

# BOYDGAMING<sup>SM</sup>



# 2020

ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT

## ■ To our stakeholders:

We believe that a focus on Environmental, Social and Corporate Governance (ESG) is an integral part of our success as a Company.

We are not newcomers to an ESG philosophy. Indeed, the tenets of ESG have been deeply ingrained in our culture since the day we were founded in 1975.

Since our Company's founding more than 45 years ago, we have followed a philosophy built upon sharing our success with others, treating every stakeholder of our Company with respect and integrity, and making sure that our home communities are better places because we are a part of them. Decades ago, we made this commitment a defined part of our Company's Mission Statement, pledging it was our mission to "provide opportunities for all while we support and enhance our communities."

## ■ We remain deeply committed to this mission to this day.

**We care about the environment.** We have committed ourselves to a comprehensive effort to help protect the environment and meaningfully reduce our consumption of natural resources across our nationwide operations. Through these efforts, we strive to find ways to reduce our carbon footprint and lower water stress on our communities, helping ensure the health of our shared environment for future generations.

**We care about people.** We strive to treat everyone with respect and honesty. We strive to be an employer of choice, creating a workplace environment that embraces diversity and inclusion, where team members of every background have the ability to realize their full potential and build a rewarding career with us.

**We care about our communities.** We know that our long-term success is intertwined with healthy and vibrant communities. We invest in our communities accordingly, contributing millions of dollars each year to thousands of non-profit organizations across the United States. When crises like pandemics or natural disasters strike our communities, we go above and beyond to provide much-needed support to our neighbors and team members in need.

**We care about good corporate governance.** We are committed to treating our shareholders with the highest level of integrity and respect. To fulfill this commitment, we follow a robust set of corporate governance policies and procedures, and have assembled an experienced, majority-independent Board of Directors that shares our deep commitment to integrity.

Throughout the last 45 years, our Company has demonstrated that a firm commitment to environmental, social and corporate governance is the foundation for long-term success.

By promoting conservation of energy and natural resources, we significantly reduce our energy costs while enhancing the quality of our communities.

By treating our team members right and promoting diversity, we strengthen morale, enhance the customer experience and attract industry-leading talent to our Company.

By investing in our communities, we create the conditions that help our businesses grow and thrive.

By promoting good corporate governance, we increase our appeal to a broader range of potential investors.

We believe our firm commitment to ESG makes us a stronger company - and it is the foundation upon which we fulfill our goal of creating long-term shareholder value.



Bill Boyd  
Co-Executive Chair



Marianne Johnson  
Co-Executive Chair,  
Executive Vice President  
& Chief Diversity Officer



Keith Smith  
President & Chief  
Executive Officer



## OUR UNIQUE CULTURE

### ABOUT BOYD GAMING

Founded in 1975, Boyd Gaming Corporation (NYSE: BYD) is a leading geographically diversified operator of 28 gaming entertainment properties in 10 states. The Company is also a strategic partner and 5% equity owner of FanDuel Group, the nation's leading sports-betting and iGaming operator. With one of the most experienced leadership teams in the casino industry, Boyd Gaming prides itself on offering its guests an outstanding entertainment experience, delivered with unwavering attention to customer service.

### OUR MISSION STATEMENT

We, as members of Boyd Gaming Corporation, operate with only the highest degree of integrity, and rely on the competence and friendliness of each person in our organization to provide entertainment and service to satisfy our customers' wants.

Through teamwork, we strive to maximize shareholder value, to be among the leading companies in our industry, and to provide opportunities for all while we support and enhance our communities.



## BOYD STYLE

The Company creates memorable customer experiences and retention of team members through our unique culture, Boyd Style. Interacting honestly and treating customers and coworkers with dignity and respect is supported through these Boyd Style values and ideals:



VALUE RELATIONSHIPS



INTEGRITY



EXCEED EXPECTATIONS



WORK SMART



## VALUE RELATIONSHIPS

At Boyd Gaming we strive to make an authentic connection with our team members and guests. Through our annual Team Member Opinion Survey, we regularly seek the feedback of our team members to continually enhance our culture and programs that support their needs. This annual survey regularly achieves over 90% participation. Additionally, Boyd Gaming has formal annual goal setting and performance review processes to drive engagement, performance and retention. Our commitment to team member engagement is evidenced by our high average tenure of 10 years, and an overall voluntary turnover rate of less than 20% last year.

Diversity and Inclusion are an integral part of our business strategy. As a Company, our goal is to attract and retain individuals who reflect the full diversity of the communities where we do business, providing us a wide range of ideas and experiences to broaden the perspective of our Company. Additionally, we are committed to developing and implementing policies and practices that help our team members realize their potential and create goodwill with our team members, neighborhoods and customers. Our commitment is evidenced by 51% of our team represented by women and 49% identifying as a minority.



## INTEGRITY

At Boyd Gaming we are committed to maintaining the highest degree of honesty and integrity in the operations of our business and management of our team members.

The Company has established business ethics standards that promote ethical behavior and encourages team members to talk to supervisors, managers, or other appropriate personnel when in doubt about the best course of action. Furthermore, the Company has an established confidential team member hotline through an independent firm specializing in handling anonymous tips.

Boyd Gaming strives to provide all team members a work environment free of

discrimination and harassment. All supervisors and management staff are required to attend annual harassment awareness training and are responsible for ensuring that all team members comply with this policy and appropriate action is taken if harassment occurs in the workplace.

Boyd Gaming promotes an Open Door policy. Our managers' doors are always open to our team members. All team members have the right to make a one-on-one appointment with any executive in the Company, up to and including the Co-Executive Chairs and the Chief Executive Officer.



## EXCEED EXPECTATIONS

At Boyd Gaming we want to offer the extraordinary to our team members and guests. We strive to attract individuals who are people-focused and share our Boyd Style values. Our programs are dedicated to selecting new talent and enhancing the skills of our team members. To that end, we have built strong relationships with a variety of industry associations, government agencies and colleges where we recruit.

Furthermore, every team member at Boyd Gaming is required to complete the Company's

guest service training program: I Am Boyd Style. The program, strongly linked to our culture and values, gives team members the tools and training to create an exceptional service experience for our guests.

Additionally, all Boyd Gaming leaders attend I Lead Boyd Style. The program is specifically designed to give our leaders the tools and training to effectively communicate and coach their teams to success.



## WORK SMART

At Boyd Gaming we want every team member to bring their best every day by understanding and supporting that each team member's individual opinions, experience and actions contribute to the value of the Company.

The Company has made a strong commitment to a clean, safe, and secure environment. Through Boyd Clean, Boyd Gaming has established one of the strongest COVID-19 responses in the gaming industry.

# ENVIRONMENT



# PEOPLE



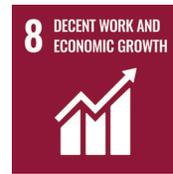
# COMMUNITIES



# CORPORATE GOVERNANCE

# UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

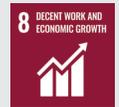
As part of our commitment to Environmental, Social and Corporate Governance, Boyd Gaming is proud to support 6 of the 17 United Nations Sustainable Development goals through the initiatives outlined in this report.



## ENVIRONMENT



## PEOPLE



Caring  
TheBoydWay



## COMMUNITIES

## CORPORATE GOVERNANCE



# WE CARE ABOUT THE ENVIRONMENT

Conserving Natural Resources

Green Building Initiatives

Promoting Sustainability



# WE CARE ABOUT OUR ENVIRONMENT



## CONSERVING NATURAL RESOURCES

A core part of our commitment to corporate responsibility is our ongoing effort to help preserve the environment and reduce our consumption of natural resources.

Through a concerted initiative that touches every part of our operations, we have made meaningful and consistent progress toward this goal. From 2017 through 2019, Boyd Gaming **reduced electricity consumption by nearly 3%**, resulting in a **decline of more than 2% in our carbon emissions** over that period.\*

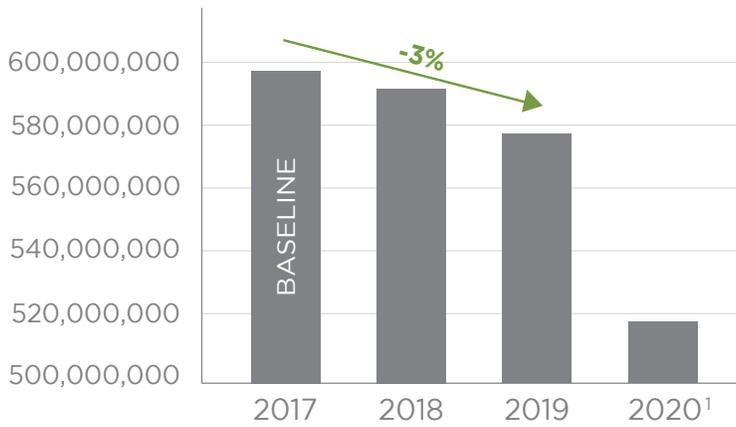
At the same time, we have gotten smarter and more efficient in our use of water, **reducing our overall water consumption by almost 4%** from 2017 to 2019, **saving more than 63 million gallons** of water annually.

This steady progress is the result of constant refinements to our infrastructure and buildings. We continued to find new ways to further reduce energy and water consumption, from more efficient cooling towers to updated lighting systems.

We have committed ourselves to a comprehensive effort to meaningfully reduce our consumption of electricity and water across the country. Through these efforts, we strive to find ways to reduce our carbon footprint and lower water stress on our communities, helping preserve our shared environment for generations to come.

*\* Electricity usage has been normalized for weather.  
Carbon emission estimate excludes vehicle emissions.*





**TOTAL ELECTRICITY<sup>3</sup>**  
Weather Normalized kWh



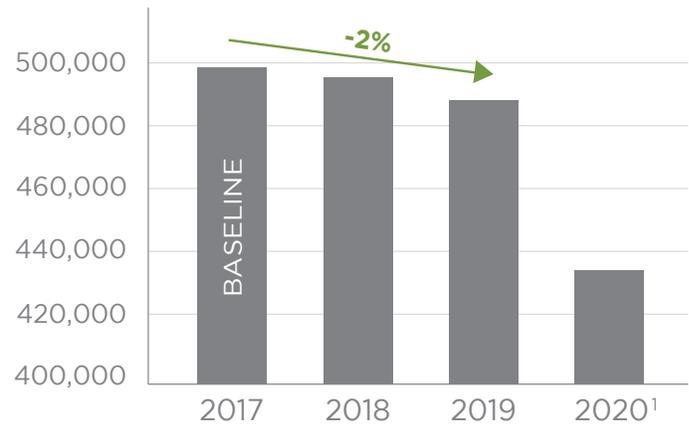
Our annualized electricity savings<sup>2</sup> since 2017 could power nearly

**1,600 HOMES FOR A YEAR**

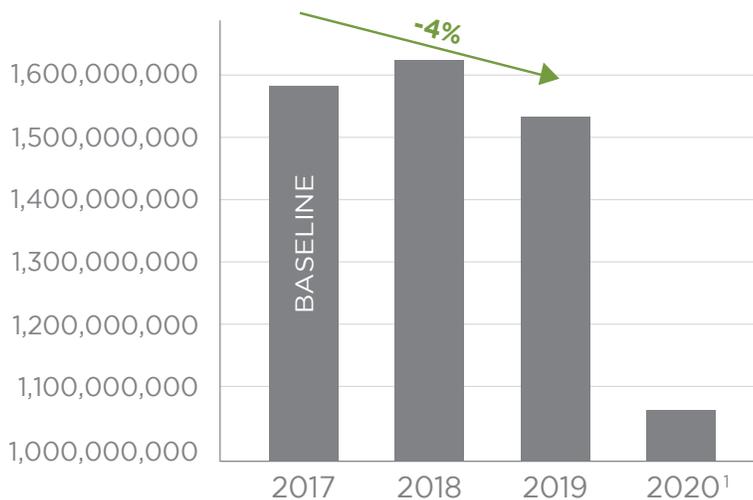


Our annualized emission reductions<sup>2</sup> since 2017 are equivalent to reducing usage of over

**1.1 MILLION GALLONS OF GASOLINE**



**TOTAL EMISSIONS<sup>3</sup>**  
Metric Tons of CO<sub>2</sub>



**WATER CONSUMPTION<sup>3</sup>**  
Gallons

Our annual water savings<sup>2</sup> could fill nearly

**100 OLYMPIC-SIZE SWIMMING POOLS**



1. 2020 data reflects impact of COVID-related property closures and restrictions.  
 2. Annual reduction is based on 2019 data compared to the 2017 Baseline.  
 3. Energy and water data have been reviewed for accuracy by GRN Vision, a third-party environmental consultant.

## GREEN BUILDING INITIATIVE

Central to our conservation strategy is our commitment to making our properties sustainable and healthier for our team members and guests. This is a commitment that dates back more than a decade, when we developed and opened the first LEED Silver-certified industrial laundry in the United States.

Several years later, we successfully achieved LEED Gold certification at the Orleans Arena in Las Vegas, making it the first arena in the state of Nevada to achieve LEED Gold status.

Building upon this history of success, in 2017 we began working with the Green Building Initiative to achieve “Green Globes” certification at our Nevada properties, and to date, we have earned 23 Green Globe Certifications in the state. The Green Globe Certification requires improvements in efficiencies with resources and operations, and recognizes spaces that achieve a variety of accomplishments in green building and sustainability.

To date, two of our Nevada properties, The Orleans and California, have each earned four Green Globes, considered the equivalent of LEED Platinum certification. Additionally, five of our Nevada properties (Aliante, Cannery, Gold Coast, Sam’s Town and Suncoast) have received three Green Globes, the equivalent of LEED Gold status.

We remain committed to making our buildings more sustainable and efficient, and will continue to look for opportunities to integrate green building features into future property renovations and expansions.





## OUR GREEN LAUNDRY FACILITY

For more than a decade, Boyd Gaming's southern Nevada properties have been served by the first LEED Silver-certified laundry facility in the nation: Boyd Gaming Linen & Uniform Services.

Located in Henderson, Nevada, this facility utilizes innovative technologies to minimize water usage and reduce energy consumption. By using special detergents that require less heat to be effective, and design features that trap and recycle heat energy, our laundry consumes **75% less water and 40% less energy than a typical laundry of its size and scope**, saving millions of gallons of water annually while meaningfully reducing our carbon footprint.



## A GREEN SOLUTION TO DATA STORAGE

Through a partnership with Switch, a leading Nevada data center, Boyd Gaming has significantly reduced its consumption of electricity at its Corporate campus in Las Vegas.

By relocating an internal data center to Switch's Las Vegas data center facility, Boyd Gaming was able to utilize Switch's solar power grid, resulting in significant power efficiencies and extended lifespan for IT equipment while enhancing its data security endpoints. Thanks to this partnership, **Boyd Gaming has migrated 4.2 million kilowatt-hours of annual electricity consumption from the public grid to 100% renewable energy sources** – yet another innovative way that Boyd Gaming is helping protect our environment by meaningfully lowering our energy consumption and carbon emissions.

**4.2 MILLION**  
kilowatt-hours of  
electricity migrated to  
**100%**  
**RENEWABLE**  
**ENERGY**





## PROMOTING SUSTAINABILITY

We are committed to protecting the environment by prioritizing food purchasing from sustainable sources.

A key component of our sustainability effort is our focus on protecting our oceans through the purchase of sustainable, farm-raised seafood. In 2020, nearly all of the fresh salmon and catfish purchased by our Las Vegas properties originated from seafood farms that follow certifications like the Soil Association Organic, BRCGS, Alaska Seafood Marketing Institute, and Best Aquaculture Practices (BAP).

In addition, more than 70% of our produce purchases are from farms that are committed to sustainable practices, including reduction of water waste in processing; reduction in water used in irrigation; promotion of wind and solar power; use of recycled material packaging; use of low-emissions vehicles; crop rotation to maintain soil nutrients and health; integrated pest management, using non-chemical pest management methods; and soil management and use of compost.





# WE CARE ABOUT PEOPLE

## WE CARE ABOUT OUR TEAM MEMBERS

Promoting Diversity and Inclusion

Boyd Advantage

Protecting Our Team Members

Recognizing Team Member Success

Promoting Health and Wellness

Developing Our Talent

Keeping Team Members Safe

A Highly Engaged Team

Why Do Team Members Work at Boyd Gaming?

## WE CARE ABOUT OUR GUESTS

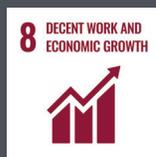
Promoting Responsible Gaming

Keeping Data Secure

Human Trafficking Prevention

Responding to the COVID-19 Pandemic

Boyd Clean



# WE CARE ABOUT OUR TEAM MEMBERS



## PROMOTING DIVERSITY AND INCLUSION

Since the day we were founded, a commitment to diversity has been a core part of Boyd Gaming’s culture. This commitment began well before the birth of our Company, with our co-founder, Sam Boyd.

As one of the most prominent casino operators in downtown Las Vegas from the 1950s through the 1970s, Sam was well-known for repeatedly breaking down barriers in the gaming industry, creating new opportunities for women and Black Americans. Sam and his son,

Bill Boyd, brought this long-standing commitment to Boyd Gaming upon its founding and kept the legacy of diversity alive as the Company grew and prospered.

Today our Co-Executive Chair, Marianne Boyd Johnson, continues her father’s and grandfather’s commitment to promoting diversity as Boyd Gaming’s Chief Diversity Officer, with oversight of the Boyd Gaming Diversity Council as well as 17 property-level diversity committees across seven states. These committees are tasked with promoting diversity and inclusion across our workplaces nationwide, as well as the successful execution of our Company’s diversity goals.

## 2020 WORKFORCE COMPOSITION



50% White



16% Black Americans



15% Asian-Americans and Pacific Islanders (AAPI)



51% Female



13% Latinx



6% Other\*



49% Male

\*Other: 3% two or more races; 2% Native American; 1% no response.



Supporting these efforts, we also conduct mandatory diversity awareness training with our team members, emphasizing the value of building an organization with a rich mix of backgrounds, talents and viewpoints.

To ensure full transparency to our diversity and inclusion efforts, our Board of Directors receives regular updates on our Company's diversity initiatives, with two members of our Board (Marianne Johnson and Willie Boyd) serving as active participants on the Boyd Gaming Diversity Council.

More than 45 years after our founding, Boyd Gaming is proud to carry forward the legacy and vision of the Boyd family, as outlined in our Company's Diversity Mission Statement:

*We embrace diversity in every aspect of our business, from our team members, to our supply chain initiatives, our philanthropic endeavors, and our customers. Our commitment to diversity strengthens our Company, our communities and our families.*

## BOYD ADVANTAGE

Through Boyd Advantage, we demonstrate our commitment to our team members with several unique benefits and programs.

**College Scholarships:** We award several college scholarships each year to the children of team members across the country.

**Volunteer Paid Time Off:** Full-time team members are eligible to receive up to eight hours of paid time off each year to volunteer for non-profit organizations in their communities.

**401(k) Plan:** To help our team members prepare for retirement, Boyd Gaming team members have access to a Company-administered 401(k) plan, with the Company providing a 25% match to all team member contributions (up to 6% of a team member's pay).

## OUR COMPANY'S DIVERSITY GOALS

**Build Trust and Followership:** Share our diversity vision and processes with team members to earn their buy-in and trust.

**Recruit Diverse Talent:** Identify and recruit our future leaders.

**Tell Our Story:** Celebrate diversity and inclusion both internally and externally.

**Grow Our Talent:** Build our bench and fill the gaps with intentionality.



Sam's Town Shreveport - Black History Month Parade





Ameristar Kansas City -  
Team Member of the Year Celebration



Suncoast - Service Awards

## PROTECTING OUR TEAM MEMBERS

We have a series of programs designed to protect team members in the workplace and give them the ability to let us know when things aren't right.

**Universal Open Door Policy:** Our managers' doors are always open to our team members. All team members have the right to make a one-on-one appointment with any executive in the Company, up to and including the Co-Executive Chairs and the Chief Executive Officer.

**EDRICK (Employment Disciplinary Review Committee):** EDRICK is a review process established for regular full-time, non-exempt (hourly), non-supervisory, non-represented team members who feel they have been terminated unjustly.

**Anti-Harassment Training:** To deter harassment in our workplaces, our managers and executives are required to take annual training to identify and prevent harassment in our workforce. Additionally, our team members are required to take annual anti-harassment awareness training.

**Anonymous Hotline:** While team members are encouraged to speak up to any manager or executive if they see something that isn't right, we understand that not everyone will be comfortable doing so. That's why we offer an anonymous toll-free hotline for our team members, managed by an independent firm specializing in handling anonymous tips.

## RECOGNIZING TEAM MEMBER SUCCESS

At Boyd Gaming, we want to provide our team members with more than a job. We want them to spend their career with us. And we believe in regularly celebrating their successes and key milestones.

Starting with their 10<sup>th</sup> anniversary (and every five years thereafter), team members reaching milestone anniversaries are invited to a special annual celebration in their honor – one personally attended by our Co-Executive Chairs, Bill Boyd and Marianne Johnson, and our President and CEO, Keith Smith – accompanied by a special gift selected by the team member.

To recognize excellence in the workplace, all Boyd Gaming properties select a Team Member of the Month. Once a year, one lucky Team Member of the Month at each Boyd Gaming property is selected as their property's Team Member of the Year, an honor that comes with an all-expense-paid trip to Hawaii.

We are committed to celebrating the holidays in memorable ways with our team members. Every Boyd Gaming team member receives a \$100 bonus from the Company each December, and we also provide holiday gifts to the children of every team member.



## PROMOTING HEALTH AND WELLNESS

For over a decade, Boyd Gaming has offered health and wellness programs that allow our team members and their families to actively participate in improving their personal health while saving on their health plan premiums - building a culture that actively promotes health and wellness, and gives our team members the tools to live healthier lives.

Through our annual health and wellness screenings, team members have the opportunity to keep track of key health metrics like blood sugar, cholesterol, blood pressure and body mass index. By tracking these metrics and setting health goals, our team members can identify potential health issues early and begin treatment early, before they become more serious.

Since the program began in 2016, an average of 97.5% of participating team members received a financial reward for improving at least one health metric over the prior year. Since the start of the Healthy Rewards initiative, we have paid more than \$8 million in cash incentives to our team members.

To make it easy for team members and dependents to quickly address health issues that may come up throughout the year, we

also offer virtual appointments with doctors and health coaches anywhere, at any time, and at no cost to the team member. Over the last 18 months, every Boyd Gaming property has opened a "Health Hub" - a dedicated center where team members can schedule an online, no-cost visit with a health coach or a physician and check key health metrics such as blood pressure and weight. We also make it convenient for team members to manage their health and wellness away from work by offering virtual visits with health coaches and physicians from the convenience of their own homes, using any personal computer or smart device.

For issues of emotional health and personal well-being, Boyd Gaming team members also have access to an Employee Assistance Program (EAP). This toll-free hotline offers team members the ability to speak to a counselor 24 hours a day, offering access to counseling, legal and financial services, and work/life services.

We are proud to offer one of our industry's most comprehensive health and wellness programs. Through our unique benefits, we demonstrate the importance we place on our relationships with our team members and further reinforce our reputation as an employer of choice.

2016 - 2020

**87%** | of team members enrolled in health plans participate in annual health screenings

**97.5%** | of participants improved at least one health metric

**\$8.1 Million** | paid out to team members in "Healthy Rewards"



## DEVELOPING OUR TALENT

### I AM BOYD STYLE

Over the last three years, almost all of our Company's team members attended I Am Boyd Style training. This program, strongly linked to our unique culture and values, gives our team members the tools and training they need to create an exceptional service experience for our guests.

### I LEAD BOYD STYLE

Building on the lessons of I Am Boyd Style, nearly 2,000 managers and executives have taken I Lead Boyd Style, our unique leadership training program. Through this program, we provide our leaders the tools and training they need to effectively communicate and coach their teams to success, with a focus on active listening, demonstrating empathy and driving accountability.

### LEADERSHIP DEVELOPMENT

To provide our current and future leaders with the training they need to grow, we provide team members with access to hundreds of online courses. Through the Skillsoft training platform, team members can access coursework on everything from Microsoft Office tutorials to successfully handling conflicts in the workplace. And thanks to a partnership with DeVry University, Boyd Gaming team members have access to free monthly leadership seminars conducted online. Last year alone, more than 700 Boyd Gaming managers and executives took advantage of leadership courses.

Additionally, over 800 of our managers (and higher) have completed a talent profile, a resume asking leaders to highlight their career aspirations, prior experiences, educational background and greatest strengths. By gathering this information, we can better tailor our annual learning initiatives to support the development of future leaders throughout our Company.

### INTERNSHIP PROGRAM & UNIVERSITY RECRUITMENT

As part of our commitment to our communities and to bolster our talent recruitment, Boyd Gaming is proud to have established a robust college internship program.

Boyd Gaming hosts 20 to 30 college interns from across the country, who are invited to spend the summer enhancing their professional skills at our Corporate offices in Las Vegas. To ensure our interns receive the greatest benefit from their experience, every intern is assigned an executive mentor from our Corporate team, who provides professional mentorship and guidance to the intern.

Through our internship program, we help prepare our communities' next generation of leaders and we strengthen our internal talent, with many interns going on to full-time careers with our Company.



*Boyd Gaming Corporate Office - Intern Welcome*

**NEARLY 2,000**  
participants in I Lead Boyd Style

**700+**  
management training  
participants annually

**375,000**  
hours of annual training by  
Boyd Gaming team members





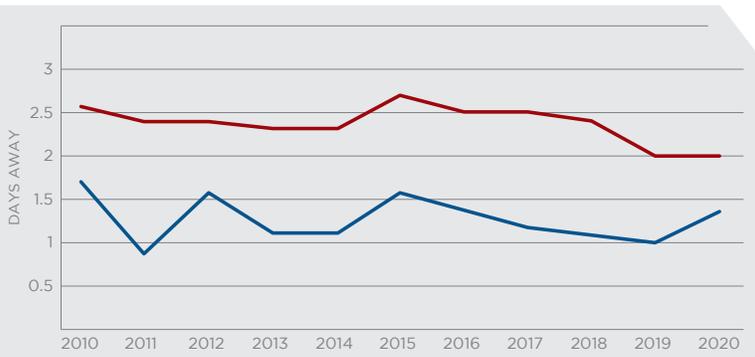
Jokers Wild - Safety Awards

## KEEPING TEAM MEMBERS SAFE

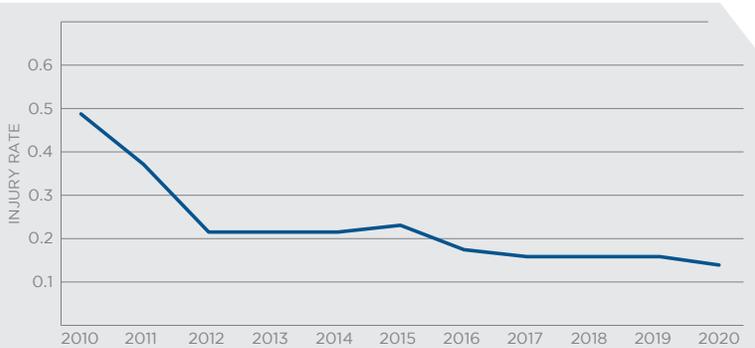
We believe workplace safety is more than an obligation. It is a critical part of our Company's culture, and an essential demonstration of how we value our team members and guests.

Through one of the industry's most comprehensive safety initiatives, we have integrated safety into every part of our business. At every property, team member-led Safety Committees regularly review compliance with safety requirements, identify opportunities for improvement, and raise awareness of safety with their fellow team members. With our annual Safety Awards program, we recognize those properties that have demonstrated tangible leadership in safety compliance with the President's Award (lowest overall workplace injury rates) and the Most Improved Award (greatest year-over-year improvement in injury rates). To ensure safety is top of mind for all team members, we require team members to take annual safety training courses relevant to their positions.

Thanks to this commitment to workplace safety, Boyd Gaming's workplace safety statistics have been at the top of the gaming industry for nearly a decade. We're proud of our demonstrated track record of keeping our team members safe and are committed to building on our long history of success.



**DART: DAYS AWAY, RESTRICTED OR TRANSFERRED CASE RATE**  
Boyd Gaming OSHA vs Industry Standard OSHA  
— BOYD GAMING (DART) — INDUSTRY STANDARD (DART)



**BOYD GAMING TEAM MEMBER INJURIES**  
Per 10,000 Hours Worked



## A HIGHLY ENGAGED TEAM

We strive to fulfill one of the core tenets of Boyd Style, Valuing Relationships, and treat every team member with consistent respect and integrity. By nurturing a motivated and engaged workforce that feels valued and empowered, we are able to deliver the distinctive level of guest service that keeps our customers coming back to Boyd Gaming.

On average, Boyd Gaming team members have worked for the Company for **10 YEARS!**



*Ameristar Kansas City - Walk With Me*

**82%**  
of team members  
say management  
is fair

**81%**  
report high levels  
of job satisfaction

**80%**  
report feeling  
safe in their work  
environment

**8 of 10**  
team members  
are full-time

**Less than 20%**  
voluntary annual  
turnover rate

*Ameristar St. Charles - Team Member of the Year Celebration*





## WHY DO TEAM MEMBERS WORK AT BOYD GAMING?

Recognized as one of Nevada's 25 Best Employers by Forbes magazine.



“ When I started working for Boyd, I was on my own and was very unsure where life would take me. There were a ton of bumps in the road for me, and not many people who I could turn to for help. Through all the uncertainty, there was one place where I could go where I knew I would be taken care of; one place where I knew people would be looking out for me, and all I had to do was clock in. I'm not just a team member at Boyd, I'm a family member. ”

- Clayton Underwood, Warehouse Supervisor, The Orleans



“ I love that Boyd Style isn't an empty promise. It defines the sense of community we feel with our team, our customers and guests. Working at Boyd has been the highlight of my professional life. ”

- Daniel Fairchild, Copywriter, Boyd Creative Services



“ My experience in the last seven years with Boyd Gaming has far exceeded my expectations. Over the years I have met some really great people from the CEO of the company to the custodians who come to visit me regularly. Everyone is so pleasant and they make you feel like you are a part of something special. I look forward to many more years. ”

- Gail Nixon, Human Resources Manager, Amelia Belle

“ The people at Boyd Gaming are great, especially my team. I never feel like I'm a “number” or that I'm ever on an island working through challenges alone. This has been a great place to learn and grow personally and professionally. ”

- Tiffany Brown, Marketing Manager, Ameristar Kansas City



“ I like that they treat you like family. They include the community (blood drives, hurricane drives, Christmas toy drives and decorating competitions). It gives me a sense of pride to work for a company that cares like that. ”

- John Hodges, Surveillance Agent, Evangeline Downs



# WE CARE ABOUT OUR GUESTS



## PROMOTING RESPONSIBLE GAMING

For the vast majority of our guests, gambling, when done responsibly, is an enjoyable entertainment experience. However, we also recognize that a small segment of the adult population cannot gamble responsibly. As a Company, we are committed to fostering an environment of responsible gaming to ensure that our guests play responsibly and to make sure that those who need help have access to the resources they need.

Boyd Gaming is proud of its leadership role in our industry when it comes to research and education into problem and underage gambling. We are a founding member of the International Center on Responsible Gaming, the first international organization exclusively devoted to funding scientific research on problem and youth gambling.

As a responsible community member, Boyd Gaming is committed to promoting responsible gaming practices, including:

- ▶ Adhering to the American Gaming Association's Code of Conduct for Responsible Gaming, as well as all jurisdictional regulatory requirements to promote responsible gaming, prevent underage gambling, promote responsible beverage service to our guests, and ensure responsible advertising.
- ▶ Providing annual financial support for the International Center for Responsible Gaming, the National Center on Problem Gambling, and state affiliate councils.
- ▶ Requiring annual responsible gaming awareness training for our team members.

- ▶ Prominently placing responsible gaming signage and informational brochures throughout our properties, including cashier cages and ATMs.
- ▶ Participating annually in Responsible Gaming Education Week.

Should you or someone you love need assistance with a gambling problem, call (800) 522-4700.





## KEEPING DATA SECURE

In the digital age, personal information and data has become more important than ever before. Customers, team members and business partners place great trust in us when they provide us that data. One of our top priorities is keeping that information safe and secure.

Led by a dedicated Information Security team, Boyd Gaming operates with the highest degree of integrity in designing, delivering and maintaining a comprehensive program that

safeguards our systems, services and data from cybersecurity-related threats. Supporting these efforts, Boyd Gaming team members are required to take regular IT security training, ensuring our entire team is aware of the latest risks in cybersecurity, and is prepared to do their part to keep our systems (and their own personal information) secure.

We are proud to have created a security program that embodies collaboration, innovation and accountability while supporting our underlying security principles.

## HUMAN TRAFFICKING PREVENTION

As a leading member of the nation's gaming and lodging industry, Boyd Gaming shares our industry's commitment to preventing human trafficking in our communities.

Recognizing that preventing human trafficking begins with awareness, we require team members to participate in annual training (including detailed programs for our security teams) designed to help identify the warning signs of trafficking, and where to find help.

We are also active participants in several industry councils aimed at fighting trafficking, including the American Gaming Association's Anti-Human Trafficking Group and the Nevada Human Trafficking Policy Council.

We are proud of the close relationships we have built with the law enforcement and non-profit communities to prevent human trafficking and will continue to work closely with them in their counter-trafficking efforts.



## RESPONDING TO THE COVID-19 PANDEMIC

In early 2020, our Company – and the entire nation – faced an unprecedented challenge, as the worst pandemic in a century took hold.

Over a period of six days in March, every Boyd Gaming property across the country shut its doors, as businesses across America closed to prevent the spread of COVID-19.

To help our team members weather the storm, we provided full pay and benefits (including tip income) to every full-time and part-time team member through mid-April. And we stepped up to help our communities as well. We donated personal protective equipment (PPE) to our

first responders, and we donated over 100,000 pounds of surplus food to our food bank partners nationwide.

While we were able to reopen our properties in the spring and summer, we remained committed to helping those who were still struggling in our communities. In our home market of southern Nevada, we contributed more than \$500,000 in the fall of 2020 to assist our neighbors.

**100,000+**  
pounds of surplus food donated

**\$500,000+**  
contributed to our neighbors

*Blue Chip - PPE Donation*



# RESPONDING TO THE COVID-19 PANDEMIC



## THREE SQUARE FOOD BANK

We donated \$150,000 to southern Nevada's largest food bank. We also hosted a weekly food distribution site at the Eastside Cannery starting in the fall of 2020 and continuing into 2021, helping Three Square distribute much-needed food relief to tens of thousands of Las Vegas Valley residents in need.



## BOYS & GIRLS CLUBS

With a \$150,000 grant, Boyd Gaming provided financial support to our long-time partners at the Boys & Girls Clubs as they established remote learning centers for school children throughout the Las Vegas Valley.



## U.S.VETS

With a \$75,000 gift, we helped U.S.VETS, the largest provider of housing and support services for veterans experiencing homelessness in southern Nevada, implement COVID-19 safety protocols at its Las Vegas housing facilities.



## HELPING HANDS OF VEGAS VALLEY

Our \$75,000 contribution assisted Helping Hands in its work with local seniors, particularly those who were forced to stay home for safety due to the COVID-19 pandemic.



“ Thanks to support from partners like Boyd Gaming – who stood by us long before the pandemic and since – Three Square is able to remain on the front line ensuring our neighbors have the food they need during these difficult times. ”

- Brian Burton, President and CEO, Three Square Food Bank





## BOYD CLEAN

When the time came to reopen our properties, nothing was more important to us than keeping our team members and our guests safe. That's why we developed Boyd Clean.

Boyd Clean is a comprehensive set of health and safety measures that meet and exceed the guidelines set forth by federal, state and local health officials, including:

- ▶ All guests and team members are required to wear face coverings while on property.
- ▶ Strategic placement of hand sanitizer stations throughout our properties.
- ▶ Even more frequent cleaning of high-touch areas, including slot machines, chairs, table games, casino chips, restaurants, restrooms, doors, handrails, ATMs, kiosks, elevators and team member areas.
- ▶ Extensive cleaning measures in our hotel rooms, including sanitation of bathroom fixtures, thermostats, door handles, television remotes and coffee makers.
- ▶ Configuration of slots, table games, restaurant and bar seating to allow for proper social distancing.
- ▶ Placement of plexiglass barriers at table games, front desks and other areas.
- ▶ COVID-19 testing for team members prior to their return to work.
- ▶ Mandatory COVID-19 safety training for team members.

To learn more about Boyd Clean, visit [boydgaming.com/boyd-clean](http://boydgaming.com/boyd-clean).





# WE CARE ABOUT OUR COMMUNITIES

- Corporate Philanthropy
- Major Non-Profit Partners
- Wreaths of Hope
- Team Members Giving Back
- Team Members Volunteerism
- Supporting Diverse Businesses
- Stepping Up When Disaster Strikes



# WE CARE ABOUT OUR COMMUNITIES



## CORPORATE PHILANTHROPY

From the day our Company was founded, Boyd Gaming's purpose has been more than creating shareholder returns. We know that our success as a business depends upon healthy and prosperous communities, and we are committed to doing our part to help our communities thrive.

Sharing our success with others is foundational to our culture. It is a commitment that began with our co-founder, Sam Boyd, who helped found the United Way of Southern Nevada and the Boys & Girls Clubs of Southern Nevada. It is a commitment that continues to this day. Over the last three years, we have provided more than \$40 million in contributions to thousands of non-profit organizations in the United States, and made a meaningful and lasting impact on the communities we call home.

**TOTAL AMOUNT CONTRIBUTED (2018 - 2020):**

**\$40 MILLION+**

### DONATIONS BY AREA OF FOCUS

Community & Culture: 76%  
Education: 20%  
Health & Human Services, Other: 4%

*Treasure Chest - Toys for Tots*



## MAJOR NON-PROFIT PARTNERS

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One of our Company's most prominent non-profit partners is our hometown university, the **University of Nevada, Las Vegas (UNLV)**. Over the last five years, Boyd Gaming has contributed or pledged more than \$7.5 million to various UNLV programs, including the William F. Harrah College of Hospitality, UNLV Athletics, and the William S. Boyd School of Law. We strongly believe that a world-class community needs a world-class university and will continue to invest generously in southern Nevada's leading institution of higher learning.



Boyd Gaming is a long-time supporter of **Opportunity Village**, a Las Vegas-based non-profit organization dedicated to serving adults with intellectual and related disabilities. In addition to the Company's extensive financial, business and volunteer support of Opportunity Village, Boyd Gaming was the founding donor of Opportunity Village's Fine & Performing Arts program, which is now named in the Company's honor.

Our Company is a nationwide partner and sponsor of the **American Red Cross**. In 2020 alone, Boyd Gaming donated \$200,000 to the Red Cross in support of their Louisiana relief efforts following Hurricane Laura, as well as following derecho storms across Iowa. Additionally, Boyd Gaming has partnered with the Red Cross for several years to provide discounted hotel rooms to Las Vegas-area residents displaced by fires or natural disasters, providing much-needed shelter to those facing unexpected crises in our community.



Boyd Gaming is proud to support our troops through our contributions to the **United Service Organization (USO)**. In addition to our financial support of USO chapters across the United States, Boyd Gaming properties provide in-kind donations to service members through the USO, including show tickets, meeting space and surplus gaming materials.





Opportunity Village - Fine & Performing Arts Program



Bacot McCarty Foundation Scholarship Recipients

## MAJOR NON-PROFIT PARTNERS

Boyd Gaming and Delta Downs are the lead donors in the capital campaign to build **Family Foundation of Southwest Louisiana's** new headquarters in Lake Charles, Louisiana. The Family Foundation provides funding to organizations that enhance the quality of family and community life in southwest Louisiana.



National Thoroughbred Welfare Organization

Since 2018, Boyd Gaming has been a major financial supporter of the **National Thoroughbred Welfare Organization (NTWO)**, a non-profit organization focused on finding loving homes for retired racehorses. Thanks in part to Boyd Gaming's family support, the NTWO has been able to find permanent homes for hundreds of retired racehorses from racetracks across the state of Louisiana.

In Biloxi, Mississippi, our IP Casino Resort Spa is a major supporter of the **Bacot McCarty Foundation**, a non-profit that assists youth, education and cultural arts programs throughout the Mississippi Gulf Coast community. Through our support, the Foundation is able to assist a number of organizations, such as the Mississippi Aquarium, Boys & Girls Club of Jackson County, the Walter Anderson Museum of Art and the YMCA.



BACOT/McCARTY FOUNDATION



KANSAS ALL-STAR SCHOLARS FUND

**The Kansas All-Star Scholars Fund**, funded exclusively by Boyd Gaming's Kansas Star Casino Hotel Event Center, helps defray school supply costs for students and teachers throughout Sumner County, Kansas. Additionally, the Scholars Fund provides a college scholarship to all qualifying Sumner County students upon their graduation from high school.





*Evangeline Downs - 1<sup>st</sup> Place*



*Sam's Town Tunica - 1<sup>st</sup> Place*

## WREATHS OF HOPE

“Wreaths of Hope” is Boyd Gaming’s nationwide holiday competition benefiting non-profit organizations across the United States.

Each holiday season, Boyd Gaming properties across the country invite non-profit organizations from their communities to decorate holiday wreaths in the spirit of their organization’s mission. Members of the public are then invited to visit our properties and vote for their favorites, with cash prizes being awarded to the winning charities.

Since the start of the program, **Boyd Gaming has awarded more than \$850,000 to hundreds of participating non-profits** across the United States, making a lasting and meaningful impact in our communities while spreading holiday cheer.

## 2020 KEY STATISTICS:

**135** participating charities

**12** participating communities

**\$145,000** awarded

**110,000+** votes cast





**\$2.4 MILLION**

in Team Member donations from 2018 - 2020



**Giving  
The Boyd Way**

### TEAM MEMBERS GIVING BACK

Since our founding, Boyd Gaming has promoted a workplace culture that celebrates and promotes giving back to our communities. Through charitable donations and volunteer efforts, Boyd Gaming team members have long had a positive impact on the communities we call home.

Building upon this legacy of giving back, Boyd Gaming recently introduced a

new workplace giving program: **Giving the Boyd Way**. Through this easy-to-use tool, Boyd Gaming team members have the ability to support virtually any non-profit organization through paycheck deductions. And since Boyd Gaming has committed to paying all overhead costs associated with Giving the Boyd Way, 100% of our team members' contributions flow through to the charity of their choice.



## TEAM MEMBERS VOLUNTEERISM

In addition to generous financial contributions, our team members also actively participate in volunteer activities across the country. Team members participate in local highway and river clean-ups, cook and serve hot meals, and volunteer at numerous fundraising events supporting great causes.

Our properties across the country host regular toy and clothing drives as well as blood drives, giving back to our communities in meaningful and unique ways.

In addition to their extensive volunteer activities in our communities, our managers and executives provide professional support and expertise to non-profit organizations through their participation on non-profit boards of directors, with more than 80 Boyd Gaming managers and executives currently serving on non-profit boards across the United States.

## MORE THAN 80

Boyd Gaming managers and executives currently serve on non-profit boards



Las Vegas Corporate Office - United Way's Day of Caring



California - Girl Scouts' Dessert Before Dinner

Ameristar Kansas City - Hope Campaign



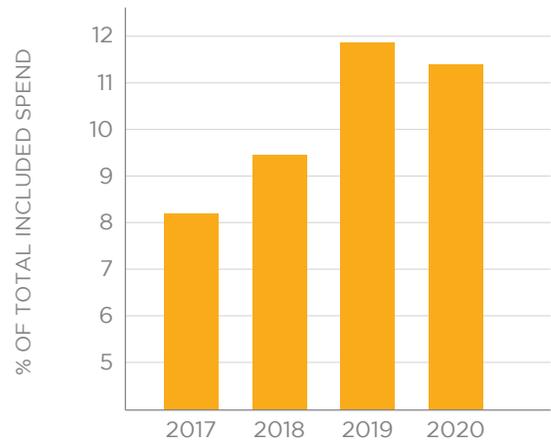
## SUPPORTING DIVERSE BUSINESSES

Boyd Gaming is committed to operating an inclusive supply chain that represents the diversity of the communities we call home. We firmly believe that diversity and inclusion in our purchasing not only enhances our communities, but also enhances the competitiveness of our entertainment offerings and our amenities by helping us better serve a diverse range of potential guests.

Our supplier diversity initiative is focused on increasing our purchases from businesses that are certified as women-owned, minority-owned and/or veteran-owned enterprises. Our procurement processes are built to consider diverse vendors with every purchasing opportunity, and we regularly participate in local and regional supplier events to identify potential diverse business partners. Once we have established partnerships with diverse vendors, we actively work with them to build capacity, develop their supply chain and connect them with key partners, empowering them to expand their businesses for our mutual benefit.

We take pride in the consistent progress we have made increasing our total spend with diverse vendors and will remain focused on creating new opportunities in our communities through our inclusive procurement initiatives.

## % OF TOTAL SPEND FOR MBE & WBE



The figures above represent total amounts of included spend directed to businesses that have received third-party certification as diverse businesses. "Included spend" excludes taxes, utilities and spending in highly regulated sectors.

## 2020 DIVERSITY SPEND DISTRIBUTION



**Minority-Owned Business Enterprise (MBE): 49%**



**Women-Owned Business Enterprise (WBE): 51%**

Businesses that have received dual certification as women-owned and minority-owned business enterprises are shown exclusively in the MBE segment.



“As a small family business, working with Boyd Gaming has been very pleasurable and has provided tremendous growth for our company.

Boyd has provided opportunities to us that large corporations typically do not offer to the small business community. Over these many years that Reedabus has done business with Boyd Gaming, they have recognized that the small business can offer and deliver products and services on time and with the cost effectiveness of a large corporation. It is this trust and level of professionalism that has made our relationship with Boyd Gaming such a positive experience.”

**Elaine Alleman, Owner**  
**Reedabus LLC, New Orleans, Louisiana**  
**A Woman-Owned Business Enterprise (WBE)**



Elaine Alleman  
Owner



## STEPPING UP WHEN DISASTER STRIKES

Already struggling with the COVID-19 pandemic, many communities were severely impacted by an unusually severe hurricane season in 2020. In the summer of 2020 alone, the state of Louisiana endured five separate storms including Hurricane Laura, a Category 4 hurricane that made landfall in southwest Louisiana on August 27, 2020. Boyd Gaming's Delta Downs Racetrack Casino Hotel was heavily damaged, and hundreds of Boyd Gaming team members suffered severe damage to their homes and personal belongings.

We activated our robust crisis communications infrastructure as the storm neared, allowing us to maintain communications with thousands of our team members. We opened our Emergency Operations Center, giving evacuated team members a toll-free hotline to call for assistance or information. We also provided an emergency website that gave regular updates to our team members throughout the storm and recovery.

Thankfully, none of our team members lost their lives in the storm, but the collective damage they suffered to their homes and personal belongings was extensive. During their time of need, Boyd Gaming felt an obligation to help its neighbors and its team members. We stepped up by contributing **more than \$1.5 million** to help our team members and the community, including:

- ▶ Extension of full pay and benefits to Delta Downs team members while their property was closed for repairs.
- ▶ Payment of cash grants to team members to assist with personal recovery and repair efforts.
- ▶ Additional financial assistance through the Boyd Gaming Team Member Crisis Fund. To bolster the resources available for team member relief, Boyd Gaming team members nationwide donated nearly \$100,000 to the relief fund, an amount matched 100% by the Company.

- ▶ Cash donations by Boyd Gaming to the American Red Cross and Second Harvest Food Bank, in support of their community relief efforts following Hurricane Laura.
- ▶ Meals and lodging for first responders and recovery workers deployed in the southwest Louisiana area.

“ Our highest priority was helping our team members and neighbors during these extremely difficult times. We were pleased to do our part to help the southwest Louisiana community recover from this terrible storm. ”



**Keith Smith,**  
President and  
Chief Executive Officer,  
Boyd Gaming





# WE CARE ABOUT GOOD CORPORATE GOVERNANCE

Our Effective and Engaged  
Board of Directors

Corporate Compliance

Our Board's Role  
in Risk Oversight

Deterring Financial Crime

Our Board's Role in ESG



# WE CARE ABOUT GOOD CORPORATE GOVERNANCE



## OUR EFFECTIVE & ENGAGED BOARD OF DIRECTORS

Since the day we were founded, one of our core principles as a Company has been integrity. We are a Company committed to doing the right thing, even if it costs us business opportunities.

As part of this philosophy, we are committed to sound corporate governance principles and maintaining our integrity as a Company.

See chart of "Principles for Effective Corporate Governance" on page 38.



## A STRONG VOICE FOR STOCKHOLDERS



1. Includes directors who identify as women and/or members of a minority ethnic group.

2. Including Co-Executive Chair of the Board and Chair of the Corporate Governance Committee.

## MINIMUM STOCK OWNERSHIP REQUIREMENTS

Board of Directors

**5X**

Annual Retainer

Co-Executive Chair of the Board

**5X**

Base Salary

Chief Executive Officer

**5X**

Base Salary

Other Members of Executive Management

**3X**

Base Salary

All of the company's executive officers and independent Board members are currently in compliance with our stock ownership requirements.



# PRINCIPLES FOR EFFECTIVE CORPORATE GOVERNANCE

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## BOARD INDEPENDENCE

- ▶ We have separate Co-Executive Chair and Chief Executive Officer roles.
- ▶ All of our non-executive directors are independent.
- ▶ Our independent directors meet in executive session at least three times a year.
- ▶ We have an independent Presiding Director, who chairs all executive sessions.
- ▶ All members of the Audit Committee, Compensation Committee, and Corporate Governance and Nominating Committee are independent.
- ▶ Independent directors hold 7 of our 11 Board seats.

## PROTECTING STOCKHOLDER RIGHTS

- ▶ Strong stock ownership guidelines for executive management and members of our Board.
- ▶ All Board directors are required to retire at age 75.<sup>1</sup>
- ▶ Our bylaws allow stockholders to nominate director candidates through advanced notice or proxy access provisions.
- ▶ All directors stand for election annually, with non-staggered terms.
- ▶ We have a compensation clawback policy under circumstances of executive misconduct.
- ▶ We have a strong focus on “pay for performance” for executive management.

## EFFECTIVE BOARD OVERSIGHT

- ▶ We are committed to building a diverse Board of Directors, with 4 diverse directors on our 11-member board, including one of our Co-Executive Chairs.<sup>2</sup>
- ▶ Board members chair and are active participants in our Corporate Compliance and Diversity Committees.
- ▶ Our Board receives regular updates on our diversity goals and initiatives, which are directly overseen by one of our Co-Executive Chairs.
- ▶ All Audit Committee members are “audit committee financial experts.”
- ▶ Our Board has direct oversight of our Data Security efforts and receives regular updates on data security initiatives and potential risks.
- ▶ We engage a third party to conduct an annual review of executive management compensation.

1. Mandatory retirement policy excludes directors with equity ownership of 5% or more.

2. “Diverse” includes directors who identify as members of minority ethnic groups and/or women.



## CORPORATE COMPLIANCE

Our commitment to sound governance is exemplified by our leadership's dedication to regulatory compliance. We are proud of our robust and integrated regulatory compliance program, which incorporates team members across our operations nationwide.

Our Corporate Compliance Committee oversees our Company's gaming and regulatory compliance efforts. These include gaming operations, government regulations, and financial crime prevention such as anti-money laundering (AML) compliance and procedures. To ensure proper visibility and transparency, the Compliance Committee is chaired by a member of our Board of Directors and reports directly to our Board's Corporate Governance and Nominating Committee.



## OUR BOARD'S ROLE IN RISK OVERSIGHT

- ▶ Our Board of Directors is actively involved in the ongoing oversight and review of material risks and potential impacts to our Company, including potential risks to the Company's financial condition, liquidity, operating performance and various regulatory impacts and compliance. This oversight is primarily managed through our Board committees, which consist entirely of independent directors who regularly meet in executive session.
- ▶ Our Board receives regular updates regarding our Company's initiatives and risks related to cybersecurity and data protection, providing direct oversight and direction with respect to these efforts.
- ▶ Last year, more than 800 members of our management team participated in our annual Risk Culture Survey, an anonymous survey designed to help us identify key risks and assess the strength of internal controls throughout our organization.
- ▶ Executives throughout the Company participate in quarterly Control Self-Assessments, giving our leaders the ability to confirm the effectiveness of our internal controls on a regular basis.
- ▶ To ensure that executive management's interests are aligned with our stockholders' interests, we have enacted executive compensation plans aimed at rewarding progress toward both short-term and long-term Company goals, and do not incentivize excessive risk-taking that could have a material adverse impact on our Company.

**800+**  
participants in annual  
Risk Culture Survey

**100%**  
independent directors  
on Board committees



## DETECTING FINANCIAL CRIME

Boyd Gaming's Corporate Compliance team members are recognized as industry experts in the field of anti-money laundering (AML) compliance and procedures. In accordance with federal law (Bank Secrecy Act [BSA], as described in 31 CFR Chapter X) and the American Gaming Association's best practices, our AML program promotes and fosters a company-wide culture of AML compliance, including:

- ▶ Establishing a system of internal controls, policies and procedures to assure ongoing compliance with AML requirements.
- ▶ Ensuring regular, independent testing of our AML compliance.
- ▶ Training appropriate team members to identify unusual financial transactions or suspicious activities and how to record reportable currency transactions, as well as familiarizing them with legal requirements and our compliance policies and procedures.
- ▶ Designating individuals who are responsible for assuring AML compliance at our properties, and providing adequate resources to compliance functions.
- ▶ Appropriate risk-based procedures for conducting ongoing Patron Due Diligence (PDD).





## OUR BOARD'S ROLE IN ESG

Our Board of Directors shares our Company's commitment to corporate responsibility and our ESG initiatives. Our Board's Co-Executive Chair, Marianne Johnson, currently leads two ESG-related corporate committees - the Boyd Gaming Diversity Council and the Charitable Giving Committee.

The Boyd Gaming Diversity Council is responsible for setting the Company's diversity goals and initiatives. The Council coordinates with property-level Diversity Committees and Corporate Human Resources to ensure proper execution of the Company's diversity initiatives, as well as to promote diversity and inclusion in our workplaces.

The Charitable Giving Committee determines the Company's charitable giving policies

and initiatives. The Committee also meets regularly to review charitable requests and make donation recommendations to the Board and executive management.

In addition to Board involvement with these Committees, the Board receives regular updates from executive management with respect to the Company's strategic initiatives aimed at our four key ESG pillars: Environment, People, Communities and Corporate Governance.

**For more information on our Corporate Governance policies, including our Company's Code of Business Conduct and Ethics, visit: <https://boydgaming.investorroom.com/corporate-governance-documents>**

