

### **Exhibit X.B.3 Job Opportunities and Training for Unemployed MOHEGAN SUN AT THE CONCORD**

Our goal at Mohegan Sun is to create job opportunities that allow access to training, growth, promotion and development. Mohegan Sun's hiring approach is focused on interpersonal skills such as friendliness, enthusiasm and a willingness to serve others. Our opportunities are open to everyone. We believe that this approach will be beneficial as we enter into a host community with an unemployment rate of 7% as of May 2014, which exceeds the States' overall unemployment rate of 6.7%. Mohegan Sun has shown through a history of hosting career fairs that we are easily accessible to the community and accommodating in helping people find not only a job, but a career. Our strategy for hiring, training, promoting and providing for team members is outlined in detail in our answer to Exhibit X.B.1, which describes key elements of our human resources practices. This strategy governs how we create a workplace culture that helps all individuals succeed and grow. Listed below is an overview of the strategy to reach the underemployed and unemployed.

#### **Accessibility**

In order to reach demographics of high unemployment and underemployment, the first piece of our strategy is 'Accessibility'. Mohegan Sun works very hard to be visible, active and involved in the local areas it serves. Partnering with organizations such as CareerLink, community colleges, NAACP, Step by Step and many others, has resulted in outreach to those whom may not otherwise be provided with opportunities by other organizations. We have been honored in our other jurisdictions for our efforts in outreach and support, such as the award for Outstanding Support of Employees with Disabilities from the Luzerne and Wyoming Counties Employment Coalition and the reference from the Norwich Free Academy included as Attachment X.B.3.1. We have also had many testimonials from team members about the fact that our company attracts diversity because of our welcoming environment of openness, helpfulness, mutual respect and cooperation.

#### **Partnership Creation**

The second piece of our strategy is 'Relationship Building/ Partnership Creation' with organizations that can help us be even more accessible and visible to people seeking employment. In the past, we have built relationships with these types of organizations such as the Massachusetts Community College Casino Careers Training Institute, Urban League, NAACP, BEST Corp, Hispanic Chamber of Commerce, college and university career centers and Operation A.B.L.E. of Greater Boston. Ensuring our leaders are active volunteers, stewards and servants in these organizations will help create connections that encourage individuals to become a part of Mohegan Sun at the Concord. We have built relationships that create co-operative programs for vocational students to go to school and work at Mohegan Sun, therefore building their career and their résumé. We have worked with volunteer organizations that are traditionally underserved to provide our help, support and guidance. A large part of our Leadership Development program focuses on identifying a local community need and then creating a project that will serve, grow and support the philanthropic mission of that need. Our visibility and involvement in the local community will be an immediate impact in Upstate New York.

#### **Encouraging Promotions**

The third piece of our strategy is to provide a work environment that encourages promotion from within. Mohegan Sun's history as a company shows that we have accomplished this initiative. We don't require technical experience for someone to join our organization; rather we focus on interpersonal skills first and then train those individuals for success. We have countless examples of individuals coming onboard and being promoted such as a Valet Attendant who was provided education and training to become a Web Developer in Information Technology; or a Cage Cashier who moved up to Cage Supervisor and then Cage Shift Manager; or an Environmental Services Attendant who went to Table Games School and now has developed a specialty transferrable skill set. We provide the tools such as in-house training, tuition reimbursement and internship opportunities that allow our team members to pursue their career goals. In Pennsylvania for example, this strategy was extremely effective. In 2006, we opened the doors to Pennsylvania's first casino with 575 individuals with no previous casino experience. Since then, in seven short years we have promoted over 700 individuals into new positions. We trained team members for table games and supervision in table games; we trained front line team members in our Leadership Workshops to become supervisors and managers; we have had many team members pursue educational certifications, bachelor's degrees and even master's degrees utilizing our tuition reimbursement programs. Our internal promotion philosophy has allowed individuals with no previous background in gaming or a lack of formal education to develop into leadership roles with this organization. Our strategy has served the local communities where Mohegan Sun exists today. We have become one of the largest employers in the areas we serve and we hope to benefit the State of New York in the same way.