

EXHIBIT 5(A) – EMPLOYMENT PLAN (OPERATIONS PHASE)

TOTAL EMPLOYEES

*EXCISED MATERIAL*



AVERAGE SALARIES BY CLASS

*EXCISED MATERIAL*

PROJECT POSITIONS LIKELY TO BE FILLED BY NON-RESIDENTS OF THE CITY

*EXCISED MATERIAL*



**EXHIBIT 5(B) – HUMAN RESOURCES HIRING/TRAINING PROGRAM**

**OVERVIEW**

MGM Resorts is the employer of choice within our industry.



MGM Springfield’s hiring and training plan will incorporate the market-leading hiring and training programs and practices used at our properties, which employ more than 60,000 team members nationally and internationally. The sections that follow are organized as follows:

- Job creation
- Recruitment and placement
- Employee training and development
- Tuition reimbursement and similar resources
- On-site day care
- Workforce training programs at other locales

**JOB CREATION**

Upon opening, MGM Springfield anticipates it will create more than 3,000 direct permanent jobs. MGM Springfield is committed to ensuring that the jobs that are created will go to Springfield area residents who are in need of meaningful employment and that the jobs provide growth opportunities. In order to do that, residents in the area will need to be prepared to receive the jobs.

According to Labor Market Trends in the Pioneer Valley in 2008 – 2010, those with less than a high school education accounted for 24.4 percent of the unemployed but were only 10.1 percent of the civilian labor force. This means that significant numbers of potential workers in the area will need to attain a high school equivalency in order to be qualified to apply for a job at MGM Springfield. By working with local outreach agencies including FutureWorks, the Regional Employment Board, Massachusetts Casino Careers Training Institute and more, our goal will be to significantly reduce the number of unemployed with less than a high school education prior to the time when jobs would become available at MGM Springfield. By improving education levels, Springfield area residents will have more opportunities for possible employment.

In addition, through our education partnerships, MGM Springfield will work with these and other community agencies to create permanent resources for Springfield area residents to impact workforce skills including:

- Basic math and literacy skills
- Vocational training for hospitality and non-hospitality related careers
- Job preparation skills such as interviewing, resume writing, etc.

Our focus at MGM Springfield will be to not only create jobs, but also to train potential workers in the Springfield area to be qualified for these jobs.

**RECRUITMENT AND PLACEMENT**

At MGM Springfield, the key to our success will be the investment in people and in the larger Springfield community. Our employees will provide the exceptional service and welcoming hospitality that will encourage patronage and keep visitors returning again and again. MGM Resorts International is a leader in the hospitality industry, and from our experience, we know that exemplary customer service ultimately results in increased visits, extended lengths of stay per visit and a continually growing market of new visitors.

MGM Springfield recruitment and placement programs will be designed to support the efforts of the City of Springfield to increase tourism, create a strong skills base in hospitality and hire a local workforce that will include full-time and part-time positions at all levels of employment. MGM Resorts embraces equality and diversity in its recruitment and employment practices and will reach out to all sectors of the Springfield community.

Occupations created by MGM Springfield will include positions in the following categories of career occupations: Hotel Operations, Food and Beverage, Gaming, Marketing, Retail, Human Resources, Administration, Finance, Entertainment and more.

MGM Resorts is a leader in facilitating comprehensive training programs that enable people to gain meaningful employment, succeed in their position and grow in their careers. MGM Springfield has plans to renovate the current Union Station building to create the MGM Springfield Training Institute that will not only be used as a pre-employment training center, but also as a job fair site, possible employment center and future site of continued training programs.

MGM Springfield will provide comprehensive job skills training plans to target Springfield and area residents with no previous related experience for X% of the available positions. This will be accomplished through the creation of a comprehensive pre-employment recruiting and training program referenced in the Training and Development section of this document.

Career-progression opportunities will be provided for Springfield workers, enabling them to be promoted into key management and executive positions throughout the integrated MGM Springfield resort. As skills and experience levels increase, employees will find a variety of opportunities for career growth within the Company. Comprehensive jobs skills training and opportunities to continue their education throughout their career will also be provided by MGM Springfield through the MGM Springfield Training Institute as well as programs through local and regional educational institutions.

MGM Resorts International has a history of successful employment and training programs in the communities where we do business. MGM Springfield will partner with local community agencies such as FutureWorks and the Regional Employment Board to recruit candidates for employment and will implement an assertive recruiting plan to create awareness and foster interest in the jobs we provide. Working with these agencies, our community outreach programs will target the unemployed and underemployed, minorities, youth and seniors. Preferential recruiting will be initially aimed at Springfield residents through an MGM Resorts-sponsored program called **First Choice**.

MGM Springfield is committed to providing a “First Choice” recruitment program in partnership with the **Massachusetts Casino Careers Training Institute** and other community groups that will provide residents the first opportunity to learn about and apply for positions at MGM Springfield. The **First Choice** program also will provide outreach services to economically isolated residents, those on disability benefits and residents in disadvantaged areas in Springfield, with a focus on the unemployed and underemployed, as well as minority, women and veteran recruitment, to encourage Springfield residents to apply for jobs available at MGM Springfield. MGM Springfield has plans to fill X% of available direct and indirect jobs with Springfield residents. Recruiting efforts will be targeted as follows:

- Springfield residents
- Metropolitan Springfield residents
- Residents of the Commonwealth of Massachusetts
- We will also recruit a limited number of people who would transfer from experienced gaming properties. The primary mission of these transfers will be to provide training to local residents so the residents can ultimately transfer into these positions.

The Employment Outreach Program and First Choice will include the following strategies:

- Continuing to establish contacts in the Springfield community
- Utilizing FutureWorks community information network, the Regional Employment Board and other community partners
- Advertising through broadcast, print and social media
- Actively recruiting through Springfield community organizations
- Conducting community-based job fairs
- Working with the Regional Employment Board to promote job opportunities through sports and leisure venues, such as leisure centers, and utilizing the MassMutual Center as an initial job fair site
- Renovating the Union Station building to create the MGM Springfield Training Institute that can be used as a pre-employment training center and job fair site
- Online application process for easy accessibility
- Casino career information sessions
- Investing in local youth as key employees of the future
- Providing on-site child care for pre-employment through partnership with Square One
- Help people move from welfare into the work force
- Will strive to create hope, provide motivation and decrease the perception of “hopeless unemployment rates”
- Strive to decrease the unemployment rate, thereby giving Springfield residents and their families more purchasing power which will serve to improve the local economy

### Monitoring and Reporting

MGM Springfield is committed to monitoring our progress in local recruiting and placement efforts. A system of monitoring and reporting will be developed to report on placements and monitor retention and promotion/career advancement rates. Job placements of participants hired after completing life skills, basic skills and/or job skills training will be tracked for a minimum of one year post-opening to monitor retention rates.

*EXCISED MATERIAL*

### EMPLOYMENT TRAINING AND DEVELOPMENT

#### Overview

MGM Springfield is committed to providing a training curriculum and an employee-relations plan that will set the standard in the hospitality and gaming industry. These elements will set the foundation for the success of our employees and establish a competitive edge in the industry. Best practices from existing MGM Resorts properties in Las Vegas, Michigan and Mississippi will be the basis for development of these training activities.



The training and development goals of MGM Springfield will be to provide learning experiences that contribute to the overall goals of the Company, enable employees to function successfully in their positions and prepare employees to advance within the Company. The MGM Springfield Training Institute will be established to help accomplish these goals.

The MGM Springfield Training Institute will be created in partnership with the Massachusetts Casino Careers Training Institute and other local educational institutions in the Union Station building. This will be a permanent location for pre-employment training, informational sessions, job fairs, career resources and other employment-related activities. After opening, the MGM Springfield Training Institute will continue to be a source of leadership and other advancement training.

MGM Springfield's industry-leading training will be designed to provide learning in several phases:

- Pre-employment
- Post-employment
- Ongoing Training
- Career Development

### PRE-EMPLOYMENT TRAINING

#### Hospitality Career Information Workshops

Designed to introduce local residents to the hospitality industry and foster interest in these types of jobs, a career information workshop will be conducted prior to the recruiting phase of MGM Springfield.

A wide range of occupations is available in the hospitality industry including hotel front desk representatives, computer operators, engineers, financial analysts, culinary arts positions, guest service ambassadors, marketing professionals, human resource representatives and more. In addition, gaming occupations such as table games dealers, slot technicians and representatives, cage clerks and more are also available.

In addition, the hospitality industry requires individuals to work in executive, finance, information technology and administrative positions. We envision these positions being filled initially by qualified candidates with such skills, and in the longer term, by existing employees advancing through career development programs.

Local residents may attend open-session career information workshops to learn about the wide range of occupations available and the skills and qualifications that would be required to work in such positions. MGM Springfield will hold career information workshops throughout the greater Springfield area and in other surrounding communities in Massachusetts. While attending the career information workshops, participants will have the opportunity to fill out early job interest cards to receive first notice on training and job announcements.

MGM Springfield will provide a significant number of opportunities for local residents to engage with us, acquire job preparation skills, secure a job and then be provided with new job training through the MGM Springfield Training Institute as well as through our partnerships with local educational, employment and training agencies. We believe that people with basic literacy, communication, math and life skills will be better equipped to apply for and be selected for our jobs and training programs. With this in mind, we anticipate making special provisions to partner with community programs to offer training programs that target the improvement of such skills in potential job candidates.

The following is an outline of the **Pre-Employment Life Skills** training to be offered through the MGM Springfield Training Institute, in partnership with organizations such as FutureWorks and the Regional Education Board:

- MGM Springfield Guest Service
- Communication Skills
- Business Math
- Overview of Online Job Applications
- Writing Resumes and Cover Letters
- Interviewing Skills
- Basic Computer Skills
- Working in a Casino-Resort
- Appearance Standards

### POST-EMPLOYMENT TRAINING

Newly hired employees will receive additional training to prepare for successful transitioning into the MGM Springfield work team. **New Hire Orientation** will introduce employees to the organization, helping them to become familiar with their new environment and preparing them for a successful employment relationship. Employees will become familiar with MGM Resorts International and with the MGM Springfield property. This program will also communicate the expectations MGM Springfield has of employees and the support that will be provided to ensure their mutual success. The Orientation curriculum will include but not be limited to the following:

- Company mission, vision, values and culture
- Benefits
- Company policies and procedures
- Safety training
- Compliance training — Fraud Awareness, Code of Conduct and more
- M life Guest Loyalty Program
- Comprehensive computer certification training

Additional training will be provided based on job-specific requirements and will include measures of successful completion as well as feedback and coaching. The following list is not meant to be comprehensive, but rather to provide examples of possible training to be provided.

- **Food and Beverage Academy**

Employees will learn fundamental job skills for Food and Beverage positions ranging from the customer service positions of Food Server, Cocktail Server and Bartender to the Culinary Arts positions of Cook's Helper, Cook or Steward. Training programs focus on specific qualifications including Food Preparation and Cooking, Food and Drink Service, Bakery, Bar Service and more.

- **Hotel Operations Academy**

- o **Front Desk Academy**

Introduction to the techniques of exceptional guest service are the foundation for the Front Desk training. Employees will have intensive and practical instruction on the computer systems for the hotel and will learn about all aspects of the integrated resort. Up-selling skills and hotel safety are additional modules in this training academy.



- o **Environmental Services Academy**

Each student will learn the essential skills for the role of Environmental Services. Employees will receive comprehensive training in the skills required to clean in all areas of an integrated resort. Safety procedures will be emphasized in the use of chemicals, detergents and other hazardous materials. Proper lifting, carrying and reaching will be demonstrated to prevent personal injury. They will also be trained on how to be guest service ambassadors by interacting positively with guests while creating memorable and entertaining moments and experiences for each guest

- **Gaming Academy**

- o **Dealer Training**

Each student will train in the fundamentals of gaming and receive enhanced classroom training to help them become proficient in dealing games. Special preopening "casino simulations" will be conducted, in which community groups will be invited to play in the casino to learn the games, giving the trainees the opportunity to practice their new dealing skills. MGM Springfield will work in cooperation with the Massachusetts Gaming Commission to create new occupational standards, licensure and qualifications for gaming. Employees will be required license to pass a technical examination at the conclusion of the training program

- o **Games Protection/Surveillance**

Employees interested in jobs in the Surveillance Department will learn techniques for game security including fundamentals of casino games, game protection, use of surveillance technology and communication procedures with Security and the casino pit

- o **Table Games Management**

Candidates looking for a position in Table Games Management will learn casino games, operations of the casino pit and casino cage. An extensive review of applicable gaming laws, as well as procedures for the protection of the games and game integrity, will be included. Advanced guest relations skills is an important aspect of the course, as well as cooperative relationships with surveillance, security and the casino cage staff. Employee supervision and management skills training will be included



- o **Slot Technology**

Employees will learn the technical operations of slot machines based on their job requirements. New employees will attend the Slot Technology Academy and continuing education will be provided when new technology and machines are added to the casino floor. Employees will be required to pass a written and technical examination at the conclusion of the training program, in addition to meeting or exceeding the licensure requirements enacted by the Massachusetts Gaming Commission



- **Management On-boarding:** Individuals hired into supervisory or management level positions will also receive training that will focus on creating a strong property leadership team. Management on-boarding training will:
  - o Develop and refine the leadership skills of managers and supervisors to create a positive working environment
  - o Provide detailed instruction on how to use applicable computer systems
  - o Enable managers to create and maintain effective manager/employee communications
  - o Ensure that managers are able to maintain a safe working environment that maximizes the health and well-being of employees
  - o Enable managers to maintain legal compliance with employment regulations, such as Title VII of the Civil Rights Act, Americans with Disabilities Act, Fair Labor Standards Act, Family and Medical Leave Act and the Occupational Safety and Health Act

**ONGOING TRAINING**

**Health and Safety Training**

Maintaining a safe working environment for employees and a safe property for guests to enjoy is a priority for MGM Springfield. Safety trainings are designed to meet or exceed State and Federal OSHA standards and to prevent employee injuries. Safety training programs can include the following:

Motorized Carts and Mules; Hot Work; Fork Lift; Rope Access/Rescue; Scissor Lift; Heat Stress; Boom Lift; Fire Extinguisher; Tree Work; Respiratory Protection; Electrical Safety; Machine Guarding; PPE Usage; Life Safety and Evacuation; Electrical Hazards – Arc Flash; Lock-Out/Tag-Out; Fall Arrest/Fall Protection/Ladder Safety; Fleet Transportation/Driver Safety; Defensive Driving; Confined Space Awareness; Confined Space Permit Entry; Hearing Conservation; Blood Borne Pathogens – Contact; Blood Borne Pathogens – Clean Up; Hazard Communication – Chemical Review

**Compliance Training**

Compliance training is designed to ensure that our business is conducted in a manner which is both ethical and in accordance with all federal, state, local and gaming board regulations. All are assigned based on position, but can include:

Code of Conduct, Ethics & Conflict of Interest; Records Management; Privacy Policy; Payment Card Industry; Social Media Policy; Computer Use Acknowledgement; Confidentiality Protocol; Workplace Violence; Workplace Discrimination & Harassment; Employment Law; Responsible Gaming.

Compliance training requirements may be revised based on state and/or local requirements.

**Guest Services Training**

Guest Services training begins in New Hire Orientation and continues throughout the employment experience. The foundation of the guest service strategy and standards are the Company's Core Values – Integrity, Teamwork and Excellence. Through discussion, activities and role-playing, training focuses on developing the employee's knowledge of the strategic link between the mission, core values and core service standards.



Guest services training and communication are designed to emphasize the importance of connecting with each and every guest through the application of the core service standards: Engage, Entertain and Inspire.



Beyond New Hire Orientation and classroom training, the importance of guest service is reinforced further in daily pre-shift communications and employee newsletters.

**Diversity Training**

Diversity and Inclusion are fundamental values at MGM Resorts. The MGM Resorts International Diversity mission states that, "In order for MGM Resorts to be first and best, we accept the accountability to acknowledge and value the contributions of all people." Education is the key to instilling diversity and cultural awareness as a core value in the MGM Resorts culture. MGM Springfield would offer the following Diversity classes to employees: Diversity Champion Workshop, Diversity Management Training and Employee Training. MGM Resorts has received national accolades for its work in Diversity and we are lauded throughout the business world as a leader in Diversity training and business practices.

MGM Resorts International's Diversity Champion Leadership Workshop is a two-day dynamic hands-on training course. Using experiential learning, participants take control of their desired outcomes. The course is also designed to shift participants' outlook and stimulate personal and professional growth. At the end of the two days, participants will be able to explain, define and link leadership behaviors to Diversity. They will also understand the value and dynamics of a high performance team, along with the importance of the Diversity business case. They will also identify and develop goals that will help the participant become an individual leader in promoting Diversity and Inclusion at MGM Resorts International.

Beyond training, the MGM Resorts Diversity initiative expands to include our hiring and promotion practices, our purchasing policies, our philanthropic activities and our organizational culture.

In December 2012, MGM Resorts also produced a 90-minute, high-energy production by employees for employees focused on our Company's Mission, Vision and Core Values called Inspiring Our World. More than 70 employees from across Company resorts and corporate departments were selected as the cast of the all-employee musical production. All employees had the opportunity to see the show, either live or via broadcast. Further videos and productions of this show will be made available to MGM Springfield employees.



Beyond training, the MGM Resorts Diversity initiative expands to include our hiring and promotion practices, our purchasing policies, our philanthropic activities and our organizational culture.

**CAREER DEVELOPMENT**

**Overview**

Working with community organizations to build a well-educated workforce is a practice we support and one to which we fully commit at MGM Springfield. Historically, MGM Resorts has concentrated on creating opportunities for employee career growth and development through the implementation of lifelong learning programs and continuous education for upward mobility. MGM Springfield will continue that tradition by providing dynamic ongoing training programs focused on personal and professional growth.

MGM Resorts provides significant opportunities for our employees to seek career advancement within the Company. Following are examples of upward mobility programs that will be available to MGM Springfield employees:

**Supervisory Skills Training**

Newly promoted supervisors receive training in effective supervisory and management skills to ensure their success in their new positions. The extensive training curriculum includes communication/interpersonal skills, progressive counseling, leadership, motivation and team building and performance appraisal.

**Management and Leadership Development**

An extensive management-training program is provided for managers and supervisors with the goal of providing professional development and leadership skills training which prepares the management team to achieve the goals of the Company and chart their career path. Managers and supervisors are eligible to attend these courses. Examples of such courses include Franklin Covey's 7 Habits of Highly Effective People.

**Executive Development Program**

An Executive Development program will be established by MGM Springfield in partnership with local university executive development programs, with the purpose of grooming qualified management employees for upward mobility to executive positions. The development process will be customized for each individual depending on the position held and current skills and experience.

**OTHER CORPORATE PROGRAMS**

In addition to these general training programs for leaders, the following more formal programs will be available to MGM Springfield employees.

**Aspire**

This 12-week program provides supervisory skills training for potentially promotable employees and new supervisors that could potentially be promoted, and focuses on upward mobility. The program curriculum

is designed to increase employees' confidence, develop supervisory skills and provide career coaching and counseling to ultimately prepare them for career advancement. Participants attend one eight-hour class each week focused on subjects such as public speaking, business writing and conflict management. Employees also learn through role-playing exercises, presentations from field professionals and business case studies. Participants complete weekly homework assignments such as setting professional goals with action plans or writing speeches regarding technical and professional subjects. To date, 55% of Aspire graduates have moved into positions of greater responsibility or transferred into new areas in the organization.



*EXCISED MATERIAL*

### Leadership Institute

The Leadership Institute is a six-month program that prepares high potential leaders at the director level and above for advancement to executive management. The goals are to build internal bench strength, enhance networking relationships and develop a broadened understanding of the interdependent operations of the organization. Since 2002, 53% of Leadership Institute graduates were promoted into positions of executive leadership.

*EXCISED MATERIAL*

### Hospitality Internship Program

Established and ongoing since 1993, the Hospitality Internship Program (HIP) is an intense 11-week summer internship. This program provides students with the opportunity to gain the practical work experience necessary for a successful career in the hospitality industry. Each intern is placed into a department where the intern has opportunities to interact with leaders, supervisors, managers and directors. Hospitality interns will work 40 hours a week and attend training classes offered through the MGM Resorts University — a training facility located in Las Vegas. MGM Resorts properties host participants and offer internships in many departments including Hotel Operations, Finance, Human Resources, Food and Beverage and Convention Services. Approximately 40% of HIP participants either moved on to the Management Associate Program (described below) or were hired into regular full-time positions. Students are recruited from prestigious universities from around the United States and undergo a competitive interview and selection process in order to participate in the program. We look forward to partnering with area schools to expand our internship opportunities. We currently partner with more than 20 universities throughout the United States in the Hospitality Internship Program.



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In an effort to develop the leaders of the future, MGM Resorts engages in two formal training programs for current college students and recent college graduates.

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**Management Associate Program**

The MGM Resorts Management Associate Program (MAP) is a one-year training program for new college graduates. Associates receive comprehensive training in every operational area for the division to which they are assigned. After successful completion of the program, they are placed in an assistant

manager or manager-level position depending on availability of positions. Many graduates of the Hospitality Internship Program go on to participate in MAP and remain employed with the Company. There are currently 164 former MAP participants working at the Company.

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### Apprenticeships

In cooperation with local labor unions, MGM Resorts has implemented a number of apprenticeship programs in various resorts that have created outstanding educational opportunities for employees who wish to expand their skills and knowledge and develop their career. One example includes:

- **UNITE Culinary Development Apprenticeship Program**

Created in partnership with Culinary Local 226, this program was designed to provide a structured, on-the-job training process for employees wishing to work as well-trained culinary professionals at fine-dining restaurants. The state-certified two-year culinary journey took participants through all areas of the kitchen — from basic mechanical skills to the most advanced cooking techniques. In addition, participants were taught how to take a leadership role in the highly charged, fast-paced environment of a professional kitchen. Each apprentice received experienced mentors who were available to answer questions, provide valuable support and help guide each student through all areas of the program. Students moved to different restaurant venues and were required to show their knowledge through practical and written tests.

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### TUITION REIMBURSEMENT AND SIMILAR RESOURCES

#### Tuition Reimbursement Program

MGM Resorts is committed to assisting employees in achieving their full career potential and excellence in job performance. At MGM Springfield, we will implement a tuition reimbursement program that provides employees with financial assistance for courses that help improve their job performance and prepare them for future positions with the Company. For example, a Housekeeping Guest Room Attendant could take computer classes at a local educational institution to prepare for a promotion to an administrator role; a Kitchen Worker/Dishwasher may take food service training to prepare for a promotion to a food service position; or a Front Desk Agent could take courses at a university in order to complete a bachelor's degree in business in order to grow in leadership roles within the department.

#### Skills Training

At MGM Springfield, employees will receive training for their specific positions within the departments by assigned departmental trainers. Depending on the position, training will be conducted using either on-the-job training (buddy system) or classroom training. Positions using on-the-job training may include, but are not limited to: food service workers, bartenders and front services attendants. Positions using classroom-style training may include front desk/reservations attendants and housekeeping guest room attendants.

*EXCISED MATERIAL*

### English as a Second Language

MGM Springfield will offer free English as a Second Language (ESL) classes to limited-English speaking employees, so as to help them advance to other positions within the Company. Classes may also be taken at colleges and universities, and will be covered by the tuition reimbursement program.

*EXCISED MATERIAL*

### ON-SITE CHILD CARE PROGRAM

Safe and affordable day care can be a catalyst for people being able to obtain meaningful and steady employment. At MGM Springfield, we will work with our local partner, Square One, to address the issue of child care for potential employees during the recruitment, pre-hiring and training activities.

A dedicated site has been identified for the on-site day care facility at the intersection of Howard Street and Columbus Avenue that will include a connection to the MGM Springfield parking structure, providing a secure and covered drop-off area for parents. We have secured an agreement with local day care provider Square One to give them first rights to pursue the management of this facility once it is built.

The Child Care Center at MGM Springfield will be patterned after our current facility in Las Vegas. Knowing the challenges that working parents face, MGM Resorts opened the MGM Grand Child Development Center in 2001 to accommodate the non-traditional work schedules of our employees and to offer quality, affordable education-based child care 24 hours per day, 365 days a year. Employees can conveniently pay through payroll deduction, and subsidies are offered to employees who need assistance. The Center allows for flexible tuition rates by the day or by the hour. Employees only pay for the time used. The Center also provides child care for spur-of-the-moment activities such as shopping, date nights or errands — with two hours advanced notice, and they have a special “Sniffles & Snuggles” room for children who are mildly ill. In addition Children’s Choice Learning Center includes accredited Kindergarten and 1st Grade classes.

Providing quality and peace of mind to our employees was our number one priority when developing this day care facility. With that in mind, we chose Children’s Choice Learning Centers to operate the facility because of their prestigious accreditation from the National Association for the Education of Young Children (NAEYC), the nation’s leading organization for early childhood professionals.

MGM Grand’s Child Development Center uses curriculum designed to help children develop through active learning and experimenting. The classrooms provide distinct interest areas that promote a variety of curriculum goals and choices for children. The environment presents challenging experiences with an emphasis on academic learning.



There are planned daily activities to introduce topics and concepts that promote opportunities for children to share, explore and interact with others and learn responsibility.

In 2011, the MGM Grand Child Development Center celebrated their 10-year anniversary. Since opening, the Center has equipped educators to care for more than 780,000 children.



For more information about current training programs at our existing properties, please see Appendix 10.

**WORKFORCE TRAINING PROGRAMS IN OTHER LOCALES**

MGM Resorts has a history of successful employment and training programs that have had a positive impact on the communities in which we do business. MGM Resorts has linked with several communities to provide career opportunities for minorities, welfare-to-work participants and other target populations. Each program was designed to the specific needs of the community and with full partnership of local government and supporting agencies. We intend to continue this successful history of local workforce training in Springfield. Examples of the community outreach programs include:

**MGM Grand Las Vegas Employment Outreach Program:**

- Partnered with Nevada Business Services, University of Nevada, Las Vegas and 60 local organizations including government agencies, private charities, labor unions, religious groups and ethnic organizations
- Offered preopening community training and placement programs that targeted economically disadvantaged and displaced workers
- Hired 1,462 people through the outreach program of which 823 workers were formerly receiving welfare
- Largest program of its kind in the U.S. at the time

**MGM Grand Detroit:**

- Partnered with the City of Detroit, Focus Hope and numerous other local agencies
- Invited local residents to informational job fairs and life skills and job skills academies
- Hired over 1,500 Detroit residents — the equivalent to 55% of the Company’s workforce

**Culinary Training Academy of Las Vegas:**

MGM is proud that we not only helped build the CTA, but continue to help fund the facility, collaborate on curriculum development and so much more. Not only did MGM Resorts help build the original facility, but has also continued to support the CTA by funding the addition of state-of-the-art teaching facilities, the development of curriculum and more.



At the Academy, students learn the basic skills required for entry-level positions, which serves as a mechanism for people dependent on public aid to transition into the workplace. Training is also offered for current employees to improve and enhance their skills toward promotional opportunities. In addition, the Academy provides assistance with job applications and locating job opportunities.

Since the Academy began in 1993, they have trained more than 35,000 people for participating employers in the hospitality industry.

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Additional information on the CTA is also included in Exhibit 1(a), *Complementing the City’s Culture and Showcasing, Stimulating and Improving the Use of Existing and Future Facilities.*

EXHIBIT 5(C) – LOCAL BUSINESS DEVELOPMENT (TARGET % OF TOTAL)

*EXCISED MATERIAL*

**BEST PRACTICES**

MGM Resorts is an industry leader in both supporting local businesses in the communities in which we develop our destination resorts and in our commitment to Minority, Women and Disadvantaged Business Enterprises (MWDBE).

Not content to only address the inclusion of MWDBE businesses as part of our mission, in February of this year MGM Resorts expanded our industry-leading Supplier Diversity Program to include suppliers, contractors and professional service providers owned by veterans, disabled, gay, bisexual or transgender (LGBT) individuals.

Since the inception of the Supplier Diversity Program, nearly \$3 billion has been awarded directly to over 1,000 diverse-owned businesses. In 2007, MGM Resorts joined with the American Gaming Association in announcing a Tier II reporting program requiring the largest majority-owned suppliers to the industry to report their expenditures with diverse-owned businesses.

This level of success has been long in the making and is not something the Company is complacent about. MGM Resorts continues to challenge itself to be more inclusive in all aspects of its business through a progressive and proactive approach to diversity and inclusion, of which diversity spending is just one part. Our leadership in this area starts at the most senior levels of our Company through adherence to best practices, for which we have received national recognition.

DiversityInc, a leading diversity spending publication, which recognizes companies for supplier diversity, has established three common elements of the top supplier-diversity companies:

- Have CEOs who personally sign off on supplier-diversity goals and metrics
- Audit their supplier-diversity numbers
- Mandate that supplier-diversity metrics be included in their standard procurement processes

We are pleased to report continued momentum for MGM Resorts International's Diversity initiative. Every benchmark by which we evaluate our Diversity gains showed upward momentum — among our employment ranks, our suppliers and construction providers, our marketing and advertising campaigns to emerging customer markets, our community contributions and our partnerships with local, state and national organizations. ~ **Jim Murren, Chairman & CEO and Alexis M. Herman, Chair, Diversity Committee**

**In 2003, MGM Resorts adopted a formal policy requiring minority and women diverse business owner bid participation in ALL contracts and purchases exceeding \$1,000.**

As a result of such measures, our Company has distinguished itself among the most progressive companies in the world as a leading supporter of diverse business owners. This past year, MGM Resorts was included on DiversityInc's list of "25 Noteworthy Companies" and was among the "Top 10 Companies for Latinos," marking the seventh consecutive year we have been recognized for our Diversity and Inclusion Initiative.



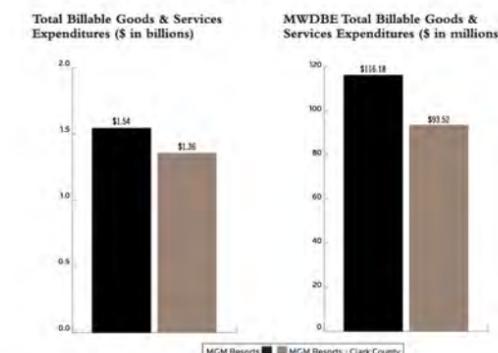
*"I extend a hearty congratulations to everyone at MGM Resorts International. Earning a position on the 25 Noteworthy list was especially difficult considering the increased competition—it's much different from just five years ago,"* said DiversityInc CEO Luke Visconti.

**INDUSTRY LEADING**

MGM Resorts has demonstrated that its commitment to Diversity spending is the benchmark by which an already progressive industry can measure itself.

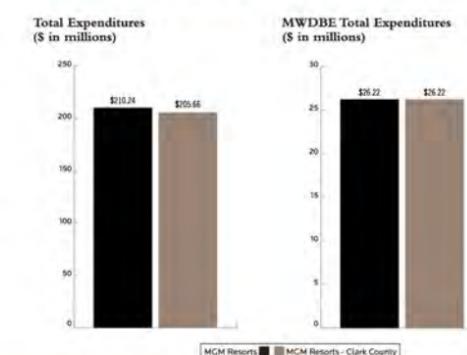
**MGM Resorts is the only major gaming company to publish its Diversity spend**, a commitment that we made in 2000 with the launch of our Diversity and Inclusion Initiative. Since the program's inception, over \$1 billion has been spent with MWDBE suppliers. In 2011 alone, MGM Resorts spent over \$116 million with MWDBE businesses.

**GLOBAL PROCUREMENT**



Of the \$1 billion plus business provided to MWDBE businesses, MGM Resorts has particularly focused its efforts on the construction and consultant sector, industries that, along with resort operations, are the life blood of the communities in which we develop and operate. In 2011, over 12% of total construction and consulting spend across the Company was with MWDBE businesses, resulting in over \$26 million of such expenditures.

**CONSTRUCTION & CONSULTING DATA\***



**MWDBE STRATEGY EXECUTION**

**Goals**

The execution of the Company’s inclusion strategy for MWDBE businesses often results in wonderful, life-long supplier relationships: none more rewarding than that of Thor Construction.

The primary goals of our supplier and construction diversity programs over the past decade have been to help break down barriers to entry and upward mobility for minority and other diverse business partners, and to assist them in acquiring the expertise, experience and capacity critical for growth into more successful enterprises. This in turn promotes quality and price competition among our Company’s suppliers and contractors.

Here is an example that makes us proud.

**Case Study: Thor Construction, Inc.**

In 2011, general contractor Thor Construction, Inc. commenced the 4,200-room remodel at MGM Grand Las Vegas – one of the largest single hotel renovations in history.



*This is but one in a succession of MGM Resorts projects Thor successfully performed over the last decade, which helped it obtain the first unlimited contractor’s license issued to a certified minority company in Nevada history and develop into one of the nation’s largest minority-owned general contractors.*

Other projects performed by Thor for MGM Resorts include:

- Joint-ventured with Clark Construction to build the stations at Bellagio and Monte Carlo for the ARIA Express Tram that ferries guests between Bellagio, Crystals and Monte Carlo
- Acted as a general contractor or contractor on many other CityCenter components – such as the CityCenter Residential Sales Pavilion, HAZE Nightclub, GOLD Boutique Nightclub and Lounge, The Cup at Crystals and several build-outs of Crystals stores, such as Prada, Lanvin and Carolina Herrera
- Bellagio suite remodel
- Redesign of The Mirage volcano

**Who will be the next “Thor Construction, Inc.” Success Story?**

MGM Springfield is committed to doing the same for Springfield’s local MWDBE businesses. Of the 42 certified MWDBE businesses in Springfield, MGM Resorts has identified 40 of them that have the potential to provide goods and services to MGM Springfield, its employees or its customers — particularly in the construction industry.



**CMJ, LLC.** Clinton Mitchell, Jr., the single proprietor owner of CMJ, LLC, a Springfield-based landscape, site works and snow removal contractor, is precisely the type of contractor with whom MGM Springfield wants to do business. CMJ will not only be in a position to provide general landscape and related services during development and operations but, based upon his relationships with the local workforce, can potentially grow his business with financial and development assistance in order to expand his business into other areas.

**Sir Speedy.** Operated by the wife/husband team Traci and Michael Connors, this WBE-owned Springfield business is located in the heart of Downtown and has become the company’s primary printing and copy vendor. MGM Springfield looks forward to a continued business relationship with Sir Speedy whereby they can support not only the development phase of the project but also the operations phase.

**Underwood Photography.** From his initial assignment documenting our sponsorship of the African American Film Festival “Stone Soul” concert, MGM Springfield has established a close relationship with Lenny Underwood, making him one of our primary photographers for our development project. Mr. Underwood obtained his Commonwealth MBE certification shortly after our initial engagement with him, and in doing so, made himself eligible for other MBE work by companies that only recognize such certifications in support of their diversity supplier initiatives. We intend to continue to maintain a relationship with Mr. Underwood and to assist his promise of being a leading young Springfield businessman.

We have approached each of these businesses in order to establish a potential business relationship, and have executed a number of memoranda of understanding, establishing the framework by which the companies may be able to work together.

While MGM Resorts believes that each of these businesses may have the opportunity to be a part of the development or operation of MGM Springfield, or provide services or products to our employees or customers, we believe the real opportunity lies in business not on the above list — that have not been certified or are otherwise looking for an opportunity to further develop their businesses.



**FUND FOR A NEW SPRINGFIELD**

It is with those businesses in mind that MGM Springfield committed to create a \$5 million “Fund for a New Springfield.” Announced in October of 2012, the Fund is intended to assist those local restaurants, retailers, vendors and suppliers that require some form of capital to enable their businesses to service the Project effectively, and reap the economic benefits of a project of the scale proposed by MGM Resorts.

We will work to foster relationships with the companies listed above because much of the Fund’s focus will be based on seeking out those local businesses that have already received formal certification from such nationally recognized organizations, as listed below:

- The National Minority Supplier Development Council
- The Women’s Business Enterprise National Council
- The United States Hispanic Chamber of Commerce
- The National Association of Minority Contractors
- The Veteran Affairs Administration

We also believe there is significant opportunity for a number of local Springfield businesses to receive the requisite training, credentials and certifications from these organizations as a result of partnering with MGM Springfield and participating in our supplier diversity program.

There is no better example of this gap than the single Veteran Affairs Administration-certified business in Springfield, C.M. Technical Consulting, Inc. While we applaud that owner on his effort to be accredited, it is clear that with Springfield’s strong Veteran population, there are other Veteran business owners in Springfield that could benefit from accreditation. MGM Springfield has identified three such businesses that were listed on a separate Veteran-owned directory for Springfield, but were not certified with the VA.

Similarly, the Massachusetts MWDBE Website identifies only 18 MWDBE-certified companies in Springfield. We believe, therefore, that there is opportunity to educate, train and increase the number of qualified

local companies receiving these important certifications, which will help not only MGM Springfield but also other businesses in the area seeking greater supplier diversity.

On a periodic basis, MGM Springfield will hold day-long training and seminar sessions, free of charge and open to local businesses, to ensure these local businesses avail themselves of the opportunities provided by the respective certifying associations.

Further, we will allocate part of MGM Springfield’s Fund for a New Springfield towards certification fees for these associations, as well as subsidies for appropriate companies to join local business associations such as the Greater Springfield Chamber of Commerce, the Massachusetts Latino Chamber of Commerce and the Greater Springfield Convention and Visitors Bureau.

**SUPPLIER DIVERSITY**

As a leader in the hospitality and entertainment industry, MGM Resorts believes that Supplier Diversity is an integral part of our corporate culture and a vital element of our success.

In August 2000, MGM Resorts International hosted its first Supplier Diversity Expo to communicate our commitment to supplier diversity and to identify minority, women and disadvantaged-owned businesses. To build upon the Expo’s success, we created a full-time professional position dedicated to ensuring that diverse-owned firms gain awareness and access to contracting opportunities at MGM Resorts. The Company also launched a Website, [mgmresortsdiversity.com](http://mgmresortsdiversity.com), which enables suppliers to register online and become part of our internal database. This database provides our procurement professionals a quick and easy way to identify diverse-owned businesses within our supply chain.

To further develop the Supplier Diversity Program, the Company created a Purchasing Diversity Committee comprised of purchasing directors and buyers companywide. The group meets monthly to share ideas and best practices.

The Global Procurement office, of which Supplier Diversity is a critical part, is located at MGM Resorts headquarters in Las Vegas, Nevada.

Sourcing professionals negotiate national agreements for many of the products and services used throughout the Company. This team is also responsible for the daily purchasing needs of our Las Vegas-based resorts.

**The Procurement Process**

As of 2003, MWDBE participation is required for contracts for goods and services exceeding \$1,000. Moreover, MGM Resorts will often make MWDBE participation a critical element in the evaluation of a bidder's response.



This type of commitment is not entered into lightly, requiring a team of dedicated professionals that will continue to encourage, support, monitor, audit and execute upon the Company's vision of inclusion and diverse vendor support, ranging at the highest levels of Jim Murren, Chairman and CEO, and Alexis Herman, who chairs the Company's Diversity Committee. In turn, Phyllis James, the Company's Chief Diversity Officer, leads a talented and dedicated group of individuals committed to the Company supporting diverse businesses.

That commitment extends beyond the Company's headquarters in Las Vegas. MGM Resorts has regional resorts located in Northern Nevada, Michigan and Mississippi. Each resort has a dedicated on-site procurement staff responsible for acquiring goods and services for the daily operating needs of its respective locations. Our regional resorts rely on local business owners to support the unique requirements of their properties. **MGM Springfield would similarly have manager-level dedicated staff to support the MWDBE effort.**

**MGM RESORTS' PROACTIVE OUTREACH**

It is by no means certain that we will achieve the above goals. The Commonwealth, for example, has striven, but to date has been unable to achieve its lofty goals through its Supplier Diversity Program. However, it strives to do so, tracking its performance from year to year in an attempt to make its program more effective.

Similarly, MGM Springfield will strive to achieve these same goals in Springfield supported by a corporate Supplier Diversity program that leads the resort gaming industry, and can be counted among the best in corporate America.

At a parent company level, MGM Resorts is proactive in its approach to local and supplier diversity.

This past year, MGM Resorts, joined Diversity Best Practices, the nation's preeminent membership organization for diversity through leaders, to host more than 100 diversity practitioners at the Monte Carlo Resort & Casino for the Best Practices Regional Conference, a day-long to discuss diversity.

*"With half of its management being women and 37 percent minorities, coupled with a \$120 million diverse supplier annual spend, MGM Resorts serves as an inspiring host for our conference and will provide our guests with firsthand examples of what corporate diversity looks like in the hospitality setting," said Andres Tapia, President of Diversity Best Practices. "MGM Resorts is on the forefront of embracing diversity and creating an inclusive environment for its employees and guests, and we applaud them for their efforts by bringing them our business."*

The conference's agenda includes a keynote address and conversation, best practices panel discussion and four think tank sessions designed to identify opportunities where diversity leaders can help propel their business and operational strategies forward.



**Direct Outreach to Local Businesses**

Certifications aside, as part of the First Choice Program, MGM Springfield has made, and will continue to make, a concerted effort to reach out to Springfield-based local businesses.

**Springfield Minority and Women-Owned Business Enterprise**

The Company was a lead sponsor at the Western Mass Business Expo. With over 2,000 attendees, 140 exhibitors and multiple educational seminars, MGM Springfield took an active role in providing local businesses with supplier enrollment information about the Company.





Following our announcement that week, MGM Springfield hosted another broader Springfield-focused private breakfast the morning of August 22, 2012, at which the Company's Chief Executive Officer, Jim Murren, made a presentation to the group, explaining the opportunities presented by projects of this nature to the local business community. Again, the reaction was extremely positive.



The Company is proud of the relationships that were forged at those events, including two memoranda of understanding with South End business owners, Brett Bertelli, a local florist with Langone Florists, and with Anna Daniele, owner of La Fiorentina, whom the Company intends to make a major supplier to and tenant of the Project.

**NATIONAL PARTNER ORGANIZATIONS**

**National Minority Supplier Development Council**

On August 21, 2012, on the eve of MGM Springfield's formal announcement of its Project, the Company invited approximately 40 local Springfield South End Businesses for a private dinner at the MassMutual Center to preview the Project and provide contact information and comments. The positive response was overwhelming.

- National Corporate member of Councils in NV, CA (Los Angeles, San Diego), Mississippi/Arkansas and Michigan
- Mark Stolarczyk, past Member for National Office Fields Committee
- Kenyatta Lewis, past Board Secretary of NV Minority Business Council (2006 – 2011) and current member of NMSDC Industry Groups – Hospitality Industry, Entertainment, Media & Sports and Consumer Packaging Group
- Sponsored first Minority Business in NV for the elite Corporate Plus Program

**Women's Business Enterprise National Council**

- National Corporate member since 2003
- Hosted National Conference at Mandalay Bay in 2011
- Active support of WBEC-West Regional Office
  - o Supplier Diversity representative serves on the certification committee and hosts the monthly application review meetings
  - o Kenyatta regularly serves as a keynote speaker for membership forums and workshops

**United States Hispanic Chamber of Commerce**

- National Corporate member
- Marks Stolarczyk, past Vice Chair of the Purchasing Advisory Committee **National Association of Minority Contractors**
- Local and national member
- Annually sponsor luncheon and host informational workshop for membership

**AWARDS**

Our advanced Supplier Diversity program has been benchmarked by Fortune 100 and 500 companies. Additionally, we have received numerous awards and recognition for our commitment to inclusion and impact to the diverse communities where our properties are located.

- Corporation of the Decade – NV Minority Council (2010)
- Corporation of the Year – NV Minority Council & Michigan Minority Council
- Supplier Diversity Program of the Year – NV Minority Council
- Community Advocate of the Year – NV Minority Council
- Top 100 Supplier Diversity Program- Diversitybusiness.com
- Million Dollar Roundtable Award Recipient – United States Hispanic Chamber 2009, 2010, 2011
- Top 50 Companies for Diversity (Supplier Diversity) – DiversityInc
- Top 50 Companies for Hispanic – Hispanic Business
- Top Companies for Latinas – Latina Style
- Top 40 Companies for Diversity – Black Enterprise

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EXHIBIT 5(D) – WORKFORCE DEVELOPMENT PLAN

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CONSTRUCTION JOBS

*EXCISED MATERIAL*

*EXCISED MATERIAL*

*EXCISED MATERIAL*

*EXCISED MATERIAL*

OPERATIONS JOBS

**COMMITMENT TO PAYMENT OF PREVAILING WAGES DURING CONSTRUCTION**

MGM Springfield commits to pay its construction laborers prevailing wages during the construction project.

**METHODS FOR ACCESSING EMPLOYMENT OPPORTUNITIES AT THE PROJECT**

MGM Resorts will provide access to employment opportunities for the Project through a number of avenues. A detailed description of that accessibility is set forth in our prior response to Exhibit 5(b), Human Resources Hiring/Training Program, but will include the following:

- Advertising through broadcast
- Print and social media
- Actively recruiting through Springfield community organizations
- Conducting community-based job fairs
- Promotions through regional employment boards
- An online application process

**MGM RESORTS' EXPERIENCE ON MAJOR CONSTRUCTION PROJECTS**

**CityCenter**

MGM Resorts' recent CityCenter project is its most relevant recent large-scale construction. In that case, the approximately 10,000 construction labor force came exclusively from Las Vegas and the immediately adjacent Las Vegas Valley.

City Center is an approximately 18-million-square-foot urban complex on 76 acres located on the Las Vegas Strip in Paradise, Nevada. The project was started by MGM Resorts International; Dubai World became a joint partner during the project's construction phase. It is the largest privately funded construction project in the history of the United States. The project is connected by a tram system to adjacent MGM Resorts properties Monte Carlo and Bellagio.



Construction Workers at CityCenter project.

**MGM Grand Detroit**

Again, we believe our experience in development of MGM Grand Detroit, should provide the City of Springfield with some level of comfort around our ability to attract a diverse workforce during development.

**During the construction of MGM Grand Detroit, MGM Resorts was able to achieve 32% participation of MWDBE employees' trade hours, in comparison to the 25% that was being required by the City.** While that City had a more mature construction workforce, we believe our ability to proactively train and recruit a skilled workforce, directly and through partnerships, is one of the key differentiators between MGM Resorts and other gaming operators that do not have the breadth of our development experience.

**Dedicated Local/MWDBE Diversity Executive**

As is MGM Resorts' practice for all of its major construction projects, we will be hiring a dedicated management level position, whose sole responsibility will

be to ensure the Company's best and reasonable efforts in achieving MWDBE participation at the supplier/vendor level and construction labor level.

During the operations stage, this same level of attention and dedication will be addressed by a senior manager as well.

**MGM Springfield's Bidding Leverage**

One of the opportunities that MGM Resorts has to achieve our local hiring and MWDBE goals, is through its leverage in the bidding and contracting phase. The Company has employed a standard construction contract provision, which makes MWDBE participation, at both the business and trade worker level, and competitive item, that must be bid by the bidder.

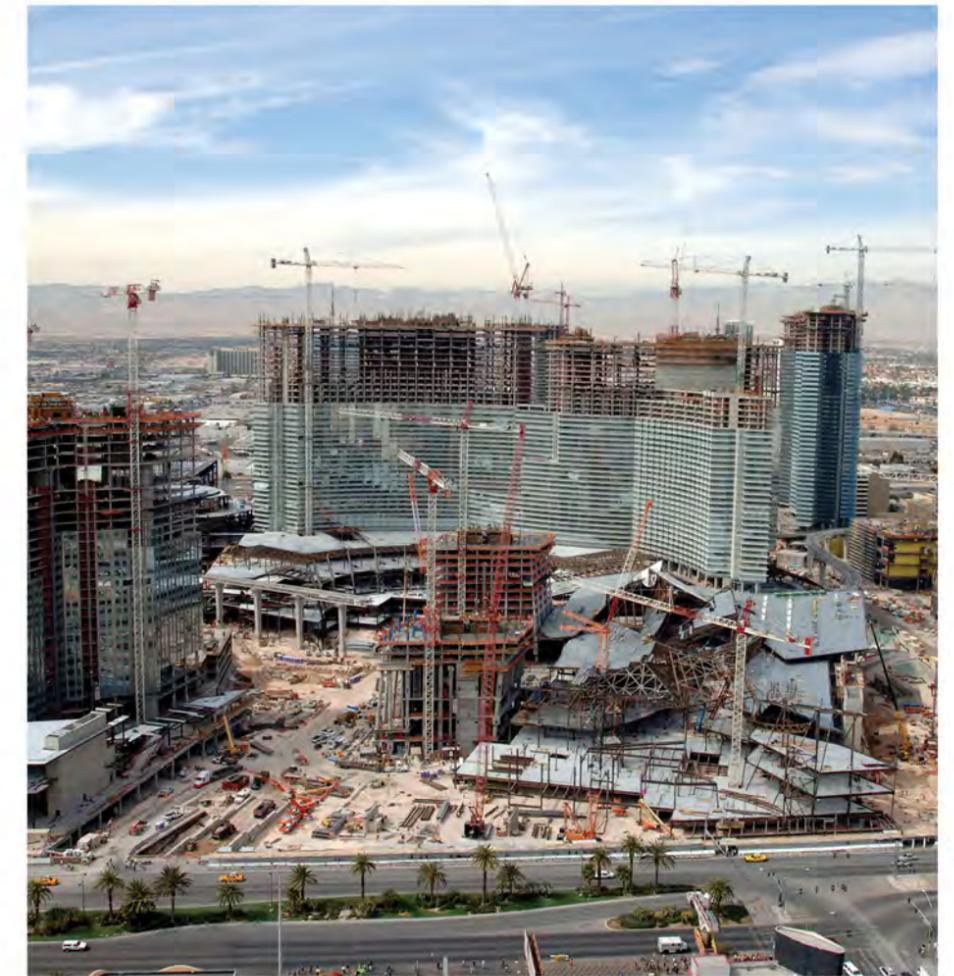


EXHIBIT 5(E) – ORGANIZED LABOR CONTRACT

*EXCISED MATERIAL*

**EXHIBIT 5(F) – HISTORY OF LABOR RELATIONSHIPS (PAST 10 YEARS)**

**OVERVIEW**

MGM Resorts, operating a peerless portfolio of destination resort brands in one of the most labor intensive industries in the world, has developed a complex and progressive labor relations model founded on a belief that our relationships with Union business partners contribute to the success of our business and improve the lives of our employees. The success of our relationship with our Union business partners is demonstrated by:

- The construction of our destination resorts
- Our workforce
- Our dealings with our union business partners

**CONSTRUCTION**

**The properties of MGM Resorts International have been built by union labor.**

The foundation of the Company’s relationship with the Unions was established in the early 1990s. The construction of MGM Grand Las Vegas was, at the time, the largest single private-sector construction project in Nevada history. MGM Grand Hotel Inc. (hereafter MGM Grand Las Vegas) and its managing contractor voluntarily entered into a work agreement with the Building and Construction Trades of Southern Nevada and its affiliated Unions. The agreement provided for Union standards on the job and had an extremely successful dispute-resolution provision that worked well for both management and labor. The agreement also guaranteed that MGM Grand Las Vegas would be built with 100% Union labor. The success of MGM Grand’s efforts at forging a progressive relationship with the building trades was demonstrated by the fact that a billion-dollar, multi-year project lost no time due to grievances or jurisdictional disputes.

In recent years, work agreements have become somewhat obsolete when building on the Las Vegas Strip. With strong, collaborative relationships in place, companies such as MGM Resorts automatically turn to the Unions and their expertise when building.

Since 1989, MGM Resorts has spent more than \$13 billion on construction costs alone at projects at its properties. (This total only encompasses large-scale projects with an initial spend of more than \$20 million). Of that \$13 billion, **approximately \$7.8 billion was spent with the Union trades**, equating to **roughly 100 million man hours of Union work** (taking into consideration the changes over the last 20 years in fully burdened Union craftsman rates). The construction of CityCenter, the most recent MGM Resorts development on the Las Vegas Strip, resulted in more than \$4 billion paid to unionized contractors.

Work agreements are still used when merited. MGM Resorts is currently negotiating with the Building and Construction Trades Council of Southern Nevada and the Southern California-Nevada Regional Council of Carpenters and their affiliated local Unions an agreement for a significant construction project on the Las Vegas Strip. This unique agreement is intended to allow more flexibility in job requirements, thereby benefitting Union members directly.

**OUR WORK FORCE**

**The Company has a progressive approach to the individual rights of employees and the statutory rights of Unions seeking to represent employees.**

MGM Resorts has an extensive unionized workforce. Approximately 49% of MGM Resorts’ employees belong to a Union, more than 90% of whom are represented by UNITE HERE, the Culinary Workers Union. Throughout the Company’s properties, there exist more than 39 labor agreements with 10 different labor organizations. There also are four recently elected units where bargaining will begin in the near future. See Appendix Exhibit 5(f) for a list of Labor Contracts, units represented and size of units.

Negotiated labor contracts provide comprehensive wage and benefit packages for all employees, just-cause provisions, grievance and arbitration provisions and labor/management cooperation language. MGM Resorts is not a strict minimum-wage provider — the jobs held by the Company’s employees are excellent-paying jobs with full benefits programs and

promotion and training opportunities. Career casino employees purchase homes, raise families and contribute to their communities. MGM Grand Detroit Slot Shift Manager Claudia Quiroz said, “MGM Grand Detroit offered me my first career. I’m grateful for the opportunity it has given me and my children for a better life.”



Extensive unionization brings a need for continuous cooperation in negotiations and in operation of the business. MGM Resorts has forged relationships with the Unions representing our employees built on a spirit of cooperative bargaining, where the benefits to the employee and the community are at the forefront of every decision. This cooperative relationship has resulted in no significant work stoppage activity in the last 25 years.

Additionally, the majority of bargaining relationships with our Union business partners have occurred as the result of an agreement between the Company and the Union to conduct a card check within the unit. Pursuant to these card-check agreements the Union is provided access to employees for purposes of organizing and employees are provided an opportunity to express their interest in unionization without objection by the Company and without the need for a formal election process.

**DEALINGS WITH UNIONS**

**MGM Resorts has forged a cooperative relationship with the major Unions in the hospitality industry, with partnerships that extend well beyond the negotiation process. At the forefront of these partnerships is a common goal: to benefit the employees and the communities where they live.**

Numerous MGM Resorts executives act as management trustees on multiemployer trust funds that provide contractual benefits to bargaining unit members. Several executives are trustees for multiple funds and have been trustees for many years, strengthening the collaborative bond between MGM Resorts and the Unions. MGM Resorts representatives are as follows:

- Cynthia Kiser Murphey - President/COO, New York-New York Las Vegas Hotel & Casino - Culinary Health and Welfare Fund
- Renee West - President/COO, Excalibur Hotel Casino Las Vegas/Luxor Las Vegas - Culinary Union Training Fund
- John Socha - Executive Director of Health Care Operations - Culinary Health and Welfare Fund
- Jeff Ellis - Vice President/CFO Corporate Benefits - Culinary Tip Earners Legal Assistance Fund and Culinary Union Housing Fund
- Yvette Harris - Vice President of Finance - Culinary Union Pension Fund and Culinary Union 401K Fund
- Sherri Ohanian - Vice President of Human Resources, Monte Carlo Las Vegas Resort and Casino - Culinary Tip Earners Legal Assistance Fund
- Wendy Nutt - Vice President of Labor Relations - Operating Engineers Health and Welfare Fund



**Renee West – President/COO, Excalibur Hotel Casino Las Vegas/Luxor Las Vegas:** *“The simple act of working together regularly on the same side of the table improves communication and brings a new level of cooperation on all fronts. The spirit of cooperation forged through our work as trustees makes it almost impossible not to want to work together, be forthcoming and listen to the other side, even when both sides are at odds.”*

**Health and Welfare**

In conjunction with the Culinary Union Health and Welfare Fund, Union and management trustees have launched shared initiatives focused on the continuous improvement of Southern Nevada health care — not only ease of access but also quality of benefits. The Free Pharmacy program, created jointly by UNITE HERE/Culinary and MGM Resorts, provides generic medications to employees and Union members at no cost. The Generic Drug Campaign, funded primarily by MGM Resorts and UNITE HERE, was a citywide advertising campaign focused on helping people understand the benefits of using generic versus name-brand drugs.

Like the Generic Drug Campaign, many of these shared initiatives benefit not just Company employees and union members, but the community as a whole. The launch of Hope Coach, a mobile digital mammography van, was a collaborative effort between Nevada Cancer Institute, MGM Resorts and UNITE HERE/Culinary. Hope Coach provides medical services to Union members and MGM Resorts’ employees, but also visits communities across Southern Nevada, providing much-needed services to individuals in rural areas of the state.

The Health Care Coalition is a 15-year industry partnership between the Unions and self-funded employers such as MGM Resorts. The coalition is one of the largest consumer-health care advocacy organizations in Nevada and strives to improve healthcare quality, access and affordability, not only for the employees it represents, but for Southern Nevadans generally. Without this partnership, many unions and small businesses would be unable to negotiate reasonable hospital rates. Additionally, through monitoring and reporting of quality metrics, the coalition incentivizes the hospitals to provide the best care at all times. Over the course of the past four legislative sessions, through the coalition, MGM Resorts and UNITE HERE/Culinary have been leading partners on comprehensive healthcare reform, transparency and an ongoing effort to prevent out-of-network patients from being assessed with large bills for emergency hospital services. Roughly 180,000 union employees are directly impacted through this partnership and when their families are factored in, more than 350,000 Southern Nevadans benefit.

**Development and Training**

The industry and labor again came together in the development of the Culinary Academy of Las Vegas. A labor-management trust, the Academy is an internationally recognized model for workplace education and vocational training, and is the largest provider of training for entry-level and incumbent workers in the Las Vegas hospitality industry. Students learn the basic skills required for entry-level positions, which serves as a mechanism for persons on public aid to transition into the workplace. Training also is offered for current employees to improve and enhance their skills toward promotional opportunities. In addition, the Academy provides assistance with job applications and locating job opportunities. The Academy’s events center carries the name of MGM Resorts for its private sector investment.



**D. Taylor – Head of UNITE HERE/Culinary:** *“MGM has been a pioneer on two fronts in their work with the Union, First, in training, with their major contributions to the Culinary Academy of Las Vegas, and secondly, in our partnership on the Health Fund Coalition. In these two areas alone they have helped thousands of our Union members have better lives.”*

MGM Resorts is committed to the health and well-being of its employees. The Company recognizes that through cooperation and collaboration with the Unions, we are best able to benefit all our employees and the community at large.

**Government and Legislation**

MGM Resorts has supported a variety of Union initiatives, including a 2009 measure to improve overtime compensation for banquet workers and legislation in 2011 to extend employment protections to transgendered individuals. In addition, there are many general areas in which the Company and labor have partnered. These include education funding, broadening the state’s tax base, initiative reform and energy policy.

In 2009, MGM Resorts joined with UNITE HERE/Culinary to oppose legislation that would have dramatically expanded the Las Vegas Gaming Corridor, allowing for casinos to build or expand in areas formerly off limits. In the Company’s view, the high standards required to build a hotel/casino would be eroded by interests that were neither labor-friendly nor willing to invest in the infrastructure needed for a quality resort. This bill ultimately was defeated.

The Gaming Industry Tip Compliance Agreement is a voluntary agreement for employee tip reporting entered into by the employer, its employees and the IRS. The agreement establishes set tip rates for all gaming employees who receive tips. The benefit to the employees and the employer is certainty and audit protection. The IRS and the Nevada gaming industry first signed



a Tip Rate Determination Agreement in 2003. Those original rate agreements expired in 2006 and in 2007, MGM Resorts worked hand-in-hand with UNITE HERE/Culinary on behalf of their employees and members to establish new rates that accurately reflected tips received, ensuring employees would not be overtaxed. In 2008, when the recession hit, MGM Resorts and UNITE HERE/Culinary collaborated actively for approval of a 20% recession discount on the rate in recognition of the declining business environment and the impact on employee tip revenue. In 2009, they again worked together to negotiate a new discount of 30% based on continual income loss to employees.

Collaboration between MGM Resorts and UNITE HERE/Culinary also extends to the political arena. In the 2008 presidential election, the Company held democratic caucuses at several properties and worked directly with UNITE HERE/Culinary to provide information to employees regarding voting and the caucus process, and to encourage employee participation. MGM Resorts allowed employees to attend caucuses while on shift. The Company and UNITE HERE/Culinary also partnered in 2010 and 2012 to encourage and provide access to employees for early voting. Buses were provided for transportation to early voting sites, including an early voting site at The Mirage, an MGM Resorts’ property. The Company also allowed on-shift voting opportunities and provided box lunches for voters.