Real Entertainment—Philadelphia, LLC, a wholly owned subsidiary of Liveconnections.Org, d/b/a World Café Live, Debtor-In-Possession *and* UNITE HERE Local 274 and International Alliance of Theatrical Stage Employees, Local 8. Cases 04–CA–370494, 04–CA–373588, 04–CA–384370, 04–CA–375116, and 04–CA–375133

September 2, 2026

DECISION AND ORDER

BY CHAIRMAN MURPHY AND MEMBERS PROUTY AND MAYER

The General Counsel seeks a default judgment in this case on the ground that Real Entertainment—Philadelphia, LLC, a wholly owned subsidiary of LiveConnections.org, d/b/a World Café Live, Debtor-in-Possession (the Respondent) has failed to file an answer to the consolidated complaints. UNITE HERE Local 274 (Local 274) filed a charge and amended charges in Case 04–CA–370494 on July 31, 2025, September 25, 2025, December 8, 2025, April 17, 2026, May 14, 2026, and June 17, 2026; a charge and amended charge in Case 04–CA–373588 on September 18, 2025, and April 17, 2026; and a charge and amended charges in Case 04–CA–384370 on April 6, 2026, April 17, 2026, and June 23, 2026. International Alliance of Theatrical Stage Employees, Local 8 (Local 8) filed a charge and amended charge in Case 04–CA–375116 on November 20, 2025, and April 17, 2026; and a charge and amended charge in Case 04–CA–375133 on November 20, 2025, and April 17, 2026.

On June 9, 2026,[1] the General Counsel issued a consolidated complaint in Cases 04–CA–370494, 04–CA–373588, 04–CA–375116, and 04–CA–375133 against the Respondent alleging that it has violated Section 8(a)(1) and 8(a)(5) of the Act. On June 18, the General Counsel issued an amendment to the consolidated complaint. Although properly served copies of the charges, amended charges, consolidated complaint, and amendment, the Respondent failed to file an answer.

On June 24, the General Counsel issued a complaint in Case 04–CA–384370 against the Respondent, alleging that the Respondent has violated Section 8(a)(1) and 8(a)(3) of the Act. Although properly served copies of the charge, amended charges, and the complaint, the Respondent failed to file an answer.

On June 25, the General Counsel issued an order consolidating Case 04–CA–384370 with Cases 04–CA–370494, 04–CA–373588, 04–CA–375116, and 04–CA–375133 and scheduling a consolidated hearing on the allegations in the consolidated complaint and the complaint in Case 04–CA–384370.

On July 17, the General Counsel filed with the National Labor Relations Board a Motion for Default Judgment. On July 23, the Board issued an order transferring the proceeding to the Board and a Notice to Show Cause why the motion should not be granted. The Respondent did not file a response. The allegations in the motion are therefore undisputed.

The Board has delegated its authority in this proceeding to a three-member panel.

Ruling on Motion for Default Judgment

Section 102.20 of the Board's Rules and Regulations provides that the allegations in a complaint shall be deemed admitted if an answer is not filed within 14 days from service of the complaint, unless good cause is shown. In addition, the consolidated complaint, as amended, affirmatively states that unless an answer is received on or before July 2, the Board may find, pursuant to a motion for default judgment, that the allegations in the complaint are true. Further, the undisputed allegations in the General Counsel's motion disclose that the Region, by letter dated July 6, advised the Respondent that unless an answer was received by July 13, a motion for default judgment would be filed. Nevertheless, the Respondent failed to file an answer.

Likewise, the complaint issued in Case 04–CA–384370 affirmatively states that unless an answer is received on or before July 8, the Board may find, pursuant to a motion for default judgment, that the allegations in the complaint are true. Further, the undisputed allegations in the General Counsel's motion disclose that the Region, by letter dated July 9, advised the Respondent that unless an answer was received by July 16, a motion for default judgment would be filed. Nevertheless, the Respondent failed to file an answer.

It appears that the Respondent is not represented by counsel in this proceeding. Although the Board has shown some leniency toward respondents who proceed without the benefit of counsel, the Board has consistently held that pro se status alone does not establish a good cause explanation for failing to file an answer. See, e.g., *Patrician Assisted Living Facility*, 339 NLRB 1153, 1153 (2003); *Sage Professional Painting Co.*, 338 NLRB 1068, 1068 (2003).

[1] Unless otherwise specified, all dates are 2026.

Here, the Respondent has not filed an answer or offered a good cause explanation for its failure to do so, despite being reminded that its answer was due.

In the absence of good cause being shown for the failure to file an answer, we deem the allegations in the consolidated complaints to be admitted as true, and we grant the General Counsel's Motion for Default Judgment.

On the entire record, the Board makes the following

FINDINGS OF FACT

I. JURISDICTION

At all material times, the Respondent has been a limited liability company with an office and place of business located at 3025 Walnut Street, Philadelphia, Pennsylvania, where it has been operating a live music entertainment venue.

During the past year, the Respondent, in conducting its operations described above, derived gross revenues in excess of $500,000 and purchased and received at its Philadelphia, Pennsylvania facility goods valued in excess of $5000 directly from points outside the Commonwealth of Pennsylvania.

Since about March 10, 2026, the Respondent has been a debtor-in-possession with full authority to continue its operations and to exercise all powers necessary to administer its business.[2]

We find that the Respondent is an employer engaged in commerce within the meaning of Section 2(2), (6), and (7) of the Act. We further find that Local 274 and Local 8 are labor organizations within the meaning of Section 2(5) of the Act.

II. ALLEGED UNFAIR LABOR PRACTICES

1.(a) At all material times, with the noted temporal limitations, the following individuals held the positions set forth opposite their respective names and have been supervisors of the Respondent within the meaning of Section 2(11) of the Act and agents of the Respondent within the meaning of Section 2(13) of the Act:

Joseph Callahan	Chief Executive Officer; Board Chairman[3]
J. Sean Diaz	Chief Executive Officer and President[4]
Shane Dodd	General Manager[5]
Chad Fain	Ticketing Box Office Manager
Gar Giles	President[6]
Kelvin Grant	Production Manager[7]
Amanda Jackson	Front of House Manager
Jordan Krug	Production Manager[8]
Lauren Myers	Human Resources Consultant
John ("Jay") Nixon	Manager
Michael Rosati	Front-of-House Manager[9]
Neel Shah	Human Resources and Payroll Administration
Grover Washington III	Vice President of Production
Mary Walsh	Human Resources Manager[10]

(b) At all material times, the following individuals held the positions set forth opposite their respective names and have been agents of the Respondent within the meaning of Section 2(13) of the Act:

Gerald Brinkley	Security Guard
Sarah Jane Foster	Executive Team Member

2.(a) About June 11, 2025, the Respondent's employees Evelyn Blower, Jordana Cummings, Christopher Dreyer, Sophia Mattes, Jaelynn Miller, Torian Robinson, Novalee Wilcher, and Daniel Wurtz engaged in protected concerted activities for the purposes of mutual aid and protection, by participating in a walkout from and protest outside of the Respondent's facility, and by making demands to the Respondent regarding wages, treatment of employees by management, and employee job security.

(b) About June 12, 2025, the Respondent discharged the employees named above in paragraph (2)(a).

(c) About June 12, 2025, the Respondent discharged employee Elizabeth Grecco.

(d) The Respondent engaged in the conduct described above in paragraph 2(b) because the named employees

[2] We note that it is well established that the institution of bankruptcy proceedings does not deprive the Board of jurisdiction or authority to entertain and process an unfair labor practice case to its final disposition. See, e.g., *Cardinal Services, Inc.*, 295 NLRB 933, 933 fn. 2 (1989), and cases cited there. Board proceedings fall within the exception to the automatic stay provisions for proceedings by a governmental unit to enforce its police or regulatory powers. See id., and cases cited there; *NLRB v. 15th Avenue Iron Works, Inc.*, 964 F.2d 1336, 1337 (2d Cir. 1992). Accord *Ahrens Aircraft, Inc. v. NLRB*, 703 F.2d 23, 23-24 (1st Cir. 1983).

[3] Chief Executive Officer through about September 17, 2025; Chairman through the present.

[4] Since about September 17, 2025.

[5] From about September 17, 2025, through about April 1, 2026.

[6] Through about September 17, 2025.

[7] Through about November 2025.

[8] Since about November 2025.

[9] Through about September 30, 2025.

[10] Since at least about October 19, 2025.

engaged in the conduct described above in paragraph 2(a), and to discourage employees from engaging in these or other concerted activities.

(e) The Respondent engaged in the conduct described above in paragraph 2(c) because the Respondent believed Elizabeth Grecco engaged in the conduct described above in paragraph 2(a), and to discourage employees from engaging in these or other concerted activities.

3. About June 12, 2025, through letters and emails sent by Gar Giles, the Respondent threatened its employees with initiating a lawsuit against them because they participated in a walkout from and protest outside of the Respondent's facility on or about June 11, 2025.

4.(a) About October 2, 2025, employees Maya Coover and Lucas Woelk engaged in concerted activities with other employees for the purposes of collective bargaining and other mutual aid and protection by presenting complaints to management regarding timely and accurate payment of wages.

(b) On about October 7 or October 8, 2025, employees Maya Coover, Allison Eskridge, Emilia Reynolds, and Lucas Woelk engaged in concerted activities with other employees for the purposes of mutual aid and protection by filing wage theft complaints with the City of Philadelphia's Office of Worker Protections.

(c) About October 10, 2025, employees Maya Coover, Allison Eskridge, and Emilia Reynolds engaged in concerted activities with other employees for the purposes of collective bargaining and other mutual aid and protection by presenting complaints to management regarding timely and accurate payment of wages.

5.(a) About October 3, 2025, the Respondent ceased scheduling employee Lucas Woelk for work and ceased providing Woelk with access to the work schedule for its front-of-house employees.

(b) By the conduct described above in paragraph 5(a), the Respondent terminated the employment of its employee Lucas Woelk.

(c) The Respondent engaged in the conduct described above in paragraphs 5(a) and 5(b) because Lucas Woelk:

(i) engaged in the conduct described above in paragraphs 4(a) and 4(b), and to discourage employees from engaging in these or other concerted activities; and

(ii) joined and assisted Local 274 and engaged in concerted activities, and to discourage employees from engaging in these activities.

6.(a) About October 10, 2025, the Respondent ceased scheduling employee Maya Coover for work and ceased providing Coover with access to the work schedule for the Respondent's front-of-house employees.

(b) By the conduct described above in paragraph 6(a), the Respondent terminated the employment of its employee Maya Coover.

(c) The Respondent engaged in the conduct described above in paragraphs 6(a) and 6(b) because Maya Coover:

(i) engaged in the conduct described above in paragraph 4, and to discourage employees from engaging in these or other concerted activities; and

(ii) joined and assisted Local 274 and engaged in concerted activities, and to discourage employees from engaging in these activities.

7.(a) About October 13, 2025, the Respondent discharged its employee Emilia Reynolds.

(b) About October 19, 2025, the Respondent discharged its employee Allison Eskridge.

(c) The Respondent engaged in the conduct described above in paragraphs 7(a) and 7(b) because the named employees of the Respondent:

(i) engaged in the conduct described above in paragraphs 4(b) and 4(c), and to discourage employees from engaging in these or other concerted activities; and

(ii) joined and assisted Local 274 and engaged in concerted activities, and to discourage employees from engaging in these activities.

8.(a) The following employees (the Front-of-House Unit) constitute a unit appropriate for the purposes of collective bargaining within the meaning of Section 9(b) of the Act:

> All full-time and regular part-time front of house and food and beverage employees, including cooks, dishwashers, bartenders, servers, server assistants, and guest service employees, employed by the Respondent and the Respondent's Facility, but excluding all non-front of house and food and beverage employees, managers, office clerical employees and guards, and professional employees as defined in the Act.

(b) On about July 10, 2025, the Respondent recognized Local 274 as the exclusive collective-bargaining representative of the Front-of-House Unit. This recognition was embodied in a recognition agreement dated July 10, 2025.

(c) At all times since July 10, 2025, based on Section 9(a) of the Act, Local 274 has been the exclusive collective-bargaining representative of the Front-of-House Unit.

9.(a) About July 14, 2025, Local 274, during an in-person meeting, requested that the Respondent bargain collectively with Local 274 as the exclusive collective-bargaining representative of the Front-of-House Unit.

(b) Since about July 14, 2025, the Respondent has failed and refused to bargain with Local 274 as the exclusive collective-bargaining representative of the Front-of-House Unit.

(c) About September 17, 2025, the Respondent withdrew its recognition of Local 274 as the exclusive collective-bargaining representative of the Front-of-House Unit.

10.(a) The following employees (the Production Unit) constitute a unit appropriate for the purposes of collective bargaining within the meaning of Section 9(b) of the Act:

> All full-time, regular part-time, and on-call Production Department employees, including individuals who perform stagecraft, carpentry, electrical, audio, video, truck loading and unloading, and other production-related work employed by the Respondent, but excluding all other employees, including but not limited to administrative staff, box office personnel, artistic staff, wardrobe department employees, and all guards and supervisors as defined in the Act.

(b) Since about July 1, 2025, and at all material times, the Respondent has recognized Local 8 as the exclusive collective-bargaining representative of the Production Unit. This recognition was embodied in a recognition agreement dated July 1, 2025.

(c) At all times since July 1, 2025, based on Section 9(a) of the Act, Local 8 has been the exclusive collective-bargaining representative of the Production Unit.

11.(a) About July 15, 2025, Local 8, by email, requested that the Respondent bargain collectively with Local 8 as the exclusive collective-bargaining representative of the Production Unit.

(b) Since about July 15, 2025, the Respondent has failed and refused to bargain with Local 8 as the exclusive collective-bargaining representative of the Production Unit.

12.(a) About July 15, 2025, the Respondent ceased to compensate a full-time Production Unit employee on a salary basis and began compensating them based on an hourly wage rate.

(b) About July 15, 2025, the Respondent required full-time Production Unit employees to begin reporting hours of work in the Toast application.

(c) About September 6, 2025, the Respondent ceased paying a full-time Production Unit employee a monthly stipend for travel and cell phone expenses.

(d) About October 10, 2025, the Respondent imposed a requirement that Production Unit employees obtain approval for their hours worked from the Respondent's General Manager before payroll submission.

(e) The subjects set forth above in paragraphs 12(a)-12(d) relate to wages, hours, and other terms and conditions of employment of the Production Unit and are mandatory subjects for the purposes of collective bargaining.

(f) The Respondent engaged in the conduct described above in paragraphs 12(a)-12(d) without prior notice to Local 8, without affording Local 8 an opportunity to bargain with the Respondent with respect to this conduct, and without first bargaining with Local 8 to an overall good-faith impasse for a collective-bargaining agreement.

CONCLUSIONS OF LAW

By the conduct described above in paragraphs 2(b)-2(e), 3, 5(a), 5(b), 5(c)(i), 6(a), 6(b), 6(c)(i), 7(a), 7(b), and 7(c)(i), the Respondent has been interfering with, restraining, and coercing employees in the exercise of the rights guaranteed in Section 7 of the Act in violation of Section 8(a)(1) of the Act. By the conduct described above in paragraphs 5(a), 5(b), 5(c)(ii), 6(a), 6(b), 6(c)(ii), 7(a), 7(b), and 7(c)(ii), the Respondent has been discriminating in regard to the hire or tenure or conditions of employment of its employees, thereby discouraging membership in a labor organization in violation of Section 8(a)(3) and (1) of the Act. By the conduct described above in paragraphs 9(b), 9(c), 11(b), and 12(a)-12(d), the Respondent has been failing and refusing to bargain collectively and in good faith with the exclusive collective-bargaining representatives of its employees in violation of Section 8(a)(5) and (1) of the Act. The unfair labor practices of the Respondent described above affect commerce within the meaning of Section 2(6) and (7) of the Act.

REMEDY

Having found that the Respondent has engaged in certain unfair labor practices, we shall order it to cease and desist and to take certain affirmative action designed to effectuate the policies of the Act. Specifically, having found that the Respondent violated Section 8(a)(1) by discharging employees Evelyn Blower, Jordana Cummings, Christopher Dreyer, Sophia Mattes, Jaelynn Miller, Torian Robinson, Novalee Wilcher, and Daniel Wurtz for engaging in protected concerted activity and employee Elizabeth Grecco because the Respondent believed she engaged in protected concerted activity, we shall order the Respondent to offer them full reinstatement to their former positions or, if those positions no longer exist, to substantially equivalent positions, without prejudice to their seniority or any other rights or privileges previously enjoyed. Having found that the Respondent violated Section 8(a)(1) and 8(a)(3) by removing from its schedule and terminating the employment of employees Lucas Woelk and Maya Coover and by discharging employees Allison Eskridge and Emilia Reynolds for engaging in protected concerted activity and for joining and assisting Local 274, we shall order the Respondent to offer them full reinstatement to their former positions or, if those positions no longer exist, to substantially equivalent positions, without prejudice to their seniority or any other rights or privileges previously enjoyed. We shall also order the Respondent to make Blower, Cummings, Dreyer, Mattes, Miller, Robinson, Wilcher, Wurtz, Grecco, Woelk, Coover, Eskridge, and Reynolds whole, with interest, for any loss of earnings and other benefits suffered as a result of their unlawful discharges and terminations. Backpay shall be computed in accordance with *F.W. Woolworth Co.*, 90 NLRB 289 (1950), with interest at the rate prescribed in *New Horizons*, 283 NLRB 1173 (1987), compounded daily as prescribed in *Kentucky River Medical Center*, 356 NLRB 6 (2010).

In accordance with our decision in *Thryv, Inc.*, 372 NLRB No. 22 (2022), vacated in part on other grounds 102 F.4th 727 (5th Cir. 2024), the Respondent shall also compensate Blower, Cummings, Dreyer, Mattes, Miller, Robinson, Wilcher, Wurtz, Grecco, Woelk, Coover, Eskridge, and Reynolds for any other direct or foreseeable pecuniary harms incurred as a result of their unlawful discharges and terminations, including reasonable search-for-work and interim employment expenses, if any, regardless of whether these expenses exceed interim earnings.[11] Compensation for these harms shall be calculated separately from taxable net backpay, with interest at the rate prescribed in *New Horizons*, supra, compounded daily as prescribed in *Kentucky River Medical Center*, supra.

Further, we shall order the Respondent to compensate Blower, Cummings, Dreyer, Mattes, Miller, Robinson, Wilcher, Wurtz, Grecco, Woelk, Coover, Eskridge, and Reynolds for the adverse tax consequences, if any, of receiving lump-sum backpay awards and to file a report with the Regional Director for Region 04 allocating the backpay awards to the appropriate calendar year(s). *AdvoServ of New Jersey, Inc.*, 363 NLRB 1324 (2016). In addition to the backpay allocation report, we shall order the Respondent to file with the Regional Director for Region 04 a copy of each affected employee's corresponding W-2 form reflecting the backpay awards. *Cascade Containerboard Packaging–Niagara*, 370 NLRB No. 76 (2021), as modified in 371 NLRB No. 25 (2021). The interest on backpay runs to the date of payment and should be computed at the rate prescribed in *New Horizons*, supra, compounded daily as prescribed in *Kentucky River Medical Center*, supra.

The Respondent shall also be required to remove from its files any references to the unlawful discharges and terminations of Blower, Cummings, Dreyer, Mattes, Miller, Robinson, Wilcher, Wurtz, Grecco, Woelk, Coover, Eskridge, and Reynolds and to notify them in writing that this has been done and that the discharges and terminations will not be used against them in any way.

Having found that the Respondent has violated Section 8(a)(5) and (1) of the Act by withdrawing recognition from Local 274 and by failing and refusing to bargain collectively and in good faith with Local 274 and Local 8, we shall order it to cease and desist, to recognize and, on request, bargain in good faith with Local 274 and Local 8, and, if understandings are reached, to embody the understandings in signed agreements. We shall also order the Respondent to rescind the unilateral changes made to unit employees' terms and conditions of employment, including by compensating Production Unit employees on an hourly instead of salary basis, altering how Production Unit employees report their hours, ceasing monthly stipend payments to a Production Unit employee for travel and cell phone expenses, and requiring Production Unit employees to obtain approval for their hours worked before payroll submission, and to notify employees in writing that it has done so. We shall also order the Respondent to make the affected unit employees whole for any loss of earnings and other benefits, and for any other direct or foreseeable pecuniary harms, they may have suffered as a result of the unlawful changes, in the manner set forth in *Ogle Protection Service*, 183 NLRB 682 (1970), enfd. 444 F.2d 502 (6th Cir. 1971), with interest as prescribed in *New Horizons*, supra, compounded daily as prescribed in *Kentucky River Medical Center*, supra.

Further, we shall order the Respondent to compensate employees affected by the unlawful changes to terms and conditions of employment for the adverse tax consequences, if any, of receiving a lump-sum award and to file a report with the Regional Director for Region 04 allocating the award(s) to the appropriate calendar year(s). *AdvoServ of New Jersey, Inc.*, 363 NLRB 1324 (2016). In addition to the backpay allocation report, we shall order the Respondent to file with the Regional Director for Region 04 a copy of each affected employee's corresponding W-2 form(s) reflecting the backpay award. *Cascades Containerboard Packaging--Niagara*, 370 NLRB No. 76 (2021), as modified in 371 NLRB No. 25 (2021). The interest on backpay runs to the date of payment and should be computed at the rate prescribed in *New Horizons*, supra, compounded daily as prescribed in *Kentucky River Medical Center*, supra.

The Respondent shall be required to post the notice to employees in the Respondent's facility in all places where notices to employees are customarily posted for 60 days and to electronically distribute the notice to employees, if the Respondent customarily communicates with employ-

[11] As stated in *Performance Plumbing, LLC*, 374 NLRB No. 48, slip op. at 2 fn. 2 (2026), and *Lodi Volunteer Ambulance Rescue Squad, Inc.*, 374 NLRB No. 26, slip op. at 3 fn. 3 (2026), Chairman Murphy and Member Mayer find no need at this time to express an opinion whether the novel remedies announced by the Board majority in *Thryv* are permissible under the Act. They would be open to reconsideration of that precedent in a future proceeding.

ees by such means. The Respondent shall also be required to read the remedial notice in English and any other languages deemed appropriate by the Regional Director so that employees "will fully perceive that the Respondent and its managers are bound by the requirements of the Act." *Federated Logistics & Operations*, 340 NLRB 255, 258 (2003), review denied 400 F.3d 920 (D.C. Cir. 2005). The Board has found a notice-reading remedy appropriate where the employer's violations are so numerous and serious that a reading of the notice is warranted to dissipate the chilling effect of the violations on employees' willingness to exercise their Section 7 rights. See, e.g., *David Saxe Productions, LLC and V Theater Group, LLC*, 370 NLRB No. 103, slip op. at 6 (2021); *Postal Service*, 339 NLRB 1162, 1163 (2003). The Respondent's serious and pervasive unfair labor practices here meet this standard.[12]

ORDER

The National Labor Relations Board orders that the Respondent, Real Entertainment—Philadelphia, LLC, a wholly owned subsidiary of LiveConnections.org, d/b/a World Café Live, Debtor-in-Possession, Philadelphia, Pennsylvania, its officers, agents, successors, and assigns shall

1. Cease and desist from

(a) Discharging employees and terminating their employment by removing them from its schedule for engaging in protected concerted activities, including by participating in a walkout and protest; by making demands regarding wages, treatment of employees by management, and employee job security; by presenting complaints to management regarding timely and accurate payment of wages; and by filing wage theft complaints, and to discourage employees from engaging in these or other concerted activities.

(b) Discharging employees based on a belief that employees engaged in protected concerted activities, including by participating in a walkout and protest and by making demands regarding wages, treatment of employees by management, and employee job security, and to discourage employees from engaging in these or other concerted activities.

(c) Discharging employees and terminating their employment by removing them from its schedule for joining and assisting UNITE HERE Local 274 (Local 274), and to discourage employees from engaging in these or other concerted activities.

(d) Threatening employees with initiating a lawsuit because they engaged in protected concerted activity.

(e) Withdrawing recognition from Local 274 and failing and refusing to recognize and bargain with Local 274 as the exclusive collective-bargaining representative of the Respondent's employees in the following bargaining unit:

> All full-time and regular part-time front of house and food and beverage employees, including cooks, dishwashers, bartenders, servers, server assistants, and guest service employees, employed by the Respondent and the Respondent's Facility, but excluding all non-front of house and food and beverage employees, managers, office clerical employees and guards, and professional employees as defined in the Act.

(f) Failing and refusing to recognize and bargain with International Alliance of Theatrical Stage Employees, Local 8 (Local 8) as the exclusive collective-bargaining representative of the employees in the following bargaining unit:

> All full-time, regular part-time, and on-call Production Department employees, including individuals who perform stagecraft, carpentry, electrical, audio, video, truck loading and unloading, and other production-related work employed by the Respondent, but excluding all other employees, including but not limited to administrative staff, box office personnel, artistic staff, wardrobe department employees, and all guards and supervisors as defined in the Act.

(g) Changing the terms and conditions of employment of its unit employees by compensating Production Unit employees on an hourly instead of salary basis, altering how Production Unit employees report their hours, ceasing monthly stipend payments to a Production Unit employee for travel and cell phone expenses, and requiring Production Unit employees to obtain approval for their hours worked before payroll submission, without first notifying Local 8 and giving it an opportunity to bargain.

(h) In any like or related manner interfering with, restraining, or coercing employees in the exercise of the rights guaranteed them by Section 7 of the Act.

2. Take the following affirmative action necessary to effectuate the policies of the Act.

(a) Within 14 days from the date of this Order, offer Evelyn Blower, Jordana Cummings, Christopher Dreyer, Sophia Mattes, Jaelynn Miller, Torian Robinson, Novalee Wilcher, Daniel Wurtz, Elizabeth Grecco, Lucas Woelk, Maya Coover, Allison Eskridge, and Emilia Reynolds full

[12] For the reasons expressed in his concurrence in *CP Anchorage 2d/b/a Hilton Anchorage*, 371 NLRB No. 151, slip op. at 9–15 (2022), enfd. 98 F.4th 314 (D.C. Cir. 2024), Member Prouty would make a reading of the notice, accompanied by distribution of the notice at the meeting, a standard remedy for all unfair labor practices found by the Board.

reinstatement to their former positions or, if those positions no longer exist, to substantially equivalent positions, without prejudice to their seniority or any other rights or privileges previously enjoyed.

(b) Make Evelyn Blower, Jordana Cummings, Christopher Dreyer, Sophia Mattes, Jaelynn Miller, Torian Robinson, Novalee Wilcher, Daniel Wurtz, Elizabeth Grecco, Lucas Woelk, Maya Coover, Allison Eskridge, and Emilia Reynolds whole for any loss of earnings and other benefits, and for any other direct or foreseeable pecuniary harms, suffered as a result of their unlawful discharges and terminations, in the manner set forth in the remedy section of this decision.

(c) Within 14 days from the date of this Order, remove from its files any references to the unlawful discharges and terminations of Evelyn Blower, Jordana Cummings, Christopher Dreyer, Sophia Mattes, Jaelynn Miller, Torian Robinson, Novalee Wilcher, Daniel Wurtz, Elizabeth Grecco, Lucas Woelk, Maya Coover, Allison Eskridge, and Emilia Reynolds, and within 3 days thereafter, notify them in writing that this has been done and that the discharges and terminations will not be used against them in any way.

(d) On request, recognize and bargain with Local 274 as the exclusive collective-bargaining representative of the employees in the following appropriate unit concerning terms and conditions of employment, and if an understanding is reached, embody the understanding in a signed agreement:

> All full-time and regular part-time front of house and food and beverage employees, including cooks, dishwashers, bartenders, servers, server assistants, and guest service employees, employed by the Respondent and the Respondent's Facility, but excluding all non-front of house and food and beverage employees, managers, office clerical employees and guards, and professional employees as defined in the Act.

(e) On request, bargain with Local 8 as the exclusive collective-bargaining representative of the employees in the following appropriate unit concerning terms and conditions of employment, and if an understanding is reached, embody the understanding in a signed agreement:

> All full-time, regular part-time, and on-call Production Department employees, including individuals who perform stagecraft, carpentry, electrical, audio, video, truck loading and unloading, and other production-related work employed by the Respondent, but excluding all other employees, including but not limited to administrative staff, box office personnel, artistic staff, wardrobe department employees, and all guards and supervisors as defined in the Act.

(f) Rescind the changes in the terms and conditions of employment for its Production Unit employees that were unilaterally implemented on July 15, September 6, and October 10, 2025.

(g) Notify its employees, in writing, of the recission of the changes made to unit employees' terms and conditions of employment, as described above.

(h) Make unit employees affected by the unlawful changes whole for any loss of earnings and other benefits, and for any other direct or foreseeable pecuniary harms, suffered as a result of the unlawful changes, in the manner set forth in the remedy section of this decision.

(i) Compensate the employees affected by the unlawful changes, terminations, and/or discharges for the adverse tax consequences, if any, of receiving a lump-sum award, and file with the Regional Director for Region 04, within 21 days of the date the award amount is fixed, either by agreement or Board order, a report allocating the backpay award to the appropriate calendar year(s).

(j) File with the Regional Director for Region 04, within 21 days of the date the amount of the awards is fixed by agreement or Board order or such additional time as the Regional Director may allow for good cause shown, a copy of each corresponding W-2 form(s) reflecting the awards.

(k) Preserve and, within 14 days of a request, or such additional time as the Regional Director may allow for good cause shown, provide at a reasonable place designated by the Board or its agents, all payroll records, social security payment records, timecards, personnel records and reports, and all other records, including an electronic copy of such records if stored in electronic form, necessary to analyze the amount of the monetary awards due under the terms of this Order.

(l) Within 14 days after service by the Region, post at its Philadelphia, Pennsylvania facility copies of the attached notice marked "Appendix."[13] Copies of the notice, on forms provided by the Regional Director for Region 04, after being signed by the Respondent's authorized representative, shall be posted by the Respondent and maintained for 60 consecutive days in conspicuous places, including all places where notices to employees are customarily posted. In addition to physical posting of paper notices, notices shall be distributed electronically, such as by email, posting on an intranet or an internet site, and/or

[13] If this Order is enforced by a judgment of a United States court of appeals, the words in the notice reading "Posted and Read by Order of the National Labor Relations Board" shall read "Posted and Read Pursuant to a Judgment of the United States Court of Appeals Enforcing an Order of the National Labor Relations Board."

other electronic means, if the Respondent customarily communicates with its employees by such means. Reasonable steps shall be taken by the Respondent to ensure that the notices are not altered, defaced, or covered by any other material. If the Respondent has gone out of business or closed the facility involved in these proceedings, the Respondent shall duplicate and mail, at its own expense, a copy of the notice to all current employees and former employees employed by the Respondent at any time since June 12, 2025.

(m) Hold a meeting or meetings at its Philadelphia, Pennsylvania facility during working hours, scheduled to ensure the widest possible attendance of employees, at which the attached Notice to Employees marked "Appendix" will be read to the employees in English and any other languages deemed appropriate by the Regional Director by a high-ranking responsible management official in the presence of a Board Agent and, if Local 274 and Local 8 so desire, union representatives, or, at the Respondent's option, by a Board Agent in the presence of a high-ranking responsible management official, and if the Unions so desire, the presence of union representatives.

(n) Within 21 days after service by the Region, file with the Regional Director for Region 04 a sworn certification of a responsible official on a form provided by the Region attesting to the steps that the Respondent has taken to comply.

Dated, Washington, D.C. September 2, 2026

James R. Murphy, Chairman

David M. Prouty, Member

Scott A. Mayer, Member

(SEAL) NATIONAL LABOR RELATIONS BOARD

APPENDIX

NOTICE TO EMPLOYEES
POSTED BY ORDER OF THE
NATIONAL LABOR RELATIONS BOARD
An Agency of the United States Government

The National Labor Relations Board has found that we violated Federal labor law and has ordered us to post and obey this notice.

FEDERAL LAW GIVES YOU THE RIGHT TO

Form, join, or assist a union

Choose representatives to bargain with us on your behalf

Act together with other employees for your benefit and protection

Choose not to engage in any of these protected activities.

WE WILL NOT discharge you or terminate you by removing you from our work schedule for engaging in protected concerted activities, including by participating in a walkout and protest; making demands regarding wages, treatment of employees by management, and employee job security; presenting complaints to management regarding timely and accurate payment of wages; and filing wage theft complaints, or to discourage our employees from engaging in these or other concerted activities.

WE WILL NOT discharge you because we believed you engaged in protected concerted activities, including participating in a walkout and protest and making demands regarding wages, treatment of employees by management, and employee job security, or to discourage our employees from engaging in these or other concerted activities.

WE WILL NOT discharge you or terminate you by removing you from our work schedule for joining and assisting UNITE HERE Local 274 (Local 274), or to discourage our employees from engaging in these or other concerted activities.

WE WILL NOT threaten you with initiating a lawsuit because you engage in protected concerted activity.

WE WILL NOT withdraw recognition from Local 274 and fail and refuse to recognize and bargain with Local 274 as the exclusive collective-bargaining representative of our employees in the following bargaining unit:

> All full-time and regular part-time front of house and food and beverage employees, including cooks, dishwashers, bartenders, servers, server assistants, and guest service employees, employed by the Respondent and the Respondent's Facility, but excluding all non-front of house and food and beverage employees, managers, office clerical employees and guards, and professional employees as defined in the Act.

WE WILL NOT fail and refuse to recognize and bargain with International Alliance of Theatrical Stage Employees, Local 8 (Local 8) as the exclusive collective-bargaining representative of the employees in the following bargaining unit:

> All full-time, regular part-time, and on-call Production Department employees, including individuals who perform stagecraft, carpentry, electrical, audio, video, truck

loading and unloading, and other production-related work employed by the Respondent, but excluding all other employees, including but not limited to administrative staff, box office personnel, artistic staff, wardrobe department employees, and all guards and supervisors as defined in the Act.

WE WILL NOT change your terms and conditions of employment by compensating you on an hourly instead of salary basis, altering how you report your hours, ceasing monthly stipend payments to you for travel and cell phone expenses, and requiring you to obtain approval for your hours worked before payroll submission, without first notifying Local 8 and giving it an opportunity to bargain.

WE WILL NOT in any like or related manner interfere with, restrain, or coerce you in the exercise of the rights listed above.

WE WILL, within 14 days from the date of the Board's Order, offer Evelyn Blower, Jordana Cummings, Christopher Dreyer, Sophia Mattes, Jaelynn Miller, Torian Robinson, Novalee Wilcher, Daniel Wurtz, Elizabeth Grecco, Lucas Woelk, Maya Coover, Allison Eskridge, and Emilia Reynolds full reinstatement to their former positions or, if those positions no longer exist, to substantially equivalent positions, without prejudice to their seniority or any other rights or privileges previously enjoyed.

WE WILL make Evelyn Blower, Jordana Cummings, Christopher Dreyer, Sophia Mattes, Jaelynn Miller, Torian Robinson, Novalee Wilcher, Daniel Wurtz, Elizabeth Grecco, Lucas Woelk, Maya Coover, Allison Eskridge, and Emilia Reynolds whole for any loss of earnings and other benefits resulting from their unlawful discharges and terminations, less any net interim earnings, plus interest, and WE WILL also make Evelyn Blower, Jordana Cummings, Christopher Dreyer, Sophia Mattes, Jaelynn Miller, Torian Robinson, Novalee Wilcher, Daniel Wurtz, Elizabeth Grecco, Lucas Woelk, Maya Coover, Allison Eskridge, and Emilia Reynolds whole for any other direct or foreseeable pecuniary harms suffered as a result of their unlawful discharges and terminations, including reasonable search-for-work and interim employment expenses, plus interest.

WE WILL, within 14 days from the date of the Board's Order, remove from our files any references to our unlawful discharges and terminations of Evelyn Blower, Jordana Cummings, Christopher Dreyer, Sophia Mattes, Jaelynn Miller, Torian Robinson, Novalee Wilcher, Daniel Wurtz, Elizabeth Grecco, Lucas Woelk, Maya Coover, Allison Eskridge, and Emilia Reynolds and WE WILL, within 3 days thereafter, notify them in writing that this has been done and that the discharges and terminations will not be used against them in any way.

WE WILL, on request, recognize and bargain with Local 274 as the exclusive collective-bargaining representative of the employees in the following appropriate unit concerning terms and conditions of employment, and if an understanding is reached, embody the understanding in a signed agreement:

> All full-time and regular part-time front of house and food and beverage employees, including cooks, dishwashers, bartenders, servers, server assistants, and guest service employees, employed by the Respondent and the Respondent's Facility, but excluding all non-front of house and food and beverage employees, managers, office clerical employees and guards, and professional employees as defined in the Act.

WE WILL, on request, bargain with Local 8 as the exclusive collective-bargaining representative of the employees in the following appropriate unit concerning terms and conditions of employment, and if an understanding is reached, embody the understanding in a signed agreement:

> All full-time, regular part-time, and on-call Production Department employees, including individuals who perform stagecraft, carpentry, electrical, audio, video, truck loading and unloading, and other production-related work employed by the Respondent, but excluding all other employees, including but not limited to administrative staff, box office personnel, artistic staff, wardrobe department employees, and all guards and supervisors as defined in the Act.

WE WILL rescind the changes in the terms and conditions of employment for our unit employees that were unilaterally implemented on July 15, September 6, and October 10, 2025.

WE WILL notify you, in writing, of the recission of the changes to your terms and conditions of employment, and WE WILL make unit employees affected by the unlawful changes whole for any loss of earnings and other benefits, and for any other direct or foreseeable pecuniary harms suffered as a result of the unlawful changes, plus interest.

WE WILL compensate Evelyn Blower, Jordana Cummings, Christopher Dreyer, Sophia Mattes, Jaelynn Miller, Torian Robinson, Novalee Wilcher, Daniel Wurtz, Elizabeth Grecco, Lucas Woelk, Maya Coover, Allison Eskridge, Emilia Reynolds, and employees affected by the unlawful changes to terms and conditions of employment for the adverse tax consequences, if any, of receiving lump-sum awards, and WE WILL file with the Regional Director for Region 04, within 21 days of the date the award amount is fixed, either by agreement or Board order, a report allocating the backpay awards to the appropriate calendar year(s).

WE WILL file with the Regional Director for Region 04, within 21 days of the date the award amount is fixed by agreement or Board order or such additional time as the Regional Director may allow for good cause shown, copies of corresponding W-2 forms reflecting the backpay awards for Evelyn Blower, Jordana Cummings, Christopher Dreyer, Sophia Mattes, Jaelynn Miller, Torian Robinson, Novalee Wilcher, Daniel Wurtz, Elizabeth Grecco, Lucas Woelk, Maya Coover, Allison Eskridge, Emilia Reynolds and employees affected by the unlawful changes to terms and conditions of employment.

WE WILL hold a meeting or meetings during working hours and have this notice read to you and your fellow workers in English and any other languages deemed appropriate by the Regional Director by a high-ranking responsible management official in the presence of a Board Agent and, if Local 274 and Local 8 so desire, union representatives, or, at our option, by a Board Agent in the presence of a high-ranking responsible management official, and if the Unions so desire, the presence of union representatives.

REAL ENTERTAINMENT—PHILADELPHIA, LLC, A WHOLLY OWNED SUBSIDIARY OF LIVECONNECTIONS.ORG, D/B/A WORLD CAFÉ LIVE, DEBTOR-IN-POSSESSION

The Board's decision can be found at www.nlrb.gov/case/ 04-CA-370494 or by using the QR code below. Alternatively, you can obtain a copy of the decision from the Executive Secretary, National Labor Relations Board, 1015 Half Street, S.E., Washington, D.C. 20570, or by calling (202) 273-1940.