

WOMEN*of***DIVERSITY**
PRODUCTIONS INC.

THE 2018 GAMING GENDER EQUALITY INDEX

By Women of Diversity Productions, Inc.

Dr.. Marlene J. Adrian, President

and

Denise R. Duarte, Advisory Board Member

Gaming Gender Equality Index



Recognizing the Societal and Institutional Symbols of Sexism and Racism

Table of Contents

Evolution of the 2018 GGEI	4
Collection of Data	5
Survey Instrument	6
Survey Questions	7
Findings and Interpretations	12
Conclusions	30
Future Actions	35
Resources	37
About	
Women of Diversity Productions, Inc	38
The Authors	39



Evolution of the 2018 GGEI

The 2018 Gaming Gender Equality Index (GGEI) report, is the second index sponsored by Women of Diversity Productions, Inc.

Since our presentation of the inaugural 2017 GGEI in October, 2017, a conscious awakening has occurred and women are no longer reluctant or afraid to speak against continued harassment, discrimination and inequity. The 2017 Women's March, Equal Pay rallies, and the #Me Too Movement have created and added momentum to the social awareness of women's issues. When we began working on the 2017 GGEI in 2016, we did not know that any women's workplace issue would be of interest, much less be the driving force for change, by not only women, but also among men - husbands, fathers and brothers.

One of the primary contemporary issues of societal focus is sexual harassment, which has been one of the most common complaints in the workplace since women began working outside the home. It has risen to prominence through awareness and outcry against those men who have abused their positions of power to sexually harass their employees.

An important development in awareness of gender workplace issues in the gaming industry was the harassment

complaints against Wynn Resorts Ltd's CEO, Steve Wynn, which ultimately led to his resignation in February, 2018 and revocation of his Nevada gaming license. This wake-up call resulted in a greater inspection of power dynamics and internal supporting infrastructure of hierarchy in the corporate culture, especially in the gaming industry. This led to corporate accountability with record breaking fines from the Nevada Gaming Commission to Wynn Resorts Ltd. for \$20 million and the Massachusetts Gaming Commission fine for \$35 million for intentionally disregarding sexual harassment complaints from multiple employees.

Consequently, the Nevada Gaming Commission passed an amendment to Regulation 5 in November, 2019 to be effective on March 1, 2020, that all licensed gaming operators with more than 15 employees "shall adopt and implement written policies and procedures prohibiting workplace discrimination or harassment of a person based on the person's race, color, religion, sex, sexual orientation, gender identity or expression, age, disability, or national origin, including, without limitation, sexual harassment." The new regulation would also require that the company must have a plan of action for any future complaint. This is a minimum standard for addressing sexual harassment, but an important change as the Nevada Gaming Board and Commission's

actions have a far reaching impact as they are considered the model for gaming regulators worldwide.

The pay gap between men and women is the second primary issue that negatively impacts our families as well as our economy. The number most commonly heard is that women earn 82 cents (2018) compared to a man's dollar. This number is misleading and does not reveal the true disparity for all women, especially Women of Color. The Institute for Policy Research has determined that if the gender wage gap continues at the same pace as the last 50 years, women will not achieve parity until 2059. However, for women of color, the wait is longer. Black women will have to wait until 2130 and Latinas until 2224.

We realized that the 2017 GGEI did not place enough emphasis on women of color and sexual harassment as specific issues. We needed to gather more data in these areas. Therefore, we revised the survey instrument's questions regarding women employees of color to better uncover the status of women.

Collection of Data

The collection of data for the 2018 GGEI relied on voluntary participation and selected research-based data for non-submitters. The deadline to submit was midnight on Monday, December 31, 2018. The corporations were invited to submit their answers at anytime prior to the deadline. The timeframe for the data was their decision as long as it occurred in 2018.

We utilized the same corporate sampling, concepts and topics as the 2017 survey, but modified questions to uncover the corporate commitment to gender equality, status of women of color, sexual harassment and the degree of transparency regarding gender related workplace policies, practices and benefits.

The invited corporations for 2018 were:

Affinity Gaming, LLC
Aristocrat Technologies Incorporated
Boyd Gaming Corporation
Caesars Enterprise Services, LLC & its affiliates & subsidiaries
Century Casinos, Inc.
Eldorado Resorts, Inc.
Empire Resorts, Inc.
Full House Resorts, Inc.
Golden Entertainment, Inc.
Gaming Partners International
IGT
Las Vegas Sands Corporation

MGM Resorts International
Monarch Casino Resorts, Inc.
Nevada Gold & Casinos, Inc.
Penn National Gaming, Inc.
Pinnacle Entertainment, Inc.
Scientific Games Corporation
Station Casinos, LLC
The Cosmopolitan of Las Vegas
Wynn Resorts Limited

After the publication of the 2017 GGEI, we received significant interest from not only the corporations that previously submitted, but also several of the research-based corporations. We were encouraged that there would be more voluntary submissions of the survey.

However, the number of corporations that voluntarily submitted for the 2018 GGEI remained the same as in the 2017 GGEI.

Four of the organizations that voluntarily completed the 2017 GGEI also completed the 2018 GGEI. IGT voluntarily submitted in 2018, but not in 2017 whereas Wynn Resorts did not submit in 2018, but did in 2017.

The 2018 GGEI voluntary submitters are as follows:
Caesars Enterprise Services, LLC & its affiliates & subsidiaries
Gaming Partners International
IGT
Station Casinos, LLC
The Cosmopolitan of Las Vegas

The corporation that we did not include in the 2018 GGEI survey was Pinnacle Entertainment, Inc. which had been acquired by Penn National Gaming, Inc. on December 17, 2017.

Caesars submitted its 2018 GGEI survey prior to merging with Eldorado Resorts in 2020. The subsequent corporation acquired the Caesars brand name, but is essentially a different entity than the Caesars that voluntarily submitted this 2018 survey.

Research-Based Data

Our research was focused on the invited corporations that did not voluntarily submit to our survey.

We limited our research-based data to publicly attainable resources to emphasize the level of corporate data transparency and to show the level of information available to a potential female employee as to the corporate culture and advancement opportunities.

Our review of the 20 corporate websites indicated that the corporate interest and information resources were focused upon enticing customers and gaining loyalty customer membership program participation and not on attracting quality potential employees. Marketing of

Survey Instrument

their amenities and offerings such as their high-end dining restaurants, unique and exclusive entertainment venues, shows, pool parties and other options was their primary and often only information provided.

Their investor information webpages or links offered more resources such as their publicly available corporate reports, which provided us with the majority of our research data.

Not all websites and corporate reports made their corporate leadership gender and racial composition information easily attainable. Only in the top leadership positions, the Executive Board and Board of Directors, was corporate governance usually publically available.

Therefore, our research focused on the gender composition of these positions since racial ethnicity and other aspects of the corporation could not be accurately established.

The 2017 GGEI survey questions were organized into four categories:

- Composition and Compensation
- Non-Discrimination Policies
- Benefits
- Community Outreach

These categories formed the basis for the 2018 survey questions.

During the analysis phase of the 2017 survey results, we determined that many questions were not answered by the corporations either because they did not track the data or had internal controls regarding releasing the information. For example, many of the 18 questions for the Composition and Compensation categories were not answered. The Compensation question was not answered by any of the voluntary submitters. Therefore, there was no data to analyze. The Non-Discrimination policies questions were basic and reflective of mandatory policies and did not uncover information about the underlying corporate culture.

After publication of the 2017 GGEI, many of the corporations wanted to meet to review their results and provide feedback regarding the survey questions. Based on this feedback, we determined that the 2018 GGEI survey would be simplified. Questions detailing specifics regarding the following topics would be included within

the four categories:

- Paths to Leadership
- Racial and Ethnic Composition
- Bias Training vs. Diversity Training (the latter is focused on avoidance of legal liability)
- Workplace Environment: sexual harassment claim process and policies

Our intent was to access more data for a more thorough and meaningful analysis and encourage more transparency.

The 2018 GGEI has four categories identified as:

- Policies and Benefits
- Compensation
- Composition
- Community Gender Equality Commitment

The 2017 and 2018 GGEI report can be found at womenofdiversity.org

The 2018 GGEI Survey questions are listed on pages: 7 - 11 of this report.



Survey Questions

Policies and Benefits

1. Informed consent to participate.

2. Name of corporation (to be published in 2018 GGEI) and Point of Contact

3. Does your corporation have an employee-led resource group for gender equality?

"Employee Resource Groups (ERGs) are voluntary, employee-led groups that foster a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives. Other benefits include the development of future leaders, increased employee engagement, and expanded marketplace reach.

<https://www.catalyst.org/topics/ergs/>

4. Does your corporation have a Diversity and Inclusion (D&I) Council that focuses on gender?

"A diversity council is a group of employees, including senior leaders or executives, that acts on behalf of the company to jump-start and manage D&I progress. While diversity councils do have the power to shape and modify organizational culture, they - of course - do not immediately solve all problems related to diversity and inclusion."

Verna R. Ford, "Factors that Drive Successful Diversity Councils" Employee Relations Today, vol. 28, no. 1 (Spring 2001): p. 67-76.

Non-Discrimination Policies

5. Provide a copy of your corporation's policy addressing gender equality/nondiscrimination.

6. Where does your corporation display your non-discrimination policy?

7. Does your corporation have a process for EEOC (Equal Employment Opportunity Commission, or comparable) complaints?

8. Does your corporation have an investigator for all sexual harassment claims?

9. Does your corporation provide Diversity Training?

10. Does your corporation provide Bias Education? Bias education teaches that all persons have conscious and unconscious bias.

Sexual Harassment

11. Does your corporation actively support and publicly promote a sexual harassment policy?

12. Does your corporation have an anonymous hotline for reporting sexual harassment?

13. Specify additional policies, practices or programs currently implemented to promote a sexual harassment free workplace environment. If the corporation is in the process of developing additional policies, practices or programs, please state when it is anticipated that it will be implemented.

Internal Support Policies

The following internal support policies serve to attract and retain quality employees and provide full participation in the workplace for women.

14. Check all the policies your corporation has:

- Retirement (employer paid)
- Retirement (employer/employee paid)
- Retirement (employee paid)
- Nursing (provide nursing mothers with a child under one year of age with a reasonable break time to express breastmilk as needed, with or without compensation in place (other than a bathroom) that is protected from the view of others and intrusion by others that is reasonably free from dirt or pollution)

- In-House Ed/Training for job
- Tuition and Other \$
- Mentorship Program: Group or Individual

15. Does your corporation offer flex time? Flex time is defined by a system of working hours with the starting and finishing times chosen within agreed limits by the employee.

16. If your corporation offers flex time, please indicate which employee levels are allowed to use flex time.

17. Does the corporation offer UNPAID parental leave beyond the requirements of FMLA's (Family Medical Leave Act) 12 weeks of unpaid, job-protected leave per year? Please specify details that are beyond FMLA's requirements.

18. Does the corporation offer PAID parental leave beyond the requirements of FMLA's (Family Medical Leave Act) 12 weeks of unpaid, job-protected leave per year?

If yes, provide details of leave including duration and if this is defined as personal time off or sick time.

19. Does your corporation allow any employees to work remotely?

20. If your corporation offers remote working, please indicate all employee levels that are allowed to use this opportunity.

21. Does your corporation offer child care (please select all that apply)

- Yes, we have child care onsite at some of our locations
- Yes, we have child care onsite at all of our locations
- We offer subsidized childcare offsite
- No, we do not offer any child care benefits
- No, but the corporation is in the process of developing a child care program

Compensation

This section focuses on determining the status of gender equality compensation in your workplace. The pay equity analysis, also known as a gender-based compensation review or study, can be conducted internally or with an independent auditor. Pay equity is a means of eliminating discrimination in the wage setting system. These analyses and reviews allow gender pay to be tracked and to indicate where inequities may exist. The next step, once the compensation status is determined, would be to change policies and practices to create pay equity and to implement salary and wage adjustments.

22. Has the corporation performed a pay equity analysis? (please select all that apply)

- Yes (answer comment question below)
- No

- No, but our corporation has committed to conduct a pay equity analysis within two years and correct wages accordingly.
- Unable to share information requested
- If yes, when did your corporation complete the last pay equity analysis?
- Did your corporation make changes to its policies and practices and women's compensation?

Composition

This section focuses on determining the status of gender equality composition in your workplace. The answers to these questions are numerical and require values for all employees and subcategories in your corporation. This will include all position levels, all properties and all geographical locations.

The racial and ethnicity categories are from the U.S. Census Bureau. In the 2017 GGEI report, our conclusions included that there is a barrier in advancing women from vice president to higher levels of management and a general lack of commitment to tracking women through the leadership spectrum.

Many other studies indicate that women of color fair far worse in compensation and few have positions of power and influence in leadership.

Therefore, we are looking for tracking and transparency to improve the number of women in leadership positions and to gauge overall advancement for women with an emphasis on women of color.

Part-Time Employees

23. Total number of part-time and on-call employees

24. Percent of women who are part-time and on-call employees

25. Percent of women who are part-time and on-call and identify as

- White alone
- Black or African American alone
- American Indian and Alaska Native alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Two or More Races
- Hispanic or Latina
- Data not collected (please input a X)
- Data collected, but shared only internally (please input a X)

Full-Time Employees

26. Total number of full-time employees

27. Percent of women who are full-time employees

28. Percent of women who are full-time and identify as

- White alone
- Black or African American alone
- American Indian and Alaska Native alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Two or More Races
- Hispanic or Latina
- Data not collected (please input a X)
- Data collected, but shared only internally (please input a X)

Full-Time Entry Level Employees

29. Total number of current full-time entry level positions

30. Percentage of women who are full-time entry level employees

31. Percent of women who are full-time entry level employees and identify as

- White alone
- Black or African American alone
- American Indian and Alaska Native alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Two or More Races
- Hispanic or Latina
- Data not collected (please input a X)
- Data collected, but shared only internally (please input a X)

Full-Time Supervisory Employees

32. Total number of full-time supervisory employees

33. Percentage of full-time women supervisory employees

34. Percent of women who are full-time supervisory employees and identify as

- White alone
- Black or African American alone
- American Indian and Alaska Native alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Two or More Races
- Hispanic or Latina
- Data not collected (please input a X)
- Data collected, but shared only internally (please input a X)

Full-Time Management Positions

35. Total number of current full-time management positions

36. Percentage of women who are full-time management employees

37. Percent of women who are full-time management employees and identify as

- White alone
- Black or African American alone
- American Indian and

- Alaska Native alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Two or More Races
- Hispanic or Latina
- Data not collected (please input a X)
- Data collected, but shared only internally (please input a X)

Directors or Equivalent

38. Total number of Directors (or your equivalent title and level)

39. Percent of women who are Directors (or your equivalent title and level)

40. Percent of women who are Directors (or your equivalent title and level) and identify as

- White alone
- Black or African American alone
- American Indian and Alaska Native alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Two or More Races
- Hispanic or Latina
- Data not collected (please input a X)
- Data collected, but shared only internally (please input a X)

Vice Presidents and Senior Vice Presidents or Equivalent

41. Total number of Vice Presidents (or your equivalent title and level)

42. Percent of women who are Vice Presidents (or your equivalent title and level)

43. Percent of women who are Vice Presidents (or your equivalent title and level) and identify as

- White alone
- Black or African American alone
- American Indian and Alaska Native alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Two or More Races
- Hispanic or Latina
- Data not collected (please input a X)
- Data collected, but shared only internally (please input a X)

44. Total number of Senior Vice Presidents (or your equivalent title and level)

45. Percent of women who are Senior Vice Presidents (or your equivalent title and level)

46. Percent of women who are Senior Vice Presidents (or your equivalent title and level) and identify as

- White alone
- Black or African American alone
- American Indian and Alaska Native alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Two or More Races
- Hispanic or Latina
- Data not collected (please

input a X)

- Data collected, but shared only internally (please input a X)

Executive Officers (includes C-Suite: CFO, CMO, etc.)

47. Total number of Executive Officers (includes C-Suite: CFO, CMO, etc.)

48. Percent of women who are Executive Officers (includes C-Suite: CFO, CMO, etc.)

49. Percent of women who are Executive Officers (includes C-Suite: CFO, CMO, etc.) and identify as

- White alone
- Black or African American alone
- American Indian and Alaska Native alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Two or More Races
- Hispanic or Latina
- Data not collected (please input a X)
- Data collected, but shared only internally (please input a X)

President, CEO

50. President, CEO (Female/Male)

51. President, CEO identifies as

- White alone
- Black or African American alone

- American Indian and Alaska Native alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Two or More Races
- Hispanic or Latina
- Data not collected (please input a X)
- Data collected, but shared only internally (please input a X)

Board of Directors

52. Total number on your Board of Directors

53. Percent of women who are on the Board of Directors

54. Percent of women who are on the Board of Directors and identify as

- White alone
- Black or African American alone
- American Indian and Alaska Native alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Two or More Races
- Hispanic or Latina
- Data not collected (please input a X)
- Data collected, but shared only internally (please input a X)

55. Is the corporation committed to increasing the number of women in leadership roles, especially in the executive level?

Community Gender Equality Commitment

Community Gender Equality Commitment is also known as community responsibility, social responsibility, community outreach, and giving back to the community. To receive points in this category the community outreach has to be specifically focused on topics, activities, scholarships, etc., that would positively change the status of gender inequality.

This category is worth 10 points out of 100 points.

56. Is the President/CEO or other top level executives, a member of any organization that promotes gender equality? (please select all that apply)

- Yes
- No
- Yes. Please list name(s) of organization(s)

57. Does your corporation encourage its executive team to sit on volunteer non-profit boards whose mission is to advocate for

gender equality, ending violence against women, preparing women for workplace re-entry, or some similar issue?

58. Is your corporation committed to contracting with women-owned businesses for services or supplies?

59. Does your corporation provide practices for helping women-owned businesses to apply as a vendor/supplier?

60. Does your corporation seek vendors/suppliers that promote gender equality in their workplace?

61. Is there a gender equality initiative that your corporation has committed to institute within the next year?

62. Are there other gender specific social responsibility programs or events that your corporation would like to share? Examples include: women's leadership forums, fundraising benefits for a women's issues non-profit, etc.



Findings & Interpretations

The general findings of the 2018 Gaming Gender Equality Index Survey are displayed below.

The number of points received by each of the five corporations answering the survey ranged from 34 to 70.5. Since the total number of points that could be received was equal to 100, these points also equal percent values. Four of the five corporations received scores greater than 50%. The mean score was 53, which was similar to the 2017 GGEI mean score of 52.95.

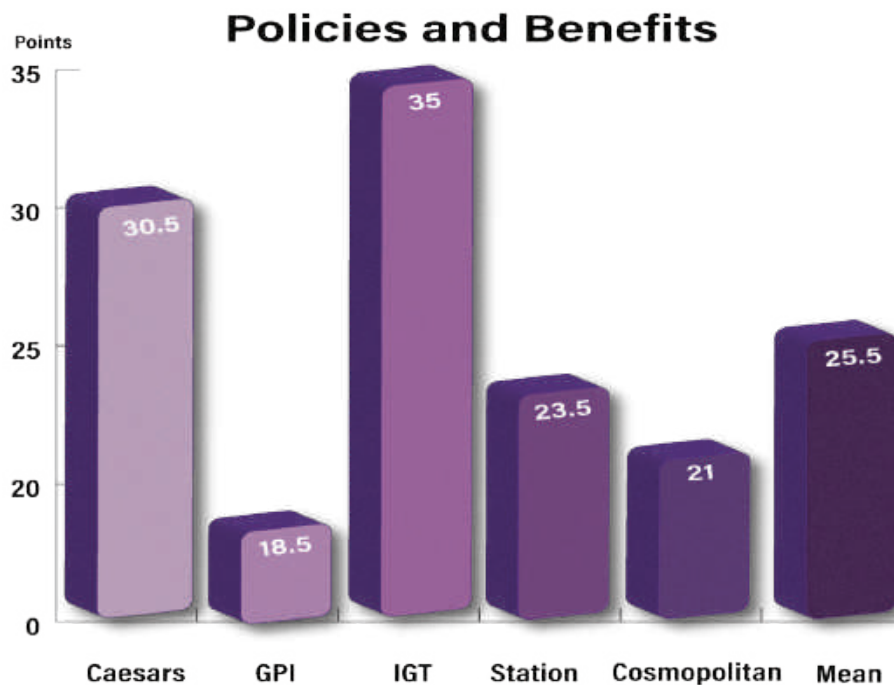
Totals for each category differed from corporation to corporation. The highest scoring corporation led in two categories. The lowest scoring corporation had the basal score in all categories.

The 2018 GGEI has four categories:

- Policies and Benefits - 35 points
- Compensation - 20 points
- Composition - 35 points
- Community Gender Equality - 10 points

2018 GGEI Scores

Entity	Policies & Benefits	Compensation	Composition	Community Gender Equality Commitment	Total Score
Point Value	35	20	35	10	100
Caesars Enterprise Services, LLC	30.5	15	16	9	70.5
Gaming Partners International	18.5	0	14	1.5	34
IGT	35	0	16.5	7	58.5
Station Casinos, LLC	23.5	0	24	4	51.5
The Cosmopolitan of Las Vegas	21	5	26	3	55
Mean	25.7	4	19.3	4.9	53.9



Employee Resource Groups (ERGs)

"Employee Resource Groups (ERGs) are voluntary, employee-led groups that foster a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives. Other benefits include the development of future leaders, increased employee engagement, and expanded marketplace reach."

<https://www.catalyst.org/topics/ergs/>

Policies and Benefits

This category addresses strategies, policies and benefits that are offered for the purpose of advancing a gender friendly workplace and erasing barriers to opportunities for women.

All submitting corporations scored more than 50% of the 35 points available for this category. One corporation, IGT, had a perfect score in this category.

Corporate Councils

A contemporary priority for many gender equity-conscious corporations is to develop corporate councils as a means to change their culture and to identify necessary opportunity deficits in order to correct them. Only two of the five corporations had established Employee Resource Groups and Diversity and Inclusion Councils. This indicates a lack of motivation or understanding of

how to address these issues in an employee-engaged manner.

Two out of the five of the submitting organizations had an Employee Resource Group (ERG) and a Diversity and Inclusion Council (D&I) in 2018.

Caesars Enterprise Services, LLC & its affiliates & subsidiaries and IGT each had both an ERG and a D&I council. These employee participation entities enable an organization to identify and uncover the corporation's practices, policies and benefits that need to be addressed and will assist in shaping the corporate culture to enhance a more equitable workplace.

Diversity and Inclusion (D&I) Council

"A diversity council is a group of employees, including senior leaders or executives, that acts on behalf of the company to jump-start and manage D&I progress. While diversity councils do have the power to shape and modify organizational culture, they - of course - do not immediately solve all problems related to diversity and inclusion."

Verna R. Ford, "Factors that Drive Successful Diversity Councils" *Employee Relations Today*, vol. 28, no. 1 (Spring 2001): p. 67-76.



Findings & Interpretations

Non-Discrimination and Sexual Harassment Policies

All the submitting corporations had policies regarding gender equality and nondiscrimination and posted them at the following locations:

- Physically in the workplace (breakroom, etc.)
- Corporate websites, associate websites and individual casino sites
- Printed or digital handbook provided to every employee

All the submitting corporations had an EEOC (Equal Employment Opportunity Commission) process for complaints, had an in-house Sexual Harassment Investigator with a zero tolerance policy and an anonymous hotline for reporting. All provided Diversity and Inclusion Training.

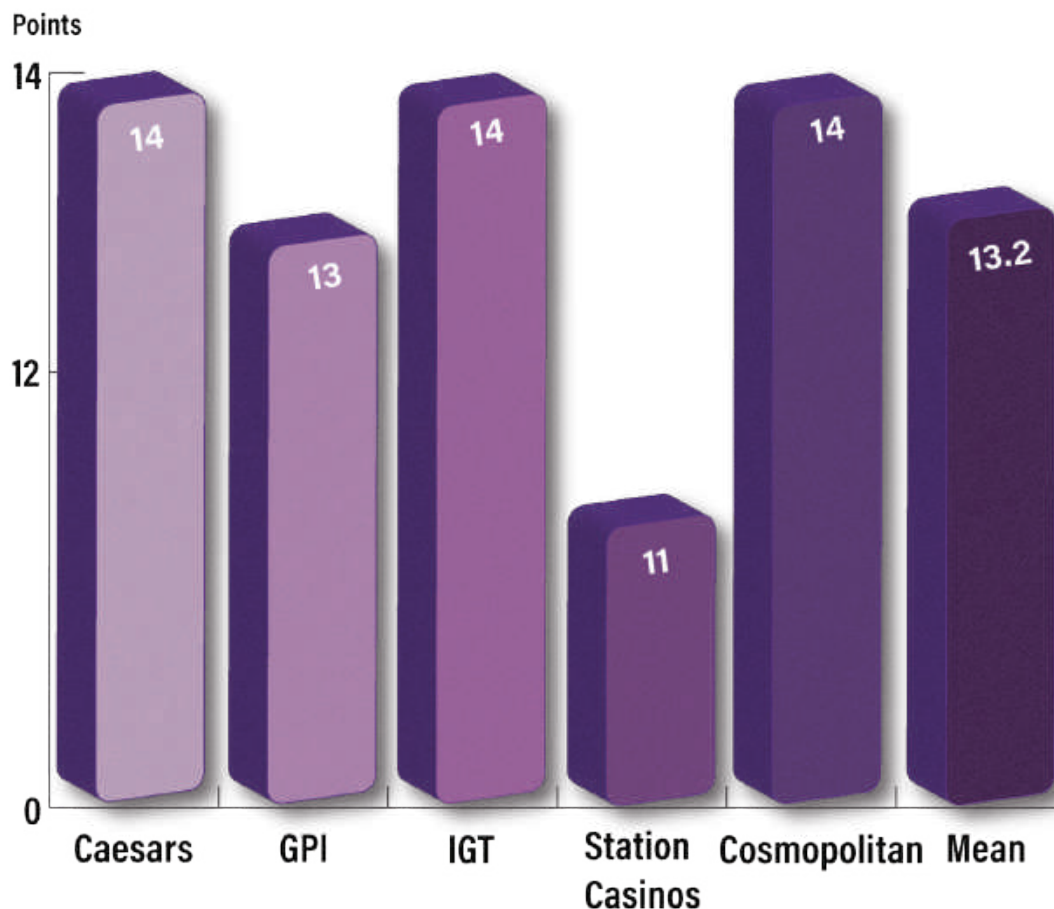
Four of the five submitting corporations had Bias Education.

The Cosmopolitan of Las Vegas provided their Discrimination, Harassment, and Retaliation-Free Workplace Policy, which included many details and specifics

directly focused on their process in handling harassment as well as preventative measures.

All these items indicates an evidence of corporate commitment to address sexual harassment as well as an increase in internal structural mechanisms to address gender equity issues.

Non-Discrimination & Harassment Policies



Internal Support Policies and Benefits

The following sub-categories look at internal support policies and benefits that serve to attract and retain quality employees and provide full participation in the workplace for women.

Overall, four of the five corporations scored as well as or better in the Internal Support Policies and Benefits category than the 2017 survey.

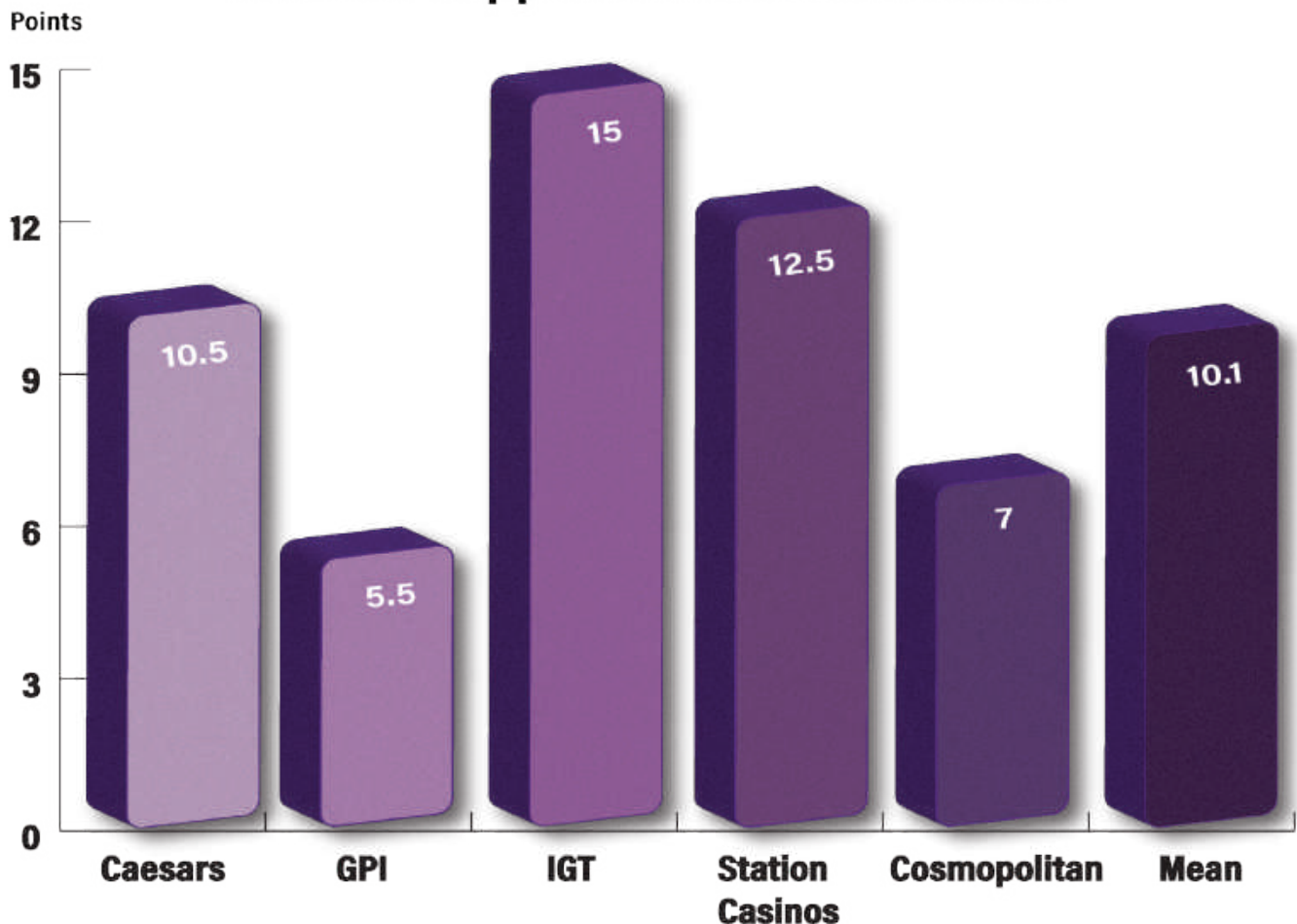
“One of the biggest challenges women face on their way to the top is that we work and live in a world, culture, and system that is designed for men. Without the proper infrastructure, women are unable to achieve unfettered career success.”

Hira Ali

Three Ways To Support Women At Your Workplace

Forbes.com

Internal Support Policies & Benefits

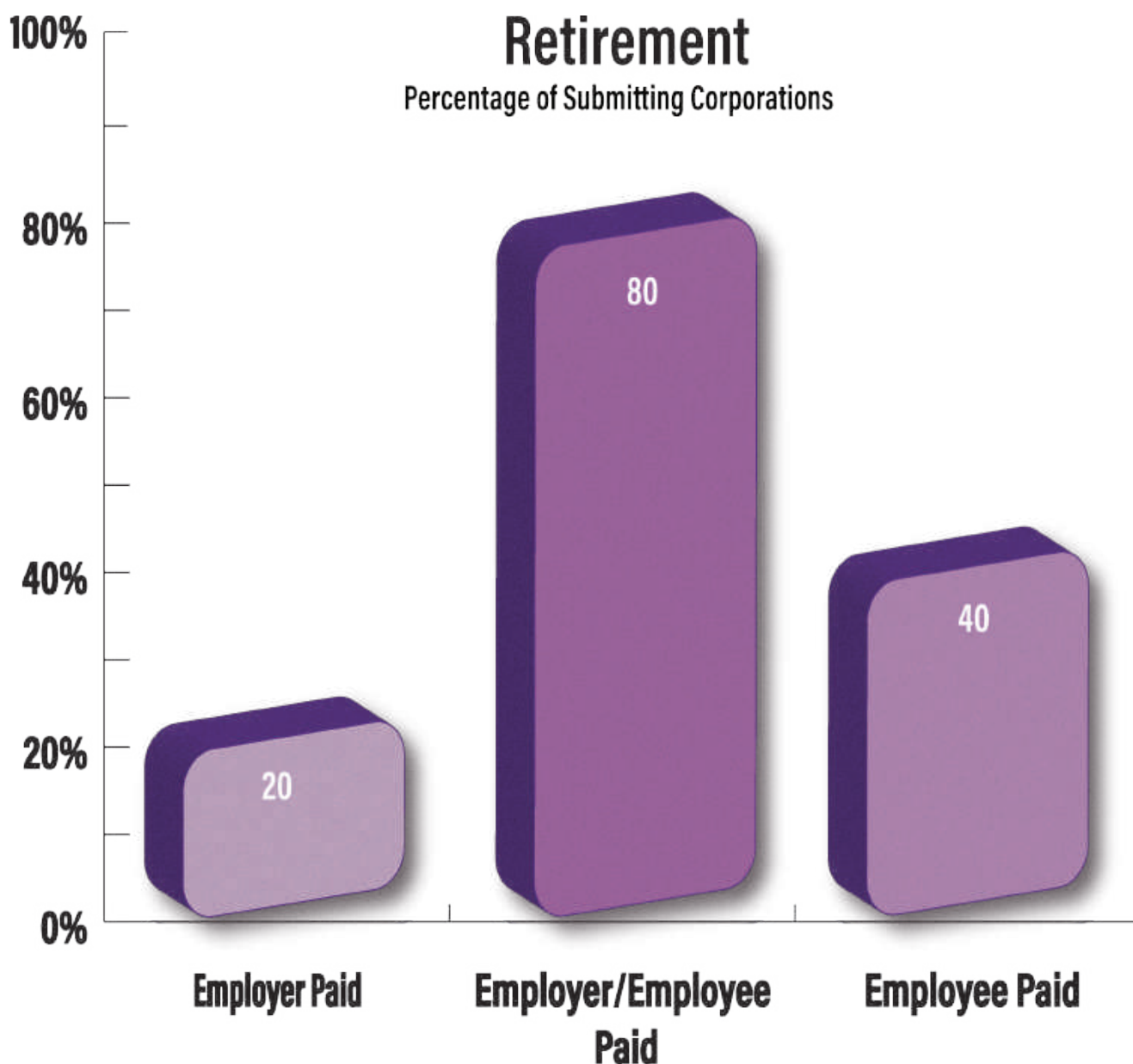


Findings & Interpretations

Retirement

The participating corporations offered at least one option of retirement programs. One corporation offered only an employee paid plan, three offered an employer/employee paid plan and only IGT offered an employer paid plan, a shared employer/employee paid plan and an employee paid plan.

On the surface these retirement plans appear to offer equal opportunity for retirement. However, for a woman, especially a single mother and/or a women of color who is making less than a man at an equitable position, the money being put aside for retirement is less, especially if it is an employee paid plan.



A 20-year old woman just starting full-time, year-round work today stands to lose \$418,800 over a 40-year career compared to her male counterpart. And when her male counterpart retires at age 60 after 40 years of work, she would have to work 10 more years – until age 70, which is past Social Security’s full retirement age – in order to close this lifetime wage gap. As most older women today worked a significant portion of their careers when the pay gap was more pronounced, the cumulative impact during their working years has significantly impacted their ability to save for retirement.

National Committee to Preserve Social Security & Medicare
<https://www.ncpssm.org/eleanors-hope/issue-briefs/women-and-retirement-the-gender-gap-persists/>

Findings & Interpretations

Lactation/Breastfeeding

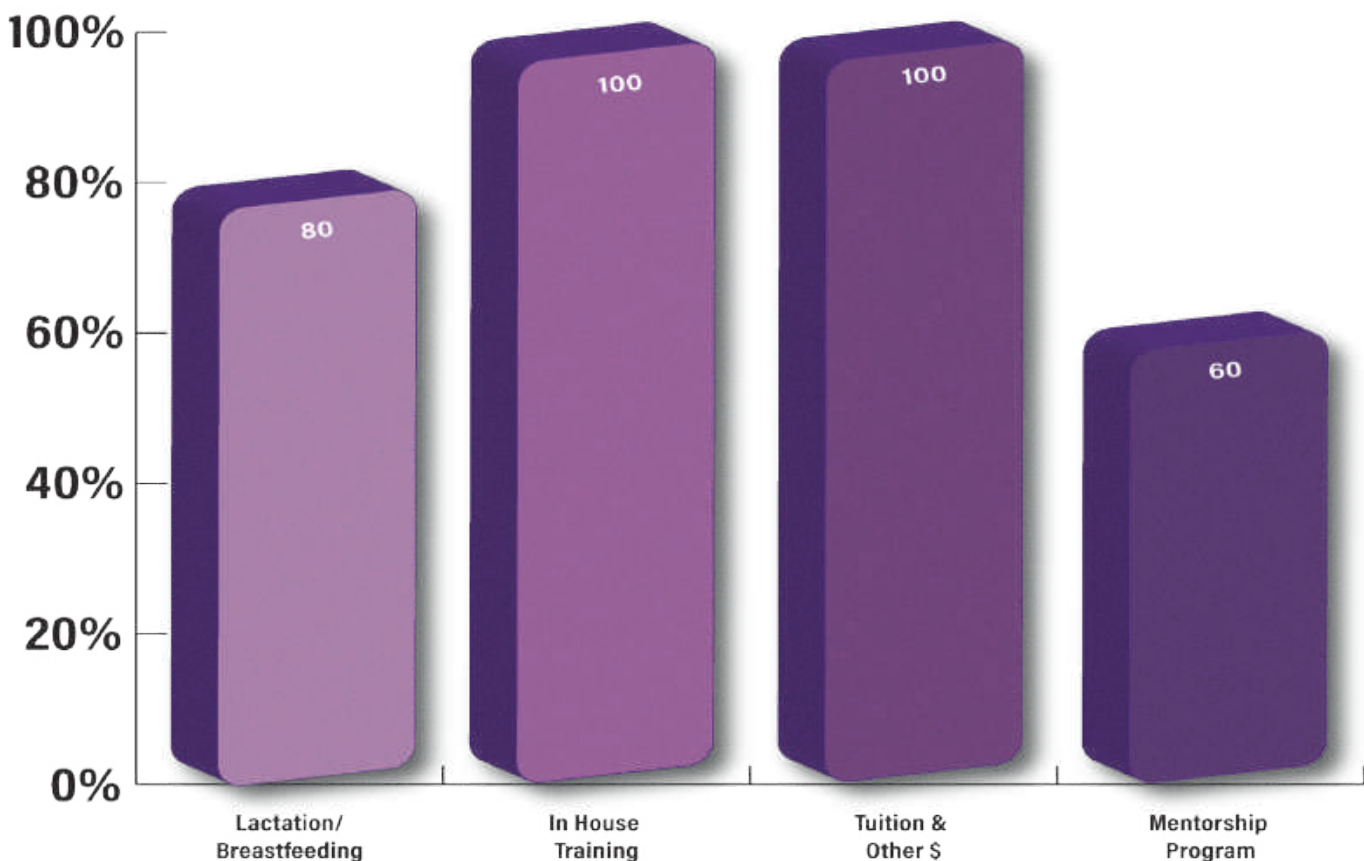
Lactation/breastfeeding policies, federally required, provides nursing mothers with a child under one year of age with a reasonable break time to express breastmilk as needed, with or without compensation in a place (other than a bathroom) that is protected from the view of others and intrusion by others that is reasonably free from dirt or pollution). Eighty percent of the participating corporations offered some sort of lactation/breastfeeding policy.

"Research shows that providing a lactation support program is not only highly desired by breastfeeding employees who return to work after childbirth, it can also improve your company's ROI by saving money in health care and employee expenses."

*The U.S. Department of Health & Human Services,
The Office of Women's Health*

Additional Internal Support Policies

Percentage of Submitting Corporations



In-House Ed/Training for Job and Tuition and Other Monies

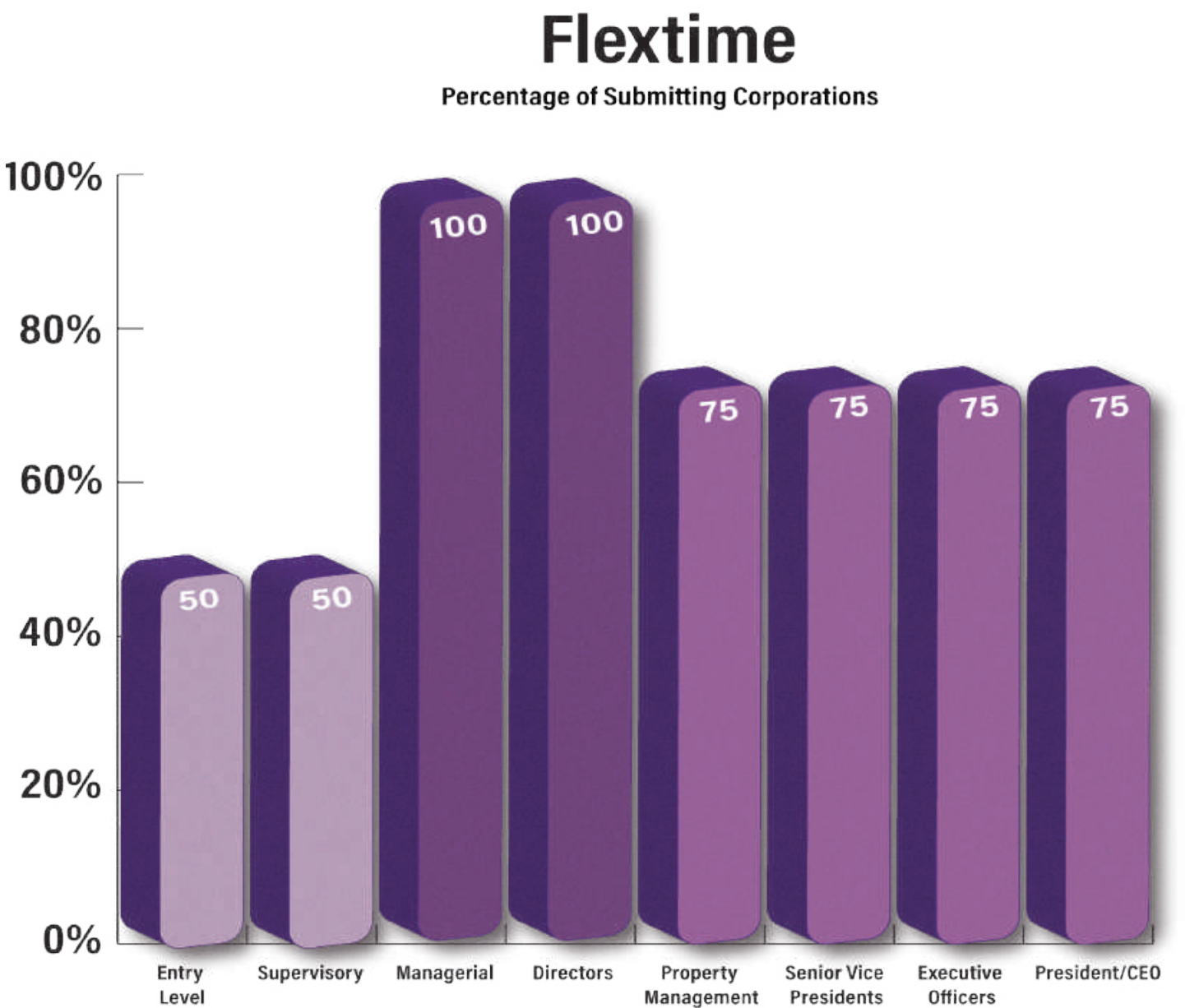
All participating corporations offered in-house ed/training for job and tuition and other monies.

Mentorship Programs

Only 60% offered either a group or individual Mentorship Program.

Flextime

Flextime, which offers employees an opportunity to better manage their work/family responsibilities was offered by 80% of the participating corporations. However, a woman will likely have to be in the managerial class before they can take advantage of their corporation’s policy. Only four of the five corporations provided data regarding positions offered flextime.



Findings & Interpretations

Paid and Unpaid Leave

Sixty percent of respondents offered UNPAID parental leave beyond the requirements of FMLA's (Family Medical Leave Act) 12 weeks of unpaid, job-protected leave per year.

Two corporations offered the following regarding Paid Parental Leave.

"Commencing in Q1 2019, the company will offer 4 weeks of paid bonding leave (newborn and adoption leave). Final policy details are still being developed."

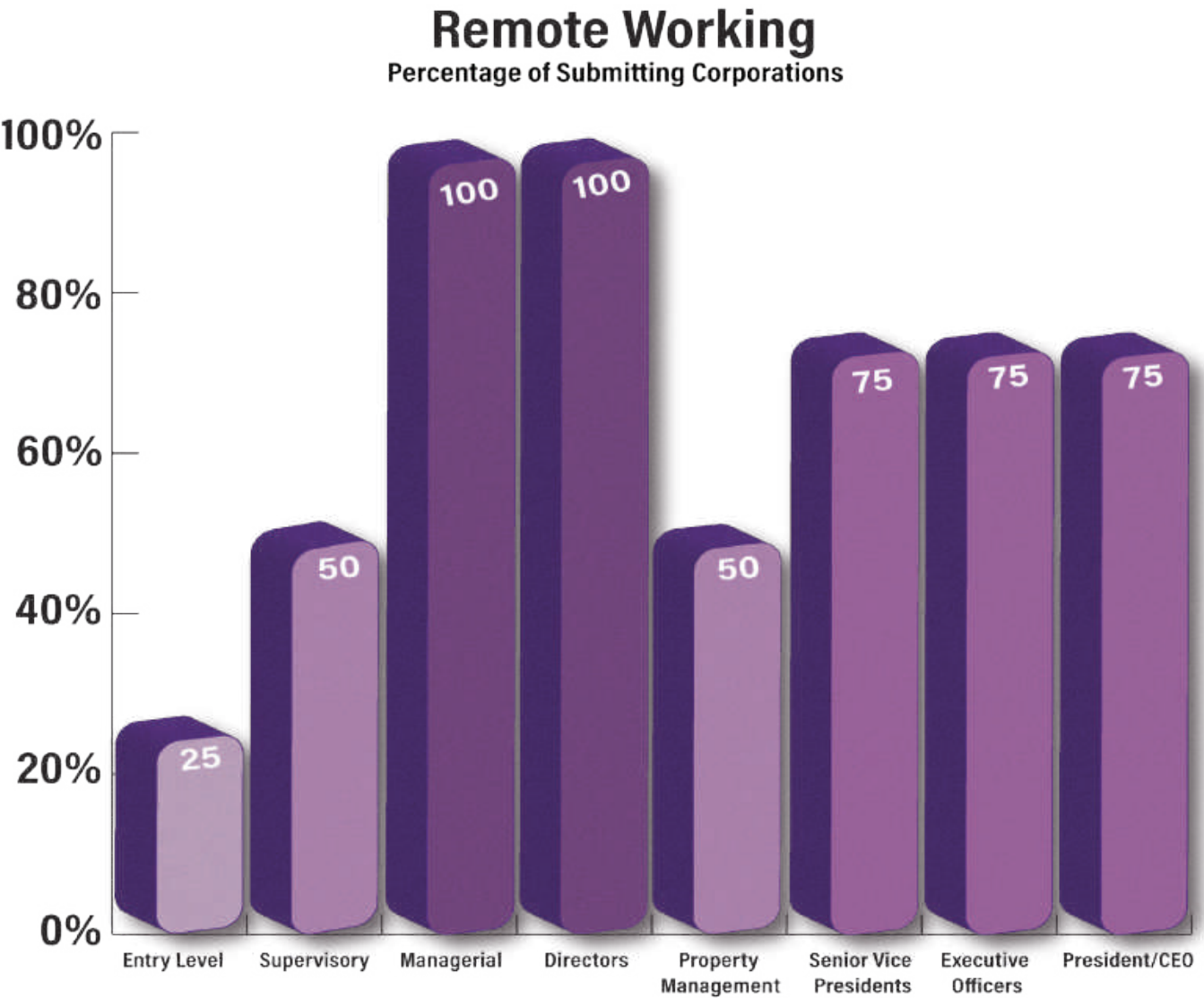
Caesars Enterprise Services, LLC & its affiliates & subsidiaries

"Paid Parental Leave of Absence (PPL) is for parents to bond with their child after the birth, adoption, or new foster care placement. PPL Leaves may be continuous or intermittent. Employees are eligible for leave if they have worked for IGT at least 12 months and at least 1,250 hours within a rolling backward 12-month period. IGT provides eligible employees with PPL compensation equivalent to 100% of the employee's base pay up to 4 weeks or 160 hours of pay. Employees who qualify for PPL have 12 months rolling forward from the event date to use all available PPL."

IGT

Remote Working

The option to work remotely is a policy that especially benefits women who still bear the greatest burden of family caretaking. Eighty percent of participating corporations offered working remotely. However, similar to flextime, it was dependent upon the employee’s job level. Entry Level, Supervisory and Property Management positions, by the nature of the gaming resort industry, were least likely to be able to have access to this option. The Managerial level had 100% ability to work remotely. Only four of the five corporations provided data regarding positions offered remote working.



Child Care

The importance of a corporation providing either onsite or subsidized offsite child care is significant in supporting working mothers to maintain their positions and advance in their careers.

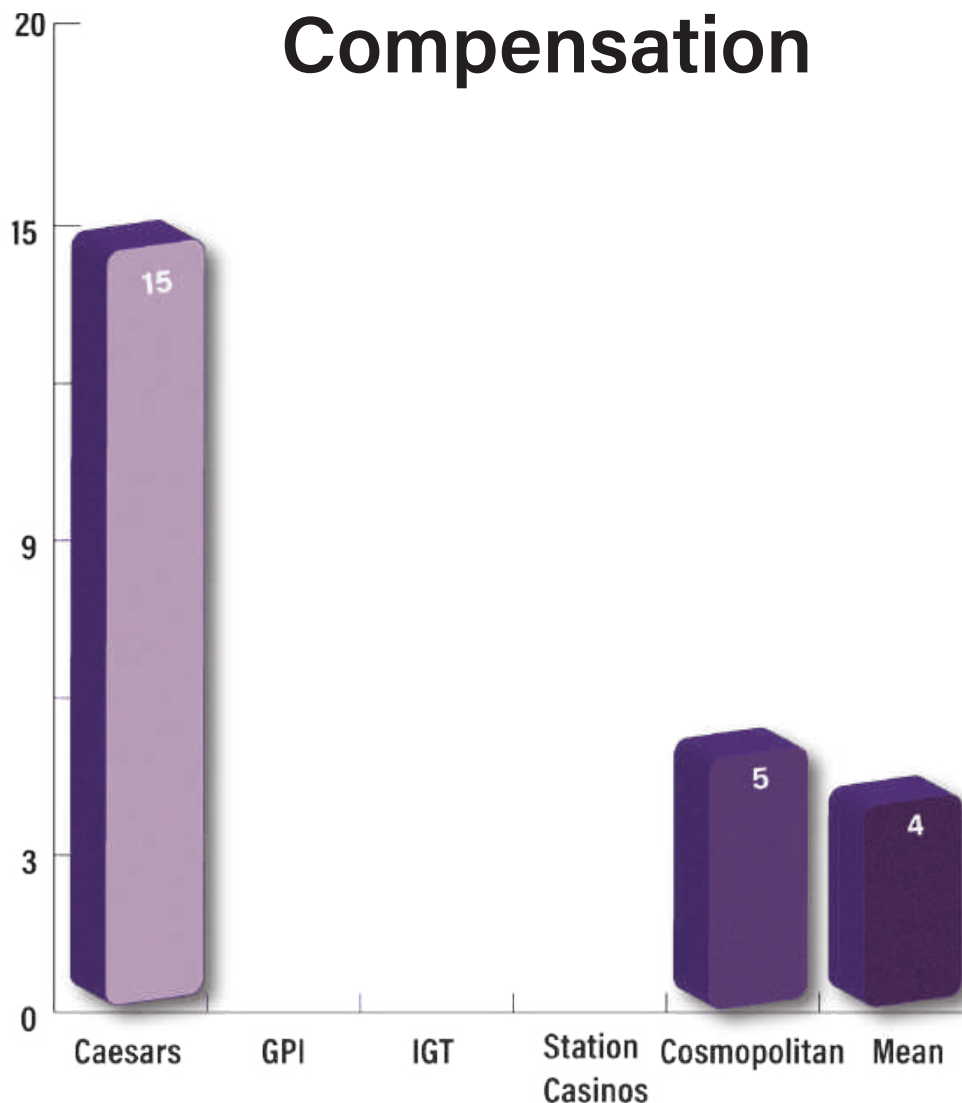
Only 40% of the participating corporations have onsite child care at some of their sites with another 20% offering subsidized offsite childcare.

Findings & Interpretations

Compensation

This category focuses on determining the status of gender equality compensation in the workplace. The pay equity analysis, also known as a gender-based compensation review or study, can be conducted internally or with an independent auditor. Pay equity is a means of eliminating discrimination in the wage setting system. These analyses and reviews allow gender pay to be tracked and to indicate where inequities may exist. The next step, once the compensation status is determined, would be to change policies and practices to create pay equity and to implement salary and wage adjustments.

Only two of the five submitting corporations provided compensation information. Caesars received 15 points for sharing that they had performed a pay equity analysis in the fourth quarter of 2018 and The Cosmopolitan of Las Vegas indicated that they were committed to conducting a pay equity analysis within two years and correcting wages accordingly. Two corporations indicated that they were unable to respond to this question.



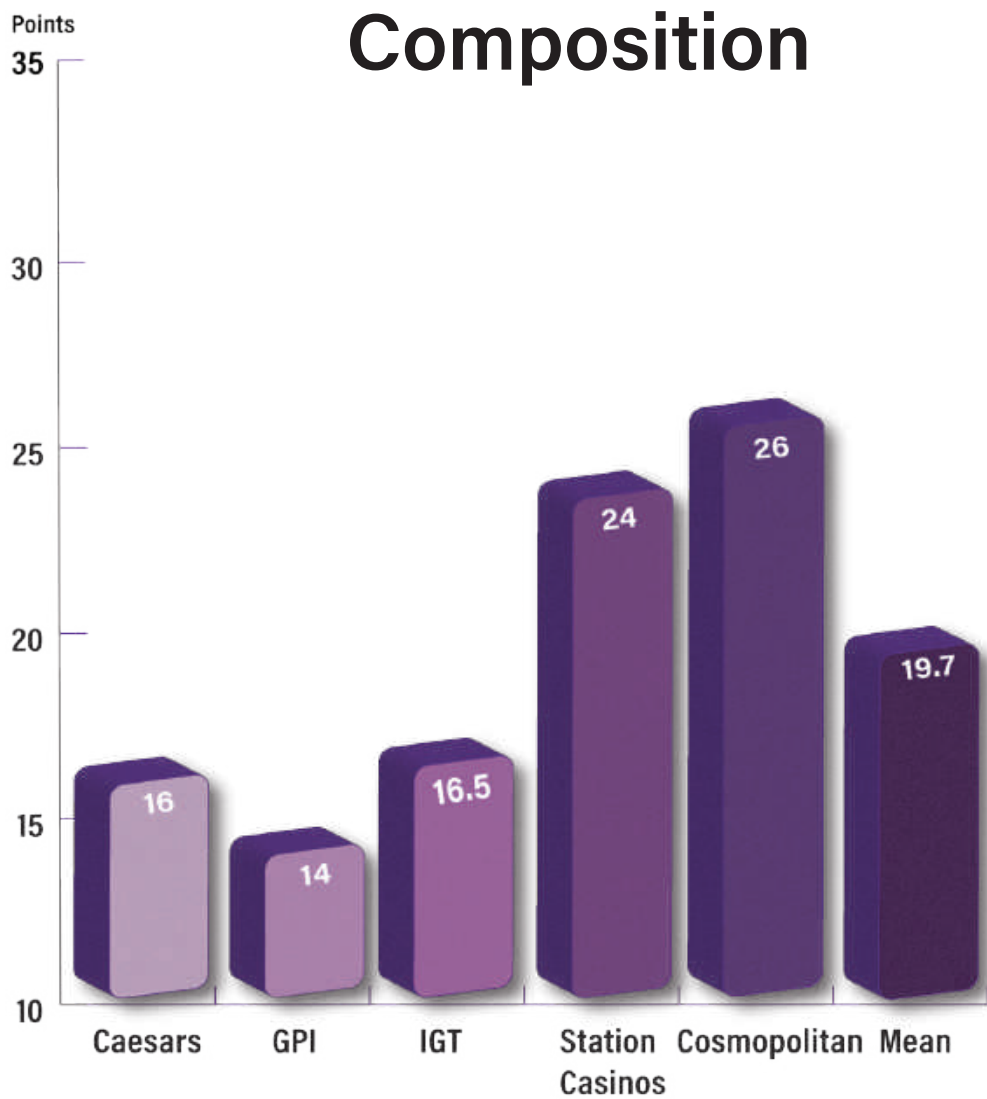
Composition

This category focuses on determining the status of gender equality composition in the workplace. The answers to these questions were numerical and required values for all employees and subcategories in each corporation. This included all position levels, all properties and all geographical locations.

The racial and ethnicity categories are from the U.S. Census Bureau. In the 2017 GGEI report, our conclusions included that there is a barrier in advancing women from vice president to higher levels of management and a general lack of commitment to tracking women through the leadership spectrum.

Many other studies, i.e., Institute for Women’s Policy Research, The Gender Wage Gap: 2018 Earnings Differences by Race and Ethnicity by Ariane Hegewisch, M.Phil. and Heidi Hartmann, Ph.D. and the American Association for University Women, Black Women & the Pay Gap, indicate that women of color fair far worse in compensation and few have positions of power and influence in leadership.

Therefore, we were looking for tracking and transparency to improve the number of women in leadership positions and to gauge overall advancement for women with an emphasis on women of color.

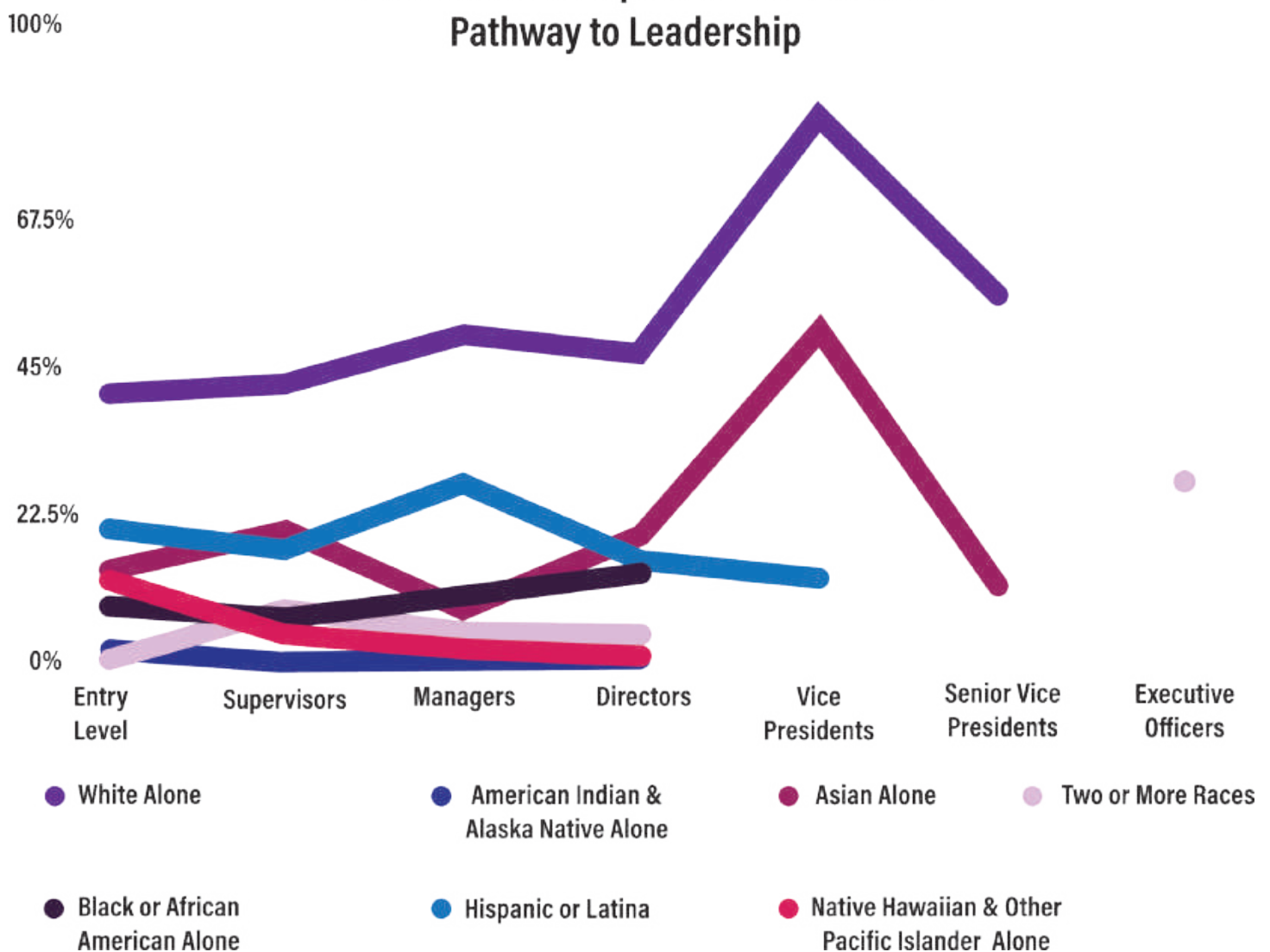


Findings & Interpretations

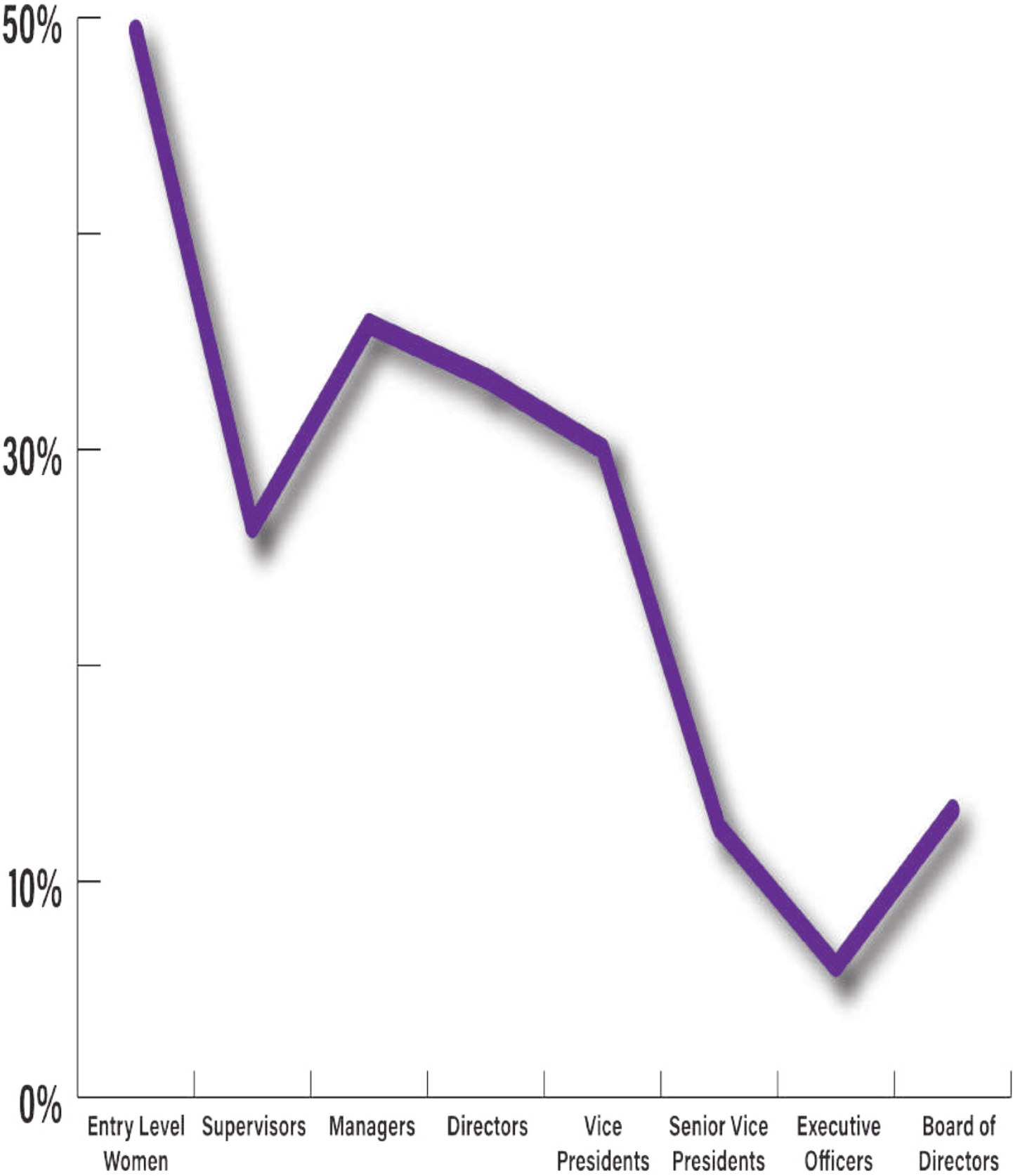
The number of women hired from part-time and entry level positions through supervisory and management levels tracked accordingly for White and Black women based on percentage. However, White women advanced to director in significantly higher percentages than Women of Color. No women advanced to president or to the board of directors for the submitting corporations. One women of two or more races rose to an executive officer. Specifically, Black, American Indian, Alaska Native Alone, Native Hawaiian and Other Pacific Islander women do not advance past the director position. Hispanic/Latina women advanced to Vice President and Asian woman advanced to the Senior Vice President position. The Cosmopolitan of Las Vegas and Station Casinos reported the highest number of women in the Vice President position through Executive Officer position.

Caesars and IGT did not submit information about the percentage of women by race and indicated that they collected this data, but shared it only internally.

Racial & Ethnic Composition for Women's Pathway to Leadership



Percent of Women in the Workforce by Position



Findings & Interpretations

Research-Based Data

The majority of gaming corporation's websites do list the executive board members and board of directors. However, many websites lack any additional corporate employment information. They did have the annual report and a link to the corporate investor information.

We did a comparison of all corporations in 2017 and corporations for 2018, including the submitting corporations.

Many of the corporations percentage of women in the Executive Board and Board of Directors show a decrease in participation from 2017. Wynn Resorts had the highest increase in both positions and Aristocrat showing an increase for the Executive Board, but a decrease of women in the Board of Directors. Monarch & Casino Resorts, Inc. had 50% women on the Executive Board in 2017, but only 33% in 2018. MGM Resorts International increased the women on their Board of Directors from 25% in 2017 to 38% in 2018.

The mean for the Executive Board decreased from 16.6% to 11% and increased from 13.7% to 15.6% for the Board of Directors.



**Research-Based & Voluntary Submitting
Corporations Comparison 2017 - 2018:
Women in Leadership Positions**

Gaming Corporation	2018 Executive Board Women Percentage	2017 Executive Board Women Percentage	2018 Board of Directors Women Percentage	2017 Board of Directors Women Percentage
Aristocrat Technologies	25%	20%	28.5%	44%
Boyd Gaming Corp	11%	12.5%	27%	27%
***Caesars Enterprise Services, LLC & its affiliates & subsidiaries	18%	22%	16%	0%
Century Casinos, Inc.	16.7%	25%	16.7%	20%
Eldorado Resorts, Inc.	14%	20%	NF	12.5%
Empire Resorts, Inc.	40%	40%	16.7%	16.7%
Full House Resorts, Inc.	20%	20%	14%	12.5%
***Gaming Partners International	DNC	0%	DNC	0%
Golden Entertainment, Inc.	0%	0%	16.7%	0%
**IGT	0%	0%	20%	15.4%
Las Vegas Sands Corporation	0%	0%	9%	9.1%
MGM Resorts International	NF	27.3%	38%	25%
Monarch & Casino Resorts, Inc.	33%	50%	16.7%	20%
Nevada Gold & Casinos, Inc.	0%	0%	0%	0%
Penn National Gaming, Inc.	8.3%	8.3%	25%	25%
Scientific Games Corporation	0%	16.7%	8%	15.4%
***Station Casinos, LLC	0%	10%	0%	10%
***The Cosmopolitan of Las Vegas	0.04%	11%	DNC	0%
*Wynn Resorts Ltd	23%	15%	44%	10%
Totals	209.04%	297.8%	296.3%	262.6%
Mean	11%	15.67	15.6%	13.82%

*** 2017 & 2018 Voluntary Submitting Corporation, **2018 only, * 2017 only.

The Cosmopolitan of Las Vegas submitted 0.04%.

DNC - Does Not Collect (corporation voluntarily submitted) NF - Not Found (research-based)

2017 Table does not include Pinnacle Entertainment due to acquisition by Penn National Gaming, Inc.

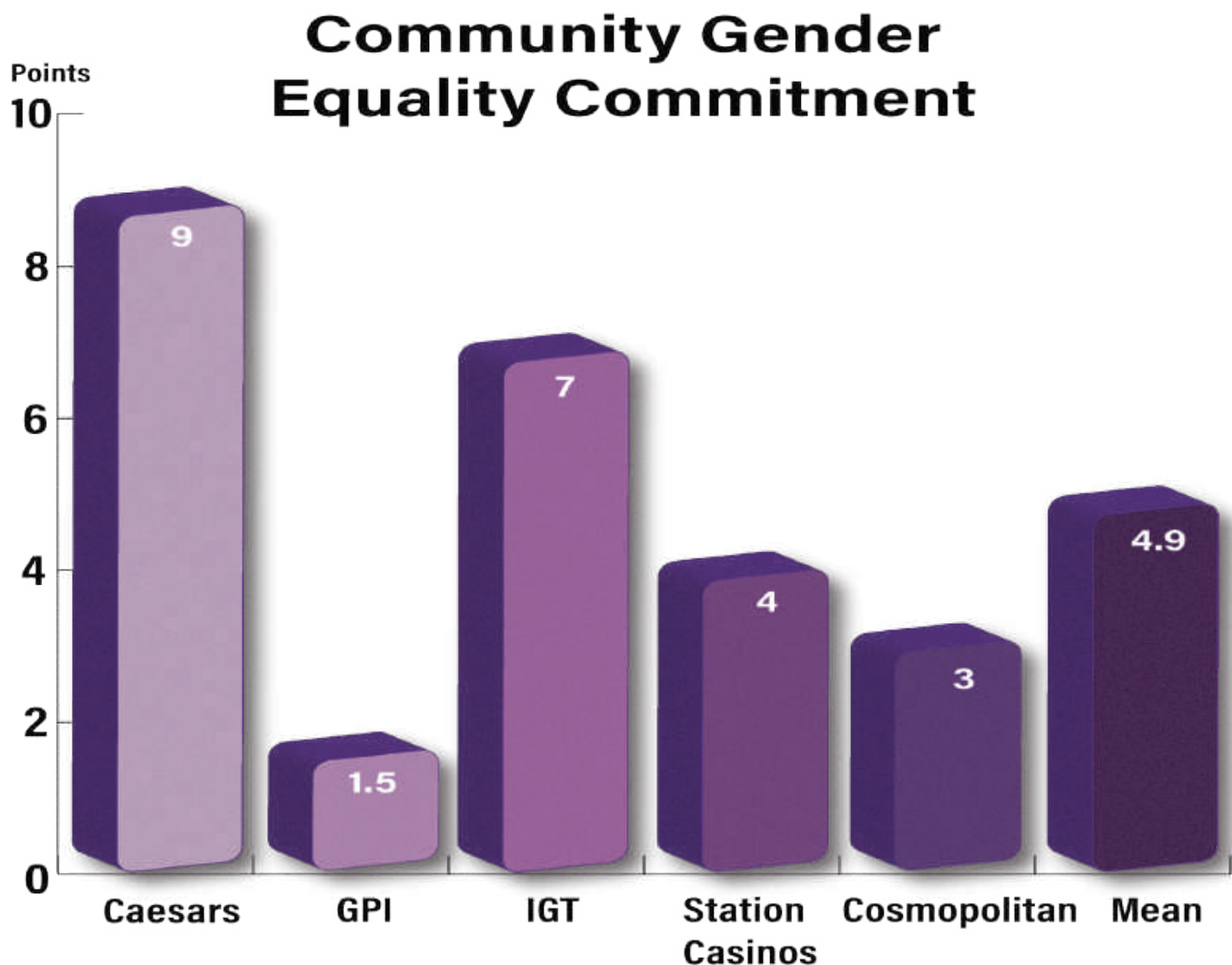
Findings & Interpretations

Community Gender Equality Commitment

Community Gender Equality Commitment is also known as community responsibility, social responsibility, community outreach, and giving back to the community. To receive points in this category the community outreach had to be specifically focused on topics, activities, scholarships, etc., that would positively change the status of gender inequality.

In 2017 this category consisted of one open-ended question and response was minimal. We expanded the questions to seven with emphasis on Executive Team board participation for women's issue-based nonprofit organizations, vendor and supplier outreach for women-owned businesses and women's leadership forums, fundraising benefits for a women's issues non-profit, etc. These questions uncovered the corporation's cultural commitment to supporting women in the community as well as via in-house programs through their supply chain.

2018's responses in this category ranged from 10% to 90% commitment. The highest scores were from Caesar's and IGT.



Caesar's announced in 2017 that they had committed to their Gender Equity Initiative titled 50/50 by 2025 which strived to achieve 50% women representation in leadership by the year 2025. This program included an internal equity council and unconscious bias training. Their supplier diversity team recruits diverse vendors and provides mentoring services as well. Caesars Entertainment supported the Nevada Gender Equality in the Workplace survey conducted by the Nevada Secretary of State.

IGT created their Office of Diversity and Inclusion in 2018. Their commitment produced several programs for their employees as well as their suppliers focusing on gender equality and equity in their workplace such as mentorship programs. They are reviewing their professional growth opportunities and compensation policies and practices. They instituted WIN, a global employee resource group to assist them in identifying areas and issues impacting their women employees.

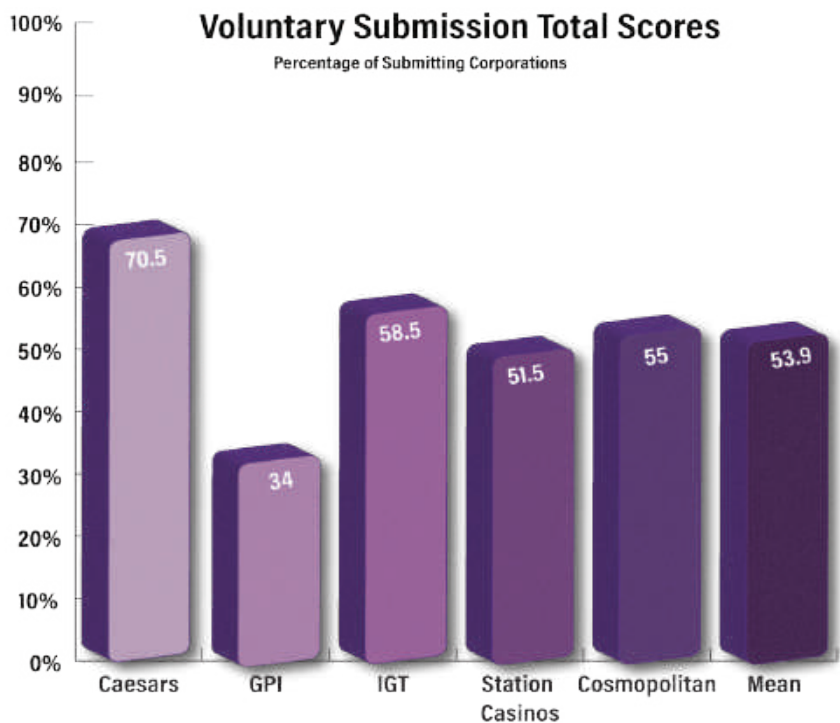
Conclusions

Overall, the total mean score for the GGEI survey was 53.9 with one corporation leading, Caesars at 70.5, GPI scoring at 34 and the other three corporations scoring in the 50 point range. It is evident that women in the gaming industry face challenges in attaining equal opportunity. To review each corporation's score by category, refer to the 2018 GGEI Scores table on page 12.

It was not anticipated that a significant increase in overall scores would be achieved with the 2018 GGEI compared to the 2017 GGEI, as one year is usually insufficient time to make institutional changes that would dramatically impact total scores. The graph on page 27 provides a year to year score comparison for the voluntary submitting corporations for both surveys.

However, the Steve Wynn sexual harassment issue generated enough public interest and scrutiny to the gaming industry regarding what policies and practices should be employed for sexual harassment prevention that many gaming corporations did focus on their own practices and policies.

Since the 2017 GGEI did not specifically address sexual harassment per se, we revised the 2018 GGEI survey questions to include three questions on this topic in the Policies and Practices category. The scores



for Non-Discrimination and Harassment Policies resulted in a mean score of 13.2 with three corporations scoring 14 points out of 14 for those questions. Three of the submitting corporations, Caesars, IGT and The Cosmopolitan of Las Vegas did receive 14 out of 14 points in this category.

We did anticipate that there would be an increase in voluntary participation because of the Steve Wynn sexual harassment issue and significant interest from the former research-based gaming corporations after publication of the 2017 GGEI. However, when we look at the response rate for voluntary participating corporations, it was similar for both years. Four corporations out of the five that voluntarily participated in both surveys.

The 2018 GGEI results still indicate that there is a lack of transparency in certain categories, mostly in Compensation and Composition categories. Therefore, the result is lower scores for the corporations because at least all respondents at some point in their survey selected the answer options that they either did not collect data or that data was collected, but it was only to be shared internally.

The focus on Harassment and Sexual Discrimination highlighted the need for more companies to create in-house Employee Resource Groups and Diversity and Inclusion Councils with only 40% of voluntary submitters having such groups. Once again, Caesars and IGT were leaders in this category. Thus, a lack of investigation and

focus to change the corporate culture is evident. Creation of these internal groups could provide a positive and proactive corporate commitment and response to improve their workplace environment regarding gender, race and ethnicity. Some corporations have excelled in creating positive corporate policies that, if implemented and supported, can create change. Policy alone will not impact culture.

An example of significant corporate commitment was Caesar's 50/50 gender split by 2025 commitment to the highest leadership positions for women and an increase in the creation of Diversity and Inclusion

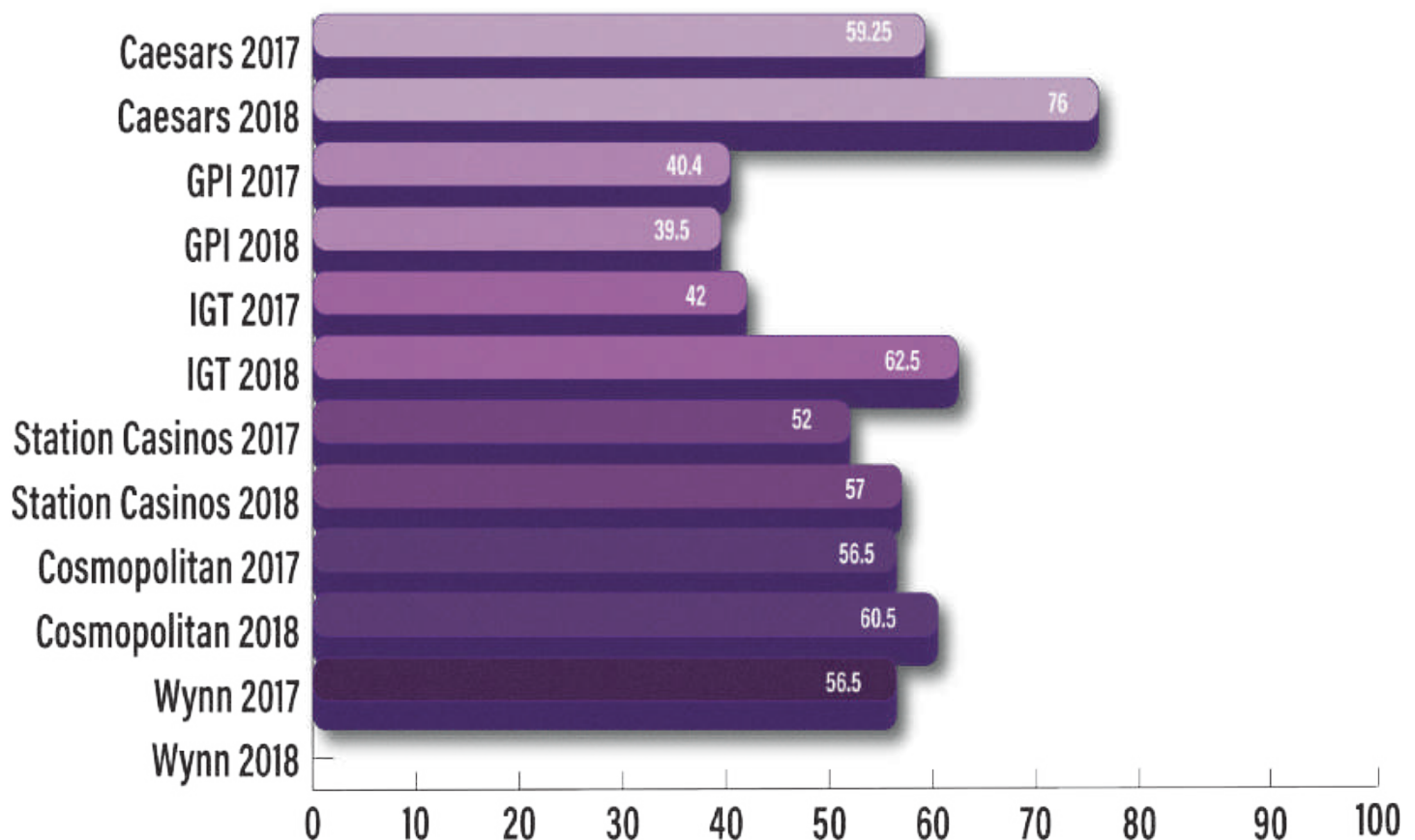
department positions dedicated to spearheading corporate cultural and systematic institutional changes. However, since Caesar's has been purchased by Eldorado Resorts, but keeping the Caesar's branding, there has not been a public commitment by leadership that the 50/50 by 2025 commitment will continue.

IGT led in the overall Policies and Benefits category with 35 points out of 35 points. Only IGT provided all three retirement options to their employees.

IGT's benefit for Paid Parental Leave of Absence raised the bar for the gaming industry. This benefit must be for both parents and should normalize its usage

for all parents. If offered and used by men and women, it encourages a more equal parenting responsibility that extends throughout the child's life and helps stabilize the work/life balance for both parents. Without paid parental leave, it is the woman who takes the time off, reducing her income and weakening the family's financial strength. It is during this crucial newborn child time that caring for and bonding with the newborn for both parents is critical and will lead to reducing the child rearing care weight for women in their future years of employment, thus benefiting them and their employers.

2017 vs 2018 GGEI Total Scores



Wynn does not have a total score for 2018 since the 2018 research-based data is based only on women in leadership and the 2017 research-based data included all survey categories.

Conclusions

Among the Internal Support Policies, mentorship has room for growth with only 60% of voluntary submitters providing either individual or group mentorship. Since this is an area especially lacking in informal cultural networks for women, the importance and value of a formal program can't be overstated.

Compensation data is the most difficult to attain by an outside third party. With only two of the five voluntary submitters indicating that they had or were committed to having a pay equity analysis, it is evident that corporations are not willing to share if they have even conducted such a necessary internal study. It is essential that corporations conduct and analyze their pay practices and determine where they are on a scale for providing equal and equitable compensation to all their employees. Once again Caesar's set the standard.

The Institute for Women's Policy Research, see infographic on this page, indicates how women in all races and ethnicities have had their real median income decrease nationally. The gaming industry needs to gauge where they stand and do their part to positively change this trend.

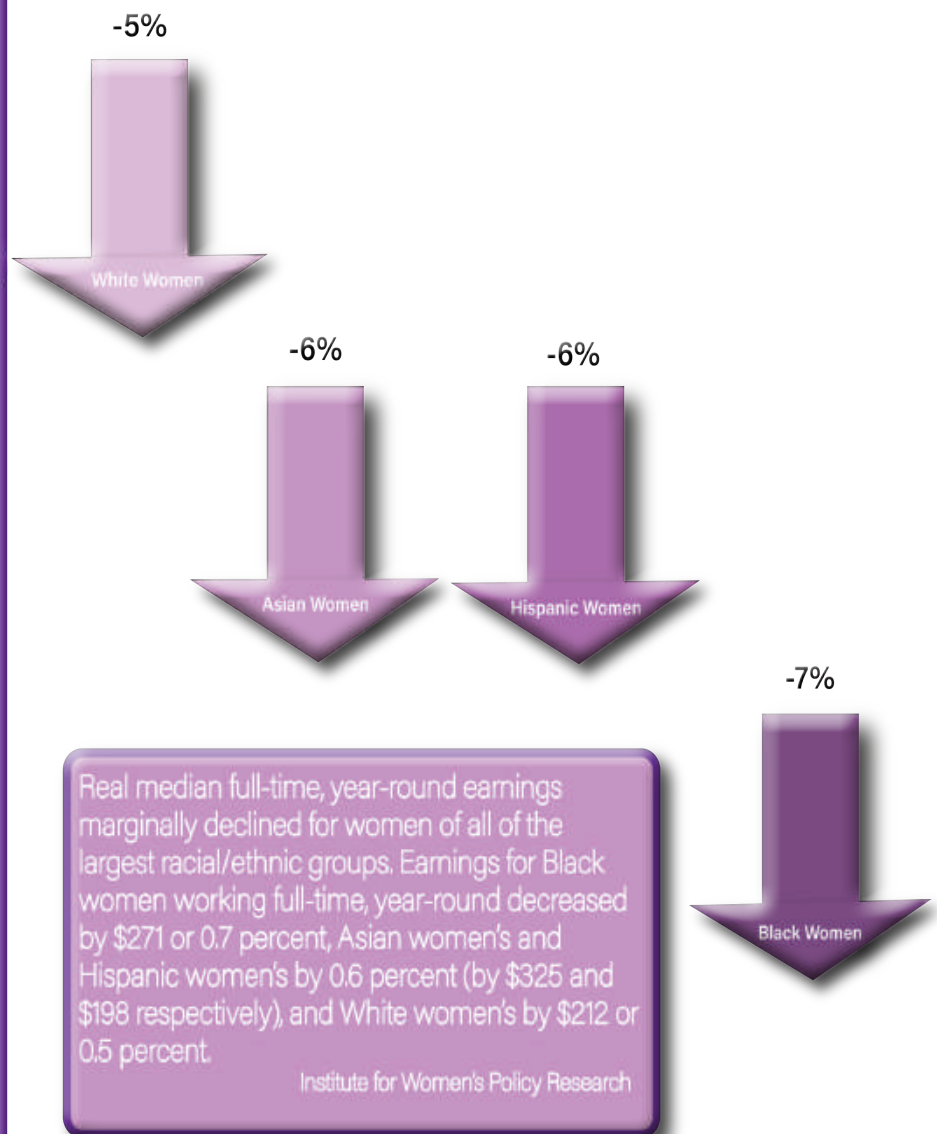
Since no corporation was willing to share actual data regarding male vs female earnings, we have included research results

from the Institute for Women's Policy Research's paper #C490, March 2020 to put the current national status of women's earnings in context on the following page.

The highest scorers for the Composition category was The Cosmopolitan of Las Vegas

at 26 points out of 30 with Station Casinos following at 24 points. Women's Pathways to Leadership indicate that although women enter the gaming workforce at higher numbers than men, their chances of ascending through the hierarchy is still challenging with over a 20%

The Gender Wage Gap: 2017 Earnings Differences by Gender, Race, and Ethnicity



Institute for Women's Policy Research #C490 March 2020

Women's median earnings are lower than men's in each of the most common 20 occupations for men that employ enough women to calculate their earnings.

There are just five occupations in which women's median weekly earnings are higher than men's, and 120 occupations in which they are lower.

Median full-time weekly earnings for men range from \$2,509 for 'chief executives' to \$535 for 'cooks.'

Male-dominated occupations tend to pay more than female-dominated occupations at similar skill levels.

In general, the highest paid occupations have the biggest gender wage gaps and the lowest paid occupations have the smallest gaps.

The occupation with the highest gender gap in favor of women is 'counselors,' with a median weekly gender earnings ratio of 106.3%, a 6.3% gender wage gap in favor of women.

Women's median earnings are lower than men's in nearly all occupations, whether they work in occupations predominantly done by women, occupations predominantly done by men, or occupations with a more even mix of men and women.

With the exception of 'grounds maintenance workers,' the most common occupations with too few women workers to calculate the gender earnings ratio are middle-skill occupations, which require more than high school but less than a bachelor's degree.

Within the 20 most common occupations for women, median full-time weekly earnings for women range from \$1,317 per week for 'managers, all other' to \$484 per week for 'maids and housekeeping cleaners.'

Across all middle-skill occupations, women in female-dominated occupations earn only 66% of what men in male-dominated occupations, while only 5.4% of men work in female-dominated occupations.

The gender wage gap and occupational segregation are persistent features of the U.S. labor market. There is overlap of only five of the 20 most common occupations for women and 20 most common occupations for men.

The occupation with the largest gender wage gap is 'financial managers'; women's 2019 median weekly earnings for full-time work in this occupation were just 63.6% of those of men's, a gender wage gap of 36.4%.

Conclusions

drop in participation from entry level to supervisor. Other than an increase to the first level of management, the supply chain for women dramatically drops as the leadership level increases.

Four out of the five corporations stated that they were committed to increasing the number of women in leadership roles, especially in the executive level. The fifth corporation responded that they were unable to answer the question. However, the averages are still less than 20% for women on Executive Boards and Board of Directors since the 2017 GGEI.

The research-based data indicates Empire Resorts, Inc. raises the bar for Executive Board participation for women at 40% compared to the 11% mean score. Wynn Resorts Ltd led with a 44% women on the Board of Directors which is up from their 2017 numbers and significantly closer to a 50% female participation goal and exceeding the 15.6% mean for that level. Four corporations did have between 33-44% on one of their boards.

For Women of Color the challenge of attaining advancement is dire. In our study, the path for Women of Color, other than Asian and Hispanic/Latina women, simply ends at the director level. Black women have completely disappeared.

The race and ethnicity composition data indicates that the industry needs more transparency as both Caesars and IGT indicated that they collected this information, but shared it only internally.

The Community Gender Equality Commitment category is a mirror to how a corporation can impact the greater population and model their corporate values to their community. The mean of 4.9 in this category demonstrates a lack of gender value-driven responsibility by the industry to their community. Caesars and IGT both set the bar in this category with Caesars receiving 9 out of 10 points.

There were positive results from the surveys. The five voluntary submitting corporations, representing approximately 25% of the invited gaming industry, showed progress towards achievement of best practices.

- Policies and Benefits category: IGT attained the maximum of 35 points.
- Compensation category: Caesars received 15 out of 20 points.
- Composition category: The Cosmopolitan of Las Vegas received 26 points out of 35.
- Community Gender Equality Commitment category: Caesars attained 9 out of 10 points.

Overall, any progress in one area is offset by a lack in another. Any

sense of a positive change for women in the gaming industry is one of a false progress, especially for women of color.

Unless the industry, as a whole, can commit to a transparent and systematic analysis of their current status for women, its female employees will stagnate and many of the best will migrate to other industries with a more inclusive and welcoming corporate culture.



Future Actions

Although there has been significant attention to women's workplace issues in recent years, other than a few corporations, the industry as a whole has not committed to changing their practices, policies or benefits to ensure positive effects upon employee gender equality.

Given the lack of progress since the writing of the initial GGEI, the 2018 Future Actions are very similar to those of the 2017 GGEI Future Actions.

Corporate culture needs to be changed in order for women, especially Women of Color, to advance.

Internal policies that attract and benefit female employees should be front and center. They are incentives to attract quality female applicants and to retain them once hired.

An in-depth evaluation of actual training, mentoring, sponsorship, leadership assistance and diversity injected into the corporate environment is needed.

Self audits and analyses need to be conducted with appropriate changes and reforms instituted. Follow-up audits need to occur on a regular basis and should be considered a best practice industry wide. Tracking is essential from which to

improve the number of leadership positions, pay equity and to gauge overall advancement for women. The lack of transparency in the corporate information provided to the public creates an environment that authorizes invisibility for women's pay equality status. Transparency is necessary, specifically to gender equality status.

"For Santander, publicly disclosing our data through the Bloomberg Gender-Equality Index is an important discipline not only in evaluating our internal practices, but also in helping us understand how we are performing relative to our peers," said Ana Botín, Executive Chairman of Santander.

Bloomberg.com

Black, Hispanic/Latina, Asian and Native American fair far worse in compensation and few have positions of power and influence in leadership. A special emphasis needs to be made to be as inclusive as possible in any corporation's practices. Black women's compensation has declined the greatest than any other race or ethnicity (see chart on page 32). Hispanic/Latina women make the least in comparison to a white man's dollar, 53% per U.S. Census Bureau, Current Population Survey, 2018.

Women of color cannot tolerate anything less than full equality and they need to be at every level of the corporation.

The number of women in leadership roles needs to increase. If there were more women in these roles, the corporation would benefit by their perspective, which would translate into a more inclusive offering for their clients. It would also provide more role models for younger women. Everyone is talking about

diversity and inclusion, yet with women comprising 50% of the population, leadership should be reflective.

Community outreach is an avenue to create an environment of value for the corporation. If there is a commitment to gender equality, then there needs to be community outreach programs to further that message and to emphasize the corporation's commitment to change.

From the data, it is evident that there is a wide disparity in the gaming industry because of the variance of policies, practices, transparency and commitments to gender equality among individual corporations. There needs to be more willingness

Future Actions

to address these issues in a positive and proactive manner in the industry across the board.

It is becoming acceptable in the corporate realm to join networks, to share information, to learn from other corporations and to upgrade the entire industry. The gaming industry needs to do more of this. See opportunities in Resources on the following page.

Diversity, without a corporate commitment to gender equality as one of their top priorities, will not result in gender equality.

Corporations need to fully and publicly commit to achieving pay equality. CEOs and Presidents need to make this a top corporate priority.

All gaming corporations that qualify would benefit by participating in The Bloomberg Gender-Equality Index (GEI), which is now industry neutral. The gaming industry needs to recognize where they stand on gender equality in comparison to other industries.

"Gender diversity is a business imperative. For companies, a commitment to gender inclusion creates a supportive work environment, which, in turn, fosters increased productivity and collaboration between employees with different backgrounds and perspectives. Ultimately, this sparks innovation and drives better business performance."

***Peter T. Grauer
Chairman, Bloomberg***

The 2021 Bloomberg Equality Index is open for submission and closes on September 30, 2020.

CEO Action for Diversity & Inclusion is the largest CEO-driven business commitment to advance diversity and inclusion within the workplace.

This commitment is driven by a realization that addressing diversity and inclusion is not a competitive issue, but a societal issue. Recognizing that change starts at the executive level, more than 1,000 CEOs of the world's leading companies and business organizations, are leveraging their individual and collective voices to advance diversity and inclusion in the workplace.

<https://www.ceoaction.com>

Resources

American Association for University Women

Gender Equity &
Economic Security

aauw.org

Bloomberg Gender Equality Index

The Bloomberg Gender-Equality Index (GEI) and the Bloomberg Gender Reporting Framework provide a unique opportunity for companies to assess their progress towards parity, benchmark against peers and highlight their commitment to gender equality. At no cost, the Gender Reporting Framework offers companies a blueprint for measuring key social indicators aimed at tackling inequality in the workplace. 2021 GEI data submission period: June 1 – September 30, 2020

bloomberg.com/gei/

Catalyst

A global nonprofit working with some of the world's most powerful CEOs and leading companies to help build workplaces that work for women.

catalyst.org

CEO Action for Diversity & Inclusion

The largest CEO-driven business commitment to advance diversity and inclusion within the workplace.

ceoaction.com

InHerSight

InHerSight empowers organizations to create cultures that promote a happy, gender-diverse workforce.

inhersight.com

Institute for Women's Policy Research

Informing policy. Inspiring change. Improving lives.

iwpr.org

Lean In

We help women achieve their ambitions and work to create an equal world.

leanin.org

The Washington Center for Equitable Growth

A non-profit research and grantmaking organization dedicated to advancing evidence-backed ideas and policies that promote strong, stable, and broad-based economic growth.

*[equitablegrowth.org/
who-we-are/](http://equitablegrowth.org/who-we-are/)*

About

Women of Diversity Productions, Inc. (WOD) is a 501 (c)(3) nonprofit corporation founded in 1992, with an educational mission to produce and distribute digital media content and presentations to the public with respect to the roles and achievements of women in our society. WOD's current mission is to give visibility to women and to create a woman-appreciated future. Past and current activities, offered free to the public, include:

- More than a decade of programs and displays during Women's History Month
- Eleven years of "Remembering the Freedoms" programs during Black History Month
- Creation of the Nevada Virtual Center website for free access to digital media of Nevada women of historical significance (now located at WOD website)
- The 2005 Las Vegas centennial exhibit "100 Years of Influence: the Role of women in Shaping the First Hundred Years of Las Vegas" with 35 video interviews, graphic histories of women's organizations, Women's Art, Wall of Women

- The 2014 Production of an on-line video library of women from all counties in Nevada, the in-print book Nevada Women's Legacy - 150Years of Excellence, with exhibits
- Genderfication series of presentations which were videotaped and are archived on the WOD website addressing issues and actions by and for social justice relative to women. These included creating women's spaces working against barriers, exploration and eradication of inequities in lives of women
- The Gaming Gender Equality Indices, 2017 and 2018, brought data to gender inequality and inequity in the gaming industry.

WOD archives all events, video tapes, most sessions and provides knowledge and strategies to change how women are perceived and treated by society.

Women of Diversity Productions, Inc. Board of Directors

*Marlene Adrian
President*

*Claytee White
Vice President*

*Kim Russell
Treasurer*

*Dawn Gibbons
Director*

*To learn more about
Women of Diversity
Productions, Inc.
visit*

womenofdiversity.org

Dr. Marlene J. Adrian is President and co-founder of Women of Diversity Productions, Inc. (WOD), a non-profit 501(c) (3) organization created in 1992 to give visibility to women and to create a woman-appreciated future. The initial project was the publication of an international research journal, "Women in Sport and Physical Activity Journal" with Dr. Adrian as editor from 1992-2006.

After more than forty years in the academic world, Dr. Adrian retired as Professor Emerita in the Department of Kinesiology, University of Illinois at Urbana-Champaign. Her teaching and research were primarily in the areas of biomechanics, sports, aging, the disabled and women.

She has written more than 100 articles, authored nine books, presented speeches to many community groups, with and without audio-video enhancement.

In 1997, Adrian moved to Las Vegas where she took the vision of Women of Diversity Productions to a new level with archiving through video production of more than 100 videos of women and their accomplishments and struggles for gender equality.

Dr. Adrian has held local leadership positions in Business and Professional Women/USA, Lambda Business Association and Women in Communications. At the national and international level, she has been a leader with the National Association for Girls and Women in Sport, the Research Consortium and the International Society of Biomechanics of Sport.

Dr. Adrian co-authored the 2017 and 2018 Gaming Gender Equality Index.

Denise R. Duarte is a Woman of Diversity Productions, Inc. (WOD) Advisory Board member. She is a multidisciplinary artist, a socially-engaged artist, activist, writer and arts administrator/consultant. Previously, she was in management in the insurance and financial services sector for 18 years.

Duarte received her Master of Fine Arts in Community Arts from Maryland Institute College of Art (MICA) where she received the Jacob and Hilda Blaustein Foundation Scholarship and Fellowship.

Duarte has authored 33 articles on art, feminist and LGBTQ issues in a variety of publications such as sculpture.org and Gay Life and co-authored Women of Diversity Productions, Inc's 2017 and 2018 Gaming Gender Equality Index.

She has held numerous leadership positions, primarily in feminist and lesbian, gay, bisexual, transgender and queer (LGBTQ) organizations as well as in the corporate world. She was in leadership or served on the Nevada Women's Lobby Steering Committee for approximately 13 years. Additionally, Duarte was chair of Stand OUT For Equality, the advocacy arm of The Gay and Lesbian Community Center of Southern Nevada and founded Equality Days in 2009, the first officially recognized day by the Nevada Legislature for the LGBTQ community. She then founded the Nevada LGBTQ Leadership Coalition.

During Duarte's corporate career, she experienced and witnessed the negative impact of discrimination and injustice as an employee and as a manager. This has fueled her quest for equality for all people.

Women of Diversity Productions, Inc. is grateful and appreciative to the following volunteers that assisted in proofreading this report:

Lori Lipman Brown

Jessica Kennedy

Kim Russell

Claytee White

WOMEN *of* DIVERSITY

PRODUCTIONS INC.

To learn more
visit
womenofdiversity.org



Designed By
D'Arte
Designs