

ENDEAVOR

COMMITMENT TO ANTI-RACISM

Latest Edition: JULY 2020

Endeavor pledges to lead as an anti-racist organization through a range of measures spanning **leadership, employee engagement & retention, recruitment and strategic partnerships**, as well as through philanthropic and activist efforts. The practices and initiatives constituting this commitment will help ensure more broadly that Endeavor exemplifies diversity, equity and inclusion of all forms across every facet of our business. The pages that follow outline some of our recent, ongoing and upcoming actions.

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LEADERSHIP

D&I Working Group

Convening in summer 2020, this group of senior business leaders across Endeavor will help drive and embed diversity and inclusion across our company, ensuring that our D&I strategy remains business relevant. The role of the D&I Working Group is to:

- Provide input regarding the prioritization of Endeavor's D&I work
- Help drive, engage and evaluate resources and support the implementation of D&I throughout Endeavor
- Continuously review D&I action plans
- Identify and recommend key performance metrics for each element of an action plan, to ensure success and accountability

Bias Awareness Trainings

All current and future Endeavor employees will attend Bias Awareness trainings, including virtual trainings that will be delivered by the Chief Inclusion Officer and external consultant groups, [Paradigm & The Raben Group](#). These will begin in August 2020 and progress throughout the company.

Required Executive Reading

Endeavor's executive team began a required reading program, beginning with Robin DiAngelo's *White Fragility: Why It's So Hard for White People to Talk About Racism* and Ibram X. Kendi's *How To Be An Antiracist*. Business units across the company are creating pods to engage in further conversation independently and with facilitators. Additionally, WME Talks hosted Dr. Ibram X. Kendi to discuss his work, *How To Be An Antiracist*, and a company-wide discussion is being convened around *White Fragility* as part of The Conversation. Suggestions for future books, films, podcasts, or other content should be sent to comms@endeavorco.com.

The Conversation

Endeavor CEO Ari Emanuel will host a quarterly company-wide discussion series, The Conversation, with a focus on societal issues. The series' 2020 focus is on diversity and anti-racism, and our first book is Robin DiAngelo's *White Fragility: Why It's So Hard for White People To Talk About Racism*. The second focus piece will be the Netflix documentary "13th."

EMPLOYEE ENGAGEMENT & RETENTION

Global Pulse Check

An annual Global Pulse Check was launched to hear from employees in every Endeavor business, demographic, and geography. The anonymous feedback collected will be analyzed by a third party, The Raben Group, and will be critical in shaping our continued diversity, equity, and inclusion efforts. Key findings and outcomes will be shared with all employees each year.

Juneteenth

In recognition of Juneteenth and its significance within the history of the United States, June 19 became an official annual holiday for Endeavor's U.S. employees, beginning in 2020.

Blackout Tuesday

On June 2, 2020, WME and Endeavor Content observed Blackout Tuesday, a call-to-action initiated by the music industry. Along with other companies across the industry, the day was used both to reflect and to identify actions to address the systemic racism that persists in our businesses, our industries, and our communities. The 2021 iteration of the Blackout Tuesday will include a day of companywide programming to further educate our network and spark actionable change against racial injustices within our own industry and culture at large.

Companywide Conversations

A range of opportunities for education and reflection are taking place across the company and within individual business units:

Let's Talk Series (additional upcoming talks to be announced)

- **COVID-19 and Black America:** A conversation in April 2020 to address the alarmingly high rate of deaths among African Americans due to COVID-19. At the time of the conversation, African Americans accounted for 70% of all COVID-19 related deaths in the state of Louisiana and the city of Chicago. The discussion addressed the structural inequality behind these high mortality rates and how to utilize our platforms to help draw attention to the problem. Special guests included Kim Paige, Chief Marketing Officer (BET); Jeanine Liburd, Chief Social Impact & Communications Officer (BET); and Arva Rice, President & CEO of the New York Urban League (NYUL).
- **Allyship and Anti-Racism:** A conversation convened in June 2020 about what it means to be an ally as an individual and how each of us can do our part to ensure Endeavor as a company is a catalyst for long-term change. Special guests included Jelani Cobb, Robert Raben, Sara Sidner and Van Jones.
- **Representing Clients of Color:** An August 2020 conversation about how agents and managers can holistically represent people of color to fully support them while also driving progress across the entertainment, fashion, and sports industries.

Impact Sessions

Endeavor hosts sixty-minute conversations to educate employees, partners, and clients about important and timely social issues. We kicked off the series with conversations such as Hunger in America, The Effects of Structural Racism on Children, and the Injustice of Cash Bail. Upcoming conversations will include topics such as Voter Suppression, Criminal Justice Reform, and Climate Justice.

Representations in Media Discussion

We are partnering with Color of Change to hold a discussion about Representations in Media for employees and clients involved in the television and film industries. The event will cover effects of the current portrayal of Black people in media and provide tools to ensure accurate and diverse representations moving forward, with several key goals in mind: ending inaccurate and racially-biased local news reporting, achieving meaningful diversity and inclusion behind the scenes in Hollywood, and ending inaccurate representations of the criminal justice system on television.

Diversity & Inclusion Library

As one of our education tools, we launched a [library](#), accessible to all employees, with lists of recommended reading, listening, and watching.

Employee Resource Groups (ERGs)

These employee-led, executive-supported groups help educate, recruit, and convene employees around shared experiences and interests while creating an inclusive community for all. Existing ERGs already formed in recent years are listed below:

- Asian Coalition of Endeavor (ACE)
- Endeavor Black Collective (EBC)
- Endeavor HOLA (Hispanic or Latinx Alliance)
- Endeavor PROUD (LGBTQ+)
- Endeavor Veterans Committee (in the US)
- Women of Endeavor (WE)

Coming later in 2020: ERGs for working parents and early-career professionals. Employees can contact inclusion@endeavorco.com to join or for more information.

WME Empower

Formed in 2016, Empower is a WME-founded and -led effort focused on retaining top talent and ensuring our culture is a place where all can thrive, particularly those who are underrepresented. This includes making measurable change within the WME business via mentorship, sponsorship and fostering professional development opportunities. Empower creates space for and elevates assistants and coordinators from communities lacking representation based on race, gender identity, sexual orientation, physical disabilities, and veteran status.

RECRUITMENT

Recruitment Commitments:

- Provide diverse candidate pools to facilitate the goal of increasing representation of people of color within leadership (SVP roles and above) and the overall Endeavor population
- Implement objective, metric-based interview processes and rubrics for all hiring
- Engage ERGs on a regular basis to amplify Endeavor roles in an effort to reach diverse members and their networks
- Appoint regional D&I champions within the recruiting team in EMEA, the Americas, and APAC to integrate inclusion and diversity-minded practices throughout the recruiting lifecycle
- Identify key external professional networks and job boards with memberships or audiences that primarily include people of color for posting job opportunities

Pipeline Initiatives:

Targeted Campus Recruitment & Events: As part of the company's strategic partnership expansion with key colleges and universities (including HBCUs), we will increase Endeavor's outreach to college students as a premier destination for beginning a career in entertainment. We will be increasing our presence on campus through career fairs and info sessions, in addition to hosting info sessions in our offices.

Career Path Planning: Work with WME to ensure agency career paths expand to allow for various entry points, ranging from entry-level to mid-career to more advanced opportunities.

Endeavor Impact Fellowship: Intended to launch in summer 2020 but deferred due to COVID-19, the Impact Fellowship offers 42 entry-level and internship positions across the Endeavor network to individuals with an interest in sports, entertainment or fashion, and a passion for improving these industries and communities they serve. Fellows are placed within WME, IMG Models, or Endeavor Content.

Summer Series: Derived from our Impact Fellowship, Summer Series is designed to enable underrepresented groups to maintain industry access through virtual programming, despite sector-wide cancellations of internships and other traditional career entry opportunities due to COVID-19. In partnership with Michael B. Jordan's Outlier Society, HBCU in LA and other non-profit partner organizations, the program is specifically designed to create opportunities for college students who are interested in the sports, entertainment and fashion industries to advance their understanding of the field, increase their fluency and knowledge of the industry, understand the breadth of opportunities available in the industry and interact with and learn from industry leaders. More than 1,000 individuals are participating throughout Summer 2020.

Increase our Pipeline of Senior Executives of Color: Introduce business unit leaders to industry experts and executives from communities of color in order to develop a pipeline prior to senior positions becoming available.

Workday: Optimize Workday’s “prospects” capabilities to maintain a pipeline of high potential talent within in a centralized system. (Workday is Endeavor’s HRIS system.)

Recruitment Partnerships:

The Endeavor Foundation is the lead funder for **The Hollywood Reporter Young Executives Fellowship**, which annually provides twenty-five students from majority Black and Brown communities with year-round industry programming, SAT tutoring and scholarships. In addition to a summer intensive curriculum at USC Film School, the program also provides transportation to bi-weekly mentorship sessions at entertainment industry companies (including WME and Endeavor Content). After an initial \$300,000 donation to kickstart the program and corresponding event, an additional \$250,000 was committed to help students cover costs related to attending college.

Minds Matter transforms the lives of accomplished high school students from low-income families by providing career exploration and preparing them for college success. 100% of students who have completed the program have been accepted into a four-year college. Endeavor supports the Endeavor 101 Minds Matter Career Week, in which students have a week-long, in-person experience receiving an introduction to our industries, job shadowing and career exploration.

The **Brit School** in London has successfully nurtured creative skills in students from every type of background alongside a robust and full academic curriculum. And they do so for free. Students ages 14 to 19 are given the tools and skills to thrive in creative careers. Nearly 100% of all students who graduate find work in a range of creative industries or enroll in higher education. Endeavor hosts an online speaker series for students and continues to engage in career exploration and mentorship.

STRATEGIC PARTNERSHIPS

Diversity Supplier Program

We are developing a program that will place greater focus on creating mutually beneficial relationships with small businesses that are minority, women, and veteran owned. We will seek to identify and encourage these small business owners to bid for our business. The goal is to include diverse suppliers in every sourcing opportunity.

Media Credentialing Program

We understand the importance of supporting Black journalists and news outlets that primarily cater to Black, Indigenous, and communities of color. We are working with each of our businesses to designate a percentage of media passes to Black people, Indigenous people, and other people of color in the press and will actively source additional opportunities for these press members.

Color of Change

Color of Change leads campaigns that build power for Black communities. They challenge injustice, hold corporate and political leaders accountable, commission game-changing research on systems of inequality, and advance solutions for racial justice. Through our partnership, we will leverage our influence to increase accurate and diverse representation of Black people in media, including representation of the criminal justice system. We are also supporting Color of Change's campaigns to end voter intimidation targeted at the Black community.

Mayor Garcetti | Executive Directive 27: Racial Equity in City Government

In partnership with the city of Los Angeles, Endeavor will work with Mayor Garcetti, and other companies, under Executive Directive 27 to amplify the city's lead with three asks: 1) acquire data on our racial equity statistics; 2) designate a racial equity officer; 3) consider a wide range of factors in hiring. Endeavor has proactively taken some of these necessary steps and will stand as a tentpole in Mayor Garcetti's efforts toward racial equity within Los Angeles. This group also includes representatives from AT&T, Anheuser Busch, Riot Games, Douglas Emmitt, Snap Inc., SoLa Impact, The L.A. Rams, Relativity Space, Morgan Stanley, Soylent, The Dodgers, Warner Music Group, Hudson Pacific Properties, AECOM, 4thMVMT, Gensler, FabFitFun, and Northrop Grumman.

SOCIAL IMPACT & PHILANTHROPY

#ChangeHollywood

As part of our work to address racial equity within our companies and industry, Endeavor announced the alignment of our efforts with those of Endeavor Foundation grantee Color of Change and client **MICHAEL B. JORDAN** to create a roadmap for change in Hollywood. Below are some of our key commitments as part of the #ChangeHollywood initiative:

Investing in Anti-Racist Content & Authentic Black Stories

- **Resources & Processes:** Create resources for clients, content creators, executives and partners—e.g. a list of consultants and experts on authentic portrayals of Black people and issues affecting Black people, a database of Black crew, vendors and suppliers, guidance and research to help prevent harmful portrayals of Black communities—and develop a system for employees involved in script reading and development to flag harmful content and elevate accordingly
- **Education:** Host an annual summit with agents, executives, clients and partners to discuss anti-racism in film, television and digital content
- **Content Creation at Endeavor Content:** Develop a set of anti-racist values for greenlighting Endeavor Content projects, and increase investment in Black creative-led content; provide actionable recommendations for improving content development with respect to racial justice

Investing in Black Talent & Careers

- **Recruitment:** Provide educational programming to increase industry access, scaling Endeavor 101, Summer Series and more; launch a digital marketing campaign to recruit students from underrepresented backgrounds; partner with select colleges, universities and external organizations on recruitment
- **Hiring & Retention:** Eliminate patronage hiring and commit to standardized rubrics for open positions; de-emphasize college requirements for entry-level positions; audit job descriptions for implicit bias; increase the minimum starting hourly rate for Assistants
- **Training & Advancement:** Implement anti-bias training for all senior leadership; host a series of anti-racist workshops and working group sessions; establish a mid-level career program to invest in employees from underrepresented backgrounds; provide budget for employees from underrepresented backgrounds to attend leadership and development programs
- **Culture & Reporting:** Disclose diversity numbers as part of an annual Impact and Inclusion report, in addition to conducting our global “Pulse Check” audit and ensuring that cultivating a diverse and inclusive workplace is part of performance evaluations
- **Representation On Set and Below-the-Line:** Provide an updated Inclusion Rider template as well as open-source tools to implement rider principles and track

productions; implement the principles on productions for which Endeavor Content controls hiring, and include supporting language in contracts and production handbooks

Investing in Black Communities

- **Advocacy:** Map our interaction with police departments and support measures for civilian agencies to manage entertainment needs within our own businesses and the industry; continue to advocate for local governments to shift investment from police and prisons to communities of color; develop an internal task force to help accelerate investment in Black content, careers and communities
- **Supporting Black Owned Businesses:** Implement a corporate Supplier Diversity Initiative
- **Commitment to Communities:** Commit \$5,000,000 over three years to elevate, support and empower communities of color; update the Endeavor Foundation’s grantmaking framework to prioritize organizations run and governed by people of color
- **Security & Consultants:** Hire independent security for WME and Endeavor Content events in all instances where possible; at Endeavor Content, hire pre-vetted civilian consultants for content involving the criminal justice system
- **Workforce Development Programs:** Implement workforce development programs that increase opportunities for Black people to enter the industry, and hire graduates of these programs on each Endeavor Content LA-based production

Impact Grantee Group

We’ve created an Impact sub-group of employees from across Endeavor to support our Foundation grantees on the frontlines of Black Lives Matter and racial justice. The focus of this group will be to use our resources, skills, and assets to advance their missions.

Grantees & Partners

Below is an ever-evolving list of organizations and initiatives we support or partner with to inspire change in our communities around our impact pillars of Equity, Democracy and Industry Inclusion. The Endeavor Foundation has recently pledged \$550,000 in support of racial justice. Our newest grantees are listed below along with existing grantees and partnerships in the space.

- The [Southern Poverty Law Center](#) is dedicated to fighting hate and bigotry and to seeking justice for the most vulnerable members of our society. In 2016, we committed to a \$250K multi-year grant which doubled SPLC’s budget for the Teaching Tolerance Educator’s Grants. The grants funded educators looking to develop programs that fight bigotry in schools and create safe and welcoming classrooms for all students.

- **Art for Justice** disrupts mass incarceration by funding artists and advocates working together to reform our criminal justice system. Entering the second year of our partnership, Endeavor has generated \$1M+ for Art for Justice. Beginning with Mark Bradford's Larger than Life exhibit at Frieze Los Angeles, the partnership now includes the 2020 Frieze Impact Prize, which provides \$25,000 and high-level exposure opportunities to an artist impacted by the criminal justice system.
- In 2018, we provided the seed funding to launch a revolving bail fund in Compton, California through **The Bail Project**. Our fund provides free bail assistance to low-income individuals who are legally presumed innocent, and whom a judge has deemed eligible for pre-trial. Our funding enables individuals to return home while awaiting their court dates, rather than sitting in jail for a crime they haven't been convicted of. Once the individual returns to court – as 98% have – the money is returned and able to be used for future beneficiaries.
- **The Hollywood Commission** aims to lead the entertainment industry to a strong and equitable future by defining and implementing best practices that eliminate sexual harassment and bias for all workers, especially marginalized communities and actively promote a culture of accountability, respect and equality. We support their work to eliminate the systemic problems that create power abuses in the workplace by working with Hollywood decision-makers to effect industry-wide change.
- **Color of Change** leads campaigns that build power for Black communities. They challenge injustice, hold corporate and political leaders accountable, commission game-changing research on systems of inequality and advance solutions for racial justice. Through our partnership, we will leverage our influence to increase accurate and diverse representations of Black people in media, including representations of the criminal justice system. We are also supporting their campaigns to end voter intimidation targeted at the Black community.
- **NAACP Legal Defense Fund (LDF)** is America's premier legal organization fighting for racial justice. Through litigation, advocacy, and public education, LDF seeks structural changes to expand democracy, eliminate disparities and achieve racial justice in a society that fulfills the promise of equality for all Americans. Through our partnership, we are providing overall support for their litigation and advocacy work, with a focus on fighting voter suppression efforts targeted towards the Black community.
- **Equal Justice Initiative** is committed to ending mass incarceration and excessive punishment in the United States, to challenging racial and economic injustice, and to protecting basic human rights for the most vulnerable people in American society. EJI works to confront our nation's history of racial injustice through educating communities across the country about America's history of slavery, racial terror lynching, segregation,

and mass incarceration. They also provide legal assistance to people facing extreme punishments and to hundreds of people who are innocent or wrongly convicted.

- The **Know Your Rights Camp's** mission is to advance the liberation and well-being of Black and Brown communities through education, self-empowerment, mass-mobilization and the creation of new systems that elevate the next generation of change leaders.
- **The Innocence Project's** mission is to free the staggering number of innocent people who remain incarcerated, and to bring reform to the system responsible for their unjust imprisonment. In addition, through strategic litigation they work in the courts and the legal system to address the leading causes of wrongful conviction, operate a science and research team to conduct comprehensive reviews to support reform efforts, and they meet the individualized needs of each client upon their release.

Volunteerism

This year, in place of Endeavor's annual day of service, **Walk the Walk**, the company will hold a global Day of Activism on November 3, the date of the U.S. General Election. The occasion will continue to be a global day of service, with efforts focused on community activism and civic engagement. Within the U.S., there will be a strong focus on voter participation and support within our local communities.

ENDEAVOR ACTION PAC

Endeavor Action is a federal, non-corporate political action committee (PAC) that was created by Endeavor executives after the 2016 election to promote the issues and ideals that are most valued to us: entrepreneurialism and inclusivity in the entertainment, sports, and fashion industries, voter access and participation, and arts education and funding.

- During the last mid-term elections, the PAC helped raise over \$1.54m in political dollars via events it hosted, individual giving and PAC contributions. Events hosted included:
 - EMILY's List event in Beverly Hills that raised over \$168k. Four of the five candidates supported by the event won in their districts
 - NYC event that raised \$79k for Mikie Sherrill and Tom Malinowski, both winning NJ Congressional candidates in swing districts
 - Event that raised \$10k for Sharice Davids, the first MMA, Native American lesbian to be elected to Congress. Davids credits MMA with preparing her for running for office. She flipped a House seat in Kansas
- Overall, the PAC distributed more than \$120k to 44 candidates, all Democrats, with many in swing districts. 37 of the 44 candidates Endeavor Action supported won in the 2018 midterms, and 78% of the candidates Endeavor Action supported were female or candidates of color.

KEY CONTACTS

Contact Endeavor's Diversity and Inclusion team at inclusiongroup@endeavorco.com or:

- Alicin Williamson, Chief Inclusion Officer | awilliamson@endeavorco.com
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Contact Endeavor's Social Impact team at socialimpactteam@endeavorco.com or:

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