



DIVERSITY COMMITTEE

Year in Review - 2022

Justin Carter

January 2023





“The Diversity Committee, which reports directly to me, is comprised of a broad range of team members, including those from underrepresented communities from around the country and at varying levels in our organization. “

JAY SNOWDEN

CEO & President

“The mission of the PENN Diversity Committee is to effect positive change within PENN in the areas of diversity, equity and inclusion. The committee is a testament to PENN’s commitment to create a culture where every team member, regardless of their differences, can truly be themselves and belong.”

JUSTIN CARTER

SVP Regional Ops
& Chairman PENN Diversity Committee



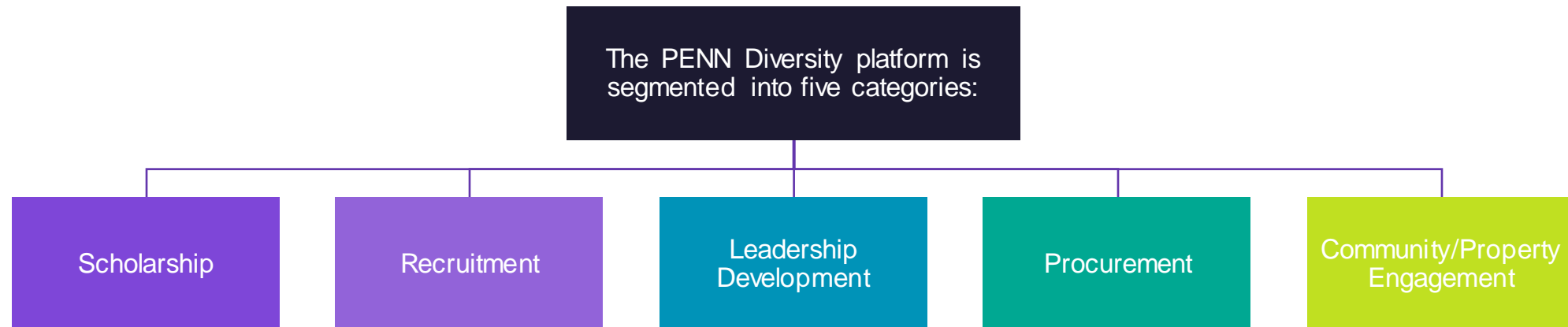
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INTRODUCTION

The PENN Diversity committee was born out of one of the most challenging times in our nation's history as the world grappled with an outpouring of racial and social anguish. The intention of the PENN Diversity Committee is to put the company's longstanding stance on diversity and inclusion into action.

The Diversity Committee is comprised of a diverse group of team members throughout the organization and at every level. The committee is charged with building upon the company's strong commitment to diversity, equity and inclusion



“THE PENN WAY”

The PENN Way is our commitment to put PENN’s longstanding stance on Diversity, Equity and Inclusion into action. We are dedicated to being a company where all team members can succeed and grow by fostering an environment of respect, empathy and equal opportunity. The PENN Way is:

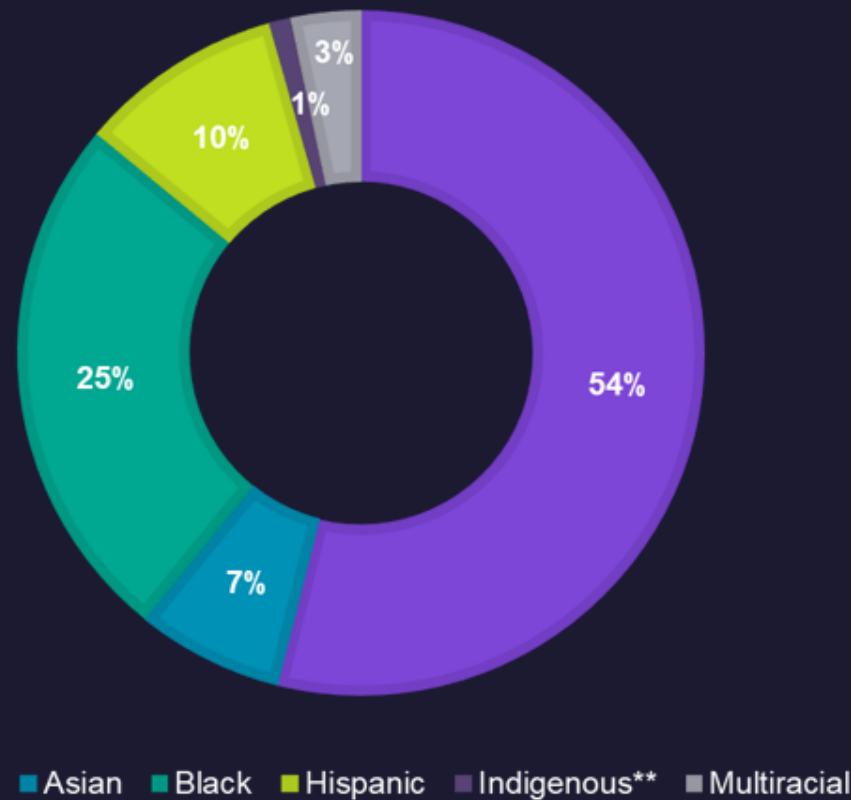
- Our commitment to always interview diverse candidates for senior level roles with PENN.
- Our commitment to perform annual pay equity studies and to implement guardrails to ensure that, for similar job functions, PENN team members have comparably equal pay regardless of their gender, race, ethnicity or other status.



PENN
ENTERTAINMENT

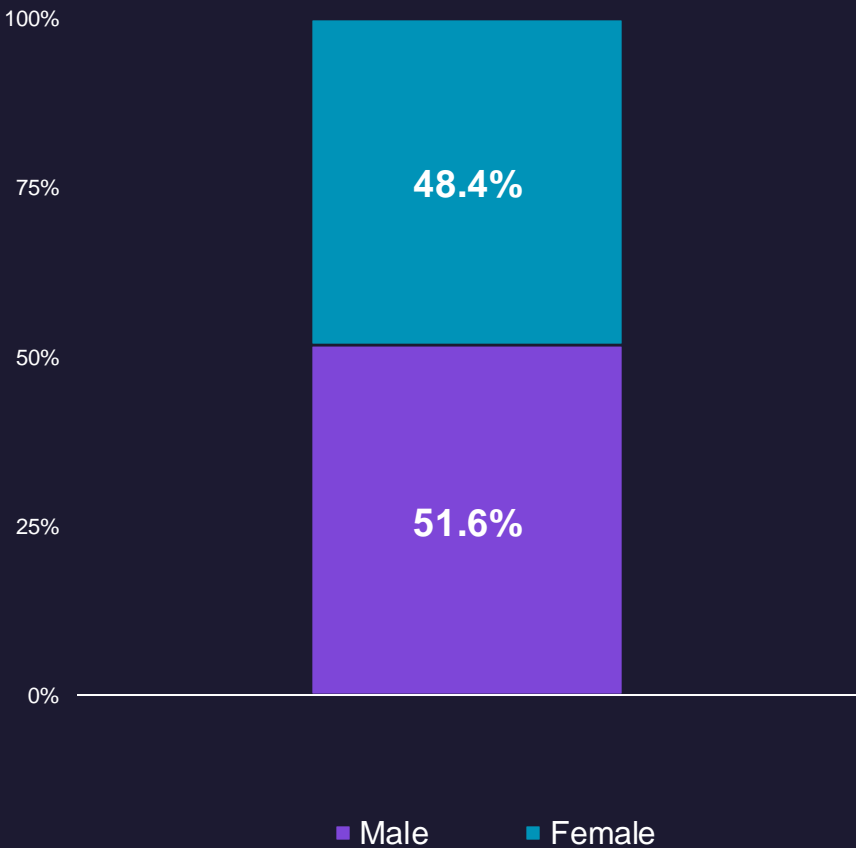
OUR WORK FORCE

PENN ETHNIC DIVERSITY*

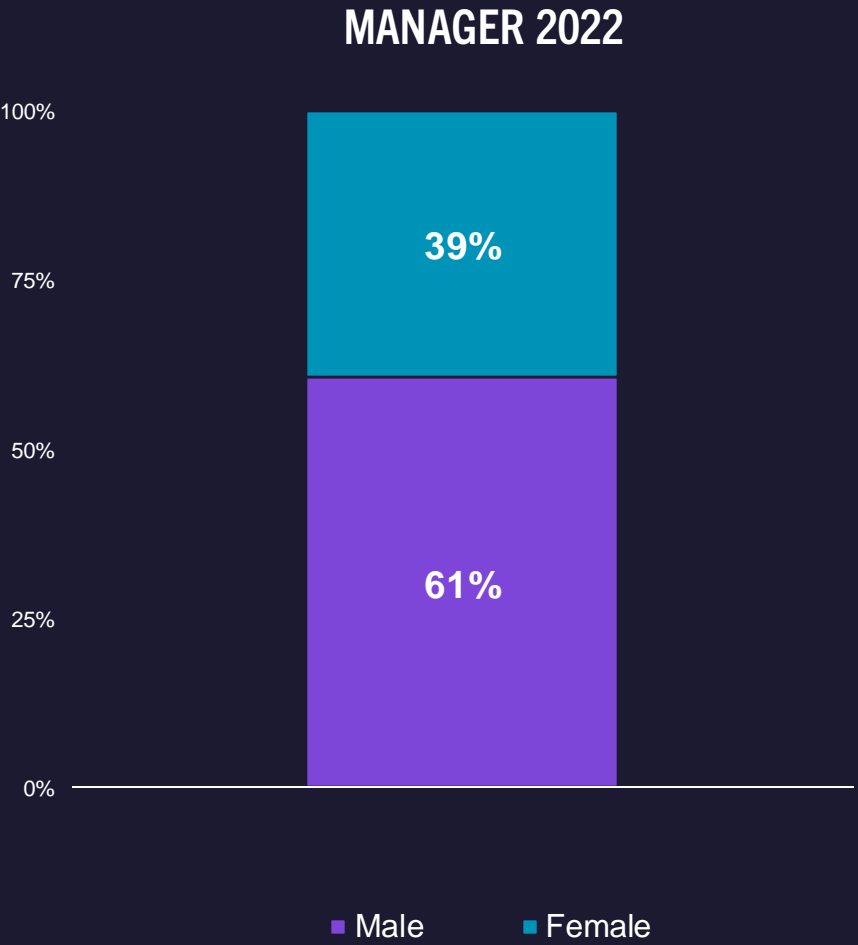
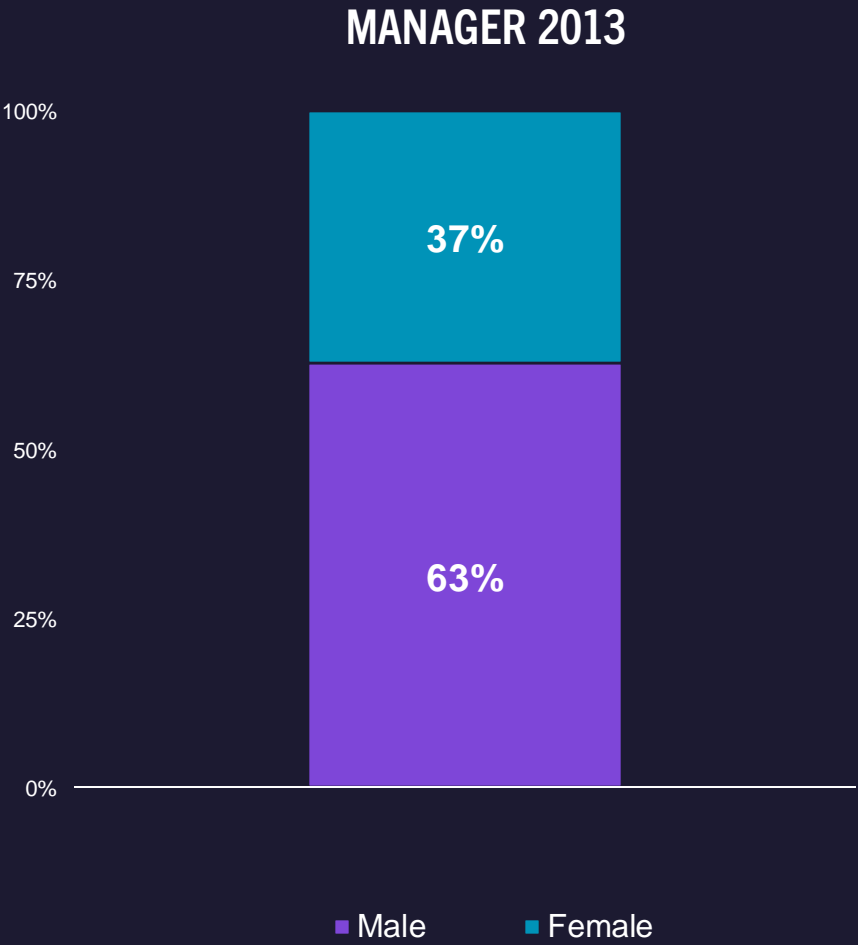


*Not Specified = 0.5% of population
**Indigenous = American Indian/Alaskan Native & Native Hawaiian/Pacific Islander

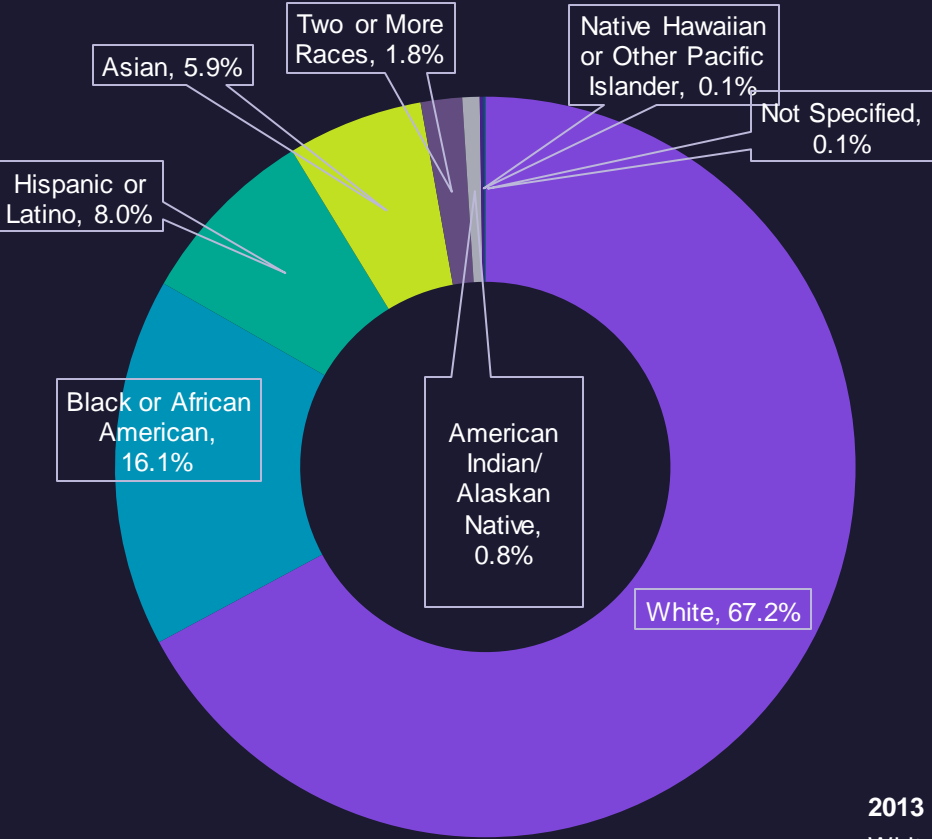
PENN BY GENDER 2022



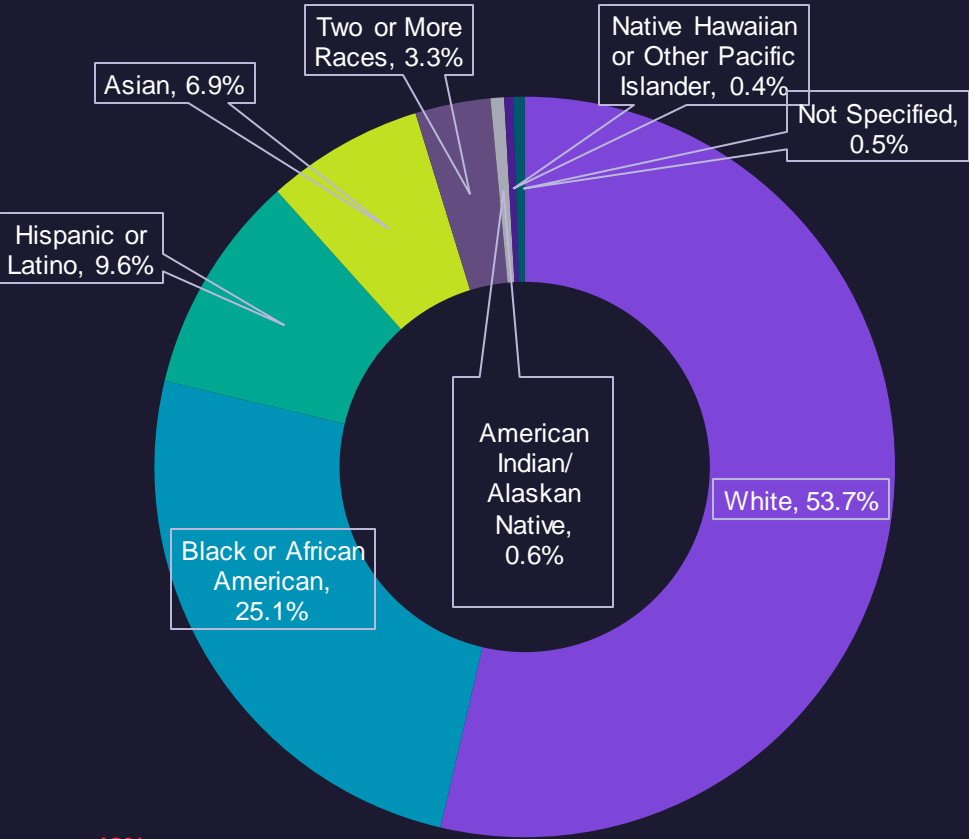
LEADERSHIP DIVERSITY



PENN ETHNIC DIVERSITY - 2013

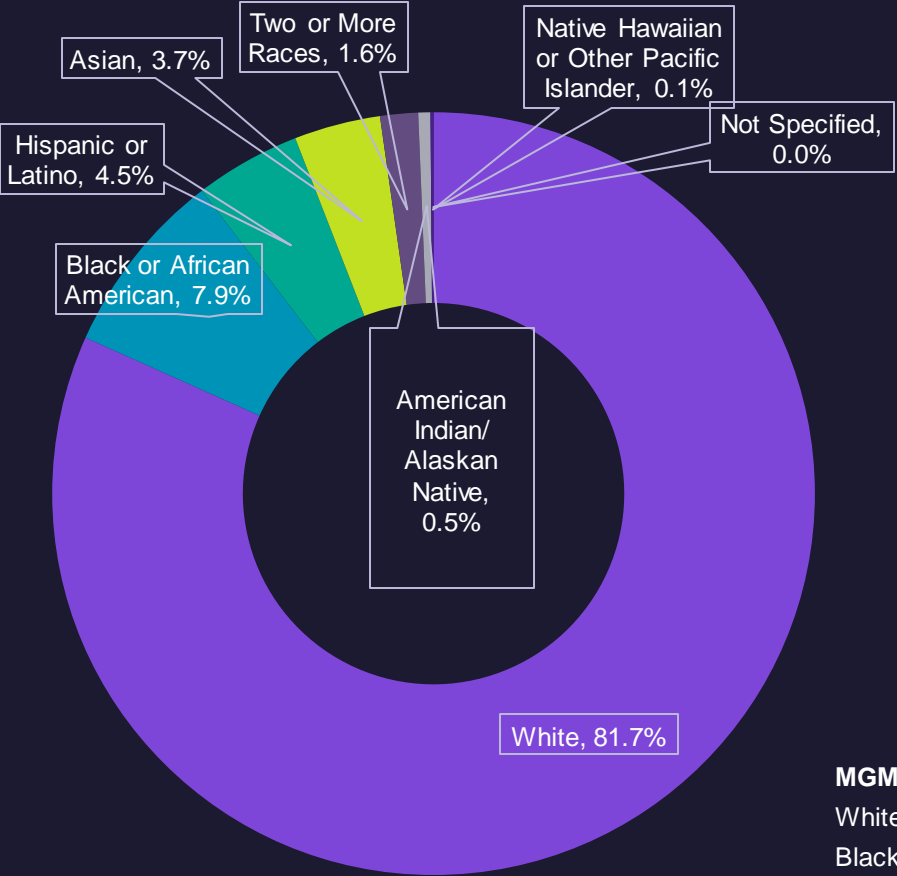


PENN ETHNIC DIVERSITY - 2022

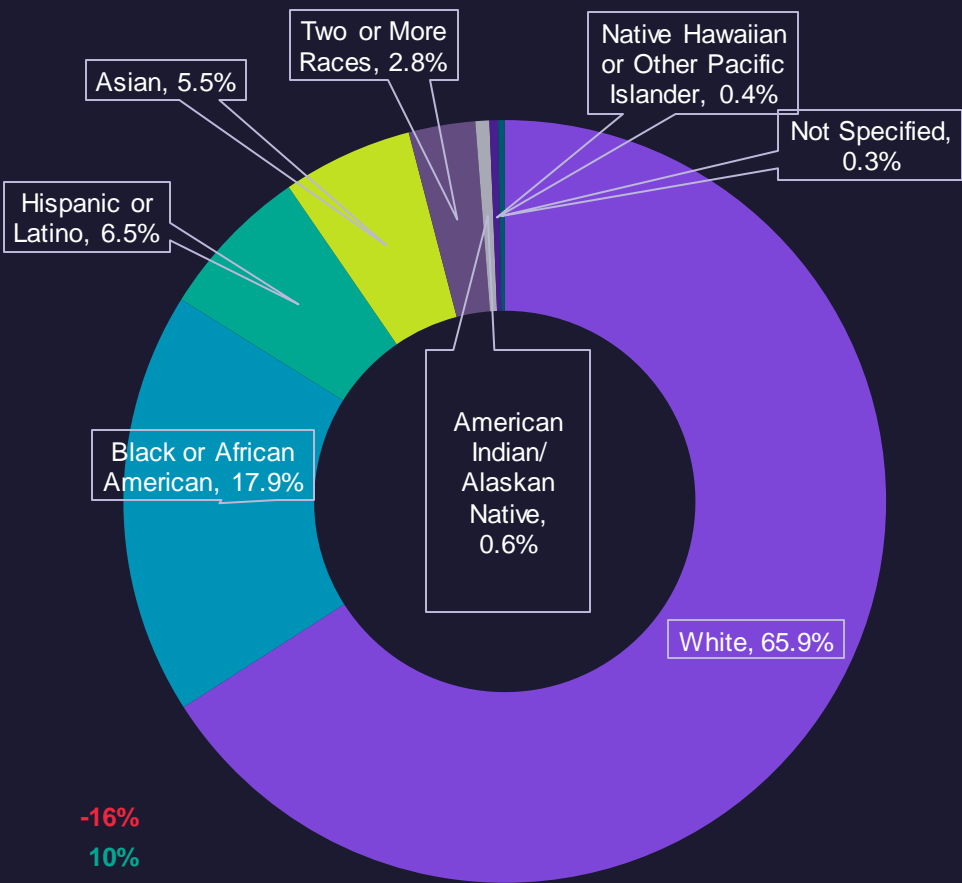


2013 vs 2022	
White	-13%
Black or African American	9%
Hispanic or Latino	2%
Asian	1%
Two or More Races	1%
American Indian/Alaskan Native	-0.2%
Native Hawaiian or Other Pacific Islander	0.2%
Not Specified	0.4%

PENN MANAGER & ABOVE - 2013



PENN MANAGER & ABOVE - 2022



MGMT Ethnicity 2013 vs 2022

White	-16%
Black or African American	10%
Hispanic or Latino	2%
Asian	2%
Two or More Races	1%
American Indian/Alaskan Native	0.1%
Native Hawaiian or Other Pacific Islander	0.2%
Not Specified	0.3%

PENN DIVERSITY PLATFORM

SCHOLARSHIP	RECRUITMENT	LEADERSHIP DEVELOPMENT	PROCUREMENT	COMMUNITY/PROPERTY ENGAGEMENT
<p>\$1M Annual PENN Diversity Scholarship Program</p> <ul style="list-style-type: none"> 58% first generation college students awarded on average 10% will be attending HBCU colleges in 2022 	<p>LEAP (Leadership Excellence at PENN)</p> <ul style="list-style-type: none"> Provides internships for diverse college students <p>HBCU Partnerships</p> <ul style="list-style-type: none"> HBCU LEAP Internships \$4M in HBCU scholarships to support STEM students & programs <p>The “PENN Way” is our commitment to always interview diverse candidates for Sr. level roles with PENN</p>	<p>Emerging Leaders Program</p> <ul style="list-style-type: none"> Provides path for diverse groups of team members to be prepared for supervisory/managerial roles <p>Cohort Program</p> <ul style="list-style-type: none"> Creates path for team members to learn other disciplines in hospitality & gaming to position themselves for new opportunities with the company. <p>Mentorship Program</p> <ul style="list-style-type: none"> Ensures partnerships for success and inclusion 	<p>Companywide supplier diversity initiative</p> <p>National Partnership opportunities for minority businesses (\$1M TITO vendor in LA)</p> <p>Corporate advisory board of NMSDC</p> <p>Regional minority procurement vendor fairs</p>	<p>PENN DEI calendar celebrates diversity & embraces inclusion</p> <p>“Days of Listening” fosters ongoing conversations about diversity</p> <p>Companywide, we support organizations within our communities that promote equality and justice</p> <p>#4 ranked company for DEI in '21 All-In Index</p> <p>Top ranked publicly traded entertainment company for diversity by Forbes</p>

LEADING THE WAY IN DIVERSITY



Forbes Magazine:

139TH out of 500 of “America’s Best Employers for Diversity,” which is the highest ranking of any publicly traded gaming company.



All-In Index:

#4 ranked gaming company for Diversity, Equity, Inclusion and Belonging. (Top ranked commercial casino operator.)



The Forum of Executive Women:

With female members comprising **44%** of our Corporate Board of Directors, we were named for the second year in a row as a “Champion of Board Diversity” by the Forum of Executive Women



Age Friendly Institute:

Certified Age Friendly Employer.

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SCHOLARSHIP

PENN DIVERSITY SCHOLARSHIP PROGRAM (2022 SNAPSHOT)

\$1,000,000 AWARDED

129

Applicants

58%

**1st Generation College
Students**

Compared to 34% national
benchmark

10%

**Attending
HBCUs**

48

**Awarded
Scholarships**

27

**Properties Across
16 States**

“

For a very long time, my family suffered from low income and limited opportunities. I have been told that people like you, or your kind, don't get to go to college, purely due to the color of my skin. This, for a time, had a major impact on my mentality and my motivation for college ... however, in spite of this, I worked harder than ever to break past and get over these hurdles. I decided that I will never lie down. I will achieve greatness.

Pablo Oropeza | The University of Notre Dame
Hollywood Casino at Kansas Speedway
PENN Team Member: Pauline Oropeza



“

I cannot squander the privileges afforded to me. I am driven to take my opportunities and do good in the world. As a future first-generation doctor, I will be one of the 10 percent of Filipinos in America who have obtained a postgraduate degree. I hope to inspire my nieces and nephew to see what is possible for their future.

Christina Ulsh | Louisiana State University
 Hollywood Casino Gulf Coast
 PENN Team Member: Orin Augustus



“

With the recent devastating current events regarding black lives matter and other racist hate crimes, I felt powerless in my ability to help. I wanted to do something more than signing petitions or donating. The movement helped me decide to be a social worker so that I can be some sort of guiding or helpful person in a family or child’s life to ease their burdens.

Ines Marco | Willamette University
 Las Vegas Corporate Office
 PENN Team Member: Margarita Marco



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RECRUITMENT

DRIVING CHANGE

STEM SCHOLARSHIP PROGRAM

We have dedicated more than \$4 million to fund STEM (Science, Technology, Engineering & Mathematics) scholarships with Historically Black Colleges and Universities, as well as create internship opportunities.



PRAIRIE VIEW
A&M UNIVERSITY



NORFOLK STATE
UNIVERSITY

We see the future in you.



SOUTHERN
UNIVERSITY SYSTEM
BATON ROUGE • NEW ORLEANS • SHREVEPORT



BOWIE
STATE UNIVERSITY
1865



FIRST INAUGURAL HBCU STEM RECIPIENT

Olamikun Asorona | Bowie State

High School: Frederick Douglas High School
Major: Computer Science at Bowie State

Also Pictured:

ERIN CHAMBERLIN

Senior Vice President, Regional Operations

JANE NGUYEN

Charles Town, VP of HR



HBCU COMMITMENT

- PENN maintains partnerships with over 35 HBCUs across the country.
- PENN has dedicated over \$4M to 6 HBCUs in regions where we operate.
- The ongoing collaboration with HBCUs facilitates career opportunities at PENN and increases diverse participation in the “Leadership Excellence at PENN Entertainment (LEAP) Program.
- LEAP provides hands-on training, mentoring, and real-world experience to new/recent college graduates.
- ¼ of all PENN LEAP interns were from HBCUs in 2022



“

What I loved most about the LEAP internship was the ability to experience each rotation. It helped me understand how each department works together towards the overall property's success. I also understand the challenges that other team members face because I've worked with them in their different departments. I am able to share my insight with my IT team to help solve their challenges.

Kayla Brooks - Central State University
LEAP Intern & Associate: Hollywood Aurora

**Kayla was recently hired in fulltime role as a Systems Support Specialist with PENN*



“

During my LEAP internship, I was surprised at how supportive everyone was of me and my aspirations. The team regularly asked me about my career goals which ultimately paved the way to my LEAP associate role within Corporate's Internal Communications team. Share your goals about where you want to be and what you want to do. This company is dedicated to helping its team members succeed.

Ja'kedrick Robinson - Prairie View A&M University Alum
LEAP Intern: Zia Park
LEAP Associate: Corporate Internal Communications



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LEADERSHIP DEVELOPMENT

DIVERSITY PIPELINES AT PENN



The PENN Emerging Leader Program (ELP) is targeted at front line team members and is designed to provide the skills and training necessary to move into supervisory roles. In 2022, 68% of all ELP participants were diverse.



The PENN Mentorship Program is designed to ensure team members, regardless of their differences, feel like they belong. Diverse team members looking for advancement are partnered with highly regarded leaders at PENN to guide and support future leaders in their journey.



The PENN Cohort Program is designed to give diverse team members the knowledge and skills to move to different disciplines within the gaming business to further their careers. PENN currently provides Cohort programs aimed at Gaming Operations, Hotel Operations and Food & Beverage Operations.

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PROCUREMENT

2022 HIGHLIGHTS

- **\$75 million** in companywide diverse spend in 2022 (11% YOY increase)
- **43%** increase in companywide diverse spend since diversity procurement program inception
- Hired a PENN Supplier Diversity Strategist
- Hosted regional diversity procurement events
- Members of the National Minority Supplier Diversity Council
- Members of the Women's Business Enterprise National Council
- Members of the National Black Chamber of Commerce
- Participated in multiple local and national MSDC events
- Participated in the US Black Chamber 2022 National Conference
- PENN minority vendor named to the NMSDC "Fast 50"
(Top Growing MBES in the Country)

WBENC

NBCC | National Black
Chamber of Commerce[®]

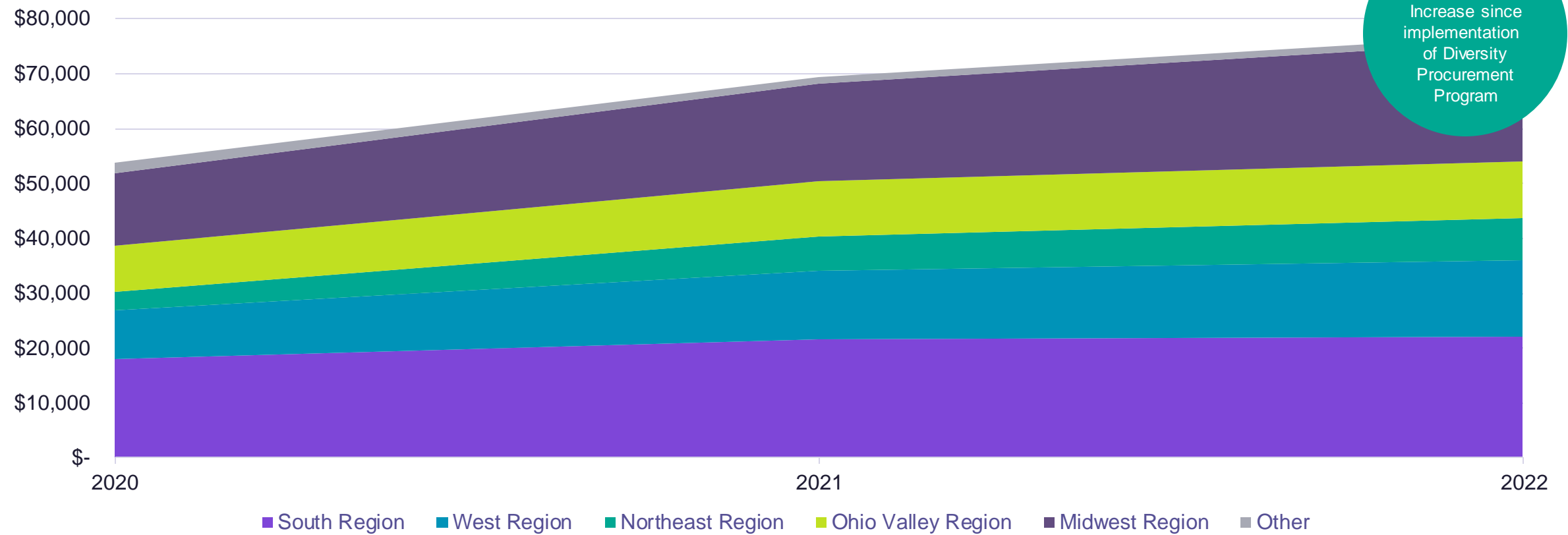


National Minority Supplier
Development Council



US BLACK CHAMBERS, INC
THE NATIONAL VOICE OF BLACK BUSINESS

COMPANYWIDE DIVERSE SPEND 2020 - 2022
(IN THOUSANDS)



43%
Increase since
implementation
of Diversity
Procurement
Program

* Diverse Spend is all spend associated with suppliers that provide a good or service that the American Gaming Association (AGA) determines to be non-excluded (see below) and is designated as a Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Veteran Business Enterprise (VBE) or a Disadvantaged Business Enterprise (DBE) in at least one of our jurisdictions.

** Diversity Qualified Spend is the total spend in goods and services minus “Exclusion Spend”, which is defined by the AGA as having a monopoly in a market or industry, is government-regulated and or is not a biddable option for the gaming industry.

*** Other includes our Corporate offices, interactive division and other operating subsidiaries or business units.

INCUBATOR PROGRAM

Launched in 2022

PENN Entertainment is committed to the growth and development of its diverse suppliers to expand their opportunities to pursue larger contracts with PENN.

Program Benefits

- Grow and strengthen business relationships between PENN and its current diverse suppliers.
- Increase opportunities for diverse firms to participate in PENN contracts on regional and national level.
- Enhance capacity of diverse firms through training and mentoring to help them further develop and become a stronger business partner for PENN.
- Expand the pool of qualified diverse suppliers who can compete for larger PENN projects.



“

We couldn't be more pleased with our relationship with PENN entertainment. What started as just an idea over karaoke in 2018, is now one of the national minority supplier development council's "Fast 50" top growing minority business enterprises. We absolutely could not have achieved this without the hard work of both the happy guest promotions and PENN teams. As a son of refugees, working with a company that proactively seeks ways to lift you up so you can fulfill the American dream is truly wonderful.

T. Trent Dang, President
Happy Guest Promotions



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ENGAGEMENT

PENN Team Member Engagement & Community Engagement

CULTURE AT PENN

Over 14,000 PENN team members were surveyed in 2022 and asked to describe the PENN culture.

1 out of 5 PENN surveyed team members, in unaided freehand responses, described the culture as “Diverse.”

Top descriptors of the PENN culture were:

- Fun
- Friendly
- Diverse
- Inclusive

2022 was the first year “Diverse” was a top 3 descriptor of the PENN culture (8% increase YOY)



PENN DIVERSITY TRAINING

In 2022 we launched the PENN Diversity training series

All PENN Level 1 & Level 2 trainings were created in-house to ensure authenticity.

- Level 1 Training
 - For all existing and newly hired team members of PENN
 - Level 1 imbeds DEI into the fabric of PENN culture starting at day one
 - 100% of PENN team members have completed Level 1 training
- Level 1 training consists of 3 individual e-course modules
 - Module 1 = Understanding Diversity, Equity, Inclusion & Belonging
 - Module 2 = Understanding Unconscious Bias
 - Module 3 = Belonging and Allyship
- Level 2 Training
 - For all leaders of people at PENN (managers & above)
 - In person 2-hour diversity workshop



TEAM MEMBER ENGAGEMENT

Across PENN, we pay homage to heritage and history to create a more inclusive culture.

- MLK Day
- Black History Month
- Women's History Month
- International Women's Day
- Celebrate Diversity Month
- National Asian American & Pacific Islander Heritage Month
- Pride Month
- National Hispanic & Latino Heritage Month
- National Native American Month





WOMEN LEADING AT PENN:

2022 Highlights

- 2022 G2E WLP Event with WLP members and Sr. Leader allies
- Ann Simmons Emotional Intelligence Training Event in coordination with Global Gaming Women
- Event was sold out throughout PENN





PENN
ENTERTAINMENT