



# DIVERSITY & INCLUSION REPORT 2018

#BetterAsOne



# INTRODUCTION



ALBAN DUFAL  
#Acceptance



LINDA JOE  
#StrengthandUnityInDiversity



REGGIE MILLSAPS  
#Humanity



CHRISTOPHER FORTUNO  
#Unity



KENRIKA WILLIS  
#Opportunity



DOMINIC SILVA  
#Respect



FOREWORD BY AEG CHAIRMAN:

**PHILIP F. ANSCHUTZ**

When I reflect upon the past two decades of our business, it's clear to me that AEG's diversity has been core to our success, and I am deeply proud of that. By respecting and embracing our differences, encouraging openness, engaging with new and different ideas, and empowering people at all levels of our company, we have shaped a powerful team culture. For that I want to thank you all. As a result, we have thrived together, delivering to our fans some of the most compelling sports and entertainment experiences in the world.

In an increasingly globalized world where technology and geopolitics transform companies more rapidly than ever before, our continued success lies in our ability to remain on this path. We must work to recruit and retain top talent and together identify new opportunities that will shape the future of our industry and expand the boundaries of convention.

"United we stand, divided we fall" is a long-tested universal truth and an essential tenet for business. Thank you for your commitment to teamwork, diversity and inclusion, and for being a valued member of our AEG family. And, I look forward to our company's bright future.

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## LETTER FROM THE CEO: **DAN BECKERMAN**

For more than 20 years, AEG has worked hard to build an inclusive culture that reflects the diversity of the global communities where we operate, because we firmly believe that diversity and inclusion both in our workforce and with our suppliers is critical to our continued success.

Diversity and inclusion add value to our business, allowing us to maintain our competitive edge, reach new markets and widen our access to the best and brightest talent. Be it ethnic diversity, age diversity, religious diversity or sexual and gender diversity—all promote diversity of thought. It is diversity of thought that drives our innovation and moves us forward by allowing us to stay on the leading edge of our industry.

Through our diversity and inclusion initiative, AEG 1FORCE, we have implemented strategies, policies and programming that embrace our collective differences and create an open environment for all employees. To that end, I am pleased to announce that the Women's Leadership Council has made significant strides over the last year. The Council spearheaded the adoption of a new Parental Leave Policy that offers all full-time employees paid parental leave benefits. This policy underscores our commitment to providing our employees with the flexibility they need. The Council is also developing a Women's Leadership Program designed to increase the visibility and recognition of women within our company, and better prepare them for higher leadership positions.

We are also currently evaluating new processes and guidelines to help us better source and recruit candidates and develop metrics that allow us to chart and monitor the levels of diversity within our organization. These activities are designed to ensure that we maintain a culture of rich ideas and perspectives throughout our company.

The LA Galaxy and LA Kings continue to lead the way in their respective leagues as advocates for the inclusion of all athletes, regardless of gender or sexual orientation. They have consistently echoed our company's core values including our commitment to diversity and inclusion throughout the world of sports.

Additionally, as our company continues to grow, we remain dedicated to partnering with local businesses because we believe that when our supplier base reflects the diversity of our customers, we further our mission to better serve our communities. We are proud to collaborate with and support the growth of minority-owned, woman-owned, veteran-owned and LGBTQ-owned enterprises, as well as cultivate long-lasting partnerships with diverse community-based organizations, educational institutions and civic organizations in the communities around us.

At AEG, diversity and inclusion are more than a corporate policy—they are embedded in everything we do. As the world's leading sports and entertainment company, we aim to continue expanding these initiatives and evolving our practices not only because it is the “right thing to do,” but because it adds value to our organization. By continuing to build an inclusive culture, we will not only foster creativity and innovation to drive our growth, but also create new opportunities to shape the future of our industry and expand the boundaries of convention.

Thank you for your continued support of AEG and I look forward to updating you on our progress next year.

A handwritten signature in black ink, appearing to read "Dan Beckerman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Dan Beckerman  
Chief Executive Officer & President

## ABOUT AEG

AEG is the world's leading sports and live entertainment company. Using our global network of venues, portfolio of powerful sports and music brands, integrated entertainment districts, global sponsorship capabilities and ticketing platform, we seek to deliver the most creative and innovative live sports and entertainment experiences that inspire athletes, teams, artists and fans...giving the world reason to cheer.

With offices on five continents, AEG is a diversified international enterprise with operations in the following industries: facilities, live music, sports, entertainment districts, global sponsorship, real estate and ticketing. Our integrated structure coordinates the specialized skills of each business segment into a powerful global resource.

Over the last 10 years, we have established foundations and programs that have contributed over \$120 million in direct financial and in-kind support of charitable, community and civic programs that focus on children and youth in the areas of education, the arts and health and wellness.

## OUR EMPLOYEES

AEG employs more than 28,000 full-time and part-time employees around the world. Our workforce reflects the local communities in which we operate as well as our network of international brands. In addition to AEG corporate offices, our employees fill unique positions in the following divisions:

- AEG Facilities
- AEG Sports
- AEG Real Estate
- AEG Presents
- AEG Global Partnerships

## OUR MISSION

We strive to be the leading and most innovative sports and live entertainment company in the world by activating our integrated and unique portfolio of assets to deliver unforgettable fan experiences and enrich the communities where we operate. We foster an entrepreneurial spirit by encouraging employees to be creative, challenge the norm, offer opinions and act on their ideas. We maintain an unwavering belief in integrity, trust and inclusion where everyone is treated equally and with respect.



## OUR TRUTHS

To advance our mission with honesty, fairness and integrity, we have 10 truths which serve as a compass for our actions and describe the behaviors and skills we value in ourselves and our fellow employees.

Your Opinion Matters | Good Enough Isn't |  
**A COMMUNITY OF INDIVIDUALS**  
Do The Right Thing...It's The Right Thing To Do  
Think Critically and Curiously | Find A Better Way  
Make A Positive Impact | **ALL IN** | Work Well + Be Well  
**ONE TEAM, ONE MISSION**



## INTERVIEW WITH THE CAO: **KEVIN MCDOWELL**

### **The theme of inclusion in the workplace is frequently discussed—what’s your take?**

Cultivating a culture that is built on “inclusion where everyone is treated equally and with respect” is one of AEG’s core values. Building an inclusive culture begins with the recruitment process. In 2017, we revised our recruiting policies to help guide senior management teams across our enterprise. These policies allow us to better identify the behaviors we value and help us better source and recruit candidates while casting a wide net to attract talent from diverse backgrounds. In conjunction with these recruiting initiatives, we have integrated diversity and inclusion into our global training program focused on learning, leadership development, and ongoing coaching and performance improvement.

Additionally, our Employee Engagement, Talent Management and Diversity & Inclusion departments work together throughout the year to host events that celebrate our differences, promote respect, tolerance, and unity—from culture-based observances such as Black History Month; to hosting and webcasting a panel discussion focused on LGBTQ initiatives; to holding a women’s networking event in honor of International Women’s History Month.

Through these activities, we aim to build a culture of mutual respect and appreciation which we believe is the foundation for all good working relationships and essential for building teamwork, cooperation and coordination across our organization. By creating an inclusive and welcoming environment, our employees can be assured that voicing their unique experiences, opinions and ideas are not only respected, but encouraged. And as an organization, we can find like-mindedness within our differences and unity in the idea that no one is the same.

### **Why is supplier diversity important to AEG?**

AEG’s supplier diversity program creates opportunities for collaboration with minority-owned, woman-owned, disabled veteran-owned, and LGBTQ-owned businesses. Supply chain diversity enhances our exposure to new market segments and creates revenue-generating opportunities, while allowing us to help businesses build their financial capacity.

Our mission is to ensure that the suppliers engaged by AEG reflect the rich diversity of the communities where we conduct business. We strive to empower our partners to contribute fresh ideas and approaches so that we can collectively reach the most efficient and effective solutions that meet the needs of our stakeholders.

As part of our tactical sourcing strategy, we partner with various certifying bodies including National Minority Supplier Development Council (NMSDC), Women's Business Enterprise National Council (WBENC), National Gay & Lesbian Chamber of Commerce (NGLCC), and several other organizations to identify potential suppliers.

### **What is your vision for AEG with respect to diversity and inclusion?**

My vision for AEG is that those of us occupying leadership roles in the company continue to challenge ourselves and each other to do more. That means staying vigilant of the changing environment within and outside of our organization and consistently asking ourselves, "How can we do better?". It is our responsibility to provide a level playing field for all employees including minorities and women in the workplace while ensuring that every person is treated equally with dignity and respect. In doing so, I would like to see us recognize any unconscious biases that might affect our decision-making and continue to be inclusive in every aspect of our business such as recruitment, targeted marketing, community relations, supplier and vendor relationships, and live content.

It is important that AEG remains an employer of choice and to achieve this, we will continue to amplify our inclusion policies so that each employee can reach his/her full potential. This means creating an environment where it is safe to propose novel ideas, where thoughts and opinions are respected, where employees are engaged to participate in collaborative decision-making, and where success is widely celebrated. I also foresee us expanding our diverse supplier network, which will have a positive impact on the communities that we serve, as well as our own company.

At AEG, our employees are the heart of our business and diversity and inclusion is the cornerstone of our success. With a footprint that expands across the world, our multi-cultural and ethnically diverse workforce reflects the communities and customers we serve and the businesses we partner with.

Diversity encompasses a myriad of individual characteristics: race, gender, sexual orientation, religious beliefs, age, national origin, disability status, veteran status, personality, and even different thought processes. We purposefully view diversity through a broad lens because it enables us to embrace the unique differences of all individuals and to leverage these differences to propel mutual success.

AEG 1FORCE, our diversity and inclusion initiative, fosters an inclusive culture for our employees and our partners. Our initiative focuses on both workforce and supplier diversity.

## OUR STRATEGY

01  
STEP

### • CAPABILITY •

#### INCLUSIVE LEADERSHIP

Advocate inclusive behaviors to develop and engage diverse talent

02  
STEP

### • BUSINESS •

#### BUSINESS INTEGRATION

Enable diverse talent by providing opportunities and tools to maximize their contribution to the enterprise

03  
STEP

### • ASSOCIATE •

#### PLANNING FOR THE FUTURE

Acquire and retain highly competent and diverse talent to meet the needs of the next generation customers





SPOTLIGHT:

## DARSHAN PARIKH

**POSITION AT AEG:** Director of Information Technology

**LOCATION/VENUE:** Toyota Sports Center/LA Kings

**HOMETOWN:** Nadiad, India

Darshan became fascinated by the intricacies of technology and computers at a young age; his passion led him to pursue his current “dream” career. He has been with AEG for the past nine years and now serves as Director of Information Technology for the LA Kings. Working in the technology field has taught him the value of curiosity and communication—in a fast paced, ever-changing field, challenges consistently arise and innovative solutions require the ability to ask questions and never fear that a question is “silly.” Darshan is proud of the trust and confidence that he has built with leadership and colleagues at the company and attributes his success to his work ethic, passion, and appetite for learning; in fact, his personal and professional motto is “communicate and educate.”

Beyond his occupation, however, his motto also extends to his belief that “workforce diversity is a journey, not a destination. It takes time, patience and perseverance; a willingness to educate and listen can go a long way.” AEG’s strength as an organization comes from its ability to attract employees with varying backgrounds and experiences. Ultimately, engaging employees at all levels and creating a safe environment free from discrimination is the most effective way to reach critical mass and demonstrate the importance of diversity and inclusion. “A culture of inclusion helps employees feel valued, happy, and encourages them to stay with the company.”

His love for his career is undeniable and as an avid sports fan, he feels especially fulfilled now that he works on the sports side. Although Darshan loves spending time with his family, his wife jokingly refers to his computer as his “first wife.” If he had an extra hour a day, he admits that he would spend it elevating his technical and managerial skills through training. His ultimate professional goal is to see AEG recognized as “the best in its industry for intelligent use of technology.” When he’s not working, Darshan enjoys trying food from different cultures and considers himself a “foodie.”

# AEG'S APPROACH TO DIVERSITY







SPOTLIGHT:

## KAREN JACOBO

**POSITION AT AEG:** Director of Marketing

**LOCATION/VENUE:** Mercedes-Benz Arena, Shanghai

**HOMETOWN:** Manila, Philippines

Growing up in Manila, Philippines, Karen Jacobo's dream has always been to travel the world and capture its diversity and allure. This led her to leave her hometown ten years ago to work and live abroad. She currently serves as the Director of Marketing for the number one venue in Asia, Mercedes-Benz Arena, Shanghai. As a marketing professional, Karen recognizes the importance of crafting messaging and campaigns that resonate with a global audience. This approach strengthens AEG's competitive brand by embracing diversity. It also underpins Karen's belief that "our business as a sports and entertainment company doesn't have borders."

Karen's role also encompasses launching corporate social responsibility initiatives; she and her team recently introduced Mercedes-Benz Arena Cares, a program to enrich the lives of underprivileged children and families in the community as well as Mercedes-Benz Arena Green, the venue's sustainability program. Although these projects were initially challenging, the team persevered. "I always believe that great things are not done by one person but by a team of people."

Another achievement for Karen is "learning to adapt to an environment far different from the one [she] grew up in." She managed to cross cultural barriers, navigated around the occasional subjective perceptions of cultural stereotypes and learned to meld cultures. At the end of the day, the similarities that all people share are far more pervasive than the differences; "focusing on common elements—we all like to laugh, share life experiences, love, feel valued, eat, shop, makes us equal and less distant."

Language continues to be a challenge, however, but she consistently pushes herself to learn Chinese and has a "can-do" attitude that extends to all aspects of her life. She has taken on roles that others might have turned down and has learned from a bottom-up approach. Karen is open-minded and has benefitted from learning from her mistakes. Working in an international environment is an education that she cannot obtain in an academic setting; it is learning from life experiences. It has made her more humble, aware, appreciative and has helped her celebrate cultural differences. In the upcoming year, she looks forward to the opportunity to live and explore new countries while working for other AEG facilities around the world that promote diversity and openness.

Equal Opportunity Employment is at the core of AEG's value system and extends to every aspect of our workplace environment. Our diversity and inclusion programs allow us to build a pipeline of diverse talent as well as offer engagement and development opportunities to current employees.

## **RECRUITING, RETAINING & EMPOWERING EMPLOYEES**

Last year we laid the foundation for implementing uniform recruiting standards throughout the U.S. AEG firmly believes that diversity education and training is imperative for our organization's success and we are also investing in tools to ensure that our team is well-versed in all aspects of diversity management. Our objective is to attract a broader range of candidates when we seek talent outside of the organization. However, while expanding our talent pipeline is a priority, it is also our company policy to look for opportunities to promote existing talent into open positions.

AEG implements a strategic approach to identifying our organizational needs and recruits passionate and dedicated individuals that add value to our company.

Our goal is to ensure excellence throughout the employee lifecycle. For the most current career opportunities at AEG, please visit [www.aegworldwide.com](http://www.aegworldwide.com)



## TALENT MANAGEMENT LIFECYCLE







SPOTLIGHT:  
**JORGE L. PEREZ**

**POSITION:** General Manager

**LOCATION/VENUE:** Puerto Rico Convention Center

**HOMETOWN:** Guaynabo, Puerto Rico

In his leadership position as General Manager of the Puerto Rico Convention Center (PRCC), Jorge L. Perez leads a diverse and committed team of individuals to support the promotion and development of tourism, entertainment, and culture in Puerto Rico and the Caribbean. Recently, Jorge and his team were faced with unprecedented adversity when Hurricane Maria decimated the island. The values Jorge's parents instilled in him and his five siblings, including resiliency and hard work, proved to be of paramount importance in responding to the challenges Puerto Rico faced in the aftermath of Hurricane Maria. He and his team successfully transformed the PRCC into the Official Command Center for Puerto Rico Governor Ricardo Rosselló, and shortly after, the Central Command Center for FEMA.

Jorge's ability to effectively lead, even in the most trying situations, is underlined by the value that he places on each employee: employees are an organization's "heart and soul." Moreover, Jorge's ethnic background, Cuban father, Ecuadorian mother, and grandparents from Spain, coupled with extensive international travel have taught him that prioritizing diversity and inclusion is vital for the growth and success of any organization. He strives to create an environment at the PRCC that allows each voice to be heard and emphasizes an open-door management policy. To cultivate a culture of trust, inclusion, and collaboration, Jorge reinforces the Four Agreements by Miguel Ruiz: be impeccable with your word, don't take anything personally, don't make assumptions, and always do your best.

Jorge credits his father, who is his hero, for shaping his career path and teaching him how to respect others and earn their respect in return. Despite his many successes, Jorge continues to view each day as an opportunity for growth. As a former athlete, personal improvement and development have always been of importance. While at Penn State University, Jorge was an All-American Volleyball Player (NCAA Division I) and later, a member of the Puerto Rico National Volleyball Team. When he is not working, Jorge enjoys spending time with his wife Mily, and 8-year old son, Andres—in fact, he is committed to "pushing to grab [an] extra hour of time" with them every day.

### UPDATE FROM AEG EUROPEAN HR TEAM

AEG's European Human Resources team conducted its first employee engagement survey with 93% of respondents reporting being proud of what they do and the organization they work for and 88% of employees stating that they would recommend AEG as a great place to work. In addition, the results identified communication, professional development, feeling valued, and rewards as areas of opportunity.

Throughout 2016, the Human Resources team used the survey results to develop programming that has had a direct impact on making AEG a better place to work. AEG prides itself in valuing our employees' input and feedback.

*From Survey to Measurable Results: Snapshot of Programs*

- **Professional Development**

- o An online training directory was launched in 2016 to connect employees with role-specific training opportunities. Over 125 courses are offered to ensure employees focus on being the best they can be.
- o All managers and staff in Sweden completed a development program during the year with an emphasis on self-awareness, conflict theory, openness, and trust.
- o A European Exchange program was offered to support Barclaycard British Summer Time. Employees from Berlin and Sweden were offered an experience to work in another area of business (guest relations/hospitality, box office, and AXS) at the festival in London.
- o Senior Managers in London participated in a leadership program, which concluded in a pitch presentation of potential projects that could help grow the business.
- o 1,995 AEG Europe employees and service partners completed ENCORE, the online Guest Services Training program. Training is available in both English and German.



- **Rewarding Excellence**

- o Three employees from Sweden—Kristin Lundqvist, Bertil Norman, and Anna Fernlund—were recognized as “Employees of the Year” and awarded a learning trip to Mercedes-Benz Arena in Berlin. The trip afforded an opportunity to exchange ideas and boost collaboration.
- o Sophie Cannon, who was named Employee of the Year for the Global Partnerships division, traveled from London to Los Angeles to exchange best-practices and meet with colleagues.
- o The Annual Staff Awards in London recognized exceptional employees who significantly contributed to their team’s success. The staff nominated fellow employees for Star of the Year, Team of the Year, Best Newcomer, Unsung Hero, and People’s Champion. Congratulations to all the winners and nominees!

- **Feeling Valued**

- o The European Human Resources team launched Thanksbox, which is a simple and easy-to-use online recognition and reward tool to help us say “Thank You.” It has three main features:
  - **Thank You**—say thanks to anyone in the organization
  - **Reason to Cheer**—our instant reward program has gone online
  - **Ideas Board**—this can be used to communicate ideas to make the business in which employees work better







SPOTLIGHT:

## MATHEW PAINE

**POSITION AT AEG:** Director of Human Resources

**LOCATION/VENUE:** ICC Sydney

**HOMETOWN:** Sydney, Australia

Mathew Paine serves as the Director of Human Resources for ICC Sydney. Mathew and his team were tasked with staffing the facility in time for its opening in December 2016. In this role, he spearheaded the creation of a world-class HR department by attracting and developing the best talent and building a culture of engagement, diversity, agility, and innovation.

Mathew's travel history—he has visited over 60 countries—and global work experience have positioned him to recognize and appreciate the many ways in which diversity enriches the workplace. He spent much of his career working in London; at one point, his office had representation from over 80 nationalities and cultures under one roof. Mathew recalls that the diversity in staffing “was a huge advantage and had countless benefits.”

AEG's global presence and multiple business divisions afford the opportunity of tapping into various talent pools worldwide. “AEG's offerings are as diverse as our fans and I think it is important that this is reflected in our workforce. After all, the world would be a boring place if we were all the same.”

Despite his success, Mathew's role is complex and presents many challenges. He has consistently risen to the occasion by embracing opportunities for growth and development. “I was once told to ‘never stop learning’ and this advice has shaped my career and has encouraged me to face difficulties head on.”

When he's not working, Mathew enjoys cooking and is a qualified chef. He has traveled nationally and internationally in pursuit of culinary experiences. Next on his travel agenda is visiting South America and attending the Rio Carnival in Brazil.

## CELEBRATING OUR VETERANS

At AEG, we believe that veterans are some of the most highly skilled employees in the workforce and we proudly employ many veterans throughout our company.



**Ron Anderson**  
KFC Yum! Center



**Mike Basham**  
KFC Yum! Center



**David Blackburn**  
PPG Paints Arena



**Carl Brown**  
KFC Yum! Center



**James Delaney**  
Sprint Center



**Ned Harris**  
KFC Yum! Center



**Bernard Hemphill**  
KFC Yum! Center



**Earl Kiper**  
KFC Yum! Center



**Joe Lampkin**  
KFC Yum! Center



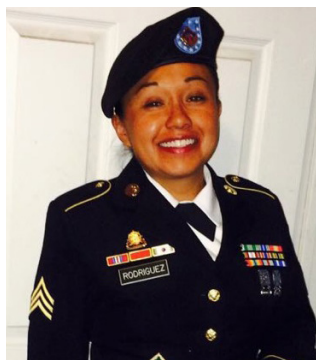
**John Lees**  
Rabobank Arena



**Pete Lisowski**  
Los Angeles Kings



**Joe Quintela**  
Oakland-Alameda County  
Coliseum



**Maria Rodriguez**  
Los Angeles Convention Center



**Paul Ruelas**  
StubHub Center



**Alvin Sanders**  
KFC Yum! Center



**Mike Shea**  
KFC Yum! Center



**Roman Turner**  
Sprint Center



**Andre Watson**  
Barclays Center



Our veterans bring perseverance, passion, integrity, teamwork, and leadership skills, among many other positive qualities to AEG, and are a tremendous asset to our company.

*-Sydney Davis, Director, Global Diversity & Inclusion*



To empower our staff and engage our workforce in meaningful conversations, AEG has developed a Leadership Speaker Series that features prominent members of the business and academic communities. In conjunction with Women In Sports & Events (WISE), we featured a panel of sports and entertainment leaders who candidly shared their diversity & inclusion experiences within the industry. The event facilitated an open dialogue on critical yet sensitive topics and the leaders provided AEG employees with advice on pursuing their passions and elevating their careers in a predominantly Caucasian, male industry.



*The impressive panel of executives included (l-r): Kevin McDowell, Executive Vice President and Chief Administrative Officer, AEG; Blanca Gonzalez, Vice President and General Manager, West Territory, Nike; Renata Simril, moderator, President and CEO, LA84 Foundation; Jennifer Lau, Vice President, Action Sports, IMG/WME; and Robert E. Gulliver, Executive Vice President and Chief Human Resources Officer, NFL.*





SPOTLIGHT:

## LARRY NICHOLS

**POSITION AT AEG:** Director of Corporate Compensation & Reward Programs, GSS – Employee Services

**LOCATION/VENUE:** Los Angeles, CA

**HOMETOWN:** Lakewood, CA

In his position as the Director, Corporate Compensation & Reward Programs, Larry Nichols oversees the company's national compensation structure. While this position differs from his childhood dream of replacing Bobby Brown of New Edition, Larry has found a supportive and empowering environment with AEG. Larry says that AEG is the most diverse organization that he has ever been employed with, and is free to be himself in the workplace. It is imperative that "AEG's workforce is representative of the diverse global markets in which we do business" because it allows AEG to connect with stakeholders from all walks of life and in turn, to gain a competitive advantage.

Larry's career and approach to his work is motivated by his goal of being a well-rounded professional; he believes that investment in oneself via education, professional development, and networking is integral because "no one other than you is more vested in your success." Throughout his professional career, he has also learned the value of anticipating needs and outcomes. While this causes him to occasionally over-plan, he attributes his success to the motto, "if you stay ready, then you do not have to get ready."

As a constant learner who values innovation and process improvements, in the upcoming year Larry is looking forward to the implementation of AEG's new Talent Management Portal, which is the tool that will be used for all performance management initiatives for U.S. operations. He is also excited to teach a new course at UCLA Extension in the next year. His love for learning is also evident in his decision to learn to play the guitar when he turned 40; although after a year of lessons he chose to donate his instrument to the GRAMMY Museum®. Larry found the experience to be challenging yet rewarding because it allowed him to realize a life-long goal. Moreover, as someone who is not comfortable with the status quo, Larry recognizes that the greatest opportunities for growth exist beyond one's comfort zone. For example, his favorite trip was to Rio De Janeiro, Brazil despite the fact that he did not speak the language and had to face the challenges of navigating a foreign country alone.

Promoting equality of access to opportunities and mutual respect are the underpinnings of AEG's inclusive culture. While we recognize that the sports and entertainment industries still have a long way to go in ensuring equality for all, AEG has been at the forefront of breaking barriers within the sports world, continually including those who identify as LGBTQ.

## **AEG SHOWS ITS PRIDE**

In conjunction with the Employee Engagement team, AEG 1FORCE hosted a panel discussion for its global employee workforce that focused on LGBTQ initiatives in the sports and entertainment industries. Participating panelists included Justin Mikita, Board Member, the Human Rights Campaign; Robbie Rogers, player for the L.A. Galaxy; Marquita Thomas, Executive Director, Los Angeles Gay and Lesbian Chamber of Commerce; Roger Nyhus, President and CEO, Nyhus Communications; Carleen Cappelletti, President of Bounce AEG and John Nelson, Sr. Vice President, AEG Presents Las Vegas.

Additionally, in support of 2017 LGBT Pride Month, AEG launched #BetterAsOne, a social media campaign that underscored the company's belief in unity and diversity.

## **ANNUAL LA GALAXY PRIDE NIGHT**

The LA Galaxy celebrated the LGBTQ community with its third annual Pride Night.

### *Highlights:*

- The LA Galaxy Foundation community partner of the match was Covenant House California, an organization that provides shelter and services to homeless LGBTQ youth in the LA area.
- Earlier that month, the Pulse nightclub in Orlando, FL was the one of the largest mass shootings in U.S. history. "Orlando Strong and Orlando United" was displayed on the field as well as in the stands. A moment of silence was observed prior to the game to honor those who lost their lives.

## **ANNUAL LA KINGS PRIDE NIGHT**

As part of the NHL's "Hockey Is for Everyone" initiative, LA Kings Pride Night in support of You Can Play took place on February 16, 2017.

### *Highlights:*

- A portion of all tickets sold through [www.lakings.com/pride](http://www.lakings.com/pride) benefitted You Can Play.
- LA Galaxy player and the first openly gay man to compete in a top North American professional sports league, Robbie Rogers, performed the ceremonial puck drop.



- John Nelson – Sr. Vice President, AEG Presents, Las Vegas
- Carleen Cappelletti – President, Bounce AEG
- Justin Mikita – Human Rights Campaign, Philanthropist
- Marquita Thomas – Executive Director, Los Angeles Gay & Lesbian Chamber of Commerce
- Robbie Rogers – Defender, LA Galaxy
- Moderator: Roger Nyhus – President & CEO, Nyhus Communications



#BetterAsOne





Kentucky Derby presented by

TOTAL ODDS	1	2	3	4	5
WIN	2	1.9	3	1.2	1.1
PLACE	4.8	3.7	2.9	1.7	1.6
SHOW	3.4	2.6	1.9	1.2	1.1

LONGINES  
1:43.42





SPOTLIGHT:

## DEANNA SOUTHERLING

**POSITION AT AEG:** Marketing Manager

**LOCATION/VENUE:** KFC Yum! Center

**HOMETOWN:** Louisville, KY

Prior to joining the KFC Yum! Center team in Louisville, KY, Deanna Southerling worked for a PR agency in New York with Dove as her client. One of the most challenging experiences for Deanna in that role was successfully managing the shipping of thousands of pounds of bath and shower goods to the Caribbean during Hurricane Sandy. Since transportation was widely disrupted and hundreds of thousands of dollars in event expenses were on the line, she and her team had to adapt, collaborate, and plan ahead to ensure that the obstacles her team faced did not preclude the client's success. Deanna's motto, "if you fail to plan, you plan to fail," served her well in this instance and has been a constant in her personal and professional life.

In her current position as Marketing Manager at KFC Yum! Center, Deanna and her team emphasize inclusive messaging that echoes AEG's values and resonates with the respective event's fan base. Deanna noted that the events at KFC Yum! Center and other AEG venues around the world are incredibly diverse and "from a facilities perspective, it is important that venues have diverse staff to better represent, care for and communicate with the fans in the venue's community."

Respect and empathy are imperative for leading the effort on inclusion and Deanna is grateful to have developed the skill of advocating for herself and others while in college at Syracuse University. Deanna served as the Resident Advisor on the LGBTQ dorm floor in college and had the opportunity to gain insight into the experience of LGBTQ students and developed the "tact and courage" to advocate on their behalf. In her career, she feels fortunate to have been "surrounded by coworkers who are generally sensitive enough to not ask me to represent an entire demographic, but I've also learned the importance of speaking up when the topic warrants it."

In her free time, she enjoys traveling and is looking forward to visiting Egypt on her first-ever solo trip this year. In the future, Deanna is interested in becoming a certified doula because she is "amazed at the beauty and strength associated with childbirth and would love to help women create and implement their birth plans."

## SUPPORTING EDUCATION

In 2011, AEG established a Job Shadowing Program as a partnership that brings educators, industry, and community partners together to expose traditionally underrepresented high school students to employment opportunities and potential career options. Students gain valuable experience and insight through this educational and practical program via direct observation, hands on activities, and close collaboration with AEG team members. Beyond on-the-job training, students also partake in a variety of development opportunities including resume and elevator pitch writing and public speaking. KFC Yum! Center, Rabobank Arena, Oakland-Alameda County Coliseum and the Oracle Arena as well as the corporate headquarters and Los Angeles venues continue to participate in the program.

Additionally, in Los Angeles, AEG continued its partnership with the Los Angeles Speech and Language Therapy Center. We are passionate about this partnership because we embrace their mission of helping kids and young adults with autism-spectrum disorders develop social and professional skills to succeed in the workplace. We share their belief that extending employment opportunities to all individuals builds a more diverse and representative workplace and facilitates business success.



*75 students nationwide participated in AEG's 2016 and 2017 Job Shadowing Programs*

## SUPPORTING OUR LOCAL COMMUNITIES

### SUPPORTING WORKFORCE DEVELOPMENT

With an aim to being an employer of choice for Aboriginal and Torres Strait Islander People (ATSI), the International Convention Centre (ICC) in Sydney, AU, is working closely with educators and the community to roll out initiatives aimed at combating unemployment among the ATSI population. ICC Sydney is providing apprenticeships and training opportunities to ATSI workers in the hospitality, catering and events industry, as well as other career and development initiatives.

### PARTNERING FOR COMMUNITY DEVELOPMENT IN BERLIN

AEG's Mercedes-Benz Arena in Berlin provides support to a variety of causes including poverty, sports, activities, health, education, culture, and music. Over the past year, Mercedes-Benz Arena in Berlin funded projects to educate young kids about tolerance, inter-cultural understanding to combat racism, religious extremism, and homophobia before it starts.

### MERCEDES-BENZ ARENA CARES

AEG's Mercedes-Benz Arena in Shanghai has launched a corporate social responsibility initiative, MBA Cares, designed to enrich the lives of underprivileged children and families throughout Shanghai. Over the course of the year, the team formed partnerships with five charity organizations and supported over 100 children.









## SPOTLIGHT: **HEINZ ANDERS**

**POSITION AT AEG:** VP Germany, AEG Global Partnerships

**LOCATION/VENUE:** Mercedes-Benz Arena, Barclaycard Arena, Eisbären Berlin, Tour of Germany

**HOMETOWN:** Berlin, Germany

Growing up, Heinz Anders idolized Björn Borg and aspired to become a professional tennis player. To this day, Björn Borg is the only celebrity that he has asked to take a photograph with upon meeting him. Although he did not become a tennis pro, Heinz has had an incredibly successful career; prior to joining AEG in 2010, he spent 11 years working for Lagardere Sports where he sold the very first stadium naming right in Germany. In his role as VP Germany, AEG Global Partnerships he led the successful sale and renaming both German AEG venues and has been involved with a variety of projects, including the development of a new entertainment district, Mercedes Platz. Heinz takes great pride in setting and achieving lofty goals with the help of his dedicated and talented team. Heinz firmly believes that “nurturing his team through mutual respect, a common vision, and can-do attitude” is the key to success.

While Heinz has spent much of his life in Berlin, he is very well-traveled. Immersion in different cultures comes with certain expected challenges but is predominantly an enriching experience that expands your worldview. In the context of a business environment, Heinz thinks that it is crucial to “value all people the way they are because in our industry diversity fuels a more creative approach and results in success.” Cultivating a supportive environment where employees feel valued and derive joy from their work is also imperative for engagement, retention, and long-term business success.

Authenticity and staying true to himself has shaped Heinz’s career—“if you try to be somebody else, you will always fail.” This motto guides his day-day decisions and has contributed to his career success. He enjoys barbecuing year-round, eating gummy bears, watching NFL games (devoted 49ers fan), and spending time with his family. He loves playing tennis with his two sons and plans to take them salmon fishing in Alaska when they get older. Heinz also hopes to learn to play the guitar someday; if he could be a member of any music band, he’d join E-Street Band because he could share the stage with Bruce Springsteen. He looks forward to seeing them again live in the near future...for the 27<sup>th</sup> time!

## FESTIVAL SPOTLIGHT: AN INTERVIEW WITH MADISON HOUSE PRESENTS' **ALICIA KARLIN & JEREMY STEIN**

### **Please tell us about your role. What is your favorite aspect of working in the festival space?**

**AK:** As the Vice President of Madison House and lead talent buyer for Electric Forest, I am responsible for booking all of the bands and DJs for the festival. We expanded to two weekends in 2017 and had 300+ artists performing at The Forest this year. There are so many incredible aspects to working in the festival space from the connection with the team that works so hard year round to create magical experiences for the fans to the moments over the weekend when you see all that work coming to fruition to the interaction with the Electric Forest community throughout the year.

**JS:** Director/Founder of Electric Forest and Co-President of Madison House Presents. Festivals present opportunities for endless ways of conceptualizing ideas to create a truly memorable cultural and musical experience. My favorite aspect of this space is the constant challenge to grow, evolve, and stay extremely flexible within this dynamic environment. Festivals live and breathe. We're always looking ahead and staying true to the idea of never doing the same festival twice.

### **What is Her Forest and how did the idea come about?**

**JS:** Electric Forest has experienced the coming together of many unique groups within groups. We have seen this with Electric Forces (military veterans), various group camping teams, sober groups, unique volunteer opportunities, and many more. Her Forest came about through conversations between many women of Electric Forest, and is meant to be a platform for connecting on the issues of the day for women at festivals and as global citizens.

### **Please share some challenges that you and your team encountered in the process of developing Her Forest and how you overcame these challenges?**

**JS:** The title "Her Forest" lends itself to many interpretations. I am sure this program will constantly evolve but our initial challenge was to describe a concept that was open to many voices and was non-partisan and non-ideology specific. Her Forest provides an environment that allows open dialogue and has the flexibility to change with the times. We are supporting the idea that connection leads to inspiration.



### **What impact does Her Forest have on women and on the festival scene at large?**

**AK:** Her Forest is creating spaces for all those who identify as women and amplifying the creative feminine voice within the music industry—from back-of-house to production to the artists to the patrons.

### **In what ways does Her Forest further AEG's commitment to diversity and inclusion? Can you share some specific programming details?**

**AK:** The Her Forest mission statement is likely one of the best ways we're striving to further that commitment: "Electric Forest's Her Forest Program uplifts the experience of women at Electric Forest. With a focus on Connection, Inspiration, and Comfort, Her Forest is a collaboration between all who identify as women, and those who celebrate their enjoyment of and equality in the Forest Family. All Her Forest projects are intended to create the most supportive and empowering environment possible."

Some of the programming includes a panel with artists and women who help create Electric Forest on our production team, a curated event featuring up-and-coming female musicians as well as established acts, a daily Women's Circle and the Her Forest Campground. More details on the program can be found at: <https://www.electricforestfestival.com/participate/plugin/her-forest/>

### **Describe the veteran hiring fair for Electric Forest. Why is veteran hiring important to the organization/how did the initiative come about?**

**JS:** Electric Forces is our veteran workforce inclusion program at Electric Forest. Challenges some veterans face upon returning home include alienation and emotional and/or physical trauma. Our hope is for Electric Forces to provide veterans with a sense of community and to expose them to an open and supportive environment.

### **Has Her Forest evolved since its inception?**

**AK:** Her Forest started as a seed within the festival where we asked people, "What do you want Her Forest to be?" The first year was simply connecting with festival-goers and asking these types of questions in order to develop the current program based on the three pillars of connection, comfort, and inspiration.

AEG is committed to increasing the number of women leaders within the company and in 2015 created a Women's Leadership Council (WLC), designed to address the issues that are most important to women at the company. In 2016, the WLC spearheaded the adoption of a corporate paid Parental Leave Policy. Additionally, after conducting extensive global focus groups with women at all levels of the company, the WLC is developing a Women's Leadership Training Program which will be implemented in 2018.

## **SUPPORTING WOMEN'S NETWORKS**

AEG encourages all women employees to join professional organizations and attend conferences and events to grow their talents and knowledge. In 2016, the company sponsored various organizations that support women's career development and empowerment including the National Association of Women Business Owners (NAWBO), Women's Business Enterprise National Council (WBENC), and Women in Sports and Events (WISE).

Additionally, we are able to offer resources and events of interest to our employees through our continued national sponsorship of WISE. Last year, approximately 15 employees attended WISE's annual event in New York, including our CAO, Kevin McDowell. AEG also had a strong representation at MGM Resorts Foundation's 10<sup>th</sup> Annual Women's Leadership Conference, including our CEO, Dan Beckerman.

## **AEG WOMEN'S NETWORKING SERIES**

In celebration of Women's History Month and in conjunction with Employee Engagement, AEG 1FORCE and the Women's Leadership Council organized a women's networking reception in Los Angeles. Male and female full-time employees of varying career levels enjoyed the opportunity to network with professionals from other departments and divisions. Attendees heard from Dan Beckerman, CEO, and Brooke Kain, CDO, AEG Presents, who shared her journey in the music industry and provided career advice to colleagues.





SPOTLIGHT:

## GUNILLA SUNDELIN

**POSITION AT AEG:** Ticketing Manager

**LOCATION/VENUE:** Stockholm Live

**HOMETOWN:** Stockholm, Sweden

Gunilla Sundelin holds the role of Ticketing Manager at Stockholm Live. Her position calls for the ability to effectively engage with multiple stakeholders as well as constantly multitask; she has been involved with the opening of the new Tele2 Arena while simultaneously planning numerous events at other venues. In her day-day role, Gunilla has also had the opportunity to expand her understanding of business processes and customer needs in other countries through collaboration with coworkers from Germany, Hungary, U.S., Holland, and England. “People from different backgrounds offer different experiences to the team that we otherwise would not have and as a company it’s important to value and tap into those differences.”

Growing up in Sweden, Gunilla mastered Scandinavian languages (Swedish, Danish, and Norwegian) as well as German and Italian, which has had a positive impact on her ability to communicate with others and has deepened her appreciation of other cultures and customs. In her role, she has the pleasure of working with customers and colleagues from across the world and language proficiency coupled with cultural competency certainly helps. Gunilla is also passionate about delivering excellent customer service and strives to “always look at things through the customer’s eyes” to bridge gaps in understanding and practice empathy. While she sets very high standards for herself, her motto is to “never be afraid of making mistakes;” after all, mistakes are opportunities for learning and growth.

Although Gunilla’s position differs greatly from her initial aspiration of working with dolphins, she finds her job exciting and challenging. When she is not busy juggling multiple events, Gunilla enjoys spending time with her husband who is from Los Angeles. They are football enthusiasts and plan to attend five of the eight Los Angeles Chargers home games in the upcoming season. She and her husband are also music fans and attended Desert Trip in 2016. “It was the best vacation and I will forever remember these three special days out in the desert listening to these legendary musicians. A once in a lifetime experience!”

## **MBNA THAMES CLIPPERS, LONDON UK**

AEG's MBNA Thames Clippers has been a pioneer in public transportation in London. The Clippers riverboat service is the only commercial transportation vessel on the River Thames with an all-female crew. In the past decade, the company has doubled its fleet, quadrupled its capacity, and now carries 3.8 million passengers a year.

## **MEET JOY MCGLINCHEY, MASTER**

In 2010, McGlinchey began pursuing her dream when she joined MBNA Thames Clippers as a Deckhand. Since then, she has advanced to her current role as Master. "The opportunities for internal progression will always be available due to the company's commitment to internal succession planning and developing from within," commented McGlinchey.



## **LA GALAXY KICKED OFF ITS WOMEN'S LEADERSHIP SPEAKER SERIES IN 2016**

The LA Galaxy Foundation, in partnership with the Women of FOX Sports, led the LA Galaxy Women's Leadership Series at StubHub Center with a discussion on The Business of Sports and How Soccer is Changing the Game. "It was incredibly encouraging to hear amazing women from diverse backgrounds speak about their individual career paths and the journeys that led them to positions of significant leadership and influence," said Kala Polman-Tuin, Partnership Sales Manager. "I left feeling inspired to pursue my career ambitions and motivated to help my colleagues grow."

## **PANEL DISCUSSION: WOMEN IN SPORTS & ENTERTAINMENT—DIVERSE LEADERSHIP, AN ESSENTIAL INGREDIENT TO A COMPANY'S LONG-TERM SUCCESS**

AEG affirmed its commitment to diversity and inclusion in the workplace during the 2016 AEG CONNECT Summit. In partnership with the Women's Leadership Council, a panel of female industry executives led a discussion on the positive impact that gender equality can have on our industry. Topics included:

- The economic impacts of providing greater access to opportunities and closing the gender gap
- Diverse companies recruit and retain higher caliber talent
- Both men and women need to acknowledge the biases they carry against the female sex



## SPOTLIGHT: **MARLA GIBSON**

**POSITION AT AEG:** Vice President of Human Resources

**LOCATION/VENUE:** AEG Facilities, LLC

**HOMETOWN:** San Mateo, CA

As the Vice President of Human Resources for AEG Facilities, Marla Gibson's role involves leading the people functions across AEG's global portfolio of venues. She develops, implements, and evaluates programs to ensure that AEG's employee-related policies and procedures are aligned with best practices and positions the company to be an employer of choice for current and potential employees. Since joining AEG in 2012, Marla has also played an integral role in the opening or transitioning of eight venues. "I am proud to work with a team that approaches each new project with passion and is committed to the success of every venue that joins the AEG family."

Over the past five years, Marla has enjoyed numerous opportunities to collaborate with employees throughout the country and world. AEG's global and domestic presence requires that diversity and inclusion is top of mind because a cohesive and supportive corporate environment results in improved employee morale, satisfaction, motivation, and productivity. "Workforce diversity is an advantage to AEG because incorporating multiple perspectives yields a healthier company culture."

Diversity (or lack thereof) has also had an impact throughout her career. "There have been many times in my career when I've looked around and realized that I am the only woman and person of color in the room." As a result, Marla's effectiveness strategy consists of being comfortable sharing her experiences and expertise and not being afraid to ask the right questions. "At the end of the day, you can't depend on others to validate your worth."

Although Marla's current position is quite different from her childhood dream of becoming a news broadcaster, she finds her role to be highly rewarding. In her spare time, she enjoys high tea, estate sale shopping, and binge watching reality TV shows.

At AEG, we believe that supplier diversity is an essential component of total inclusion. The company is committed to excellence and we seek partners who echo our high performance standards, ethical values, and dedication to social and environmental responsibility. The AEG 1FORCE team strategically integrates qualified diverse and small business enterprises into our sourcing and procurement process.

AEG is passionate about supporting economic prosperity in the communities in which we conduct business and we actively pursue opportunities for collaboration with the following categories of suppliers:

- Disabled Veteran Business Enterprise (DVBE)
- Minority Business Enterprise (MBE)
- Disadvantaged Business Enterprise (DBE)
- Small Business Enterprise (SBE)
- Emerging Business Enterprise (EBE)
- Women's Business Enterprise (WBE)
- Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)

Our network of diverse suppliers is indispensable to our success and continues to fuel AEG's growth. We stay connected to the best of diverse suppliers by partnering with several certifying organizations including the National Minority Supplier Development Council (NMSDC), Women's Business Enterprise National Council (WBENC), and National Gay & Lesbian Chamber of Commerce (NGLCC). We also participate in events hosted by local chambers of commerce and business associations.

Beyond improvements to efficiency, we will continue to expand our supplier diversity initiatives because they are integral to local economic development and align with our corporate citizenship objectives.

The following AEG venues contributed spend to supporting the diverse and small business enterprises:

- Barclays Center  
*Brooklyn, New York*
- PPG Paints Arena  
*Pittsburgh, Pennsylvania*
- KFC Yum! Center  
*Louisville, Kentucky*
- Target Center  
*Minneapolis, Minnesota*
- Los Angeles Convention Center  
*Los Angeles, California*
- Sprint Center  
*Kansas City, Missouri*
- Oakland-Alameda County Coliseum  
*Oakland, California*



## VENDOR SPOTLIGHT: **DONNA KESTLER**

**POSITION:** President, Quick Change Display, LLC

**LOCATION:** Las Vegas, Nevada

After being contacted by Mandalay Bay Resorts for installation services in 1999, Donna Kestler started her own company, Quick Change Display (QCD), LLC in Las Vegas. The women-owned and family-run enterprise generates annual revenues of approximately \$2 million and employs 21 people. Donna is incredibly proud of what her committed team has helped her achieve and attributes QCD's ongoing success to its great reputation among clients. Indeed, QCD is a staple for print, fabrication, and installation in the Las Vegas area and has been collaborating with MGM, AEG's partner at the T-Mobile Arena, for 17 years.

"MGM recognized our consistent delivery of high quality services and recommended QCD to Sign Language XL, and from there an incredible partnership was formed between QCD and AEG at the T-Mobile Arena. We are the on-site team supporting AEG in coordinating signs and displays for entertainment and events."

In addition to serving major casinos in Las Vegas, QCD's client base extends to high-end retailers, sports franchises, dealerships, restaurants, conventions, and hospitals. The company remains apprised of industry trends and strives to meet the unique needs of each customer.

"The customer is the number one priority. We operate in an open and honest manner, which enables us to maintain a good reputation and build a loyal customer base. Ultimately, our customers drive our success."

While the company is very successful today, Donna admits that she encountered various challenges early on but her mantra of "where there is a will, there is a way" helped her persevere. She advises aspiring entrepreneurs to "step back and breathe; think outside of the box and find the drive to constantly do your best."



## CASE STUDY: DOMESTIC

### RELAN

Relan is a family-run, WBENC certified and veteran-owned small business based in Minnesota. The mother-daughter duo has created an enterprise that diverts waste and promotes environmental sustainability by repurposing companies' marketing materials to create branded products. Additionally, Relan partners with organizations that employ people with mental and physical disabilities for component assembly and cleaning, and also works with the local community for sewing. In 2016, AEG 1EARTH utilized Relan's services to create reusable tote bags from Los Angeles Lakers' banners.



## CASE STUDY: INTERNATIONAL

### HOLY CROSS LAUNDRY

Brisbane Convention & Exhibition Centre has employed Holy Cross Laundry to launder all linens at the venue for the past few years. In addition to being a long-term partner, Holy Cross Laundry's operating model has profound impacts on the local community in Brisbane. The organization focuses on employing individuals with disabilities and shares AEG's values of providing access to opportunities, embracing diversity, and encouraging professional development for all people.

## WORKING WITH AEG: FIRST STEPS

The goal of AEG's Strategic Sourcing and Procurement team is to optimize our supply base by identifying mutually beneficial opportunities that align with our company's mission and add value to our business and community. We recommend that all suppliers interested in business opportunities with AEG register on the AEG 1SOURCE supplier portal at <https://go.scouttrfp.com/rfps/public/29810>. The Strategic Sourcing and Procurement team utilizes this directory to identify qualified service providers and suppliers when initiating sourcing activities. Companies that are formally certified are encouraged to proactively reach out to the AEG 1FORCE team, register their business on the supplier portal, and become familiar with AEG's needs. After that, suppliers should be prepared to respond promptly to opportunities that arise.



SPOTLIGHT:

## NATASHA L. ZARZOSA

**POSITION AT AEG:** Box Office Director

**LOCATION/VENUE:** Valley View Casino Center

**HOMETOWN:** Born in New York, Heart is in San Diego

Originally from New York, Natasha Zarzosa started working at the Valley View Casino Center 19 years ago as a ticket seller and has since progressed in her career to her current role as Box Office Director. Natasha attributes her accomplishments and success to her ability to build relationships with her team and other professionals in the field. “You are only as good as those you surround yourself with. My biggest challenge then is to ensure that I am working to the best of my ability to be someone who others want to collaborate with.”

While Natasha’s role has evolved over the years, customer service and effectively serving patrons has remained a consistent priority for her. She wholeheartedly believes in treating others the way she wants to be treated and this approach has served her well over the years. Occupying a public facing role has also allowed her to broaden her vision and has exposed her to guests of all walks of life. She has found that empathetic listening is the key to understanding and relating to others who are different from you. “I think embracing diversity and inclusion is necessary to be able to grow and evolve. One cannot become great without being open to change and acceptance.” Given the multitude of events that AEG venues host, prioritizing diversity and inclusion by appealing to the needs of a diverse fan base and workforce is necessary for continued business success.

When she’s not at work, Natasha is a dedicated “dance mom” and loves spending time with her two daughters. In fact, if she had an extra hour of free time every day she would split it between reading a book, watching her youngest daughter dance, and going on sushi dates with her eldest daughter. As an Aquarius, Natasha also loves the beach—“clear water and soft sand, that’s my happy place.” In the future, she hopes to travel to Havasupai Falls and the Republic of Maldives.

**SYDNEY DAVIS**

## DIRECTOR, GLOBAL DIVERSITY &amp; INCLUSION

Investing in workforce diversity is more than a moral imperative or even a smart business choice; it is ingrained in AEG's corporate culture and reflected in our company's values and mission. As the Director of Global Diversity & Inclusion, my primary task is to translate these values into meaningful programs and practices that empower each individual employee to maximize his or her potential. As I look at diversity and inclusion, there are a few key factors that I believe are imperative to our continued success.

**Unconscious Biases.** On an organizational level, unconscious biases or prejudices that we hold either unconsciously or consciously, impact recruiting, hiring, and promoting. They can affect our company culture and lead to disparity in the workplace. However, unconscious biases are not permanent and can be addressed individually through self-awareness, acknowledgment, training, and exposure to dissimilar people and situations. By ensuring that our hiring practices are standardized and by following an objective selection process, we can reduce unconscious biases as we look to continue developing a diverse and inclusive workforce.

**Diversity Training.** We continue to invest in training programs to help bridge understanding and bolster awareness, respect, and acceptance. The ultimate goal is to foster an environment where each individual's differences are valued and celebrated and all employees feel comfortable and safe bringing their entire authentic selves to work.

**Multigenerational Workforce.** We believe that we can create a culture of diversity simply by attracting age-diverse individuals. Age diversity provides us with a pluralistic view of the world that can lead to creativity and innovation.

**Access to Opportunities.** For AEG to continue attracting and retaining a diverse workforce, we must invest in employee training and development. By offering a variety of programs that cater to varying styles of learning, we can facilitate growth and opportunities for all of our employees.





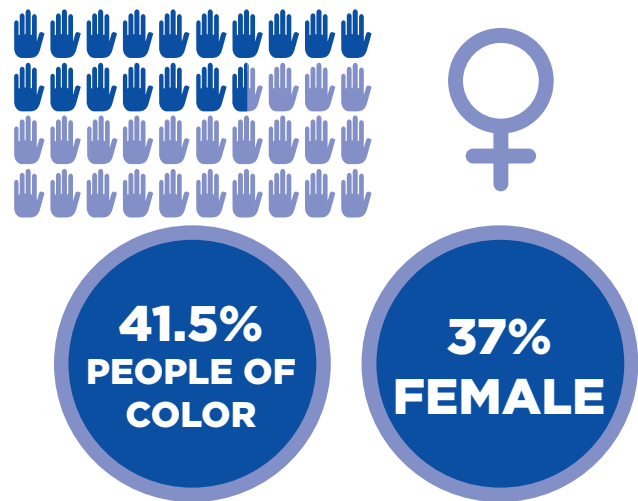
**Better As One**

**Diversity  
Acceptance  
Together**

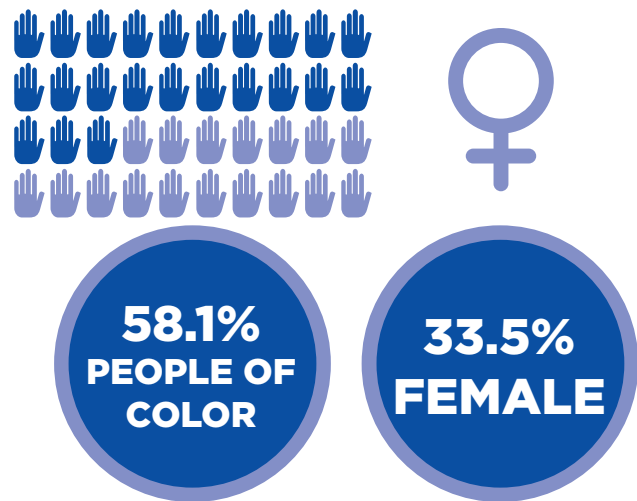


U.S. EMPLOYEE DEMOGRAPHICS

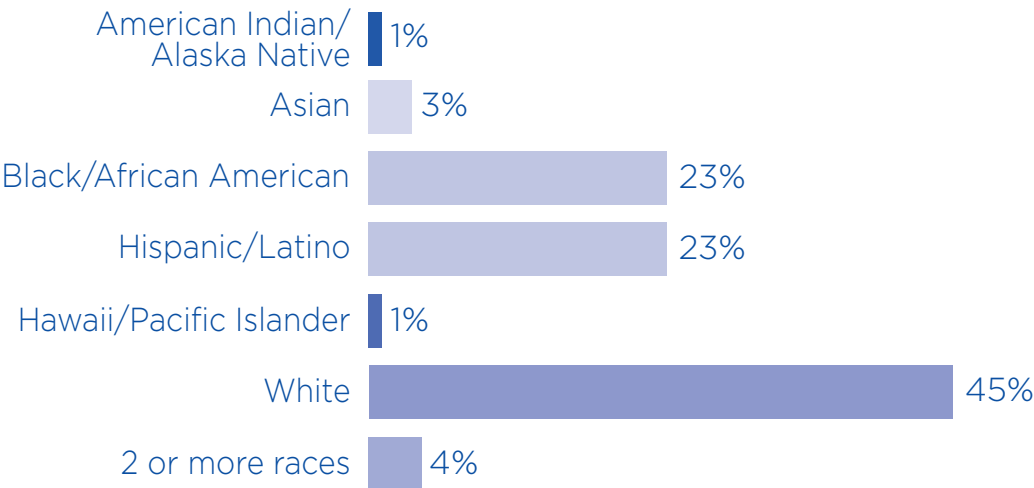
U.S. full-time employees



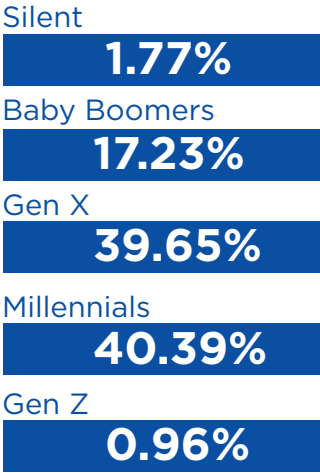
U.S. part-time employees



ETHNICITY BREAKDOWN



**GENERATIONAL  
BREAKDOWN**



**GENDER BREAKDOWN**



	%FEMALE	%MALE
AEG Corporate	51%	49%
AEG Presents	48%	52%
AEG Facilities	32%	68%
AEG Global Partnerships	47%	53%
AEG Sports	31%	69%
COMPANY WIDE (U.S.)	34%	66%

On the following pages, Executives, Management, and Non-Management are defined as:

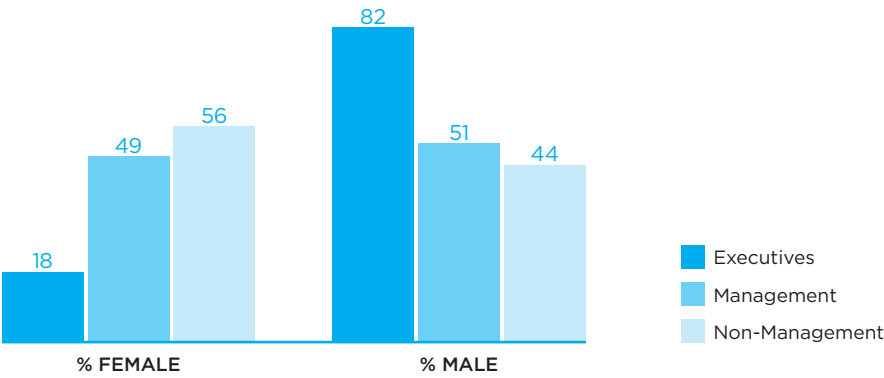
**Executives:** C-Level Executives, Vice Presidents, and General Managers

**Management:** Directors, Managers, and Supervisors

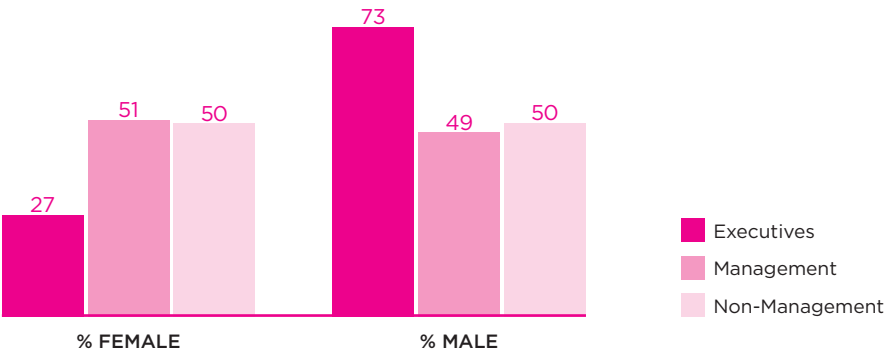
**Non-Management:** Professionals, Coordinators, Administrators, and Assistants

AEG U.S. WORKFORCE BY GENDER

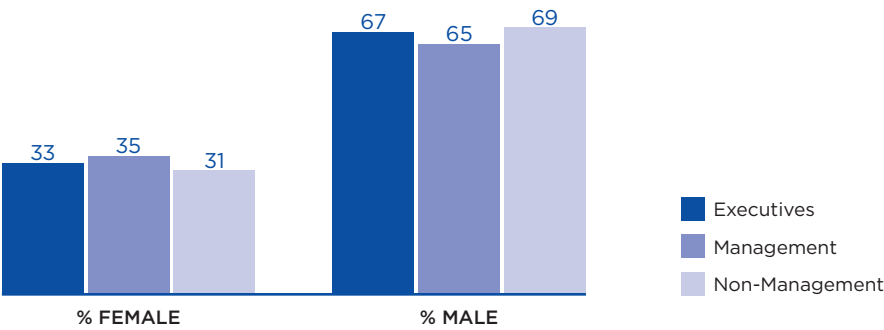
AEG CORPORATE



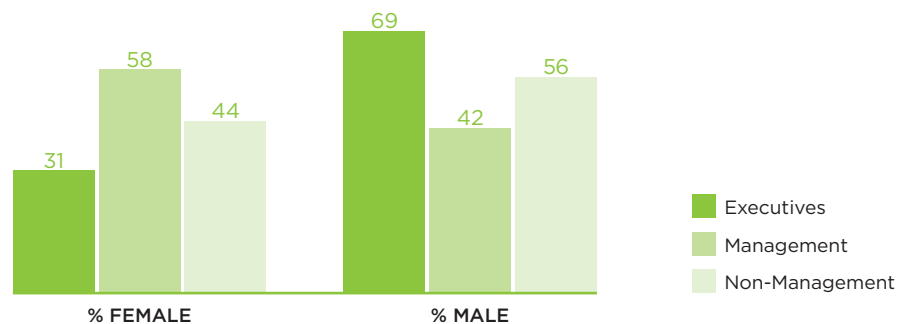
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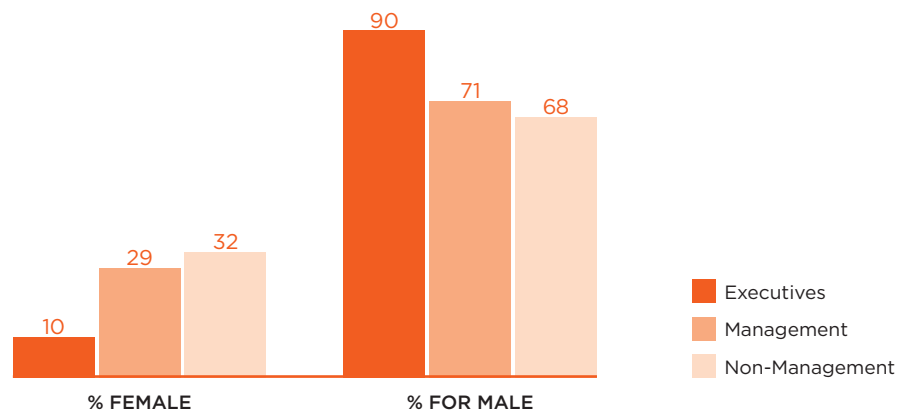
AEG FACILITIES



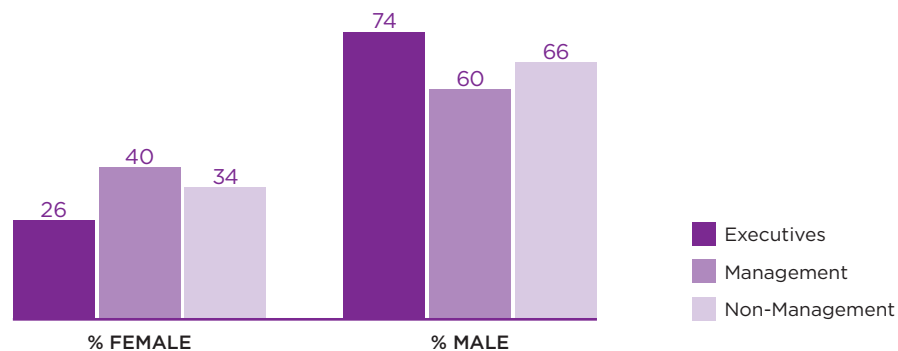
## AEG GLOBAL PARTNERSHIPS



## AEG SPORTS



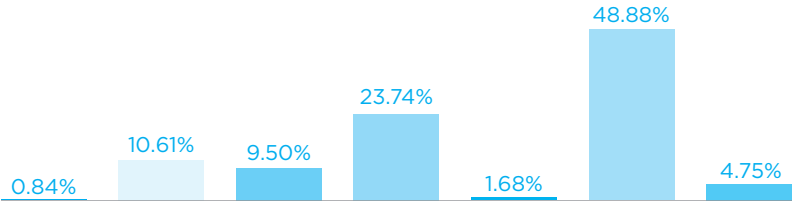
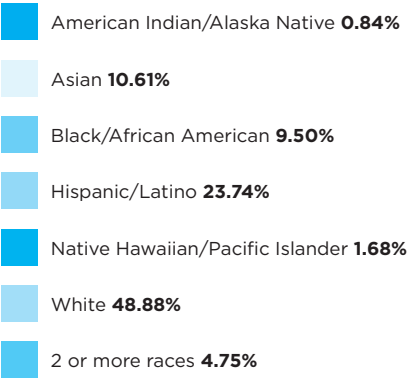
## COMPANY WIDE



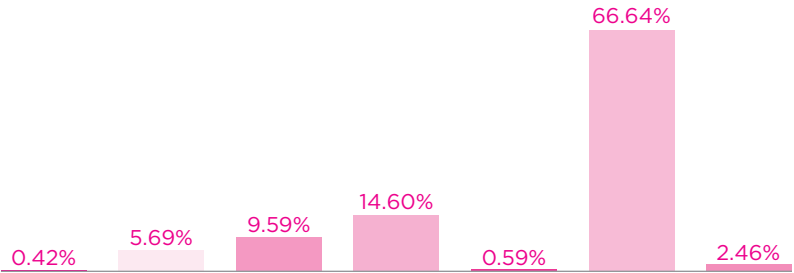
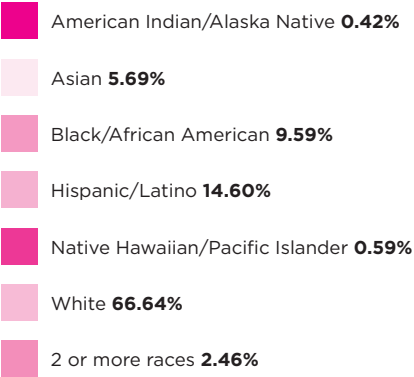


AEG U.S. WORKFORCE BY ETHNICITY

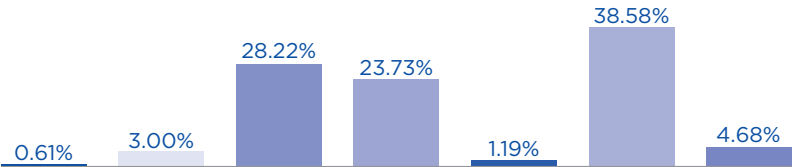
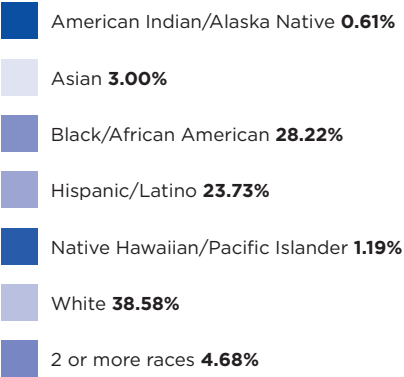
AEG CORPORATE



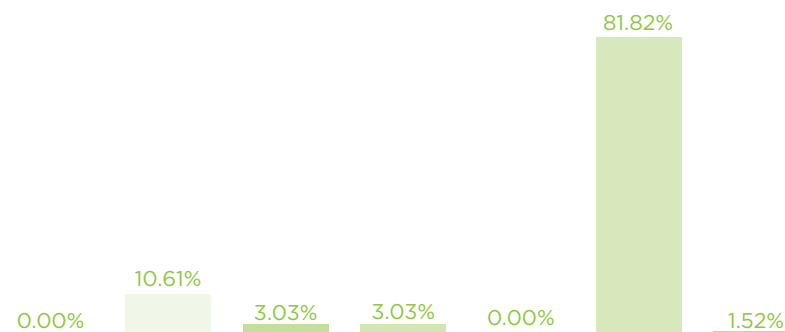
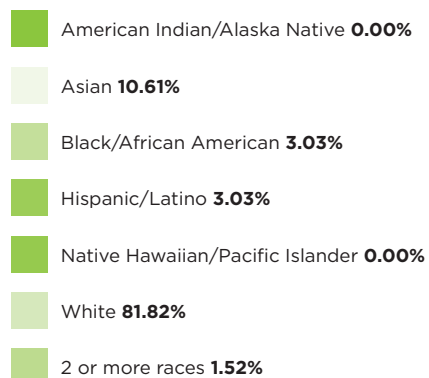
AEG PRESENTS



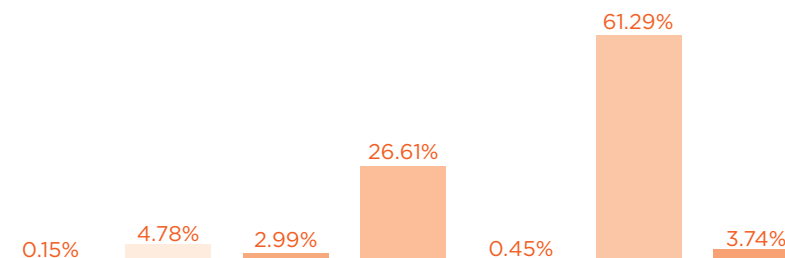
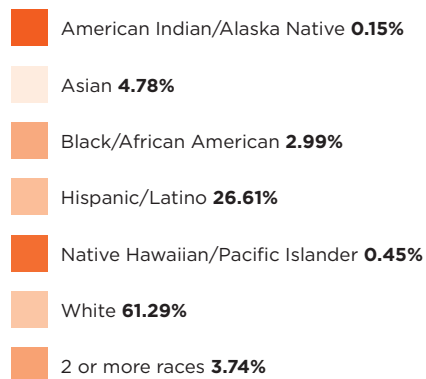
AEG FACILITIES



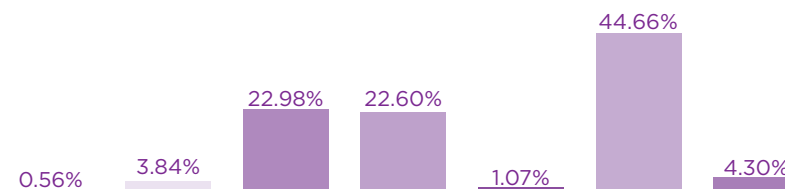
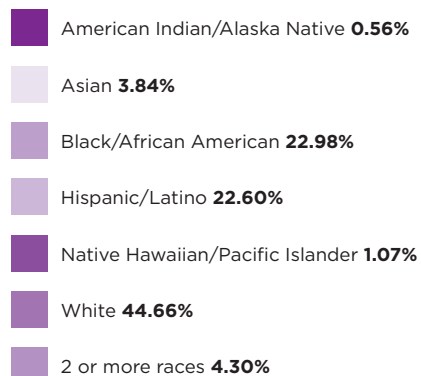
## AEG GLOBAL PARTNERSHIPS



## AEG SPORTS



## COMPANY WIDE



# AEG IS PROUD TO RELEASE OUR 4<sup>TH</sup> ANNUAL

## DIVERSITY & INCLUSION REPORT

*Throughout this report we've touched on our approach to workforce diversity and inclusion, and we have separately addressed topics such as recruiting, professional development, and training. However, we want to stress that diversity and inclusion is not just one or two of these things. It is a comprehensive strategy that is embedded in the fabric of our organization and that shapes the holistic experience of our employees.*

**...GIVING THE WORLD REASON TO CHEER**

**#BetterAsOne**



#WomenEmpowerment



#TeamWork



#OurDifferencesMakeUsBetter





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