# Inspiration Begins With Us!



























As an economic engine MGM Resorts strives to build ethically long-term value for all of our business stakeholders – our employees, our guests, our shareholders and our communities. As a socially responsible company we are likewise committed to impactful citizenship and environmental stewardship that sustain human society and our planet.

MGM Resorts International (NYSE: MGM) is one of the world's leading global hospitality companies, operating a portfolio of destination resort brands including Bellagio, MGM Grand, Mandalay Bay and The Mirage. The Company is in the process of developing MGM National Harbor in Maryland and MGM Springfield in Massachusetts. The Company also owns 51 percent of MGM China Holdings Limited, which owns the MGM Macau resort and casino and is developing a gaming resort in Cotai, and 50 percent of CityCenter in Las Vegas, which features Aria Resort and Casino. For more information about MGM Resorts International, visit the Company's website at www.mgmresorts.com.

# MISSION

MGM Resorts International is the leader in entertainment and hospitality, a diverse collection of extraordinary people, distinctive brands and best-in-class destinations.

Working together we create partnerships and experiences that engage, entertain and inspire.



# **VISION**

MGM Resorts International is the recognized global leader in entertainment and hospitality. We embrace innovation and diversity to inspire excellence. We reward our employees, invest in our communities and enrich our stakeholders.

We engage, entertain and exceed the expectations of our guests worldwide.

# **VALUES**

MGM Resorts International has a deep commitment to sustaining the quality of humanity through diversity and inclusion, community and environmental initiatives that are part of our Company identity and pillars of our core values:

Integrity
Teamwork
Excellence





# MESSAGE FROM OUR LEADERS

a global business and global citizen in our everchanging world, we at MGM Resorts International recognize that our Company's long-term viability and success depend upon integration of our economic objectives – to engage, entertain and inspire our guests with exceptional service and memorable experiences – with our broad social responsibility vision for a healthy, productive and sustainable society. We, therefore, have an enduring commitment to promoting our economic imperatives ethically while improving the quality of life for our guests, our employees and their families, our local communities and society at large.

Our perseverance in pursuit of social responsibility in the conduct of our business is demonstrated in this report covering 2014. Every page reflects our efforts to advance diversity and inclusion, give, serve, preserve and conserve. We set new milestones in some respects and made real strides toward other ambitious goals we set for ourselves in our journey to build a stronger company and a better, lasting humanity for the generations to come.

We are especially proud that our responsibility initiatives were key forces in elevating engagement among our employees in both our business mission, vision and values, and our citizenship imperatives, as registered in our 2014 Employee Opinion Survey results. Amid other highlights, we boosted diversity and inclusion through our robust talent development programs, our MGM Resorts Foundation's signature Women's Leadership Conference, our veterans hiring and training focus, our dynamic corporate social responsibility councils and growing employee resource groups and our innovation quest.

Likewise, giving to strengthen our communities, an indelible strand of our DNA since the founding of our Company, reached new levels last year. We achieved record employee donations to our nonprofit MGM Resorts Foundation, investment of over 172,300 volunteer hours of community service by a virtual army of 7,600 of our employees and a record-setting donation of 1.6 million pounds of food to Las Vegas' Three Square Food Bank – one of the largest single-city hunger relief drives in our nation.



We are especially proud that our responsibility initiatives were key forces in elevating engagement among our employees in both our business mission, vision and values, and our citizenship imperatives.

44

Our My Green Advantage environmental awareness campaign, designed to motivate our employees to live green at work and at home, registered 1 million employee sustainability actions through our dedicated mobile device application.



Our gains in environmental sustainability in 2014 were no less remarkable. Most notably, to promote energy conservation, we unveiled at our Mandalay Bay Resort & Casino one of the world's largest rooftop solar arrays. Our My Green Advantage environmental awareness campaign, designed to motivate our employees to live green at work and at home, registered 1 million employee sustainability actions through our dedicated mobile device application.

We celebrate our employees for their collective spirit and dedication to excellence in serving our guests and our communities year after year! Going forward, we will continue

to weave the principles of responsibility into the intrinsic fabric of our Company's culture and actions, to advocate for rational public policy on compelling issues within our orbit and to pursue alliances with like-minded external partners to advance mutual responsibility ambitions. We hope that our deeds chronicled in this chapter of our saga inspire all who learn of them to join with us in making a positive impact on our world!

#### Jim Murren

Chairman & Chief Executive Officer

#### Alexis M. Herman

Chair, Corporate Social Responsibility Committee, Board of Directors







We are one of the world's leading global hospitality and entertainment companies with a portfolio of 16 destination resorts and 62,000 employees.

Our Industry-Leading Commitment to Social Responsibility



**DIVERSE & INCLUSIVE CULTURE** 



**COMMUNITY ENGAGEMENT & PHILANTHROPY** 



ENVIRONMENTALLY RESPONSIBLE DEVELOPMENT & OPERATIONS



Bellagio



MGM Grand

#### Our Destinations

#### LAS VEGAS

ARIA

Bellagio

Circus Circus Las Vegas

Delano

**Excalibur** 

Luxor

Mandalay Bay

MGM Grand

Mirage

Monte Carlo

New York-New York

Signature at MGM Grand

Vdara





#### **MISSISSIPPI**

Beau Rivage Gold Strike Tunica

#### **MICHIGAN**

MGM Grand Detroit

#### MGM CHINA HOLDINGS

#### 51% INTEREST

in MGM China Holdings Limited, which owns the MGM Macau resort and casino and is developing a resort on Cotai.

Significant holdings in CityCenter, the iconic hotel, convention, retail and dining complex at the heart of the Las Vegas Strip featuring ARIA Resort and Casino and Vdara Hotel and Spa, Crystals retail and Veer Towers condominiums.

Our hospitality management subsidiary routinely identifies opportunities for the development and management of nongaming resort properties around the world.

#### Recognition



Newsweek



No. 1 Top 10 Regional Companies *DiversityInc* 

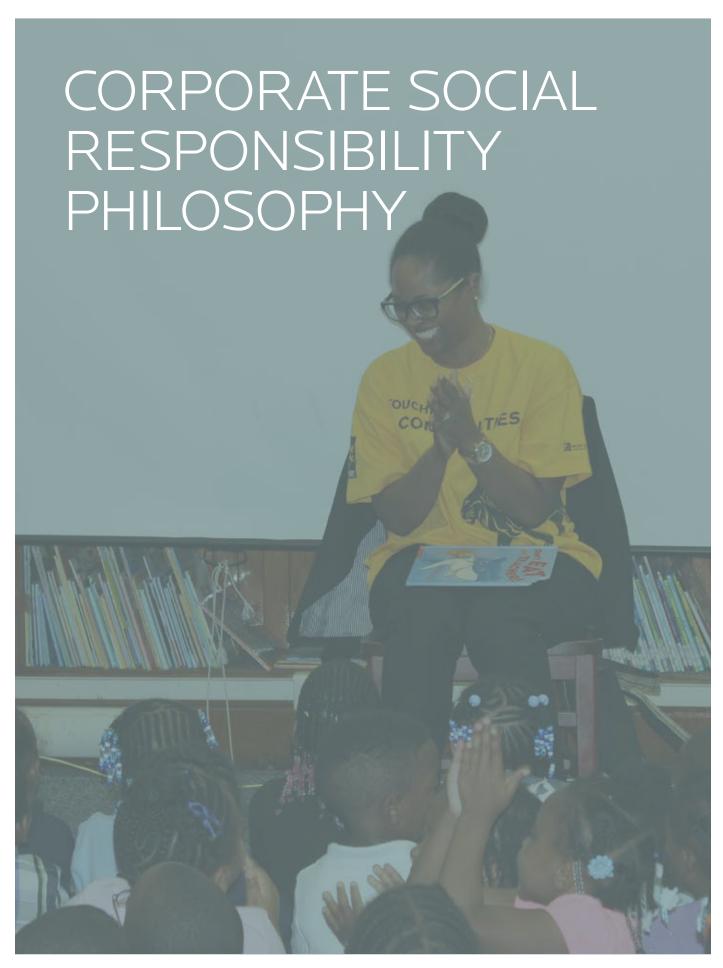


Best Places to Work for LGBT Equality





Mandalay Bay and Delano



# 2014 CSR Highlights By the Numbers



Score as a Best Place to Work for LGBT Equality
Human Rights Campaign's Corporate Equality Index

The Employee Network Groups

54%

EMPLOYEE DONORS

MGM Resorts Foundation

A 9% INCREASE

# 2+ Percent

Increase on Internal Diversity & Inclusion Index Scores of Annual Employee Survey

STOM

Company Donations and Employee Charitable Contributions

# Food Donated to Las Vegas' Three Square Food Bank one of the nation's largest single-city food drives

# 20% ENERGY USE REDUCTION IN 10 YEARS

as part of joining Better Buildings Challenge

MGM Resorts Community Service

7,652 Employees 172,316
Volunteer Hours

2.13% Increase in Participation

1 Million

Employee Sustainability
Actions Registered on the My
Green Advantage Application

ONE OF THE WORLD'S LARGEST

# **SOLAR ARRAYS**

Mandalay Bay Resort & Casino

# How We Manage Corporate Social esponsibility

While our commitment to corporate social responsibility (CSR) is enduring, our organizational structure, goals and tactics must be flexible to keep pace with the changing needs of our Company and our communities. We recognize that, likewise, our employees must be as integrally involved as management in order for our responsibility initiatives to achieve maximum impact. Through dynamic, collaborative interaction among our Board of Directors, executive leadership, all levels of management and our employees, we constantly seek new ways to ingrain our CSR vision into the fabric of our culture and business operations.

#### The Board Corporate Social Responsibility Committee

Our Chairman & CEO and the Corporate Social Responsibility Committee of our Board of Directors lead our anchor CSR initiatives of diversity and inclusion, philanthropy and community engagement and environmental sustainability as cardinal business imperatives. They set responsibility policy and annual strategic responsibility goals for our entire Company; and monitor our CSR performance enterprisewide.

#### **Chairman & Chief Executive Officer**

Our Chairman & CEO, supported by our Chief Diversity & Corporate Responsibility Officer and our Chief Sustainability Officer, has primary responsibility for ensuring that our Company acts as an exemplary corporate citizen.

#### The Executive Corporate Social Responsibility Committee

Our Chairman-led Executive Corporate Social Responsibility Committee is composed of a cross-section of senior management, including our Chief Diversity & Corporate Responsibility Officer, our Chief Sustainability Officer and corporate and property leaders designated by our Chairman. This committee serves as a bridge between our Board and management, steers practical implementation of Board CSR policy and addresses CSR priorities and metrics.

#### **Our Core Corporate Responsibility Departments**

Two corporate departments are dedicated to daily CSR operations – our Corporate Diversity and Community Engagement Department (which hosts our diversity and community teams) and our Environmental Sustainability Division. These core teams drive implementation of our CSR policy and initiatives, collaborate regularly with the leadership and staff of our corporate and operating business units to assist them in CSR implementation, and provide regular reporting to our Board and Executive CSR Committees.

#### Our Employee Stakeholders

Our core CSR departments interface with two parallel voluntary employee groups who are vital to instilling CSR values and rooting activities deeper into our culture – our CSR Councils and related Joint CSR Council, and our Employee Network Groups. Our corporate division and each of our operating properties host CSR Councils consisting of employees from that unit; the chairs and co-chairs of these councils collaborate on common issues and best practices as our Joint CSR Council. Each of our Employee Network Groups transcends corporate and property boundaries, and is organized around the common identities or shared interests of its respective employee members. We are immensely proud that our Councils and our Employee Network Groups are living examples of our Diversity Champions in action!





## **CSR COUNCILS**

### Property and Corporate Division Councils

In 2014 we consolidated our Diversity and Philanthropy Councils and our Green Teams into one Corporate Social Responsibility Council at each property and our corporate division, for greater unification and coordination of employee CSR efforts. Each council consists of volunteer employees (primarily Diversity Champions) at that entity led by an employee chair and co-chair, with support from a propertybased executive member of the property's leadership committee. The work of each council is accomplished through its Diversity & Inclusion, Community and Green subcommittees. Council members devise how to drive the specific CSR programs and activities of its property employees, often in conjunction with property business goals. Our councils are powerful forces in embedding our CSR values into our workplace culture, through their own individual strategies and methods. They likewise bolster inclusion, employee engagement, empowerment, collaboration teamwork and leadership development.

#### Joint CSR Council

Our Joint CSR Council consists of the employee chairs and co-chairs of each CSR Council. This body has jurisdiction over the Company's individual CSR Councils and the Employee Network Groups. The Joint Council meets periodically for the primary purposes of benchmarking best CSR practices, sharing effective programs and activities, and formulating future priorities and strategies.



# Engagement with External Stakeholders

We participate in dialogue, sponsorships and partnerships with a wide array of external stakeholder organizations to keep abreast of current events and trends in our world; understand opinions and viewpoints that may differ from our own; and build long-term relationships with individuals or groups that share our value system, our business objectives, our policy agenda and/or our responsibility commitment. Several different arms of our Company engage with external stakeholders (such as

## Advocating Same-sex Marriage

We have a long history of supporting same-sex marriage. On Oct. 7, 2014, we applauded the 9th Circuit ruling in favor of freedom to marry in Nevada – as a matter of equality, respect and inclusiveness.

government relations, communications and public relations, sales, etc.). Principal among them are our CSR teams – National Diversity Relations, Philanthropy and Community Engagement and Sustainability.

Our National Diversity Relations team (part of our Corporate Diversity Department) engages with more than 80 groups and organizations nationwide who share our commitment against discrimination – whether based on gender,

ethnicity, sexual orientation, transgender status, disability, veteran status or other illegal factor – and in support of diversity and inclusion. Through our collaborations we engage on matters of mutual interest; advocate for pro-equality and inclusion policies; source qualified candidates for employment or business participation with our Company; and/or support philanthropic and community development initiatives that improve diverse populations.

# Shaping Climate and Environmental Policy in the West

Last year we pledged \$300,000 to support the Brookings Mountain West Environmental Policy Fund, in support of a Senior Fellow position concentrating on critical climate adaptation and environmental policy.

# Human Trafficking Task Force

## Combating Human Trafficking



Former Nevada Attorney General Catherine Cortez Masto addresses 2014 Southern Nevada Human Trafficking Task Force at Monte Carlo.

Human trafficking is a horrific crime against the fundamental dignity and rights of a human being. The United Nations Protocol on Human Trafficking defines it as the recruitment, transportation, harboring or receipt of persons for the purpose of compelling them to engage in activity against their will, by means of force, fraud or coercion. According to the U.S. State Department, every country in the world is affected by trafficking. The United States itself is a source, transit and destination country for trafficked men, women and children, both U.S. citizens and foreign nationals.

Human trafficking plagues many states in our nation, including Nevada. We believe human trafficking is morally and ethically wrong, and we work vigilantly, in collaboration with a range of law enforcement, governmental and nonprofit agencies, to ensure that our resorts and business are not used to perpetrate such criminal activity.



Building on the steps we undertook in 2013, we adopted the following measures in 2014:

- > Our Board CSR Committee adopted an express Position Statement Against Human Trafficking, which we have posted on our website at mgmresorts.com/csr.
- > Our internal interdisciplinary task force completed its inventory of our employee training and business practices across operations to assure that we have captured anti-trafficking best practices.
- > We monitor our operations for any situations that may indicate human trafficking.
- > For the second year we hosted the conference of the Southern Nevada Human Trafficking Task Force to facilitate collaborative anti-trafficking strategies among law enforcement, government and nonprofit social service agencies, private industry and the public, as well as to elevate public awareness.

## 2014 Awards & Recognition



Department of Defense Extraordinary **Employer Support Award** 



#### **Achievers 50 Most Engaged Workplaces** "Bettering Communities" Communications Award American Gaming Association

#### **Distinguished Corporate Citizen Award**

MGM Grand Detroit - Michigan Congressional Black Caucus Delegation

#### **Extraordinary Employer Support for the Guard** and Reserve

Employer Support for the Guard and Reserve (Department of Defense)

#### PR News' CSR Awards: Honorable Mention

- CSR Professional of the Year Jim Murren. Chairman & CEO, MGM Resorts International
- Employee Relations
- Musical Show "Inspiring Our World"

#### "Responsible Business of the Year" Global Gaming Awards

#### "Sustainable Workforce of the Year" Award

Human Resources Officers Today Magazine

"Top 100 Ideal Employers" for U.S. business students Universum

#### 40 Best Companies for Diversity Award

Black Enterprise Magazine

#### Ranked No. 16 - ERG & Council Honors Award

Association of Diversity Councils

#### A Best Company for Diversity

Hispanic Business

#### America's Top Corporations for Women's **Business Enterprises**

Women's Business Enterprise National Council (WBENC)

#### Best Places to Work for LGBT Equality

Human Rights Campaign Foundation

#### **Mosaic Award**

"Inspiring Our World" Employee Musical Show – American Advertising Foundation

## PHILANTHROPY & COMMUNITY **ENGAGEMENT**

# Hospitality Partner of the

MGM Resorts International -Goodwill of Southern NV

#### "5 Green Keys"

Vdara Hotel & Spa – Green Key Meetings Program

#### AEE Region V Renewable Energy Project of the

Year Award - Mandalay Bay Resort & Casino

#### Food Recovery Challenge Award

U.S. Environmental Protection Agency

"Galaxy Star" Award - Alliance to Save Energy

#### **LEEP Awards**

- Highest Absolute Annual Savings in a Retrofit at a Single Parking Structure
- Largest Percentage of Facilities Upgraded

#### TripAdvisor's "GreenLeaders"

**Platinum Award - ARIA Skysuites** Silver Award - Gold Strike Tunica

## **DIVERSITY & INCLUSION**

# Ranked No. 1 DiversityInc's Top 10 Regional Companies

#### Foundation of the Year

**The MGM Resorts Foundation** – Vegas Inc's Angel Awards

#### **Community Partner of the Year**

Bellagio - Goodwill of Southern NV

#### Rotary Club's Service Above Self Award

Las Vegas Rotary Foundation

## SUSTAINABILITY

Ranked No. 82 of 435

Newsweek Magazine Green Rankings



# 2014 Employee Profile

Reflects domestic U.S. Operations

#### MGM Resorts



Minority 65.29% Caucasian 34.71%



Female 50.59% Male 49.41%

#### MGM Resorts Clark County, NV



Minority 66.35% Caucasian 33.65%



Male 50.02% Female 49.98%

#### 2014 Minority Workforce

#### MGM Resorts



Caucasian: 34.71% Hispanic: 32.86% Asian-American: 14.99% African-American: 12.68% Two or More Races: 2.64% Hawaiian/Pacific Islander: 1.72% Hawaiian/Pacific Islander: 1.89% Hawaiian/Pacific Islander: 1.57% Hawaiian/Pacific Islander: 1.72% Native American: 0.40%

#### MGM Resorts Clark County, NV\*



Caucasian: 33.65% Hispanic: 36.82% Asian-American: 15.71% African-American: 8.90% Two or More Races: 2.64% Native American: 0.40%

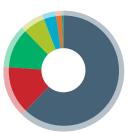
#### 2014 Profile of Minority Managers and Above

MGM Resorts\*



Caucasian: 62.24% Hispanic: 12.62% Asian-American: 10.92% African-American: 8.92% Two or More Races: 3.37% Native American: 0.37%

MGM Resorts Clark County, NV



Caucasian: 62.31% Hispanic: 13.89% Asian-American: 11.85% African-American: 6.39% Two or More Races: 3.51% Native American: 0.33%

\* Totals off by .01% due to rounding

#### 2014 Profile of Minority Managers and Above

#### MGM Resorts



Caucasian: 62.24% Minority: 37.76%

Male: 57.73% Female: 42.27%

#### MGM Resorts Clark County, NV



Caucasian: 62.31% Minority: 37.69%



Male: 58.25% Female: 41.75%





Our Company has been the peerless leader of diversity and inclusion in the hospitality and gaming industry for 15 years, and we have achieved consistent acclaim in corporate America for our diversity performance.

he necessity of diversity and inclusion as a competitive business imperative is now generally accepted. Our employees reflect the communities and cultures where we operate and the guests we serve. Our focus is on how we leverage more effectively the power of inclusion in our diverse multicultural, multigenerational organization to optimize productivity, innovation and creativity at all levels – from our boardroom through management through all front-line employees. Our goal is to forge new and better solutions - for our business and our society. At the same time we are committed to cultivating a work environment where all employees feel respected as human beings, feel comfortable in expressing their authentic gender identity and feel valued for their contributions to our collective mission.

Our diversity and inclusion approach is multifaceted and pervades our culture and business operations – our leadership competencies, Company culture, talent recruitment, employee education and development, employee communications, employee engagement, core business functions (such as construction and supply chain), external stakeholder relations and philanthropy and volunteerism programs and activities. We proactively pursue incorporation of diversity and inclusion best practices throughout our enterprise.

Our People Philosophy rests on our commitment to **engage**, **invest in and inspire** every one of our employees. The essence of our philosophy is that we must do our best to provide a workplace built upon mutual respect and trust – the hallmark of diversity and inclusion, individual and team engagement, accountability and recognition of performance excellence – in order for our people to do their very best. We work daily to foster a strong culture that realizes our commitment to our employees.





#### Invest

We invest in our employees when we provide a safe work environment; offer education and tools for healthy living; provide accessible opportunities for education and training for personal and career growth; and improve the quality of our host communities where we live and operate.



We inspire our employees when we model motivated leadership that lives our core values; honor diversity and practice inclusion; perform defined competencies with high excellence; and value the contributions of all team members.

# Diversity Education & Awareness

## New Hire Orientation

Beyond our aggressive recruitment of diverse talent, we integrate diversity and inclusion messaging into our new employee orientation required for all employees. Our orientation includes viewing, via video, parts of our "Inspiring Our World" corporate responsibility musical, which debuted in December 2012.



#### **KEY FACT**

19 Diversity Champion workshops – 2014

900 new graduates11,000 total graduates

# Management Development Programs

All of our management training programs include diversity and inclusion material.

# Diversity Champion Workshop

Our ground-breaking Diversity Champion workshop provides two days of intensive classroom lecture and experiential immersion in the lessons of individual responsibility, leadership and collective accountability viewed through the prism of diversity and inclusion. Our workshop is mandatory for all members of management and is also provided to selected front-line employees. We conducted 19 workshops in 2014 – 16 in Southern Nevada, two in Mississippi and one in Detroit, yielding over 900 new additions to our corps of more than 11,000 graduates. Our Diversity Champions are our culture warriors and change agents; they form the backbone of our voluntary CSR Councils and Employee Network Groups.



## Traveling CSR Recharges



Last year our Corporate Diversity & Inclusion team presented to all employees at each of our properties and corporate division a new 60-minute mini-musical which uses music, dance, inspirational speakers and interactive employee participation to reinforce our three CSR pillars. Our objective is two-fold: underscoring CSR and developing our talent. A central feature of the program is the challenge to each employee to achieve excellence by achieving his or her "B.E.S.T." This acronym teaches: create your **B**rand; **E**xpose yourself to high achievers and enriching thought content; **S**tructure your self-improvement plan; and **T**ake charge of your development. This **RECHARGE!** has become a standard feature of our diversity and employee development program roster.

## Employee Communications

In 2014 we incorporated a new feature into our regular front-line employee pre-shift discussions, designed to blend the interrelated purposes of inclusion, education in our core values, talent development, employee engagement, employee empowerment and, above all, inspiration. For 10 months last year, our Corporate Diversity team videotaped monthly discussions with employees about different aspects of diversity and inclusion and its linkage to one or more other related themes, such as guest service, teamwork, excellence, goal-setting, personal and professional development and accountability. These videos were then available for teaching employees at all pre-shifts at all of our Las Vegas and regional properties.



Whether it's a brief verbal greeting, a handshake or simply a smile, great guest service begins and ends with recognition. Guests who are recognized are more likely to be satisfied, and satisfied quests are more likely to return and share their positive experiences with others."

#### **Ondra Berry**

Senior Vice President, Talent Management & Organizational Development

# Recruitment of Top Talent

Delivery of superlative, innovative guest experiences and amenities is the hallmark of our destination resorts and thus is our competitive edge.

Our mission demands that we attract highly qualified candidates from wide talent pools that allow us to reflect and serve the diverse demographics in our customer markets and host communities. Foremost, however, we seek the diversity of experience, ideas and opinions that can create new ways of meeting today's competitive challenges and create tomorrow's standards of excellence. Because of

unprecedented global competition in the marketplace for the best talent, we are constantly adapting our approaches to recruitment and talent management – whether our candidates are Baby Boomers, Gen Xers or Millennials.

Our career portfolio offers over 3,700 job positions in our varied lines of business, which include hospitality, culinary, food and beverage management, entertainment, gaming, retail, financial management, business administration, communications, advertising and marketing, public relations, sales, construction and CSR, to name a few. We recruit at major colleges and universities, hotel schools, and hospitality and culinary programs across our nation, including Historically Black Colleges and Universities (HBCUs). In our quest to broaden our pool of qualified candidates, we actively engage with our diversity partners - such as the National Society of Minorities in Hospitality, the National Association of Black MBAs, the National Association of Asian MBAs, the National Society of Hispanic MBAs and Asian MBA International. We advertise extensively and host career fairs, among other outreach methods. We have ramped up our efforts to attract well-qualified persons with disabilities. We reach out to our military veterans, such as through our Boots to Business program offered through our alliance with the American Red Cross.



Our career showcase at the National Basketball Hall of Fame in Springfield, Mass., attracted more than 500 attendees

#### **KEY FACT**

#### Compensation and Benefits

Our pay programs provide total compensation (salary and benefits) that is market competitive and consistent with our Company economics, and rewards top performance. Our benefits may generally include health coverage for individuals, spouses, domestic partners and eligible family members; wellness days; disability benefits; vacation (paid time off); recognized holiday pay; tuition reimbursement; and life insurance.



Veterans Job Fair at MGM Grand Las Vegas

# Talent Development

We provide our employees with opportunities to pursue careers that enhance their knowledge and skills, build their leadership profiles and bring them personal and job satisfaction. Our individual properties provide many classroom and on-the-job training and development vehicles. Beyond our Tuition Reimbursement Program, our MGM Resorts University sponsors a robust series of educational and development programs, as described below.



# Hospitality Internship Program

The Hospitality Internship Program is a 10-week paid internship program, starting in June of each year, that introduces college students to our exciting world of hospitality. This highly competitive program offers participants a variety of opportunities, including professional development, executive exposure, and hands-on learning experiences. The best aspect of the program is that it may open doors to postgraduation opportunities like our Management Associate Program and experiences that can only be provided by a global industry leader like our Company.

# Culinary Associate Program

Our Culinary Associate Program is a 12-month, hands-on leadership development program designed to create future culinary leaders at our resorts. Participants are exposed to a variety of culinary settings, including fine dining, banquet kitchens, commissary kitchens, butcher shops and other high-volume outlets. Upon graduation, participants are placed in food and beverage leadership roles.







#### **Boots to Business**

2014 was the third year of our Boots to Business Program in partnership with the American Red Cross. Through active recruitment of military veterans, this initiative helps alleviate the high unemployment they confront upon re-entry into the civilian workforce. Our Company in turn taps into the rich talent reservoir of military-trained professionals who may be qualified for Company job positions. Program veterans also undergo an intensive 10-week professional development course to acclimate them to the needs and operations of our business.



## **Development of Mid-level Managers**

Summit to Excellence is our Company's premier leadership program to empower Directors and above with the tactical skills required for mastery of our leadership competencies. It is an eight-class program that incorporates facilitated experiential learning, in-class academic study with a capstone project and an online self-learning component called Harvard ManageMentor®.

# Management Associate Program

Our Management Associate Program is a 12-month professional development program that offers recent bachelor's and master's degree recipients the opportunity to develop their leadership skills in the integrated resort industry. Management Associates experience different areas of operations along with their concentrated area of interest within our core and luxury properties and corporate entities. Upon successful completion of this program, Management Associates have traditionally been placed in leadership roles within their areas of concentration.



# Employee Network Group Distinguished Speaker Series

Our Employee Network Groups host quarterly presentations by exemplary role models who have prevailed over varying life challenges to achieve honor and distinction, or by acclaimed leadership development experts. Motivational speaker Dr. Steve Robbins (pictured below) conducted a session on diversity, inclusion and cultural competency.





## The Leadership Institute

Our Leadership Institute is a year-long professional development program primarily for new executives and midlevel managers with executive leadership potential. The course features facilitated experiential learning, in-class and external academic study, guest lectureships and a

Part of the evaluation system's bonus compensation of our senior management depends upon achieving a self-defined CSR goal. Expansion of this bonus requirement to other levels of management is underway.

capstone project. By the time they graduate, participants will have developed a holistic understanding of the complexities of our industry's operations, the traits of effective leadership and the necessity of integrity and collaborative teamwork to achieve individual and team performance excellence.

# Annual Performance **Evaluation System**

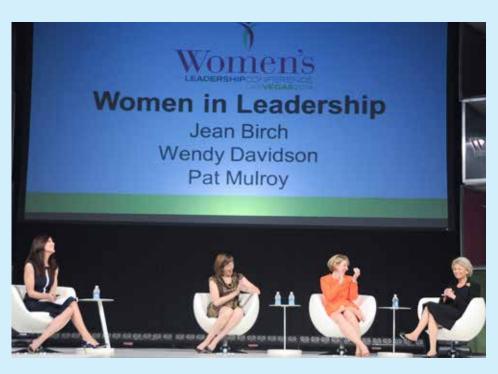
In 2014 we introduced a new enterprise annual performance evaluation system that will be cascaded throughout our management and nonunion employees. To foster continuous improvement Companywide, the process provides tools and resources for self-analysis, performance assessment and coaching, and reinforces leadership and skills competencies aligned with Company objectives – including diversity and inclusion and employee engagement. We believe that when employees understand how their individual job performance relates to the success of our Company's performance, we promote not only their higher performance, but also their higher engagement.



# "WOMEN INSPIRING WOMEN"

#### OUR EIGHTH ANNUAL WOMEN'S LEADERSHIP CONFERENCE





Our nonprofit MGM Resorts Foundation presented our Eighth Annual Women's Leadership Conference, one of the premier conferences in our nation dedicated to development of women. The conference is inclusive and open to men as well as women who aspire to personal and professional development, and to building self-confidence. Our primary target audiences are upwardly mobile employees and managers in private business, government and nonprofit organizations, professionals and paraprofessionals and business owners or entrepreneurs. There were 800 attendees at our 2014 conference.

The two-day event spotlights high-achieving women role models from business, government and nonprofit organizations, as well as acclaimed motivational speakers. Aside from main stage keynote speeches, interviews and panel discussions, a major feature of the conference is small-group workshops taught by experts in coaching and development on various aspects of professional and leadership development, communication skills, personal brand management and interpersonal relationships – often from the vantage point of women. Workshop programming is developed for three proficiency levels: Emerging Leader, Emerging Executive and Executive. Networking opportunities abound throughout our conference for participants who share a passion to lead in business, family and their communities.

Our Foundation donates the proceeds after costs of the conference to one or more Las Vegas nonprofit agencies dedicated to the welfare, protection and/or development of girls and women. The 2014 conference proceeds were contributed to WestCare Women and Children's Campus, a Las Vegas treatment center that primarily focuses on substance abuse services for women, adolescents, pregnant/postpartum women and residential beds for clients' children.



PICTURED ABOVE Left: Soledad O'Brien addresses the conference

Right: Natalie Allen hosts panel discussion

AT LEFT: Expert Mike Hourigan instructs at Executivelevel workshop

















# Boosting Employee Engagement

As an employer of choice, MGM Resorts International promotes a highly engaged employee base as one of our strategic business goals.

Engaged employees have pride and satisfaction in their company as a place to work, are willing to go above and beyond to achieve company goals, advocate for their organization and expect to remain employed there. Employee engagement has been correlated with increased productivity and innovation, greater customer satisfaction, better financial performance and higher employee retention. Complex interrelated factors impact employee engagement, such as a safe work environment, inclusiveness of work culture, compensation and benefits, leadership behaviors, training and development, career advancement opportunities and company commitment to corporate responsibility.



# BUILDING AN EXCEPTIONAL WORKPLACE

We are an employer of choice:

- > We attract and retain diverse talented people.
- > We foster an inclusive work environment that embraces diversity as a competitive strength.
- > We offer our employees great opportunities for development and career growth.
- > We nurture leadership, as individual team members and team leaders.
- > We cultivate high employee engagement in our mission, vision and core values of integrity, teamwork and excellence.
- > We practice and encourage corporate responsibility as a fundamental element of integrity, leadership and the way to do business.

## Employee Network Groups

We placed greater emphasis upon our Employee Network (Resource) Groups initiative in 2014. In contrast to our CSR Councils, our voluntary employee-led ENGs are not business unit-based, but, rather, are organized around a status characteristic, interest or other factor that connects the group's members. These groups provide opportunities for members to share and collaborate about their workplace experiences and establish mutual resource and support. Every ENG is open to any employee who wishes to participate.

Our ENGs provide reciprocal benefits to our Company. They educate our Company about the unique identity or common interest of the ENG, provide employee perspectives on Company matters, assist talent recruitment and retention, contribute to employee volunteerism, convey valuable insights on consumer markets with whom they identify, and consult on business and marketing strategies.

We enlarged the number of ENGs to 14 last year based on expressed employee interest and initiative. Each group operates under a set of written by-laws and is supported by a senior-level executive, such as a Property President or a Corporate Department Head.

#### 14 EMPLOYEE NETWORK GROUPS

The shared sense of community promotes inclusion and engagement among our ENG members. Furthermore, we incorporate into all of our ENG meetings a formal mentoring and talent development component, taught by Corporate Diversity or Human Resources instructors. In furtherance of our talent development goals, in 2014 our ENGs hosted a series of guest speakers open to all ENG members and all employees, on issues ranging from organizational development to life and career challenges faced by women, minorities and persons with disabilities.

**African American** 

Asian and Pacific Islander

**Creative Professionals** 

**Enable (Persons with Disabilities)** 

Hispanic/Latino

**Inspired Leaders** (Circus Circus Reno)

**Inspired Leaders** (MGM Grand Detroit)

Interfaith

LGBT (Beau Rivage)

LGBT (Las Vegas)

**Professional Women** 

**Veterans (Las Vegas)** 

**Working Mothers** 

**Young Professionals** 







# Measuring Employee Engagement

We measure employee engagement in a variety of ways, focusing on employee pride, satisfaction, advocacy and commitment to our Company. Primary among our engagement measures are the voluntary employee turnover rate and our employee opinion surveys.

## Employee Opinion Survey

In 2014 we concentrated on feedback from our prior-year Employee Opinion Survey to improve areas pointed out by our employees. Individual responses are confidential; however, survey results aggregated by departments, business units or other ways provide valuable insight into employee attitudes and trends. This information allows management an opportunity to develop and activate appropriate responses.

The results of our 2014 EOS (based on a response from more than 39,000 out of a total of more than 63,000 employees) reflected improvement in employee engagement overall and

**KEY FACT** 

2014 Voluntary Turnover Rate

7.4%

a 3% decrease from our 2013 rate

the prominence of our corporate responsibility initiatives to promote employee engagement in our Company. Indeed, our Company's role in our communities and our employees' use of their skills were among the highest drivers of employee engagement in 2014, up from the prior year.

Our Employee Engagement Index score increased from 85 to 86.8, based on six questions that gauged employee viewpoints about their own investment in work performance, their participation in teamwork, growth opportunities and the Company itself. This is a high level of engagement compared with general trends. [See Aon Hewitt, "2014 Trends in Global Employee Engagement" (2014), which reported the average engagement score at 60 percent and the top quartile engagement score among best employers at 72 percent (pp. 36-37)].

The first four of the leading 10 scores (and an additional item in the Top 10) in our 2014 results related to corporate responsibility questions on the survey, including community, environment and diversity.

CSR Index questions, first introduced in 2014, yielded an overall score of 87.9, based on three questions that tracked perceptions of the Company's respect for differences in culture, religion, race, age, gender or disability; concern about our impact on the environment; and concern about giving back to our local communities. Our analysts viewed employees' great pride in our Company's social

Fiesta Las Vegas Parade and Festival





Las Vegas Pride Parade

responsibility and reputation and employee discernment of a strong climate of respect for people as the top two of three clear Company strengths demonstrated by our 2014 EOS.

We appreciate the positive nature of these scores, but we recognize that engagement is more than one program or one survey score. We take a holistic approach to building the culture and practices that are foundational to strong employee engagement. Among other measures, our leadership competencies include accountability for achieving higher levels of employee engagement, including greater emphasis on direct employee communications, coaching and recognition for high performance.

Celebration at Las Vegas' Annual Housekeeping Olympics

Our overall score on our Diversity & Inclusion Index registered 82.1, a 2.1 point increase over our 2013 level, based on employee responses to three queries:

- > "My direct supervisor treats me with dignity and respect."
- > "Diverse perspectives are valued and encouraged in my department."
- > "MGM Resorts respects differences in culture, religion, race, age, gender or disability."



# Employee Engagement Events







#### HERITAGE WEEK:

#### "THE WORLD WORKS HERE"

One of our central diversity and inclusion features in 2014 was celebration of Heritage Week during September 22–30. This multifaceted program combined cultural enrichment with fun as we highlighted the diverse cultural backgrounds of our employees and engaged them in learning about the backgrounds of their colleagues.





Featured activities along the "passport route" around the globe included:

Flavors of the World Potluck: employees brought a signature dish that represented their heritage and tasted food from around the world served by their colleagues.

**Show Your Heritage:** employees wore their family culture's traditional attire.

**Tell Us Your Story:** employees shared in 60 seconds or less on video their (or their ancestors') origins and their journey to Las Vegas.

**Get on the Map:** employees noted their (or their ancestors') national origin on a large map.

Go to the Theater: employees viewed their colleagues' videos about their (or their ancestors') origins and their cultures in the Diversity Theater.

**Go Around the World and Win:** employees won prizes based on the stamps on their "passport" for participation in the above activities.



#### Inaugural J. Terrence Lanni Award



### Bette Gaines-Snyder,

#### **Executive Director of Special Events** at MGM Grand

We debuted at this event the J. Terrence Lanni Award for Excellence, named in honor of the many contributions by our late Chairman, Terry Lanni. As the highest award our Company bestows upon an employee, it recognizes demonstrated leadership excellence in our business and culture internal leadership in integrity and inclusion, leadership of our industry and leadership of our communities and/or environment.

#### **EMPLOYEE AWARDS GALA:**

#### "INSPIRING OUR WORLD"

In 2014 we introduced our first annual black-tie "Inspiring Our World" Awards Gala to celebrate and honor prior-year performance excellence by our employees across our forprofit business and our CSR contributions. This event fuses many strategic themes in our culture – integrity, teamwork, excellence, inclusion, guest service, innovation, pay for high performance and employee engagement.

#### Announced winners were:

• Employees of the Year at each operating property for exceptional job performance.

- Chairman's Service Excellence Award: for most outstanding guest service by a team – ARIA Concierge Team
- Green Advantage Award: for the greatest sustainability achievement by a property – Circus Circus Las Vegas
- Volunteer of the Year Supervisor: for the most outstanding record of volunteerism - Joe Maddox, Security Supervisor at The Signature at MGM Grand
- Volunteer of the Year Front-line employee: for the most outstanding record of volunteerism - Debbie Newton, Floral Gardener at Bellagio

#### **Innovation Award Program:**

#### Encouraging Diversity of Thought

In 2014 we also introduced our employee Innovation Award Program to reward the best suggestions by an individual or team for improvements in our business operations. Each of the four winners selected from over 2,000 contestants won a \$10,000 cash prize, food and beverage comps and show tickets. Most important, their ideas - ranging from new hotel to food and beverage to our M life loyalty program to finance practices – will be turned into reality.



# Supplier & Construction Diversity

One of our priorities in management of our supply chain of goods and services is inclusion of diverse business enterprises – owned by ethnic minorities, women, LGBT entrepreneurs, veterans and/or persons with disabilities – in our Company's economy.

As we have observed on many occasions, this is a win-win on both sides of the ledger. This widens the pool of quality and price competition for Company buyers, and may give us access to unique products not readily available elsewhere. For diverse-owned suppliers, contractors and professional service providers, participation in our supply and services chain enhances their skills, expertise and resumé; builds their capacity and capital; and enables them to invest in their often diverse communities.

We are proud to have spent a cumulative total of more than \$3 billion with diverse-owned suppliers, contractors and service providers since the start of our supplier and construction diversity program in 2001.

Our dedicated Supplier Diversity Team, a branch of our Global Procurement Department, continually seeks qualified, competitive diverse businesses as potential business partners. The same is true of our construction teams, whether the project at hand is new building from the ground up or renovation of existing facilities.

We engage with many diverse professional and trade associations, leading among them the National Minority Supplier Development Council (NMSDC), National Association of Minority Contractors (NAMC), Women's Business Enterprise National Council (WBENC), National Association of Women Business Owners, and National Center for American Indian Economic Development.



MGM Resorts celebrates National Association of Minority Contractors

NAMC shares the philosophy of MGM Resorts International that the contributions we make to strengthen and enrich our communities today are investments in our shared future of tomorrow. Reflective of this long-standing relationship with MGM as a NAMC Corporate Member is our mutual commitment to enhance the economic inclusion of diverse construction businesses within the hospitality industry."

#### **Gloria Shealey**

National President, National Association of Minority Contractors

#### 2014 Total Construction & Consulting Expenditures

U.S. Domestic	MGM Resorts	MGM Resorts Clark County
Total	\$320,551,984	\$217,154,727
Diversity	\$61,570,195	\$34,429,925
Women Enterprises	\$7,064,413	\$7,064,413

#### 2014 Total Global Procurement Expenditures

U.S. Domestic	MGM Resorts	MGM Resorts Clark County
Billable Goods & Services	\$1,654,657,485	\$1,461,267,385
Diversity	\$127,932,964	\$105,942,359
Women Enterprises	\$58,748,263	\$47,600,994

#### 2014 Construction & Consulting Total Diversity Expenditures by Ethnicity

MGM Resorts Domestic



African-American: 48.51% Asian-American: 8.49% Hispanic: 22.18% Native American: 5.17% Caucasian: 12.98% Other Categories: 2.67%

MGM Resorts Clark County



African-American: 50.30% Asian-American: 10.34% Hispanic: 12.64% Native American: 3.50% Caucasian: 23.22% Other Categories: 0%

#### Tier 1 Billable Goods & Services Diversity Expenditures by Ethnicity





African-American: 7.42% Asian-American: 23.98% Hispanic: 26.91% Native American: 3.58% Caucasian: 38.11% Other Categories: 0%

MGM Resorts Clark County



African-American: 4.38% Asian-American: 27.97% **Hispanic: 27.47%** Native American: 4.32% Caucasian: 35.86% Other Categories: 0%

#### 2014 Construction & Consulting Total Diversity Expenditures by Category

MGM Resorts Domestic



Minority: 81.80% Women: 11.47% Disadvantaged: 6.42% Veterans: 0.31% LGBT: 0%

Persons with Disabilities: 0%

MGM Resorts Clark County



Minority: 67.45% Women: 20.52% Disadvantaged: 11.48% Veterans: 0.55% LGBT: 0% Persons with Disabilities: 0%

#### Tier 1 Billable Goods & Services Diversity Expenditures by Category

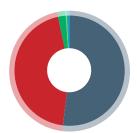
MGM Resorts Domestic



Minority: 51.66% Women: 45.92% Disadvantaged: 2.08% Veterans: 0.29% LGBT: 0.05%

Persons with Disabilities: 0%

MGM Resorts Clark County



Minority: 52.26% Female: 44.93% Disadvantaged: 2.46% Veterans: 0.29% LGBT: 0.06% Persons with Disabilities: 0%

The totals reflect domestic U.S. operations and include CityCenter. Tier I direct expenditures are those with diversity suppliers who contract directly with MGM Resorts International. MGM Resorts also contracts directly with Prime Suppliers (majority suppliers). Tier II indirect expenditures are the percentage of Prime Suppliers' MGM Resorts contracts that represents their spend with diversity suppliers for goods and services used to fulfill the Prime Suppliers' obligations to MGM Resorts. These indirect expenditures with Tier II suppliers may or may not have a direct impact on MGM Resorts. Tier II spend is self-reported by Prime Suppliers and is not included in any MGM Resorts procurement expenditure amounts. In 2014, 27 Prime Suppliers reported an aggregate of about \$32.5 million in Tier II expenditures.

# Diversity Partnerships

As today's consumers are increasingly making business choices based on the values that companies embrace, our sales teams are successfully leveraging our diversity track record to attract new customers. This targeted approach has resonated with diverse conventions and meeting groups that have selected our properties, not only for their superior accommodations and meeting spaces but also for our shared diversity and inclusion values.

Our 2014 guests included the National Center for American Enterprise Indian Development, the US Hispanic Chamber of Commerce and 100 Black Men of America.



In 2014 the NAACP celebrated its 105th Annual Convention at Mandalay Bay Resort & Casino, the first time the organization ever held its annual meeting in Las Vegas.

MGM has been a corporate partner of the Hispanic Association on Corporate Responsibility for more than 10 years. In those years, MGM has demonstrated its strong commitment to Hispanic inclusion. We share common goals of advancing the inclusion of Hispanics in Corporate America as measured by our four pillars: Employment, Procurement, Philanthropy and Governance. We thank MGM for its corporate partnership with HACR and its commitment to improving Latino representation, both internally and externally.



From recognizing outstanding Asian Pacific American employees through the OCA Corporate Achievement Awards, to actively engaging the community on their business model, to assisting in creating affordable and comfortable accommodations for a nonprofit organization like OCA, MGM is truly an ally to the APA community.



**Ken Lee**President, Organization of
Chinese Americans

77

## Diversity Advisory Council: A Collaboration in Guest Service

Last year our Diversity Sales Director Dzidra Junior formed a Diversity Advisory Council consisting of Meeting Planning Executives from various diverse organizations. Members on this council provide candid critique from a diversity consumer perspective about our diversity sales initiative and our meeting product. We use their knowledge and expertise to evaluate our service and potential strategies or methods under consideration. At each DAC meeting information is presented on a global issue that impacts members' organizations and the meeting planning profession. DAC members have responded enthusiastically to our council concept.



#### 2014 Diversity & Inclusion Partners

#### **National**

Asian American Journalists Association

Asian and Pacific Islander American Scholarship Fund

Asian Pacific American Institute for Congressional Studies

Black Enterprise Magazine

Coalition of Asian American Business Organizations

Community Partners FBO Global Organization for Leadership and Diversity (GOLD)

Congressional Black Caucus

Congressional Hispanic Caucus Institute

**Diversity Best Practices** 

DiversityInc

Hispanic Association of Colleges and Universities

Hispanic Association on Corporate Responsibility

Historical Black College and University Tour

Human Rights Campaign National

International Gay and Lesbian Travel Association

League of United Latin American Citizens

Multicultural Food Service and Hospitality Alliance (MFHA)

National Association for the Advancement of Colored People

National Association of Asian MBAs

National Association of Gay & Lesbian Journalists

National Association of Minority Contractors

National Black MBA Association, Inc.

National Center for American Indian Enterprise Development

National Council of La Raza

National Gay & Lesbian Chamber of Commerce

National Minority Supplier Development Council

National Society of Hispanic MBAs

National Society of Minorities in Hospitality

National Urban League

OCA (Organization of Chinese Americans)

Thurgood Marshall College Fund

United States Hispanic Chamber of Commerce

U.S. Black Chambers, Inc.

U.S. Pan Asian American Chamber of Commerce

United States Hispanic Chamber of Commerce

Women's Business Enterprise National Council

Women's Foodservice Forum

Working Mother Media

#### Alabama

Alabama Institute for the Deaf and Blind

#### Michigan

Arab American and Chaldean Council

Arab-American Civil Rights League

Charles H. Wright Museum of African American History

Detroit Area Agency on Aging

Detroit Association of Black Organizations

Detroit Branch NAACP

**Detroit Indians** 

Latin Americans for Social and Economic Development, Inc

Lebanese American Heritage Club

Michigan AIDS Coalition

Michigan Veterans Foundation

National Association of Negro Business & Professional Women's Clubs

New Detroit

Ruth Ellis Center

Sphinx Organization

St. Patrick Senior Center

Triangle Foundation

United Negro College Fund

Urban League of Detroit and Southeastern Michigan

Women's Informal Network

#### Mississippi

American Association of Blacks in Energy

Armed Forces Retirement Home

Biloxi Chamber of Commerce Diversity Committee

Coast Young Professionals

Coastal Women for Change

**Disability Connection** 

Driftwood Nursing Home

Fold of Honor

Gulf Coast Veterans Parade, Inc.

Keesler Air Force Base

Ladies of Auxiliary Veterans of Foreign War

Legacy Group

Magnolia Speech School

National Association for the Advancement of Colored People -

Mississippi State Chapter

National Down Syndrome Society

USO Mississippi Gulf Coast

#### Nevada

Asian American Group

Best Buddies Nevada

Cultural Diversity Foundation

Fiesta Las Vegas Latino Parade & Festival

Gay and Lesbian Chamber of Commerce of Nevada

Human Rights Campaign Las Vegas

Las Vegas Asian Chamber of Commerce

Las Vegas Latin Chamber of Commerce

Las Vegas National Bar Association

Las Vegas Urban League

National Association for the Advancement of Colored People - Las Vegas

National Association of Minority Contractors - Nevada

National Association of Women Business Owners - Southern Nevada

National Association of Women in Construction (NAWIC) - Las Vegas Chapter

National Coalition of 100 Black Women – Las Vegas Chapter Northern California Minority Supplier Development Council

Numaga Indian Days Pow-Wow Committee

OCA (Organization of Chinese Americans) - Las Vegas

Reno-Sparks Indian Youth Council

Southern Nevada Association of Pride, Inc.

The Dr. Martin Luther King Jr. Committee of Las Vegas

The Gay and Lesbian Community Center of Southern Nevada

The Links, Inc., Las Vegas Chapter Urban Chamber of Commerce of Nevada

Vegas PBS

Women's Business Enterprise Council - West (WBEC - West)

Women's Chamber of Commerce of Nevada

Women's Research Institute of Nevada

#### **New York**

National Down Syndrome Society

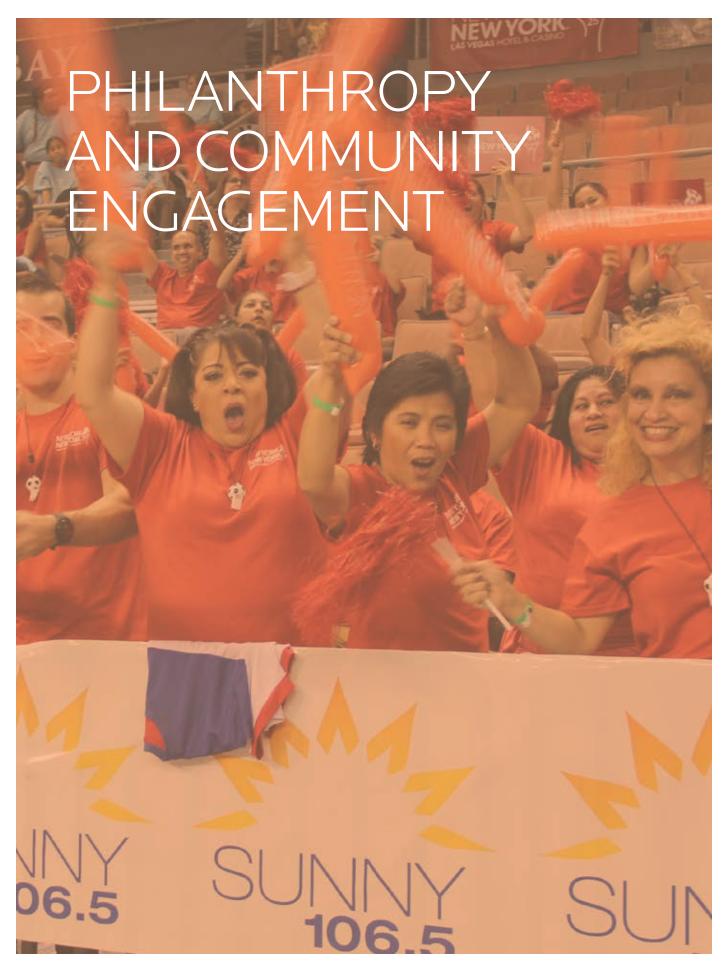
#### Oklahoma

Folds of Honor Foundation

#### Washington, D.C.

American Association of Blacks in Energy

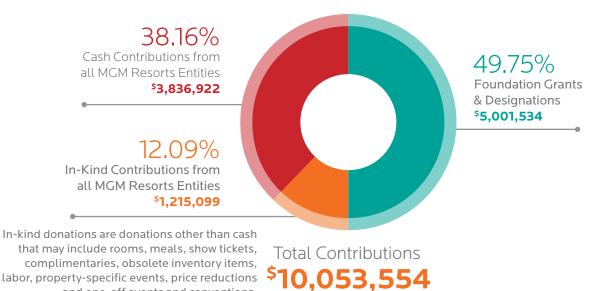
Walter Reed Army Medical Center



#### By the Numbers

#### Total MGM Resorts International Philanthropy Contributions

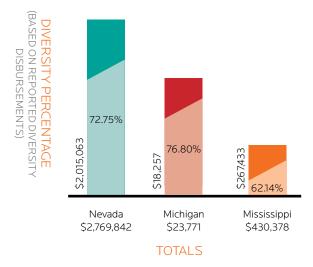
(\$ in Millions) Year Ending December 31, 2014



#### Portion of MGM Resorts Charitable Contributions Reported as Serving Diverse Clientele

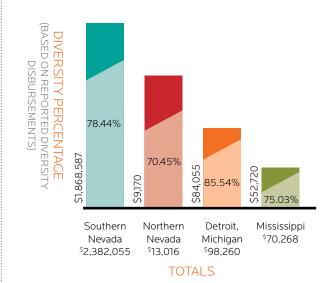
and one-off events and conventions.

Year Ending December 31, 2014



This chart reflects data regarding only those nonprofit agencies who submitted reports reflecting the portion of Company contributions (cash and in-kind) to them that assist and/or serve diverse clientele.

#### Portion of MGM Resorts Foundation Grant Funding Reported as Serving Diverse Clientele



For 2014, this includes a diversity impact projection based on grant recipients' self-reported percentages for the first six months of 2015, since the grant year ends July 31, 2015. One hundred percent of Foundation grant recipients provided this data. Note that this depicts only discretionary MGM Resorts Foundation grant funding, and does not include contributions to the Employee Emergency Relief Fund, the Children's Medical Support Fund or employees' direct designations.





Life's most persistent and urgent question is, 'What are you doing for others?'

— Dr. Martin Luther King Jr.

his timeless challenge fuels our daily conviction that we can benefit more than our guests and ourselves. We fervently believe that each of us is, and we together are, our own inspiration to make positive, qualitative change that betters our host communities and our broader society. Our world is interdependent. When we contribute to building and sustaining successful host communities where our employees live and work, our Company likewise succeeds.

Our philanthropic engagement is conducted through three major channels – our Corporate Giving Program

of cash and in-kind contributions: The MGM Resorts Foundation, our employee-based giving program; and our Employee Volunteer Program. These combined efforts impact almost every sector of our host communities' social infrastructure. A large portion of our monetary and volunteer investments serves diverse members of our communities. Giving strengthens our communities, but strengthens our Company more – through leadership and team development of our employees, heightened employee engagement and immense pride in our caring.





**Foundation** 

Our employee-based giving program



## MGM Resorts Company Giving Program

Our Company giving, through cash and in-kind contributions, supports our strategic business objectives, promotes goodwill and satisfies basic communal obligations. Our donations center on the key areas of hunger relief, public education, health and wellness, environmental sustainability, affordable shelter, selective institutional building in our host communities and industry priorities such as the National Center for Responsible Gaming. Below are some examples.

#### Hunger Relief

Beyond the Company's cash gift to Las Vegas' Three Square Food Bank, for the fifth year in a row, MGM Resorts employees set a new record of giving during the Company's 2014 Annual Canned Food Drive. Through this donation of more than 1.6 million pounds of food to Three Square, the largest amount

of food received in a single donation by the Las Vegas food bank, employees well exceeded the previous year's donation of 922,161 pounds. Feeding America, the largest hunger relief agency in the United States, reported that the results of MGM Resorts' food drive make it one of the largest singlecity food drives in America.

**KEY FACT 2014 Donations** pounds of food





#### Susan G. Komen Race for the Cure: Kids for the Cure

For four consecutive years, MGM Resorts has sponsored Las Vegas' Susan G. Komen Race for the Cure and companion Kids for the Cure. In the fight to eradicate cancer, recently designated as the "Emperor of Diseases," we support families who participate in the fundraising race by providing games and attractions for their children.

#### A Fisher House for Las Vegas

A long-standing supporter of U.S. military personnel, our Company pledged \$250,000 to the Nevada Military Support Alliance to help build Nevada's first Fisher House for military families. The Fisher House will be built on the side of the Southern Nevada VA Medical Center, and will provide lodging at no cost to families of patients receiving care at the medical center. In announcing the pledge, Chairman & CEO Jim Murren stated: "On this Veterans Day, and every day, this donation is one of the ways we can show our veterans and their families how much we appreciate the sacrifices they have made. It is critically important for our Company, and a key component of our culture, to take care of our veterans and their families as a thank you for their service to our country."



#### LGBT Center

A \$200,000 Company donation supported development of the new headquarters of the Gay and Lesbian Community Center of Southern Nevada. The building provides a variety of services to the local LGBT community, including a dedicated health clinic.



#### Veterans Day Weekend: Salute to Our Troops!

We feel awe and respect for the priceless contribution our military men and women make to protect our nation's freedoms, security and way of life. Without our active duty military and our veterans, America would not be America. Our sponsorship, with American Airlines and the USO, of an exciting Veterans Day weekend of complimentary rest and relaxation is our humble way of showing our deep gratitude and appreciation.

In what has become a tradition, our Fourth Annual Salute to the Troops hosted 65 wounded warriors, in recovery from service injuries, and their quests at our deluxe Mirage Resort. We began the weekend with our human "Wall of Gratitude," formed by almost 1,000 employees assembled to welcome our special guests with thunderous applause in a display of goodwill. Weekend activities featured congratulatory meals and cross-property entertainment, attractions and amenities.



## Supporting Public Education

For most Americans public education is the key to success. It is the single American institution that provides tuition-free equal opportunity to every student – regardless of race, religion, educational attainment, social class, family income, special needs or personal characteristics – to maximize his/her individual potential through comprehensive curricula taught within prescribed standards. Public education is the largest resource for the vast American labor and employment pool and, more than any other system, binds most Americans to a shared value and cultural system intended to benefit the common welfare.

Despite its pivotal role in America, public education is severely challenged, whether it is level of funding, adequacy of standards and curriculum, quality of teachers and/or safety of school facilities. That is why our Company has identified public education as a focus area – through our membership and support of the Public Education Foundation, support of public school teachers and students, student mentoring, college scholarship aid and advocacy in governmental funding decisions and general public discourse. Here are a few of our activities:



#### Back-to-School Drive

Every August our Corporate Philanthropy team hosts our Company's Back-to-School Drive in conjunction with our Annual Educator Appreciation Day. In a convention ballroom converted to a veritable warehouse, employees sort and distribute employee-donated school supplies to Clark County School District teachers, many of whom would otherwise personally provide such items to students due to funding shortages. Relevant nonprofit agencies also set up booths to expose educators to community resources that can supplement their students' education experience. In 2014 our employees distributed approximately 1 million items to more than

#### DISCOVERY Children's Museum

Our Company contributed to construction of Las Vegas' new DISCOVERY Children's Museum at Symphony Park, which provides children from economically and culturally diverse backgrounds with exhibits and interactive learning programs that supplement their education. Over a half million visitors have taken advantage of this world-class museum since the doors opened in 2013.



#### Reclaim Your Future

Clark County School District introduced this program in 2012 to help reverse Nevada's increasing number of school drop-outs. The program targets high school students early identified as at risk of dropping out for intensive support including tutoring, community mentors, on-line makeup courses and preparation for graduation proficiency exams. Many Company employees serve as mentors in this program. Our Company sponsors an annual celebratory brunch for successful program students, their families and teachers with school administrators. Our 2014 event honored 740 high school seniors who would not have graduated but for this program.

#### University of Nevada, Las Vegas **Endowment Fund**

The MGM Resorts International Academic Excellence Scholarship Program provides scholarships to students selected by UNLV's Honors College Scholarship Committee. This Scholarship is available for one to three students enrolled at this college for a total of eight semesters with a minimum annual award of \$2,000 to each student.

#### Reading Week

Nevada Reading Week, occurring annually on the birthday of Dr. Seuss, encourages students across the state to experience reading and make books an active part of their lives. In 2014, 75 Company volunteers read books to and shared their jobs with students at two local schools identified by the Clark County School District as having the greatest need.



#### Las Vegas Science & Technology Festival

In less than five years this program has become Nevada's largest public school event, designed to expose and encourage students to consider careers in science, technology, engineering and math (STEM). Our Company offers free behind-the-scenes tours of the science and technology underlying our resorts' attractions, including the Bellagio Fountains and Conservatory, the Mandalay Bay Shark Reef Aquarium and the Mirage Volcano, so that students can learn how they work.

#### Teacher of the Game

MGM Resorts sponsors, in partnership with UNLV (University of Nevada – Las Vegas), Channel 8 News NOW, and Silver State Schools Credit Union, what has become one of the Clark County School District's most popular public school teacher recognition programs. The School District selects 16 exemplary teachers, who are then rewarded with two free tickets to a UNLV Running Rebels basketball game, his/her custom game jersey and public recognition at the game, along with a one-night hotel stay, dinner for two and show tickets at an MGM Resorts property. Representatives of the sponsors make surprise reward presentations to the selected teachers in their classrooms.

## MGM Resorts Foundation

Our MGM Resorts Foundation (the "Foundation") is a 501(c)(3) nonprofit that empowers our employees to make donations to community nonprofit agencies and programs of their exclusive choice any time of the year. Employee contributions provide 100 percent of the Foundation's funding for distribution to nonprofits designated by the employee or for incorporation into a pool of funds disbursed via agency grants made by our employee Community Grant Councils after a competitive request for proposal process.

Our Company pays all of the Foundation's staffing and administrative costs, which allows every cent of our employees' donations to reach the community programs they specify. The mainstay of our Foundation fundraising is our annual giving campaign. Our year-round Foundation operations also host other fundraising events and activities, admission fees for which are directed to the grant pool – such as our "MGM Resorts Got Talent" employee talent show, and our interproperty athletic sports competitions (basketball, bowling and softball) depicted on these pages.





51% Company Employees Contributed More Than \$5M

**KEY FACT** 

2002-2014

\$59.5M

Total Foundation Contributions









## 109,771

Children empowered by Foundation grants to education support, afterschool and community mentoring programs





#### **Foundation** Grants Awarded



9,542

Individuals and families sustained by Foundation grants for vital assistance including medical care and mental health counseling



Nonprofits supported by individual employee designations

251,980

Individuals and families strengthened by Foundation grants for food, housing and self-sufficiency programs

## Giving Back Through Volunteerism

Volunteerism in community service is an important aspect of our culture of giving and engagement. Our employees invest thousands of hours of their time, talent and resources in a myriad of activities every year to uplift the quality of life in our communities.

# CARING A S G E E VOLUNTEERISM

#### 2014 Employee Volunteer Program

2014 was the second year of our donation-for-service Employee Volunteer Program. Employees receive a nonmonetary memento at 50 volunteer hours, and at 100 service hours our Company makes a \$200 cash or in-kind donation to the employee's nonprofit of choice. At 500 service hours our Company donates \$750 cash or in-kind to the employee's selected nonprofit. Employees have eagerly embraced this program.

#### MGM Springfield Gives!

MGM Springfield sponsored Downtown Dinner Table, a charity dinner event for 200 community supporters at Court Square historic park, for a memorable evening of food, music and art by local artists. Kicked off by Springfield Mayor Domenic Sarno, the event showcased the caliber of culinary, cultural and philanthropic offerings that MGM Springfield will bring to the city.





#### Impact Week: Make a Difference Day!

Company employees volunteered in many different ways during the days before and on the nationally recognized "Make a Difference Day" of service. From feeding the homeless in shelters and packing lunches for the Ronald McDonald House to nursing dogs and cats at The Animal Foundation, our employees gave more than 1,500 service hours to more than 30 volunteer activities Companywide.

For people who think that they are just one person and cannot accomplish much by themselves, I want you to know that you are bound only by the limitations you place on yourself. Find something you feel passionately about. It doesn't have to be the same work that I do, but when you give of yourself, good will come to you."

#### Marcela Loaiza

Cocktail Waitress, MGM Grand

#### **KEY FACT**

In 2014 VolunteerMatch System

**MGM** Resorts Employees

172,316 **Volunteer Hours** 

**Local Community Agencies** 

Through Habitat for Humanity, I've gotten to be involved in practically every step of the process and learned a lot about building. I've framed houses, hung drywall, trimmed doors, set cabinets and sinks – show me something once and I can usually get it handled."

#### **Glenn Nulle**

Security Manager, NY-NY

#### Habitat for Humanity: The Mission of Affordable Housing

Extending our mission of hospitality well beyond our resorts and into our community, MGM Resorts employees celebrated the completion of yet another Companysponsored Habitat for Humanity home in 2014. Supported primarily through Community Grants Fund donations, the home was built by the hands of approximately 300 employees and other volunteers. This North Las Vegas home is the fifth sponsored by MGM Resorts over the last several years.

#### MGM Resorts Giving Summary

#### **2014-2015 Foundation Community Fund Grants**

Southern Nevada

Accessible Space, Inc.

After-School All-Stars Las Vegas

Assistance League of Las Vegas

Blind Center of Nevada Inc.

Boys & Girls Clubs of Southern Nevada

Bridge Counseling Associates Inc.

CASA Foundation

Catholic Charities of Southern Nevada

Clark County Law Foundation

Clark County Public Education Foundation Inc.

Community Action Against Rape

Community Counseling Center

Family and Child Treatment of

Southern Nevada (FACT)

Family To Family Connection

Father Flanagan's Boys Home

Foundation for an Independent Tomorrow

**Future Smiles** 

Goodwill Industries of Southern Nevada Inc.

Habitat For Humanity Las Vegas

Help of Southern Nevada

Hopelink of Southern Nevada

Huntridge Teen Clinic Inc.

Las Vegas Rescue Mission

Las Vegas-Clark County Urban League CAA

Lutheran Social Services of Nevada

Nevada Blind Children's Foundation

Nevada Childhood Cancer Foundation

Nevada Health Centers Inc.

Nevada Homeless Alliance

Nevada P E P Inc.

Nevada Partners Inc.

Nevada Partnership For Homeless Youth

New Vista Ranch Inc

Olive Crest

Rebuilding Together Southern Nevada

Rocky Mountain Planned Parenthood Inc.

Ronald McDonald House Charities of

Greater Las Vegas Inc.

S.A.F.E. House Inc. (Stop Abuse In The Family

Environment)

Shade Tree Incorporated

Spread The Word Nevada

St Rose Dominican Health Foundation

Street Teens

Sunrise Children's Foundation

Three Square

United States Veterans Initiative

University of Nevada Reno Foundation

#### **Northern Nevada**

Assistance League of Reno-Sparks

Best Buddies Nevada

The Food Bank of Northern Nevada

#### Detroit, Michigan

Boys & Girls Clubs of Southeastern Michigan

Girl Scouts Of Southeastern Michigan

Joy-Southfield Community Development

Corporation

Mariners Inn

Michigan Roundtable for Diversity And Inclusion

Starfish Family Services Inc.

Starr Commonwealth

Turning Point Inc.

Winning Futures

#### Biloxi, Mississippi

Bay Area Food Bank

Catholic Social & Community Services

Del Epee Deaf Center

Executive Council of the General Synod of the

United Church of Christ dba Back Bay Mission

Gulf Coast Women's Center

Hancock County Food Pantry

Hope Haven of Hancock County

#### Tunica, Mississippi

Exchange Club Family Center Of

The Mid-South Inc

Memphis Child Advocacy Center

Metropolitan Inter-Faith Assoc.

Mid-South Food Bank

#### **Nevada and Regional Property In-Kind Donations**

American Red Cross

Anchor Center for Blind Children The Delta Gamma Anchor Center for Blind Children

Andre Agassi Foundation

Anti - Defamation League

Association of Fundraising Professionals

Best Buddies Nevada

Bishop Gorman High School - Knight of the Gael

Boys & Girls Club of Southern Nevada

Boys & Girls Club of Truckee Meadows

Brookman Elementary School PTA

Nevada Congress

Candlelighters for Childhood Cancer

Channel Island Marine & Wildlife Institute

Chefs For Kids Inc

Clark County Department of Family Services

Clean Energy Summit

Club Christ Ministries

Create A Change Now

Cystic Fibrosis Foundation

Dave Rice Foundation

Dazzle Africa

Discovery Children's Museum Dress for Success

Epicurean Charitable Foundation

Foundation for an Independent Tomorrow (FIT)

Friends of Las Vegas K-9

Girl Scouts of Southern Nevada

Goodwill Industries of Southern Nevada Inc.

Green Chips

Habitat for Humanity Las Vegas

Help of Southern Nevada

High Sierra Industries

JUSTin Hope

Las Vegas Business Academy

Las Vegas Natural History Museum

Las Vegas Rotary

Las Vegas Urban League

Looking Beyond

Las Vegas Metropolitan Police

Department Foundation

Las Vegas Natural History Museum

Meeting Professionals International Foundation

Nathan Adelson Hospice

National Center for Responsible Gaming

Nevada 150

Nevada Conservation League Education Fund

Nevada Council on Problem Gaming

Nevada Health Centers

Nevada Museum of Art

Nevada Partnership for Inclusive Education

Northwest Career and Technical Academy

One Drop Foundation Inc.

One Night for One Drop

Purple W.I.N.G.S.

Reclaim Your Future - Clark County School District

Ronald McDonald House

Solace Tree

Springs Preserve

St. Rose Dominican Health Foundation

Susan G. Komen for the Cure

The Gay & Lesbian Community Center of

Southern Nevada

The National Council of Negro Women

The Public Education Foundation

The Smith Center for the Performing Arts

Three Square

T.J. Martell Foundation

Toys 4 Smiles University of Nevada, Las Vegas Foundation

Vegas PBS Volunteers in Medicine

Junior Achievement of Southeastern Michigan

Joy-Southfield Community Development

Corporation L'Anse Creuse Foundation for Educational

Opportunities

Mariners Inn Monroe County Community College Alumni

Association Foundation

Operation Graduation Ronald McDonald House of Detroit

The Arc of Oakland County

The Greater Wayne County Links, Inc./Links Foundation

The Heat and Warmth Fund

The Macomb Homeless Coalition Macomb Coalition for Emergency Shelter

The Providence of St. Joseph of the

Capuchin Order

The Senior Alliance

Tomorrow's Child/Michigan SIDS

United Cerebral Palsy of Metropolitan Detroit

United Negro College Fund, Inc.

United Way of St. Clair County

Vista Maria

Walker-Winter Elementary School PTO

Whaley Children's Center: Whaley Memorial

Foundation

Wild Swan Theatre

Winning Futures

BeauCARE Inc.

Better than Ezra Foundation

Boys & Girls Clubs Jackson County

Boys & Girls Clubs of the Gulf Coast

Child Advocacy Center

Childrens Hospital New Orleans

Choctaw County High School

Christus Health Foundation of Southeast Texas

Church of the Incarnation Preschool & Mothers

Day Out Program

Community Family Centers

Covenant Hospice

Cystic Fibrosis Foundation

Daughters of Charity Service New Orleans

Folds of Honor

Friends of The Horn Lake Library

Gulf Coast Carnival & Literary Association of

Biloxi Mississippi

Gulf Coast Health Educators

Gulf Coast Mental Health Center - Mental Health

Assn of Southern Mississippi

Gulf Coast Women's Center for Non Violence

Healing House Hope for Grieving Children

Hope Haven

Jensens Heart of Gold Foundation

Junior Achievement of Greater New Orleans

Juvenile Diabetes Foundation

LaAmistad Inc.

Louisiana Childrens Museum

LSU Medical Alumni Association

Lynn Meadows Discovery Center

Magnolia Speech School for the Deaf

Memphis Recovery Centers

Mental Health Association of South Mississippi

Mississippi Gulf Coast Chamber of Commerce

Oblate School of Theology

Palmer Home For Children

Richard Murphy Hospice Foundation

Ronald McDonald House Charities Memphis

Scottish Rite of Pensacola

St. Alphonsus Catholic School Catholic Diocese of Biloxi

The ALS Association, Louisiana-Mississippi Chapter

The Center for Family Resources

The Junior League of Birmingham

The Marjorie E. Evans Foundation

The Mississippi Opera

#### 2014 Corporate and Regional **Philanthropy Contributions** Nevada

Accessible Space Inc.

After-School All-Stars Las Vegas

Assistance League of Reno-Sparks

Assistance League of Las Vegas

Best Buddies Nevada

Blind Center of Nevada Inc.

Boys & Girls Clubs of Southern Nevada

Bridge Counseling Associates Inc.

CASA Foundation

Catholic Charities of Southern Nevada

Clark County Law Foundation

Clark County Public Education Foundation Inc.

Community Action Against Rape

Community Counseling Center

Family and Child Treatment of Southern Nevada

Family To Family Connection Father Flanagan's Boys Home

Foundation for an Independent Tomorrow

Future Smiles

Goodwill Industries of Southern Nevada Inc.

Habitat for Humanity Las Vegas

Help of Southern Nevada

Hopelink of Southern Nevada

Huntridge Teen Clinic Inc. Las Vegas Rescue Mission

Las Vegas-Clark County Urban League CAA

Lutheran Social Services of Nevada

Nevada Blind Children's Foundation

Nevada Childhood Cancer Foundation

Nevada Health Centers Inc.

Nevada Homeless Alliance

Nevada P E P Inc.

Nevada Partners, Inc.

Nevada Partnership For Homeless Youth

New Vista Ranch Inc.

Olive Crest

Rebuilding Together Southern Nevada

Rocky Mountain Planned Parenthood Inc.

Ronald McDonald House Charities of Greater

Las Vegas Inc.

S.A.F.E. House Inc. (Stop Abuse In The Family

Environment)

Shade Tree Incorporated

Spread The Word Nevada St. Rose Dominican Health Foundation

Street Teens

Sunrise Children's Foundation

Three Square

The Food Bank of Northern Nevada United States Veterans Initiative University of Nevada Reno Foundation

#### Michigan

Boys & Girls Clubs of Southeastern Michigan Girl Scouts of Southeastern Michigan

Haven Inc

Joy-Southfield Community Development Corp

Mariners Inn

Michigan Roundtable for Diversity and Inclusion

Starfish Family Services Inc.

Starr Commonwealth

Turning Point Inc.

Winning Futures

#### Mississippi

Bay Area Food Bank

Catholic Social & Community Services

Del Epee Deaf Center

Exchange Club Family Center of

The Mid-South Inc.

Executive Council of the General Synod of the United Church of Christ (Back Bay Mission)

Gulf Coast Women's Center

Hancock County Food Pantry

Hope Haven of Hancock County

Memphis Child Advocacy Metropolitan Inter-Faith Association

Mid-South Food Bank



### 2014 Green Advantage By the Numbers

794 Million Gallons in the Past 5 Years

Tons of Material Recycled

Solar Array

Recycling Rate

**Electric Vehicle Charging Sessions** 

Million Lights to be Converted to LED

Engaged Teams on MY Green Advantage

Energy Intensity Reduction





At MGM Resorts International, we recognize and embrace our responsibility to positively influence the environmental footprint of our business, guests and employees.

he Green Advantage, our strategic plan for environmental responsibility, is designed to reduce our consumption of natural resources, develop industry best practices and implement positive long-lasting solutions.

With the Green Advantage, we are able to develop and integrate sustainable processes and programs throughout MGM Resorts International's hotel and resort operations, restaurants, office spaces, conventions, retail areas and communities.

At MGM Resorts, sustainability is the cornerstone of innovation. The Green Advantage has been strategically developed to focus on five core areas. Each core area aims to engage our stakeholders in sustainability by identifying opportunities for innovation, education development and implementation of progressive solutions.

Our Company's diverse profile allows us to implement best practices and programs in the following areas:



## Energy & Water Conservation We work diligently to do more with less. We continue to implement

progressive solutions that conserve our precious natural resources.



#### Green Building



### Sustainable Supply Chain We have developed a strategic approach to greening the supply chain of

our properties and corporate offices, from production, to delivery, to the use of the product and disposal.



#### Recycling & Waste Management



#### Outreach & Education

We are dedicated to engaging and empowering our employees and communities to share in our sustainability efforts throughout outreach and education.



## Leadership in Conservation

## Showcasing the Power of Solar Energy

In 2014, MGM Resorts in partnership with NRG Renew, one of the nation's largest solar energy developers, installed a 6.4MW solar photovoltaic (PV) array on the rooftop of the Mandalay Bay Convention Center, spanning 20 acres. It has offset peak electricity demands by as much as 20 percent – enough to power 1,000 homes for a year. This monumental project has paved the way for future PV installations across the Las Vegas hospitality industry.

In our dedication to continue the growth of renewable energy across our portfolio, MGM Resorts has committed to install 2MW of solar PV on the upcoming Mandalay Bay Convention Center expansion. The addition, opening in 2015, will make the resort home to the country's third-largest rooftop array. The combined arrays will generate enough electricity to supply 26 percent of the resort's electricity during peak production.

Mandalay Bay's Shark Reef Aquarium showcases and cares for several endangered or threatened species, such as Komodo dragons, green sea turtles and zebra sharks. All major displays are energy-efficient as a result of using VFD motors and LED lighting.



#### **KEY FACT**

Over the past five years, MGM Resorts International has completed energy conservation efforts in resorts that have cumulatively saved 194M kWh of electricity and 239,000 MMBtu of natural gas, enough energy to equal the annual usage of

23,000 average U.S. homes.



Shark Reef Aquarium at Mandalay Bay is committed to sustainability in multiple ways: from reducing our energy and water use, to educating schoolchildren on the importance of the oceans, to contributing to sustainable populations of sharks, rays and Komodo dragons through our breeding programs." **Adrienne Rowland** Director of Animal Care at Mandalay Bay Shark Reef

#### Saving Water in the Mojave Desert

Although Las Vegas has been called "an oasis" in the Mojave Desert, the MGM Grand Las Vegas has been dedicated to the conservation of water, the world's most precious natural resource, for many years. The property has implemented efforts to reduce exterior water usage by converting natural grass surfaces to water-efficient desert landscaping and artificial turf.

In 2014, MGM Grand enhanced its usage of on-site well water to reduce its dependence on water from local Lake Mead, the largest reservoir in the country, in terms of capacity. Today, 100 percent of property exterior irrigation and 60 percent of property cooling tower water needs are provided by well water sources. Last year alone, these efforts contributed to reducing consumption of water from the reservoir by 21 million gallons.





## Innovations in Green Building

#### New Developments

As a leader in hospitality and entertainment, MGM Resorts is continually reimagining and improving upon the guest experience. To accompany our ongoing energy retrofits of existing buildings, we are committed to implementing sustainable best practices across all future development areas. MGM Resorts is dedicated to designing buildings to U.S. Green Building Council's LEED Gold standard.

Numerous MGM Resorts developments are currently underway, with sustainability as a foundation of their design. Opening in 2016, National Harbor is designed to complement the local environment and ecological surroundings. In western Massachusetts, MGM Springfield is slated to reinvigorate the area by developing a resort which will include regional enhancements and encourage local sourcing.

#### **KEY FACT**

By simply staying at ARIA, an MGM Resorts LEED Gold hotel and casino, our guests can

reduce their footprint by

environmental footprint by

due to the property's sustainable design and operations.







MGM Resorts International is upgrading all Las Vegas property lighting with LED or other high-efficiency lighting over the next two years. The project encompasses the replacement of approximately 1.3 million lights at MGM Resort's 14 North American properties.

> MGM Resorts International was the first major gaming company to calculate and publicly report its annual carbon footprint in 2009. Each year since, the Company has made full disclosure through the Carbon Disclosure Project.

MGM Resorts International is honored to participate in a presidential leadership initiative by way of the Department of Energy's Better Buildings Challenge. As one of more than 250 organizations involved, MGM has committed 78 million square feet of our commercial real estate."

#### **Chris Magee**

Executive Director of Sustainable Facilities. MGM Resorts International

Co-Chair of the Department of Energy Better Building Alliance, Commercial Real Estate & Hospitality Sector

#### Better Buildings Challenge

MGM Resorts operates as an energy-efficient company, which significantly reduces our environmental impact while providing value to the communities in which we operate. In 2014, we committed to improving our energy performance by achieving a 20 percent reduction in energy intensity by 2020. We strive to implement innovative solutions in resource management. We focus on operational efficiency and stakeholder engagement and are actively involved with the Department of Energy Better Building Challenge program.

Through our partnership, we are dedicated to improving energy performance across 12 properties, which represents 78 million square feet. Portfoliowide, MGM Resorts has improved energy intensity by 3.4 percent, with MGM Grand Detroit achieving a 12.2 percent reduction.

We have been working with the DOE since 2008 when we were invited to join the steering committee of the Better Buildings Alliance.

## Utilizing Sustainable Materials & Products

#### Green Offices

Parallel to our guest-facing sustainability initiatives and advancements are the enhancements and improvements MGM Resorts is making to the corporate and Company offices through technological advancements and responsible product sourcing. We believe that a more efficient and ecofriendly work environment engages and inspires our employees to play an active role in the Green Advantage.

In 2014, MGM Resorts relocated approximately 3,000 corporate employees to a centralized complex, with sustainability in mind. With this relocation, we were able to divert 82 percent of what made up the previous site, which included construction materials, infrastructure and even reclaimed landscaping. The new corporate campus includes sustainable features such as efficient lighting, recycled content, recycling stations and sustainable furnishings, with no VOC carpeting or wall décor. Additional design elements take advantage of outdoor spaces and natural lighting.

To support the initiative, the Corporate Sustainability Division recently executed an LED retrofit, which resulted in the installation of smart sensor and wireless fixtures throughout corporate offices. This project allows for energy savings and employee lighting comfort through control settings.

One of the key successes in the Corporate Campus project was our focus on the reuse of working building components such as air conditioning units, light boxes, networking and wireless equipment, exterior signage, doors and locks, and shading components. We also focused on repurposing and donating furnishings to local nonprofits."

#### **Cindy Wild**

Director of Construction Development, MGM Resorts International



In 2014, MGM Resorts installed electric vehicle charging stations across 14 locations, which resulted in

3,200 charging sessions.





One example of how we use sustainable products throughout Food and Beverage venues is Della's Kitchen at Mandalay Bay, a newly remodeled restaurant, which features local and seasonal ingredients, bamboo furniture and glassware made out of reclaimed materials.

MGM Resorts engages service and product providers in sustainability by establishing environmental standards during the bidding and contracting process. This best practice promotes our sustainable supply chain, while supporting the environmental platform of our partners.





**MGM** Resorts introduced 31 compressed natural gas (CNG) Cadillac XTS limousines into our transportation portfolio.



# Optimizing Recycling & Waste Management Opportunities

At MGM Resorts, we recognize the opportunity to deploy comprehensive recycling programs across our properties, while educating and training employees to recycle at home and at work. Our employees have been instrumental in driving successful programs throughout our hotels and casinos by implementing improvements in the diversion of warehouse waste, upstream separation of recyclables from landfill materials and expanding recycling practices through vendors.

We've been able to achieve a 47 percent diversion rate. In 2014, MGM Resorts recycled more than 56,000 tons, the equivalent in weight to 3,700 school buses.

Our waste management programs have been designed to divert a wide variety of materials from landfills while seeking responsible, innovative solutions for handling nonrecyclable items. Across MGM Resorts properties, we are committed to recycling commodities such as paper, food, construction material, glass, oil, metal, plastics and unique materials such as batteries, carpet, cork and electronics.

#### **KEY FACT**

In 2014, New York-New York was the first of MGM Resorts' properties to celebrate America Recycles Day by hosting a nationally registered event which encouraged the participation of 3,000 employees to "Reduce. Reuse. Recycle."

Understanding the environmental impact of electronic waste, MGM Resorts has implemented a comprehensive Companywide program to recycle and mitigate e-waste from local landfills with support from a multinational recycling partner.















## Driving Engagement & Education

#### MY Green Advantage – Driving Sustainability Through Employee Engagement

The foundation of the Green Advantage's success lies within employee engagement, education and development. At MGM Resorts, we are dedicated to supporting and developing our employees' sustainable lifestyle at home and at work. In 2014, we empowered our 62,000 employees to leave a positive, sustainable impact through an innovative engagement application, MY Green Advantage.

MY Green Advantage is an online, social application that challenges and encourages our employees to make

smarter choices and lifestyle changes with environmental responsibility in mind. This custom application has been specifically designed to connect MGM Resorts' employees across all of our properties via web browser or mobile device. MY Green Advantage showcases and recommends unique, behavior-changing actions such as regional energy incentives, local outdoor recreational and volunteer opportunities and various best practices associated with employees' personal aspirations within environmental sustainability.

MY Green Advantage is an interactive platform that allows me to grow, measure and display my passion for creating a positive impact on the environment. Many suggested actions are simple things, but there are also many other green behaviors to try. The smart app helps me live a sustainable life, while giving me an opportunity to be engaged and recognized among my colleagues."

#### **Nicole Kulik**

Executive Assistant, ARIA Resort & Casino

In 2014, MGM Resorts launched the Green Advantage Meetings program. Through this program our meeting clients are able to customize and incorporate sustainability into all elements of their planning and execution process to minimize and measure their environmental impact.



Through friendly competition among 21 teams, our MY Green Advantage participants have made huge strides in conserving our planet's natural resources. Since the launch of the program, MGM Resort's active employees have collectively saved over 57 million gallons of water, 789 dumpsters worth of trash and enough energy to power New York City for 16,980 seconds. With employee participation on the rise, we anticipate even bigger milestones and achievements in 2015.

As a leader in sustainability, MGM Resorts is committed to further enhancing the MY Green Advantage application.

By developing new and engaging content through the platform, we will expand the use of MY Green Advantage to tie actions, projects and activities into driving behavioral changes and environmental reductions in functional areas such as retail, hotel, restaurants and even casinos.

Empowering our employees in new ways to take positive steps toward reducing our environmental impact will further support our commitment to setting global standards for sustainability by engaging the communities in which we operate.

Our Company is home to 16 green teams, which are composed of diverse departments and individuals. Each team works diligently to drive green initiatives across their property's culture and operations.





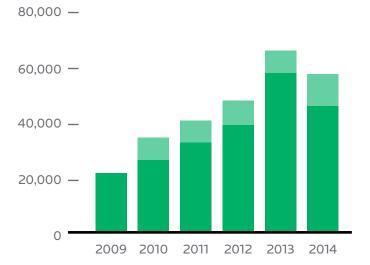
#### **KEY FACT**

Through a partnership with Friends of Nevada Wilderness, a nonprofit agency focused on preserving wilderness, MGM Resorts' employees volunteer in hands-on restoration projects to make sure the next generation will still benefit from wild places.

## Measuring Our Impact

#### Waste Diversion

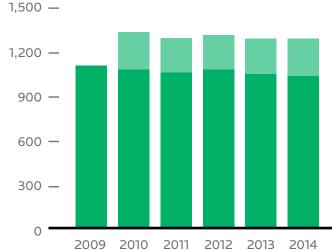
(Tons diverted)



In 2014, we recycled 56 thousand tons and achieved a 47 percent diversion rate.

#### **Electricity Usage**

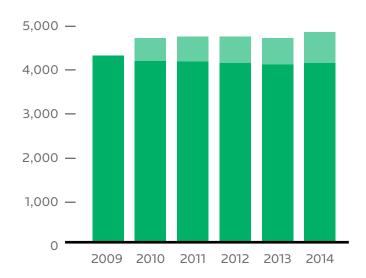
(Million kWh)



In the past five years, we have saved 194 million kWh, excluding CityCenter.

#### Water Usage

(Million gallons)

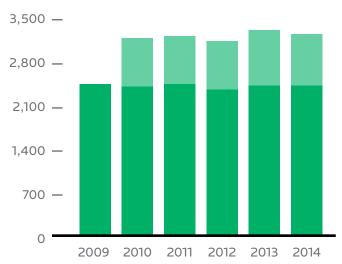


In the past five years, we have saved 794 million gallons of water, excluding CityCenter.

■ Domestic Properties ■ CityCenter

#### Natural Gas Usage

(Thousands MMBtu)



In the past five years, we have saved 239 thousand MMBtu, excluding CityCenter.

#### **EXECUTIVE AUTHORS & EDITORS**

#### Phyllis A. James

Executive Vice President, Special Counsel—Litigation and Chief Diversity & Corporate Responsibility Officer

#### **Cindy Ortega**

Senior Vice President and Chief Sustainability Officer

#### **CONTRIBUTING AUTHORS & EDITORS**

Rey Bouknight Magaly Munoz-Mejorado
Chris Brophy Sonya Padgett
Mary Brotherton Rachel Rogala
Maria Gatti Henry Shields
Shelley Gitomer Regina Stepanov

Lyzel Krebs

#### CONTRIBUTING PHOTOGRAPHERS

Scott Anderson Jim Braire Maren Fritz Craig McCool

For more information regarding MGM Resorts International Diversity & Inclusion, Philanthropy & Community Engagement and Sustainability Initiatives:

#### **Corporate Diversity and Community Engagement**

840 Grier Road, Las Vegas, NV 89119

#### **Corporate Sustainability Division**

840 Grier Road, Las Vegas, NV 89119

MGMRESORTS.COM/CSR

Inspiring Our World Corporate Social Responsibility Report 2014 was produced by Corporate Reports Inc.

© 2015 MGM Resorts International®. All rights reserved. Printed in the USA.







