

AMPLIFIED IMPACT

SOCIAL RESPONSIBILITY REPORT



SEMINOLE
GAMING

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LOVE ALL
SERVE ALL®

ALL IS
ONE®

SAVE THE
PLANET®

TAKE TIME
TO BE KIND™



- 80+ COUNTRIES
- 300+ HARD ROCK BRANDED VENUES
- 38 HOTELS
- 19 CASINOS
- 91% BRAND AWARENESS
- 40M SOCIAL/DATABASE REACH
- 12.3M MERCHANDISE SOLD
- 89,000 PRICELESS MEMORABILIA
- 63,000 WORLDWIDE TEAM MEMBERS

- CAFES
- CASINO HOTELS
- HOTELS
- CASINOS

The **Seminole Tribe of Florida**’s acquisition of **Hard Rock International** in March 2007 – the first transaction of its kind by a Native American tribe – fused its **Unconquered Vision** to drive **Unparalleled Service** across cafes, hotels and casinos in pursuit of an **Unlimited Future** for Hard Rock, one of the world’s fastest-growing and best-regarded consumer brands. Social purpose has propelled Hard Rock since 1971.

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

FOUNDATION TO GROW

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



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

Hard Rock and Seminole Gaming actions map to 9 goals and related indicators to measure and report contributions to the SDGs.



	ALL IS ONE	LOVE ALL SERVE ALL	UNCONQUERED VISION	TAKE TIME TO BE KIND	SAVE THE PLANET				
PURPOSE	Enhance communities	Building social equity	Grow sovereign paths to Tribal prosperity and well-being	Safeguarding the people we serve	Sustaining natural and human environments				
PRIORITY	Philanthropic giving Health and well-being	People & Opportunities	Economic sustainability Health and well-being	Responsible gambling Anti-human trafficking	Improving practices: waste, water, energy, biodiversity				
PROGRESS	Sustained support for priority causes	People & Opportunities, culture and community Women In Leadership Tribal Career Development	Tribal economic development	Training and culture building Public and guest education	Data and analyses Goals and plans Culture				
UNSDG	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	10 REDUCED INEQUALITIES 	5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	6 CLEAN WATER AND SANITATION 	7 AFFORDABLE AND CLEAN ENERGY 

UNCONQUERED VISION

THE SEMINOLE TRIBE OF FLORIDA

Building on its rich heritage of courageous and groundbreaking achievements, the Seminole Tribe of Florida acquired Hard Rock International in 2007 and continues to expand its horizon across all corners of the globe. In Florida, the Seminole Tribe owns and operates Seminole Hard Rock Hotel & Casino in Hollywood and Tampa, and four other Seminole Casinos – Seminole Classic Casino Hollywood, Seminole Casino Coconut Creek, Seminole Casino Hotel Immokalee and Seminole Brighton Bay Hotel & Casino.

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



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

1979

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

1988

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

1980s - 2000s

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

2007

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

ECONOMIC DEVELOPMENT

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

As Hard Rock and Seminole Gaming expand, our growth contributes to the wealth of communities worldwide. Since 2018, we have added more than 22,500 jobs to communities hosting new hotels, casinos and casino-hotels worldwide. Recent casino developments include: Mettler, California; Bristol, Virginia; Atlantic City, New Jersey; Cincinnati, Ohio; Gary, Indiana; Sacramento, California; Rockford, Illinois and Ottawa, Ontario. Existing franchised and managed hotels in Asia and Europe include: Desaru Coast and Penang in Malaysia; Maldives; Dalian and Shenzhen in China; Marbella, Tenerife, and Madrid in Spain; Bali, Indonesia; Pattaya, Thailand; Goa, India; Davos, Switzerland; and Hamburg, Germany’s Reverb by Hard Rock.

Hotels in the USA include: Daytona Beach and Orlando in Florida; San Diego, California; New York City, New York; and Atlanta, Georgia’s Reverb by Hard Rock. Other properties can also be found in London, Ontario; Cancun, Guadalajara, Los Cabos, Riviera Maya and Vallarta in Mexico; and Punta Cana, Dominican Republic. New casino resort developments are underway in Las Vegas, Nevada; New York, New York; and Athens, Greece. New hotel projects include a Hard Rock Hotel in Ras Al Khaimah, United Arab Emirates; Hard Rock Hotel in Malta; Reverb by Hard Rock Hotel in Mazatlán, Mexico; Reverb by Hard Rock in Pensacola, Florida; Hard Rock Hotel & Casino and Residences in San Juan, Puerto Rico; and Hard Rock Hotel and Residencies in Lake Texoma, Oklahoma.

	PROSPERITY	
GOALS	Empower and promote the social, economic and political inclusion of the Seminole Tribe of Florida	
MEASURES & PROGRESS	• Since 2011, an average of more than 27% of Seminole Gaming’s annual purchases come from Tribal-owned or affiliated vendors • The value of goods and services purchased annually has grown from Tribal-owned or affiliated vendors	
PLANS	Ongoing efforts to expand and deepen procurement opportunities for Tribal-owned and affiliated vendors	
UNSDG	 8 DECENT WORK AND ECONOMIC GROWTH	 10 REDUCED INEQUALITIES



COMMUNITY IMPACT



CORPORATE GIVING



During October, Hard Rock Hotels, Cafes, Casinos, Rock Shops®, Bet and Games globally “go pink” by participating in fundraising efforts supporting the **Hard Rock Heals Foundation**, with proceeds benefiting the American Cancer Society and local charities.

In 2025, **Hard Rock International** marked its 26th annual PINKTOBER® Campaign through a renewed partnership with Sports Illustrated Swimsuit, launching an exclusive retail collection available at Rock Shops® and online. The limited-edition assortment featured apparel, accessories and collectible pins modeled by Sports Illustrated Swimsuit models who shared their personal connections through breast cancer, helping to encourage early detection, education and community support on a global scale. Net proceeds from the collection supported the **Hard Rock Heals Foundation** and its breast cancer research initiatives.



Additional fundraising activations throughout the month included contributions through the Unity™ by Hard Rock Mastercard®, music-driven hotel stays, in-property events and digital engagement across Hard Rock platforms. Together, these efforts empowered guests and Team Members worldwide to participate in the cause and advanced Hard Rock’s mission of healing through unity, creativity and purpose.



The **Seminole Tribe of Florida**’s perspectives and history shape how we serve our communities. Wherever we operate, Hard Rock and Seminole Gaming invest locally, nationally and globally across causes that matter most to our 300+ locations. We also actively support our Team Members and their families.

Hard Rock properties worldwide have donated more than \$25 million to causes that matter most to our communities, guests, key stakeholders, Team Members and their families. Championing common priorities that impact the places where we operate, including hunger relief, cancer prevention, human trafficking prevention, children’s care & development, mental health awareness and research, socioeconomic conditions and inspiring people’s connection to music.



	ENHANCE COMMUNITIES	HEALTH & WELL-BEING
GOALS	Reduce hunger and poverty rates globally	Improve treatments, prevention and early intervention to reduce mortality rates from breast cancer
MEASURES & PROGRESS	9.8 million meals to 120,600 children and their families in 50 countries \$6.8 million raised through global campaigns	With \$25 million raised since 2019 for Global Campaigns: International Women's Month, Pride, Pinktober and others
PLANS	Sustain efforts to reduce hunger through partnerships	Grow annual reach of Pinktober campaign
UNSDG	 2 ZERO HUNGER	 3 GOOD HEALTH AND WELL-BEING

DISASTER RELIEF:

Hard Rock is committed to extending meaningful support to communities experiencing crises and natural disasters worldwide. Recent relief efforts supported communities affected by Hurricanes Helene and Milton and regional recovery initiatives, including the Kerr County Flood Relief Fund, following severe flooding in Texas. These efforts reflect Hard Rock’s dedication to compassion, response and long-term recovery for those most impacted.

Hard Rock International and the **Seminole Tribe of Florida** committed \$1 million to support relief efforts for individuals and families impacted by Hurricanes Helene and Milton. Funding supported two world-renowned organizations — World Central Kitchen and the American Red Cross — to provide immediate recovery assistance and long-term rebuilding resources across communities devastated from Florida through the Carolinas and Tennessee.

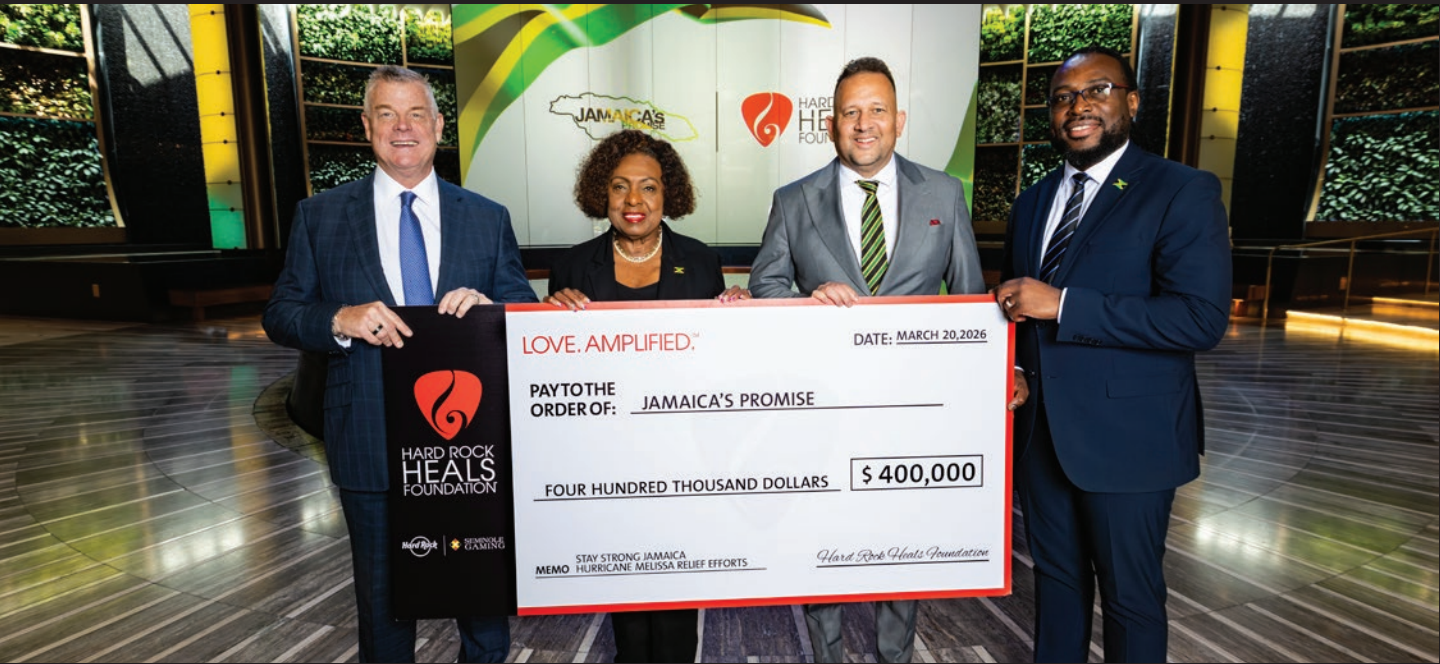
Seminole Hard Rock Hotel & Casino Tampa also served as a state-designated shelter, providing essential services, meals, medical care and a safe refuge for more than 1,000 displaced individuals. World Central Kitchen’s mobile team prepared more than 700 meals to supplement the 1,000+ meals provided by Seminole Hard Rock Tampa.



In 2024, Hard Rock provided disaster relief support during the San Carlos Wildfires, partnering with the American Red Cross to help fund emergency services, temporary shelter and essential resources for families displaced by the fires.



In 2025, Hard Rock expanded its disaster response efforts following the devastating Los Angeles wildfires, supporting organizations actively serving impacted communities. This included contributions toward emergency meal distribution, essential supplies and community relief coordinated by partners such as World Central Kitchen, whose teams mobilized rapidly to assist displaced residents and first responders across the region.



The spirit of supporting the local communities where we operate led to immediate donations to charities helping people devastated by Hurricane Ian.



In response to the devastation caused by Hurricane Melissa, **Hard Rock Heals Foundation** hosted the Stay Strong Jamaica Benefit Concert at **Hard Rock Live** at **Seminole Hard Rock Hotel & Casino Hollywood**, uniting renowned Jamaican artists and our global community in support of recovery efforts. Through ticket sales, property contributions and generous donations, the Foundation raised and donated more than \$403,000 to Jamaica's Promise, directing 100% of net proceeds toward critical housing, infrastructure repair and humanitarian aid across the island, demonstrating our commitment to standing with communities in times of need and harnessing the power of music to drive meaningful impact.



GRANT WINNERS

2025 HARD ROCK HEALS FOUNDATION \$250,000 GRANT PROGRAM

Hard Rock Heals Foundation awarded \$250,000 in grants to 50 local non-profit organizations across more than 40 cities and 15 countries. Each \$5,000 grant was nominated by a Hard Rock or Seminole Gaming property and supports grassroots programs aligned with the Foundation's focus areas: mental health awareness and research, human trafficking and human rights, and children's wellness and education. The 2025 recipients reflect Hard Rock's global commitment to uplifting communities and living out the mottos: **Love All - Serve All** and **Take Time to Be Kind**.



CASINOS/ HOTEL-CASINOS

Hard Rock Casino Cincinnati
Holly Hill Children's Home Inc

Hard Rock Casino Rockford
Carrie Lynn Children's Center Inc

Hard Rock Casino Tejon
Community Action Partnership of Kern Foundation

Hard Rock Hotel & Casino Atlantic City
Community Foodbank Of New Jersey Inc

Hard Rock Hotel & Casino Bristol
Abuse Alternatives Incorporated

Hard Rock Hotel & Casino Ottawa
The Ottawa Food Bank / La Banque d'alimentation D'Ottawa

Hard Rock Hotel & Casino Punta Cana
Fundación Para La Expansión Cultural De Punta Cana Funeyca Pc

Hard Rock Hotel & Casino Sacramento
Hands Of Hope Resources for Homeless Families

Seminole Brighton Bay Hotel & Casino
Voices For Children of Okeechobee and The Treasure Coast Inc

Seminole Casino Coconut Creek
SOS Children's Villages Florida Inc

Seminole Casino Hotel Immokalee
Valerie's House Inc

Seminole Classic Casino Hollywood, FL
Laurens Kids

Seminole Hard Rock Hotel & Casino Hollywood, FL
Fort Lauderdale Independence Training & Education Center Inc

Seminole Hard Rock Hotel & Casino Tampa
Julie Weintraub's Hands Across the Bay Inc

CAFES

Hard Rock Cafe Baltimore
Baltimore Children's Museum Inc

Hard Rock Cafe New York
The Bowery Mission

Hard Rock Cafe Barcelona
Or Asociacion

Hard Rock Cafe New York - Yankee Stadium
South Bronx United Inc

Hard Rock Cafe Biloxi
Sav-A-Life of The Mississippi Gulf Coast Inc

Hard Rock Cafe Niagara Falls (USA)
Niagara Aquarium Foundation Inc

Hard Rock Cafe Dubai
Al Jalila Foundation

Hard Rock Cafe Orlando
The Mustard Seed of Central Florida Inc

Hard Rock Cafe Florence
Fondazione Dynamo Camp ETS

Hard Rock Cafe Philadelphia
Career Wardrobe

Hard Rock Cafe Hamburg
Friends Cup Förderverein e.V.

Hard Rock Cafe Pigeon Forge
Safe Harbor Child Advocacy Center Inc

Hard Rock Cafe Hollywood, CA
My Friend's Place

Hard Rock Cafe Prague
Nadace Terezy Maxové Dětem

Hard Rock Cafe Krakow
Mam Marzenie | I Have A Dream

Hard Rock Cafe Venice
AIPD - Associazione Italiana Persone Down APS-ETS

Hard Rock Cafe Las Vegas
Hope For the City

Hard Rock Cafe Miami
The Women's Fund Miami-Dade

Hard Rock Cafe Vienna
Verein Karl Schubert Schule Für Seelenpflege-Bedürftige Kinder Und Jugendliche In Wien

Hard Rock Cafe Munich
Stiftung Ambulantes Kinderhospiz München

Hard Rock Cafe Wrocław
Fundacja "Na Ratunek Dzieciom Z Chorobą Nowotworową"

Hard Rock Cafe Myrtle Beach
K12Outfitters

The charitable giving totals in this report include contributions during the reporting period, including locations that have subsequently ceased operations.

HOTELS

Hard Rock Hotel Bali
Yayasan Sole Family Bali

Hard Rock Hotel Maldives
Maldives Autism Association

Hard Rock Hotel Riviera Maya
Educación Para México Inc

Hard Rock Hotel Daytona Beach
Rethreaded Inc.

Hard Rock Hotel Marbella
Cruz Roja Española

Hard Rock Hotel San Diego
Boys & Girls Clubs Of Greater San Diego

Hard Rock Hotel Desaru Coast
Sekolah Menengah Kebangsaan Adela

Hard Rock Hotel New York
Covenant House

Hard Rock Hotel Tenerife
Asociación De Reinserción Social De Menores Anchieta

Hard Rock Hotel Ibiza
Down España

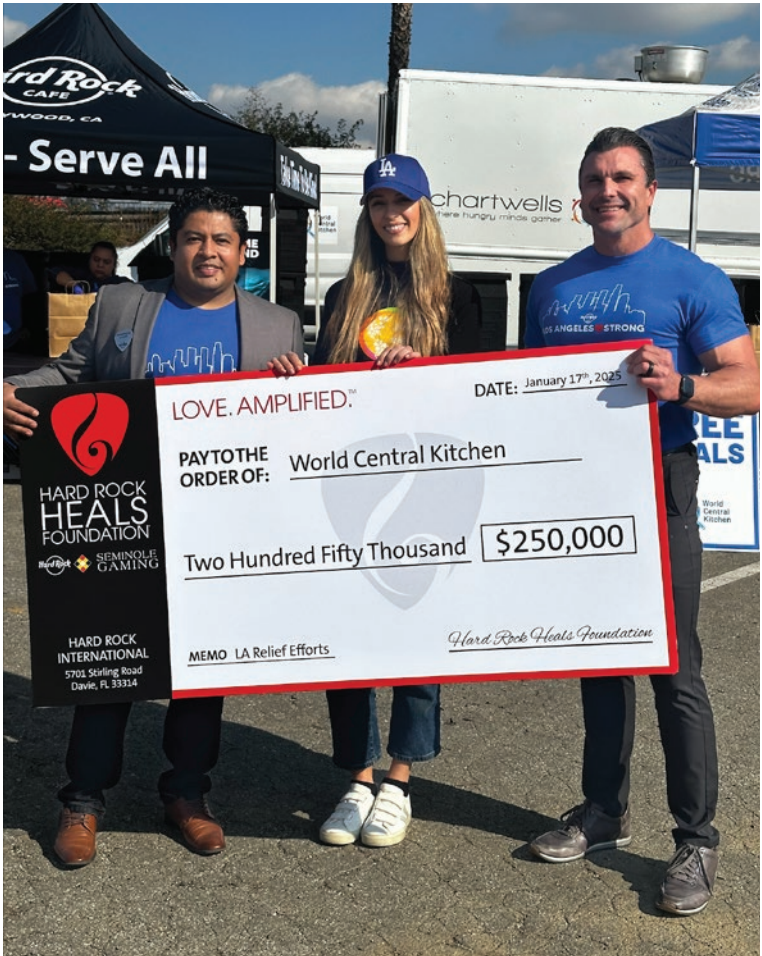
Hard Rock Hotel Orlando
Russell Home For Atypical Children Inc

Reverb By Hard Rock Atlanta
Make-A-Wish Foundation Of Georgia

Hard Rock Hotel Madrid
Aldeas Infantiles SOS

Hard Rock Hotel Penang
Children's Protection Society Penang

CORPORATE SPONSORSHIPS:



LOCAL GIVING

Our fans know us best from their favorite cities, the places they visit and where they live; we aim to help every community where we operate. Whether it is collecting for food banks and toy drives, gathering supplies for disaster relief, improving local biodiversity or championing LGBTQ+ communities, our Team Members work to build a world where **All Is One**.

Through financial contributions, strategic partnerships, in-kind donations and Team Member support, our charitable efforts provide funds and assistance to locally driven programs globally. **\$25 million** donated by Hard Rock and Seminole Gaming properties worldwide since 2019
\$4 million to support disaster relief and neighborhood improvement
\$1.8 million since 2016 to promote wellness through the power of music across 70+ countries

- PACT
- Women in Music
- WhyHunger
- Ocean Conservancy
- American Cancer Society
- World Central Kitchen
- Red Cross
- American Foundation for Suicide Prevention
- Jamaica’s Promise
- Gilda’s Club
- Covenant House

Each of Hard Rock’s 300+ locations globally partners with community organizations. Notable highlights include:

- Hard Rock Hotel & Casino Atlantic City** has donated **\$1 million** annually to 450 charities since 2018.
- Joining the Out of the Darkness Walk hosted by the American Foundation for Suicide Prevention (AFSP) every September, helping to raise awareness and support research for mental health and suicide prevention. To date, direct donations of more than \$33,000 have boosted \$65,000 of peer-to-peer fundraising by Hard Rock Atlantic City Team Members. With Hard Rock Atlantic City’s support, the AFSP has grown the results of their Jersey Shore Walk from \$2,480 in 2018 to \$300,000 in 2023, which included a \$25,000 donation from the **Hard Rock Heals Foundation**.
 - Boys & Girls Club of Atlantic City relationship includes sponsoring a curbside cafe window, and Hard Rock contributed to the training of youth for work in the food and beverage industry, and teaching crucial sales and hospitality skills.

Hard Rock Casino Cincinnati donated more than **\$250,000** to local charities since 2023, including American Cancer Society, ArtsWave, Best Point, Cincinnati Black Music Walk of Fame, Cincinnati PRIDE and many more.

- Hard Rock Casino Northern Indiana** reaffirmed its commitment to the City of Gary with a **\$500,000** donation to support the design and construction of a new animal care facility. The funding will help replace the deteriorating animal control building with a modern space featuring offices, indoor and outdoor kennels, quarantine areas and storage. The \$1.4 million project—also supported by federal funding through the American Rescue Plan Act—will improve animal welfare, public safety and essential city services. City leaders have praised the investment as a transformative step in addressing a long-standing community need.
- Since opening in 2021, **Hard Rock Casino Northern Indiana** has maintained a strong focus on community investment and engagement. Key contributions include a \$3 million investment to upgrade the City of Gary’s police vehicle fleet and a \$500,000 donation to a local middle school. The property has also provided approximately \$500,000 in cash and in-kind contributions, along with Team Member volunteer hours, to support organizations such as the Food Bank of Northwest Indiana and Sojourner Truth House, which serves homeless and at-risk women.

Seminole Hard Rock Hotel & Casino Tampa is one of the most prominent supporters of the Tampa Bay community. Building on its strong philanthropic legacy, the property significantly expanded its impact in 2025, donating more than **\$1.8 million** to support 135+ charitable organizations. Throughout the year, the team provided 115+ auction items, supported 95+ local events, led 40+ community activations, hosted 20+ events and participated in 22+ check presentations, demonstrating a deep and sustained commitment to the community.

Previously, in 2024, the property contributed **\$750,000** across 75 charities in recognition of National Philanthropy Day. Each year, **Seminole Hard Rock Tampa** also serves as the title sponsor of St. Pete Pride, the largest LGBTQ+ celebration in Florida, and donates hundreds of in-kind items, including overnight hotel stays, concert tickets and spa and dining experiences to support partner events.



PRIDE

LOVE OUT LOUD GLOBAL CAMPAIGN

In 2025, Hard Rock’s Love Out Loud Pride campaign reflects the brand’s ongoing commitment to its **Love All - Serve All** philosophy through a global celebration of inclusion across hotels, casinos, cafes and destinations worldwide. The campaign brings together sponsorships, community partnerships, merchandise and signature events that support LGBTQ+ visibility and equality across diverse markets and cultures.

Across the United States and internationally, Hard Rock participated in major Pride celebrations and community-driven events, including engagement around WorldPride, one of the most significant global LGBTQ+ moments, reinforcing the brand’s role as an active and authentic ally on a worldwide stage.

Internationally, Hard Rock extended its Pride presence through participation in globally recognized celebrations such as Pride in London and Amsterdam Pride, where local properties activated the Love Out Loud campaign through destination-specific events and programming. These efforts highlight Hard Rock’s ability to celebrate Pride in ways that resonate locally while remaining connected to a unified global message.

Within the U.S., several properties supported Pride through sponsorships and community engagement, including **Hard Rock Hotel & Casino Atlantic City**, which hosted a Pride flag-raising and celebratory events, and Seminole Hard Rock properties in Florida, which contributed through marquee sponsorships and benefit events supporting LGBTQ+ organizations.

Together, Hard Rock’s global Pride efforts underscore the brand’s continued leadership in fostering inclusive environments for Team Members and guests—demonstrating that Love Out Loud is not a single event, but a sustained, worldwide commitment.

INTERNATIONAL WOMEN’S MONTH 2025 GLOBAL ACTIVATION

In March 2025, **Hard Rock International** celebrated International Women’s Month by launching a year-long global women’s empowerment initiative in partnership with international music icon and humanitarian Shakira. Announced in recognition of International Women’s Day on March 8, the initiative reinforced Hard Rock’s commitment to amplifying women’s voices, encouraging authenticity and uniting communities through the power of music.

Throughout International Women’s Month, Hard Rock hosted more than 1,000 women-led performances across its Cafes, Hotels, Casinos and Live entertainment venues worldwide. These performances showcased female artists, bands, comedians and DJs, creating inclusive platforms for women to share their stories and inspire connection across cultures and communities.

Guest engagement was further elevated through limited-edition International Women’s Month merchandise, including a commemorative t-shirt, hoodie and pin featuring Shakira, along with curated Shakira-inspired food and beverage offerings available at participating Hard Rock locations. Proceeds raised during the month were directed through **Hard Rock Heals Foundation** to support organizations advancing women’s health, education and empowerment. Beneficiaries included Pies Descalzos Foundation, Shakira’s nonprofit organization dedicated to improving access to education and social development for girls in vulnerable communities in Colombia, as well as local women-focused organizations in Hard Rock communities worldwide.

As part of the initiative, the **Hard Rock Heals Foundation** committed a \$250,000 donation to Pies Descalzos Foundation, underscoring the brand’s belief that investing in girls’ education and women’s voices creates lasting social impact. Together, these efforts highlighted Hard Rock’s role as a global platform for empowerment—leveraging music, culture and community to advance meaningful change for women during International Women’s Month and beyond.

AWARD-WINNING GLOBAL RECOGNITION

2026

America’s Best Large Employers

Best Customer Service

Best Brands for Social Impact

America’s Best Employers for Company Culture

2025

World’s Best Employers

America’s Top Private Companies

America’s Best Large Employers

America’s Best Employers for Women

Best Customer Service

Best Brands for Social Impact

2024

World’s Best Employers

America’s Top Private Companies

America’s Best Employers for Women

Best Customer Service

Customer Experience All-Star

Best Brands for Social Impact

DELOITTE.

U.S. Best Managed Company

First Privately-Owned Gaming Company

Six-Year Gold Honoree

2021-2026

J.D. POWER AND ASSOCIATES

#1 In Guest Satisfaction

Among Upper Upscale Hotels

Recognized with 4 Wins

TIME

World’s Best Companies

2024 & 2025

America’s Best Mid-Size Companies

2024

GLOBAL GAMING AWARDS

2018 & 2022

Land-Based Operator of the Year

Hard Rock International

2020

Property of the Year

Seminole Hard Rock Hotel & Casino, Hollywood, FL

2020

Land-Based Operator of the Year

Seminole Gaming

ROLLING STONE TRAVEL AWARDS

Cooldest Hotel for Music Fans

Seminole Hard Rock Hotel & Casino, Hollywood, FL

WOMEN’S CHOICE AWARD

Best Companies to Work For

Hard Rock International

NEWSWEEK

Most Trustworthy Companies in America

2026

U.S. NEWS & WORLD REPORT

Best Hotels

Gold & Silver Badges



USING THE POWER OF MUSIC TO HELP END HUNGER WITH **WHYHUNGER**



At Hard Rock, we believe music has the power to bring people together and inspire meaningful change. For more than two decades, Hard Rock has partnered with **WhyHunger**, a global nonprofit working to end hunger through community-led solutions that expand access to nutritious food.

In 2025, this long-standing partnership reached an important moment with **WhyHunger’s 50th Anniversary Hungerthon Benefit**, hosted at the iconic Stone Pony in Asbury Park, New Jersey. Sponsored by **Hard Rock Hotel & Casino Atlantic City** and **Hard Rock Heals Foundation**, the event brought together artists, advocates, and community members around a shared commitment to food security and dignity for all.

The benefit concert featured a powerful lineup, including **Bruce Springsteen, Steven Van Zandt,**

Young the Giant, Yola and others. Through music and storytelling, the evening highlighted a simple but powerful idea: access to nutritious food is a human right.

The event raised **more than \$400,000** to support WhyHunger’s work globally. These funds help strengthen local food systems and support **more than 50 grassroots organizations across 25 countries**, connecting communities to healthy food and long-term solutions to hunger.



Beyond the concert, the partnership creates space for deeper dialogue and action. Ahead of the event, WhyHunger convened an **Artist Summit**, bringing together musicians and advocates to discuss the root causes of hunger and the importance of community-driven solutions.

Through this long-standing partnership, Hard Rock supports community-led solutions that strengthen local food systems and help ensure access to nutritious food worldwide.



EXPANDING INCLUSIVE HOSPITALITY WITH **KULTURECITY**

At Hard Rock, community impact is about creating experiences where everyone feels welcome. **Hard Rock Hotels** furthered this commitment through a partnership with KultureCity, the nation’s leading non-profit dedicated to sensory accessibility and inclusion for individuals with invisible disabilities.

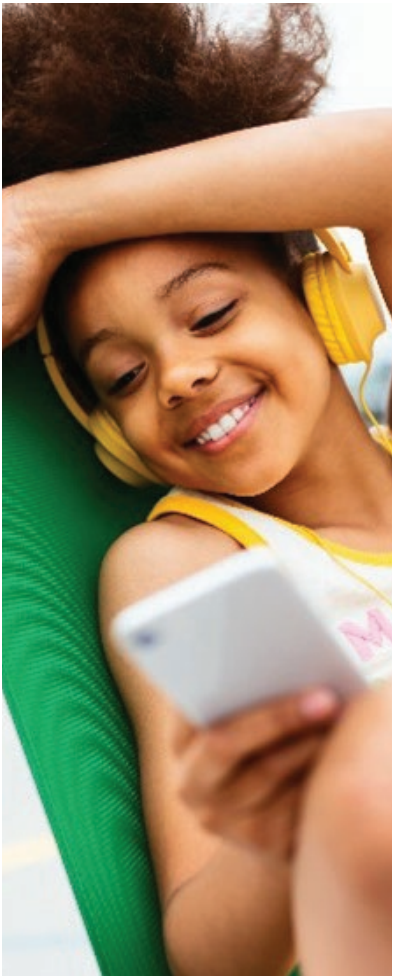
Sensory accessibility is often overlooked in travel and hospitality, even though one in four people lives with a sensory need or invisible disability, including autism, PTSD and dementia. When environments are not designed with these needs in mind, travel can become stressful or exclusionary for individuals and families. Through our collaboration with KultureCity, Hard Rock is working to

remove barriers and create spaces where guests feel supported, understood and included.

This partnership reflects our belief that inclusivity is a responsibility. By embedding sensory accessibility into the guest experience, we bring our mottos — **All Is One** and **Love All - Serve All** — to life in tangible, meaningful ways.

Through KultureCity’s Sensory Inclusive™ Certification, Hard Rock is advancing practical, scalable solutions at participating hotels, including Team Member training, sensory kits, sensory-friendly spaces and pre-arrival social stories that help families prepare for their stay. The program launched at **Hard Rock Hotel Desaru Coast** and **Hard Rock Hotel New York**, marking the first phase of a broader rollout.

As this program expands across our portfolio, it reinforces Hard Rock’s responsibility to create accessible, inclusive environments—guided by our motto **Love All - Serve All**.



TEAM MEMBERS & CULTURE



HARD ROCK
INTERNATIONAL
& SEMINOLE GAMING
TEAM MEMBERS

63,000+ worldwide across:
Managed and franchise casinos and hotels
Managed and franchise cafes
Hard Rock Digital



At Hard Rock and Seminole Gaming, Culture Club brings our mottos to life through Team Member-led engagement, creating meaningful connections across properties and the communities we serve.

Culture Club is a voluntary, Team Member-driven program present at Hard Rock and Seminole Gaming properties—spanning cafes, hotels and casinos globally. Each location operates its own Culture Club, empowering Team Members to design and lead activities that reflect local community needs while staying grounded in our shared brand values.

Activating Our Mottos Through Action

Culture Club is built on four core pillars, each directly tied to a Hard Rock motto, and designed to create consistent, on-brand engagement:



AMBASSADOR
Love All – Serve All

Celebrating music, culture and our brand heritage, these activities bring Team Members together through shared experiences that reinforce inclusion and belonging.



PHILANTHROPY
Take Time to Be Kind

Supporting local communities through volunteerism, giving, and outreach initiatives, reflecting our commitment to caring for others.



SAVE THE PLANET

Advancing environmental sustainability and responsibility through initiatives such as clean-ups, recycling, and conservation efforts that protect the places where we live and operate.



ATHLETICS
All is One

Promoting connecting and well-being through athletic and team-based activities that encourage participation, unity, and healthy lifestyles.

Locally Led, Globally Connected

From environmental clean-ups and food drives to run clubs, music-driven activations and Team Member celebrations, each Culture Club creates programming that is locally relevant and globally aligned.

By empowering every property to lead its own Culture Club, Hard Rock and Seminole Gaming ensure our mottos are not only communicated—but experienced—consistently across our global network, reflecting the unique communities each property serves.

PEOPLE & OPPORTUNITIES

The Office of People & Opportunities (P&O) was established in 2021. This led to the development of Hard Rock’s P&O strategy that exists today. We have 11 Team Member Resource Groups (TMRGs) and continue to have a strong voice in how Hard Rock executes the programs. These TMRGs address the needs of all Team Members—and work to build fair business policies, programs and practices based on a framework of people, culture and stakeholders.

The Office of People & Opportunities is responsible for integrating our company values and mottos into our daily business operations. Its mission is to ensure that fairness is used when making critical business decisions that grow the business, drive excellent guest service and enhance our Team Members’ experience in an inclusive and welcoming culture. At Hard Rock, we believe that actions grounded in our company values create a vibrant, inspiring, energetic and innovative culture.

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

What does the Office of P&O do?

- Integrate fairness and equity into the company culture
- Promote innovation and creativity
- Provide culture education and awareness
- Drive Team Member engagement
- Promote new development/expansion
- Drive company reputation
- Drive external stakeholder relationships and goodwill
- Ensure equal opportunities for all talent

How does P&O accomplish this?

- Setting goals and developing action plans
- Developing sourcing strategies
- Development of Early-in-Career Programs
- Establish TMRGs
- Institute fair and equitable practices
- Seek progressive benefits & inclusive policies
- Work closely with asset partners
- Build strong relationships with community and advocacy groups
- Continue to strengthen the company’s supplier and marketing plans

HARD ROCK’S P&O STRATEGY SITS ON THREE PILLARS:

PEOPLE
WHO WE ARE.

This is about recognizing that people make up the culture of the organization and the more diverse the workforce, the more innovative and creative we are.

CULTURE
HOW WE BEHAVE.

This is about living our mottos—**Love All - Serve All, All is One, Take Time to Be Kind** and **Save the Planet**. These are the tolerated behaviors that make up a welcoming and inclusive environment.

STAKEHOLDERS
WHAT WE STAND FOR.

This is about making equitable business decisions that make an economic impact on the communities in which we operate. This could be by supporting charities and advocacy groups and institutions, as well as our Supplier Diversity Efforts.

BUILDING SOCIAL EQUITY			
GOALS	Be the employer of choice for diverse talent	Cultivate inclusion at work where Team Members feel safe and sound and where differences are sought and leveraged	Be known and respected for equitable and socially responsible practices
MEASURES & PROGRESS	Develop and Continue to Advance Policies and Practices to be more Equitable and Inclusive Leverage workforce dashboard to track and report results	Launched a total of 11 Team Member Resource Groups Enrolled 12% of the Global Team Member Population in one of our Team Member Resource Groups Increased Tribal Career Development participation and graduation rate	Deploy Inclusion Sourcing Strategy to drive diverse talent pipelines with quantifiable measures for community impact Define the Diversity Value Proposition in the communities we serve
PLANS	Launch mentorship platform through Team Member Resource Groups for access to develop for all affinity groups Expand Tribal Career Development Program and Women in Leadership programs Develop Plans to be used by business leaders to attract, develop and retain diverse talent	Launch advanced educational offerings for leadership Continue to develop content shared throughout the organization targeting how to drive an inclusive culture	Demonstrate positive social and economic impact within our markets by building strong relationships with community partners, including organizations supporting rehabilitation, human trafficking survivors, the unhoused population, veterans, domestic violence survivors and people with disabilities Advance participation of diverse vendors, including women, minorities, individuals with disabilities and veterans within our value chain Continue to invest in philanthropic relationships, including Black Professionals Network, Human Rights Campaign and Outright International
UNSDG	 5 GENDER EQUALITY		 10 REDUCED INEQUALITIES

TEAM MEMBER RESOURCE GROUPS



we are
People & Opportunities

CARING
CAREGIVERS

R.E.A.C.H.
PEOPLE WITH DISABILITIES

GENERATIONS NOW
INTERGENERATIONAL

INSPIRE
LEADERSHIP DEVELOPMENT

A.P.I.
ASIAN PACIFIC
ISLANDER

UNCONQUERED
SEMINOLE NATIVE AMERICAN
INDIGENOUS

V.I.B.E.
BLACK &
AFRICAN AMERICAN

SALUTE
VETERANS-MILITARY, POLICE
& FIRST RESPONDERS

BELIEVE
INTERFAITH

L.E.A.D.
LATIN

P.U.L.S.E.
LGBTQ+

SEMINOLE & HARD ROCK
WOMEN IN LEADERSHIP

Cultivate a culture of inclusion.
Promote innovation and career development.
Access professional development opportunities.

YOU DON'T HAVE TO BE ONE OF, TO STAND WITH.



To support talent acquisition and address the needs of all Team Members, TMRGs were launched in 2021. Since their inception, TMRGs have increased their membership annually and are offered company-wide. TMRGs have a current membership base of more than 3,500 global Team Members.

Team Member Resource Groups:

- Foster a sense of belonging
- Spark innovation and creativity related to business operations
- Accelerate Team Member development
- Created an open and welcoming environment to bring awareness of different cultures within our workplace
- Provide philanthropic opportunities to give back to the communities where we operate
- Ensure that Hard Rock and Seminole Gaming are best in class for attracting, developing and retaining talent
- Provide professional development to ensure all Team Members can thrive

TMRGs also play an important role in ensuring Team Member voices are integrated into daily business decisions. Examples include:

- SALUTE – Veterans resource group that is developing a Veterans Transition Program.
- CARING – Caregivers resource group that developed a Parental Leave Proposal.
- P.U.L.S.E. – LGBTQ+ resource group that developed and launched pronoun pins to be worn on Team Members' lapels. Launched gender-neutral bathroom initiative.
- R.E.A.C.H. – Person with disabilities resource group that developed a Hiring on the Spectrum Proposal.
- V.I.B.E. – Black/African American resource group that partnered with Human Resources to update Dress and Grooming Code Standards.
- L.E.A.D. – Expanded our WebEx language translation feature to include 14 different languages.

WOMEN IN LEADERSHIP



Tracy Bradford
President
Seminole Hard Rock Support Services



Meaghan Ryan
Head of Human Resources
Seminole Hard Rock Support Services

Since 2016, thousands of women have participated in Seminole & Hard Rock Women in Leadership program throughout Hard Rock’s U.S. properties. In 2024, the program was expanded to include Canada and the United Kingdom. Through the program’s mentoring relationships, networking events and multiple education workshops to include Financial Literacy, Public Speaking, Effective Communication, Brand Reputation and more, women within the company are being prepared for upward mobility opportunities.

Founders Tracy Bradford and Meaghan Ryan have advanced education, mentorship and networking opportunities for women throughout our enterprise.

The gender breakdown of Hard Rock and Seminole Gaming is 47% women and is in line with the percentage of women in the gaming industry workforce. Women make up more than 39% of all manager, director and vice president roles combined. Additionally, 36% of the Senior Leadership Committee for Hard Rock are women.

There are three branches to Seminole & Hard Rock Women in Leadership program:

1. Mentorship

- Mentors are certified and given a success toolkit; 200+ leaders across Hard Rock have participated in this program.
- Mentees are chosen through a formal application process and matched with a mentor based on their personal & professional goals

2. Education

- Workshops are scheduled throughout each year to allow for personal and professional development
- Educational breakout sessions include dress for success, financial awareness, public speaking and personal branding
- Property leaders hold smaller group sessions to broaden the program reach to include Team Members outside of the global program

3. Networking

- Large group events expose participants to senior executives, property leadership, other peer groups and women in leadership positions from the local community
- Small group sessions are dedicated to improving communication and collaboration.

Throughout the creation of this program, more than 2,500 Team Members have experienced our mentorship and educational experience. Many graduates have been promoted into management positions, or nominated as mentors for other development programs.

There are countless professional and personal success stories, rooted in mentorship, networking and education programs that Seminole & Hard Rock Women in Leadership has offered and will continue to offer to our entire Team Member population, including men. Since the inception of the program, we’ve seen an increase in women in leadership roles at the Director and above levels.



Robert Davis
Manager - Talent Acquisition

My first job at 15 was as a busser in Virginia, where I met my manager, Ms. Nona—a true ‘fireball of positivity.’ She became my first mentor, and her guidance continues to shape my work habits today. Mentorship matters. I’ve been fortunate to have incredible mentors throughout my journey, and joining Women in Leadership felt like a natural fit. While some view Women in Leadership as just for women, Ms. Nona was my example that mentor/mentee relationships are genderless. It’s not just about giving back, but lifting others up. Our motto ‘Take Time to Be Kind’ aligns with Women in Leadership. Take the time to support growth and development of others.



Diana Asturizaga, Esq.
Director of Contract Administration

Women in Leadership has made me more conscious that others are watching, learning and drawing inspiration from how I lead. That awareness has pushed me to hold myself to a higher standard—one rooted in consistency, accountability and authenticity—because leadership is not just about title, but about example.



Ervina Capricien
Director of Human Resources

We are all mentors - whether it is informal, formal, intentional, unintentional, we all have something valuable to share with our fellow Team Members. I have been a part of the program since the beginning and can tell you that I have gotten more out of it than my mentees. It gives me great joy to see my former mentees confident, continuing their development and progressing in their careers with our company! This is one of my favorite quotes: “It’s OK to admit what you don’t know. It’s OK to ask for help. And it’s more than OK to listen to the people you lead—in fact, it’s essential.” -Mary Barra



TRIBAL CAREER DEVELOPMENT

The TCD (Tribal Career Development) program is a People & Opportunities flagship program for advancing leaders within the talent pipeline. TCD offers rotational hands-on experience at all gaming facilities in all areas of the business. Members gain various business skills in areas such as Finance, Marketing, Operations, Gaming, Food & Beverage and more.

Learning Objectives for TCD:

- Gain educational experiences that develop business skills necessary to qualify for leadership roles eventually
- Develop a robust network of mentors and graduates' support
- Develop proficiencies in various business areas
- Experience external education experiences that enhance business decision skills (i.e., Cornell University; University of Nevada, Las Vegas; Dale Carnegie Training, etc.)
- Develop emotional intelligence and soft skills through mentoring



TCD PROGRAM TEAM MEMBER EXPERIENCES



Dejong Frank
Tribal Career Development

I began my career journey in Food & Beverage, where I was exposed to a variety of restaurant concepts and guest experiences that sparked my interest in operations. In this fast-paced, high-energy environment, I developed strong technical skills. Guest service was already a strength of mine, but Food & Beverage helped me grow in managing relationships with Team Members and leadership. I was fortunate to be mentored by several strong leaders who influenced my professionalism, appearance, and financial habits. These are skills that continue to shape me today. I then transitioned into Hotel Operations, where I gained a broader understanding of the property beyond restaurants. I also gained a deeper appreciation for departments like Housekeeping, Facilities, and Environmental Services, learning firsthand the effort required to maintain operations and enhance the guest experience. This journey has been both fun and rewarding, allowing me to achieve my goal of improving my communication skills and building confidence. With this solid foundation provided by the TCD Program, I look forward to continuing my growth and gaining new perspectives in Gaming Operations.

“Trust the process, trust yourself, and be patient.
In doing so, you can achieve greatness.”
– Dejong Frank



JoLee Metcalf
Tribal Career Development

My journey began at Seminole Classic; the same place Indian Gaming first started. In Marketing specifically, I was involved with casino promotions and nightlife activities. I saw firsthand how they were able to appeal to their small community. I then transitioned to Seminole Hard Rock in Slots, progressing from CSR to supervisor and learning how to manage high-volume operations and customer service. I came here to learn business, & now that I had a solid foundation of what the casino is, I transitioned into Food & Beverage, where I started my rotation at the pool. It felt like a vacation every day. I eventually moved on to the other restaurants and gained valuable operational insight but quickly recognized the demands of the F & B industry. Seeking broader experience, I returned to Marketing/Promotions, where I worked large-scale giveaways, Live ticket distributions, & casino promotions. Working at grand openings, my interest in Special Events peaked at the Ottawa opening, where I worked production for the opening ceremony. It was a thrill and caught my attention immediately. I developed a love for decorating & using my creativity; I was

able to call events my own, such as the TCD Gala & a Speakeasy-themed Blackjack Tournament! I am now at Hard Rock Support Services where I am working with the Design and Construction team. I now plan to pursue a degree in Interior Architecture as I continue to build my career within the company. It's been a thrilling experience & as always, more to come!

“Don't be afraid to start fresh. It might be just what you are looking for.”
– JoLee Metcalf



Zachary Willie
Tribal Career Development

I've been very happy within the program. The exposure to executive leadership during conferences and meetings has been very educational for me. The TCD staff are always helpful and friendly to me; I'm happy to work with them. I look forward to participating within the program as much as I can. I'm inspired to grow and find my place within the company where I can be of best use.

“I am grateful to the Seminole Tribe of Florida
for this opportunity, and to the TCD staff for
their help every step of the way. The program
gives me confidence and motivation to succeed
in our business and contribute to the ongoing
successes of the tribe.”
– Zachary Willie



MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISE

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

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

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

MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISES	
Total MWBE	\$154,505,315



ENVIRONMENTAL SUSTAINABILITY

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

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



THESE STEPS INCLUDED:

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



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

MATERIALS & WATER MANAGEMENT

Waste management begins with procuring materials that consider sustainability, re-use or recycling, or diverting from landfill and disposal. To date, we have focused on managing recycling and waste for: building materials, cooking supplies, electronics, paper and uniforms.

Recycling efforts extend to cardboard, paper products, bottles, disposable foam and plastics.

To improve how we manage guest-facing waste items, we have expanded our use of earth-friendly cutlery and packaging. Since 2018, we have been working to eliminate plastic straws at properties worldwide. Water efficiency efforts focus on conservation through monitoring water consumption, technological efficiencies and plumbing fixtures to reduce water consumption of groundwater aquifers and wastewater treatment plants.

For example, an action like separating the metering of swimming pools from other key building components allows for calibration of usage reduction and finding alternatives from potable water usage for landscape irrigation.



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

	WATER		
GOALS	Maximize water efficiency		
MEASURES & PROGRESS	Water management practices and systems improved across operations. Tracking and calculations of water usage, reduction and efficiencies have improved across operations. Amongst surveyed* properties:		
	2025 100%	2023 83%	Percentage of properties reporting efficiency technologies, such as auto-sensors, reduced flow faucets, two-flow toilets and efficient laundry machines
	100%	67%	Percentage of properties that follow efficiency usage guidelines
	2025 • 73% • 36%		Percentage of properties that report: • Plans for improving water efficiency • Plans that set target reductions
	PLANS		
	• Formalize water efficiency plans and targets at the property level • Continue educating Team Members and evaluate effective contribution to reaching reduction targets		
	UNSDG		
			
	6 CLEAN WATER AND SANITATION		

*Data from surveys of 32 hotels and casinos, with 81% reporting some data.

Through annual waste audits, we are discovering opportunities to improve our current waste diversion processes and to develop creative solutions.

	WASTE & MATERIALS		
GOALS	Optimize materials usage, waste reduction and diversion		
MEASURES & PROGRESS	Waste practices and systems improved across operations, including supply chain purchases		
	Data to assess waste practices has been gathered. Amongst surveyed* properties:		
	2025 58% 36% 96% 73% 191,585 lbs. 58% 64% 82% 3,084 tons 53%	2023 - - 83% 33% - 83% 67% - - 50%	Properties that report: • Plans to implement waste efficiency practices • Plans that include setting targets • Using eco-friendly waste items for guests • Tracking diverted waste • Average diverted waste per year per property • Program to repurpose amenities/soap • Separating food waste from other streams • Track quantity of food waste • Total food waste diverted (all properties) to date • Donating food waste to charity
PLANS	• Increase awareness about waste best practices with Team Members to effectively reach reduction targets • Streamline waste reporting to empower the properties to take focused action		
UNSDG	12 RESPONSIBLE CONSUMPTION AND PRODUCTION		

*Data from surveys of 32 hotels and casinos, with 81% reporting some data.

SAVE THE PLANET TEAMS AT HARD ROCK AND SEMINOLE GAMING PROPERTIES

Each property creates a team to drive practices and engagement at a local level. Across the company, we use a participation index to evaluate each property’s progress and maturity, providing a way to benchmark across regions. With operations worldwide, we draw upon and share collective knowledge of sustainability leaders across continents.

Our Save the Planet teams comprise key leaders from various segments of each property, ensuring representation across all business areas. Each property appoints a team lead to coordinate local meetings and drive forward its sustainability initiatives. An executive sponsor supports teams, ensuring oversight and helping to bring best practices to life. Internally, we have developed a participation index that has helped increase the overall participation and maturity of the program. Properties are evaluated based on several factors, including an annual data report, the quality of the data submitted, the sharing of best practices, the hosting of sustainability events, involvement in Earth Hour and attendance at quarterly global meetings. This index has helped us identify areas for improvement as well as celebrate the properties that are making significant strides toward our environmental goals.

By meeting regularly as a global cohort, we have capitalized on the collective knowledge of sustainably minded leaders in our brand and successfully shared best practices across continents. To further support these efforts, we provide ongoing training and resources to ensure every team is well-equipped to tackle sustainability challenges.



Featured Non-Profit



Hard Rock and Seminole Gaming support and collaborate with Ocean Conservancy to protect the ocean from today’s most pressing global challenges.

Building on the momentum of its inaugural year, Global Sound Waves: A Save the Planet Waste Challenge expanded in Year Two with increased global participation and the addition of two international flagship locations. The activation united Team Members across 38 Hard Rock and Seminole Gaming locations in 16 countries and three continents, driving collective action to reduce and divert waste. Together, participants removed more than 6,300 pounds of trash from beaches and local communities, while amplifying Hard Rock and Seminole Gaming’s ongoing efforts to address waste and promote environmental stewardship worldwide.



No matter where a Hard Rock or Seminole Gaming property is located—coastal or inland—all communities are connected to the ocean through the air we breathe, the water we drink and the food we eat. Caring for the places where we live and work is a meaningful way to protect and restore ocean health.

A key component of the collaboration is the Global Sound Waves Innovation Challenge, which empowers frontline Team Members to bring forward new ideas to reduce waste and advance sustainability at the property level. In 2025, the competition received 51 submissions from Team Members across three continents, showcasing innovative, locally-driven solutions and reinforcing the power of employee-led action to drive meaningful environmental impact.

As an international Global Sound Waves flagship location, **Hard Rock Hotel Pattaya** demonstrated how locally-led activations can deliver measurable environmental and community impact.



In 2025, the property implemented a series of integrated waste reduction, habitat restoration and community engagement initiatives addressing marine debris, land-based pollution and circular-economy solutions across the Pattaya region.



Global Sound Waves is anchored by a data-driven waste audit, enabling targeted waste prevention strategies and operational improvements. As a result, the property achieved double-digit reductions in landfill-bound waste in select priority areas and improved waste sorting accuracy across key operational zones, reinforcing the role of data in driving consistent, scalable change. Community activations extended impact beyond the property through beach cleanups, upcycling initiatives and ecosystem restoration projects delivered in partnership with local organizations. In collaboration with Ban Amphoe Community Enterprise, collected materials were repurposed into eco-products and functional items, advancing circular economy practices while supporting local livelihoods.



Additional initiatives included coral restoration and marine education with the Samaesarn Marine Science & Conservation Camp, as well as mangrove planting and canal cleaning at Pattaya's last remaining mangrove site. These efforts engaged Team Members, guests, students and municipal partners in hands-on conservation, habitat restoration and environmental education, reinforcing the connection between land-based waste and ocean health.

Across all activations, **Hard Rock Hotel Pattaya** engaged hundreds of volunteers, removed more than 1,000 lbs. of waste from coastal and inland environments, and strengthened environmental awareness and shared accountability.



As a second international Global Sound Waves flagship location, **Hard Rock Hotel Tenerife** demonstrated the power of cross-sector collaboration to advance ocean protection, biodiversity conservation and community engagement. The event, hosted in conjunction with Asociación Ambiente Europeo, centered on a microplastics-focused beach cleanup, reinforcing the connection between land-based waste and marine health while contributing data to Ocean Conservancy's global research efforts.



In collaboration with the Environmental Volunteering Office of Tenerife, the activation expanded beyond waste collection to include the release of a rescued loggerhead sea turtle (*Caretta caretta*) and Cory's shearwater (*Calonectris borealis*), an endemic species of the Canary Islands. These releases highlighted the tangible link between pollution prevention and wildlife protection, strengthening participant understanding of the real-world impacts of ocean stewardship. The activation also integrated social and safety dimensions through collaboration with Fundación Don Bosco, which supports the social inclusion of vulnerable youth, and Socorrismo Marítimo, which provided lifeguard support and delivered a short training on maritime rescue techniques. A total of 40 participants took part in the event, underscoring the role of Global Sound Waves as a platform for inclusive, community-led action.

Waste data collected during the cleanup was shared with Ocean Conservancy to contribute to academic research. This reinforced the value of the activation not only as a local environmental effort, but as part of a broader, evidence-based approach to ocean conservation.

ENERGY & EMISSIONS

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

ENERGY & EMISSIONS			
GOALS	To improve efficiencies among actions that contribute to emissions reduction		
MEASURES & PROGRESS	Data-gathering to measure emissions and efficiency is improving year-over-year. Examples of common actions amongst surveyed* properties:		
	2025	2023	Properties that report: • Plans for new action to reduce energy • Quantified savings to date from efficiencies with 21,628,646 kWh in cumulative savings across reporting properties • Energy savings over previous year with 6,949,283 kWh single-year savings across reporting properties • Various HVAC efficiencies • Temperature change technology in rooms
	73%	83%	
	69%	-	
65%	-		
PLANS	100%	83%	
	92%	67%	
UNSDG	 7 AFFORDABLE AND CLEAN ENERGY		 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

*Data from survey of 32 hotels and casinos, with 81% reporting some data.

EARTH MONTH

Hard Rock International's celebration of Earth Hour 2025 evolved beyond a single moment, transforming into a global expression of environmental action and guest engagement. On March 22, more than 130 properties participated in World Wildlife Fund's Earth Hour, activating a wide range of experiences that connected guests and Team Members with nature in meaningful, sensory ways. Across the portfolio, properties hosted programming that reinforced the importance of reducing energy consumption while elevating awareness around protecting the natural world.

Properties dedicated more than 50,000 hours to Earth-focused activities, including 25+ nature-inspired dining experiences, 40+ live acoustic performances, 25 community cleanups and 13+ tree planting initiatives. From eco-tours and wildlife education sessions to beach cleanups, upcycling projects and immersive "Dine in the Dark" experiences, each activation reflected the creativity of Team Members and the power of experiential storytelling to inspire environmental awareness. These localized efforts brought Hard Rock's **Save the Planet** commitment to life while fostering connections between guests, communities and the environment.

The momentum of Earth Hour extended into a broader Earth Month activation, running from March 22 through April 22. This expansion bridged a symbolic hour into sustained action, encouraging continued participation through additional programming and incentives, including guest engagement offerings through the **Unity™ by Hard Rock** loyalty program.



ARCHITECTURE & DESIGN PLANNING

When developing properties, **Hard Rock International** works with our partners and designers to develop a plan of action for their site. At the start of each project, direction is set on standards and leading practices for sustainability.

When developing a property plan, the following areas of focus are considered and addressed:

- | | |
|--------------------|--------------------------|
| Site design | Waste management |
| Energy | Health and wellness |
| Water efficiency | Monitoring and measuring |
| Building materials | |





SAVE THE PLANET

THE PRACTICE LIBRARY

For decades, Hard Rock and the Seminoles have shared a deep commitment to building an environmentally sustainable future.

Whether through operational improvements, partnerships with environmental organizations or best practice collaboration with vendors, we are growing our efforts to sustainably run our businesses.

The Practice Library presents short case studies of initiatives. They Outline:

STEPS
TO EXECUTE

COSTS

OPERATING
PROCEDURES

hardrockplanetpractices.com

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

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

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

PATCHWORK PALS

Patchwork Pals is a circularity initiative at **Hard Rock Hotel Cancun** that repurposes discarded textiles into handmade stuffed toys and merchandise while supporting local communities. The program diverts unusable textiles from landfill and transforms them into creative products. The initiative is championed by cross-functional teams, including Culture Club, Human Resources and Housekeeping, who collaborate to identify, segregate and prepare textiles for donation and repurposing. Wearable items are directed toward clothing donation, while nonwearable textiles are used as raw material for handcrafted products created in partnership with local community organizations.



Patchwork Pals delivers measurable environmental benefits by reducing textile waste sent to landfill, lowering greenhouse gas emissions, and decreasing the need for new material production—thereby reducing associated water and energy use. At the same time, the initiative generates meaningful community impact by supporting low-income communities, helping create jobs and providing skills training opportunities, particularly for local women involved in the production process.

Key success factors include establishing partnerships with local associations, training staff on proper textile segregation and promoting the final products within the hotel. The initiative has proven to be a scalable, low-cost model.



CLEAN CARE

Clean Care is a circularity and community health initiative implemented at **Hard Rock Hotel Daytona Beach** and **Hard Rock Hotel & Casino Punta Cana**, focused on reducing waste while improving access to essential hygiene resources. The program collects leftover soap bars and hygiene containers and partners with recycling and nonprofit organizations to clean and redistribute these materials as hygiene kits supporting global and local health needs.

At both properties, the initiative is delivered in partnership with organizations focused on improving health outcomes through hygiene access.



While supporting global health efforts, the program also prioritizes local impact, with many hygiene kits donated to nearby youth programs and shelters.

The initiative is championed by cross-functional leadership teams. Ongoing staff education, clearly designated separation bins and internal awareness events are key to maintaining proper material handling and engagement.

Clean Care delivers environmental benefits by reducing soap bars and plastic bottles sent to landfills, conserving natural resources and lowering pollution associated with new product manufacturing and packaging. Community benefits include helping prevent hygiene-related illnesses, providing essential items to underserved populations, supporting local jobs and increasing awareness of responsible consumption practices.

INVITING GUESTS TO HELP SAVE THE PLANET



To inspire our guests' connection with sustainability, our properties create activations, supported by our GUEST AND TEEN SAVE THE PLANET ACTIVATIONS Guide.

Direction is provided for seven activations aimed at reaching guest audiences, appreciating local cultural environments. Properties use their creativity to plan and execute activations.

Specific activations support the teen engagement program created by **Hard Rock Hotels** for their properties.



SAVE THE PLANET
Activations Guide



MUSIC FOR A SPARK



TRASH TO TREASURE



BIODIVERSITY LIVE!



ZERO-WASTE MEAL



BUY LOCAL CAMPAIGN



BIODIVERSITY TASTE!



**WATER CONSERVATION
CAMPAIGN**

SUPPLY CHAIN

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

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

TREATMENT OF PEOPLE

Suppliers must:

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

NATURAL ENVIRONMENT

Suppliers must:

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

ETHICAL PRACTICES

Suppliers must:

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

RESPONSIBLE GAMBLING

PLAYERS~~EDGE~~

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

HARD ROCK & SEMINOLE GAMING'S RESPONSIBLE GAMBLING PROGRAM

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

OUR GOAL

We want our players to keep their gambling healthy, and to get help when they need it.



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

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

We partner with agencies, networks, researchers and non-profits working to address problem gambling and promote safer gambling across local, national and international communities.



	HEALTH & WELL-BEING	ENHANCE COMMUNITIES
GOALS	INTERVENTIONS: Promoting mental health, enabling access to addiction treatment services	EDUCATION AND TRAINING: Educating guests and empowering Team Members to help sustain healthy gambling habits and mitigate problematic behavior
MEASURES & PROGRESS	• 49% average annual increase in Florida casino-goers seeking treatment since 2021 • 139,000+ page views of PlayersEdge.org each year • \$26.5 million funding for helpline services in Florida since 1994 • Players and Team Members completing surveys on budgeting habits: • 21,926 in 2024 • 8,062 in 2025	Responsible gambling player education has been integrated into team training with the PlayersEdge program since 2021: • 368 million+ views of education messages on casino floors • 80,000+ online training sessions completed by Team Members • 3,490 supervisors trained in the classroom • 92% average scores on evaluations of Team Members who report improved knowledge and skills • 275 supervisor interaction reports with players in 2025 • Contributed to two peer-reviewed research related to: • Best practices for player education • Use of incentives to promote trial of budgeting tools
PLANS	• Evolve and enhance Team Member training • Launch and expand the Advisory Council of Experts & Specialists (ACES) to gain input on PlayersEdge programming	• Launch pilot for Almond Digital Health app at Hard Rock Casino Cincinnati • Promote budget tool for slot players on e-wallet technology • Expand education messages • Review and enhance performance measurements for Team Member skills, player knowledge and behavior
UNSDG	 3 GOOD HEALTH AND WELL-BEING	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

TEAM MEMBERS' REACTIONS TO PLAYERSEDGE TRAINING:

“Very informative on all aspects of responsible gaming, especially how to approach the guest.”

“I’m honored to be part of a program that invests in its employees and guests.”

“I am happy to hear the company supports us when we see a player who needs help.”

“I feel more empowered to assist in situations involving interactions on the casino floor.”

“Caring about people with problems is the right approach.”

“Frontline Fundamentals” is a 30-minute online module where all guest-facing Team Members learn the basics of problem gambling behavior signs observed on the gaming floor, player risk segmentation, actions they can take and when to escalate to more senior managers.

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

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

“Fundamentals Refresher” is a 15-minute training that highlights key areas of skills and knowledge from the 30-minute “Frontline Fundamentals.” All guest-facing Team Members complete it every year. Content updates are made every three years. To inform and enable Team Members’ support for players, the Hard Rock PlayersEdge program conducts regular education programs, including back-of-house activations that reinforce key areas of knowledge and skills.

Hard Rock and Seminole Gaming apply industry standards set by the American Gaming Association’s Codes for Responsible Gambling and Sports Wagering marketing by:

- Establishing policies and practices
- Training Team Members on how to assist guests
- Making Responsible Gambling part of daily operations
- Promoting assistance in casinos
- Educating players on healthy play
- Safe alcohol service
- Support for research initiatives and public education
- Applying consumer protections to marketing and advertising
- Responding to public concerns about advertising



INVESTING IN KNOWLEDGE FOR SAFER GAMBLING



Hard Rock and Seminole Gaming partner with the International Center for Responsible Gaming (ICRG), a non-profit that supports scientific research on gambling. Since 2020, Hard Rock and Seminole Gaming have supported and collaborated with ICRG through contributions to:

- \$336,000 in research funding for three-year Seed Grants, Center of Excellence Grant, Sports Wagering Research Fund, conference sponsorships
- Data for ICRG-funded research
- Conference sponsorships for 2024 trends in treatment, public health and gambling; 2025 and 2026 conference on gambling & addiction, Las Vegas
- Sports wagering task force
- Better Gambling Forum

COLLABORATION

We join with regulators, researchers, treatment and recovery agencies across jurisdictions. Our leaders sit on the Virginia Problem Gambling Treatment and Support Advisory Committee, and **Hard Rock Hotel & Casino Bristol** sponsors and champions the Southwest Virginia Region Three Wellness Council Problem Gambling Prevention Conference. As a member of the Problem Gambling Network of Ohio, **Hard Rock Casino Cincinnati** sponsors the annual Ohio Problem Gambling Conference. We are an active member of the Ottawa Gambling Harms Prevention Network, and across the USA, we are Gold Members of the National Council on Problem Gambling.



Funding Highlight: Exploring Trauma as a Risk Factor for Gambling Disorder in Veterans

Brianna Houghton, PhD | University of Memphis



A 2025 ICRG Seed Grant from Hard Rock and Seminole Gaming is funding a project that examines how trauma and post-traumatic stress disorder contribute to the development and severity of gambling disorder among United States military veterans. Veterans face high rates of trauma exposure during and after service, including combat, moral injury, military sexual trauma and repeated occupational stress. This research seeks to map pathways that link trauma history, PTSD symptoms, mental health comorbidities and gambling behavior. By identifying who is most vulnerable following

trauma exposure, the project aims to inform targeted prevention and treatment strategies and design more responsive services for an underserved and high-risk population.

Knowledge-Sharing Highlight:

Nudging the Uptake of Responsible Gambling Tools

Michael J. A. Wohl, Amy C. Ortis, Christopher G. Davis, Nassim Tabri | Carleton University

Through an ICRG grant, researchers from Carleton University explore whether a modest incentive encourages slot players to try a responsible gambling tool that helps them budget and manage how much money they gamble. When Hard Rock and Seminole Gaming promoted the availability of the U-Wallet Budget Tool, offered in partnership with IGT, we invited players to participate in the Carleton research survey. Among the 314 members of the Unity™ by Hard Rock rewards program who enrolled in the U-Wallet digital budget tool, 36.1% of those who were offered the \$5 incentive enrolled to use the tool, compared with 25% of those who were offered no reward.

The research concludes that a modest incentive increased intention to enroll, providing rare evidence that supports incentive-based strategies to enhance engagement with responsible gambling tools.

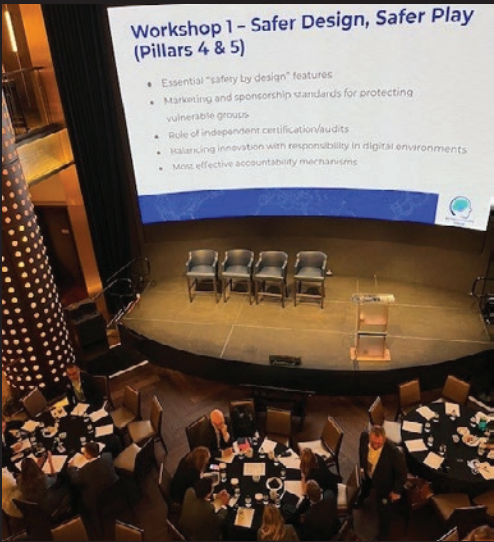
Applying Evidence Highlight:

Evaluating the Effectiveness of Responsible Gambling Messages

Gray E. Gaudett, Paul Pellizzari, Richard T. A. Wood, Michael J. A. Wohl
2025 Journal of Gambling Studies

While responsible gambling education is common in the gaming industry, evidence that demonstrates which messages effectively promote positive gambling beliefs and behaviors is limited. Hard Rock and Seminole Gaming collaborated with researchers from GamRes and Carleton University to assess empirical research on responsible gambling messages. This evaluation examined which messages players preferred and which messages were effective. This project proposed that the industry adopt a framework that crafts evidence-based RG messages that are tailored to player risk levels and preferences when promoting safer gambling behaviors and reducing harm.

Shaping Global Practices: Better Gambling Forum



The gambling ecosystem is changing rapidly, and new approaches and collaborations are needed to intersect global policy, brain health, mental health and public health. As gambling continues to evolve beyond land-based casinos and into digital life, challenges for regulators, policymakers, operators and mental health communities shift as well.

In 2025, Hard Rock and Seminole Gaming became a founding member and leader of the Better Gambling Forum – a multisectoral coalition seeking coordinated, evidence-based global responses centered on brain health, mental resilience and cognitive capital. As an initiative of the Brain Capital Alliance, in collaboration with the G7, United Nations and World Economic Forum, the Forum’s work is centered on creating a comprehensive framework that will help all sectors involved with gambling.

The framework was introduced at the G7 Brain Economy Summit in Calgary in May 2025. In September 2025, Hard Rock and Seminole Gaming helped to convene 70+ global leaders at **Hard Rock Hotel New York** to deliberate the proposed framework and solicit feedback. Held in conjunction with the 80th United Nations General Assembly, participants included policymakers, researchers, regulators and industry executives who engaged in intensive discussions about governance, risk detection, treatment systems and research priorities.

Consultation on the framework continues globally, including engagement with indigenous communities and explorations of how cultural context should inform responsible gambling frameworks.





2023 BEST RESPONSIBLE GAMBLING PROGRAM

UK-based award for implementation of CSR concepts into day-to-day operations, demonstrating how their business can evolve and adapt to positively impact society and the environment.



2020 CORPORATE SOCIAL RESPONSIBILITY AWARD

US National Council on Problem Gambling

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



2015 TREATMENT AWARD

Florida Council on Compulsive Gambling

Leadership as a partner and funder of gambling addiction services in Florida. First industry gaming operator to receive this distinction.



2014 CORPORATE SOCIAL RESPONSIBILITY AWARD

US National Council on Problem Gambling

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

ANTI-HUMAN TRAFFICKING

KEEP SAFE THE YOUTH AND THE VULNERABLE

Human trafficking, which includes commercial sexual exploitation and forced labor, is a complex challenge for the hospitality industry because it intersects a range of organized criminal activities. Trafficking preys upon vulnerable people who are drawn into lives of exploitation against their will, and disproportionately affects children and adolescents. Because of the consequences on the physical, emotional and psychological development of minors, these crimes perpetuate a cycle of marginalization and violence.

For several years, Hard Rock and Seminole Gaming have implemented comprehensive protocols, trained our hotel and casino Team Members globally and collaborated with community partners and advocacy groups. Our overall goal is to address and prevent sexual, labor and other forms of exploitation of children and vulnerable people and to support human rights.

Along with corporate policies and operational programs, we partner with support services for survivors, law enforcement and advocates. These relationships extend from global and national organizations to local relationships in the communities where our properties operate.

	ANTI-HUMAN TRAFFICKING			
GOALS	COMMITMENT AND OPERATIONS: Eliminate forced labor and human trafficking across the value chain	TRAINING AND CULTURE: Create guest and work environments where people know and act upon their role to prevent and address trafficking and abuse of rights	EDUCATION AND PARTNERSHIPS: Engage guests and communities to build awareness, influence behavior changes and innovate	
MEASURES & PROGRESS	ECPAT CODE: Signatory to the independent global Tourism Child-protection Code of Conduct: Framework policies, protocols, training, education and support VENDOR ETHICS STATEMENT: Third party service providers adopt a zero tolerance policy of exploitation and human trafficking SUPPORTING VICTIMS: 38 properties in 13 countries have installed QR code, providing victims with a way to send reports to law enforcement 260+ reports and statements from victims sent to law enforcement since Jan 2023	TRAINING: 143,510 completed training sessions, by guest-facing Team Members at hotels and casinos (2022-2024) - A casino-specific training program created in 2024	EDUCATION: 4 million students completed Social Identity Quest (SIQ) educational program which helps prevent the risk of teenagers being lured online 24% improvement in US students' attitudes toward online safety Contribute to partners' educational events: - Violence against Men & Boys conference, Kristi House, June 2024 - Prevention of commercial sexual exploitation of children and adolescents, ECPAT Mexico, April 2024	COMMUNITY: Workforce development program: places youth aging out of foster care into employment at properties in South Florida and New York 8,271 personal electronic devices (abandoned at properties' lost & found departments) donated since 2020 to 911 Cellphone Bank, a charity that distributes devices to trafficking survivors
PLANS	- Ongoing monitoring of operations for code compliance - Expand QR code placements as new properties open - Review activity from QR code, provide analysis to community and law enforcement partners	- Review and evaluate current training and plan for expanded modules - Redeploy Social Identity Quest to Team Members	EXPAND SIQ TO: Track adoption and usage of SIQ to plan for future expansions	Expand the workforce development program to other locations
UNSDG	 5 GENDER EQUALITY		 8 DECENT WORK AND ECONOMIC GROWTH	
	 16 PEACE, JUSTICE AND STRONG INSTITUTIONS			

ECPAT TOURISM CHILD-PROTECTION CODE OF CONDUCT

Hard Rock and Seminole Gaming is a signatory to the world's first and only voluntary set of business principles, helping travel and tour companies prevent sexual exploitation and trafficking of children. Elements include:

- Policy and procedures
- Team Member training
- Contract requirements to prevent exploitation across value chain
- Information to travelers addressing children's rights, the prevention of sexual exploitation of children and how to report suspected cases
- Support, collaboration and engagement with stakeholders to prevent sexual exploitation of children
- Annual reporting on implementation of Code-related activities



TOP MEMBER OF THE CODE IN 2025



Hard Rock International was recognized by ECPAT International as one of 2025's Top Members of The Code, becoming the first company in the gaming sector to be honored for its human trafficking prevention efforts. Hard Rock and Seminole Gaming also provided updates on anti-trafficking efforts, including new student education programs.

ECPAT International is a leading organization that coordinates research, advocacy and action to end the exploitation of vulnerable children. Supported by ECPAT, The Code is an international framework that equips the travel and tourism industry with resources and training to protect children from sexual exploitation. Hard Rock became a signatory of The Code in 2022.

PUBLIC EDUCATION



To prevent the luring of young people into trafficking, we created and launched Hard Rock’s Social Identity Quest, socialidentityquest.com, in January 2022. This education program helps teens understand and avoid the risks of being lured online. Increasingly, traffickers exploit social media to infiltrate the lives of young people worldwide.

Co-developed with experts at PACT (Protect All Children from Trafficking) and EduNetwork Partners, the curriculum is delivered directly to high school students by classroom teachers. Designed as a quest game, the Quest challenges youth to examine how they interact and express themselves online, where luring often occurs. This program, which is free and accessible to any school or youth organization, was well embraced across the USA.

Building upon this success, we worked with ECPAT-Mexico to adapt the content to create *Búsqueda De Tu Identidad Social En Línea*, socialidentityquest.com/mx/, for students in Mexico.



The governor of the Mexican state of Quintana Roo, Mara Lezama Espinosa, mandated all schools in the state to teach *Búsqueda De Tu Identidad Social En Línea* program. This milestone was celebrated in April 2024, at the Second International Forum: “Prevention of the commercial sexual exploitation of children and adolescents online in tourism.”

**4 million+ students
115,000 educators** completed in USA and Mexico
teaching the curriculum

A learning evaluation conducted between January 2022 and January 2025 demonstrates the program’s impact in the USA:

**24% growth
33,001 participants** in attitudes toward healthy decision-making
completed the evaluation survey



Organized by PAM Hotels, operator of five Hard Rock Hotels and casino-hotels in Mexico and Punta Cana, this forum was hosted by **Hard Rock Hotel Cancun**. Sponsored by **Hard Rock International**, ECPAT Mexico and PACT USA, the event brought together civil society, business and government organizations who are committed to ending prostitution, pornography and commercial sexual exploitation of children and adolescents.

YOUTH EMPLOYMENT PROGRAM WITH FLITE CENTER FLORIDA & COVENANT HOUSE NEW YORK

Recognizing that careers in hospitality can help reduce vulnerability to exploitation, Hard Rock and Seminole Gaming support pathways for youth in New York and South Florida to access employment and develop skills, empowering them to navigate systemic barriers and build independent futures.

Youth aging out of foster care face hurdles, and these challenges can be made worse for those who are black, brown, indigenous, LGBTQ+, and for those who come from backgrounds of poverty and abuse. Our partners include Covenant House New York City, the largest provider of runaway and homeless youth services in New York City, and FLITE Center, South Florida’s leading agency for vulnerable youth and those aging out of foster care.

FLITE Center helps to guide youth into independent lives through education, employment, housing, health and wellness, and care coordination. In October 2023, FLITE Center recognized Hard Rock and Seminole Gaming with its Collaborator of the Year Award – Career Development Pathways for collaborative partnership to place youth into career tracks, and for educating Team Members with Human Trafficking Awareness and Education.



SIGNALS OF SAFETY FORUM

To mark National Slavery and Human Trafficking Prevention Month in January, Hard Rock and Seminole Gaming hosted the Signals of Safety forum at **Hard Rock Hotel New York**. Industry leaders joined corporate allies from the aviation and hospitality sectors to discuss turning “uncertain discomfort” into productive action against youth trafficking.

Guided by our tribal leadership’s historical context and dedication to marginalized communities, our teams continue to prioritize awareness and survivor-centered solutions. Together with Covenant House, we are building stronger systems to ensure no young person must trade their safety for basic needs.



SUPPORTING VICTIMS



Hard Rock and Seminole Gaming is changing how the industry helps people being trafficked, while also deterring traffickers from targeting our properties. As the first hospitality company to display a front-of-house QR code developed by Twentyfour-Seven Inc., our properties are providing unprecedented direct access to support for victims.

This QR code has been installed at 38 hotels and casinos globally. Anyone who scans the code can access critical resources. After selecting their location, the code prompts choices for the user, who can call for immediate help, file a report to law enforcement or to learn other options. Unlike posters promoting 1-800 numbers of help, this QR code puts direct action into the hand of a victim who needs it.

Created by trafficking survivors at Twentyfour-Seven, Inc., for trafficking survivors, the QR code sticker is placed in bathrooms, elevator waiting areas, transportation waiting areas and parking lots. Information is offered in several different languages, helping people find ways to understand their situation, the law and resources available to help them.

REPORTING OPTIONS FOR VICTIMS USING QR CODE

- I feel that I cannot leave my job or situation
- A family member or I have been threatened if I try to leave (e.g., deportation, physical, or sexual harm)
- I am not in possession of my own documents (passport, ID and/or birth certificate)
- I must work excessive amounts of time with little/no pay
- I am in this job/situation to pay off a debt (visa, food, shelter or drugs)
- I am in this job/situation because of a false promise/offer (job or romantic relationship)
- I do not, or I am not allowed to sleep in a bed
- I am forced to sleep in a cot or on the floor
- I must ask permission to eat, sleep or go to the bathroom



Since 2022, information from some of the 260 reports and statements has led to the identification and location of victims, the disruption of trafficking rings in foreign countries and increased information sharing across agencies working to dismantle criminal operations.

The range of victims filing reports includes: an elderly woman with mental disabilities who was abused and exploited by her roommate-trafficker; a male connected to a labor trafficking ring in Europe; and a young woman held captive for four years by her “boyfriend” trafficker, who kept her medicated and forced her to perform sex acts on a webcam.

TRAINING AND CULTURE

Guest-facing Team Members at our hotels and casino complete a mandatory 30-minute online training program. Developed by PACT in collaboration with the American Hotel and Lodging Association and Marriott International, the training instructs hotel Team Members to recognize and report signs of potential on-property human trafficking.

For casino Team Members, a new training was introduced by the American Gaming Association’s (AGA) in 2024. As a member of the AGA Anti-Human Trafficking Taskforce, Hard Rock and Seminole Gaming helped to lead the creation of a first-of-its-kind, free online training to educate gaming industry employees on how to combat human trafficking. The training was created in partnership with RG24seven Virtual Training.

Building upon the AGA’s Guide to Preventing and Combating Human Trafficking, the training draws on expertise from the AGA’s Anti-Human Trafficking Task Force, nonprofits, survivors and law enforcement.



COMMUNITY AND PARTNERSHIPS

Seminole Tribe of Florida Tribal Member Durante Blais-Billie hosted a panel and screening of the short film “We Ride for Her” in January 2025 at **Seminole Hard Rock Hotel & Casino Hollywood**. The discussion advanced Hard Rock and Seminole Gaming’s goals of community involvement, community healing and prevention against violence.



The film raises awareness about the Missing and Murdered Indigenous Women and Relatives (MMIWR) epidemic and features Lorna Cuney (Oglala Lakota Sioux), who began organizing the Medicine Wheel Riders in 2019. The Medicine Wheel Riders is a group of Indigenous women who ride motorcycles across multiple states to advocate and gather resources for MMIWR.

Trafficking disproportionately impacts Native communities. More than 5,500 Indigenous women and girls are missing or murdered, and homicide is one of the leading causes of death for Native women. The panel addressed the system challenges and prioritized work to prevent high rates of trafficking suffered by Native American women and girls.

Panelists included Cuney, Katrina Massey (PACT Board of Directors and Survivors Council Member), Prairie Rose Seminole (film co-director), Lori Cohen (CEO of PACT) and Molly Gochman (Film Executive Producer and Red Sand Project Founder).



8,271 DEVICES DONATED:



Hotels and casinos collect unclaimed electronic devices. Since partnering with the 911 Cell Phone Bank in 2020, Hard Rock Hotels, casino-hotels and Seminole Gaming locations have donated lost devices to trafficking victims and survivors. These donations have kept 5,539 POUNDS of e-waste out of our landfills.

The 911 Cell Phone Bank (501c3) provides a free service across the country to securely recycle electronic devices that are no longer needed, or that have been left behind. Devices are securely data erased and donated to law enforcement and victim agencies to assist victims of human trafficking and domestic violence.



CHANGE FOR CHANGE

Through our Change for Change program, Hard Rock and Seminole Gaming raise funds every year to combat human trafficking. Casino guests donate change from redeemed gaming vouchers to the **Hard Rock Heals Foundation**, where the funds benefit our community partners.

From 2023 to 2025, \$324,000 was raised for recipients including PACT, Twentyfour-Seven Inc. and Covenant House New York.



SEMINOLE
GAMING

