

# WYNN BOSTON HARBOR WORKFORCE DEVELOPMENT & DIVERSITY PLAN

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## INTRODUCTION

Wynn owes its success to its 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.

Wynn Boston Harbor ("WBH") 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, WBH 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.

WBH 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 WBH 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 WBH are as widespread as possible, and supports our business interests to have a local and diverse workforce well suited to serve our diverse guests.

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.

### Our Objectives

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

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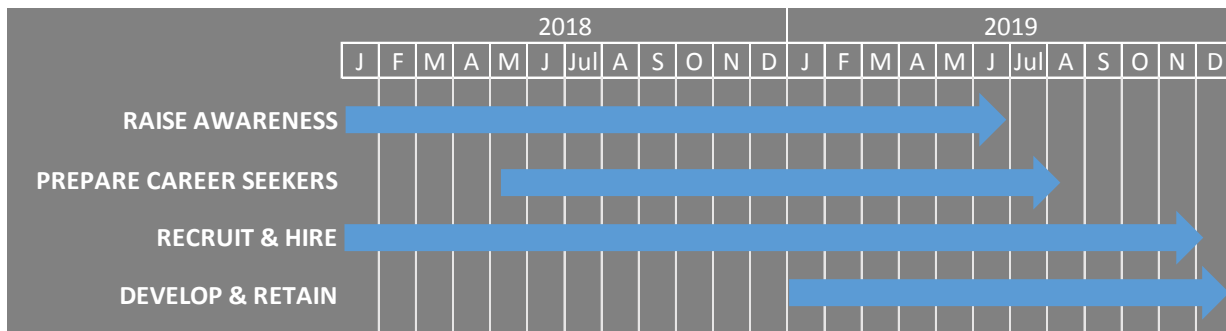
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1. **Raise Awareness:** Before we can successfully recruit, we must ensure the community is aware of who we are as an employer, the upcoming career opportunities, the skills required for those opportunities, the application process, and the timeline 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:



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**OBJECTIVE 1: RAISE AWARENESS FOR WBH CAREER OPPORTUNITIES**

WBH 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) WBH 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, 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. WBH will use good faith efforts to hire no less than 75% of team members from within 30 minutes of Everett. We will also offer a hiring preference to qualified Suffolk Downs employees. Outreach and awareness raising efforts will focus on these communities and will also extend to our Neighboring Communities of Lynn and Melrose.

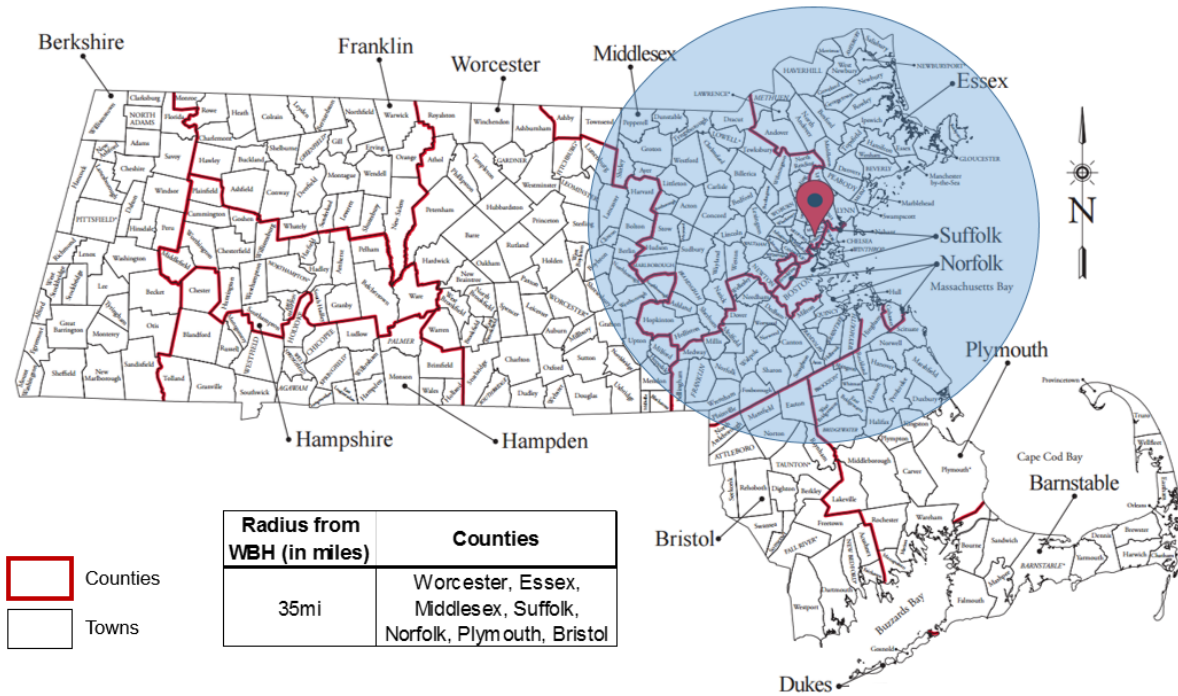
In addition to hiring local residents, we believe that workforce diversity is a significant driver of business success. WBH has a culture of inclusion and commitment to equal opportunity for people regardless of race, religion, gender, age, sexual orientation, national origin, physical or mental handicap or disability and a culture in which all aspects of diversity are acknowledged and respected. WBH will serve guests from all over the world; 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 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.

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**Community Demographics:**

		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 35mi Radius	Worcester, Essex, Middlesex, Suffolk, Norfolk, Plymouth, Bristol	2.9%	28.4%	5,741,681	3,085,600	90,604

1

<sup>1</sup> 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/](http://lmi2.detma.org/lmi/lmi_lur_a.asp#3/)>

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**Massachusetts Veteran Demographics:**

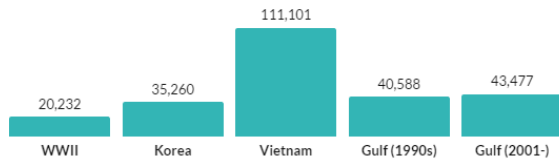
Veteran status

**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 across the organization.

**Women: 50%**

WBH 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: 35%**

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 Worcester. 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 35% minorities. WBH will utilize the Commonwealth of Massachusetts definition of Minority<sup>3</sup>.

**Veterans: 3%**

WBH sees tremendous value in the skillset and experience of veterans, and is committed to providing opportunities for individuals who have served our country. We have set a goal of hiring 3% veterans as part of our workforce, reflecting the portion of veterans in the Commonwealth who are in the workforce.

<sup>2</sup> 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/>

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

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We will place particular emphasis on raising employer brand and career opportunity awareness within our Host, Surrounding, and Neighboring Communities and among unemployed, diverse, and Veteran populations.

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**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 opportunities, skills required by each, and timelines for applications and hiring.

HOTEL	FOOD & BEVERAGE	CASINO
<ul style="list-style-type: none"> <li><b>Front Desk Representative</b></li> <li>Lobby Greeter</li> <li>VIP Lounge Ambassador</li> <li>Concierge</li> <li><b>Call Center Sales &amp; Marketing Agent</b></li> <li>Housekeeping Shift Manager</li> <li><b>Guest Room Attendant*</b></li> <li><b>Utility House Person</b></li> <li>Quality Assurance Supervisor</li> <li>Status Board Operator</li> <li>Bell Captain</li> <li><b>Bell Attendant</b></li> <li>Door Person</li> <li>Group Sales Coordinator</li> <li>Hotel Marketing Specialist</li> <li>Dispatcher</li> <li><b>Valet Attendant</b></li> <li><b>Parking Attendant</b></li> <li><b>Public Area Porter*</b></li> </ul>	<ul style="list-style-type: none"> <li>Restaurant Manager</li> <li>Chef de Cuisine</li> <li>Assistant Chef</li> <li>Chef de Partie</li> <li><b>Cook I*</b></li> <li><b>Cook II*</b></li> <li><b>Kitchen Worker*</b></li> <li>Shift Manager</li> <li>Food &amp; Beverage Cashier</li> <li>Inventory Control Clerk</li> <li>Inventory Security Coordinator</li> <li><b>Food Server*</b></li> <li><b>Gourmet Food Runner</b></li> <li><b>Bus Person*</b></li> <li><b>Cocktail Server*</b></li> <li>Sommelier</li> <li><b>Bartender*</b></li> <li><b>Apprentice Bartender</b></li> <li><b>Host Person</b></li> <li>Banquet Captain</li> <li><b>Banquet Setup Porter</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Service Team Lead*</b></li> <li><b>Dealer*</b></li> <li>Slot Technician</li> <li><b>Poker Dealer*</b></li> <li>Box Person</li> <li><b>Floor Persons</b></li> <li><b>Casino Marketing Representative</b></li> <li><b>Casino Cashier</b></li> <li>Ticket Redemption Lead</li> <li>Casino Credit Clerk</li> <li>Limo Driver</li> <li>Limousine Dispatcher</li> <li>Marketing Host</li> <li>Casino Accounting Clerk</li> <li>Casino Accounting Controller</li> <li>Count Team Clerk</li> <li><b>Surveillance Specialist</b></li> <li><b>Casino Porter*</b></li> </ul>
<b>TOTAL: 730+ FTEs</b>	<b>TOTAL: 1,200+ FTEs</b>	<b>TOTAL: 1,500+ FTEs</b>
RETAIL, SPA & SALON	GENERAL & ADMINISTRATIVE	MAINTENANCE, HORTICULTURE, SECURITY
<ul style="list-style-type: none"> <li>Store Manager</li> <li>Retail Clerk</li> <li>Cashier</li> <li>Fitness Professional</li> <li>Receptionist</li> <li><b>Spa Therapist</b></li> <li>Aesthetician</li> <li>Guest Attendant</li> <li>Manicurist</li> <li>Hair Stylist</li> <li>Makeup Artist</li> </ul>	<ul style="list-style-type: none"> <li>Sound &amp; Video Technician</li> <li>Human Resources Coordinator</li> <li>Media Coordinator</li> <li>Accounts Receivable Clerk</li> <li>Payroll Clerk</li> <li>Guest Claims Administration</li> <li>Recruiter</li> <li>Purchasing Clerk</li> <li><b>Warehouse Attendant</b></li> <li>Receiving Attendant</li> <li>Uniform Seamer</li> <li><b>Uniform Attendant</b></li> <li>PC Tech</li> </ul>	<ul style="list-style-type: none"> <li>Painter</li> <li>Carpenter</li> <li>Electrician</li> <li>Geneneral Maintenance</li> <li>Mechanical / HVAC</li> <li>Dock Assistant</li> <li><b>Gardener</b></li> <li>Florist</li> <li><b>Security Officer*</b></li> <li><b>Bike Officer</b></li> <li>K-9 Officer</li> <li>Report Writer</li> </ul>
<b>TOTAL: 75+ FTEs</b>	<b>TOTAL: 120+ FTEs</b>	<b>TOTAL: 360+ FTEs</b>

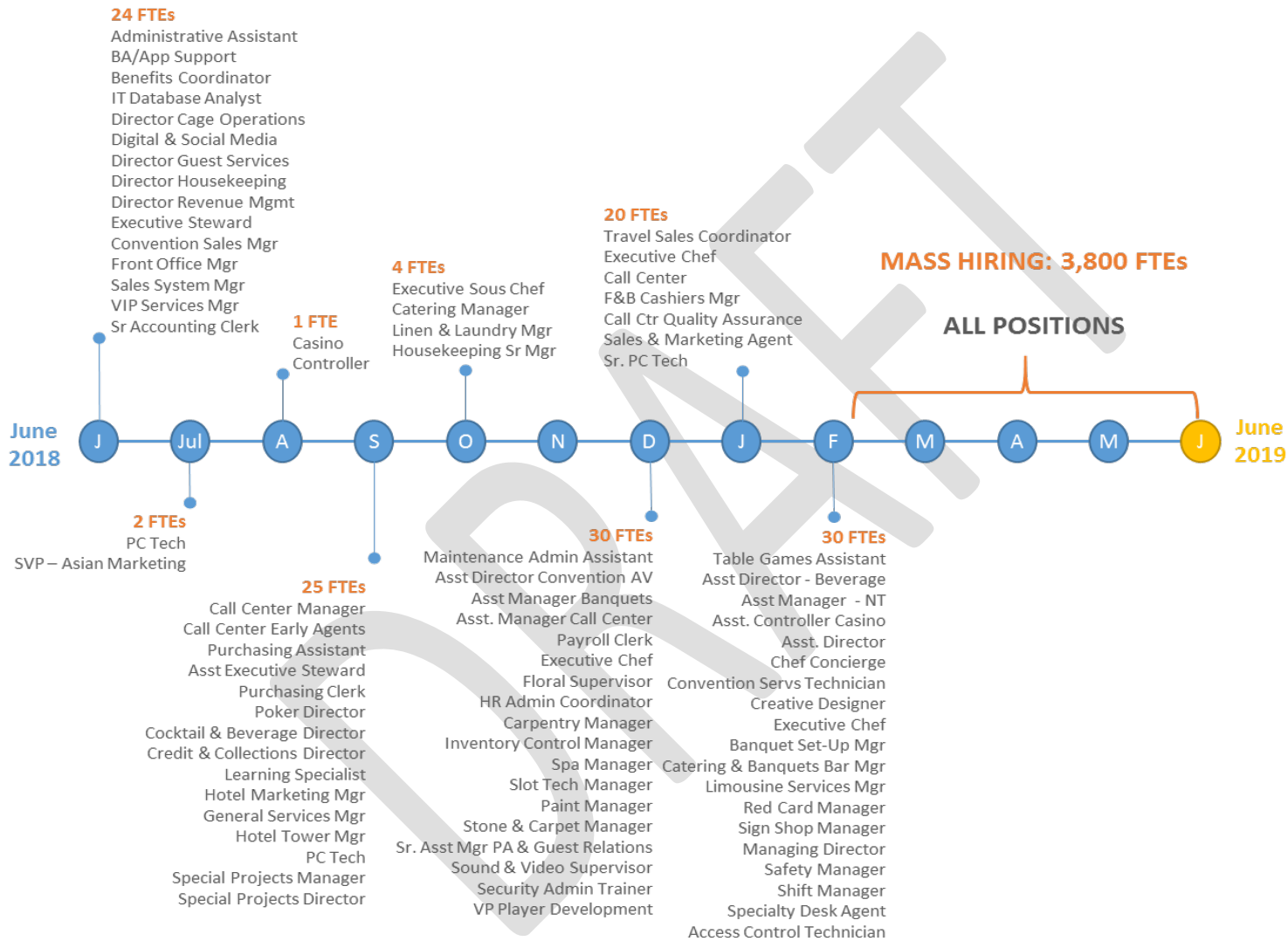
*Bolded positions indicate 10+ FTEs*

*\* Indicates 100+ FTEs*

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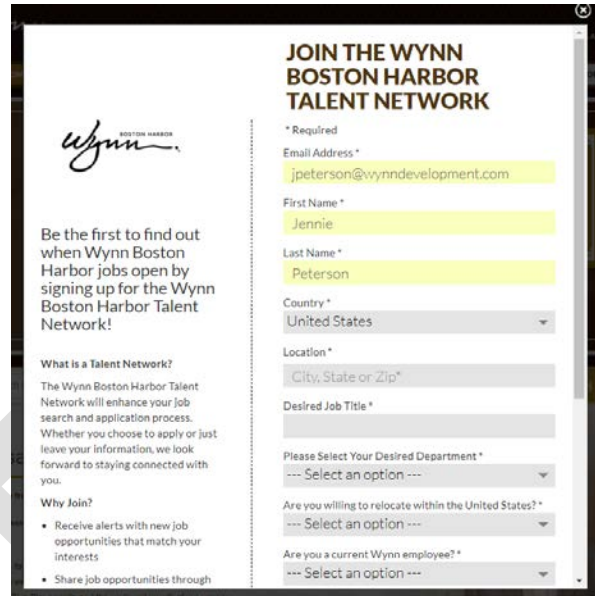
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The following are outreach and awareness raising initiatives that will be continued or newly implemented to support our objective to Raise Awareness.

### The WBH Talent Network

The WBH Talent Network is a portal for individuals interested in working for WBH to 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 March 2018, we have gathered information from over 8,200 job seekers via the WBH Talent Network portal. We will use the existing WBH Talent Network database to notify individuals of the SkillsSmart launch, dealer school and other training opportunities, job fairs, job postings and more.



The screenshot shows a registration form titled "JOIN THE WYNN BOSTON HARBOR TALENT NETWORK". The form includes the Wynn logo and a call to action: "Be the first to find out when Wynn Boston Harbor jobs open by signing up for the Wynn Boston Harbor Talent Network!". Below this, there is a section titled "What is a Talent Network?" explaining that it will enhance job search and application processes. A "Why Join?" section lists benefits like receiving alerts and sharing opportunities. The registration fields include: Email Address (jpeterson@wynndevelopment.com), First Name (Jennie), Last Name (Peterson), Country (United States), Location (City, State or Zip), Desired Job Title, and two dropdown menus for "Please Select Your Desired Department" and "Are you willing to relocate within the United States?". There are also checkboxes for "Share job opportunities through" and "Are you a current Wynn employee?".

### WBH Career Center

The WBH Career Center will open summer 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 WBH 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 WBH as a company and employer, and learn about the upcoming career opportunities.

### Network of Geographically Strategic Physical Locations / WBH 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 WBH Career Center, will facilitate access for a broader range of individuals.

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

1. WBH 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.
2. **Regional One-Stop Career Centers**<sup>4</sup>, 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, SkillSmart, 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 WBH.
  - a. Urban League of Eastern Massachusetts - Roxbury
  - b. Somerville Community Corporation - Somerville
  - c. Asian American Civic Association – Boston
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 WBH career tools.
  - a. Everett
  - b. Malden
  - c. Medford
  - d. Boston
  - e. Somerville
  - f. Chelsea
  - g. Cambridge

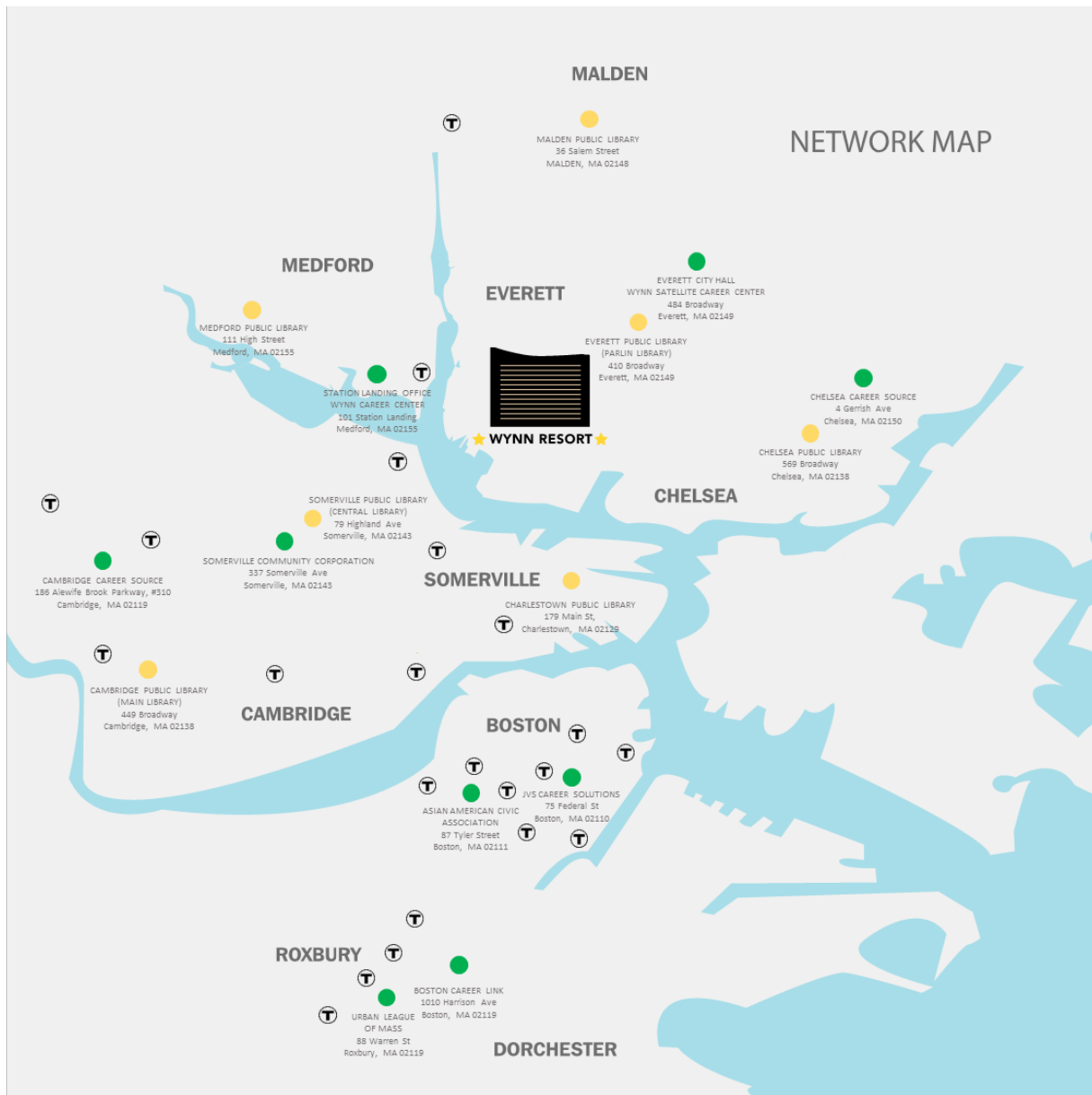
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<sup>4</sup> <https://www.mass.gov/service-details/find-a-career-center-near-you>

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## Career Fairs

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, WBH 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.

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Career seekers may check the WBH website for regular updates regarding career fairs.

### Regular Update Meetings with Community Representatives

WBH 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 will establish clear lines for candidate referrals for each of these groups.

The following quarterly update meetings are in place:

1. **Hispanic Community** – convened by the Hispanic American Institute
2. **African American Community** – convened by Urban League of Eastern Massachusetts
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
5. **Veteran Community** - convened by the Disabled American Veterans (DAV) and the Director of Veteran Services for the City of Everett

### Social & Traditional Media

WBH 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

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**OBJECTIVE 2: PREPARE CAREER SEEKERS**

WBH 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 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 WBH; 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**

WBH 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 WBH;
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 WBH 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 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.

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SkillsSmart will connect career seekers with educational and training resources specific to the skills required by WBH 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.



THE PLATFORM CONNECTS WORKFORCE STAKEHOLDERS

The SkillSmart platform aligns workforce stakeholders to meet business demand



© SkillSmart


Find the right fit. The smart way.




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SKILLS IDENTIFICATION IMPROVES OUTCOMES




**JOB SEEKERS**

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




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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



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### **Greater Boston Gaming Career Institute**

Subject to approval by the Massachusetts Gaming Commission, WBH will partner with Cambridge College to open a gaming careers school to prepare individuals to become dealers and casino surveillance specialists. WBH will provide equipment, teachers, and expertise for the program. 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.

WBH will sponsor Gaming Career Institute scholarships, fully funding 50 individuals to learn the two games (blackjack + one additional game of choice) required to audition for a table games dealer position. Our community partners will nominate 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.

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

### **Local Education and Training Providers**

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



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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 WBH. 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 collaborate on job fairs.

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

WBH will continue to work with the New England Center for Arts and Technology (NECAT) to provide culinary training opportunities for disadvantaged community members. NECAT has held its first culinary class at the new location at Everett High School.

BEST Corp. will partner with WBH 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 among the training providers we will partner with; we continue to reach out to other training resources that can support local and diverse career seekers as they prepare for WBH opportunities.

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

WBH'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

WBH 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.

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.

#### 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 WBH team created job descriptions for all of 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.

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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. WBH will provide team members the opportunity to take GED classes on site at the resort once the property 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**

Career Fairs, as previously discussed, will be a method for raising awareness, but will also play a critical role in large-scale departmental hiring. WBH 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.

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.

### **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**

WBH 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 WBH 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.

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

All hiring managers will be trained in behavioral interviewing and inclusionary hiring. WBH 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

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while interviewing. From hiring a more qualified workforce, to reducing turnover costs, managers will see the business benefits of diversity and inclusion.

## OBJECTIVE 4: DEVELOP & RETAIN

Once initial hiring is complete, WBH 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. WBH 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

### Career Pathways

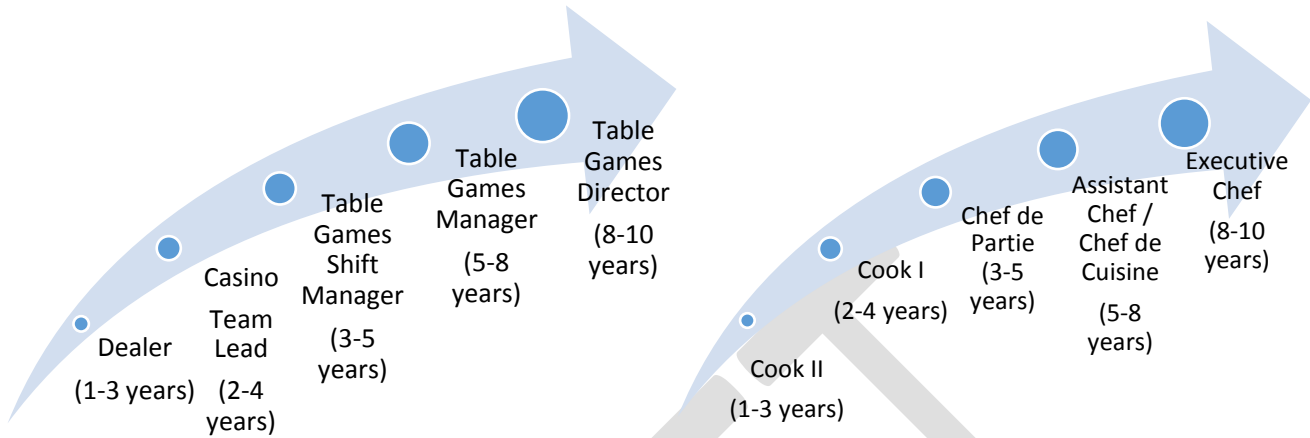
For many individuals, a work environment with opportunities for advancement and growth is key to feeling fulfilled and happy in the work environment. We will provide a wide range of career pathways, with many leaders in the Company progressing from entry level positions to executive leadership roles.

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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.

For aspiring managers, WBH 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, WBH will offer a range of courses to all team members, free of charge. These courses range from English as a Second Language, to Citizenship,

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

WBH will offer GED courses to our team members who may be seeking to advance their education. 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:

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

**Tabitha McCraney**  
Uniform Control Attendant



## 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."

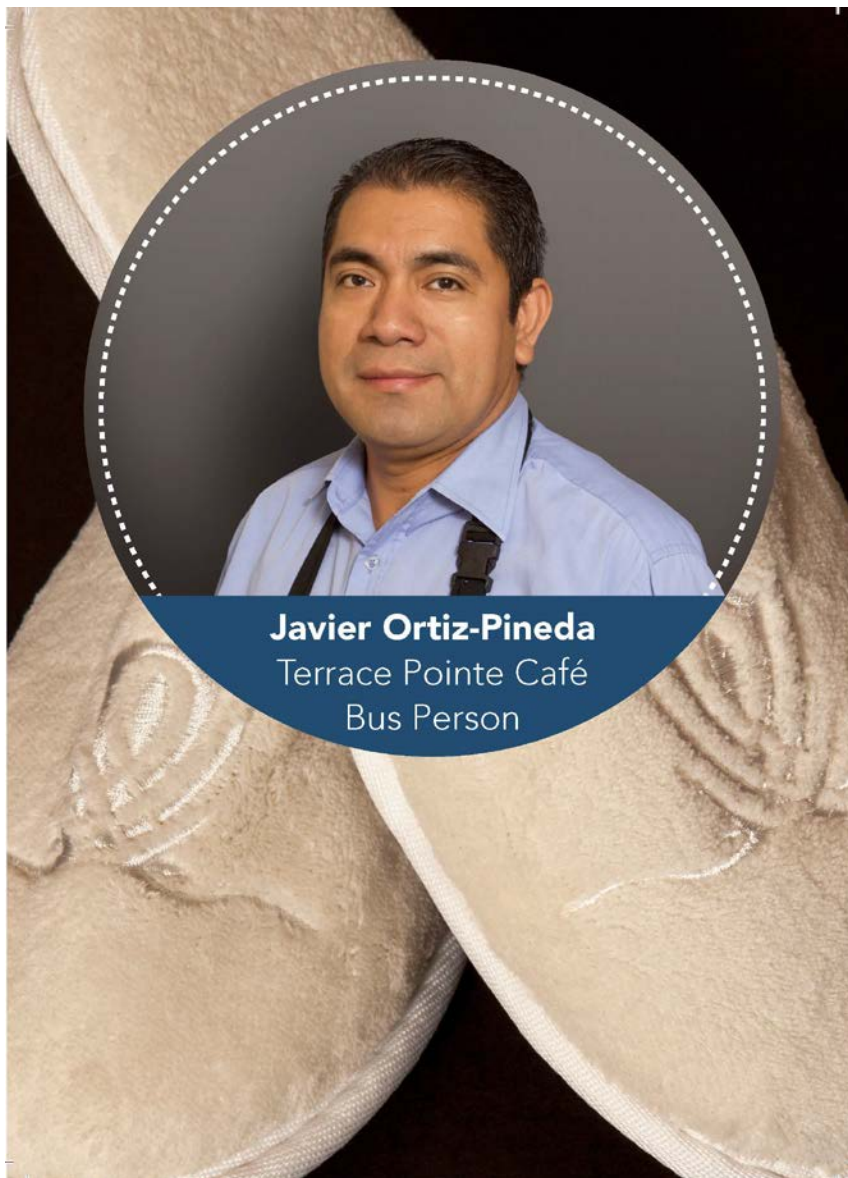
Half an hour later, she walked out wearing her dress with a new zipper. "I am very thankful to everyone who helped," Ninette said. "They not only saved my day, they saved my dress."

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.



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## 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.

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### **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 WBH team members to be involved in community service and contribute financially to organizations they care about, with a matching donation from WBH.

### **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.

WBH 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 WBH 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.

The Diversity & Workforce Development Council will meet on a regular basis and will report to WBH executives on progress during regular senior management meetings.

### **CONCLUSION**

We look forward to bringing over 4,000 careers to Everett, Massachusetts. We are excited to grow the WBH team and to provide career paths to a local and diverse group of individuals. The success of the WBH 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.

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.