

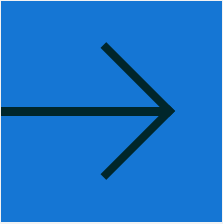


# 2U Recruiter Toolkit

Because It Takes Great People to  
Drive Global Change

*All in* on Purpose

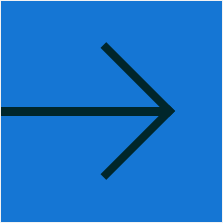




## **2U Recruiter Toolkit**

Tools & Talking Points to Attract

*Great People*



# Table of Contents

Introduction	<b>4</b>
The 2U Employer Brand House	<b>5</b>
The Stories We Heard	<b>15</b>
Recruiter Talking Points	<b>19</b>
Speaking in One Voice to Candidates	<b>32</b>

# Introduction

At 2U, realizing our mission #NoBackRow depends on our ability to attract and retain exceptional individuals-talented professionals who can also embrace and contribute to our organizational culture and vision for the future. However, this is no easy feat, as top-tier talent, particularly in tech and marketing is always in high demand.

To rise to the challenge, we must clearly and collectively articulate what sets us apart as an employer, and consistently demonstrate this difference in our recruitment materials and conversations worldwide.

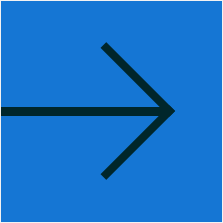
With that in mind, in 2020, 2U embarked upon a global Employer Brand initiative to better understand the appeal of our culture and the people who succeed within it. Our research included employee focus groups, ideation sessions, 1:1 interviews with leaders and executives, a global employee survey, and message testing sessions. We also examined our recruitment presence on our Career site, in our job postings, and on social sites like LinkedIn and Glassdoor.

The research concluded in mid-2022, and on the following pages, you'll see more about what we heard and what we've built from it.

We hope that by sharing these insights and resources, we will simplify your recruiting efforts, enhance the effectiveness of your recruitment-related communications, and allow you to engage in meaningful conversations that inspire candidates to join us.

In this way we can provide a more consistent employer narrative from recruitment throughout an employee's journey with 2U.





Part I

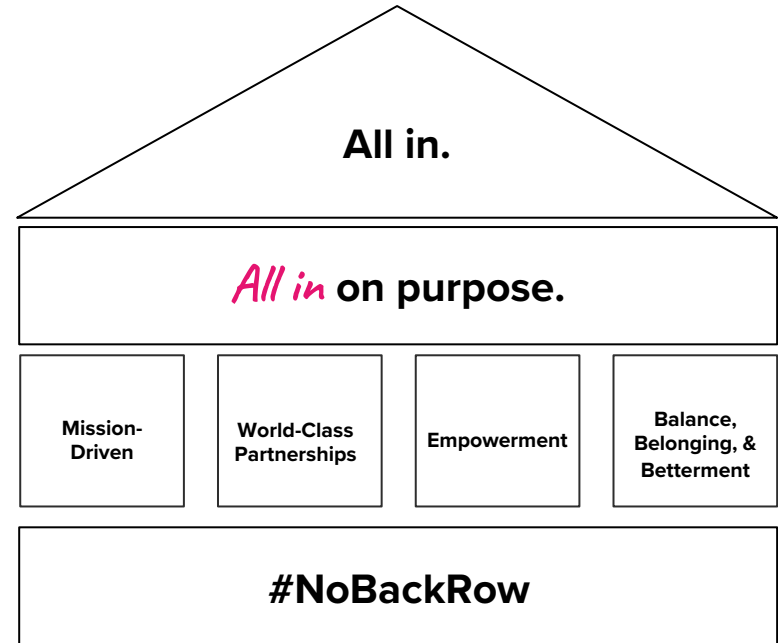
# The 2U Employer Brand House

# The 2U Employer Brand House

The 2U Employer Brand House is a framework that outlines 2U's positioning, messaging, and visual identity as an employer, and what we believe are the key differentiators that make our culture special and our organization attractive to candidates. It was informed by our Mission and Guiding Principles, and built from the insights collected from our employer brand research.

At the pinnacle of our Employer Brand House is our Employer Value Proposition (EVP), *All In On Purpose*. This emotive phrase embodies our mission, what we stand for, and what we believe in.

Promoting our EVP is a crucial tool for attracting, engaging, and retaining top talent, and building equity in the 2U brand.



## Our Employer Value Proposition

# *All in* on Purpose.

At 2U, the belief in our mission drives all of us. The work we do today significantly impacts learners for a lifetime. Collectively, we partner with non-profit universities and corporate partners to expand access to world-class online education for continuous learning, betterment, empowerment, and change. We help students reach their goals, so together, we can make a positive impact in the world.

Being part of our culture represents a momentous opportunity to work within teams around the globe to help improve our world through learning. It means embracing diversity, challenging yourself to do impactful work, and collaborating to tackle challenges that no one has done before.

It requires fiercely believing in yourself, your work, and our mission to eliminate the back row in education.



## Employer Brand Vision

# #NoBackRow.

2U employees aren't satisfied with the status quo or walking away from a challenge. We lean in to do what it takes to support learner outcomes. We stretch ourselves as individuals to do things we have not done before. And we're excited to work together to take on challenges that no one has done before.



## Culture Differentiator

# Mission Driven.

2U is a mission-driven culture with a singular focus: to eliminate the back row in higher education. The passion for this purpose connects every action and everyone.

“If you work and have a family, you shouldn’t have to quit your job, move your family, and go to school full-time on a campus. That’s what we do best, and that’s the *mission* I believe in.”

“It is equally gratifying and humbling when university faculty tell us that they've learnt from us, despite their long tenure in academia. They see the *passion* with which we work and how much creativity and care we put into what we do with them.”

## Culture Differentiator

# World-Class Partnerships.

The 2U culture is about collaboration and partnerships. 2U powers world-class higher education and is equally focused on providing the same breadth of options and resources to any employee seeking to broaden their knowledge, progress in their field, or advance in their career.

“I like working with people who need my help. I can help them solve whatever they’re solving, and that never gets old. And if I can talk in a way that they remember, and it makes their job easier or quicker to understand, then I have helped them on their journey to success within the business, and in turn, they will build a stronger 2U, and that makes me *happy*.”

“I share in the excitement of the potential 2U has to make a *positive difference* in people’s lives through our university partnerships. I firmly believe in the “students win, universities win, 2U wins” philosophy. I clearly recognize the importance of my role in this statement.”

## Culture Differentiator

# Empowerment.

2U is committed to the empowerment of people through improving education, and empowerment is equally evident internally and enjoyed by employees as well.

“I feel *empowered* to make changes that will ultimately benefit my team and our students, and I feel challenged to do so each and every day.”

“You need to be a *self-starter* – take the ball and run with it. You’re not going to get all the instructions you need. You need to figure it out and have energy to make it happen.”

“I am *empowered*. Leadership is supportive and good listeners, hearing my thoughts and opinions and how I am coming to my conclusions.”

# What makes us unique as a place to work?

We Are  
Mission-Driven

We Have World-  
Class Partnerships

We Offer Employee  
Empowerment

We Support  
Balance, Belonging,  
and Betterment

We are *all in.*

# What does it mean to be a 2U employee?

## Love what *you* do. Believe in what *we* do.

Being a 2U employee means being *passionate* about the work you do and *compassionate* about the people you work with. It means having a willingness to take risks, trust in your leadership, raise questions or concerns, share ideas, go the extra mile, and pivot when necessary. Being a 2U employee is having a willingness to engage, have fun, give of your time, step outside of your comfort zone, and show up to work ready to try your best.

We are diverse. We challenge the status quo. We fiercely believe in our work and mission. We are not a one-size-fits-all solution. We *adapt, change*, and *accept the responsibility* to continuously evolve to the needs of students and universities. We value connections between people.



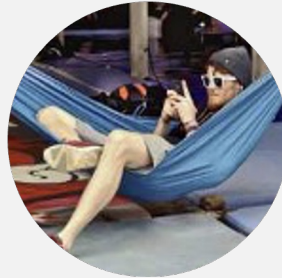
# The 2U Emotive Core

2U employees are not only committed to a lifelong learning approach, but they themselves are lifelong learners and identify opportunities to consume knowledge in all its various forms.



## What attributes are required to do well at 2U?

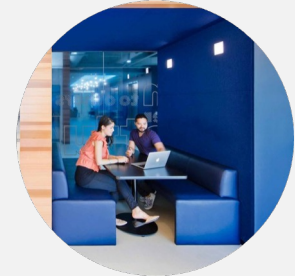
- Collaborative
- Bold and Proactive
- Purposeful
- Kind and Committed
- Inclusive
- Innovative
- Humble



## What types of people won't do well at 2U?

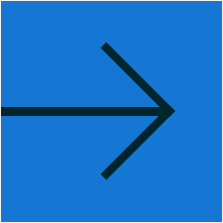
People who:

- Are not motivated by the mission.
- Need to be told what to do.
- Don't have a growth mindset.
- Are not flexible.



## What is the expectation?

- Work with intention, purpose, and passion.
- Create scalable, accessible, experiential education that fosters meaningful, long-lasting impact.



# The Stories We Heard

Culture of empowerment, innovation, inclusion and intentionality  
A mission that drives retention

## 2U offers an inspiring culture of empowerment, innovation, inclusion, and intentionality.

“Of all the jobs I have ever had – this is arguably the *best job* I have ever had, and that’s saying a lot. There is something about this place that is special. It allows me room for growth, a compassion and tolerance for learning. What really matters is this notion about sharing, and there are no limitations around what can be done. If you have a good idea, share it. If someone else has a good idea, great. Let’s put that together. Let’s innovate here. I have seen the rewards accumulating as well. It’s been unique and amazing. And I am inspired that I can be in a position to create that for the people that I oversee.”

“I am *inspired* knowing that enrolling these students, and having daily conversations, I am changing lives. I am helping people who are at a crossroads in their life, and I have a chance to help them better their career, their family, their income, and their self-confidence. It makes me excited to clock in every day, and work hard to help every student I can.”

“I am *inspired* by colleagues and even students or faculty I interact with each day. It’s not like it’s a requirement for everyone to be happy if you work at 2U (because it’s not), but people generally tend to be happy in this company.

I think one of the reasons is because people don't have to be afraid to be themselves, and we as a company aren't afraid to talk about serious and sometimes sad events that occur in our world, and there is a notion of accepting everyone as a person however, they choose to live. I know this may not always be the case in every department or team – sometimes people feel otherwise when they are trying to grow and get promoted or make internal career changes. But overall, you can feel this idea of everyone having a safe space at this company, especially from our top leadership, which does impact the majority of other teams, and I am inspired by this positive culture. It makes me excited and feel safe to work at 2U or go above and beyond in my job. This way, I can help my peers feel that same sense of belonging and security.”

## Our mission, employer reputation, and benefits attract prospective employees.

“The *#NoBackRow* resonated with me. I was that student and wished 2U existed back in the day like 2U does for their students. I love to (and wanted to) work for a company that truly embodies that philosophy. I wanted to and am thrilled to be a part of an org that really embraces all students. We cater to any and all students, and I believe that's how education should be.”

“A strong recommendation that 2U was a great company to work for from a good friend, a thoughtful and generous total compensation package, the belief that there would be *opportunities* for upward mobility (which, for me, there have been), and a sense that company values mirrored my own personal values.”

“2U was on my wishlist of organizations to work for as I had heard about the strong *culture, work/life balance* and *mission* from some folks in my network. I went for it once I heard about an opportunity to apply within my job function.”

“I believe in the *mission* to provide access to education and to help people learn and grow in their career. I felt 2U would not only help me learn and grow but give me the opportunity to help others.”

“It was a progressive company that embraced *innovation* and *change*, and got me out of working for a traditional university with inflexible systems in place. It was also a chance for me to have a stable, full-time job with benefits.”

“Recommendation from current employee and after further investigation seemed like a progressive and inclusive work environment with high achievement and lots of *room to grow*.”

## And they are what drive employee retention.

“To me, it means being a part of a *motivated, thoughtful, progressive* group that thinks critically to tackle some of the biggest questions regarding the future of higher education.”

“I'm excited about how much I can grow in my career while simultaneously continuing to make a *global impact* in the ed tech realm, helping and empowering people through education which is easy to access.”

“To be a part of an organizational culture that acknowledges my skills, and that *cares* deeply about my growth and development as an individual as well as my capabilities within my role.”

“Being a 2U employee. It means keeping *gratitude* in the forefront of my mind... it means understanding that the world beyond the 2U ‘office’ doors is a hard, cold one and being grateful for the flexibility and benefits offered.”

“I think 2U is pretty amazing in the *thoughtfulness* and *care* that is extended to its employees at scale. It always impresses me that there are people within the business whose job it is to organize gift bags, events etc., but I'm also equally impressed that the right, thoughtful people are carefully selected to perform these functions.”

“I am *deeply connected* with the mission of the company, attractive benefits, workplace culture, and opportunities for advancement.”

## Part II

# Recruiter Talking Points

These talking points are meant to serve as a guide in your conversations with candidates, to unify messaging across our Talent Brand Architecture and EVP (Employer Value Proposition), and in answering candidates' commonly asked questions.

### Our Mission:

To expand access to high-quality education and unlock human potential.

### Culture Differentiators:

- Mission-Immersed
- World-Class Partnerships
- Empowerment
- Balance, Belonging and Betterment

### EVP:

*All in* on purpose.

# Words That Inspire

Consider using these words when portraying our company and people.

## Our company is

Inclusive | Innovative | Purposeful | Humble | Proactive | Transparent | Fair | Fast-paced | Mission-driven | Collaborative | Growing | Customer-faced | Adaptive | Global | Fun | Caring | Family-friendly | Committed

## Our people are

Innovative | Diverse | Kind | Collaborative | Empowered | Risk-taking | Respectful | Bold | Reliable | Honest | Courageous | Driven | Strategic | Excellent | Appreciated | Authentic



# Topline Talking Points

These are our core “selling points” that highlight our EVP and unify messaging around why a candidate should join us. As always, tailor answers to what seems most interesting to the candidate.

- **Mission-driven:** everyone at 2U is driven by the same shared belief – that top-quality education at scale can change the world. We are on a mission to eliminate the back row in education; we’re all in on this purpose and we believe in empowering every employee to advance our purpose.
- **Stage of company:** we’re neither a startup or long-established company, which means we have both flexibility and support. We have the ability to be agile and innovative and have the resources to support our progress.



# Topline Talking Points

- **Reputation (education roles):** from our world-class partnerships with the best educational institutions in the world to our recent acquisition of edX, our reputation in the market as a global leader in education technology is well-established and growing.
- **High impact potential (tech & education roles):** your project work will make an impact, not only for the lives of the learners who we work with, but all those they interact with after their program. Your work will impact the ripple effects that education has on an individual, their community, and the world.
- **Culture of belonging:** our philosophy that quality education is for everyone is fundamental to the work we do with our partners and at the core of our company culture. We're driven to reimagine more inclusive educational opportunities and to promote a culture where we all belong and thrive.



# Common Topics Talking Points

Consider answering commonly asked questions about the following topics by including short, specific examples or stories (show vs. tell) where relevant.



# Global Positioning

Positioned for Long-term Success By bringing together the complementary strengths of 2U and edX on a single platform, we're now positioned to generate more positive outcomes for partners and learners. Our product innovation, content velocity, new marketing framework, and enterprise expansion represent key initiatives to deliver profitable growth and strong cash flows in the years ahead.

Ultimately, our work has a positive societal benefit, and our collective progress in 2022 demonstrates how 2U can be a force for systemic change through the promise of affordable, high-quality education for all.



# DEI

Our DEI initiatives are embedded in both the work we do (external initiatives) and how we do it (internal initiatives). Share one or two of your favorite DEI initiatives. Some examples:

- **Internal:** our VP of DEI was hired over 2 years ago, and our executive team made a commitment to DEI through actionable steps, such as tying financial impact to DEI progress – our Sr. Leadership has DEI metrics tied to their performance goals.
- **External:** we have DEI goals tied to the spread of partners we work with, such as partnering with HBCUs.
- **Internal:** we have 9 active BRNs that provide support, engagement, and advocacy for underrepresented groups.
- **External:** we power programs that bring people of color and other underrepresented groups more opportunity in the job market through our programs – such as expanding the Netflix Pathways Bootcamp to more HBCUs.

# Unique Benefits

Due to a variety of factors, such as local regulations, cultural norms, or other variables, 2U benefits differ based on your country of employment. But one thing is for certain, being part of our global organization means you'll have the opportunity to work with people from diverse cultural backgrounds and gain new perspectives. You'll also get exposure to different markets and unique resources that will help you grow your skills and broaden your horizons.

We also value balance in your work/life juggle, intellectual curiosity and betterment, and having fun together along the way.

## Share one or two of your favorite benefits.

Some examples:

- Continuing education benefit (including friends and family)
- Wellness programs (give an example)
- Volunteer time-off

2023 BENEFITS AT A GLANCE

2023 BENEFITS AT A GLANCE – ZA

# Culture

Share one or two of your favorite traits of our culture (and consider our guiding principles). Some examples:

- **Collaborative environment:** you can get help from anyone on any team and 99.9% of the time they'll drop whatever they're doing to help. Relationships matter to us above everything else.
- **Safe to take risks:** we're not afraid to make mistakes; there is a strong sense of psychological safety to try and the understanding that it might not be perfect.
- **Flexible work/life balance:** we foster an environment of flexibility; as long as you're getting what's needed done, meeting metrics, and a strong performer, we trust that you can manage your time and workload. Managers are flexible to the fact that you have a life outside work.\*

*\*some roles have to be online at specific times, but that's role-specific based on office-need*

# Learning and Development

- **In-house training & development:** we have our own L&D team that creates trainings specific to each department.
- **LinkedIn Learning:** every FTE has access to LinkedIn Learning membership, which has a full range of professional development online courses.
- **New edX benefit:** every FTE receives a free subscription with access to over 1,500 courses; we get a front-row seat to the platform, so as both learners and sellers, we are living our mission.

# Job Security

As we evolve to meet the needs and opportunities of the industry and markets, we naturally assess and adjust our strategies and plans. While this does create change, as we transform we're also better-positioned to succeed as a business.

- **Growing need:** one positive the recent pandemic has shown us is the importance and need for quality online education. We are transforming the way people learn, and this brings massive opportunities.
- **Our expertise:** we are at the forefront of this offering and growing need for quality online education; since long before Covid-19 we've been showing the world that you can get a quality higher education at scale.
- **Our relationships:** while it is a relatively-new industry and ever-changing, we're a business that continues to be flexible to the needs of our learners and partners because we value having great relationships with both; we're well set-up to drive value and outcomes in the future.
- **edX acquisition:** (see next page)

# edX Acquisition

- In 2021, we acquired edX, the leading global online learning platform, and with it, we now power over 4,000 digital education offerings, from short courses to full degrees.
- edX advances our mission by creating more pathways to affordable and accessible higher education.
- edX is transforming our business; even over the last 6 months we've implemented a new platform that shows the beginning of that transformation and we've already seen it pay off with the new partners we're onboarding and the new learners we're reaching through them. More to come which is exciting!



# Remote Work

- We're prioritizing hiring in locations close to our offices in Lanham, MD (HQ) and Cape Town as we shift to a hybrid model of at-home/in-person work weeks.
- The expectation is that employees are in-person 2x/week.

## Part III

# Speaking in One Voice to Candidates

In this section, we have provided answers to candidate's frequent concerns about careers with 2U. By speaking in one voice, 2U recruiters can make sure that all candidates receive the same consistent, up-to-date information. This will help overcome their objections and build trust and credibility throughout the hiring process.

# Can I work from home?

At 2U, the expectation is that employees are in-person 2x/week. We have a lot to accomplish this year, and we believe that this will make us a better team and a better company. Having people back in the office is better for collaboration, better for our culture, better to drive the work effectively, and even more fun.

# What's going on with the lawsuit against 2U and Dept of Education? Will that impact the business?

2U has helped hundreds of the world's top institutions develop more than 180 state-of-the-art online degree programs in fields like nursing, education, counseling and data science, and over 50,000 students have graduated from these programs. These graduates are providing health care to people in their communities, teaching in classrooms around the country and bringing much-needed tech skills to local employers in their towns and cities.

Revenue sharing is what makes it possible. Many of these programs simply wouldn't exist without the revenue-share model.

It's the only model that

1. aligns incentives firmly toward student success—2U only receives revenue as a student progresses through a program
2. provides up-front investment for innovation while reducing institutional risk
3. helps universities innovate quickly in a complicated and fast-moving digital environment
4. improves efficiencies in key areas
5. incentivizes institutions to lower tuition and—most importantly—
6. results in tangible benefits to students

Creating high-quality online higher education programs isn't easy work—but it's critical work that requires thoughtful and mission-aligned partners to sufficiently meet the needs of a complex, dynamic, and rapidly evolving learner population.

Higher education is grappling with significant headwinds, including historic drops in confidence in the power and ROI of a college education. We believe that revenue-share partnerships are a meaningful part of the solution and we are optimistic that this model will have a positive impact on our business.

# Why is 2U's stock price so low, and when do you expect the company to be profitable?

Executing our platform strategy drove meaningful profitability improvements across our business, and it's creating opportunities to accelerate our profitable growth trajectory.

We concluded 2022 with strong results, including \$58 million of adjusted EBITDA for the quarter or growth of 178%, beating our guidance by nearly \$10 million. For the full year, we delivered \$125 million of adjusted EBITDA or growth of 88%.

Looking ahead, we remain focused on enabling great outcomes, delivering strong profitability and signing new degree programs. We believe that these new degree programs and a cooling labor market will setup the degree segment to return to top-line growth in 2024.

# How is 2U different now that it's shifted to become a platform company?

When we came together with edX, we created the world's most comprehensive free-to-degree learning platform. This industry-redefining combination allows us to deliver on our mission by expanding access to affordable, career-relevant online education to millions of learners worldwide. We're leveraging the strength of the edX brand and marketplace to bring learners, content partners, and companies together in one shared space to benefit from our complete product offerings and services. Together, edX and 2U reach over 45 million learners globally, serve more than 230 partners – including 19 of the top 20 ranked universities globally – and offer over 4,000 digital programs at edX.org. As one brand on one platform, we will be able to aggressively pursue stable, profitable growth and reduce marketing spend, while building a stronger, more agile business that will drive the future of education for the long term.

(continued on the following page)

# How is 2U different now that it's shifted to become a platform company?

This shift will further our strategy by moving us out of a matrix structure with separate budgets, operations, and workflows for each line of business and instead making decisions and executing at the platform level. Since we came together with edX in November, we've become increasingly confident in our platform strategy, which puts edX at the center as a unifying platform to drive high-quality learning outcomes. With all our products in one consumer marketplace, we can bring greater value and connection to our learners, partners, and employers, all supported and enabled by the breadth of services 2U has offered for 14 years.

# How Does the edX Platform Flywheel Work?

The edX flywheel works because the platform ecosystem gets better with each participant. More great partners generate more great learning products, generating more learner reach, generating more engagement and more impact, thereby encouraging more great partners to come in, and so on.



**Thank you.**