team hosted workshops to help employees shape their personal brand as part of their career development.



KNOW YOUR BRAND WORKSHOP

Our in-house 2-day summit focused on driving the professional and personal development of women within Finance and Analytics. Topics included public speaking, self defense, and allyship.



RENDER CONFERENCE

DK Shades BRG in partnership with our Learning & Development team hosted workshops to help employees shape their personal brand as part of their career development.



WORKFORCE - CONNECTIONS

This year DraftKings relaunched its BRGs with greater structure and support and theme of “Meaningful Moments of Connection” to create greater community, socialization and networking.

Throughout the year the BRGs hosted over 50 unique opportunities for employees to connect with colleagues outside of their direct teams. Specifically in Q3 our BRGs held virtual celebrations for Hispanic Heritage Month, hosted one-on-one coffee chats, launched a mentorship program, and organized walks for Breast Cancer across local offices.

**Hispanic
Heritage
Month**



**Breast
Cancer
Awareness
Month**



**AMERICAN CANCER SOCIETY BREAST CANCER
WALK (NYC)**

COMMUNITY

DraftKings hosted its third annual Gather on the Green event in Milton, MA. Brought to employees by DK Shades, DK Pride, and DK Women's BRG, Gather on the Green centers around the spirit of Inclusion, Equity & Belonging (IEB), by welcoming marginalized groups to the golf course, a place that can often lack diversity.

This year, friendly competitions included the longest drive, closest to the pin, and a putting competition, along with pickleball and cornhole tournaments.

All of these contests and raffles allowed DraftKings to raise significant funds for three incredible Boston-based charities: [Kings Amongst Kings](#), [Casa Myrna](#), and the [Boston Lesbian Gay Urban Foundation](#).





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VENDOR/SUPPLIER SPEND & SUPPLIER DIVERSITY

Q3 2024



SUPPLIER DIVERSITY

Supplier Diversity efforts have focused on the tracking, reporting and identification of key areas of opportunities for the business to drive impact. DraftKings continues to focus their efforts on local recurring spending such as F&B, Industry Associations focused on diversity efforts, and partner organizations for cultural events & speakers. For 2025 DraftKings' priority areas will evaluate high value categories with, long term impact.

	US		MA	
	Q3	YTD (Q1 - Q3)	Q3	YTD (Q1 - Q3)
TOTAL SPEND	\$542,789,354	\$1,627,213,885	\$23,906,264	\$62,184,105
MBE	\$917,023	\$6,959,135	\$75,000	\$6,102,817
WBE	\$502,602	\$5,028,360	\$0	\$2,385
VBE	\$500,000	\$500,000	\$0	\$0
DIVERSITY SPEND	\$1,919,625 (0.4%)	\$12,487,495 (0.8%)	\$75,000 (0.3%)	\$6,105,202 (9.8%)



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COMPLIANCE

Q3 2024



UNDERAGE/MINOR ACCESS

Q3 2024

MONTH	USER ACCOUNTS SUSPENDED DUE TO CLAIMS OF UNDERAGE ACTIVITY*	USER ACCOUNTS REPORTED TO THE COMMISSION
July	7*	7*
August	16*	16*
September	16*	16*

Q2 2024

MONTH	USER ACCOUNTS SUSPENDED DUE TO CLAIMS OF UNDERAGE ACTIVITY*	USER ACCOUNTS REPORTED TO THE COMMISSION
April	14*	14*
May	12*	12*
June	9*	9*

* These users have made claims that an underage individual, usually a family member, placed a wager on the of-age user's account, or there was some other



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RESPONSIBLE GAMING

Q3 2024



Voluntary Self Exclusion

All DraftKings users are routed to the Massachusetts state self-exclusion list from our platform.

Self-Exclusion

At DraftKings, we bring fans closer to the games they love by adding the fun and thrill of competition. To keep the game as such, consider self-exclusion if you feel like you're spending too much time or money.

Self-exclusion allows you to set a time frame during which you will be excluded and banned from participating on the website and app.

Looking to call a timeout on your sports betting? LiveChat at [GameSenseMA.com](https://www.gamesense.com) or call 1-800-GAM-1234 to learn more about the Massachusetts Voluntary Self-Exclusion program.

**MGC VSE App Exclusions
Q3 2024**

329

GameSense™

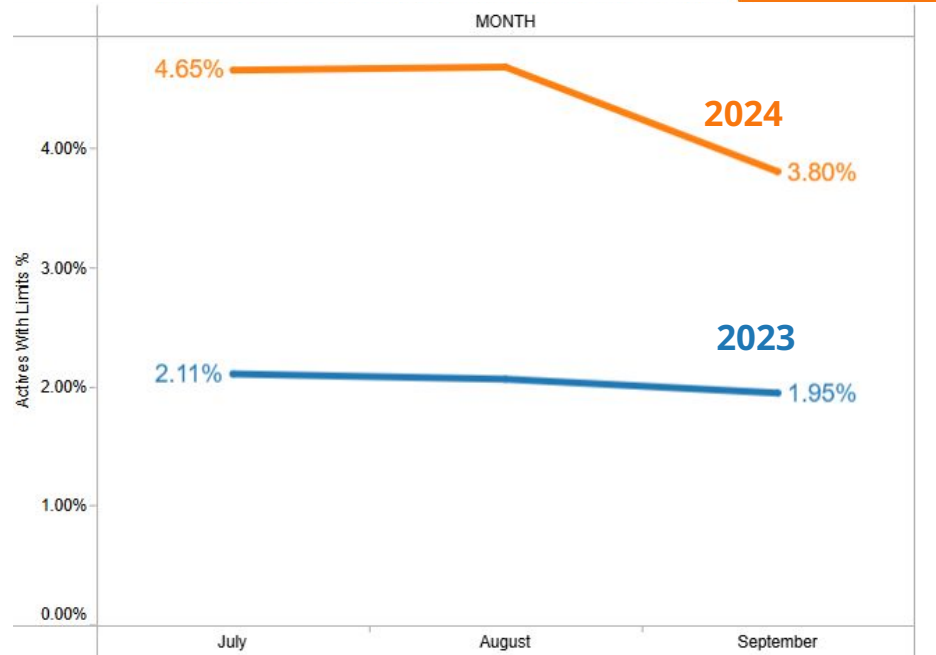
LIMITS & COOL-OFF UTILIZATION - MA ACTIVE USERS

Q3 2024

LIMITS BY TYPE

Limit	% of MA users (Average, Q3 2024)
Time Limit	0.21%
Deposit Limit	2.15%
Spend Limit	0.23%
Wager Limit	0.41%
Cool Off	0.47%
Any Limit	4.38%

ACTIVE LIMIT USAGE Y/Y % OF ACTIVES TREND



Limits includes active players (those who had the limit set for a value > 0 at any point during the period and also had a paid action on OSB/CAS/DFS during that period).

RG PAGE TOUCHES BY MONTH - YOY (ALL JURISDICTIONS)

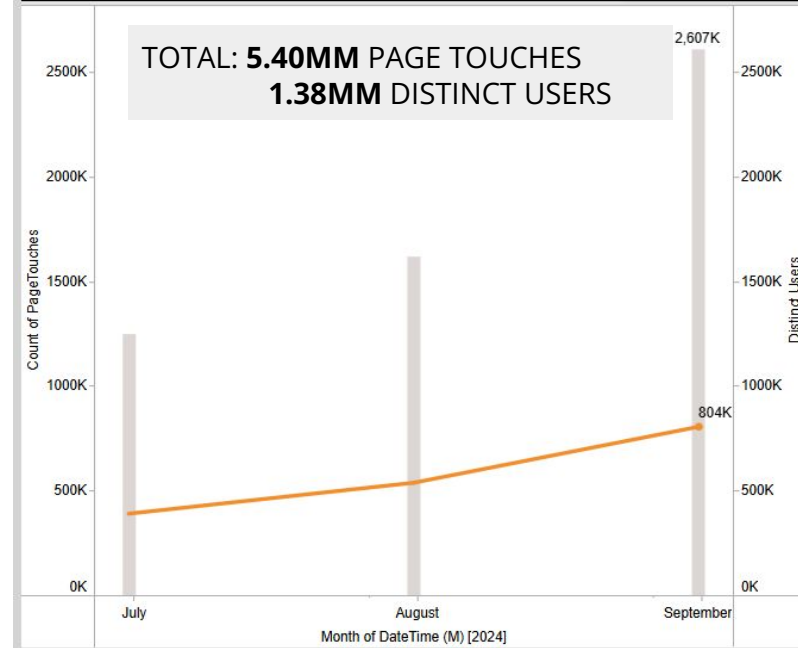
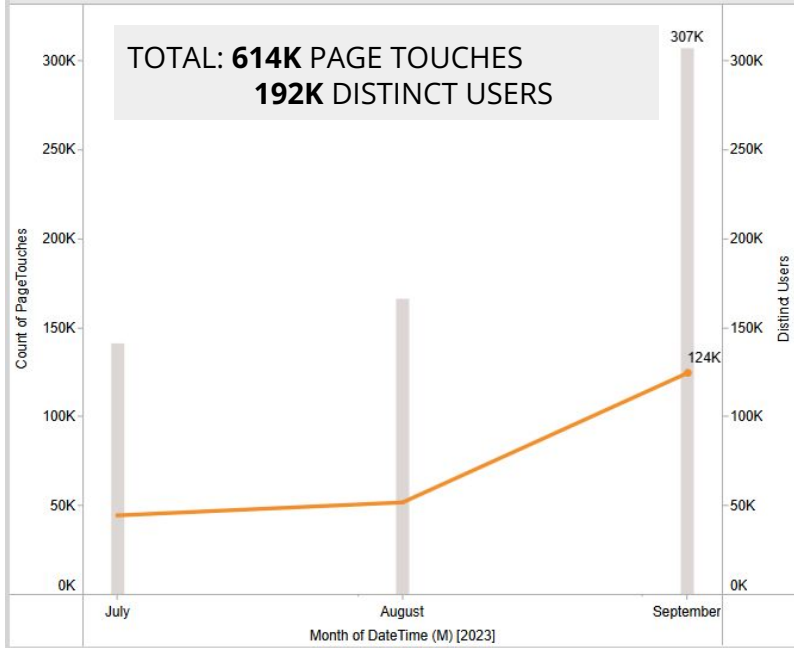
Q3 2023 / Q3 2024

JUL - SEP 2023

JUL - SEP 2024

386,465
Average monthly visits to RG Center

593,954
Average monthly visits to My Stat Sheet



*YoY - Jul 1, 2023 - Sep 30, 2023 / Jul 1, 2024 - Sep 30, 2024, Includes net new pages, e.g., My Stat Sheet, RG Center, Deposit Methods. Patron Protection Privacy page removed from data view.

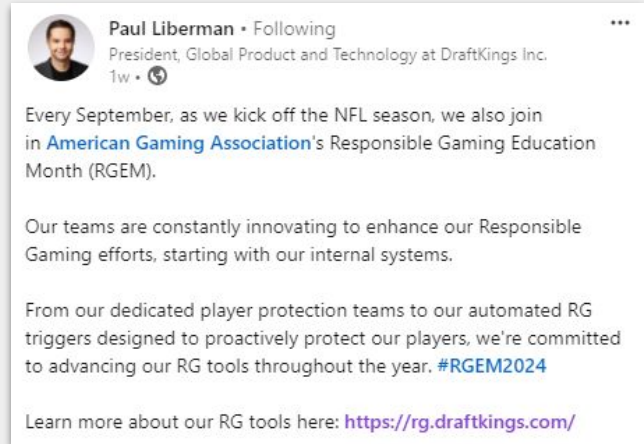
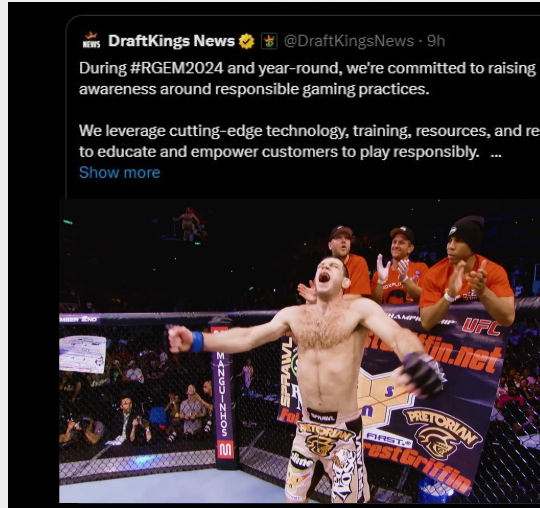
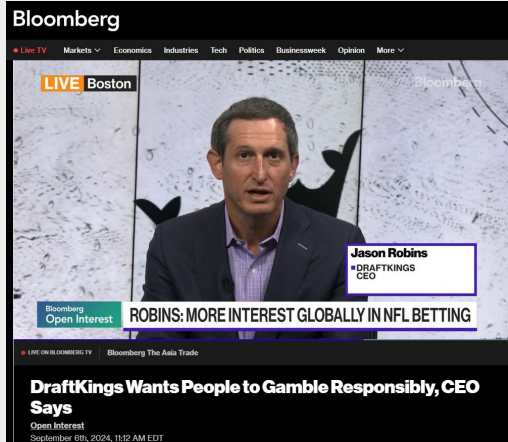
TALENT PROMOTION OF RG

- Talent:
 - Larry Fitzgerald (NFL)
 - Forrest Griffin (UFC)
 - Shawn Porter (boxer)
 - Matthew Berry (on-air talent)
 - Jon Anik (UFC on-air talent)
 - Neil Patrick Harris (entertainer)
- Promotion of My Stat Sheet and RG Center
- Theme of normalizing RG tools



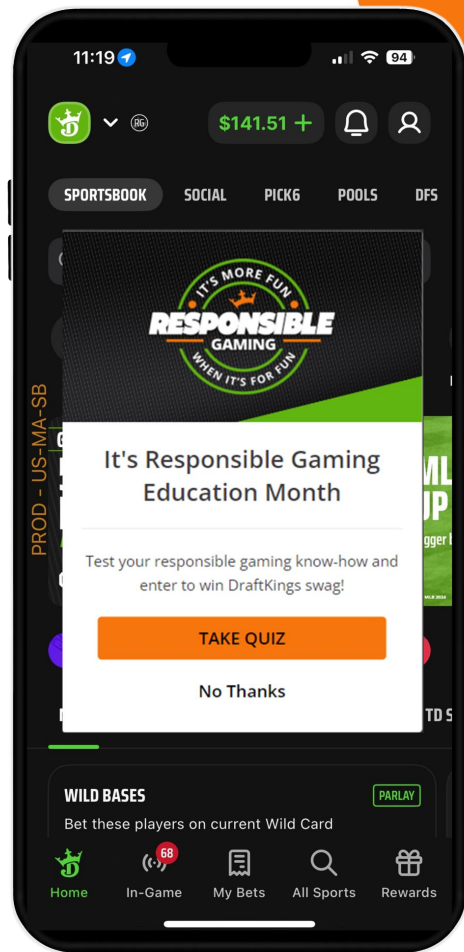
RESPONSIBLE GAMING EDUCATION MONTH: EXTERNAL HIGHLIGHTS

- Executives LinkedIn messaging (>120K impressions)
- Social Media Posts / influencers (Forrest Griffin >107K impressions)
- Free-to-Play Pool for players - RGEM quiz (>50K participants)



RESPONSIBLE GAMING EDUCATION MONTH: MASSACHUSETTS PARTNERSHIP

- Massachusetts Council on Gaming & Health hosted an RGEM-specific quiz
- DraftKings participated with in-app messaging with call-to-action for players to engage with quiz
- Pop-up message reached over 130,000 Massachusetts DraftKings players, with over 3,200 taking the quiz



RESPONSIBLE GAMING EDUCATION MONTH: INTERNAL EFFORTS

- Slack & Employee Intranet Ongoing Posts / Intranet takeover
- Employee Spotlights
- In-Office Messaging Takeover (80 screens / table tents, stickers)
- EPIC Global Solutions, Lived Experience Training
- ROGA Conversation with Lori Kalani and Jennifer Shatley
- Fireside Chat with Lori Kalani & Zach Maybury (800+ attendees on Zoom, ~150 in person)
- End-of-Month Wrap with Employee Quiz / Raffle





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COMMUNITY, OUTREACH & CHARITABLE IMPACTS

Q3 2024





DRAFTKINGS GATHER ON THE GREEN BOSTON

July 8, 2024



DraftKings held its Gather on the Green event in Boston on July 8 to raise money for the local Boston community. In addition to raising money, the event was created to build a sense of belonging for our Boston community and welcome demographics to the golf course who have traditionally been excluded. Over 300 DraftKings employees attended the event and raised nearly \$100,000 which was split between the three selected charities:

- **Casa Myrna:** Boston's largest provider of domestic violence awareness efforts and of shelter and supportive services to survivors. They offer a comprehensive range of services, available in both Spanish and English, providing survivors with tools to recover from the trauma of abuse and begin to build sustainable self-sufficiency.
- **Kings Amongst Kings:** The mission of KAK is to empower black men on their journey towards holistic wellness. They are committed to addressing the often-overlooked aspects of mental health, financial stability, and physical wellbeing.
- **Blue Foundation:** The mission of BLUE is focused on the development of strong, sustainable, LGBTQIA+ community functions and relationships. They are committed to improving social and emotional outcomes for the black/brown/latinx LGBTQIA+ community by providing wellness support, coordinating services, and trauma informed care.

DK S.E.R.V.E.S. WOMEN'S OLYMPICS CAMPAIGN

For the Summer Olympics, DraftKings S.E.R.V.E.S. ran a campaign to raise money and awareness for the Women's Sports Foundation. We hosted a free-to-play pool specifically for women's sporting events and donated \$5 for every free entry into the contest, up to \$50,000. The campaign resulted in over 54,000 entries into the free-to-play pool.



DRAFTKINGS TECH FOR HEROES GRADUATION

On August 29, 2024 over two dozen additional veterans and military spouses participated in a graduation ceremony after completing the VetsinTech web development class on Python coding through DraftKings' Tech for Heroes initiative.

DraftKings is continuing its Tech for Heroes initiative in collaboration with VetsinTech for 2024 to train veterans and their spouses in high-demand tech skills, from cybersecurity to web development and more.



MASHANTUCKET PEQUOT TRIBAL NATION EVENTS

August 27 & September 9, 2024

DraftKings sponsored the Mashantucket Pequot Tribal Nation's "**Entrepreneur & Small Business Symposium**" on August 27, which provided education, training, networking and opportunities for local entrepreneurs in the Mashantucket Community. DraftKings also sponsored the Mashantucket Pequot Tribal Nation's "**Driving Out Diabetes**" golf event on September 9, which raised funds to help promote healthier lifestyles and support the Tribe's mission to help local at-risk communities and throughout Indian Country to live healthier, longer lives.



UMBRELLA CLUB ENDLESS SUMMER ON THE SOUND

September 8, 2024

DraftKings was a major sponsor of the Umbrella Club's Endless Summer of the Sound on September in Stamford, Connecticut. The event was held to raise money for the Umbrella Club, which is a local community-based charity in Connecticut that provides financial assistance and services to local families in need.



DANA FARBER CANCER INSTITUTE CHECK PRESENTATION

SEPTEMBER 9, 2024

On September 9 DraftKings presented a check for \$55,000 to the Dana Farber Cancer Institute during the Boston Red Sox pregame ceremony at Fenway Park. DraftKings is the presenting sponsor of the 2024 Jimmy Fund Day at Fenway, which helped give patients at Dana-Farber Cancer Institute the experience of a lifetime, while fueling the future of cancer research and care. The Dana-Farber Campaign supports the Institute and its mission to defy cancer by accelerating science, care, and expertise.





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THANK YOU





Fanatics Betting & Gaming

Q3 2024 Massachusetts Sports Wagering Quarterly Report



Agenda

- FBG Introductions
- Revenue
- Workforce / Workforce Diversity
- Diverse & Massachusetts Vendor Spend
- Compliance
- Responsible Gaming
- Lottery
- Community / Outreach / Charitable Impacts



FBG Introductions

- Michael Levine, Senior Regulatory Counsel
- Stephanie Althouse, HR Director
- Anthony D'Angelo, Responsible Gaming Senior Manager



MA Revenue Year to Date

Month	Total MA SW Revenue	Monthly Hold %	MA SW Taxes Collected
January 2024	\$1,098,715.59	7.08%	\$212,043.35
February 2024	\$1,097,094.27	7.73%	\$212,596.77
March 2024	\$952,650.52	4.02%	\$178,986.35
April 2024	\$1,229,290.71	5.40%	\$234,726.94
May 2024	\$1,762,959.98	8.89%	\$342,822.54
June 2024	\$1,740,673.03	8.63%	\$338,291.91
July 2024	\$2,284,521.84	10.90%	\$446,618.32
August 2024	\$1,615,665.20	6.25%	\$310,345.66
September 2024	\$1,926,747.87	5.08%	\$367,173.59
Total	\$13,708,319.01	N/A	\$2,643,605.43



Level	Minority		Women		Veteran		MA Resident		Total Number of Employees
Executive	1	9%	3	27%	0	0%	0	0%	11
Manager, Supervisor	54	19%	74	27%	3	1%	7	3%	277
Entry Level, Non-Manager	284	38%	143	19%	4	%	10	1%	753
Total	339	33%	220	21%	7	1%	17	2%	1,041

MA Residents	Level	Minority	Women
	Executive	0	0
	Manager, Supervisor	0	2
	Entry Level, Non-Manager	5	2
	Total	5 (30% of population)	4 (24% of population)



Workforce / Workforce Diversity: Metrics (US Employees Only)

Level	Minority		Women		Veteran		MA Resident		Total Number of Employees
Executive	1	11%	3	33%	0	0%	0	%	9
Manager, Supervisor	54	23%	71	30%	3	1%	7	3%	238
Entry Level, Non-Manager	281	42%	141	21%	4	1%	10	1%	668
Total	336	37%	215	23%	7	1%	17	2%	915

MA Residents	Level	Minority	Women
	Executive	0	0
	Manager, Supervisor	0	2
	Entry Level, Non-Manager	5	2
	Total	5 (30% of population)	4 (24% of population)



At Fanatics, we value diverse sets of experience, viewpoints, socioeconomic status, race, national origin, religion, age, gender identification and expression, sexual orientation, ethnicity, disabilities, veteran status and much more.

- **Inclusion:** Belonging, a welcoming culture that recognizes and accepts all.
- **Diversity:** Representation, what makes each of us unique (identities, perspectives, life experiences and more).
- **Equity:** Ensuring fairness by removing systemic barriers so everyone has a chance to contribute their perspectives and talents.
- **Allyship:** Advocacy in action for others to gain visibility, validity, and credibility for their work and contributions.



INCLUSION
DIVERSITY
EQUITY
ALLYSHIP



People, Culture and Accountability will inform our approach to building a world class employee experience, IDEA framework and pillars to optimize our impact.

FANs are voluntary, employee-led, executive sponsored groups who join together to bring a sense of community to the workplace based on shared interests or life experiences.

They are designed to help build an inclusive workplace, provide leadership in how we celebrate and honor cultural moments, drive business goals forward, and support recruiting efforts. FANs are open and available for any and all Fanatics employees to participate in and help build an inclusive workplace.



Fanatics
Veterans



Global Black
Alliance



Fanatics
WIN



Fanatics
Family First



Fanatics
Multicultural



Fanatics
Pride



Q3 Events:

- Fanatics @ Women in Tech (Manchester)
- Mentorship Program Celebrated National Mentoring Day
- Back to School Drives - Community Events
- Mental Health First Aiders Program





Vendor: Diverse and Massachusetts-Specific Spend

Q3 Total Vendor Spend Overall: \$92,131,171
Q3 Total Diverse Vendor Spend %: 1.10%

Q3 Massachusetts Vendor Spend: \$1,740,290
Q3 Massachusetts Vendor Spend %: 1.89%

Diversity Certification	Q1 2024 \$ Amount	Q1 2024 Percent	Q2 2024 \$ Amount	Q2 2024 Percent	Q3 2024 \$ Amount	Q3 2024 Percent
MBE	\$131,160	0.18%	\$251,500	0.32%	\$251,500	0.27%
WBE	\$0	0%	\$0	0%	\$48,291	0.05%
MWBE	\$993,663	1.40%	\$860,535	1.09%	\$714,278	0.78%
VBE	\$0	0%	\$0	0%	\$0	0%
Total Diverse Spend	\$1,124,823	1.58%	\$1,122,035	1.41%	\$1,014,069	1.10%



Responsible Gaming: Underage Report Metrics

Month	Underage Account Creation Blocks	Internal Underage Investigations Conducted	Confirmed Underage
July 2024	13	0	0
August 2024	16	3	0
September 2024	3	2	0



Month	VSE Enrollees
January 2024	11
February 2024	8
March 2024	4
April 2024	6
May 2024	4
June 2024	0
July 2024	8
August 2024	34
September 2024	13
Total YTD	88



As of September 30, FBG had **77,115 active** Massachusetts sports wagering accounts

Tool Type	ME Total Usage (as of 9/30/24)	% Total Enrollment MA Users (as of 9/30/24)
Time Limit	796	1%
Deposit Limit	2,702	3.5%
Overall Spend Limit	2,031	2.6%
Single Wager (Max Stake) Limit	1,204	1.6%
Cooldown Period (Timeout)	35	.05%

Cooldown Periods	
72 hours	26%
73 hours to 1 month	74%
1 month to 6 months	0%
> 6 months	0%



+





Fanatics and Make-A-Wish have joined together to form a first-of-its-kind, game-changing partnership to support sports-related wishes.



Fanatics, a leading global digital sports platform, is now the "Official Sports Partner" for Make-A-Wish. Through the partnership, sports-related wishes in the U.S., will be granted under the co-brand of Fanatics Make-A-Wish.



Q3 2024 Sports Wagering Report

November 2024

CONFIDENTIAL TREATMENT REQUESTED

Who you will hear from today

RICH COOPER

VP, Regulatory

KEITA YOUNG

VP, Diversity, Equity, & Inclusion

JILL WATKINS

Sr. Director, Responsible Gaming

ASHLEY CAHILL

Sr. Director, Responsible Gaming

AGENDA

1

Revenue

2

Compliance

3

Workforce Diversity

4

Supplier & Diversity Spend

5

Responsible Gaming

6

Charitable Impact

Revenue

Month	Total SW Revenue	MA SW Taxes Collected	Margin %
July 2024	\$ 12,862,355.83	\$2,572,471.17	10.97%
August 2024	\$10,667,972.31	\$2,133,594.46	9.27%
September 2024	\$22,056,682.23	\$4,411,336.45	12.33%
TOTALS	\$45,587,010.37	\$9,117,402.06	11.08%

Compliance

Underage Report Metrics

Metric	July 2024	August 2024	September 2024	Total
Underage Registration Attempts	7	20	23	50
Suspected Underage Use of an Account	5	0	37	42
Confirmed Underage Use of an Account	1	0	3	4

Revisions To DE&I Strategy

Primary Focus Areas



Workforce Enhancement



Implement intentional measures to increase and retain workforce diversity



Inclusion & Culture



Create an equitable work culture where EVERY individual feels valued, and respected



Highlighted Impact of DE&I Projects/Initiatives During 3rd Quarter



Workforce Enhancement

Candidate Slate Guidelines focusing on leadership levels

Targeted **DEI/Business Unit alignment** to identify areas of improvement/opportunities (examples)

- Neurodiversity training
- Partnership with People of Color In Tech; Women In Automation; AISES

Launch of 2nd Cohort of McKinsey Leadership Academies for Black & Asian participants (44 combined participants)

Developed extended leadership/developmental program: *Overtime Sessions* – 1st Course Managing Your Performance (100 eligible participants)



Inclusion & Culture

Internal Activations

- **ERG Month** – Month-long celebrations/amplification of 7 ERGs (over 15 activities)
- Roll-out of **manager training**
 - DEI lens (inclusive culture, managing diverse team)

External Activations

- FanDuel & AmeriCorp 9/11 **National Day of Service & Remembrance** Event (participation in 5 cities)
- **1million dollar donation** to UNCF (October)



CONTINUED SUPPORT OF HISTORICALLY BLACK COLLEGES & UNIVERSITIES

FanDuel announces a fourth \$1 million donation supporting the UNCF (United Negro College Fund)

The donation will financially support students at 11 historically Black colleges and universities (HBCUs) across North Carolina

October 2024



Workforce Diversity

# of Employees in each Category	Minority	Women	Veteran	MA Resident	Total Number of employees
Executive VP+	15 15.8%	25 26.3%	0	1 1.1%	95
Sr. Director Director Sr. Manager Manager Supervisor	196 27.5%	215 30.2%	3 0.4%	4 0.6%	713
Non-Manager Entry Level	1,186 41.0%	920 31.8%	11 0.4%	16 0.6%	2,891
Totals	1,404 37.7%	1,169 31.4%	14 0.4%	21 0.6%	3,699

Data Information

- Employees as of 9/30/2024
- US, UK, and CAN employees
- Excludes Temps, Contract, Intern, Secondment

Community Impact



July 2024: ERG Month

- ✓ Launched first ever ERG Month to gain ERG awareness. Events were hosted twice a week for the entire month and spanned across all offices in the US & UK
- ✓ 700+ attendees across all events
- ✓ Cross functional collaboration with several parts of the business including a unique collaboration for our summer outing



Patriot Day and National Day of Service & Remembrance

- ✓ Partnered with our internal volunteerism team and external partner, AmeriCorps, to participate in large-scale meal packs across 5 cities (NY, ATL, Philly, LA, Boston)
- ✓ 90 FanDuel Employees attended across all events
- ✓ 9 million meals were packed and donated as a result



September 2024: Hispanic Heritage Month

- ✓ Celebrated HHM with 3 in-person social & networking events across offices and highlighted Hispanic leadership within the business.
- ✓ Hosted external guests for panel discussion: Navigating Hispanic & Latino/a/x/e Identities – Beyond Labels
- ✓ Launched a small business initiative incentivizing members to patronize Hispanic owned businesses – over \$1,000 spent.



Supplier & Diversity Spend Project Plan

Program Initiation



Program Go Live



Note: Due to overall organizational Master Data Reporting running behind actual Quarterly Reporting requests, reporting will be reflected one quarter behind on an ongoing basis

Q2 2024	Spend (\$)
Total Diverse Spend	\$54,943,173
MA Diverse Spend	\$ 32,479

- Q2 2024 MA Diverse Spend was driven by a Certified WBENC (Women-Owned Business) supporting Corporate Facilities, and a Certified MBE providing Office Supplies/Consumables
- September 2024, we onboarded an experienced Supplier Diversity Senior Manager to develop, implement and evolve our Supplier Diversity Program – goals, policies, etc.

Embed Program



- Acquire memberships to certifying agencies and relevant advocacy groups.
- Integrate supplier diversity criteria into the supplier selection processes – RFP's, RFQ's, Direct Negotiations
- Incorporate supplier diversity provisions into supplier contracts

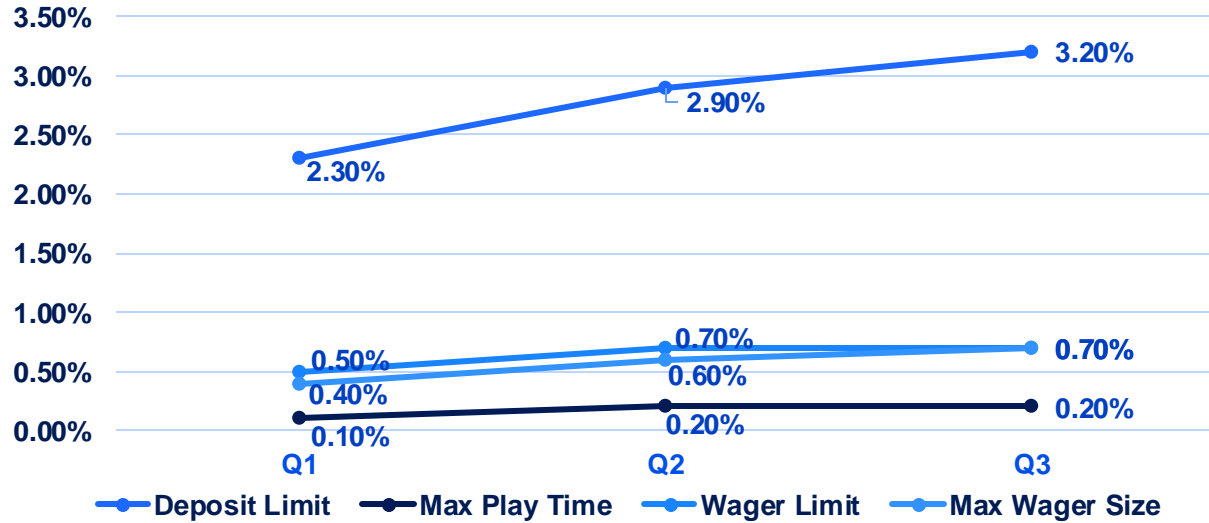
Elevate Program



- Partner with certifying agencies to educate, advocate, identify opportunities and grow our Supplier Diversity Program.
- Increase the percentage of diverse suppliers in our supply chain over the next 2-3 years
- Employ outreach efforts to identify and engage with diverse suppliers, foster collaboration/knowledge sharing with peers

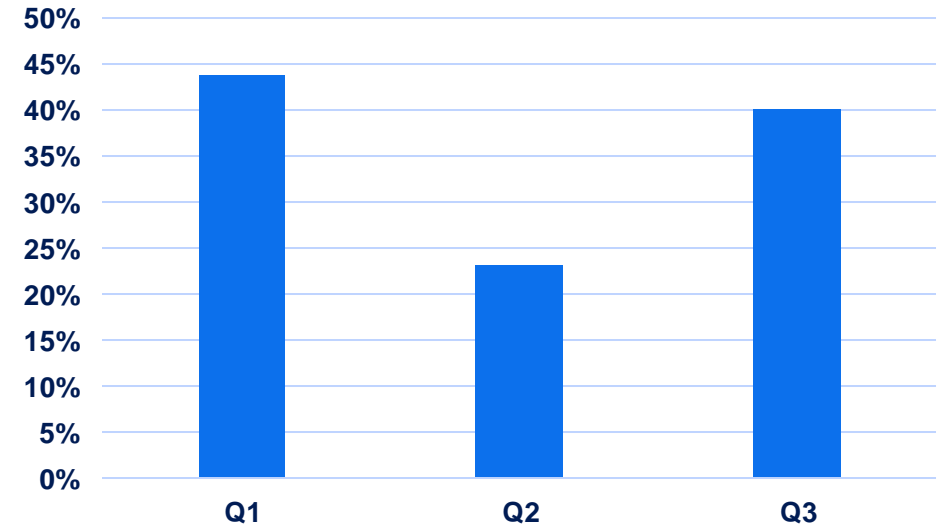
Responsible Gaming: RG Tool Usage in MA

Percentage of Active Tool Users

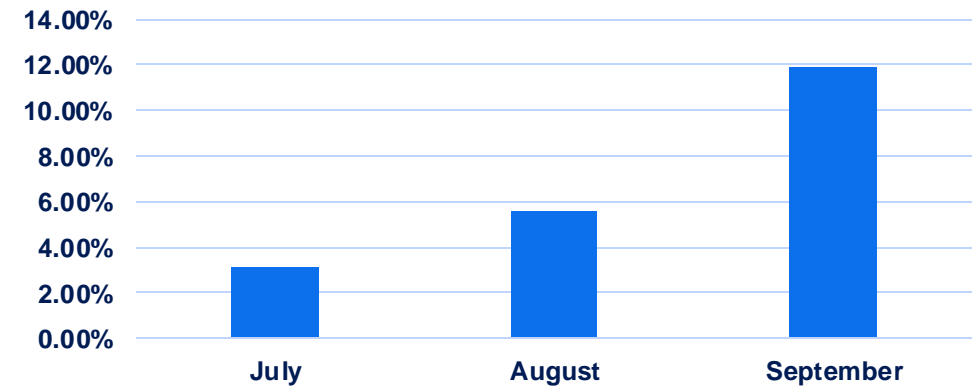


Tool Type	Q3 % Active Tool Users
Deposit Limit	3.2%
Max Play Time	0.2%
Wager Limit	0.7%
Max Wager Size	0.7%
Player Activity Statement	40.1%
My Spend	14.6%

Player Activity Statement Usage



My Spend Tool Monthly Usage - Post Launch



*% of Active Tool Users is defined as quarterly paid actives with recorded tool usage as a percentage of registered MA accounts with paid activity in Q3. a. Deposit, max play time, wager, and max wager size limits are as of the end of the quarter (# of quarterly paid actives with active limit as of the end of the quarter / # of quarterly paid actives). b. PAS usage percentage includes unique users across the quarter (# of quarterly paid actives who used the tool in the quarter at least once / # of quarterly paid actives). Average monthly PAS usage in Q3 2024 is closer to ~24.5% for MA actives. The Average monthly My Spend engagement for MA users for Q3 2024 was 7.6%.

Responsible Gaming: RG Tool Usage in MA



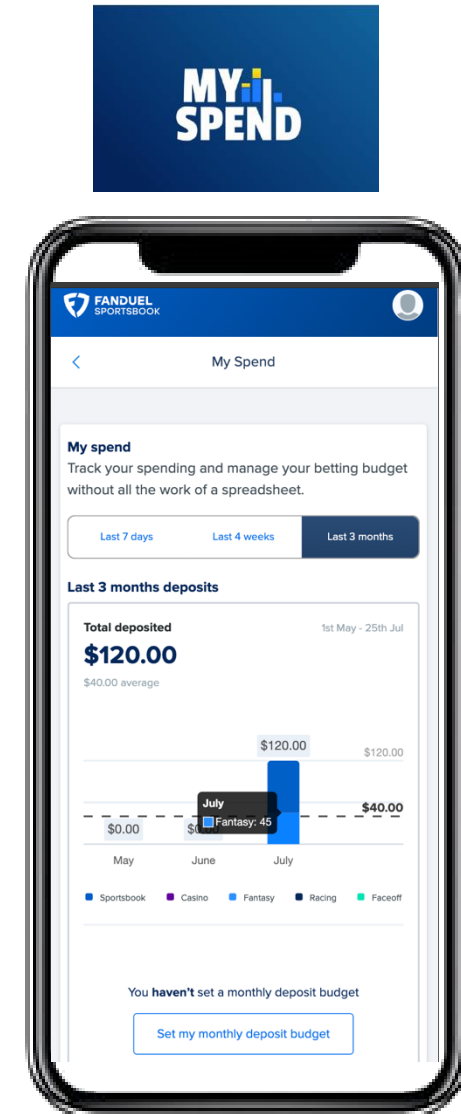
0.2% of registered MA accounts elected to take a timeout in Q3 with an average length of 73 days.

Within the FanDuel product we direct customers to the GameSense website to learn more about the VSE program

Timeouts are breaks from the user's FanDuel account that range in length from 3 to 365 days. Users can elect to take longer breaks through the form of self-exclusions. Users took a timeout at least once in the quarter and may not be in an active exclusion as of the end of the quarter.

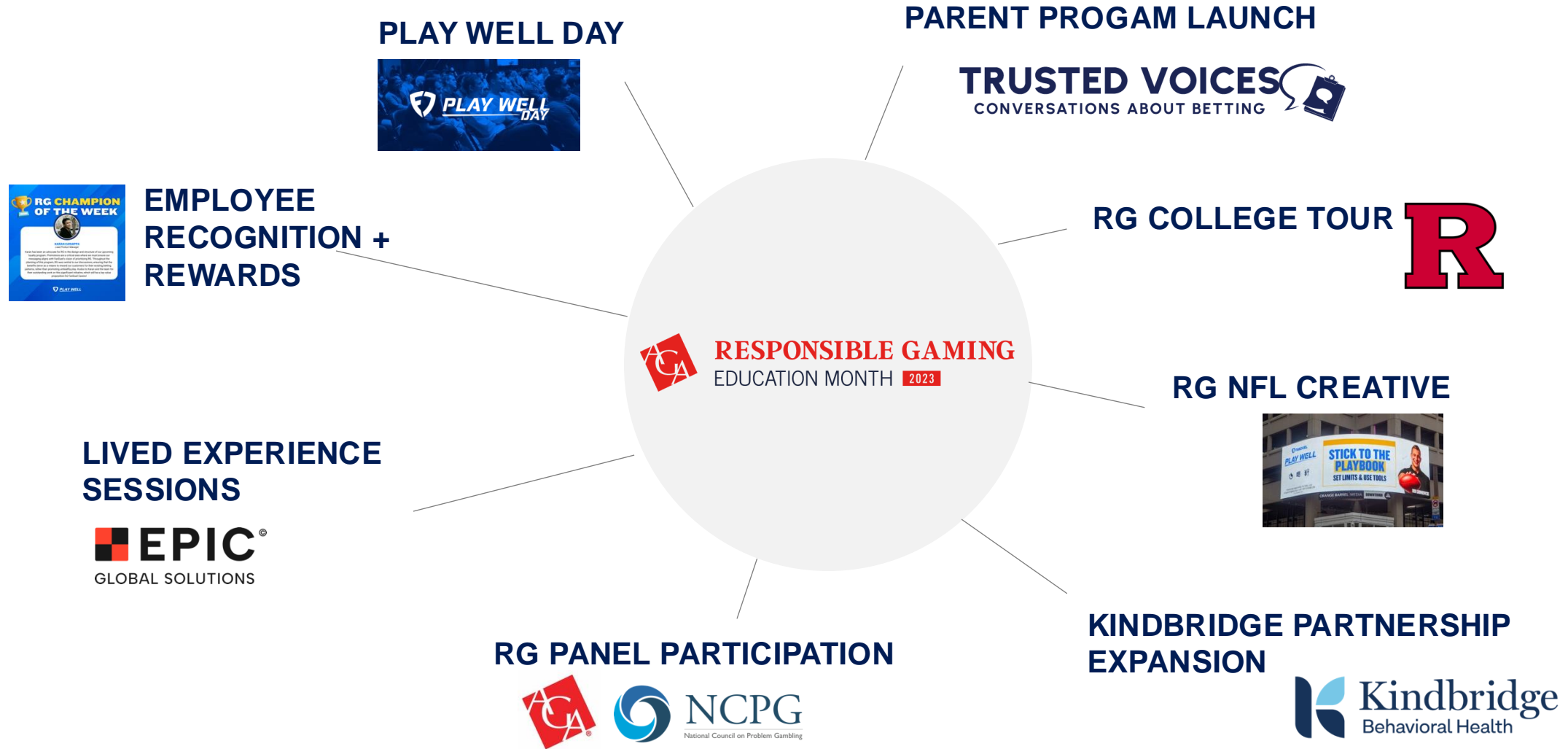
New My Spend Tool

- New My Spend tool promotes awareness and reflection on spend and overcomes stigma challenges by leveraging customer interest in personalized data and insights.
- My Spend helps players easily track and review personal play activity and manage their budget.
- View play stats, including amount deposited and net winnings over the last seven days, four weeks or three months. *My Spend* dashboard also encourages customers to utilize tools, including deposit limits and wager limits.
- Developed based on research and customer insights demonstrating interest in personalized stats and insights.
- Positive customer feedback post-launch and strong early utilization
- Significant marketing investment and **new TV commercial** launching in mid-November featuring real players attempting to make basketball shots when the lights are unexpectedly shut off.
- **“My Spend makes it easy to view your deposit and bet history all in one place. Because betting without keeping track of how much you’re spending is like shooting in the dark. See the whole picture. Make FanDuel’s My Spend tool part of your system and stop shooting in the dark.”**



Responsible Gaming Education Month 2024

Throughout September, FanDuel highlighted the importance of RG internally and externally through key programs, initiatives and partnerships.

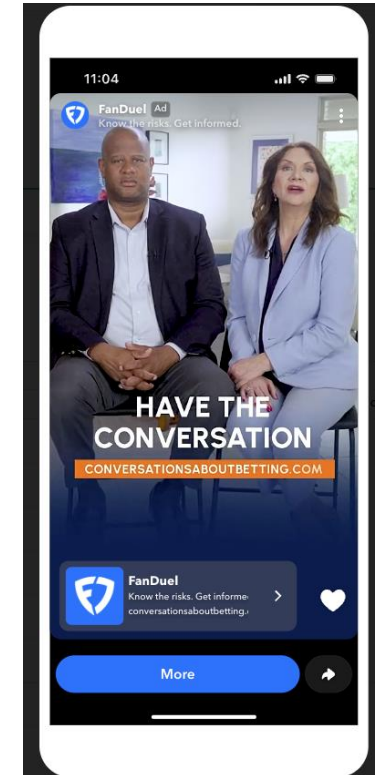
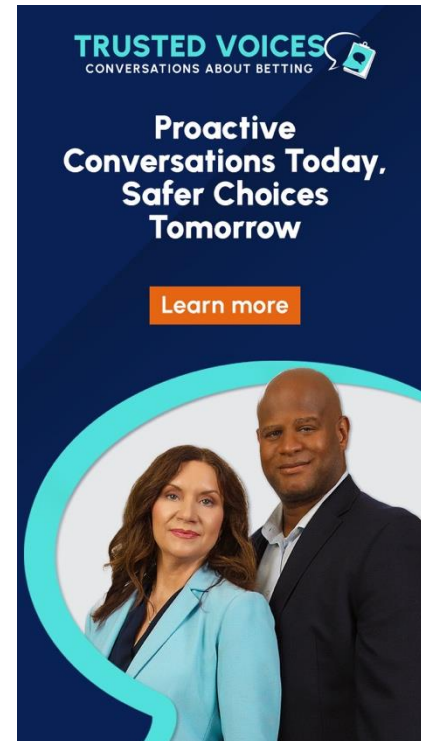




PLAY WELL
DAY

Launched Trusted Voices program and targeted RG educational efforts

- Announced the addition of former NBA player and high school coach Randy Livingston and his wife Anita Smith to the RG Ambassador Program.
- Launched **Trusted Voices: Conversations About Betting**, a program designed to equip parents and coaches with tools and resources to talk to young people about gambling, incl. warning signs, risks and proxy betting.
- **Activities:**
 - Program creative shared on owned channels
 - October appearance on the New Orleans Pelicans podcast
 - Paid media support across digital, paid social and radio throughout Q4
 - Amplification via league and team partnerships
 - 2025 major moments planning (e.g., SB, RG college tour stop, etc.)
 - Outreach to expand program reach and impact via new partners (e.g., Ad Council, etc.)



Note: FanDuel's RGEM press release focused on the RG Ambassador Program expansion, launch of the Trusted Voices program and expansion of FanDuel's partnership with Kindbridge to offer subsidized support resources to customers upon exclusion in all markets



PLAY WELL
DAY

Community Impact

Program updates:

- HOPE coaches continue to build strategic alliances (e.g., Medford Housing Authority, Dress for Success, etc.) with local community organizations to expand reach
- Operation HOPE direct mailers distributed in October to promote program awareness

Key metrics YTD:

Activity:

- 243 clients reached since launch
- 233 workshops held

Impact:

- 59% have increased their credit score
- 42% reduced debt
- 58% increased savings

READY TO GET
AHEAD OF THE GAME?

Take the first step towards a brighter financial future.
Get in the game and win!

Scan to schedule a **free session** with an Operation HOPE **Financial Wellbeing Coach!**

OPERATION HOPE

This graphic is a promotional flyer for Operation HOPE. It features a dark blue background with white and light blue text. The headline is 'READY TO GET AHEAD OF THE GAME?'. Below it, a sub-headline reads 'Take the first step towards a brighter financial future. Get in the game and win!'. A QR code is positioned to the left of the text 'Scan to schedule a free session with an Operation HOPE Financial Wellbeing Coach!'. The Operation HOPE logo is at the bottom left. There are several grey rectangular boxes on the right side, likely representing redacted information or placeholder images.

READY TO
SCORE BIG
WITH SMART FINANCES?

Our Financial Wellbeing Coaches are here to help you:

Strategize to reduce and pay off debt | Create a budget | Clear errors from your credit report

...and at NO cost to you!

Massachusetts residents now have access to Operation HOPE's Financial Wellbeing Coaches including virtual and in-person financial health sessions across the state at no cost to the community.

Scan to schedule a **free session** with an Operation HOPE **Financial Wellbeing Coach**

OPERATION HOPE

This graphic is a promotional flyer for Operation HOPE. It features a dark blue background with white and light blue text. The headline is 'READY TO SCORE BIG WITH SMART FINANCES?'. Below it, a sub-headline reads 'Our Financial Wellbeing Coaches are here to help you:'. Three columns of text list services: 'Strategize to reduce and pay off debt', 'Create a budget', and 'Clear errors from your credit report'. A sub-headline reads '...and at NO cost to you!'. A QR code is positioned to the left of the text 'Scan to schedule a free session with an Operation HOPE Financial Wellbeing Coach!'. The Operation HOPE logo is at the bottom left. On the right side, there is a photograph of three people (two men and one woman) sitting around a table, looking at a laptop. There are also some grey rectangular boxes on the right side, likely representing redacted information or placeholder images.



PENN SPORTS INTERACTIVE

Q3 2024 REPORT



01

REVENUE

REVENUE

Month	Total Sports Wagering Revenue	Massachusetts Sports Wagering Taxes Collected	Handle
July	\$1,486,640.84	\$297,328.17	\$19,055,137.85
August	\$1,322,444.97	\$264,488.99	\$16,679,915.53
September	\$2,170,390.81	\$434,078.16	\$22,372,529.36
Q3 Total	\$4,979,476.62	\$995,895.32	\$58,107,582.74

02

WORKFORCE DIVERSITY

WORKFORCE DIVERSITY (1/2)

	Minority	Women	Veteran	MA Resident	Total Employees
All Employees					
Employees	359	312	22	31	832
Percentage	43%	38%	3%	4%	
Manager & Above					
Employees	20	31	3	9	123
Percentage	16%	25%	2%	7%	
Non-Manager					
Employees	339	281	19	22	709
Percentage	48%	40%	3%	3%	

03

VENDOR / SUPPLIER DIVERSITY

VENDOR / SUPPLIER DIVERSITY

Diversity Certification	Q3 (2023)	Q4 (2023)	Q1 (2024)	Q2 (2024)	Q3 (2024)
MBE	\$20,291.03	\$12,303.09	\$2,098.79	\$388,502.52	\$262,054.76
VBE	\$0	\$0	\$0	\$0	\$0
WBE	\$325,420.41	\$685,067.47	\$811,051.89	\$605,054.98	\$712,037.41
WMBE	\$1,520.00	\$0	\$14,110.00	\$0	\$25,963.39
Total Diversity Spend	\$347,231.44	\$697,370.56	\$827,251.68	\$993,557.50	\$1,000,055.56

04

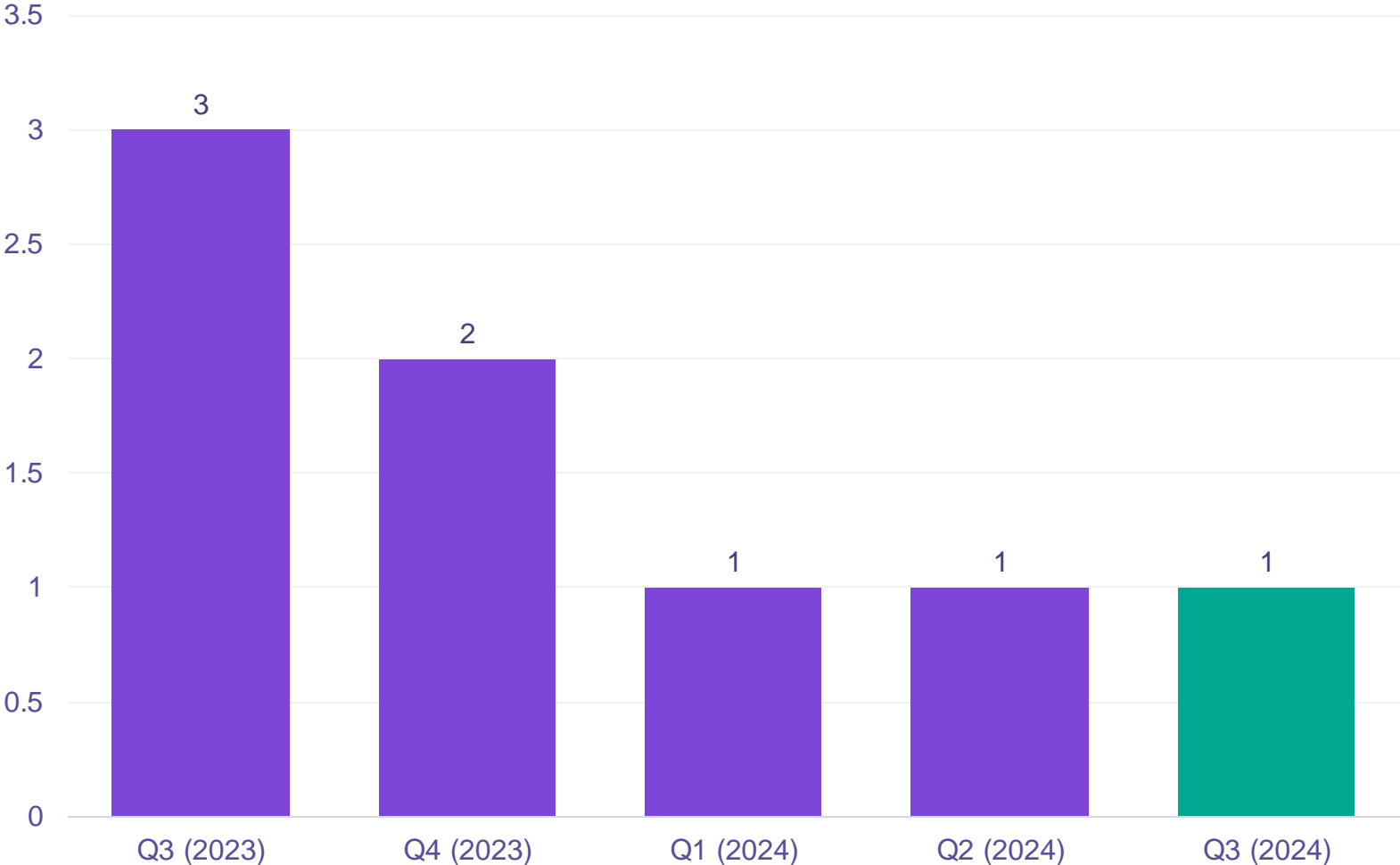
COMPLIANCE

UNDERAGE ACTIVITY

Found / Attempted **1** (3 YTD)

Previous Quarter **0% -**

Quarterly Average **3**



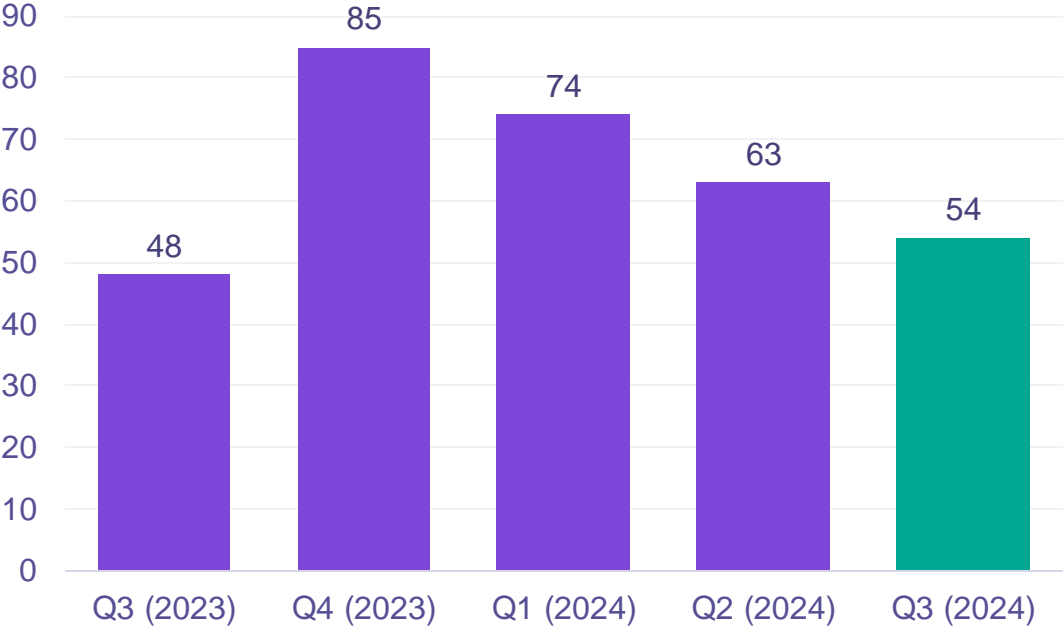
05

RESPONSIBLE GAMING

RESPONSIBLE GAMING

Voluntary Self-Exclusions (“VSE”)

Quarterly VSE’s **54** (191 YTD)

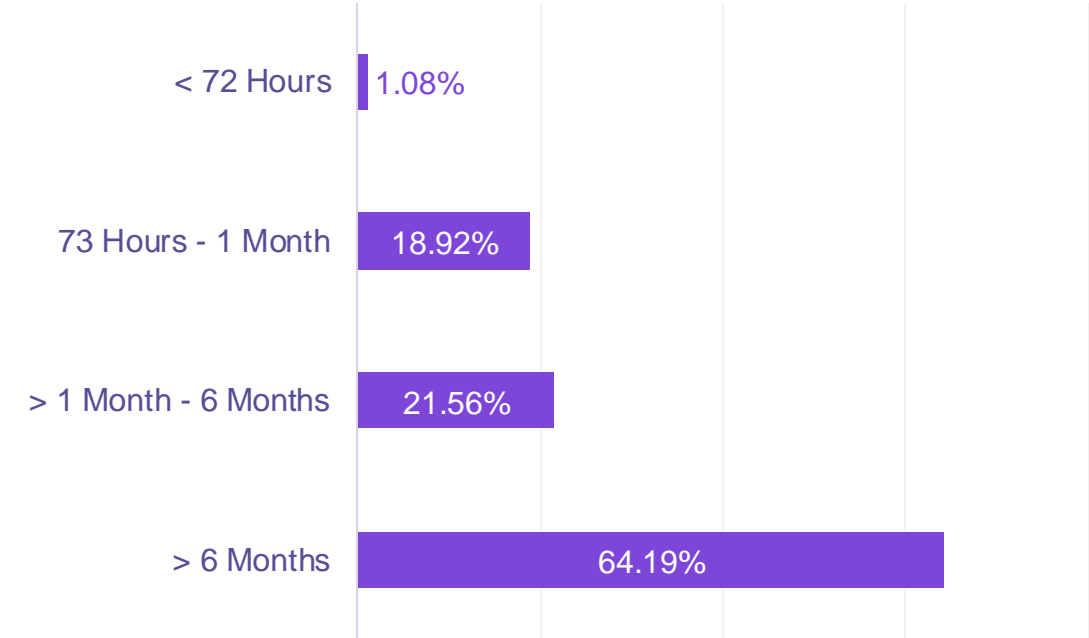


Previous Quarter **-14%** ▼ Quarterly Average **56**

Time Out Tools

Unique MA Accounts Utilizing At Least One RG Tool **5.1%**

Unique MA Accounts Utilizing a Time Out **0.6%**

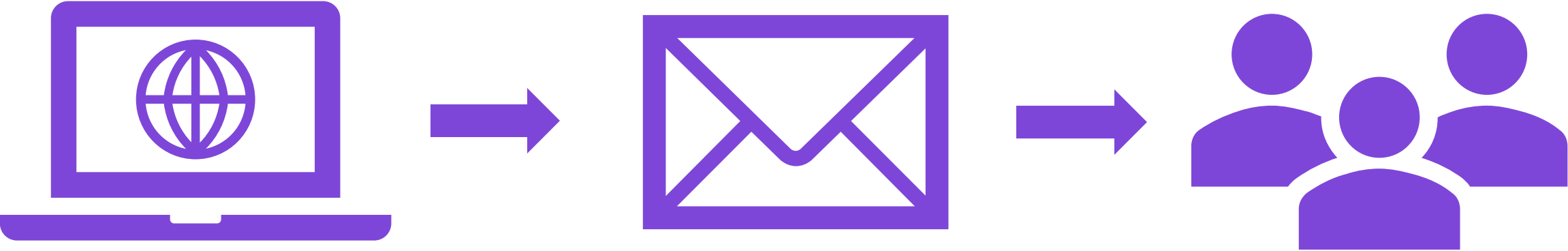


06

LOTTERY

LOTTERY

Online customers were emailed an offer to receive free MA Lottery tickets which could be redeemed at PPC



07

COMMUNITY, OUTREACH, CHARITABLE IMPACTS

COMMUNITY OUTREACH

During the quarter, we were pleased to support two non-profit organizations within the Commonwealth with monetary donations.

- **Connecticut River Conservancy** – supporting conservancy and restoration of the river
- **The Food Bank of Western Mass** – our contribution provided over 1,000 meals

In September, a group of team members participated in the **9/11 Heroes Run** for the third consecutive year, raising funds and awareness for the **Travis Manion Foundation**, which supports military veterans and their families.

We also observed and celebrated a number of days of cultural significance during the quarter, such as Hispanic Heritage Month.