



Intentional Change

Our Diversity, Equity, Inclusion,
and Belonging Progress Report

2023

HOTWIRE

Diversity, Equity, Inclusion, and Belonging

At Hotwire, **Diversity, Equity, Inclusion, and Belonging (DEIB)** is not just another buzz term or business objective. It is realizing our role in taking intentional action to value differences and unique experiences across our team. This work reflects what it means to look within as we reach outward to impact not only our industry but the communities we make up.



DIVERSITY: Who we are and the different ways we show up. Individually, each of us have different characteristics that make us unique.



EQUITY: Seeks to ensure an equal outcome for each person despite different circumstances by allocating resources and opportunities tailored to their specific needs.



INCLUSION: Creating an environment where diversity is accepted and celebrated, and all people can fully participate.



BELONGING: A feeling of security, support, and acceptance where people feel heard and have a safe space to express themselves authentically.

A letter from our CEO



Three years ago, we updated our DEIB strategy with the goal to create a more diverse workforce, advance a culture of inclusion, and drive positive, lasting change in our industry. It has become core to how we operate and measure success as a business. Today we recognize the progress we have made, knowing there is more work ahead to get to a place where we all feel valued and supported to experience limitless success – a place where we feel seen, understood, and heard for who we are.

A lot was learned this year about how to cultivate inclusion and, more deeply, a true sense of belonging every day. We learned that listening and seeking to understand each other even in the face of discomfort or disagreement is the most powerful way to ensure our actions reflect what is most meaningful to our people. We also learned consistency is vital to building trust, and without the trust of our team, our DEIB strategy is just another business objective. With these learnings we reset our approach to DEIB this year to make more meaningful progress. We added belonging to our mindset because we want to be in a place where people not only have a place and are contributing, but also feel they are where they are meant to be.

Thank you to the entire Hotwire team for your open feedback, your partnership to try new ideas, and for working to create limitless possibilities together. I'm looking forward to our next phase as we set new goals and continue our aspirations to make systemic change at Hotwire, our industry, and in the world.

A handwritten signature in black ink that reads "Heather Kernahan".

Heather Kernahan

CEO, Hotwire Global Communications

Where are we now?

Global 2022 results overview

Each year we conduct a survey about Diversity, Equity, Inclusion, and Belonging. We asked our team for their feedback about their experience at Hotwire to measure impact and understand how we can do better. The feedback from this survey fuels our actions to implement DEIB strategy, leadership accountability, and ongoing trainings.

Highlights

Belonging & Understanding

- **86%** feel like they belong at Hotwire **(+1%)**
- **78%** feel like their colleagues understand who they really are **(+17%)**
- **86%** feel like they can totally be themselves at Hotwire **(+ 5%)**
- **88%** feel included and integrated within teams regardless of differences **(new!)**

Respect at Work

- **91%** feel respected and valued by their manager **(+1%)**
- **95%** feel respected and valued by colleagues on different teams across HW **(+5%)**
- **82%** feel respected by senior leaders in their country **(new!)**

Opportunities

Equity

- **56%** feel like their compensation is fair **(+5% but still opportunity)**
- **57%** feel like promotion decisions are made fairly **(+6% but not where we want to be)**

Building a diverse and inclusive Hotwire

- **70%** believe that DEIB initiatives are a priority to leadership **(-21%)**
- **72%** DEIB Strategy awareness **(-14%)**
- **71%** believe that Hotwire embraces people's differences **(-2%)**

(%) represents change from previous year results.

Internal culture & growth

Listening and moving

Empowered Societies

With valuable feedback from employees, we launched **Empowered Societies** to drive our DEIB mission and goals internally with our U.S. team members.

Allies in Action

Asian American +
Pacific Islander

Disabilities +
Mental Health

Hispanic + Latinx

Black + African
American

Caretakers +
Parents

LGBTQIA+

Men

These societies reflect our employee base across multiple dimensions of diversity, intersectionality, and roles within the organization. They operate on a regular basis for members to engage in candid conversation, share feedback, and work together with leadership to influence cultural change within and outside the organization. Empowered Societies collaborate with the Hotwire Executive, People & Culture team, and business leaders to act as champions and influencers for our inclusivity efforts and culture within Hotwire.

Updated Employee Benefits

In 2022, The Supreme Court of the United States overturned Roe v. Wade. This decision, along with growing state legislation looking to regulate medical care for gender-affirming surgeries, led to a new initiative at Hotwire to support our team members who may be denied access to care within their local regions.

Hotwire U.S. launched a new travel stipend which covers up to \$4,000 for any employee or their domestic partner or spouse needing to travel out-of-state to receive abortion care or gender affirming surgery. This includes all associated expenses such as childcare and companion travel.

In addition, Community Involvement Time Off was established to support team members who wish to participate in peaceful and lawful demonstrations, volunteer for a political candidate, or conduct any other activity related to civic or community service.

Training our team

Intention on the inside

Talent Engagement & Development

Since 2020, we have partnered with Chelsea C. Williams, Founder and CEO of Reimagine Talent, and her team, to conduct listening sessions and lead trainings and monthly workshops for our U.S. staff. These include coaching for managers and senior leaders to provide resources and information to expand their awareness of DEIB topics including, but not limited to psychological safety, intersectionality, gender inclusion, and allyship.



“Celebrating differences is the beginning of authentic unity. I’m excited to continue our journey to ensure every individual feels they belong here at Hotwire.”

Heather Craft
CEO, North America, Hotwire



Progress with Purpose

In addition to our instructor-led module, “Unconscious Bias,” hosted by our People & Culture team in 2022, we developed “Beat the Bias,” an e-learning version that will now be a required learning track for employees of Hotwire at every level. “Beat the Bias” explains how bias works in the brain and addresses how we can recognize and overcome our biases by making the unconscious conscious.

U.S. Leadership Charter

As a result of leadership feedback from our DEIB and Employee Opinion surveys, our People & Culture team held a brainstorm session with senior-level staff (Directors and above) to address what it means to be a leader at Hotwire. This included what behaviors are expected, how conflicts should be handled, and how we support and listen to all team members. From there, a leadership charter was created, finalized, and shared with the wider Hotwire team to increase accountability.

Cultural awareness training for European Directors

In April 2022, as a key part of building our new senior leadership team across Europe, we kickstarted a Cultural Awareness training series for Directors and above to highlight the differences across cultures, how different countries approach work, and how they observe norms. This promoted greater understanding for our European leaders and across country account teams.

New DEIB committee set up for the U.K.

In February 2023, we revised our DEIB committee in the U.K., which now meets monthly to support our three-year DEIB strategy and strengthen our internal sense of belonging.



Partnerships & initiatives

Advance and launch

Hotwire Ignite Possibility Program (HIPP)

Through the HIPP program, we've progressed our commitment to provide \$1 million USD globally in pro bono brand marketing and public relations services to tech and tech-enabled organizations led by or supporting underserved communities. The goal of HIPP is to help ensure organizations that are advancing diversity, equity, and inclusion through leadership and technology innovation have the support they need to scale and succeed in today's competitive tech sector.

HIPP campaigns have successfully taken place throughout the U.S., U.K., Spain, France, Australia, and Germany. The U.S. is kicking off its second round of campaigns and the U.K. and Spain are also continuing campaign efforts in their markets.



"It's exciting to see how far the HIPP program has come since the start – and now we're kicking off with year three! Throughout the program, it's been incredibly rewarding to see how we're helping tech-led companies who directly impact underserved communities. Whether it's through a messaging workshop, helping pitch media campaigns or providing counsel for SEO strategies - each and every HIPP campaign has benefited from working with Hotwire. I'm grateful that Hotwire has been able to provide these opportunities to help amplify and support each company."

Jenn Headley

Vice President, North America, Hotwire



"Hotwire helped us to think strategically about who Benetech is and the value we bring to the communities we serve."

Mario Oliveros

Marketing Director, Benetech



"It was a real success. We have never gotten so much press coverage before, which helped us reach many companies that may want to partner with Kodiko."

Lucie Mely

Communications Manager, Kodiko

10,000 Black Interns

In 2022, we partnered with 10,000 Black Interns, a program that seeks to offer 2,000 internships across five consecutive years by partnering with 24 companies from different sectors. Each internship presents an opportunity to genuinely change an individual's trajectory. In our partnership, we had 4 interns join Hotwire U.K. over a 6-week span where they spent time acquiring and applying learnings from our team across various accounts. We are continuing the program with 4 new interns beginning in summer 2023.

CareerTrackers Partnership

The Hotwire Australian team leveraged the partnership Enero (Hotwire's parent company) has with CareerTrackers, a program where individuals spend a few weeks with each Sydney-based company Enero has in its portfolio. This partnership enables people to experience careers in communications, advertising, digital marketing, and more. The partnership with CareerTrackers and our involvement in the program supports Enero's commitment to build stronger relationships with and provide opportunities to the aboriginal and Torres Strait Islander people of Australia.



"I'm incredibly grateful that Hotwire partnered with the 10,000 Black Interns initiative, as it has presented me with the opportunity to gain invaluable experience in the industry, which I normally wouldn't be able to. I have learned so much during my time here and look forward to learning even more!"

Cheick Sakho,
Account Executive, Hotwire



Margarita Bly

In 2022 we continued our work with Margarita Bly, a think tank founded by Hotwire Spain where women and men come together to reflect and contribute their ideas freely. We work to position and give visibility to women who are dedicated to STEAM via media interviews and opinion forums, as well as speaking opportunities to give voice to the project and its members. More than 50 professionals are involved, including communication leaders in tech, science, and innovation companies, as well as journalists.

We work to position and give visibility to women who are dedicated to the STEAM world in the media, journalism, interviews and opinion forums, as well as seeking and securing speaking opportunities to give voice to the project and its members.

More than 50 professionals are involved, including communication leaders in tech, science and innovation companies, as well as journalists. The working group in charge of moving Margarita Bly forward is composed of five Hotwire Madrid employees, all of whom are members of the think tank.



DEIB Events Recap

Driving impact forward

Bootcamp 2022

For almost two decades we've celebrated the start of our fiscal year with our Hotwire Bootcamp, an event that brings our global team together to learn and celebrate as one team. This year, our U.S. and Australian teams came together at Hofstra University – a leading university based in New York while our European team reunited at Brighton University in England. The bootcamp included the keynote session, "Powering Up Through Empathy," led by award-winning diversity and inclusion speaker, Shola Kaye, focusing on learning how to understand one another through our differences.



"Our 'Powering up Through Empathy' keynote session put listening, inclusion and allyship at the forefront where our team members around the world had the opportunity to listen, learn and relate to colleagues sharing their personal lived experiences. Our team was guided around putting allyship into action, the need for compassion and how we can step up for others even when it feels uncomfortable."

Stephanie Pastorelli
Global Head of People & Culture, Hotwire



"I really enjoyed the opportunity to speak on Hotwire's DEIB panel because it gave me a platform to raise awareness about important issues from the perspective of a Black American working in Corporate America. It allowed me to address bias in the workplace and challenged my coworkers to think outside of their own perspective when working alongside different, cultures, races, and communities. Our experiences are not their experiences and they needed to see that. Furthermore, the fact that the panel was global was a true gem as it showed that we're not the only ones dealing with some of the same issues."

Azizza Brinson
U.S. Director of Media Strategy, Hotwire

Howard University Career Fair

In September 2022, we participated in the Howard University All Majors Virtual Job & Internship Fair. This event serves as a networking space for students and alumni currently looking for job opportunities in public relations and communications.

A total of six students participated in interviews with Hotwire. Supporting this program is an effort to initiate a brand presence at Howard and cultivate consistent DEIB recruitment efforts for Hotwire. Our recruitment team followed up by establishing connections with Howard University Career Services and Howard PRSSA Chapter Advisors.

BIPOC Twin Cities

The Hotwire Minneapolis team continued our partnership with other regional communications agencies and consultancies to arrange The Twin Cities PR BIPOC Career Explorer, an externship program designed for BIPOC students at local colleges/universities in Minnesota with an interest in public relations and communications. The mission is to diversify the make-up of the PR industry to better reflect the world and the messages we put into it.

Each agency participating gives two presentations to the group on a different topic in communications. This year, Hotwire had the opportunity to share a presentation on B2B and digital communications.

AfroTech 2022

In November, Hotwire sent a team to AfroTech Conference 2022, a top-rated event gathering thousands of Black tech professionals for a week of networking, recruiting, and personal development. Hotwire activated as a bronze sponsor which included the opportunity to host a recruitment booth and connect with job seekers and founders to learn more about Hotwire and our HIPP program.



“AfroTech was a great opportunity to learn about more tech brands, to meet AMAZING professionals and to see what’s happening in the tech space in various markets. Engaging with attendees at the Hotwire booth to bring awareness about our brand and talking with individuals who work in comms or attendees looking for their next career opportunities were all experiences I’m glad I had the opportunity to be a part of with the Hotwire team!”

Tiffanie Rosier

Recruiter, North America, Hotwire



“AfroTech was unlike anything I could have imagined. A networking event, yes. But so much more than that at the end of the day. It was a place to connect, learn, grow and experience all of what being Black in tech has to offer. The insightful sessions, the alignment of back-stories and experiences, and the display of Black excellence were in full effect and I can’t wait for what’s to come next year.”

Carlos Hawkins

Marketing Campaign Manager, North America, Hotwire

2022 Reporting data

Our three-year strategy

- Diversify our employee population from the top down
- Create an inclusive environment where differences are celebrated and understood
- Align our services with our DEIB values and vision

U.K. Self-Reporting Data

U.K. Gender					
Source: Self-reported employee data from P&C database	2020	2021	2022	% Change YOY	% Change 3YR
Female	70%	65%	63%	-2%	-7%
Male	28%	30%	37%	7%	9%
Nonbinary	-	-	-	NA	NA
None of the above	-	-	-	NA	NA
Prefer not to say	2%	5%	-	-5%	-2%

U.K. Race / Ethnicity					
Source: Self-reported employee data from P&C database	2020	2021	2022	% Change YOY	% Change 3 YR
White	87%	77%	80%	3%	-7%
Black	-	-	4%	NA	NA
Asian	4%	7%	5%	-2%	1%
Two or more races	2%	2%	3%	1%	1%
Prefer not to say	2%	12%	3%	-9%	1%
Other	4%	2%	5%	3%	-1%
People of color on Sr. Leadership (Associate Director and above)	0%	16%	19%	3%	19%
People of color total team	-	18%	14%	-4%	NA

Cell with a (-) means that data was not reported for this year

U.S. Self-Reporting Data

U.S. Gender					
Source: Self-reported employee data from P&C database	2020	2021	2022	% Change YOY	% Change 3 YR
Female	85%	80%	75%	-5%	-10%
Male	15%	20%	24%	4%	9%
Nonbinary	-	-	1%	NA	NA
Other	-	-	-	NA	NA

U.S. Race / Ethnicity					
Source: Self-reported employee data from P&C database	2020	2021	2022	% Change YOY	% Change 3 YR
White	74%	59%	52%	-7%	-22%
Black	3%	9%	15%	6%	12%
Hispanic	7%	10%	12%	2%	5%
Asian	10%	14%	15%	1%	5%
Two or more races	6%	8%	6%	-2%	0%
American Indian or Alaska Native	-	-	-	NA	NA
Native Hawaiian or Pacifica Islander	-	-	-	NA	NA
People of color on Sr. Leadership (VP and above)	-	18%	20%	2%	NA
Total People of Color %	-	41%	47%	6%	NA

Cell with a (-) means that data was not reported for this year



“Time and time again, we see that growth comes from having an open mind, daring to be vulnerable when faced with the unknown, and embracing each other’s differences. There will always be work to do, but it starts with a simple thing. Hotwire is committed to enhance our efforts when it comes to supporting all our employees, regardless of background, and in all, do better. This is why we have put energy into recruiting differently, training to break the bias, and education on cultural differences across Europe.”

Kam White

Head of People & Culture, EMEA, Hotwire



“DEIB is not just a box to tick off, it’s a journey that requires constant commitment and action. While we’re proud of the progress we’ve made, and some of the great initiatives we’ve rolled out over the last few years, we know we must continue to push forward to create a more inclusive and equitable workplace. There’s still a long road ahead, but we remain dedicated to the journey.

Kristin Weddick

Head of People & Culture, North America, Hotwire



“While we have come a long way in our efforts to have a more diverse and inclusive team, there is still more work to do. Upon joining Hotwire this year, I connected with many of our team members around the world. I have taken away three powerful learnings that will be brought into the next phase of our DEIB strategy. First, *we must walk the talk*. Diversity and representation at all levels, behaving inclusively and following through on our commitments.

Secondly, *communicating with empathy is critical*. Taking the time to connect, listen and communicate with each other about our experiences and feelings is a way to break biases, let people in and one of the many ways to show our care for one another.

Lastly, make sure our *intentions align with our impact*. That means doing the hard work to always seek and act on feedback, measure what we are doing and check ourselves to ensure that our behaviors, communication, and programs are truly making a tangible impact.”

Stephanie Pastorelli

Global Head of People & Culture, Hotwire

Join us!
Together, we can.

www.hotwireglobal.com

We cannot achieve our goal of positive and lasting change in our industry alone. We invite everyone at Hotwire and all of our clients, partners, and peers to come on this journey with us. Please reach out to us with your ideas and feedback at info@hotwireglobal.com and stay in touch with us along the way.