

**CHEROKEE NATION BUSINESSES**  
**FULL COUNCIL OF THE CHEROKEE NATION REPORT**



**September 1, 2023, as of August 31, 2023**  
**Compiled by Amber Edwards, Director Executive Administration**  
**CNB Administration Standard Report to the Council of the Cherokee Nation**  
**for the month of August 2023**

# Table of Contents

|   |    |
|---|----|
| Tribal Employment.....                                    | 2  |
| I. Overall.....   | 2  |
| II. By Company Type and Organization Level.....           | 2  |
| Additional Cherokee Nation Entertainment Information..... | 6  |
| I. Hiring Practices.....                                  | 6  |
| II. Retention.....  | 6  |
| III. Promotions.....                                      | 7  |
| Appendix.....   | 8  |
| I. Organization Level by Company.....                     | 8  |
| II. Full List of Termination Reasons.....                 | 18 |

## Tribal Employment

### I. Overall

|  | Total Employees | Cherokee     | Other Tribal | Non-Native   |
|--|-----------------|--------------|--------------|--------------|
| <b>All Cherokee Nation Businesses</b>  | <b>9,652</b>    | <b>2,462</b> | <b>251</b>   | <b>6,939</b> |
| <i>(Includes Temporary and Contract Employees)</i>   |                 |              |              |              |
| <b>Cherokee Nation Businesses- Preference</b>  | <b>3,781</b>    | <b>60.2%</b> | <b>6.2%</b>  | <b>33.5%</b> |
| <i>(Excluding Temporary and Contract Employees, including companies where we <b>can</b> practice preference)</i>   |                 |              |              |              |
| <b>Cherokee Nation Businesses- Non Preference</b>  | <b>1,556</b>    | <b>8.5%</b>  | <b>0.5%</b>  | <b>90.9%</b> |
| <i>(Excluding Temporary and Contract Employees, including companies where we <b>can't</b> practice preference)</i> |                 |              |              |              |

### II. By Company Type and Organization Level

| Cherokee Preference Companies                          |                 |               |              |              |
|--|-----------------|---------------|--------------|--------------|
|  | Total Employees | Cherokee      | Other Tribal | Non-Native   |
| <i>(Includes Temporary and Contract Employees)</i>     |                 |               |              |              |
| <b>Cherokee Nation Entertainment</b>                   | <b>3,218</b>    | <b>55.9%</b>  | <b>6.5%</b>  | <b>37.6%</b> |
| Catoosa  | 1,237           | 37.3%         | 8.3%         | 54.3%        |
| Ft. Gibson   | 87              | 83.9%         | 9.2%         | 6.9%         |
| Grove  | 104             | 66.3%         | 2.9%         | 30.8%        |
| Jay Laundry  | 16              | 93.8%         | 0.0%         | 6.3%         |
| Ramona   | 110             | 45.5%         | 10.0%        | 44.5%        |
| Roland   | 344             | 66.6%         | 3.5%         | 29.9%        |
| Sallisaw   | 169             | 72.8%         | 4.7%         | 22.5%        |
| S. Coffeyville   | 103             | 46.6%         | 5.8%         | 47.6%        |
| Tahlequah  | 196             | 80.6%         | 4.6%         | 14.8%        |
| West Siloam  | 480             | 69.4%         | 3.1%         | 27.5%        |
| Corporate  | 372             | 64.0%         | 9.1%         | 26.9%        |
| <b>Cherokee Nation Businesses</b>                      | <b>263</b>      | <b>69.2%</b>  | <b>6.8%</b>  | <b>24.0%</b> |
| <b>Cherokee Nation Property Management</b>             | <b>34</b>       | <b>91.2%</b>  | <b>2.9%</b>  | <b>5.9%</b>  |
| <b>Cultural and Economic Development</b>               | <b>183</b>      | <b>84.2%</b>  | <b>4.9%</b>  | <b>10.9%</b> |
| <b>Cherokee Nation Blue Ribbon Downs Training, LLC</b> | <b>1</b>        | <b>100.0%</b> | <b>0.0%</b>  | <b>0.0%</b>  |
| <b>Sub-Total:</b>                                      | <b>3,699</b>    | <b>58.6%</b>  | <b>6.4%</b>  | <b>35.1%</b> |

| <b>Native American Preference Companies</b>                |                        |                 |                     |                   |
|--|------------------------|-----------------|---------------------|-------------------|
| <i>(Includes Temporary and Contract Employees)</i>         | <b>Total Employees</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
| <b>CN Aerospace and Defense, LLC</b>                       | <b>73</b>              | <b>65.8%</b>    | <b>2.7%</b>         | <b>31.5%</b>      |
| <b>CND LLC</b>   | <b>91</b>              | <b>90.1%</b>    | <b>1.1%</b>         | <b>8.8%</b>       |
| <b>Cherokee Nation Industries, LLC</b>                     | <b>4</b>               | <b>50.0%</b>    | <b>25.0%</b>        | <b>25.0%</b>      |
| <b>Sub-Total:</b>  | <b>168</b>             | <b>78.6%</b>    | <b>2.4%</b>         | <b>19.0%</b>      |
| <b>Organizational Level - Preference Companies*</b>        |                        |                 |                     |                   |
| <i>(Includes Temporary and Contract Employees)</i>         | <b>Total Employees</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
| <b>All Cherokee Nation Businesses Preference Companies</b> |                        |                 |                     |                   |
| Vice President and above                                   | 31                     | 67.7%           | 0.0%                | 32.3%             |
| Director/General Manager                                   | 77                     | 64.9%           | 6.5%                | 28.6%             |
| Manager  | 309                    | 78.0%           | 3.6%                | 18.4%             |
| Supervisor   | 323                    | 73.4%           | 6.8%                | 19.8%             |
| Non-Management   | 3,127                  | 55.9%           | 6.5%                | 37.6%             |
| <b>Sub-Total:</b>  | <b>3,867</b>           |                 |                     |                   |

\*Note: "Preference Companies" are those in which Cherokee or Native American preference can be applied to most positions; preference cannot be applied to certain positions due to their involvement with federal government contracts or if otherwise prohibited by law or regulation.

| <b>Non-Preference Companies**</b>                  |                        |                 |                     |                   |
|--|------------------------|-----------------|---------------------|-------------------|
| <i>(Includes Temporary and Contract Employees)</i> | <b>Total Employees</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
| <b>Cherokee Nation Operational Solutions, LLC</b>  | <b>425</b>             | <b>0.5%</b>     | <b>0.2%</b>         | <b>99.3%</b>      |
| <b>CN Aerospace and Defense, LLC</b>               | <b>100</b>             | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee Nation Businesses</b>                  | <b>243</b>             | <b>20.6%</b>    | <b>2.5%</b>         | <b>77.0%</b>      |
| <b>Cherokee Nation Armored Solutions, LLC</b>      | <b>47</b>              | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee Nation Defense Solutions</b>           | <b>138</b>             | <b>0.7%</b>     | <b>0.0%</b>         | <b>99.3%</b>      |
| <b>Cherokee Nation Technology</b>                  | <b>4</b>               | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee Services Group</b>                     | <b>34</b>              | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee Nation Security and Defense</b>        | <b>21</b>              | <b>0.0%</b>     | <b>4.8%</b>         | <b>95.2%</b>      |
| <b>Cherokee Nation Assurance</b>                   | <b>97</b>              | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee Nation Construction Services</b>       | <b>0</b>               | <b>0.0%</b>     | <b>0.0%</b>         | <b>0.0%</b>       |
| <b>Cherokee Nation Healthcare Services</b>         | <b>11</b>              | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee Nation Government Solutions</b>        | <b>30</b>              | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee Nation Technology Solutions</b>        | <b>28</b>              | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee CRC LLC</b>                            | <b>15</b>              | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee Nation 3S</b>                          | <b>238</b>             | <b>1.3%</b>     | <b>0.0%</b>         | <b>98.7%</b>      |
| <b>Cherokee Nation Construction Resources</b>      | <b>0</b>               | <b>0.0%</b>     | <b>0.0%</b>         | <b>0.0%</b>       |
| <b>CN Mission Solutions</b>                        | <b>36</b>              | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee Nation Mechanical</b>                  | <b>0</b>               | <b>0.0%</b>     | <b>0.0%</b>         | <b>0.0%</b>       |
| <b>Cherokee Nation Strategic Programs</b>          | <b>736</b>             | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee Nation Environmental Solutions</b>     | <b>25</b>              | <b>8.0%</b>     | <b>0.0%</b>         | <b>92.0%</b>      |
| <b>Cherokee Nation Systems Solutions</b>           | <b>765</b>             | <b>0.7%</b>     | <b>0.0%</b>         | <b>99.3%</b>      |
| <b>Cherokee Nation Management &amp; Consulting</b> | <b>403</b>             | <b>0.5%</b>     | <b>0.0%</b>         | <b>99.5%</b>      |
| <b>Cherokee Nation Red Wing</b>                    | <b>54</b>              | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>CN Solutions Link LLC</b>                       | <b>20</b>              | <b>5.0%</b>     | <b>0.0%</b>         | <b>95.0%</b>      |
| <b>CN Federal Consulting, LLC</b>                  | <b>605</b>             | <b>0.5%</b>     | <b>0.0%</b>         | <b>99.5%</b>      |
| <b>Will Rogers Downs</b>                           | <b>160</b>             | <b>56.9%</b>    | <b>1.3%</b>         | <b>41.9%</b>      |
| <b>Cherokee Insights, LLC</b>                      | <b>31</b>              | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee Nation Development Group, LLC</b>      | <b>0</b>               | <b>0.0%</b>     | <b>0.0%</b>         | <b>0.0%</b>       |
| <b>Cherokee Nation Integrated Health, LLC</b>      | <b>64</b>              | <b>3.1%</b>     | <b>0.0%</b>         | <b>96.9%</b>      |
| <b>Preting, LLC</b>                                | <b>281</b>             | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Cherokee Strategic Solutions, LLC</b>           | <b>58</b>              | <b>1.7%</b>     | <b>0.0%</b>         | <b>98.3%</b>      |
| <b>Cherokee United Services, LLC</b>               | <b>1</b>               | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |
| <b>Gold Strike Casino Resort, LLC</b>              | <b>1,113</b>           | <b>0.1%</b>     | <b>0.0%</b>         | <b>99.9%</b>      |
| <b>CNE Gaming Holdings, LLC</b>                    | <b>2</b>               | <b>0.0%</b>     | <b>0.0%</b>         | <b>100.0%</b>     |

|  |                        |                 |                     |                   |
|--|------------------------|-----------------|---------------------|-------------------|
| <b>Sub-Total:</b>  | <b>5,785</b>           | <b>2.8%</b>     | <b>0.2%</b>         | <b>97.0%</b>      |
| <p><b>**Note: Although a Cherokee or Native American preference can be applied to most positions at CNB and CNE, preference cannot be applied to certain positions due to their involvement with federal government contracts or if otherwise prohibited by law or regulation.</b></p> |                        |                 |                     |                   |
| <b>Organizational Level - Non-Preference Companies</b>   |                        |                 |                     |                   |
| <i>(Includes Temporary and Contract Employees)</i>   | <b>Total Employees</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
| <b>All Cherokee Nation Businesses</b>  |                        |                 |                     |                   |
| Vice President and above   | 15                     | 33.3%           | 0.0%                | 66.7%             |
| Director/General Manager   | 62                     | 11.3%           | 3.2%                | 85.5%             |
| Manager  | 525                    | 5.3%            | 0.0%                | 94.7%             |
| Supervisor   | 284                    | 4.6%            | 0.0%                | 95.4%             |
| Non-Management   | 4,899                  | 2.3%            | 0.2%                | 97.6%             |
| <b>Sub-Total:</b>  | <b>5,785</b>           |                 |                     |                   |

## Additional Cherokee Nation Entertainment Information

| <b>I. Hiring Practices</b>  | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|-----------------------------|--------------|-----------------|---------------------|-------------------|
| Active Resumes/Applications | 2,191        | 35.8%           | 8.8%                | 55.4%             |
| # of Distinct Applicants    | 1,530        | 32.8%           | 8.3%                | 58.9%             |
| Total Positions Hired       | 206          | 31.6%           | 7.3%                | 61.2%             |

| <b>II. Retention</b>  | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---|--------------|-----------------|---------------------|-------------------|
| <b>Employees Terminated</b>                                 | <b>146</b>   | <b>40.4%</b>    | <b>7.5%</b>         | <b>52.1%</b>      |
| Attendance  | 4            | 50.0%           | 0.0%                | 50.0%             |
| Dissatisfied with Department                                | 1            | 0.0%            | 100.0%              | 0.0%              |
| Dissatisfied with Job                                       | 8            | 37.5%           | 0.0%                | 62.5%             |
| Dissatisfied with Pay                                       | 11           | 54.5%           | 9.1%                | 36.4%             |
| Dissatisfied with Shift                                     | 2            | 0.0%            | 50.0%               | 50.0%             |
| Failure To Meet Minimum Employment Requirements/Credentials | 1            | 0.0%            | 0.0%                | 100.0%            |
| Failure to Return from Leave                                | 2            | 0.0%            | 0.0%                | 100.0%            |
| Family Reasons  | 8            | 25.0%           | 12.5%               | 62.5%             |
| Gross Misconduct  | 2            | 50.0%           | 0.0%                | 50.0%             |
| Misconduct  | 3            | 33.3%           | 0.0%                | 66.7%             |
| No Call-No Show   | 29           | 41.4%           | 17.2%               | 41.4%             |
| No Show Orientation   | 7            | 0.0%            | 0.0%                | 100.0%            |
| Personal Reasons  | 42           | 40.5%           | 0.0%                | 59.5%             |
| Physical Work Environment                                   | 1            | 100.0%          | 0.0%                | 0.0%              |
| Relocation  | 5            | 60.0%           | 20.0%               | 20.0%             |
| Relocation of Spouse  | 1            | 100.0%          | 0.0%                | 0.0%              |
| Return to School  | 11           | 45.5%           | 0.0%                | 54.5%             |
| Terminated During Probation Period                          | 3            | 0.0%            | 33.3%               | 66.7%             |
| Transfer to CN Affiliate                                    | 4            | 100.0%          | 0.0%                | 0.0%              |
| Violation of Rules  | 1            | 100.0%          | 0.0%                | 0.0%              |

| <b>III. Promotions</b>                 | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--|--------------|-----------------|---------------------|-------------------|
|  | <b>28</b>    | <b>67.9%</b>    | <b>0.0%</b>         | <b>32.1%</b>      |
| Assistant Course Superintendent        | 1            | 0.0%            | 0.0%                | 100.0%            |
| Casino Host                            | 1            | 0.0%            | 0.0%                | 100.0%            |
| Commercial Kitchen Appliance Repairman | 1            | 0.0%            | 0.0%                | 100.0%            |
| Drop Count Lead                        | 1            | 100.0%          | 0.0%                | 0.0%              |
| Drop Count Supervisor I                | 1            | 100.0%          | 0.0%                | 0.0%              |
| E-Games Technician II                  | 1            | 100.0%          | 0.0%                | 0.0%              |
| EVS Casino Attendant                   | 1            | 0.0%            | 0.0%                | 100.0%            |
| Front Desk Agent                       | 1            | 0.0%            | 0.0%                | 100.0%            |
| Lead Facilities Maintenance Associate  | 1            | 0.0%            | 0.0%                | 100.0%            |
| Lead Security Guard                    | 3            | 66.7%           | 0.0%                | 33.3%             |
| Mixologist                             | 3            | 66.7%           | 0.0%                | 33.3%             |
| Pantry Cook                            | 1            | 100.0%          | 0.0%                | 0.0%              |
| Player Development Specialist          | 1            | 100.0%          | 0.0%                | 0.0%              |
| Player Services Representative         | 1            | 100.0%          | 0.0%                | 0.0%              |
| Product Manager Gaming                 | 1            | 100.0%          | 0.0%                | 0.0%              |
| Production Cook                        | 1            | 100.0%          | 0.0%                | 0.0%              |
| Revenue Audit Manager I                | 1            | 100.0%          | 0.0%                | 0.0%              |
| Room Inspector                         | 2            | 50.0%           | 0.0%                | 50.0%             |
| Security Guard/Armed                   | 3            | 100.0%          | 0.0%                | 0.0%              |
| Sr Security Officer                    | 1            | 100.0%          | 0.0%                | 0.0%              |
| Supervisor Food and Beverage           | 1            | 100.0%          | 0.0%                | 0.0%              |



## Appendix

### I. Organization Level by Company

| <b>Cherokee Nation Entertainment</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--------------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above             | 9            | 55.6%           | 0.0%                | 44.4%             |
| Director/General Manager             | 43           | 67.4%           | 2.3%                | 30.2%             |
| Manager                              | 214          | 77.1%           | 2.8%                | 20.1%             |
| Supervisor                           | 317          | 71.6%           | 6.9%                | 21.5%             |
| Non-Management                       | 2,795        | 52.3%           | 6.5%                | 41.1%             |
| <b>Sub-Total:</b>                    | <b>3,378</b> |                 |                     |                   |

| <b>Cherokee Nation Businesses</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|-----------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above          | 35           | 54.3%           | 0.0%                | 45.7%             |
| Director/General Manager          | 53           | 39.6%           | 9.4%                | 50.9%             |
| Manager                           | 85           | 58.8%           | 2.4%                | 38.8%             |
| Supervisor                        | 7            | 71.4%           | 0.0%                | 28.6%             |
| Non-Management                    | 326          | 42.0%           | 5.2%                | 52.8%             |
| <b>Sub-Total:</b>                 | <b>506</b>   |                 |                     |                   |

| <b>Cherokee Nation Assurance</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|----------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above         | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager         | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                          | 8            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                       | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                   | 89           | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>                | <b>97</b>    |                 |                     |                   |

| <b>Cherokee Nation Construction Services</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--|--------------|-----------------|---------------------|-------------------|
| Vice President and above                     | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                     | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                                      | 0            | 0.0%            | 0.0%                | 0.0%              |
| Supervisor                                   | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                               | 0            | 0.0%            | 0.0%                | 0.0%              |
| <b>Sub-Total:</b>                            | <b>0</b>     |                 |                     |                   |

| <b>Cherokee Nation Technology</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|-----------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above          | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager          | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                           | 0            | 0.0%            | 0.0%                | 0.0%              |
| Supervisor                        | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                    | 4            | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>                 | <b>4</b>     |                 |                     |                   |

| <b>Cherokee Services Group</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above       | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager       | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                        | 2            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                     | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                 | 32           | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>              | <b>34</b>    |                 |                     |                   |

| <b>Cherokee Nation Security and Defense</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---|--------------|-----------------|---------------------|-------------------|
| Vice President and above                    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                                     | 2            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                                  | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                              | 19           | 0.0%            | 5.3%                | 94.7%             |
| <b>Sub-Total:</b>                           | <b>21</b>    |                 |                     |                   |

| <b>CN Aerospace and Defense, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--------------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above             | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager             | 2            | 0.0%            | 0.0%                | 100.0%            |
| Manager                              | 19           | 10.5%           | 0.0%                | 89.5%             |
| Supervisor                           | 2            | 100.0%          | 0.0%                | 0.0%              |
| Non-Management                       | 150          | 29.3%           | 1.3%                | 69.3%             |
| <b>Sub-Total:</b>                    | <b>173</b>   |                 |                     |                   |

| <b>CND LLC</b>           | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager | 1            | 0.0%            | 0.0%                | 100.0%            |
| Manager                  | 5            | 80.0%           | 0.0%                | 20.0%             |
| Supervisor               | 7            | 100.0%          | 0.0%                | 0.0%              |
| Non-Management           | 78           | 91.0%           | 1.3%                | 7.7%              |
| <b>Sub-Total:</b>        | <b>91</b>    |                 |                     |                   |

| <b>Cherokee Nation Red Wing</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above        | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager        | 2            | 0.0%            | 0.0%                | 100.0%            |
| Manager                         | 7            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                      | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                  | 45           | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>               | <b>54</b>    |                 |                     |                   |

| <b>Cherokee Nation Healthcare Services</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--|--------------|-----------------|---------------------|-------------------|
| Vice President and above                   | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                   | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                                    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Supervisor                                 | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                             | 11           | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>                          | <b>11</b>    |                 |                     |                   |

| <b>Cherokee Nation Government Solutions</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---|--------------|-----------------|---------------------|-------------------|
| Vice President and above                    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                                     | 4            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                                  | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                              | 26           | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>                           | <b>30</b>    |                 |                     |                   |

| <b>Cherokee Nation Technology Solutions</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---|--------------|-----------------|---------------------|-------------------|
| Vice President and above                    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                                     | 6            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                                  | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                              | 22           | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>                           | <b>28</b>    |                 |                     |                   |

| <b>Cherokee CRC, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                  | 6            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor               | 3            | 0.0%            | 0.0%                | 100.0%            |
| Non-Management           | 6            | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>        | <b>15</b>    |                 |                     |                   |

| <b>Cherokee Nation 3S</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non Native</b> |
|---------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above  | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager  | 1            | 100.0%          | 0.0%                | 0.0%              |
| Manager                   | 29           | 3.4%            | 0.0%                | 96.6%             |
| Supervisor                | 6            | 0.0%            | 0.0%                | 100.0%            |
| Non-Management            | 202          | 0.5%            | 0.0%                | 99.5%             |
| <b>Sub-Total:</b>         | <b>238</b>   |                 |                     |                   |

| <b>Cherokee Nation Construction Resources</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---|--------------|-----------------|---------------------|-------------------|
| Vice President and above                      | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                      | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                                       | 0            | 0.0%            | 0.0%                | 0.0%              |
| Supervisor                                    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                                | 0            | 0.0%            | 0.0%                | 0.0%              |
| <b>Sub-Total:</b>                             | <b>0</b>     |                 |                     |                   |

| <b>CN Mission Solutions</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|-----------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                     | 4            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                  | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management              | 32           | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>           | <b>36</b>    |                 |                     |                   |

| <b>Cherokee Nation Operational Solutions, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---|--------------|-----------------|---------------------|-------------------|
| Vice President and above                          | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                          | 3            | 33.3%           | 0.0%                | 66.7%             |
| Manager   | 21           | 0.0%            | 0.0%                | 100.0%            |
| Supervisor  | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                                    | 401          | 0.2%            | 0.2%                | 99.5%             |
| <b>Sub-Total:</b>                                 | <b>425</b>   |                 |                     |                   |

| <b>Cherokee Nation Mechanical</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|-----------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above          | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager          | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                           | 0            | 0.0%            | 0.0%                | 0.0%              |
| Supervisor                        | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                    | 0            | 0.0%            | 0.0%                | 0.0%              |
| <b>Sub-Total:</b>                 | <b>0</b>     |                 |                     |                   |

| <b>Cherokee Nation Property Management</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--|--------------|-----------------|---------------------|-------------------|
| Vice President and above                   | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                   | 1            | 100.0%          | 0.0%                | 0.0%              |
| Manager                                    | 8            | 87.5%           | 0.0%                | 12.5%             |
| Supervisor                                 | 5            | 100.0%          | 0.0%                | 0.0%              |
| Non-Management                             | 20           | 90.0%           | 5.0%                | 5.0%              |
| <b>Sub-Total:</b>                          | <b>34</b>    |                 |                     |                   |

| <b>Cherokee Nation Strategic Programs</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---|--------------|-----------------|---------------------|-------------------|
| Vice President and above                  | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                  | 2            | 0.0%            | 0.0%                | 100.0%            |
| Manager                                   | 50           | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                                | 1            | 0.0%            | 0.0%                | 100.0%            |
| Non-Management                            | 683          | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>                         | <b>736</b>   |                 |                     |                   |

| <b>Cherokee Nation Environmental Solutions</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--|--------------|-----------------|---------------------|-------------------|
| Vice President and above                       | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                       | 1            | 0.0%            | 0.0%                | 100.0%            |
| Manager  | 10           | 20.0%           | 0.0%                | 80.0%             |
| Supervisor                                     | 10           | 0.0%            | 0.0%                | 100.0%            |
| Non-Management                                 | 4            | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>                              | <b>25</b>    |                 |                     |                   |

| <b>Cherokee Nation Industries, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--|--------------|-----------------|---------------------|-------------------|
| Vice President and above               | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager               | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                                | 1            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                             | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                         | 3            | 66.7%           | 33.3%               | 0.0%              |
| <b>Sub-Total:</b>                      | <b>4</b>     |                 |                     |                   |

| <b>Cherokee Nation Systems Solutions</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--|--------------|-----------------|---------------------|-------------------|
| Vice President and above                 | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                 | 3            | 0.0%            | 0.0%                | 100.0%            |
| Manager                                  | 52           | 3.8%            | 0.0%                | 96.2%             |
| Supervisor                               | 209          | 0.0%            | 0.0%                | 100.0%            |
| Non-Management                           | 501          | 0.6%            | 0.0%                | 99.4%             |
| <b>Sub-Total:</b>                        | <b>765</b>   |                 |                     |                   |

| <b>Cherokee Nation Management &amp; Consulting</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--|--------------|-----------------|---------------------|-------------------|
| Vice President and above                           | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                           | 4            | 0.0%            | 0.0%                | 100.0%            |
| Manager  | 73           | 0.0%            | 0.0%                | 100.0%            |
| Supervisor   | 6            | 0.0%            | 0.0%                | 100.0%            |
| Non-Management                                     | 320          | 0.6%            | 0.0%                | 99.4%             |
| <b>Sub-Total:</b>                                  | <b>403</b>   |                 |                     |                   |

| <b>CN Solutions Link LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above     | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager     | 1            | 0.0%            | 0.0%                | 100.0%            |
| Manager                      | 7            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                   | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management               | 12           | 8.3%            | 0.0%                | 91.7%             |
| <b>Sub-Total:</b>            | <b>20</b>    |                 |                     |                   |

| <b>CN Federal Consulting, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|-----------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above          | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager          | 1            | 0.0%            | 0.0%                | 100.0%            |
| Manager                           | 43           | 2.3%            | 0.0%                | 97.7%             |
| Supervisor                        | 1            | 0.0%            | 0.0%                | 100.0%            |
| Non-Management                    | 560          | 0.4%            | 0.0%                | 99.6%             |
| <b>Sub-Total:</b>                 | <b>605</b>   |                 |                     |                   |

| <b>Cherokee Insights, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|-------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above      | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager      | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                       | 1            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                | 30           | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>             | <b>31</b>    |                 |                     |                   |

| <b>Cherokee Nation Development Group, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---|--------------|-----------------|---------------------|-------------------|
| Vice President and above                      | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                      | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                                       | 0            | 0.0%            | 0.0%                | 0.0%              |
| Supervisor                                    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                                | 0            | 0.0%            | 0.0%                | 0.0%              |
| <b>Sub-Total:</b>                             | <b>0</b>     |                 |                     |                   |

| <b>Cherokee Nation Integrated Health, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---|--------------|-----------------|---------------------|-------------------|
| Vice President and above                      | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                      | 2            | 0.0%            | 0.0%                | 100.0%            |
| Manager                                       | 9            | 22.2%           | 0.0%                | 77.8%             |
| Supervisor                                    | 3            | 0.0%            | 0.0%                | 100.0%            |
| Non-Management                                | 50           | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>                             | <b>64</b>    |                 |                     |                   |

| <b>Cultural and Economic Development</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--|--------------|-----------------|---------------------|-------------------|
| Vice President and above                 | 2            | 100.0%          | 0.0%                | 0.0%              |
| Director/General Manager                 | 6            | 66.7%           | 16.7%               | 16.7%             |
| Manager                                  | 38           | 86.8%           | 7.9%                | 5.3%              |
| Supervisor                               | 4            | 100.0%          | 0.0%                | 0.0%              |
| Non-Management                           | 133          | 83.5%           | 3.8%                | 12.8%             |
| <b>Sub-Total:</b>                        | <b>183</b>   |                 |                     |                   |

| <b>Preting, LLC</b>      | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager | 1            | 0.0%            | 0.0%                | 100.0%            |
| Manager                  | 27           | 0.0%            | 0.0%                | 100.0%            |
| Supervisor               | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management           | 253          | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>        | <b>281</b>   |                 |                     |                   |



| <b>Cherokee Nation Armored Solutions, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---|--------------|-----------------|---------------------|-------------------|
| Vice President and above                      | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                      | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                                       | 5            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                                    | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                                | 42           | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>                             | <b>47</b>    |                 |                     |                   |

| <b>Cherokee Strategic Solutions, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--|--------------|-----------------|---------------------|-------------------|
| Vice President and above                 | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                 | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                                  | 6            | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                               | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                           | 52           | 1.9%            | 0.0%                | 98.1%             |
| <b>Sub-Total:</b>                        | <b>58</b>    |                 |                     |                   |

| <b>Gold Strike Casino Resort, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---------------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above              | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager              | 10           | 0.0%            | 0.0%                | 100.0%            |
| Manager                               | 76           | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                            | 25           | 0.0%            | 0.0%                | 100.0%            |
| Non-Management                        | 1,002        | 0.1%            | 0.0%                | 99.9%             |
| <b>Sub-Total:</b>                     | <b>1,113</b> |                 |                     |                   |

| <b>Cherokee Nation Defense Solutions</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--|--------------|-----------------|---------------------|-------------------|
| Vice President and above                 | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                 | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                                  | 16           | 0.0%            | 0.0%                | 100.0%            |
| Supervisor                               | 1            | 0.0%            | 0.0%                | 100.0%            |
| Non-Management                           | 121          | 0.8%            | 0.0%                | 99.2%             |
| <b>Sub-Total:</b>                        | <b>138</b>   |                 |                     |                   |

| <b>Cherokee United Services, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--------------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above             | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager             | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager                              | 0            | 0.0%            | 0.0%                | 0.0%              |
| Supervisor                           | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                       | 1            | 0.0%            | 0.0%                | 100.0%            |
| <b>Sub-Total:</b>                    | <b>1</b>     |                 |                     |                   |

| <b>CNE Gaming Holdings, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|---------------------------------|--------------|-----------------|---------------------|-------------------|
| Vice President and above        | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager        | 2            | 0.0%            | 0.0%                | 100.0%            |
| Manager                         | 0            | 0.0%            | 0.0%                | 0.0%              |
| Supervisor                      | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management                  | 0            | 0.0%            | 0.0%                | 0.0%              |
| <b>Sub-Total:</b>               | <b>2</b>     |                 |                     |                   |

| <b>Cherokee Nation Blue Ribbon Downs Training, LLC</b> | <b>Total</b> | <b>Cherokee</b> | <b>Other Tribal</b> | <b>Non-Native</b> |
|--|--------------|-----------------|---------------------|-------------------|
| Vice President and above                               | 0            | 0.0%            | 0.0%                | 0.0%              |
| Director/General Manager                               | 0            | 0.0%            | 0.0%                | 0.0%              |
| Manager  | 0            | 0.0%            | 0.0%                | 0.0%              |
| Supervisor   | 0            | 0.0%            | 0.0%                | 0.0%              |
| Non-Management   | 1            | 100.0%          | 0.0%                | 0.0%              |
| <b>Sub-Total:</b>                                      | <b>1</b>     |                 |                     |                   |

| <b>II. Full List of Termination Reasons</b>                 |                                      |
|---|--------------------------------------|
| <b>Involuntary:</b>   | <b>Voluntary:</b>                    |
| Attendance  | Dissatisfied with Benefits           |
| CNGC License Denied   | Dissatisfied with Career Advancement |
| CNGC License Revoked  | Dissatisfied with Job                |
| Contract Change   | Dissatisfied with Department         |
| Elimination of Position                                     | Dissatisfied with Manager            |
| End of Government Contract                                  | Dissatisfied with Pay                |
| End of Task Order   | Dissatisfied with Shift              |
| Terminated During Probation Period                          | Dissatisfied with Time Off           |
| End Temporary Employment                                    | Family Reasons                       |
| Failure to Meet Minimum Employment Requirements/Credentials | Felt Underappreciated                |
| Failure to Return from Leave                                | No Call-No Show                      |
| Gross Misconduct  | Not Challenged                       |
| Insubordination   | Outdated Technology/Procedures       |
| Misconduct  | Passed Away                          |
| Misstatement on Application                                 | Personal Reasons                     |
| No Show Orientation   | Relocation                           |
| Reduction in Force  | Relocation of Spouse                 |
| Security Clearance  | Reason Not Given                     |
| Tardiness   | Remote Work Preference               |
| Unsatisfactory Performance                                  | Return to School                     |
| Violation of Rules  | Retirement                           |
|   | Transfer to CN Affiliate             |
|   | Voluntary Separation Program         |
|   | Physical Work Environment            |