FIFTY YEARS FORWARD

SOCIAL RESPONSIBILITY REPORT

Hard Rock

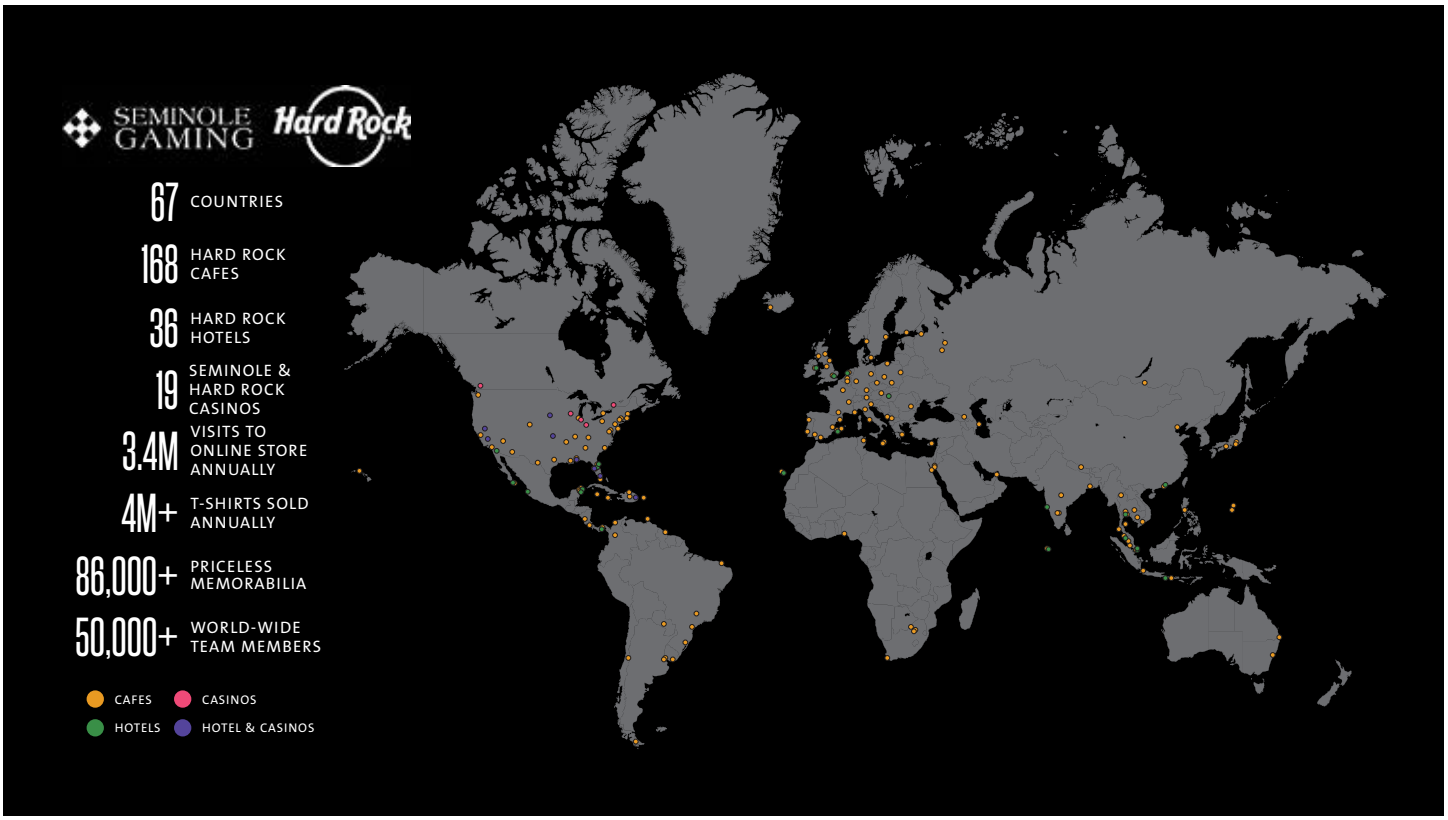
SEMINOLE Hard Rock SUPPORT SERVICES

SEMINOLE GAMING



The Seminole Tribe of Florida's acquisition of Hard Rock International in March 2007 – the first transaction of its kind by a Native American tribe – fused its unconquered vision to drive unparalleled service across cafes, hotels and casinos in pursuit of an unlimited future for Hard Rock, one of the world's fastest growing and best regarded consumer brands. Social purpose has propelled Hard Rock since 1971, when it was founded on the mottos **Love All-Serve All, All Is One, Save The Planet, and Take Time To Be Kind**.

We work to improve lives, help communities and sustain the earth, infusing the power of music into all we do. Ever since Hard Rock's founding, we have planted roots and thrived wherever we operate. Trust from the communities we serve is based on the substance of our actions, which we must grow and sustain every day.



FOUNDATION TO GROW

This social responsibility report tells the story of our mottos, which have shaped our first 50 years and will be our foundation for the future. Using the framework of the **United Nations Sustainable Development Goals,** this report frames our actions based on goals, measures and progress, and plans for the future. Our approach to different program areas, including Diversity Equity & Inclusion, responsible gambling and sustainability began with informal materiality analyses and assessments of current practices. In some areas we have defined concrete objectives and targets, while others are still a work in progress. This foundational work will help us benchmark, evaluate and plan future direction.



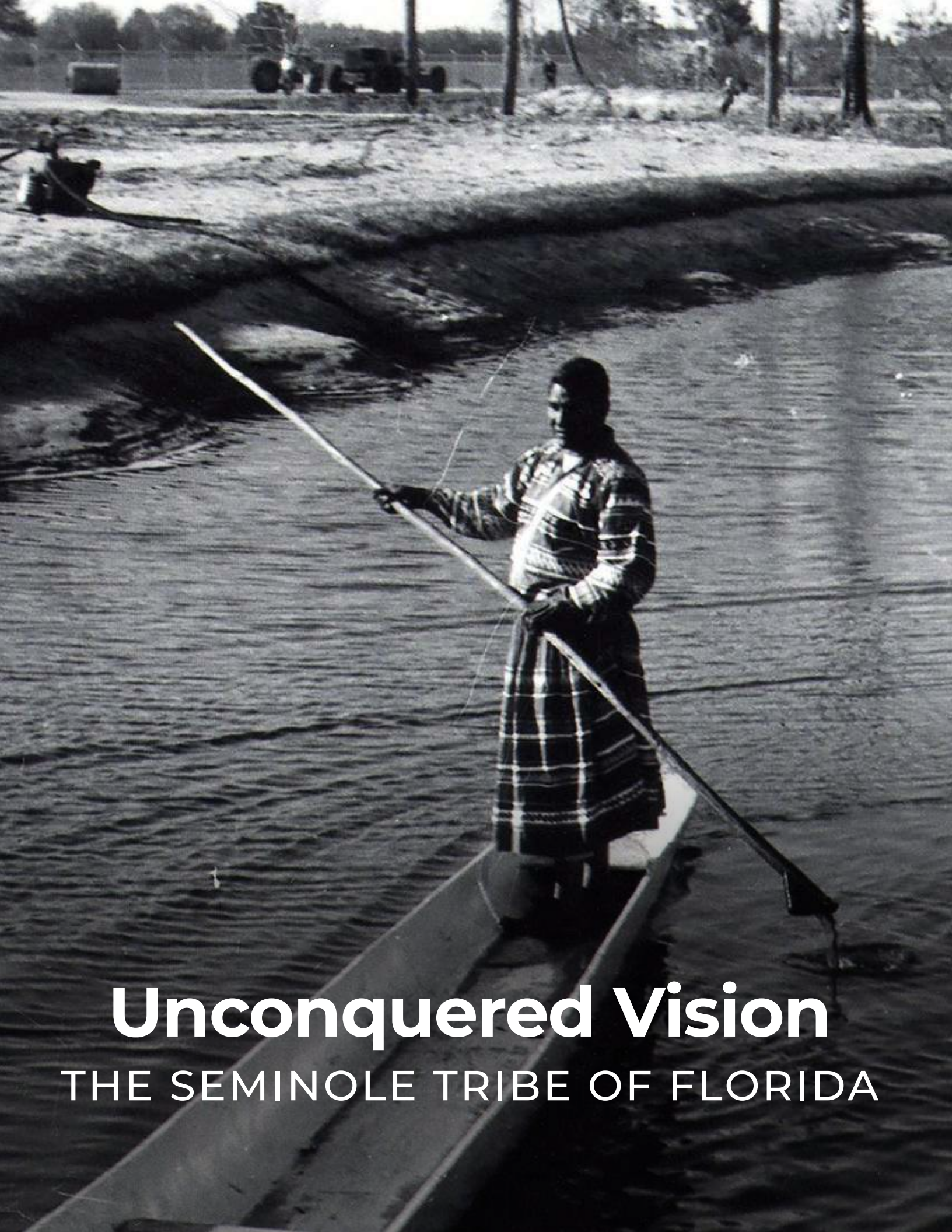


The Sustainable Development Goals (SDGs) are the United Nations' call for action to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs while tackling climate change and environmental protection.

Seminole Gaming and Hard Rock actions map to 8 goals and related indicators to measure and report contributions to the SDGs.



	COMMUNITY IMPACT	TEAM MEMBERS & CULTURE	UNCONQUERED VISION	SOCIAL SAFEGUARDS	SUSTAINABILITY
PURPOSE	Enhance communities	Building social equity	Grow sovereign paths to Tribal prosperity and well-being	Safeguarding the people we serve	Sustaining natural and human environments
PRIORITY	Philanthropic giving Health and well-being	Diversity Equity & Inclusion (DE&I)	Economic sustainability Health and well-being	Responsible gambling Anti-human trafficking	Improving practices: waste, water, energy, biodiversity
PROGRESS	Sustained support for priority causes Protecting guests and supporting Team Members during COVID-19	DE&I people, culture and community Women In Leadership Tribal Career Development	Tribal economic development	Training and culture building Public and guest education	Data and analyses Goals and plans Culture
UNSDG	2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 10 REDUCED INEQUALITIES	5 GENDER EQUALITY 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY	



Unconquered Vision

THE SEMINOLE TRIBE OF FLORIDA

Building on its rich heritage of courageous and groundbreaking achievements, the Seminole Tribe of Florida acquired Hard Rock International in 2007 and continues to expand its horizon across all corners of the globe. In Florida, The Seminole Tribe owns and operates two Seminole Hard Rock Hotels & Casinos (Hollywood and Tampa), and four other Seminole Casinos in Coconut Creek, Classic (Hollywood), Immokalee, and on the Brighton Seminole Reservation northwest of Lake Okeechobee.

The Seminole Tribe's history is one of perseverance and independence. As a sovereign government and community, its people continue many long-standing traditions and cultural practices, while adapting to changing social and business realities. But always, they remain the Unconquered Seminole Tribe of Florida.

Long recognized for innovation in its gaming and other businesses, the Seminole Tribe opened the first high-stakes bingo hall and casino in the United States. As the forerunner of the Indian Gaming movement across North America, its legal victories paved the way for the $39 Billion Native American Gaming industry.

HERE IS A BRIEF HISTORY OF THE TRIBE'S BUSINESS GROWTH:

1979

The Seminole Tribe of Florida pioneered Indian Gaming with the opening of a high-stakes bingo hall on the Hollywood Seminole Reservation.

1988

Following a series of court challenges, the Seminoles and other Indian Tribes won the right to offer gaming, leading to the establishment of the Indian Gaming Regulatory Act, passed by Congress and signed into law.

1980s-2000s

The Seminole Tribe expanded its gaming operations throughout Florida. In 2004, its Tampa casino was transformed into the Seminole Hard Rock Hotel & Casino Tampa, and the Seminole Hard Rock Hotel & Casino Hollywood was opened. The original high stakes bingo hall is now the Seminole Classic Casino.

2007

The first Gaming Compact between the Seminole Tribe and the State of Florida is signed into law, after 20 years of work to reach an agreement. The compact expanded economic opportunity, tourism, and recreation and bolstered the fiscal success of the State of Florida.

ECONOMIC DEVELOPMENT

The businesses owned by the Seminole Tribe are founded on improving life for its people, which includes the social impact of expanded and diversified indigenous-owned businesses.

As Hard Rock and Seminole Gaming expand, our growth contributes to the wealth of communities worldwide. Since 2018, we have added over **15,000 jobs to communities hosting new hotels, casinos and casino-hotels around the world.** Recent casino developments include: Bristol, Virginia, Atlantic City, Cincinnati, Northern Indiana, Sacramento, Rockford, Illinois, and Ottawa, Ontario. Recently added hotels (franchised and managed) in Asia and Europe include: Budapest Hungary, Desaru Coast Malaysia, Maldives, Dalian China, Shenzhen China, London UK, Dublin Ireland, Amsterdam Netherlands, Marbella Spain, and Madrid Spain. Hotels in the USA include: Daytona Beach, Atlanta (Reverb by Hard Rock). Other properties can also be found in Guadalajara and Los Cabos in Mexico. New developments are underway in Bakersfield California, a casino-hotel joint venture with the Tejon Indian Tribe of California, an integrated casino resort in Athens Greece, and three hotels in Brazil: Ilha do Sol, Fortaleza, and Sao Paulo.

	PROSPERITY
GOALS	Empower and promote the social, economic and political inclusion of the Seminole Tribe of Florida
MEASURES & PROGRESS	• Since 2011, an average of 29.5% of Seminole Gaming's annual purchases come from Tribal-owned or affiliated vendors • The value of goods and services purchased annually have grown from Tribal-owned or affiliated vendors
PLANS	Ongoing efforts to expand and deepen procurement opportunities for Tribal owned and affiliated vendors
UNSDG	



Community Impact

The Seminole Tribe of Florida's perspectives and history shape how we serve our communities. Wherever we operate, Hard Rock and Seminole Gaming invest locally, nationally and globally across causes that matter most to our 250+ locations.
We also actively support our Team Members and their families.

Year after year, we champion common priorities, including: **hunger relief, cancer prevention, diversity equity & inclusion, human trafficking prevention, children's hospice care, socioeconomic conditions and inspiring people's connection to music.**





CORPORATE GIVING

PINKTOBER:

$11 Million+ raised for breast cancer research and education over 20 years through a global network of partners. In 2022, Hard Rock teamed up with world-renowned French Chef and breast cancer survivor, Dominique Crenn, the only female chef in the United States to earn three Michelin Stars for her restaurant Atelier Crenn, in San Francisco, California.

In partnership with Crenn, Hard Rock created a limited-time menu item available at Hard Rock Cafes around the world, with a portion of proceeds donated to local charities.

Hard Rock raises funds every October by offering coveted limited-edition, pink-themed merchandise including the PINKTOBER Ribbon pin and other items, with all proceeds benefiting awareness and research efforts of national and local cancer charities.



SIGNATURE SERIES

Signature series t-shirt line has raised millions of dollars for charities worldwide

Hard Rock's Signature Series features the work of noted artists and performers while contributing to global and humanitarian causes. Each artist designates a charity of their choice and a portion of the funds raised from T-shirt sales goes directly to the charity.

SERIES	YEAR	ARTIST	BENEFITTING
1	1990	Peter Max	ECO (Earth Communications Office)
2	1991	John Lennon	The Spirit Foundation
3	1991	Stevie Nicks	Special Olympics
4	1991	Queen	Phoenix Mercury Foundation
5	1991	Megadeth	ECO (Earth Communications Office)
6	1992	Elton John	Elton John AIDS Foundation
7	1993	John Mellencamp	Nordoff-Robbins Music Therapy Foundation
8	1993	Jerry Garcia	Riverkeeper
9	1994	Don Henley	Isis Fund/Walden Woods Project
10	1994	Aerosmith	Boston Children's Hospital
11	1995	Michael Stipe (REM)	Artists for a New South Africa
12	1995	Sting	Elton John AIDS Foundation
13	1996	Garry Trudeau	World Hunger Year
14	1997	Peter Gabriel	Witness
15 & 16	2000	Carlos Santana	Hard Rock Cafe Foundation
17	2001	Creed	With Arms Wide Open Foundation
18	2001	Matchbox Twenty	Matchbox Twenty Foundation
19	2002	Elvis Presley	Elvis Presley Charitable Foundation
20	2004	Eric Clapton	Crossroads Centre Antiqua
21	2005	Bruce Springsteen	World Hunger Year
22	2006	Ozzy Osbourne	The Sharon Osbourne Colon Cancer Program at Cedar-Sinai Medical Center
23	2007	Shakira	Fundación Pies Descalzos
24	2007	Green Day	Instant Karma: The Amnesty International Campaign to save Darfur
25	2008	BONO	The Wildlife Conservation Society's Conservation Cotton Initiative
26	2009	Jon Bon Jovi	Philadelphia Soul Charitable Foundation
27	2010	The Who	City of Hope
28	2011	Ringo Star	Make-A-Wish Foundation
29	2012	Jimi Hendrix	Fender Music Foundation and the Jimi Hendrix Park Foundation
30	2013	U2	Amnesty International
31	2013	Linkin Park	Music for Relief
32	2014	KISS	City of Hope
33	2015	Imagine Dragons	The Tyler Robinson Foundation
34	2016	Bob Marley	City of Hope
35	2017	Pitbull	SLAM Foundation
36	2018	Bruce Springsteen	WhyHunger
37	2021	John Lennon	WhyHunger



FIGHT AGAINST HUNGER:

$6.8 million raised in partnership with WhyHunger for over a decade to combat global hunger and poverty, providing 9.8 million meals to 120,600 children and their families in 50 countries. Annual global campaigns feature limited edition merchandise, food drives and live music to help fight childhood hunger and poverty worldwide.

Our 2020 PLAY ON benefit fused WhyHunger's food justice mission with the racial and social justice purpose of the NAACP Legal Defense & Educational Fund, Inc. A star-studded lineup of performances streamed coast to coast during the pandemic from iconic music venues.

Hard Rock Cafes raised funds through "Family Bundles" to support No Kid Hungry, a campaign to end childhood hunger in America, providing 250,000 meals to children during COVID-19.



	ENHANCE COMMUNITIES	HEALTH & WELL-BEING
GOALS	Reduce hunger and poverty rates globally	Improve treatments, prevention and early intervention to reduce mortality rates from breast cancer
MEASURES & PROGRESS	9.8 million meals to 120,600 children and their families in 31 countries $6.8 million raised through global campaigns	$10 million+ raised for breast cancer research and education over 20 years
PLANS	Sustain efforts to reduce hunger through partnerships with musical artists	Grow annual reach of Pinktober campaign
UNSDG		

Featured Partner

2021 HONORING 50TH ANNIVERSARY OF JOHN LENNON'S "IMAGINE" TO COMBAT WORLD HUNGER

To combat global hunger and poverty by continuing our partnership with global non-profit WhyHunger and activist-artist Yoko Ono Lennon, Hard Rock launched the "Imagine There's No Hunger" collection of merchandise.

Hard Rock will donate 30% of proceeds from sales, contributing a minimum $450,000 to support WhyHunger and its mission to end worldwide hunger and poverty.

For decades, Hard Rock has collaborated with world-renowned musicians and bands to bring imaginative designs to limited-edition merchandise sold at Hard Rock properties worldwide. A portion of the retail sales price is directed to the artist's preferred charity.

The 37th Signature Series merchandise collection marks the 50th anniversary of the opening of Hard Rock's first cafe in London, UK, and the release of John Lennon's song "Imagine".

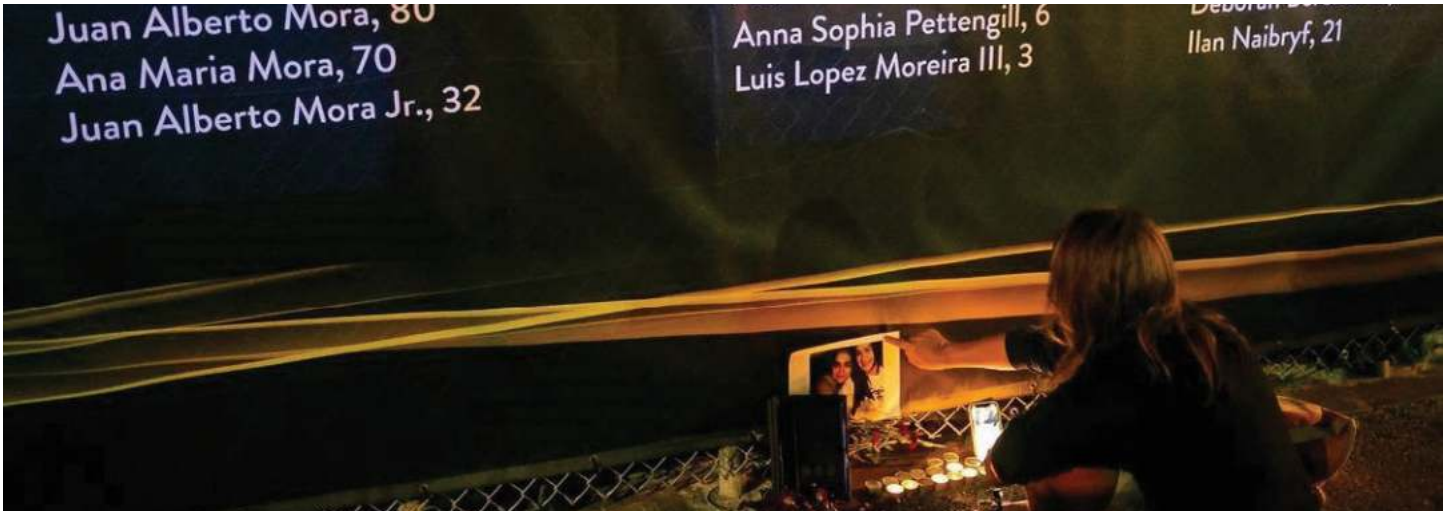
Past Signature Series and Artist Spotlight programs have included Bruce Springsteen, Pitbull, Rihanna, Imagine Dragons, U2, KISS, Eric Clapton, The Who, Jon Bon Jovi, Linkin Park, Shakira and Ringo Starr raising millions of dollars for charitable causes worldwide.

"Fifty years ago, my late husband John Lennon released the song 'Imagine' with the hope of inspiring a world at peace and free from hunger. Despite the challenges we face today, his impact and vision shine brighter than ever as we work to create a better, hunger-free world for families worldwide with WhyHunger and Hard Rock International." – Yoko Ono Lennon

DISASTER RELIEF:

$2 million of healing has been extended to countries and local communities experiencing a range of crises and disasters since 2016.

After the tragic collapse of Champlain Towers South in Surfside, Florida, Hard Rock and Seminole Gaming took immediate action with a multi-dimensional support program to provide relief for those affected. A donation of over $260,000 went to the Support Surfside Fund, and daily dinners were delivered to Miami-Dade Fire Rescue Teams by the Hard Rock Cafe Miami.



The spirit of supporting the local communities where we operate led to immediate donations to charities helping people devastated by Hurricane Ian. Team Members from three property locations directly affected donated $200,000 to support recovery and relief efforts.





At the Shawn Carter Foundation Gala Weekend, celebrities raised over $6 million with a high-stakes blackjack game and a performance by Grammy award-winner Alicia Keys. The Shawn Carter Foundation is a charitable organization that provides guidance and scholarships to students in need.

HARD ROCK HEALS:

$1.8 million+ invested to support music-based programs and partnerships around the world.

“LIVE FROM MY DEN” SHOWCASE OF MUSICAL ARTISTS AND THEIR CAUSES

Partnering with Variety, the entertainment news source, we filmed “Live From My Den,” a weekly digital series to showcase musical artists’ intimate live performances at iconic Hard Rock locations across the country. Each episode of *Live from My Den* highlights a local charity organization important to the artist, to be promoted via donation links and targeted messaging. Many causes touched people affected by poverty, and Hard Rock supported promotional efforts, including donations of gift cards and meals to agencies in need.

CORPORATE SPONSORSHIPS: $2.1 million from 2018-21 across a range of organizations.

- Action Against Hunger
- Clean The World
- Earth Hour-World Wildlife Foundation
- Mercury Phoenix Trust
- American Red Cross
- Grammy Museum
- OnePulse
- Kristen Ann Car Fund
- Musicianship Masterclasses
- Tyler Robinson Foundation
- Caron Keating Foundation
- American Cancer Society
- Musicians on Call
- No Kid Hungry/Share Our Strength
- Little Kids Rock
- Coral Gables Community Foundation



LOCAL GIVING

Our fans know us best from their favorite cities, the places they visit and where they live, so we help every community where we operate. Whether it is collecting for food banks and toy drives, gathering supplies for disaster relief, improving local biodiversity or championing 2SLGBTQ+ communities – our Team Members work to build a world where ALL IS ONE.

$9 million raised locally by Seminole Gaming casinos, and Hard Rock casinos, hotels, and cafes.

Hard Rock donated $100,000 to **The Elton John AIDS Foundation**, coinciding with the conclusion of Hard Rock International's 50th anniversary and the 50th anniversary of Elton's Madman Across the Water album.



Pride in London - Hard Rock International was a PROUD sponsor of the Pride in London Parade commemorating the parade's 50th anniversary, joining with original marchers from 1972. The Hard Rock Hotel London team kicked off the event with Team Members receiving make-up from Netflix Glow Up drag artist, James Mac, in the Rainbow Room. Pride's Got Talent finalists provided entertainment, with up-and-coming LGBTQ+ musical artists celebrating alongside top drag queens and community influencers. Hard Rock Cafe London and Hard Rock Cafe Piccadilly were along the parade route, so Team Members could join the cheering crowds.



CULTURE CLUB

At each Hard Rock cafe, hotel and casino, volunteer action is led by a Culture Club. Team Members activate our mottos locally, focusing on community level philanthropy and Save The Planet initiatives, along with organizing athletics and fitness activities.

Whether they are celebrating Team Member Appreciation Days, organizing Run Clubs or Yoga, leading a Toy Drive or Holiday Food Drive or cleaning up beaches, Culture Clubs provide the channels for local engagement.

Investing in our people is ongoing work. As we continue to grow our businesses around the world, we value external acknowledgement for progress we make as an employer in priority areas.

















Team Members & Culture



HARD ROCK INTERNATIONAL & SEMINOLE GAMING **TEAM MEMBERS**

50,000+ worldwide across:

Managed and franchise casinos and hotels

Managed and franchise cafes

Hard Rock Digital

DIVERSITY EQUITY & INCLUSION

Fifty years after our founding, Seminole Hard Rock continues our tradition of inclusion with the Office of Diversity Equity & Inclusion, which works to integrate our mottos into daily business operations and critical business decisions. These efforts are important in achieving our company aspirations to be the employer of choice for diverse talent, to cultivate a culture of inclusion, and to be recognized for equitable and responsible practices within the industry.

Diversity is a recognition of differences while leveraging those differences to produce stellar results. **Equity** is a process of seeking fairness through deliberate and intentional actions. **Inclusion** occurs when everyone feels they have the freedom and comfort to express their thoughts, ideas and opinions in a safe, trusting and open environment.



Inclusion means not feeling left out. That I have a chance just like any other person to succeed in this company

Prince Logan, General Manager Hard Rock Cafe Miami, Executive Committee Member

To address the needs of all Team Members – including Native Americans, women, the 2SLGBTQ+ community, people of color (BIPOC), people with disabilities and veterans – we work to build equitable policies, programs and practices based on a framework of people, culture and stakeholders.

	BUILDING SOCIAL EQUITY		
GOALS	**PEOPLE:** Be the employer of choice for diverse talent	**CULTURE:** Cultivate inclusion at work where Team Members feel safe and sound and where differences are sought and leveraged	**STAKEHOLDERS:** Be known and respected for equitable and socially responsible practices
MEASURES & PROGRESS	30% of Team Member participation in unconscious bias training, with increasing aiming points set annually Revise current procedures and develop new policies and practices to be more equitable and inclusive Institute workforce dashboards to track and report results	Encourage 3% of all Team Members to join a Team Member Resource Group Launch eight (8) Team Member Resource Groups across the company	Develop quantifiable measures for community impact and vendor participation Define the diversity value proposition within the communities we serve
PLANS	Foster inclusive leadership and mentoring behaviors through education and training Deliver leadership development and advancement initiatives, including Tribal Career Development and Women in Leadership programs Institute Diverse Talent Action Plans to be used by all business leaders to attract, develop and retain diverse talent	Leverage affinity groups to increase Team Member participation in DEI-themed conversations Deliver continuing education programs to foster inclusive leadership Launch Diversity Councils at property locations as an extension of the Office of Diversity, Equity and Inclusion to ensure integration of DE&I initiatives at the property level	Demonstrate positive social and economic impact within our markets by building strong community partnerships Advance participation of diverse vendors, including women, minorities, individuals with disabilities and veterans within our value chain Invest in community sponsorship opportunities
UNSDG			

WOMEN IN LEADERSHIP

Since 2017, the Seminole & Hard Rock Women in Leadership program has been working to increase women's representation within leadership roles. Founders Tracy Bradford and Meaghan Ryan have advanced education, mentorship, and networking opportunities for women throughout the enterprise.

Through tailored programs, women in director and vice president roles have risen from to 32 percent and 27 percent respectively, both of which are above the industry standard of 22 percent.



Tracy Bradford

President

Seminole Hard Rock

Support Services



Meaghan Ryan

Vice President

Talent &

Team Member Relations



“Women in Leadership provides an unique opportunity to participate in the evolution of your peers, while at the same time evolving and learning from them. Women in Leadership has inspired me over the last three years to continue my growth and leadership journey, and has provided me with invaluable relationships.”

Candice Pinares-Baez, Vice President of Legal Affairs, Hard Rock International



“The mentorship of the program has helped me connect with other women and let me share experiences. Connecting with a mentor helps me see various viewpoints across the company, beyond just my department. I have gained valuable allies that will stand the test of time.”

MarShawn Soares, Supervisor – Aviation Operations, Seminole Hard Rock Support Services

“ROCKIN’ WOMEN WORLDWIDE” TO HONOR INTERNATIONAL WOMEN’S MONTH

Participating Hard Rock properties honor International Women’s Month every March by generating charitable donations while presenting virtual, livestreamed concerts to showcase local women artists. By pairing these events with iconic memorabilia from Rock & Roll legends such as Lady Gaga, Beyoncé, Aretha Franklin and Geri Halliwell, these cafes motivate guests to “Turn It Up” by rounding up their bill totals to donate to each cafe’s charity of choice.





TRIBAL CAREER DEVELOPMENT

Seminole Tribal Members are invited to participate in a Tribal Career Development (TCD) Program designed to build business skills, develop leadership capabilities, and give Tribal Members access to senior leaders. The aim is to increase tribal representation at all levels of the organization and provide the tools necessary for upward mobility.

Based on the concept that everyone can be a leader, Tribal Team Members (TTMs) are able to pursue a career path on three tracks: Career Track, Expert Track, and Emerging Leader Track, along with the option for an Introductory Track for those who are new to the workforce.

Each track offers a performance management system, rewards for completion, and a robust alumni network to continue learning and connections beyond program completion. This flagship leadership development program provides career growth for Tribal Team Members at all stages of their progress, from entry level to advanced leader.

All Tribal Team Members graduate from the program with extensive learning gained through modules that include Managing Difficult Conversations, Negotiations, Presentation Skills, Cultural Awareness and Impact. Every segment is designed to increase self- awareness, emotional intelligence, and build on the skills that will elevate careers to the next level. By customizing their journey, supported by a dedicated TCD Team, participants are better able to realize long-term professional goals.



“I believe I can take the skillset I have gained from my training and apply it to any position in any industry.”

Brenna Walton, Social Media Specialist and Tribal Team Member



“The support and comradery from this experience continues to push me into the service of others and to my people of the Seminole Tribe of Florida.”

Edward Aguilar, General Manager, Seminole Classic Casino and Tribal Career Development Graduate

“Everyone in the warehouse, to the collections and design teams, all are enthusiastic about helping me understand both the complete picture and day-to-day operations.”

Kashane Tiger, Memorabilia Warehouse Specialist and Tribal Team Member

TEAM MEMBER RESOURCE GROUPS



TMRGs foster a sense of belonging and inclusion that can spark innovation, accelerate employee development and align to each of these five pillars:

Cultural Awareness: Educating and raising awareness of different cultures within the workplace, encouraging a more **open and welcoming environment**

Community Outreach & Engagement: Investing in philanthropic endeavors that provide opportunities **to give back** to the communities in which we live and work

Professional Development: Providing employees with opportunities and experiences to **foster career growth** through training, mentoring opportunities, workshops, and seminars

Business Impact: Cultivating **diversity as a business strength**, through our talented people, a diverse supplier base, and a partner network of diverse businesses and professional associations

Recruiting: Supporting talent acquisition strategy and reputation as an inclusive work environment in order to **source, attract, and recruit** diverse candidates





we are | CARING CAREGIVERS

"The TMRGs provide support to a diverse group of Team Members, which promotes more inclusive practices throughout our organization. They created a safe place, where I feel I can share how different issues affect me, personally and professionally."

Shannon Semenuk, CARING TMRG Officer



we are | R.E.A.C.H. PEOPLE WITH DISABILITIES

"My Team Member Resources Group is the hub where I can share and learn about topics that matter to me as a mother of a child with a disability. I can express myself without judgment because the group shares similar life experiences and struggles that I do. Joining the monthly calls allows me to expand my network and share ideas that can go across other Hard Rock properties."

Joan Garcia, R.E.A.C.H. TMRG Officer



we are | P.U.L.S.E. LGBTQ+

"Since joining the P.U.L.S.E. TMRG, I have extended this resource not only to team members at my property, but to team members enterprise-wide. Knowing that we can provide a comfortable place for hard conversations, we are giving team members the support that can let them be true to themselves, and to educate allies. It has been simply awe-inspiring. When I accepted this position, I hoped to make a positive difference for some in my home area, but I never expected that I would make such a difference to so many in the LGBTQ+ community on such a large scale. Since joining the P.U.L.S.E. TMRG, I feel like I am contributing positively and affecting so many employees, their families, and their communities."

Christina Sanner, P.U.L.S.E. TMRG Officer



we are | VIBE BLACK & AFRICAN AMERICAN

"The TMRG Team is a group of diverse professionals that make a company, community and world great. I have gained a lot of new friends and connected with people who look towards the future as we discuss past, present and future topics that affect our brand. The discussions we have make it easier to interact with Team Members and our guests."

Horatio Johnson III, V.I.B.E. TMRG Officer

DISADVANTAGED BUSINESS ENTERPRISE

We partner to support local Disadvantaged Business Enterprise (DBE), and to help them grow knowledge and expertise, while further developing products and services. These enterprises include Minority Business Enterprise, Women Business Enterprise, Veteran Business Enterprise, and Disabled Business Enterprise.

Spending $26 million, we meet or exceed procurement targets for set regulatory bodies in jurisdictions where we operate. We immerse ourselves in each community's culture, values, and priorities by exploring local restaurants, shops, museums and other venues. By collaborating and incorporating diverse voices, ideas, and information into our purchasing decisions we have expanded DBE purchases across a wide range of products and services:

- Bakery and Pastry
- Billboards
- Building Cleaning/Carpet Install
- Building Maintenance & Roofing
- Contract Labor
- Custom Millwork
- Deli Meats & Cheese Purveyors
- Electrical Services
- Entertainment, Bands, DJ's
- Equipment Supplies & Rentals
- Fresh Beef, Pork & Chicken
- Fresh Flowers/Plants
- Fresh Produce
- Fresh Seafood
- HVAC
- Landscaping Services
- Laundry Services
- Liquor/Wine/Beer
- Local Media
- Locksmith Services
- Painting and Plumbing Supplies
- Promotional Items
- Safety & Fire Prevention Services
- Seafood
- Signs & Printing
- Upholstery Services

DISADVANTAGED BUSINESS ENTERPRISES	$26 MILLION
Women Owned Enterprise	$11.6 million
Minority Owned Enterprise	$14.2 million
Veteran Owned Enterprise	$212,000



Environmental Sustainability

Hard Rock and Seminole Gaming are growing efforts to sustainably address waste, energy and water by driving operational **improvements, engaging non-profit partners, and pursuing best practice collaborations with vendors.**

To build corporate plans and goals, a benchmarking study and internal materiality analyses related to key sustainability areas across our operations was undertaken. Referencing the United Nations Sustainable Development Goals, we developed a framework that includes policies and practices to help guide standardization. These steps included:



- Collecting a data inventory on practices undertaken across cafe, hotel, and casino properties to inform a corporate priority-setting exercise
- Identifying priority areas
- Establishing “Save The Planet” teams throughout operations
- Accelerating the adoption of good practices across our global portfolio
- Starting an annual planning process at the property level to inform corporate strategy and goal-setting Tribal-owned or affiliated vendors

Our practice data was drawn from a comprehensive survey of sustainability practices across energy, materials and waste, water, food management, and community relations. Capturing a representative group of properties across cafes, hotels, and casinos, the data has allowed us to set baselines, undertake analyses, categorize practices, and recommend actions and planning.

Featured Partner

CLEAN THE WORLD FOUNDATION

Since 2018, Hard Rock and Seminole Gaming have joined Clean The World Foundation's mission to deter hygiene-related illnesses, such as pneumonia and cholera, which kill almost 5,000 children every day. Based in Orlando, Florida, this global social enterprise saves millions of lives around the world while simultaneously diverting hotel waste from landfills, and addressing water, sanitation, and hygiene.

In April 2020, when the COVID-19 pandemic threatened those most vulnerable to hygiene-related illnesses, Seminole and Hard Rock sent 350,000 bars of unused soap to Clean the World Foundation to provide life-saving soap to those in need.

Clean The World recycling centers, located in Orlando, Las Vegas, Hong Kong, Punta Cana and Amsterdam, take leftover soap and amenities and grind, sanitizes, melt and reprocess them new soap bars. Plastic bathroom bottles are sent to recycling or an energy-from-waste facility.

To date, Seminole and Hard Rock's participation in the Hospitality Recycling program has diverted 13,660 pounds of plastic waste, and distributed almost 66,370 bars/soap and 10,339 pounds of leftover soap through Clean the World Hygiene Kits used in shelters, food pantries, and disaster recovery organizations in the United States.

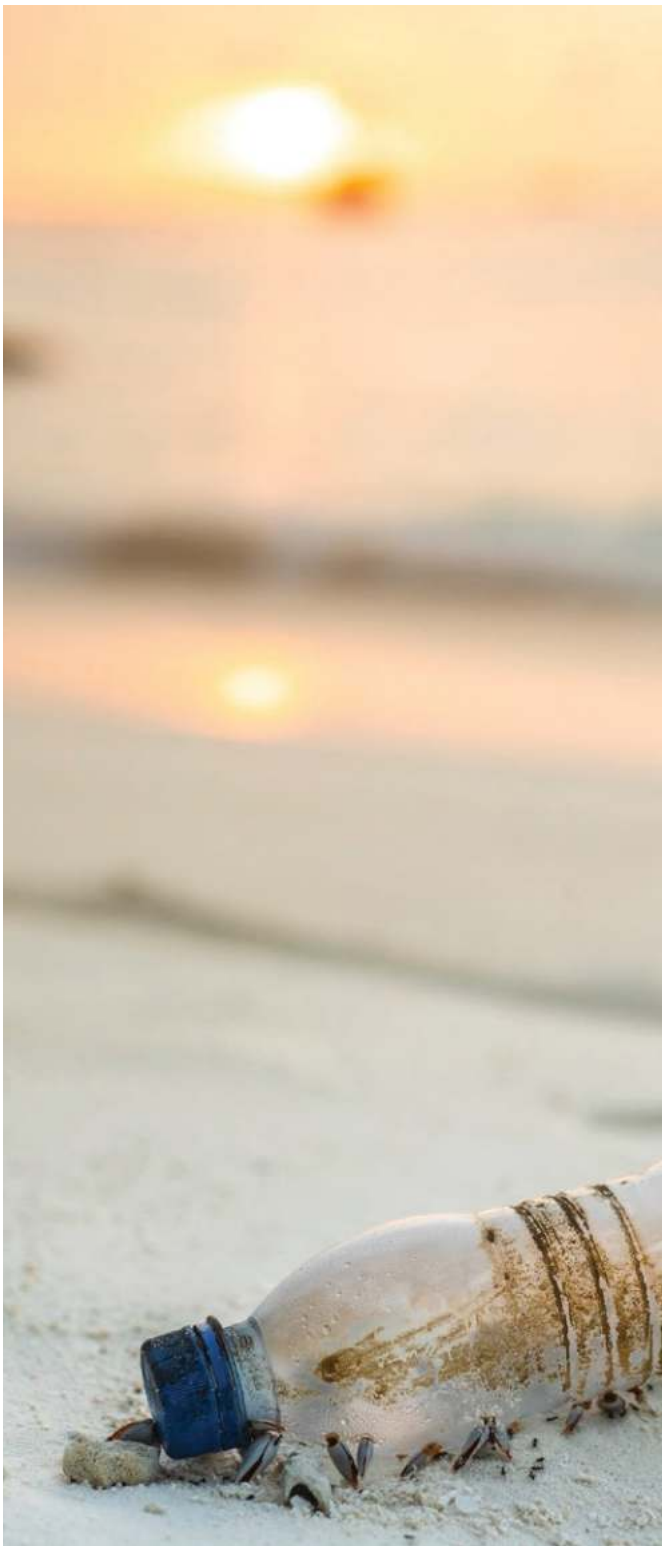


MATERIALS & WATER MANAGEMENT

Waste management begins with procuring materials that consider sustainability, re-use or recycling, diversion from landfill, and disposal.

To date we have focused on managing recycling and waste for: building materials, cooking supplies, electronics, paper and uniforms. Recycling efforts extend to cardboard, paper products, bottles, disposable foam and plastics. To improve how we manage guest-facing waste items, we have expanded our use of earth-friendly cutlery and packaging. Since 2018, we have been working to eliminate plastic straws at properties worldwide.

Water efficiency efforts focus on conservation through monitoring water consumption, technological efficiencies and plumbing fixtures to reduce water consumption of groundwater aquifers and waste water treatment plants. For example, an action like separating the metering of swimming pools from other key building components allows for calibration of usage reduction and finding alternatives from potable water usage for landscape irrigation.



At the property and corporate level, a range of actions have targeted waste diversion and reduction, the management of sensitive waste, and expanding eco-friendly options for items used by guests.

	WATER & MATERIALS	
GOALS	Maximize water efficiency	Optimize materials usage, waste reduction and diversion
MEASURES & PROGRESS	Water management practices and systems improved across operations Baseline data to assess water-use efficiency* has been gathered. Amongst surveyed properties: • 83% of properties report efficiency technologies, such as auto-sensors, reduced flow faucets, two-flow toilets and efficient laundry machines • 67% follow efficiency usage guidelines	Waste practices and systems improved across operations, including supply chain purchases Data to assess waste practices* has been gathered. Amongst surveyed properties: • 83% use eco-friendly option across range of waste items used by guests • 83% of properties track/weigh waste • 33% track diverted waste • 83% repurpose amenities/soap • 67% of properties separate food waste from other streams • 50% donate food waste to charity
PLANS	Processes to set water efficiency plans and targets are underway at the property level Continue educating Team Members, and evaluate effective contribution to reaching reduction targets	
UNSDG		

**Data from 30 hotels and casinos reporting*



EMISSIONS & ENERGY

Hard Rock-managed casino-hotel properties are designed to meet or exceed energy codes, and have expanded energy efficient technologies as we continue working to systematize efficiency measurement. For new buildings we specify energy efficient systems based on central heating and cooling system. Other systems address efficiency for: energy recovery, heating for pools and spas, building automation to provide ongoing monitoring, savings, measurement and verification.

	ENERGY
GOALS	To improve efficiency among actions that contribute to emissions reduction
MEASURES & PROGRESS	Data to measure emissions and efficiency has been gathered. Examples of common actions amongst surveyed properties: • 83% of properties have a plan to reduce energy • 83% have various HVAC efficiencies • 67% have temperature change for rooms
PLANS	Collect data to calculate efficiencies realized to date, continue to standardize and measure energy usage and set targets and goals
UNSDG	7 AFFORDABLE AND CLEAN ENERGY

SUPPLY CHAIN

Seminole Gaming and Hard Rock International's Supplier Code of Conduct outlines standards expected of suppliers, covering requirements for: animal welfare, fair business practices, labor conditions (including that employment must be freely chosen and child labor is prohibited), health and safety and respect for the environment, ethical and anti-corruption practices.

Merchandise suppliers are governed by the Ethical Code of Conduct within the Vendor Compliance Agreement, covering the following areas.

TREATMENT OF PEOPLE

Suppliers must:

- **Not engage in slavery** or human trafficking of employees, forced or prison labor, or use any form of coercion, fraud, deception or abuse of power to control or exploit people
- **Follow detailed** child labor provisions
- **Ensure employment** is freely chosen, and freedom of association and rights to collective bargaining respected
- **Provide working conditions** that meet health, safety and hygiene standards
- **Pay legal wages** and provide fair compensation and benefits
- **Provide regular employment** with working hours that are not excessive
- **Not permit discrimination,** abuse, harassment or inhumane treatment

NATURAL ENVIRONMENT

Suppliers must:

- **Achieve the highest ethical,** environmental standards and social responsibility in its business practices
- **Minimize and monitor** its impact on the environment where possible
- **Work to reduce** greenhouse gas emissions
- **Improve energy efficiency,** waste reduction and advance recycling of natural resources, including water, paper and packaging materials
- **Train and inform employees** about significant environmental impacts and management approach
- **Continuously strive** to improve environmental performance

ETHICAL PRACTICES

Suppliers must:

- **Follow written policies** that prohibit bribery, kickbacks, corruption and similar prohibited business practices
- **Not engage in collusive bidding,** price fixing, price discrimination or other unfair trade practices
- **Allow Hard Rock the right to conduct** announced and unannounced on-site independent third-party audits of supplier's facilities, supplier-provided housing, operations, records and conduct confidential worker interviews in connection with such audits
- **Suppliers must also follow** Hard Rock's Code if it establishes a higher standard than required by applicable law

SUSTAINABLE MERCHANDISE



Partnering with WWF, Hard Rock produced a limited-edition co-branded “Save the Planet” T-shirt.

The shirt’s cotton and recycled polyester yarns are manufactured by REPREVE®, a world-leading textile solution that helps to divert millions of plastic bottles from our oceans and landfills. The shirt’s fabric blends off-white cotton and recycled polyester yarns using 60% ecologically sourced cotton and 40% REPREVE polyester. By avoiding the use of new petroleum in the manufacture of these shirts, fewer greenhouse gases are emitted, thus conserving water and energy.

Fans of Hard Rock merchandise who like sustainably-sourced products were happy to learn that a percentage of the Save The Planet shirt’s proceeds go to WWF. The shirt was recognized with the 2019 REPREVE® Newcomer Award, which named Hard Rock as a Champion of Sustainability.

Featured Partner

EARTH HOUR

Hard Rock properties promote WWF's Earth Hour and employee education programs. The global environmental event inspires millions of people, businesses, and landmarks to host events, switch off lights and build awareness for climate change action.

Every year, participating Hard Rock properties "go dark" for one hour at 8:30 pm local time, making Earth Hour fun, entertaining and experiential for guests while cutting energy consumption and drawing people's attention to loss of nature and climate crisis.

Hard Rock's best Earth Hour to date:

- **114 properties participating**
- **603,000+ KW saved**

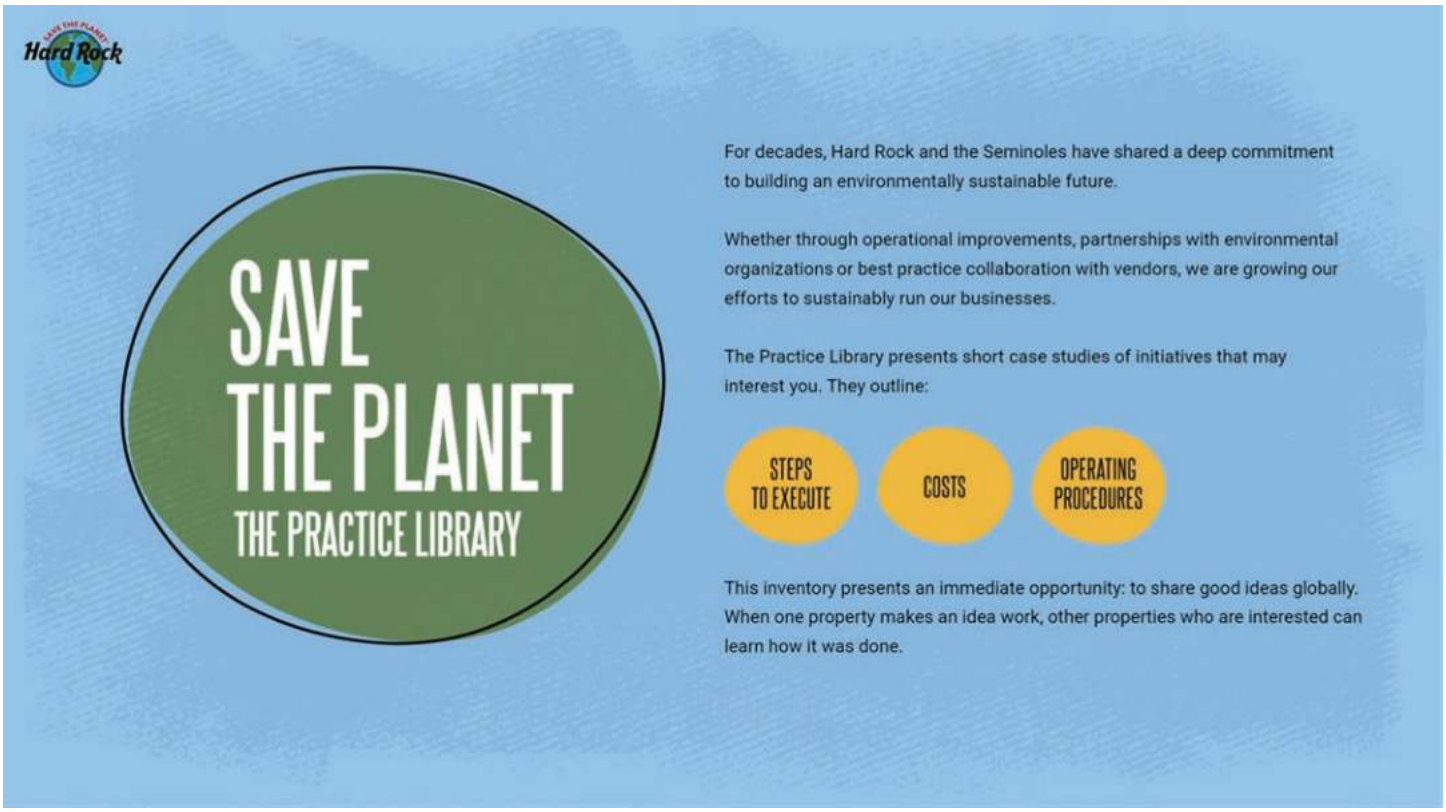


SAVE THE PLANET PRACTICE LIBRARY

To accelerate the adoption of action and progress, we draw upon our global reach.

Using our inventory of practices across cafes, hotels and casinos, we share options for improving energy and water efficiency, and managing waste and food. As we work to standardize practices, we also want to look at our operations to identify opportunities and address gaps.

Our digital Practice Library shares good ideas globally. If one property makes something work, others can learn how it was done. Initiatives span everything from new technologies, to food & beverage innovations, creative community engagements and delivering compelling guest experiences. The Practice Library presents short case studies of various initiatives that outline: steps to execute, costs, considerations, operating procedures and lessons learned.





Social Safeguards

We attract employees whose compassion and care for our customers and communities make everyday life better. Applying this focus to guests who may be vulnerable is a critical part of who we are.

HARD ROCK & SEMINOLE GAMING'S RESPONSIBLE GAMBLING PROGRAM

In our gaming business, we look out for those who may have problems with their gambling. While most people treat slot machines, table games and sports wagering as entertainment, effectively managing the time and money they spend, some struggle to control their behavior, and as a result, experience harm.



Our responsible gaming program, PlayersEdge, educates players on healthy play habits and support resources, as it trains our Team Members to refer at-risk players to professional help.

Using a segmented education strategy, PlayersEdge speaks to the needs of all gamblers, from new and casual players to seasoned regulars and anyone at risk for problem gambling. This segmentation strategy is also integrated into training. Starting with game facts and casino etiquette, PlayersEdge helps players understand their own behavior, identify risks of gambling and develop positive play habits. For those whose gambling has gone too far, PlayersEdge offers the assistance of voluntary self-exclusion and referrals to professional help and counseling services.

We partner with the Florida Council on Compulsive Gambling and the Problem Gambling Network of Ohio, two of the USA's leading providers of gambling help services. We are a corporate member of the International Council for Responsible Gambling, the National Council for Problem Gambling and the Ottawa Gambling Harm Prevention Network.

Team Members' comments following PlayersEdge training:

> ***PlayersEdge is a great approach, really honing in on education that gives players the knowledge they need to keep their gambling recreational.***
>
> **Jennifer Kruse, Executive Director of the Florida Council for Compulsive Gambling**

	RESPONSIBLE GAMING	
GOALS	**EDUCATION AND TRAINING:** Educating guests and empowering Team Members to help sustain healthy gambling habits and mitigate problematic behavior	**INTERVENTIONS:** Promoting mental health, enabling access to addiction treatment services
MEASURES & PROGRESS	Responsible gambling player education is integrated into team training with PlayersEdge program: • 96.4 million+ views of education messages on casino floors • 18,234 Team Members trained online • 1,504 supervisors trained in classroom • 92% of Team Members report improved knowledge and skills, in evaluation	• 10% increase in Florida casino-goers seeking treatment with PlayersEdge program • 18,740 Team Members received ongoing education (apps and pre-shift meetings) • 100+ hours of in-person education to Team Members at 12 casinos, twice each year from local support agencies • $22 million funded to the Florida Council on Compulsive Gambling since 1994
PLANS	• Expand education messages • Develop performance measurements for Team Member skills, player knowledge and behavior	• Evolve, enhance Team Member training • Targeted, role-specific reinforcements for intervening with 'red-flag' behavior
UNSDG		

Training and on-going culture-building define and clarify the roles of employees while building skills and knowledge to effectively provide information and support. This training was designed and delivered in collaboration with the Florida Council for Compulsive Gambling and Dr. Rory Reid, a psychotherapist and neuropsychologist.

“Frontline Fundamentals” is an online module where all guest-facing employees learn the basics of problem gambling behavior signs observed on the gaming floor, player risk segmentation, actions they can take and when to escalate to more senior managers.

“Supervisor Support” is a 2-hour classroom training that managers and supervisors complete (in addition to Frontline Fundamentals). This class setting offers interactive learning, role-playing and scenario-driven discussions to enhance skills for intervening with guests who demonstrate riskier behavior and present challenging situations. The coaching on ‘difficult conversations’ shows supervisors how to frame outcomes for guests experiencing harm while expressing care, empathy, and compassion.

FLORIDA CASINO GAMBLERS WHO CALLED 1-888 HELPLINE

When asked where they learned about treatment resources

“It’s [promoted] all over the casino.”

“It was at the casino I went to.”

“I’m calling on my way home from the casino, and saw the HelpLine number there.”

At each property, Responsible Gaming Leads and Teams execute policies, practices and program elements, seeking to increase employee engagement, and improving organizational knowledge of RG and problem gambling. The teams seek input from employees to plan, execute and assess the program's success. Targeted initiatives include regular communications through multiple channels, forums and engagements with service providers. Each team's activities are based on a quarterly action plan coordinated with corporate leaders, and reported on through a scorecard of metrics.

Back-of-house activations reinforce key areas of knowledge and skills. For example, in September 2021, all Seminole and Hard Rock casinos invited local and state problem gambling agencies to educate Team Members on "what happens when someone calls a 1-800 problem gambling support line?"

Featured Partner

THE FLORIDA COUNCIL FOR COMPULSIVE GAMBLING

Hard Rock and Seminole Gaming partner with the Florida Council on Compulsive Gambling, Inc. (FCCG). As a not-for-profit educational and advocacy organization, the FCCG works to assist those in need of support with programs and services offered for problem gamblers and loved ones.

"Seminole Gaming and Hard Rock have been a partner in responsible gambling long before it became "normal" in the industry. They have funded the Florida helpline and treatment programs for over two decades. It's a great partnership and we are incredibly appreciative for all they have done."

- Jennifer Kruse, Executive Director of the Florida Council for Compulsive Gambling

The partnership with the Seminole Tribe of Florida began in the mid-1990s, with the creation of the first ever responsible gaming program in the State of Florida. Since 1994, the Tribe has provided funding to FCCG, with current annual contribution of $1.5 million. Today, the two organizations collaborate on the development and delivery of training, education programs and activations, as well as research.

In September 2021, FCCG launched a new, no-cost Online Program for Problem Gamblers (OPPG), created through partnership support from the Seminole Tribe of Florida. The OPPG allows any Florida gambler seeking help to receive online interactive support immediately, on-demand. No insurance is needed and no additional payments for follow-up Telehealth services are charged. The 8-week online program allows the user to self-pace exercises, videos, and readings, while interactive questionnaires provide individual feedback on participant results from licensed mental health professionals.

Featured Partner

INVESTING IN KNOWLEDGE FOR SAFER GAMBLING

Hard Rock and Seminole Gaming are contributors to the Sports Wagering Research Fund, created and administered by the International Center for Responsible Gaming (ICRG). Through the fund we support ICRG's efforts to build knowledge related to sports betting toward the goal of developing effective responsible gambling and public health strategies.

In October 2021, the ICRG awarded a three-year grant of $401,930 to Bowling Green State University to conduct a large scale, national study of sports-wagering behaviors in the United States. The study will assess the prevalence of sports-wagering amongst American adults, identify risk factors for problematic sports-wagering behaviors, explore how technology influences sports betting and better understand sports-wagering behaviors over time.

2020 CORPORATE SOCIAL RESPONSIBILITY AWARD

US National Council on Problem Gambling

Hard Rock and Seminole Gaming earned the distinction of Leader in Responsible Gaming for the integration of PlayersEdge education into the casino Team Member training program, "Frontline Fundamentals" and "Supervisor Support."

2015 TREATMENT AWARD

Florida Council on Compulsive Gambling

Leadership as a partner and funder of gambling addiction services in Florida.

First industry gaming operator to receive this distinction.

2014 CORPORATE SOCIAL RESPONSIBILITY AWARD

US National Council on Problem Gambling

Leadership in Responsible Gaming award for demonstrating commitment to problem gambling treatment funding, access to therapeutic support, and increasing public awareness about problem and compulsive gambling.



PUBLIC EDUCATION

In 2019-20 Hard Rock and Seminole Gaming partnered with education experts EduNetwork Partners and the Florida Council on Compulsive Gambling to launch The Game Plan Challenge to educate teens on healthy video gaming habits and to challenge them to create a fun campaign that inspires their friends.

Over 90% of kids in the U.S. play some kind of video game and many participate on a regular basis. This kind of social gaming can be a healthy part of teenage life, but it also generates concerns, like the time and mental energy kids spend immersed in digital play. The risks of online, console and social games are also very similar to the risks of problem gambling.

To help teens, parents and educators navigate digital and social gaming, The Game Plan Challenge offered fun activities and expert-informed content to explore the positive aspects of gaming and cultivate safe habits while also learning about potential risks. Results include:

- **848,250 students exposed to content**
- **56,550 educators/youth leaders exposed to content**
- **14,830 students completed curriculum across 47 states in US**

ANTI-HUMAN TRAFFICKING

Human trafficking, which includes commercial sexual exploitation and forced labor, is a complex challenge for the hospitality industry because it intersects a range of organized criminal activities. It preys upon vulnerable people who are drawn into lives of exploitation against their will. The International Labor Organization (ILO) reports that each year human trafficking generates approximately $150 billion in illegal profits across the world.

Our overall goal is to address and prevent sexual, labor and other forms of exploitation of children and vulnerable people and to support human rights. Along with corporate policies and operational programs, we partner with support services for survivors, law enforcement and advocates. These relationships extend from global and national organizations to local relationships in the communities where our properties operate.

	ANTI-HUMAN TRAFFICKING		
GOALS	**COMMITMENT AND OPERATIONS:** Eliminate forced labor and human trafficking across the value chain	**TRAINING AND CULTURE:** Create guest and work environments where people know and act upon their role to prevent and address trafficking and abuse of rights	**EDUCATION AND PARTNERSHIPS:** Engage guests and communities to build awareness, influence behavior changes and innovate
MEASURES & PROGRESS	**ECPAT CODE:** Signatory to the independent global Tourism Child-protection Code of Conduct: Framework policies, protocols, training, education and support **VENDOR ETHICS STATEMENT:** Third party service providers adopt a zero tolerance policy of exploitation and human trafficking	**TRAINING:** Guest-facing Team Members are trained • 27,000+ casino/hotel Team Members • Training addresses signs of trafficking, abuse and harm; response and reporting procedures • Ongoing communications reinforce training	**EDUCATION:** Launched The Social Identity Quest (SIQ) educational program to help prevent risk of teenagers being lured online • 1.2 million+ students completed in 44 US states • 14% increase in students' online safety literacy • Created with ECPAT USA, EduNetwork Partners **COMMUNITY:** Active collaborations with non-profit, community organizations, law enforcement, advocates • ECPAT-USA global affiliates • Broward & Tampa (Florida) Human Trafficking Coalitions • Covenant House
2022-23	Monitor operations for code compliance Explore how to track and report incidents and responses	Evolve training by creating targeted, job-specific, reinforcement training Explore enhanced guest-facing communications to support people who may be trafficked	Expand SIQ program globally Expand collaborations with partners to address public education, research and support for survivors
UNSDG	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

SOCIAL IDENTITY QUEST

To prevent the luring of young people into trafficking, we created the Social Identity Quest, an educational program delivered directly to high school students by classroom teachers. Designed as a quest game, the SIQ challenges youth to examine how they interact and express themselves online, where luring often occurs. This free program is accessible to any school or youth organization at socialidentityquest.com. Co-created by Hard Rock International, ECPAT-USA and EduNetwork Partners, in coming years we plan to adapt the content for other countries and communities.

