

ENDEAVOR

#ENDEAVORFORALL PLAYBOOK

A GUIDE FOR EMPLOYEE RESOURCE GROUP LEADERS

TABLE OF CONTENTS

Overview & Purpose	2
The Role of the Inclusion Team	2
Employee Resource Group Name.....	2
Mission, Vision, Goals and Objectives	2
Leadership & Member Structure	3
Leadership Role Descriptions	3
Optional Committee Structure	4
Leadership Selection	4
Annual Planning Process	5
Securing Funding	5
Recruitment	6
Example Recruitment Efforts	6
Programming Guidelines	7
Additional Programming Resources	7
Communication Guidelines	8
Endeavor Communications Approval Chain	8
ERGs @ Home	9
Virtual Tools.....	9
Current Groups at Endeavor	10
Upcoming Groups at Endeavor	10
Key Contacts	11
Diversity & Inclusion Team.....	11
Recruitment Team.....	11
Social Impact Team	11

LAST EDITED: AUGUST 2020

Overview & Purpose

The purpose of Endeavor's Employee Resource Groups is to ensure voices of underrepresented employees have an opportunity to come together to learn, share, and further support identities that exist throughout the Company. Employee Resource Groups help design and foster a culture that reflects the values and aspirations of Endeavor and creates a more inclusive environment. The benefits to Endeavor are multiple including creating spaces for connections across divisions, learning from those who are not always at the decision-making table, strengthening moral and creating a strong recruitment effort.

Employee Resource Groups tie the business units of Endeavor together by recognizing and celebrating identity and individual experience.

The Role of the Inclusion Team

Endeavor's Inclusion team's role is to:

- Provide the strategic direction of the Endeavor ERG Program and act as an advisor to individual ERGs as needed
- Assist with cross-ERG collaboration and integration via in-person and virtual methods
- Promote the ERG program to the Endeavor Network and provide visibility of the ERG activities and impact to executive leadership
- Identify opportunities for the ERGs to integrate into broader business activities such as recruiting, client signings, civic engagement, and more
- Promote unity, education and awareness through specific trainings (i.e. unconscious bias awareness, professional development workshops, LGBTQ+ literacy, etc.)

Employee Resource Group Name

The name of the ERG should be deliberate, tied to the purpose and motivations of the group.

Approval: Group names will need to be approved by Human Resources, Inclusion and Communications leadership. *No group can alter the native state of the company's name, Endeavor (i.e., EndeavALL).*

Mission, Vision, Goals and Objectives

Mission: The Employee Resource Groups at Endeavor gather and identify ways to support diversity and inclusion efforts which in turn support the overall goals of the Company. Each ERG will establish clear goals that directly reinforce their mission and support these three functions: internal education, community efforts and strategic recruitment.

Employee Resource Groups are valuable mechanisms that produce targeted programming and support Endeavor partnership with the below:

1. Establish curriculums related to focus area in order to educate members and interested employees
2. Lead and participate in community efforts related to focus area
3. Participate in recruitment efforts in partnership with HR (*see more on page 6*)
4. Align with Corporate Communications on ERG messaging and event updates to amplify efforts

Leadership & Member Structure

Eligibility: Employee Resource Groups are open to all Endeavor Employees who are committed to the mission and goals of the ERG. Membership to the ERGs is available company-wide, regardless of title or department. Members are not expected to speak on behalf of their departments, but rather to bring their individual insights, experiences, and expertise. Members are encouraged to share department-specific information when it is relevant to planning and events.

Structure: ERG members must be actively employed by an Endeavor company. Membership participation is entirely voluntary, and each group must have the below leadership structure in place.

Each group will have an **Executive Champion, Executive Leadership Board, Working Board** and **Members**. All executive champions and board members must be in good standing.

Leadership Role Descriptions

- **Executive Champions:** One senior leadership member who **directly reports to the President or CEO**. Their role is to elevate the ERG's efforts and plans with senior leadership and company at large (Inclusion Group will provide a list of potential Executive Champions). Executive Champions must attend 60% of monthly leadership meetings.
- **Executive Leadership Board*:** Executive Leadership Board is made up of VP, SVP/Partner executives across the businesses that play an active role in advocating for the groups day-to-day with senior leadership. These leaders drive the mission of the employee resource groups and guide the group to function as independent organizations within the larger network. Executive Leadership Board members must attend 80% of monthly leadership meetings.
- **Working Board:** Mid-level employees (Coordinators, Agent, junior executives to Senior Director) that contribute as decision makers and execute the day-to-day management of the employee resource group. Working board utilizes the Executive Leadership Board and Executive Champion to ensure the success of the ERG. Working Board members must attend 80% of monthly leadership meetings.
- **Members:** Any Endeavor employee that supports the mission of the employee resource groups can join. Membership to the ERGs is available company-wide, regardless of title, department or location.

**If no VP/Partner is within the Company to serve as executive leadership for group, then Chief Inclusion Officer must approve nominated Executive Leadership Board.*

All ERG Leadership Boards (Executive and Working) will meet twice annually to provide opportunity for cross-collaboration and helpful information share.

Optional Committee Structure

Committees can be used to provide structure and accountability for specific campaigns, events or other initiatives. Committee chair and members are composed of general members of the ERG who show significant interest in the specific project or campaign.

Committees: Example committees below will have a chair and it is suggested to be comprised of four (4) members.

- Social Events Committee
- Programming Committee
- Community Outreach Committee
- Communications Committee
- Recruitment Committee

Committee Chairs

- Committee Chairs shall serve 12-month terms
- Committees shall meet on a regular basis as determined by the members of specific Committee
- Committee Chairs shall report their activities to the Working Board and Executive Leadership
- Committee Chairs shall provide Committee updates at each scheduled Leadership meeting

Leadership Selection

When an ERG is initially launched, Working Board members are organically selected by those employees leading the charge in the development of the group. From there, terms are an annual commitment and the rotation will be evaluated by a team. Those who are interested must undergo general review by their respective HR Business Partner and Inclusion before elected as a Working Board member.

In order to ensure success of the group long term, at least (1) seasoned Working Board member must remain on the board while the new Board member is onboarded.

All leadership positions are reviewed by the ERG's current Leadership Team and the Inclusion Team.

Annual Planning Process

To be formally recognized by Endeavor, each ERG will be responsible for submitting its mission, a projected annual plan, a coinciding proposed budget and overall goals as they pertain to supporting the company's diversity, equity and inclusion efforts. The submissions will be reviewed by Endeavor Inclusion Group.

For those Employee Resource Groups that want to be recognized in the 2021 Calendar year, all materials must be submitted to Inclusion@endeavorco.com no later than **November 13, 2020**.

Securing Funding

Employee Resource Group leaders are responsible for developing a budget in partnership with the Inclusion Group based on their proposed activities and submit a funding request to the Inclusion Group on an annual basis*. Budget proposals should be submitted for the entire fiscal year 30-days after group formation and December of every year. ERGs may not hold fundraising events for any purpose and are encouraged to plan activities and initiatives that do not require additional funding, although small funding may be allotted based on needs.

Key budget considerations include:

- Speaker Fees/Gifts
- Food and beverage
- Facility Fees
- Marketing and Giveaways

**Note: Due to corporate saving initiatives instituted because of COVID-19, funding will be allocated on a case-by-case basis. All plans should reflect cost-saving measures when able.*

Recruitment

As mentioned in the charter, Employee Resource Groups at Endeavor are committed to one formal recruitment effort in partnership with Human Resources. This ensures that while the group fosters community within the organization, that representation also continues to grow across the Company.

Example Recruitment Efforts

- **Career Fair:** ERG members and leaders can partner with Early Careers to attend career fairs in conjunction with specific colleges and universities or non-profit organizations. This is a great opportunity for junior to mid-level employees to get involved.
- **Panel Discussions:** Executive Leaders of ERGs are able to join panels at specific universities or non-profit organizations to discuss Endeavor. Recruitment will provide talking points when mentioning specific job opportunities and application processes.
- **Professor for the Day:** Executives and Agents visit classrooms at their alma mater or targeted university to teach a guest lecture about their businesses.
- **Endeavor Networking Events:** Smaller networking events in partnership with an organization or university for employees to engage outside of the immediate Endeavor family.
- **Create your own:** Work with the Recruitment team to build out your own recruitment effort!

Things to note:

- *ERGs are allowed and encouraged to participate in more than one effort, but not required.*
- *Recruitment efforts in correlation with ERGs should be at the Endeavor level. Additional efforts can be focused on specific business units (i.e. WME, 160over90, etc.)*
- *If funds are required for recruitment activity, please email Katrina DeRosa who will assist in finding necessary budget (if available).*

Point of contact: Katrina DeRosa, Endeavor Recruitment (KDeRosa@endeavorco.com)

Programming Guidelines

ERG programming must go through the Inclusion, Communications and Events Teams for calendar alignment. **Each event will go through the below checklist that must be completed 3 weeks in advance of an event.**

Programming Checklist:

- Email Inclusion@endeavorco.com with the below information:
 - Title of Programming & Description
 - Virtual or in-person
 - Is this programming apart of a calendared cultural celebration?
 - Who will attend? (i.e. ERG Members, All Endeavor Employees, Externals, etc.)
 - Audio/Visual Needs
 - Food/Beverage Needs
 - Will Alcohol be served?
 - Communication/marketing requirements: How does the group plan to promote this programming?
 - Budget requirements (be as specific as possible)
 - Should this programming be featured on Endeavor social media channels?
 - Please share any additional support needed

Inclusion Group will reply within 48 hours of submission with approval and next steps.

- If approved,
 - **For larger programming**, the Corporate Events team will be looped in to help handle logistics.
 - If necessary, re-occurring check-in calls will be set to ensure success of the event
 - All Communications must abide by the ERG guideline and go through the necessary approvals.
 - **For intimate programming**, ERG Board or sub-committee will be responsible for handling logistics.

Additional Programming Resources

Crafting Cultural Conversations: ERG programming may frequently include an educational or community aspect to the event. All ERGs should allow time to fully produce any questions/interviews/etc. Understanding that some topics contain sensitive material, ERGs will lean on Inclusion and Communication Teams to help shape any cultural conversations.

Guest Speakers: ERG Board members should keep the Inclusion Team up to date on all talent asks to ensure transparency amongst the groups.

Invitations: All invites, like communications, are designed by our internal Creative Services. You must submit a request and allow them 48 hours to complete. Once your designs are perfect internally, you must submit to the Inclusion Group for approval. This approval turnout may take 24-48 hours. Similar approval steps are needed in line with general communications.

Alcohol: Only beer and wine are allowed at Endeavor corporate events. If you would like to bring an outside liquor sponsor or bartender, that needs to be approved by the Inclusion Group, Human Resources and Legal teams. Please allow a week for these approvals. The same applies if any ERG is having beer/wine/alcohol donated.

Attendees: Is this event just for your ERG, the Endeavor community, or externals?

- If for just your ERG, make sure that senior leaders are involved/invited. At least one Executive Champion should be in attendance.
- If for externals, it's an amazing time to gather information on who attends an Endeavor event. RSVP links should include a question about their company. This is information you can use for recruiting on the entry level basis and executive level.

External Performers, Onsite Activations, etc.: If the Event is at one of Endeavor's businesses, the ERG must have your vendor supply a COI (Certificate of Insurance). Normally our buildings require \$1,000,000 worth of insurance. This COI will be turned into your facilities manager prior to the vendor arriving to Endeavor offices. Other locations may require this too. If you are using a venue off-site, please check if a COI is required at that specific venue location. Your local facilities manager will have more information.

Food: You will be responsible for ordering, but each ERG is able to use the Inclusion Purchase card to pay for food that is approved on each group's budget. Please reach out to Nicholas Griggs-Drane for that information. Once order is complete, please make sure to send all receipts.

Communication Guidelines

Per the working charter, all ERGs will work with Endeavor Corporate Communication and Endeavor's Creative Team to build and distribute messaging to the Endeavor community. ERGs will work with Creative to ensure all messaging fits the Company's brand guidelines.

Due to the many layers of approvals, all communications should aim to be drafted minimum two week in advance of goal send date. When building a communication, please see the below process:

- ERG Members and Board draft subject matter and specific copy
- Creative Request Submitted by Working Board (cc: Nicholas Griggs-Drane)
 - Edits with final drafts approved by Executive Leadership

Endeavor Communications Approval Chain

- ERG Executive Leadership
- Inclusion Team
- Communications Team
- Chief Inclusion Officer (Final for ERG All messaging)
- FINAL: Chief Human Resource Officer (*if applicable*)
- FINAL: Chief Communications Officer (for Endeavor All messaging)

For messages going out to restricted listservs (i.e. Endeavor NY/Endeavor LA), additional IT approvals will be needed. Please allow for a minimum of 24 hours when getting each line of approval.

How will communications be delivered?

Email: When a communication requires a reply (survey, RSVP, etc.), it will be sent via email. When sending communications outside the ERG, they should go to Endeavor NY, Endeavor LA, etc. The overall idea behind our inclusion work here at Endeavor is to bring organizations together. These listservs are built to include all businesses and work wonderful for our messaging purposes.

ERGs should avoid using certain email groups that are business specific as ERGs are companywide groups. (i.e. NYAssistants@wmeagency.com, BHALL@wmeagency.com, etc.)

Connect: When a communication is purely informative, it will be posted on Endeavor Connect. Connect is a great way to get international exposure

ERGs @ Home

As employees are required to work from home, the employee resource groups play an essential role in providing community to those employees who may feel isolated during this time. Since geographical barriers are eliminated, it is an opportunity to strengthen the cross-business, global connectivity as there may be people sitting in isolated offices or areas. Encourage members to via Microsoft Teams. Virtual programming can be organized in close partnership with the Inclusion and Communications Teams.

Virtual Tools

Microsoft Teams:

- Each ERG has a Teams Group where members can dialogue about current events, topical conversations and more.
 - Working boards are also given private channels to communicate in real time between on another regarding plans, membership updates and more.
- Teams is a platform where Members can chat with one another or video chat for up to 8 people.

WebEx:

- Webex is preferred for groups of nine or more attendees to ensure all faces are displayed on the screen.

Current Groups at Endeavor

ACE: Asian Coalition of Endeavor

The Asian Coalition of Endeavor (ACE) is an employee resource group that champions diversity by celebrating Asian heritage as it exists in many forms across the globe. ACE provides mentorship, empowerment, and education.

EBC: Endeavor Black Collective

Endeavor Black Collective (EBC) provides employees across the Endeavor network with opportunities to connect with others of shared backgrounds and interests developing mentoring networks, advancing diversity recruiting, building stronger ties within the community and creating synergies and business opportunities for Endeavor.

Endeavor Veterans Committee

The Endeavor Veterans Committee is currently a group of U.S. veterans and civilians united with a common goal of giving back to U.S. military heroes by affording them with the information and access necessary to be a part of one of the most competitive and sought-after industries in the world.

Endeavor HOLA

Endeavor HOLA (Hispanic or Latinx Alliance) is an organization committed to the representation, advancement, and inclusion of Hispanic + Latinx employees and their allies worldwide. HOLA strives to foster a sense of 'familia' by educating employees about Hispanic + Latinx culture, providing an avenue for growth and retention, creating service and mentorship opportunities, as well as strengthening our ties externally with the Hispanic + Latinx community.

Endeavor Proud

Endeavor PROUD is a community made up of LGBTQ+ employees, parents of LGBTQ+ youth and Allies. PROUD acts as a global and local tool for community, education, recruitment and service. This group fosters professional sponsorship, progressive policy change and holds the belief that everyone should PROUDly show up to work.

WE: Women of Endeavor

WE, Women of Endeavor, is an organization for women and allies of women with the mission to propel professional advancement and equity for women at Endeavor. "WE" centers on enacting skill-building focused learning & development and creating workplace opportunities for women globally, while uplifting the intersectional experiences of all women. This organization is inclusive for all employees, at all stages of their career, with the desire to serve and advocate towards greater professional mobility and prosperity for women.

Upcoming Groups at Endeavor

NEXT: Endeavor Assistants | WP: Working Parents

ECHO: Every Colour Has Opportunity (UK)

Additional questions, please reach out to Nicholas Griggs-Drane (ngriggsdrane@endeavorco.com).

Key Contacts

Diversity & Inclusion Team

Alicin Williamson, Chief Inclusion Officer | awilliamson@endeavorco.com

Ebony Amoroso, Director of Strategic Partnerships | eamoroso@endeavorco.com

Nicholas Griggs-Drane, Manager | ngriggsdrane@endeavorco.com

Mujai Austin, Coordinator | maustin@endeavorco.com

Recruitment Team

Christina Nguyen, VP | cnguyen@endeavorco.com

Ian Rifkin, Director of Early Careers | irifkin@endeavorco.com

Katrina DeRosa, Senior Manager | kderosa@endeavorco.com

Social Impact Team

Romola Ratnam, SVP | rratnam@endeavorco.com

Dakota Ortiz, Director | dortiz@endeavorco.com

Hilary Kidwell, Director | hkidwell@endeavorco.com

Alexia Shea, Coordinator | ashea@endeavorco.com