CONFIDENTIAL. *Refer to the accompanying redacted copy and FOIL Statement of Necessity.*

SUBMIT EVALWORK4.AVENIR.MWBE

The Applicant's and, as applicable, the Operator's, specific goals for the utilization of minorities, women and service-disabled veterans on construction jobs and an overall workforce diversity framework. It is expected that such goals meet or exceed New York State's 30 percent utilization goal of Minority and Women-Owned Business Enterprise contracts. The specifics of such goals and framework will be evaluated in the Diversity Framework section.

RESPONSE

The Avenir Will Be an Opportunity for All

The Avenir is deeply committed to fostering a diverse, safe, and equitable business practice, both internally and externally, in our developments and operations.

Subject to complying with applicable federal and state laws, the specific goals during construction are as follows: [redacted]

See the chart below and EvalWork4.Avenir.Appendix A for reference.

[redacted]

OVERALL WORKFORCE DIVERSITY FRAMEWORK

As noted in our response to EvalDiv10.AVENIR.Recruitment:

In all of Rush Street Gaming's destination casinos, the employee composition reflects the culture and diversity of each host community. It is anticipated that The Avenir's merit-based hiring procedures will produce gender, racial and service disabled-veteran composition as other large-scale hospitality and entertainment venues in Manhattan with some small adjustments reflecting the demographics of the nearby areas.

[redacted]

Subject to complying with applicable federal and state laws, It is our aspirational goal that supervisory and above roles will reflect the same diversity as the entire Avenir workforce.

Strategies to provide employment opportunities to the local population include:

- Partner with local workforce development organizations to broaden the pool of applicants in many ways including posting regularly to their online jobs boards, attending career fairs, and committing to hiring a number of employees through these partnerships. In the past, we have worked with Workforce One, Helmets to Hardhats, Non-traditional Employment for Women (NEW), Pathways to Apprenticeships, and others;
- Support working parents with flexible childcare options;
- Provide on-the-job training, mentorship opportunities, professional development, and tuition;
- Reimbursement programs to support employees on their career paths as they grow within the organization and give them the tools to be successful. Please see EvalWork2.AVENIR.JobOpportunities for more information about our on-the-job training, external training and mentoring programs that employees from all walks of life will benefit from. This response also covers how employees are made aware of these opportunities; and
- Disseminate job postings, including company job boards, website postings, social media platforms, referrals, partnerships with local colleges and training centers, and partnerships with local and diverse organizations, particularly those that support unemployed and/or low-income residents (see EvalDiv10.AVENIR.Recruitment and EvalWork5.AVENIR.WorkforceTraining for more details and for more information on how we will prepare, provide the skills to and recruit from the local population, particularly among the unemployed and underemployed).

Please see EvalWork7.AVENIR.WorkforceDevelopment for how we will establish transparent career paths and provide resources to employees of all walks of life. This section also details our plans for tuition scholarships for employees and family members.