



# PEOPLE PROGRAMS

## Talent Development

### Practices

### Metrics/Stats/Examples

#### **TALENT PIPELINE DEVELOPMENT STRATEGY**

#### **Forecasting hiring needs**

EA's talent planning and hiring strategies are aligned to the forecast of the company's strategic vision and where we will need to invest and develop as a business. We analyze these plans as well as conduct regular reviews of enterprise and team level needs to ensure alignment with business priorities.

#### **Talent pipeline development efforts**

Based on identified hiring needs, we strategically identify, connect and build relationships with external talent. We target talent pools that include skill areas we have determined to be critical to delivering on future business plans and that might also have market scarcity or intense competition. Our team includes sourcers dedicated to pipelining efforts and we utilize our recruiting tech stack to power our targeting and relationship building approach.

We also believe that creating the best games, characters, and experiences that connect and resonate most deeply with our players around the world means our teams should reflect the breadth of our players' diverse perspectives. We have developed specialized recruitment efforts designed to reach Underrepresented Minority Communities. This includes strategic engagements with Historically Black Colleges and Universities, Anita Borg and Grace Hopper, among others.

#### **GRADUATE TRAINEESHIP/ APPRENTICESHIP PROGRAM**

#### **Recent Graduate Training**

As EA continues to strive to innovate new ways to inspire and delight our players around the world, we also have a great opportunity to evolve with the rise of digital and technological advancements, We strongly value the opportunity to engage with recent or soon-to-be graduates that bring fresh perspectives to our teams.

In FY19, EA hired **214** interns and co-ops across **18** locations around the world. **39%** of the interns who were eligible for full-time hire joined EA at the conclusion of their internships.

**PARTNERS WITH EDUCATIONAL INSTITUTIONS TO DEVELOP OR DELIVER JOINT TRAINING PROGRAMS FOR STAFF**

EA’s approach to partnering with educational institutions takes on many forms and extends to partnerships with industry leaders and strategic partners who provide educational opportunities to our EA employees. Provided below are examples of how we have and continue to partner.

- Industry leaders and educational leaders delivering keynotes (60-120 minutes), workshops (2 to 8 hours) and courses (2 hours to multiple days).
- Encourage employees to participate in industry events such as the annual Game Developers Conference to share knowledge and gain insight into industry-wide best practices.

**Feedback and Rewards**

Practices	Metrics/Stats/Examples
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**REGULAR PERFORMANCE APPRAISALS, FEEDBACK PROCESSES AND RELATED COMPENSATION**

**Managing for Results (MFR) Program**  
 At EA, we believe that meaningful conversations are deeply valuable in fostering a high-performance culture. Our approach to performance evaluations focuses on providing ongoing employee feedback through quarterly conversations through which managers are trained to help drive performance and develop skills. These quarterly conversations are also opportunities for employees to provide feedback and receive coaching on how they are progressing against their goals, stay aligned on key priorities, and discuss professional development.

**Total Compensation**  
 EA believes in a pay-for-performance philosophy to build a culture of high performance. Each year, we undergo a focal review cycle where we reward employees based on EA’s performance and their individual performance in the past year. During this period, eligible employees are considered for an annual performance bonus, the amount of which depends on EA’s achievement of financial metrics and employees’ individual performance. Eligible employees are also considered for annual equity awards which are discussed below.

**Retirement Benefits**  
 We offer competitive retirement plan options globally with reference to local rules and regulations. In the United States, we match at least 50% of employee contributions to 401(k) accounts each year; and up to 100% depending on EA’s financial performance, subject to regulatory limits.

## **JOB-SPECIFIC DEVELOPMENT TRAINING PROGRAMS**

### **Job and Skill Training**

EA offers several development training resources ranging from formal, informal and social mechanisms to ensure the employee is supported and equipped for growth in their job functions.

- To grow in a particular expertise and capability, EA offers development and training for key capabilities in specialized roles, ranging from game designers, software developers, frontline contact center employees, and QA testers.
- Each year, EA hosts a number of internal learning summits, workshops and conferences designed to bring together our domain-specific communities of practice from around the world to drive strategic and functional sharing, collaboration, innovation and problem solving, including:
  - Analyticon is a multi-day summit that brings together analysts from across the organization to share knowledge and build communities.
  - Frostbite Dev Days is a multi-day internal conference that includes our engine and technology roadmap for the future.
  - Team Blue Security Summit is an opportunity to dialogue with partners around the globe working on keeping players secure.
- Employees also have access to a number of online learning resources with leading industry vendors including Game Developer Conference Vault, Safari Online, and Lynda.com.
- A major investment over the past two years has been to create a catalog of learning materials for EA's proprietary Frostbite game engine and tools; this is serving 2500+ game developers at EA.

## **MANAGERIAL/ LEADERSHIP DEVELOPMENT TRAINING**

At EA, we believe that leading people is an honor, privilege and great responsibility and have committed to deepening the capability of all leaders and managers across the organization. We offer a wide range of resources and trainings to ensure leaders can continue to grow in support of individuals, teams and the overall organization. These include:

- EA people manager expectations – a clear and specific set of eight expectations that outlines what's expected of a people leader at EA.
- New manager onboarding offering – a three-month blended learning experience focusing on manager mindset, EA people manager expectations, coaching and feedback.

- Five-week learning experience for experienced people managers focusing on steward leadership and having difficult conversations.
- Monthly online manager development offerings on timely topics.
- Each year, EA identifies 35 high-potential, high-performing employees for a leadership development program called **Xclerators**. The year-long intensive program prepares them to scale as leaders and take a broader leadership role in the organization.

**SCOPE OF EMPLOYEE STOCK PLANS**

We provide opportunities for our employees to become stockholders of EA and share in the financial benefits of EA's growth. Generally, we grant equity in the form of restricted stock units that vest so long as the employee remains employed by EA through the vesting dates. The members of our executive staff also receive equity grants that vest based on EA's performance. Please refer to our proxy statement filed with the SEC for more details. In addition, through our Employee Stock Purchase Plan, eligible employees can purchase EA stock through payroll deductions at a discount to EA's stock price at the time of purchase.

Approximately **82%** of employees participated in our equity programs during fiscal year 2019.

**NON-CASH BENEFITS**

**Well Being Benefits**

At EA, we believe that helping our employees reach their full potential means supporting their wellness -- both in work and in life. We are committed to provide a benefits and awards package that supports the needs and lifestyle of our employees.

EA's WellbEAing program is designed to support our employees through encouraging physical activity. The **Employee & Family Assistance Program (EFAP)** in eligible locations across the US and Canada connects employees with professional services and service providers. The **Global Fitness Benefit Program** offers eligible employees either physical access to a fitness facility, or a reimbursable subsidy for participation in programs, facilities, and services related directly to physical movement.

In certain countries, EA offers several compassionate leave programs, including:

- **Bereavement leave:** up to 20 days paid
- **Caregiver leave:** up to 12 weeks/year
- **Parental leave:** 4 weeks global minimum of paid leave

In calendar year 2018, approximately 450 employees took parental leave and +98% returned to work following that leave period.

## Employee Engagement Programs

### Practices

### Metrics/Stats/Examples

#### ENGAGEMENT SURVEYS TO MONITOR EMPLOYEE SATISFACTION

##### Engagement Survey

Twice a year, EA administers an Engagement Survey to all global RFT employees to measure key drivers of engagement and solicit feedback on how to improve the employee experience.

##### Team Survey

Individual functional teams regularly administer ad hoc team surveys in order to measure the effectiveness of teams who are working towards the development of a game, product, or service.

##### Manager Survey

As feedback is just as valuable from managers to employees, as it is from employees to managers, each year we administer a Manager Survey to help gauge expectations of a manager and whether employees feel supported in achieving their goals.

Based on the last Manager Survey administered in September 2019:

- 81% of employees felt that their manager kept their team focused on goals that were tied to the company's success.
- 81% of employees felt that managers held employees accountable to meeting personal goals.
- 84% of employees felt that their manager supported opportunities for learning and growth.

#### RECOGNITION

We believe that building an employee base that reflects the diverse perspectives of our players allows us to deliver experiences that more deeply resonate with our players around the world. We have continued to invest in attracting, developing, and retaining the best creative and technical talent in the industry. Our commitment to building a strong workplace culture has been recognized by:

- Human Rights Campaign – Best Places to Work for LGBT Equality (2013 – 2018)
- Fortune – World’s Most Admired Companies (2018)
- Glassdoor – Employees’ Choice for Best Places to Work (2018)
- Glassdoor – Employees’ Choice for Best Places to Work in Canada (2017)
- Glassdoor – Employees’ Choice for Best Places to Work (2017)
- Glassdoor – Highest rated CEOs in the United States (2017)
- Austin American-Statesman – Top Workplaces in Austin (2018)
- Mediacorp – Canada’s Top 100 Employers (2018)
- Diversity Journal – Top 10 Innovators in Diversity (2018)
- Achievers – 50 Most Engaged Workplaces (2017)
- Fortune – The Future 50 (2017)
- Gameindustry.biz – Best places to Work, UK (2017)

**GRIEVANCE REPORTING OR ESCALATION PROCEDURES**

Each year, all global employees are required to review and acknowledge both Code of Conduct and Respectful Workplace Policies which contain clear principles around EA’s no-tolerance policy with respect to retaliation.

**“Raise a Concern”**

EA strongly believes that to truly create an inclusive and productive workplace, every employee deserves to be heard without fear of retaliation. EA’s Raise a Concern program allows any employee in the company a safe space to express any concerns to EA’s People Relations or Legal Compliance teams.