

## **AFFIRMATIVE ACTION PLAN**

### **EXHIBIT X. B.2**

The Genting Group recognizes the importance of providing equal employment opportunities to the region's population and conducting business with small businesses and minority and women-owned business enterprises (MWBE). Further, the Genting Group recognizes and has a keen understanding of and appreciation for the basis and objectives of U.S. and New York government policy with respect to encouraging the development and growth of MWBEs.

As such, the company will adopt a policy fully committing it to enter into contract agreements with small businesses including state-certified MWBEs and taking a proactive approach to providing equal employment opportunities to the region's population including minorities, veterans, and persons with disabilities, both in construction and during business operations. The policy will further direct the company to provide mechanisms and meaningful opportunities for MWBEs to participate in all phases of the development, construction, and operation of the facility. Sterling Forest Resort senior management will actively and sincerely strive to engage MWBEs at participation levels that exceed 25 percent for all goods, services, and construction jobs.

The company appreciates that its ultimate success depends in large measure on its identification and engagement with the diverse populations and business establishments that make the Hudson Valley their home. Such identification and engagement naturally requires Sterling Forest Resort to steadfastly dedicate itself to fostering the development of economic opportunities for MWBEs.

An example of the company's commitment to engaging and providing meaningful opportunities to MWBEs is detailed below. As noted in figures from Quarter 1, 2014, 33.9% of the goods and services purchased by Resorts World Casino New York City were from MWBEs:

**Table X. B.2-1 Quarter 1: 2014 MWBE Goods and Services**

<b>Resorts World Casino New York City</b>	<b>2012</b>	<b>2013</b>	<b>2014**</b>	<b>TOTAL</b>
MWBE Goods	\$776,592	\$163,023	\$3,956	\$943,572
% of Total MWBE Expenses	9.1%	3.6%	0.1%	5.8%
MWBE Services	\$7,733,347	\$4,371,767	\$3,110,844	\$15,215,958
% of Total MWBE Expenses	90.9%	96.4%	99.9%	94.2%
Total MWBE Expenses	\$8,509,939	\$4,534,790	\$3,114,801	\$16,159,530
RWNY Business Expenses*	\$33,139,726	\$39,863,766	\$9,199,927	\$82,203,419
MWBE % of Total RWNY Expenses	25.7%	11.4%	33.9%	19.7%

\*Note: include advertising and promotional fees (except for media buys); selling, general and administrative (SG&A); operating supplies; equipment repair and maintenance (R&M); and professional fees.

\*\*Note: 2014 figures are for Quarter 1 only.

It is planned and expected that the Sterling Forest Resort facility will provide significant opportunity for MWBEs and small businesses to participate in the construction of the facility as well as during operations.

Sterling Forest Resort will use the following tools and methods (among others) to achieve the established participation goal of greater than 25 percent:

#### **Vendor Identification**

The process begins by identifying potential vendors. A number of websites and online databases were used to research local- and state-certified MWBE enterprises. These included, but are not limited to, [www.esd.ny.gov/mwbe.html](http://www.esd.ny.gov/mwbe.html) (Division of Minority and Women's Business Development), [www.empire.stste.ny.us](http://www.empire.stste.ny.us) (New York State's Empire State Development), and The Orange County Chamber of

## **AFFIRMATIVE ACTION PLAN**

Commerce Minority & Women Business Resources directory (<http://www.orangeny.com/minority--women-business-resources>).

### **Advertisements and Solicitations**

Invitations to Bid will be advertised in minority/women business-focused media that target subcontracting and supplier opportunities. Publications will include the *Hudson Valley Press*, the *Times Herald-Record*, and other smaller minority-women target publications.

Additionally, Sterling Forest Resort will work with the following minority associations to engage their members and to source their products: the National Association of Minority Contractors (NAMC), the Association of Minority Enterprises of New York (AMENY), and the National Minority Supplier Development Council (NMSDC) (<http://www.nmsdc.org>).

We will encourage bidder participation in the recruitment of MWBEs through direct solicitation during subcontractor bid preparation. Bid packages will be prepared and divided in a manner that maximizes the use of MWBEs. Diversity opportunities will be ensured across all trades.

### **Job Fairs and Events**

Sterling Forest Resort intends to sponsor and conduct job fairs when and as appropriate as part of our outreach efforts. We also will host community and local government sponsored functions including but not limited to: various state agency seminars and networking events involving minority- and women-owned firms, The Blue Book GC Showcase, and the Annual Competitive Edge Conference for Minority, Women-Owned Business Enterprises.

### **Vendor Support and Assistance**

Sterling Forest Resort will offer to assist MWBEs that could be more competitive by combining resources with other similarly situated businesses in the development of joint ventures.

### **Second-Tier Subcontracting**

Many of the majority subcontractors will be using minority and women business concerns within their trades. While majority contractors may receive the initial awards for major components of the project, Sterling Forest Resort's team will work with these firms to maximize participation by MWBE subcontractors on a "second-tier" basis.

### **Record Keeping**

Once identified, MWBE firms will be pre-qualified by area of expertise, similar experience, track record, and financial capability. New information will be entered into our database, and records will be checked periodically. A completed Utilization Plan will be submitted quarterly, depicting the MWBE-owned businesses working with Sterling Forest Resort.

### **Equal Employment Opportunity Policy**

In addition to Sterling Forest Resort's full commitment to enter into contract agreements with small businesses including state-certified MWBEs, the company is committed to creating equal employment opportunities in the workforce, both during construction and ongoing operations.

The company is an equal opportunity employer and strongly supports and complies with the policies established by the State of New York with respect to covered employment matters.

The company will provide equal employment opportunity in conformance with all applicable laws and regulations to individuals who are qualified to perform job requirements. Sterling Forest Resort will provide such opportunities regardless of race, color, creed, age, national origin, alienage or citizenship status, gender (including gender identity and sexual harassment), sexual orientation, disability, arrest or conviction record, marital status, partnership status, status as a veteran, victim of domestic violence, or any other protected status.

## **AFFIRMATIVE ACTION PLAN**

We administer our personnel policies, programs, and practices in a nondiscriminatory manner in all aspects of the employment relationship including compensation, benefits, recruitment, placement, promotion, training, transfer, retention, hiring, work assignment, termination, wage and salary administration, and selection for training.

Our managers and supervisors are held accountable and responsible for implementing and administering this policy, for maintaining a work environment free from unlawful discrimination, and for promptly identifying and resolving any problems arising out of our equal employment opportunity policy.

In addition to providing equal employment opportunity, it is our continuing policy to undertake special efforts to develop and support educational programs and recruiting sources and practices that:

- Facilitate employment of minorities and women;
- Develop and offer work arrangements that help to meet the needs of a diverse workforce in balancing work and family obligations, such as through an on-site day-care center and flexible work hours and shifts;
- Establish company training and developmental efforts, practices, and programs that support diversity in the workforce and enhance the representation of minorities and women throughout its workforce;
- Foster a work environment free from sexual, racial, or other harassment;
- Make reasonable accommodations that enable qualified disabled individuals to perform the essential functions of their jobs; and
- Emphasize management responsibility in these matters at every level of our organization.

Individuals who believe they have observed or been subjected to prohibited discrimination are encouraged to immediately report the incident to their supervisors, higher management, or their designated Human Resources Department contacts.

Individuals will not be subjected to harassment, intimidation, threats, coercion, discrimination, or retaliation for opposing any unlawful act or practice, or making a complaint, assisting or participating in an investigation or any other proceeding, or otherwise exercising any of the rights protected by this policy or any federal, state, or local equal employment opportunity laws including the Vietnam Veterans' Readjustment Assistance Act of 1974 and Section 503 of the Rehabilitation Act of 1973 as amended, and any federal, state, or local laws requiring equal opportunity for disabled persons, special disabled veterans, or veterans. This prohibition that protects individuals from retaliation, intimidation, and coercion, etc., is widely communicated to all individuals who enter the company's facilities.

As part of the company's equal employment opportunity policy, Sterling Forest Resort also will take affirmative action to ensure that minority group individuals, females, disabled veterans, recently separated veterans, other protected veterans, Armed Forces service medal veterans, and qualified disabled persons are introduced into our workforce and considered for promotional opportunities. The company's commitment to creating a diverse workforce is supported by these policies.

The above-mentioned policies are periodically brought to the attention of supervisors and shall be appropriately enforced. It is the responsibility of each supervisor of the company to ensure affirmative implementation of these policies to avoid any discrimination in employment or in contract administration.

## **AFFIRMATIVE ACTION PLAN**

The Genting Group's commitment to providing equal opportunity to all individuals can be seen in the breakdown of the diverse employee population at the Resorts World Casino New York City facility:

**Table X. B.2-2 Female and Minority Male Employees**

	<b>Total</b>	<b>% of Total</b>
Female and Minority Male Employees	1,293	90.10%
Non-Minority Employees	142	9.90%
<b>Total Employees</b>	<b>1,435</b>	<b>100.00%</b>

This cumulative result is delineated below:

**Table X. B.2-3 Employees by Gender**

<b>Gender</b>	<b>Total</b>	<b>% of Total</b>
Female	686	47.80%
Male	749	52.20%
<b>Total</b>	<b>1,435</b>	<b>100.00%</b>

Additionally, the chart below shows a diverse employee population at the existing New York facility, with 83.62% of the employees being of non-white race.

**Table X. B.2-4 Employees by Race/ Ethnicity**

<b>Race</b>	<b>Total</b>	<b>% of Total</b>
Native	27	1.88%
Asian	293	20.42%
Black or African American	478	33.31%
Hawaiian or Pacific Islander	19	1.32%
Hispanic	310	21.60%
Two or More Races	73	5.09%
White	235	16.38%
<b>Total</b>	<b>1,435</b>	<b>100.00%</b>

The company expects to see similar employee demographics at the Sterling Forest Resort.