



the rundown

ACTIVISION®



the rundown

One of Activision's core values is to Champion DE&I. It's more than something we do, it's a part of who we are as an organization.

We're all in.

Individually and together, each piece of our company plays a critical role in our DE&I progress. Activision and its iconic studios are committed to continuous learning and striving to lead with transparency. We know that reaching our next level, starts with taking accountability and continues with action.



>> ABOUT THIS DOCUMENT

This is a rundown of where we are on our DE&I journey. It's a close look at our strategy and approach. And an overview of our acts & efforts across the organization.

>> IT'S FOR YOU!

We're striving for transparency. We love that you're interested in our DE&I journey.

ACTIVISION®

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where we are >>

“*Our success comes from focusing on our people and our players. For us to operate at the top of our game in both areas, it is imperative that we champion diversity, equity and inclusion each and every day. Internally, we must continue to build an environment where everyone can show up as the best version of themselves – inspired, motivated and comfortable to push our thinking in all new ways. As we look at our player community – which is broad, amazing and growing – we need to ensure that we properly reflect the diversity of our players in our teams, and in our thinking, in order to exceed their needs and expectations as they connect in our incredible games.*

This culture journey is one that never ends; we will strive to improve every day. This is an essential global team effort that we will continue to refine together. I’m thankful for so many of our employees who passionately drive our DE&I efforts, and I’m inspired to do the work with all of you to positively impact our people and our players.



Rob Kostich
President,
Activision



WHERE WE ARE

our numbers
For Activision
Publishing, Inc.

START WHERE YOU ARE

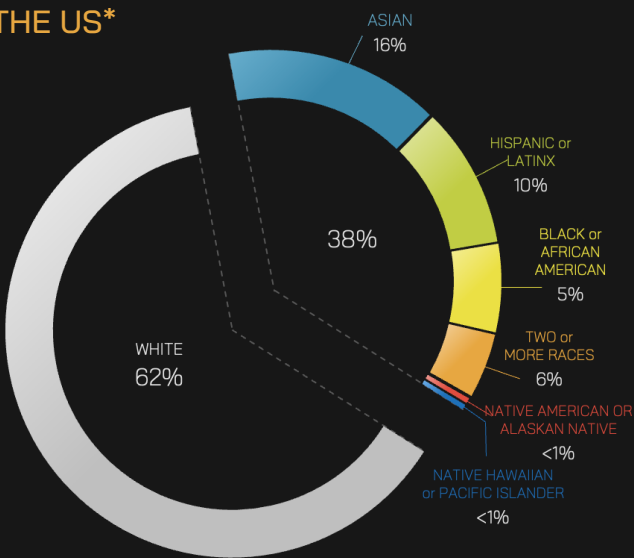
These numbers show us where we are today. We know there is a lot of hard work ahead of us, but we also know that you have to start where you are.

We believe in the power of data and transparency. Understanding this data helps us prioritize our focus as we identify opportunities to make a meaningful impact for our people, our players and our surrounding communities.

Understanding where we are starting is the best way to inform where we need to go.

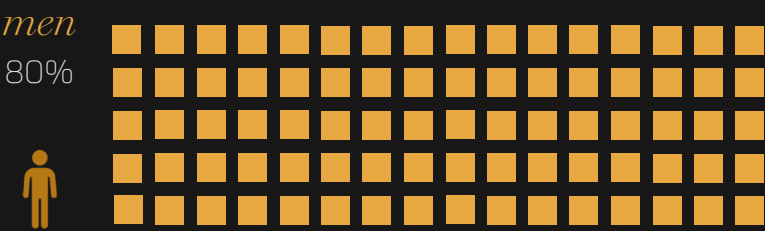
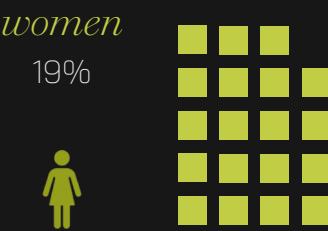
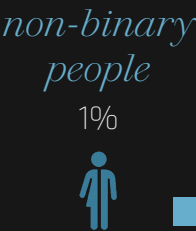
OUR NUMBERS x RACE & ETHNICITY | 2022

IN THE US*



OUR NUMBERS x GENDER | 2022

GLOBALLY**



Activision Data Source: ABK People Analytics team. The data included in this presentation for Activision Publishing represents our best estimates based on data included in our systems. Data reflects headcount as of December 31 of each year, according to the company's February 2, 2023 records. *Race and Ethnicity data shown for U.S. FTE only. **Gender data shown for FTEs globally (where data available by law). Please see also the methodology description enclosed in this presentation.

A few notes about our methodology

Data reflects all non-temporary employees – known internally as “FTEs” – for Activision Publishing, which includes its respective franchise/development talent (e.g. associated with Call of Duty) and the Activision Publishing corporate entity. Figures reflect headcount as of December 31 of each year, according to the company's February 2, 2023 records.

Our gender data is global, where permissible by local law, and represents employees’ self selection between fields of “female,” “male,” “non-binary,” “other,” and “I do not wish to disclose.” In calculating gender representation, we consider the percentage of known employees (i.e., those who have not selected “I do not wish to disclose”, “Other”, or have not identified in any way).

Our race and ethnicity data is limited to the United States and, like our gender data, represents employees’ self selection. In this case the fields from which employees select include “White,” “two or more races,” “Hispanic or Latino,” “American Indian or Alaskan Native,” “Black or African American,” “Asian,” “Native Hawaiian or Other Pacific Islander,” and “prefer not to say.” Again, in calculating ethnicity representation, we consider the percentage of known employees (i.e., those who have not selected “prefer not to say” or have not identified in any way).

The methodology chosen for this presentation is not intended to have any legal significance and should not be viewed as stating any position on the appropriate legal analysis in any jurisdiction.



WHERE WE ARE

defining
DE&I

at Activision

Our defining of diversity, equity and inclusion (DE&I) was prepared by our Activision values, our understanding of DE&I, and our impact-focused DE&I strategy.

Through intentional behaviors, we are cultivating an inclusive environment that inspires innovation with the goal of **championing DE&I**.



- Diversity* (red arrow) All the ways we are unique, both seen and unseen
- Equity* (orange arrow) Fair treatment, access, opportunity, and advancement for all people
- Inclusion* (green arrow) Creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate



Diversity, Equity and Inclusion together create **a sense of belonging**, allow individuals to be their **authentic selves**, and contribute **their best**.

Every part of our business drives change (green arrow)

business drivers & responsibilities

ACTIVISION'S VALUES
INFORM EVERYTHING WE DO

OUR DE&I STRATEGY
IS IMPACT-FOCUSED

Expanded view
on page 16

Embed the **policies,**
processes and **behaviors**
that **curate** and **cultivate** a diverse,
equitable and inclusive environment
to **ignite innovation** and deliver
epic entertainment
for all.

DE&I Vision Statement
Activision, Blizzard, King

“*At ABK, we believe that everyone deserves to be seen, heard, and feel valued. Our company is valuable and successful because of our exceptionally talented people, and because of our players around the world who depend on us for epic entertainment. Our people deserve to feel safe and feel a strong sense of belonging – how they feel affects what they put out in the world and the more diverse viewpoints they bring to the table, the better our products. And our players deserve to see themselves reflected in our characters and storyline, and to have access to play their way.*”



Kristen Hines
Chief Diversity,
Equity and
Inclusion Officer

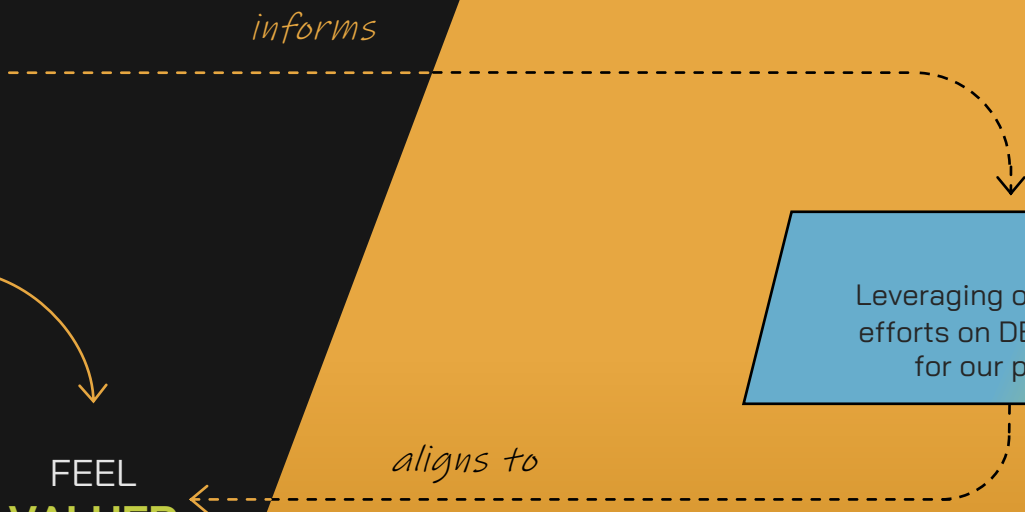
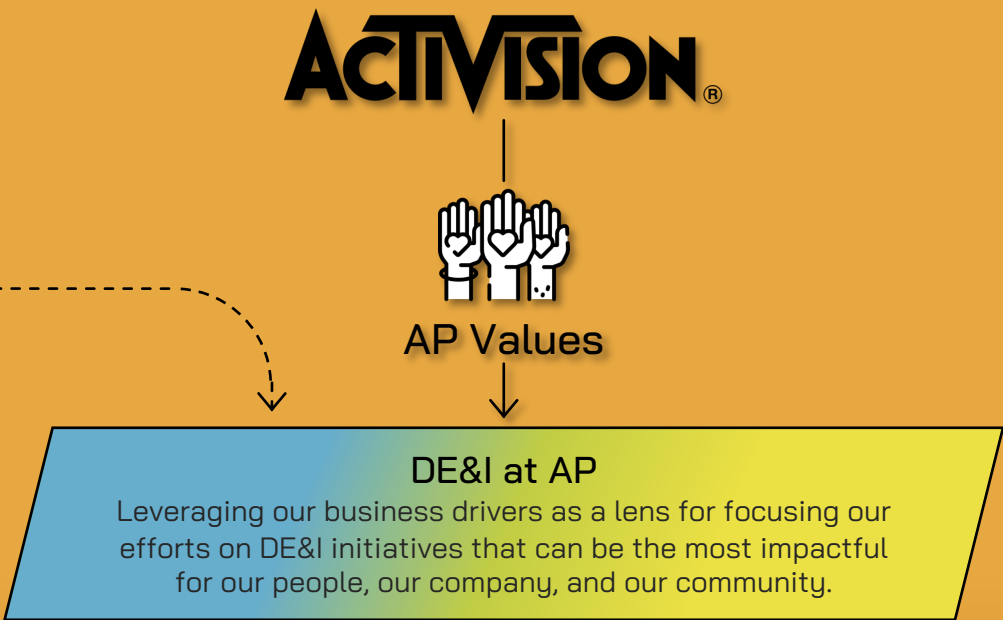
A CULTURE OF INCLUSION AND BELONGING

Activision, Blizzard, King (ABK) is committed to being an organization where everyone feels welcomed & included



ONE TEAM. ONE VISION.

Activision Publishing (AP) is an Operating Unit of ABK. As such, our DE&I approach is aligned to ABK. But it has been built on our organization’s values. It is practiced in a way to meet our unique organizational needs and those of our iconic studios.

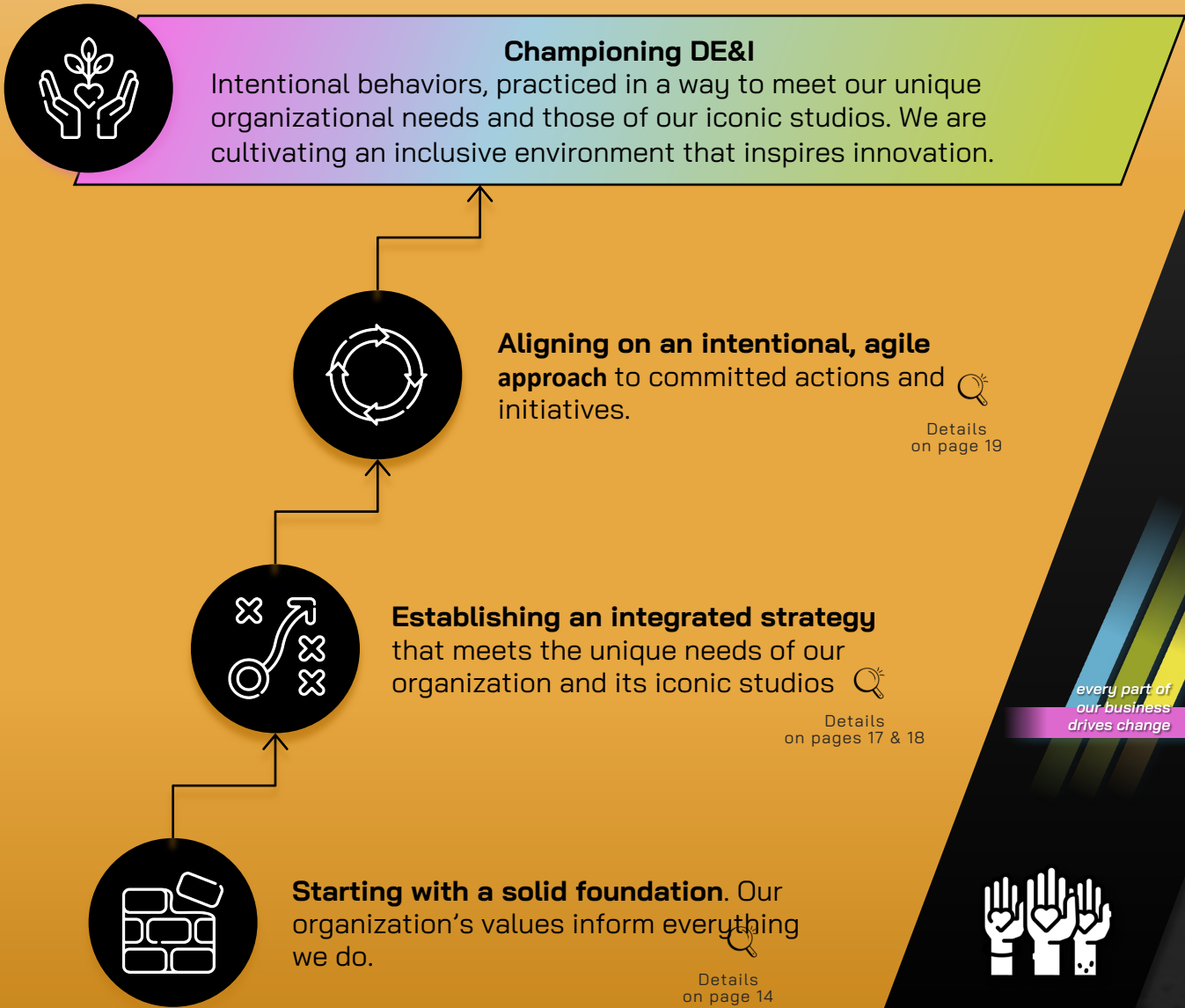




WHERE WE ARE

*incorporating
DE&I*

Our DE&I strategy has been developed through research analysis, review of relevant literature and in collaboration with many DE&I champions at different levels and different areas of the business at Activision.



every part of our business drives change



“ Although we often speak of them together, diversity, equity and inclusion are three stand alone words; representing three unique definitions that must be simultaneously given attention in order to achieve success in creating an environment where **everyone** feels like they belong and are important.



Casey Morris
Officer of DE&I,
Activision

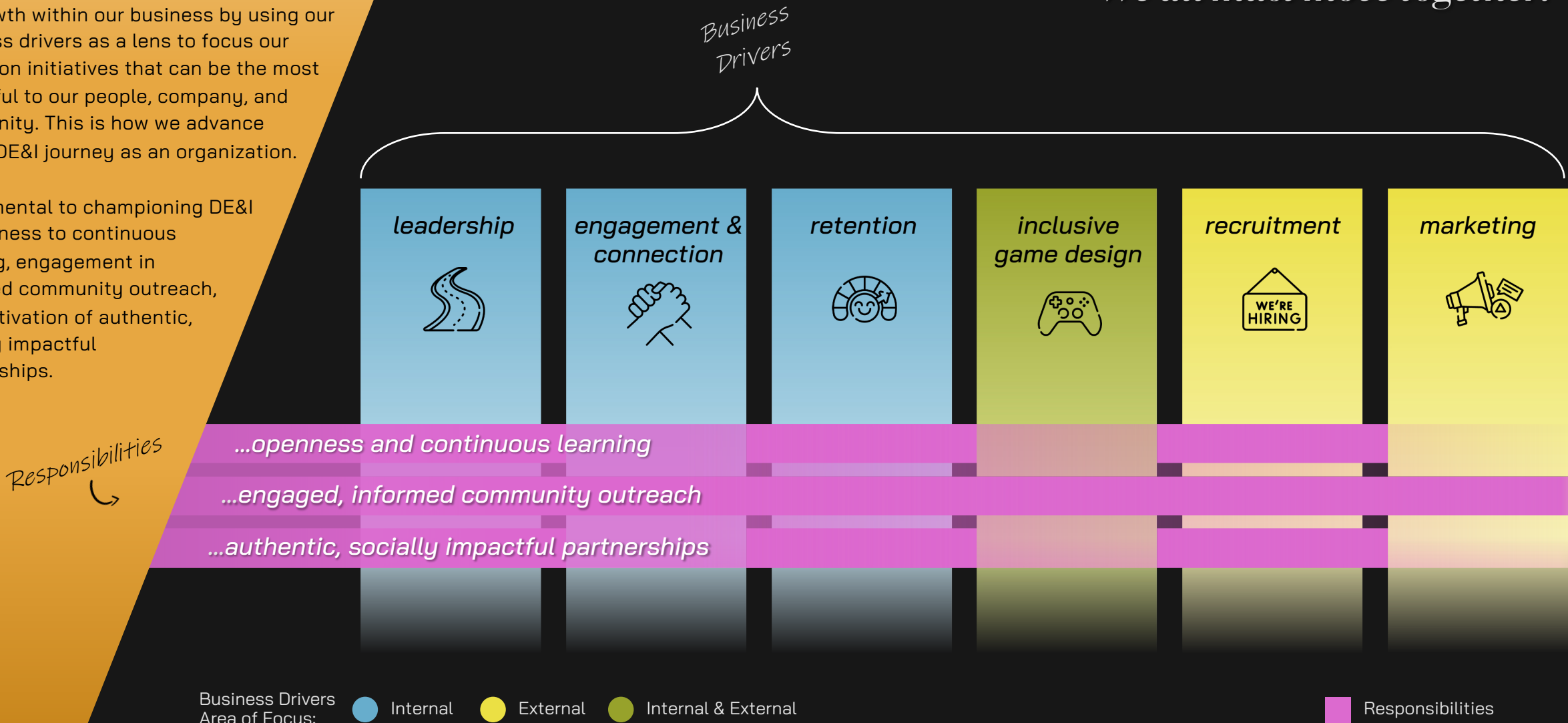
CHOOSING TO DO WHAT MATTERS
BECAUSE IT MATTERS

Our DE&I strategy is woven into the fabric of our business. It identifies opportunities for growth within our business by using our business drivers as a lens to focus our efforts on initiatives that can be the most impactful to our people, company, and community. This is how we advance on our DE&I journey as an organization.

Fundamental to championing DE&I is openness to continuous learning, engagement in informed community outreach, and cultivation of authentic, socially impactful partnerships.

Each part of the business will help us be more effective in advancing DE&I.

We all must move together.



Below we expand on each business driver, defining its lens and goals for DE&I. These business drivers are key operational elements of our organization. In using our structure in identifying and advancing initiatives, we are embedding a sustainable strategy for diversity, equity, and inclusion into our business.

We are using our organization and structure as the lens to focus our DE&I initiatives.

Embedding a sustainable strategy.

	 leadership	 engagement & connection	 retention	 inclusive game design	 recruitment	 marketing
lens	Our leaders are critical in advancing diversity, equity, and inclusion. We understand that inclusive leadership is a continual journey.	Our people are our top priority. We understand that celebrating diversity and promoting inclusion requires spaces for authentic voices.	We understand that retaining diverse employees requires actively identifying and addressing gaps throughout their employee experience and providing opportunity for groups	Our understanding that Inclusive Game Design includes engaging experts and focus groups in support of consciously and proactively creating inclusive storytelling.	Our candidates should feel like they belong. We understand that to grow in diversity and to create an inclusive environment, equitability must inform recruiting efforts.	Our stories should reflect the diversity of Activision and our player communities. We understand that engaging with audiences requires delivering relatable content based on a range of authentic experiences.
goals	Develop inclusive leaders who foster belonging	Create safe spaces for acknowledging and learning about diversity	Support and encourage the development of diverse employees	Include DE&I perspectives in the development of our games	Embed tools and processes to enhance equitability across the recruiting lifecycle	Reflect our employees and player communities in our content

Our commitment to creating an inclusive, equitable, and diverse culture doesn't stop within our organization. Our employees and community partnerships serve to drive our mission, inspire innovation, and foster a sense of inclusion and belonging within our company and our community.

continuous learning



We have a responsibility to keep learning, which extends into all aspects of our business and how we work. We are committed to listening to the needs of our people.

community outreach



We have a responsibility to engage and give back to our surrounding communities. We understand the meaningful impact each of us can make through our experiences, service, and education. Every individual (no matter their background, identity, or socioeconomic situation) deserves to have access and opportunity.

socially impactful partnerships



We have a responsibility to build and maintain relationships with impactful and respectable organizations. We understand that significant impact around diversity, equity, and inclusion does not happen alone. Our partnerships, and the efforts we collaborate on with them, are intentional.

Our DE&I journey includes:
*consistently collaborating to
inform our focuses and initiatives*

*doing our part to help bridge
the gaps we know exist*

*partnering with organizations
whose values align with ours*

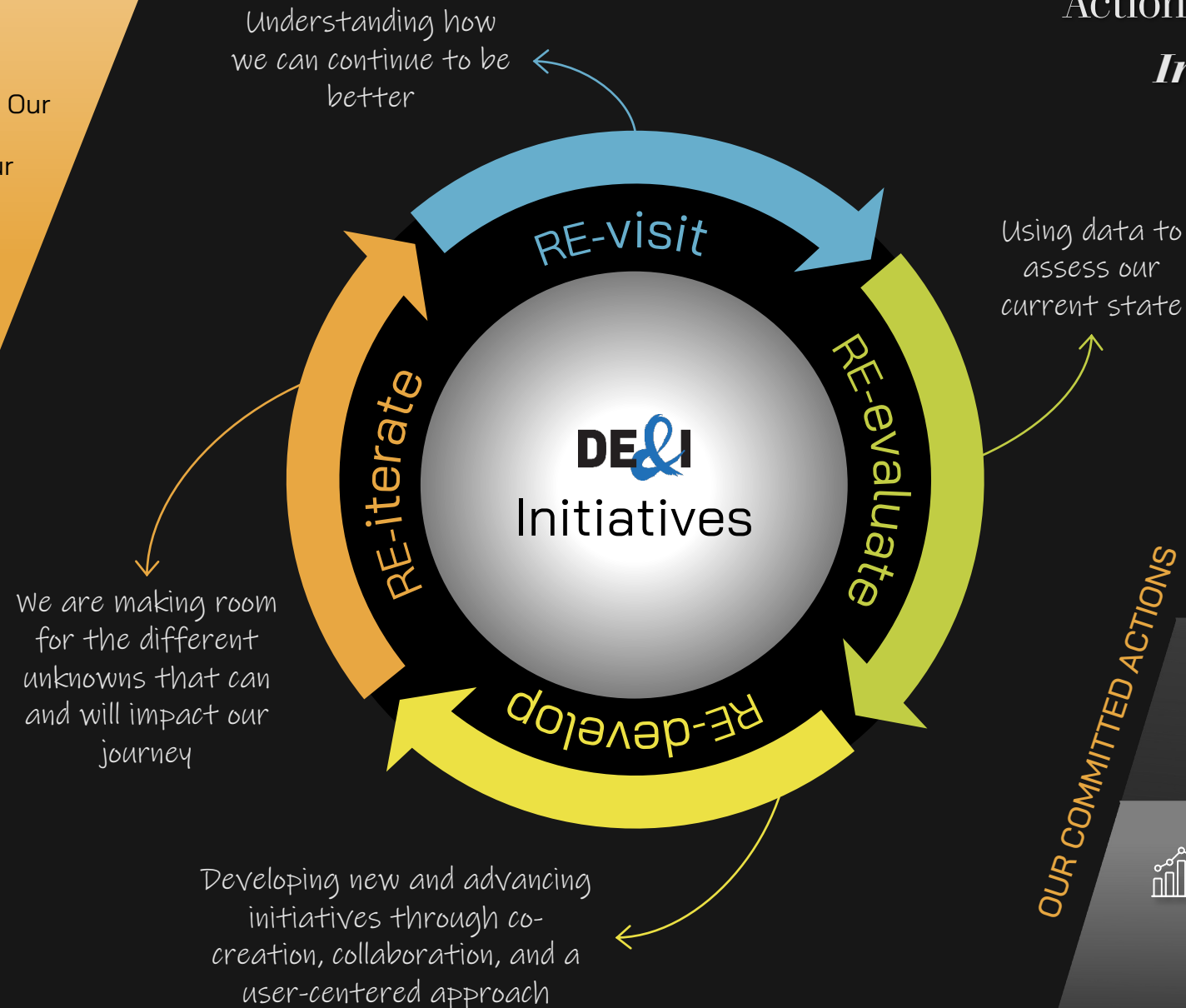
IT'S A JOURNEY NOT A DESTINATION

We use a continuous Re-visiting process. Our "Re-visit Approach" establishes actions which we are committed to for each of our initiatives. Through this process of committed actions, we are building trust with our people, our company, and our community.

EXTERNAL INFLUENCES

There will always be external factors that will influence and impact our journey. These different unknowns may include:

- Business changes
- Cultural adjustments
- Environmental factors
- Policy shifts
- Social injustices
- World events



Action-oriented, Agile
Intentional

OUR COMMITTED ACTIONS



Practicing consistency



Actioning where, when, and how it matters



Measuring and reporting on progress

“ Having a diverse organization allows us to more effectively serve our customer base, understand diverse points of view and represent our player community in a more thoughtful and authentic way.

My teams vary across the organization from finance, to development and business unit management. Diverse backgrounds provide diverse points of view, diverse ideas in game development, business approaches and people management. It is crucial to have a well-balanced organization.



Joshua Taub
Chief Operating
Officer,
Activision

“ It’s long been discussed that People & HR strategies are a force for better business performance. For my 20+ years working in HR, I continue to see this philosophy clearer each year and with EVERY industry I’ve worked in. High employee engagement equals high performance and lower turnover. DE&I takes this concept and makes it crystal clear. The more people that can bring their whole selves to work, and be treated equally, with the respect they deserve, whilst working with a broad and diverse range of people, the better it is for employee engagement where trust and commitments are strengthened, and where people can truly thrive.

I am delighted with how far we have come in our DE&I initiatives, but we have so much more opportunity. The work is never done, and that’s exciting.



Suzie Carr
Chief People
Officer,
Activision

“ The importance of diversity, equity, and inclusion is simple when I look in the mirror and reflect. Throughout my career, I have asked myself, “What am I doing to make a difference for someone who didn’t have the privileges I did?”

An organization that embodies diversity, equity, and inclusion is one that understands the true benefit it has to our people, our communities, our games, and our business. When we have a shared understanding of the beauty in the uniqueness of genders, disabilities, races, backgrounds, ages, experiences, and more, we will all experience the innovation, creativity, and success diversity results in.

We should strive to always grow in creating a more inclusive environment, celebrate our diversity, and practice equitability in order to make even better experiences for those coming after us. Changemakers in generations before ours made bold changes that at one point in time were unheard of. I take pride in doing my part to inspire change that many of us can’t quite see.

Our story should not be how many things we can do focused on diversity, but rather, what lasting change did we make that was felt by people who experience it.



Casey Morris
Officer of DE&I,
Activision

CO-CREATE & COLLABORATE

Our independent studio model is something we celebrate. It's fundamental to how our business operates. Incorporating this diversity of thought is a distinguishing characteristic of our approach to DE&I.

We emphasize purposeful collaboration. Each of our studios brings unique expertise and experiences. And they each have individual needs and ways of working.

We celebrate that and trust their understanding of their environments. In partnership, we gain clarity in understanding where we are and can be intentional about where we want to go.

Each part of the business will help us be more effective in advancing DE&I.

We all must move together.

ACTIVISION®

BEENOX

demonware

DIGITAL
LEGENDS
ENTERTAINMENT

HIGH
MOON
STUDIOS

infinity ward

RAVEN

ACTIVISION
SHANGHAI STUDIO

SLEDGE
HAMMER
GAMES

SOLID STATE STUDIOS™

TOYS FOR BOB

TREYARCH

“

Recently I've started to understand that DE&I is three words and not just “diversity” in the way we often think about it. I have two sons who have “low vision” and need some accommodations in their lives. I think a lot about how they access their world, whether in the physical world, but also how games and entertainment have provided a safe place for them to explore. Making a safe and accessible place for people who may not have the same abilities to access our content is more and more a passion of mine and I see the benefits of it everyday in my own home.

Of course, the “Diversity” part of DE&I is also important...for many reasons. Often, many of us feel that it's just the “right thing to do”, but it is more than just a moral or ethical choice...it also make our content BETTER and more interesting for a broader swath of people. I've been in the gaming industry for almost 30 years and in that time, the content has grown up with the people who both played and made the games. And that needs to keep evolving...from arcade shooters to sports games...to military shooters, but also with the types of characters and content that we present to our audience who themselves will reflect a more diverse cast of characters...[to] the game playing audience. The content needs to change. To do that in the right way, we [need] to have a broad, diverse group of developers to understand and make that content, or our future players won't connect with our content.

As...we move forward, we must be very deliberate in how we push the agenda. To make even a small amount of change, we must make big bold decisions. We have to meet our future developers where they are now, recruit from different schools than we may have in the past and build programs like Level-Up U that give us the time to find the right breadth of candidates. We're always running fast at Activision, so we need to provide our people the training, and time to focus on finding a broader, and more diverse candidate pool to build our future teams.



David Stohl
Head of Development,
Call of Duty,
Activision

Thoughts on Diversity, Equity, & Inclusion from some of our studio heads...

“I believe having a diverse team will help us make better decisions ultimately creating games that engage with more fans in more meaningful ways around the globe. The path to learning about DE&I...can be challenging in unexpected ways, but it also makes it more rewarding when we make progress. I like to think that we don't do things because they're easy – we do them because they're difficult.”



Mark Gordon
Studio Head,
Treyarch

“Innovation is a cornerstone to any creative team, and especially on massive franchises like Call of Duty. It's key to push and explore, to innovate, and we are at our best when our teams naturally bring themselves to the table. DE&I is a critical pillar to our future as creators. It's critical to continue to build upon true inclusivity to best represent and create our games.”



Aaron Harlon
Studio Head,
Sledgehammer

“The values of DE&I are aligned with the foundational values of Digital Legends [created] over 20 years ago, after becoming part of Activision we have had the possibilities to bring them to another level by offering the possibilities to all the members of the team to develop and learn more about DE&I both at a personal and professional level.”



Xavier Carrillo Costa
Studio Head, CEO
Digital Legends

“To me, DE&I means...recognizing and addressing systemic barriers and biases that prevent individuals from accessing the same opportunities and resources. It means creating spaces where people from different backgrounds, experiences, and perspectives can come together and learn from each other.”

I strive to be an ally and advocate for marginalized groups, and to challenge my own biases and assumptions. And work to create inclusive and supportive environments where everyone feels welcome and valued. By doing this, I hope to contribute to creating a more equitable and inclusive world for everyone.



Brain Raffel
Studio Head,
Raven Software

“Reflecting on my personal journey, I know how...challenging it can be as a visible minority woman to achieve your career goals and feel that you can truly be yourself and belong within your company. I have been fortunate in my career to have been supported by my managers and colleagues... who empowered me [and] supported my career growth, with opportunities to learn and thrive.”

At Beenox, the diversity of our team is an asset. Through our studio culture and actions, I am...dedicated to ensure...every person on our teams feels safe, supported, respected and valued for who they really are; where they can thrive and shine, and feel they truly belong within our big family.



Nour Polloni
Studio Head,
Beenox

— *active initiatives x business driver*

- *leadership*
- *engagement & connection*
- *retention*
- *inclusive game design*
- *recruiting*
- *marketing*

— *Activision, Blizzard, King:
our larger ecosystem*

- *global employee
network groups*
- *global early
careers*



what we're doing >>



CONTINUOUS LEARNING

COMMUNITY OUTREACH



ACTIVE INITIATIVES x DRIVER

leadership

Develop inclusive leaders
who foster belonging

We are on this journey *together*

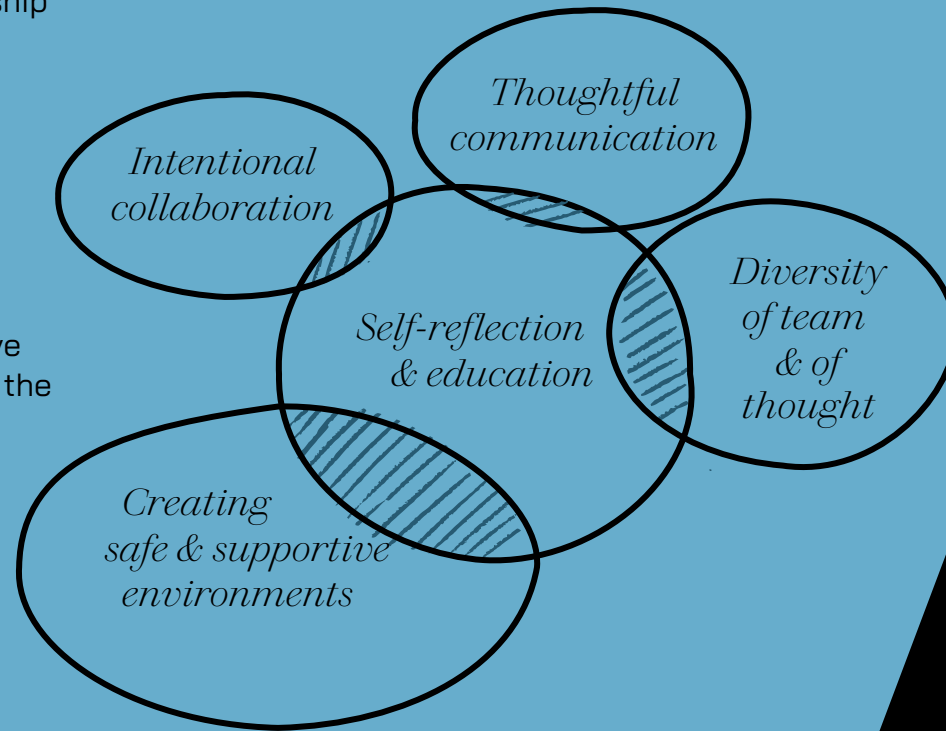
The journey of inclusive leadership spans across all aspects of Activision.

We embark with open curiosity.

Starting at our most senior levels, we are committed to developing a safe and supportive environment where everyone in the organization feels seen, heard, and valued.

Our individual stories and experiences are the basis of the diversity of thought that is essential to creative and innovative game development. We are learning to be mindful and intentional in how we collaborate and communicate. Each of us.

Every single member of Activision can be an inclusive leader. We are growing and leading together.

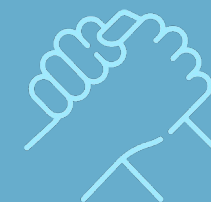




CONTINUOUS LEARNING

COMMUNITY OUTREACH

SOCIALLY IMPACTFUL
PARTNERSHIPS



ACTIVE INITIATIVES x DRIVER

engagement & connection

Create safe spaces for
acknowledging and
learning about diversity

The power of connection is one of our most valuable assets. It's what allows us to create an environment that amplifies diverse voices, emphasizes belonging, and connects us to our surrounding communities. By fostering meaningful conversations and sharing our experiences, we build lasting relationships, gain new perspectives, and learn how our differences can bring us together. Two of the ways we're striving to create these connections are through our video series, *Press Pause*, and our monthly DE&I Newsletter, *A Message From: DE&I*.

Press Pause is a video series capturing real, genuine conversations about what our employees have experienced as diverse professionals. We want to learn from each other, our experiences, and grow in our perspectives. The initial launch includes the following installments:

1

Different or Similar Perspectives?

Understanding how our identities play a role in our work and lives

2

Cross Cultural Communication at Work

Different experiences from different regions around the world

3

Not Your Stereotypical Woman

Moments in the workplace that have shaped who I am as a professional woman



We're publishing a monthly **DE&I Newsletter**, A Message From: DE&I, sharing Employee Spotlights and information on upcoming global holidays. We're partnering with non-profit organizations in DE&I community events.



Employee Spotlight

Our people make Activision what is it. We come from so many different backgrounds with many different lived experiences. There is so much to celebrate in that. And so much value in getting to know each other on deeper levels.



Cultural Awareness

It can be challenging to keep up with all the events and activities that are going on, but we want to do our best to ensure everyone feels the importance of diverse identities and has a chance to participate.

- Some highlighted observances, for example:
- *Breast Cancer Awareness Month*
 - *Black History Month*
 - *Women's History Month*
 - *Diwali*
 - *Hispanic Heritage Month*
 - *Indigenous People's Day*
 - *Transgender Day of Remembrance*
 - *Veterans Day*
 - *World Mental Health Day*
 - *Pride Month*



Recommended Reads

The reading materials and resources shared are curated to help employees learn more about diversity, equity, and inclusion and promote an understanding on a variety of cross-cultural topics.



DE&I Tip of the Month

Small efforts and considerations that could make a difference for the many different people you interact with. An example of a tip we'd share is on the topic: How to be an ally in meetings.



We want our people to bring their authentic voices to all that they do. Through established and developing partnerships our people have opportunities to connect and engage in activities and events, intended to provide positive impact on aspiring young dreamers and professionals. We often collaborate with members of our Employee Network Groups to provide the most relatable and impactful experiences.

We offer 2-hour **Virtual Learning Sessions** which spotlight our employees as panelists and individuals affiliated with our community partner as the audience.

One example of our Virtual Learning Sessions was done with Black Girls Code, an organization training thousands of girls to lead, innovate, and create in science, technology, engineering, and math. The session was titled, "*Women in the Gaming Industry*." Our panelists, Mercedes, Kalah, and Camille are members of our Black Employee Network group. They all brought unique experiences and backgrounds to share with aspiring young Black professionals. Throughout the session, participants learned firsthand about each of their unique career journeys.

Following the panel discussion, the young women who joined the event had an opportunity to ask questions and learn more. The purpose of these sessions is not only to provide learning but to encourage lasting relationships and connections.



Inspirational words from our *talented panelists*

“Don’t ever take “no” for an answer... Whoever it is. Whether you didn’t get the job, understand where that “no” came from. It may be a “no” today, but tomorrow, it may be a “yes!” Try things and fail.



Mercedes James
Associate
Technical Artist,
Sledgehammer
Games

“You are one of one and have every right to be in this room, just like the next person! Make connections. You never know what kind of knowledge and experience someone else can impart to you. So don’t be afraid to make those connections. If you are scared, then just do it, scared!



Kalah Mingo
Optimization
Specialist,
Activision

“Learn to run your own race. When you see Usain Bolt, you don’t look to see if you are behind. You just know you’re racing and know you’re going forward. In the time you look back, you are actually slowing yourself down.



Camille Ramseur
Technical Artist,
Treyarch Studios



CONTINUOUS LEARNING

COMMUNITY OUTREACH

SOCIALLY IMPACTFUL
PARTNERSHIPS



ACTIVE INITIATIVES x DRIVER

retention

Support and encourage
the development of
diverse employees

We are taking a holistic look at the experiences of our diverse employees throughout their career at Activision to identify whether any gaps exist and implement programs and initiatives to address them.

Our people are our *priority*

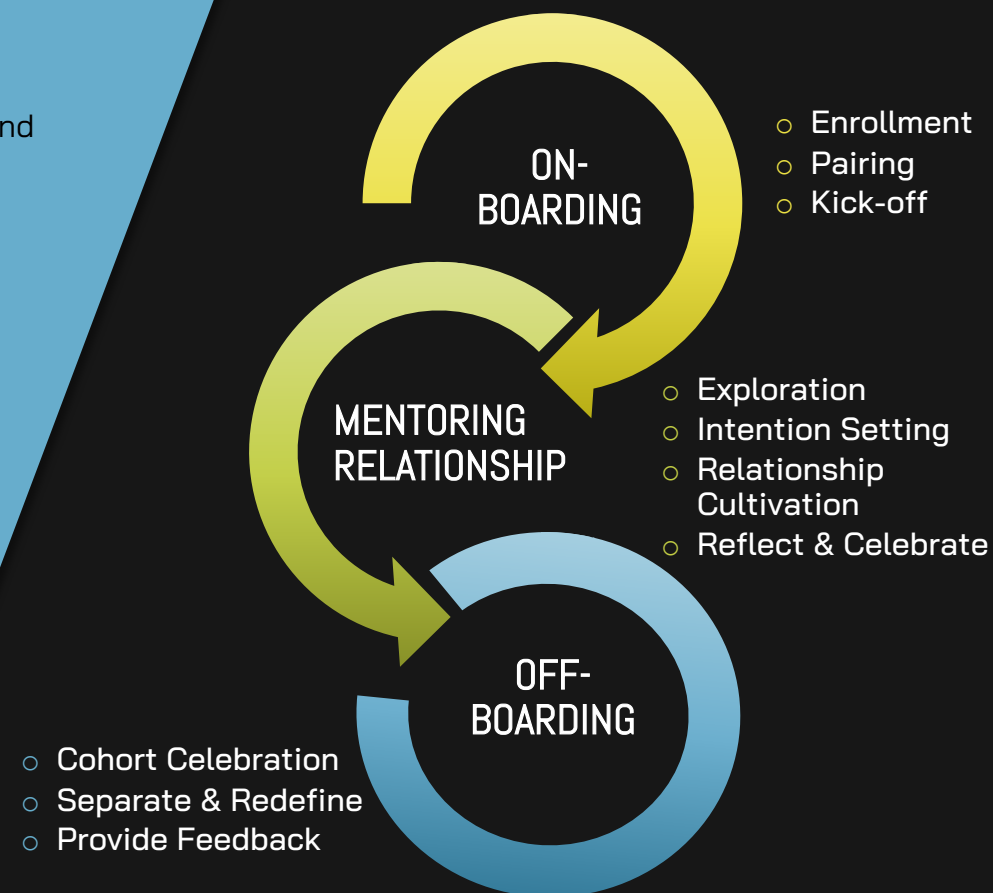
This year, in alignment with strategic goals, we are offering opportunities in development and recognition for employees such as:

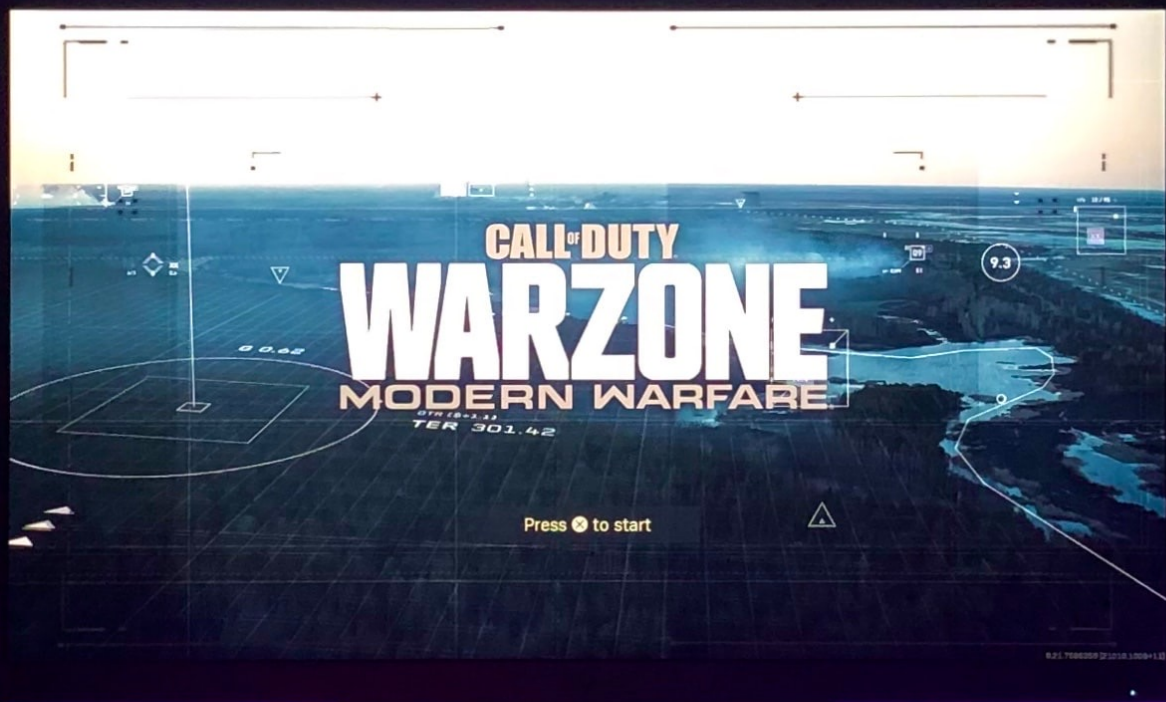


Mentorship

As part of our efforts to build connections and strengthen representation across management and leadership positions we are launching a mentoring program called XP Equity, open to all Activision employees with special focus on supporting individuals who are part of underrepresented groups within our employee population. Its purpose is to level-up future leaders through intentional inclusivity.

XP EQUITY PROGRAM LIFECYCLE





CONTINUOUS LEARNING

COMMUNITY OUTREACH

SOCIALLY IMPACTFUL
PARTNERSHIPS



ACTIVE INITIATIVES x DRIVER

inclusive game design

Include DE&I perspectives
in the development of our
games

“ *DE&I is the core foundation of Inclusive Game Design, because we must first understand the richness, value, and range of human experiences, expressions, and identities in order to then help design gaming experiences that truly welcome all to play and enjoy.*

It is not always easy, and it is never finished. It can be a challenging topic for some to approach, and my purpose with Inclusive Game Design is to help make these conversations more open, relatable, and actionable.



Adrian Ledda
Director of Inclusive
Game Design,
Activision

Video games are for *everyone*

Our Inclusive Game Design (“IGD”) team has the mission of embedding advocates, best practices, and innovations in all our games, to ensure that our games are the most diverse, welcoming, and inclusive. The option to view a range of accessibility features at the very start of a gaming experience is quickly becoming table stakes. The three pillars of our IGD efforts are:

accessibility

including making sure the widest possible audience can enjoy our games

representation

including striving to have diverse, inclusive casts of characters and narratives

community

Promoting positive interactions and limiting disruptive online behavior in our player community



Inclusive Game Design *in action*



IGD Ambassadors

Starting this year, IGD Ambassadors we believe we will vastly improve game teams' capabilities to train and embed local team experts in IGD, increasing the knowledge and outcomes for our games to be more inclusive.



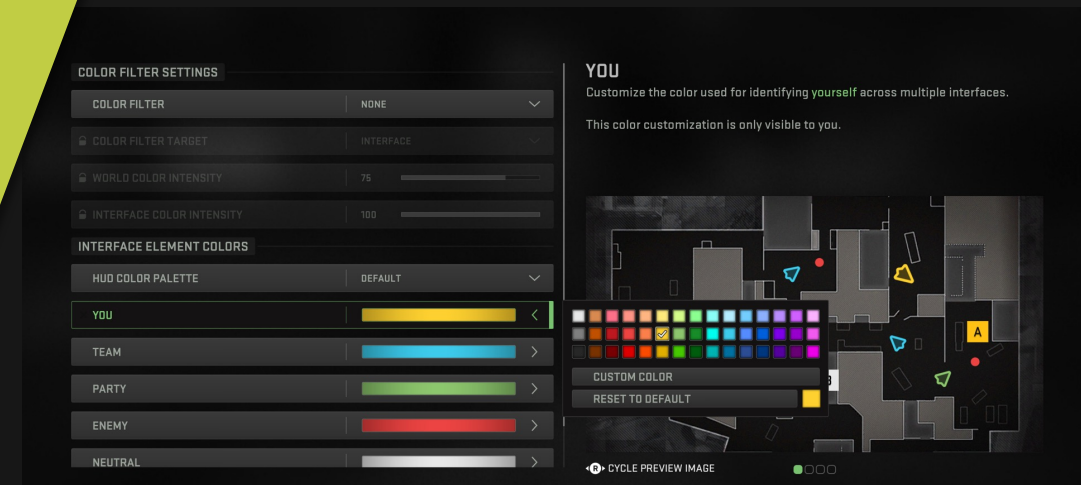
Formal Gaming Accessibility Training

We are continuously supporting our employees from all studios and teams across the company to take various gaming accessibility educational courses, such as the AbleGamers Accessible Player eXperience (APX) certification training. Since our partnership with AbleGamers in 2020, the company has trained over 100 developers in this certification, embedding the knowledge and practice of inclusive gaming, especially for players with disabilities.



Representation and Media Impact Workshops

In a developing partnership with an academic and research based organization in media representation, we are developing custom, internal workshops to understand the landscape and impact of media representation, and what it means to create more inclusive storytelling in our gaming narratives, characters, and experiences.



“*The journey to a more diverse, inclusive, and equitable world is not only the right thing to do, but business critical to accomplish our mission to engage and connect the world through epic entertainment. We need to embrace and respect the differences that we all share and celebrate and amplify the commonalities that make us one human race. Only when we create virtual worlds where all of us feel represented and included, we can truly connect the real world. To achieve this in an authentic and credible way, we must make sure that the diversity of our human experience is represented when we create and market our epic entertainment experiences.*”



Oke Mueller
Vice President,
Player Insights,
Activision



CONTINUOUS LEARNING

COMMUNITY OUTREACH

SOCIALLY IMPACTFUL
PARTNERSHIPS



ACTIVE INITIATIVES x DRIVER

recruiting

Embed equitability
across the recruiting
lifecycle

Diversity recruiting *key accomplishments*

This year, we have made big strides in our commitment to diversity. For those who identify as women or non-binary, we increased this population by 3% overall at AP from 2021 to 2022. We have also hired our first Chief DE&I Officer for Activision Blizzard and our first DE&I Officer for Activision.

Starting in mid-2022, we held multiple collaborative sessions within our Talent teams, defining *diversity recruiting* for Activision and how we could ensure we were using a diverse and inclusive lens in our recruiting process. We shared our individual efforts, successes, and learnings.

1

Diversity Recruiting Champions

Individuals who serve as a bridge within the Talent teams, championing DE&I strategic initiatives and helping to integrate them at a tactical level for the business. Their continuous feedback on how our recruiting efforts are progressing is paramount to ensuring we maintain inclusive hiring practices.



We believe in a *holistic approach*

We believe in a holistic approach to attracting and hiring talent. As such, we are continuing to ensure inclusive practices are being taken during each step of the recruitment lifecycle – from planning a search for a new role through the successful onboarding of diverse talent.

attracting

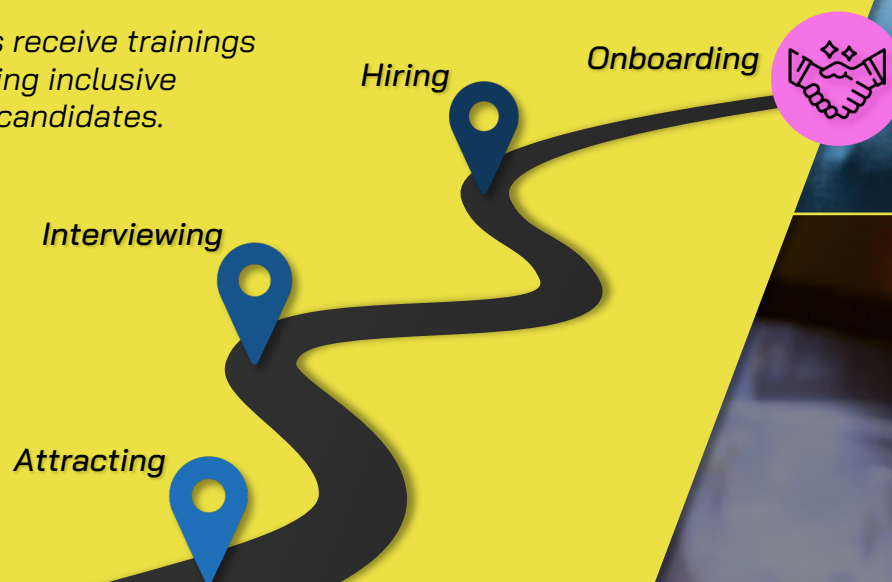
We have invested in a recruiting tool to help ensure that our job descriptions have inclusive language to attract the best talent. We have meaningful partnerships with organizations who promote diversity in our industry, to include academic institutions, nonprofit groups, and specialized recruiting events.

interviewing

Our hiring managers and recruiters receive trainings and tools to ensure they are creating inclusive interviewing environments for our candidates.

hiring & onboarding

We strive to ensure our hiring and onboarding process remains equitable and inclusive.



GREAT GAMES START WITH GREAT PEOPLE

SEARCH JOBS

“ *Diversity in thought, experience, and people is the only way we can continue to evolve and grow as an industry leader. We have an opportunity to truly be game changers and create a place where our employees can continuously make an impact on our culture, our games, and our people. This is where I want to be, as a #APGameChanger*



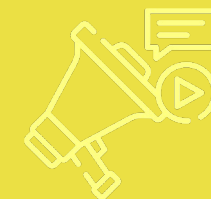
Vivian Enos
Senior Director
Franchise Talent
Officer,
Activision



CONTINUOUS LEARNING

COMMUNITY OUTREACH

SOCIALLY IMPACTFUL
PARTNERSHIPS



ACTIVE INITIATIVES x DRIVER

marketing

Reflect our employees and
player communities in our
content



We sat down with Tyler Bahl, VP and Head of Marketing, Call of Duty, Activision, to get some insight on his thoughts when it comes to marketing, diversity, and inclusion.

We lead by thinking about the *audience first*

In marketing, we lead by thinking about the audience first. Call of Duty has a nearly 20-year history, its audience has evolved and changed over this time. Our audiences come from all walks of life, representing different communities. This is a tremendous opportunity for us to understand if we're embracing and representing all our players.

For example, in our most recent COD game, *Call of Duty: Modern Warfare 2*, about 80% of the game is in Mexico. In creating this story, we listened to people of the cultures represented to ensure relevant and accurate storytelling. The game's trailer song is a J. Balvin cover of Metallica's Wherever I May Roam. J. Balvin, the Prince of Reggaeton, is one of the best-selling Latin artists. With intentional representation, we ended up with our greatest sales in Latin America to date. Which is a substantial indicator that our content resonated with this audience.

We're just scratching the *surface*

Our team is a vital piece to telling the stories that we do. Their passion for diversity and inclusion shows clearly in the work we create. We intentionally focus on building a team of diverse backgrounds and experiences. We are just scratching the surface. There is so much more ahead for us.



“

It is one thing to talk about DE&I, but seeing, hearing, and feeling what others have experienced is life-changing. Growing up, I was lucky enough to have diverse friends, colleagues, and family members; their unique stories and our time spent together really influenced my perspective on the world. As a result, I started to think about my privilege and how I could use it to amplify other voices. This motivation to elevate others and make things more equitable is fundamental to my purpose. Everyone has their own story, but it's acknowledging and understanding others which is hard. I want to help create a more empathic Activision, a place where these stories can be shared, and others can listen.



Tyler Bahl
VP and Head of Marketing,
Call of Duty,
Activision

We are focusing on *holistic inclusion*

The **DE&I Marketing Task Force** was spearheaded by passionate members of marketing. They have been leading the way in ensuring we're delivering relevant, representative content.



Marketing DE&I **Shared Space**

Recurring sessions for Activision Marketing employees to come together and discuss the best and worst practices in media representation for a given affinity group, by sharing specific, real-world examples and using those learnings to inform future campaigns

- The effort was inspired by the Calavera Test Model for Call of Duty
- Following sessions will help future campaigns for franchises such as Crash Bandicoot and others



DE&I Done Right

Quarterly meetings where internal and external marketing or brand experts discuss how to deliver authentic and inclusive content

“ Diversity does not fit in a box. It's a spectrum - varied and multifaceted. For brands to offer the best consumer experiences and stay culturally relevant, they need to factor in diversity, equity, and inclusion. Our DEI Marketing Task Force identified the internal need to establish a framework to keep these conversations at the forefront for stakeholders.



Laura Mesones
Director, Consumer
Marketing, Activision

- mission & approach
- impact



call of duty endowment

The Call of Duty Endowment, a 501(c)(3) private foundation supported by Activision Blizzard, is the world's largest nonprofit funder of veteran employment. The Endowment uses a performance-driven approach to fund organizations delivering the highest standards of quality and cost-efficient veteran job placement services. Beyond funding, we partner with our grantees to provide an array of advice and support aimed at maximizing their impact.



placed in jobs
since 2009

110,000+

veterans

average
2021 cost per
placement

<\$547

cost

average 2021
starting salary

\$64,000+

salary

In 2021, our grantee organization's average cost to place a veteran in a job was \$547, about 1/10 of the cost of U.S. government efforts.

This is made possible by a commitment to high-performance standards that are measured on a quarterly basis, including:

- Cost per placement
- Average starting salary
- 6-month and 12-month retention rates
- Full-time vs. part-time employment

In addition to supporting its grantees, the Endowment is committed to highlighting high performance in the veteran employment space through its **Seal of Distinction** program, which provides both a \$30,000 prize and national recognition to winners of the award.



When we look a level deeper, we can see how truly transformative our work is. We have a growing impact on underrepresented populations, as seen when comparing percentages of our total veterans placed with the composition of the veteran population.

	Women	Black	Hispanic
<i>veteran placements</i>	19%	20%	7%
veteran population	10%	12%	5%

Since 2014, we have been widely recognized for our impactful programming and engaging campaigns. We have also received GuideStar’s highest recognition for transparency and impact six years running.





ACTIVISION | BLIZZARD | King

*our larger
ecosystem*

At Activision, Blizzard, King, we believe that Diversity, Equity & Inclusion is an integral part of our company's DNA and is at the core of our mission to connect and engage the world through epic entertainment.

Our people are passionate about fostering a culture that respects diversity, and our unique points of view drive the creativity and innovation needed to make first-in-class content for our diverse player communities worldwide.

Our **ten global Employee Network Groups** provide a sense of belonging and the space for employees to engage, educate, and show up to work as their authentic selves while influencing our content, ensuring it is accessible and inclusive for everyone.

<i>API Employee Network</i>	<i>Black Employee Network</i>	<i>Differing Abilities Employee Network</i>
<i>Indigenous & Aboriginal Employee Network</i>	<i>SOMOS Employee Network</i>	<i>LGBT+ Employee Network</i>
<i>SWANA Employee Network</i>	<i>Veterans Employee Network</i>	<i>Women's Employee Network</i>
	<i>Multicultural Employee Network</i>	

“ Our Networks are inclusive of employees from all walks of life and provide connection around our shared values but equally around our differences. What I appreciate the most about our networks is the connection and education they offer us. The more we know about each other, the more empathy and understanding we hold.



Mayumi Nakamura
Global DE&I People Engagement Lead
Activision Blizzard



ACTIVISION + HBCU IN LA

Taking Your Internship to the Next Level

Our **Global Summer Internships** provide participants with hands on challenging projects, work assignments, company events, and networking opportunities.

We are proud to partner with **EICOP**, Entertainment Industry College Outreach Program, a non-profit educational arts workforce development program dedicated to educating, training, and recruiting the best and brightest diverse student leaders from our nation's Historically Black Colleges + Universities (HBCUs) and other Predominately Minority Institutions (PMIs) for careers across all aspects of the entertainment, media, communications, sports, music and technology industries.

In an initiative spearheaded by Josh Taub, Chief Operating Officer at Activision and the Global Early Careers team, we expanded its HBCU in LA Internship Program to include opportunities for HBCU students in gaming, technology, and the interactive entertainment space. Six interns from the HBCU in LA summer cohort were a part of our 2021 summer internship program.

“ Global Early Careers recruits from a variety of academic institutions and partner organizations in search of the brightest, most talented students for internship positions. Our inclusive program values diversity in all forms; cognitive, socioeconomic, cultural, educational, and experiential, as we grow a pipeline of future leaders.”



Stacie Sasaki
Senior Director,
Global Early Careers,
Activision Blizzard

Press Play is a holistic, global education series designed for students embarking on their internship and career search. We host a broad offering of digestible sessions that cover a variety of topics meant to demystify Activision, Blizzard, King, the gaming industry, the internship recruiting process, and the huge variety of roles available to interns.

In partnership with the Latinx Employee Network Group, we held a panel with 130 students engaged for Hispanic Heritage Month.



*held across
spring and fall*

60

sessions

*outreach for the
series*

110,000

students

*across 33
countries and
330+ schools.*

2,400

attendees

- *DE&I at Activision*
- *DE&I Team*



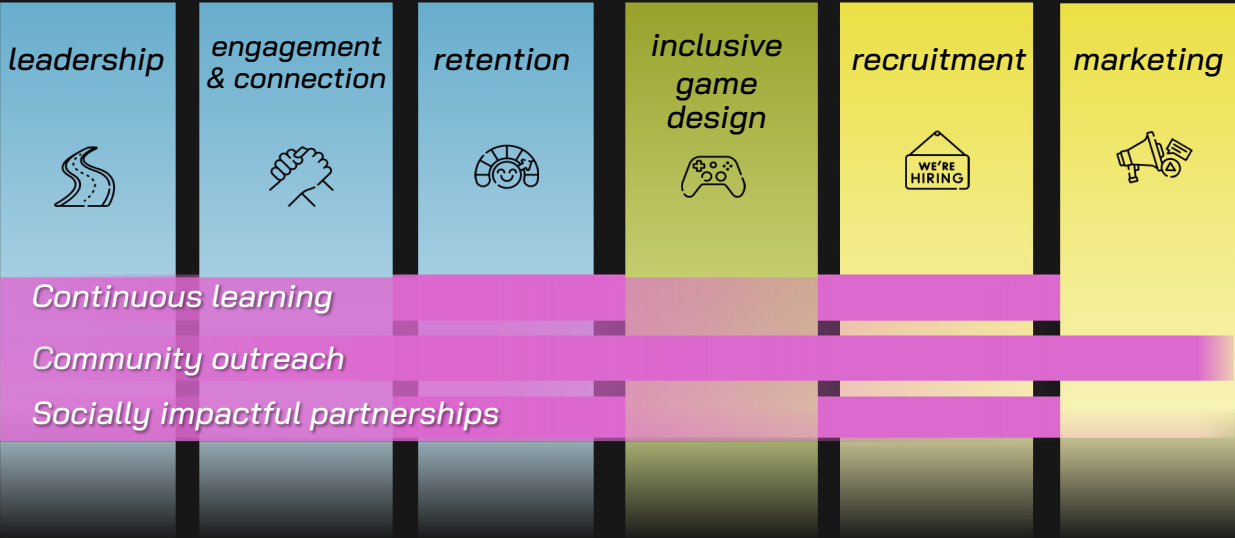
in conclusion >>

“Working together to create and sustain an increasingly diverse, equitable, and inclusive workplace is a core pillar to great culture and great collective performance. Now more than ever, we have an incredible opportunity to lead in this space as a company; and to help each other foster norms and behaviors where employees can grow in positive ways by learning from others’ different perspectives and experiences. While the work to consistently improve in this area is never done, it is motivating to join forces with everyone at our company to continue to attract and support the best and most diverse talent in the world. Celebrating and engaging in our differences makes us better, and our future through this lens remains incredibly bright.”



Johanna Faries
Senior Vice President,
Activision

DE&I is an iterative journey and a core value at Activision...
that we champion through actioning on our
key responsibilities and business drivers:



● Internal Drivers ● External Drivers ● Internal & External Drivers ■ Responsibilities

Thank you for investing your time in learning more about our DE&I journey at Activision. We hope this closer look at our DE&I strategy, approach, and commitments leaves you feeling informed, inspired, and excited about the future of Activision.

Sincerely,
Your Activision DE&I Team



Casey Morris
Officer of DE&I,
Activision



Adrian Ledda
Director Inclusive
Game Design,
Activision



Ivan Perry
DE&I Business
Partner
Activision