



mothership

STRATEGIES

2023 Diversity, Equity, and Inclusion Report

Introduction

This is Mothership Strategies' fifth annual Diversity, Equity, and Inclusion (DEI) Report. We believe that taking a clear-eyed, honest review of our DEI efforts is critical to advancing our company values of Accountability, Continuous Improvement, Excellence, and Teamwork. Annually, we take a moment to reflect, assess, strategize and share our DEI Report, not just as a formality, but as a vital practice of accountability and transparency.

We believe these efforts are more important than ever. While more and more corporations, organizations, and agencies are embracing DEI initiatives, Republican leaders and conservative groups have significantly criticized these efforts. In more than 30 states, Republican lawmakers have introduced or passed over 100 bills aimed at either restricting or regulating DEI efforts in various sectors, including higher education institutions and public offices. These Republican bills seek to limit funding for DEI programs, close DEI offices, and even require public disclosure of DEI initiatives.

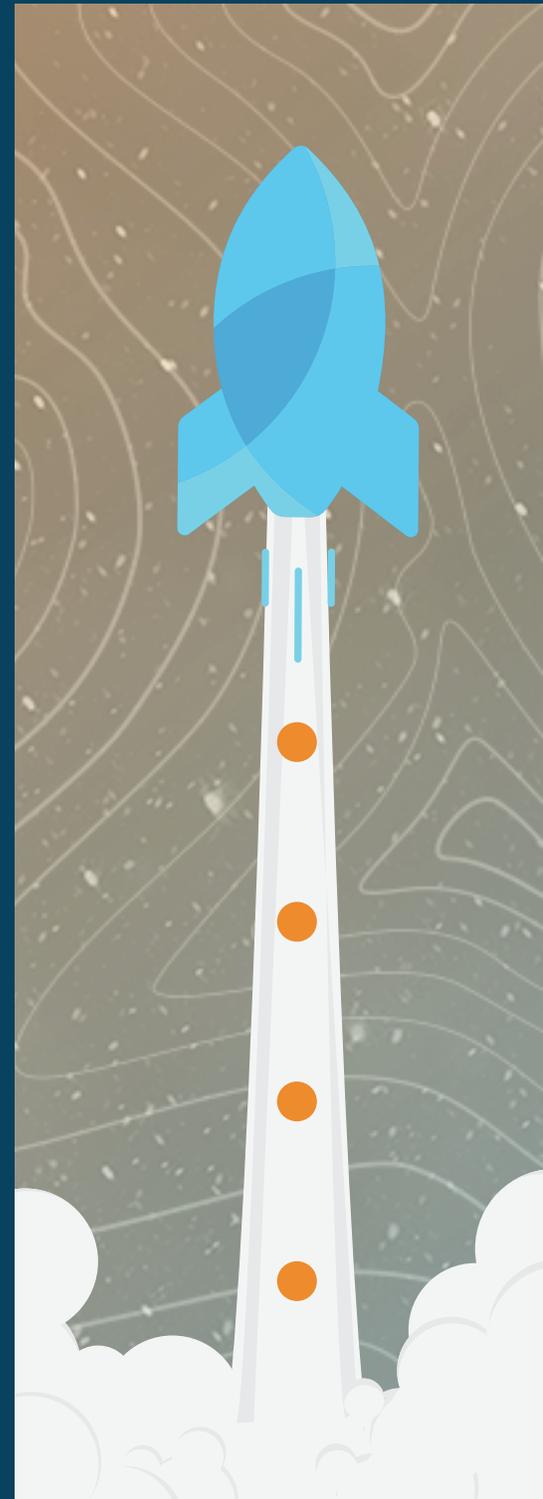
So at Mothership Strategies: We will continue to strive for a more diverse, equitable, and inclusive workplace. Our journey towards a more inclusive and equitable workplace is ongoing. As we reflected on 2023, we gained insights into where we can grow. With a renewed focus on transparency and a firm commitment to our guiding principles, we look forward to making significant strides in 2024. This document is not just a reflection of where we have been but a roadmap for where we are headed.

This report was spearheaded by our DEI Working Group and was a collaborative effort. Our working group, encompassing a diverse cross-section of roles and perspectives, plays a critical role in steering our DEI initiatives. Their insights and dedication are crucial in shaping a workplace that not only talks about diversity, equity, and inclusion but actively embodies these principles in every facet of our operation.



Numbers Retrospective

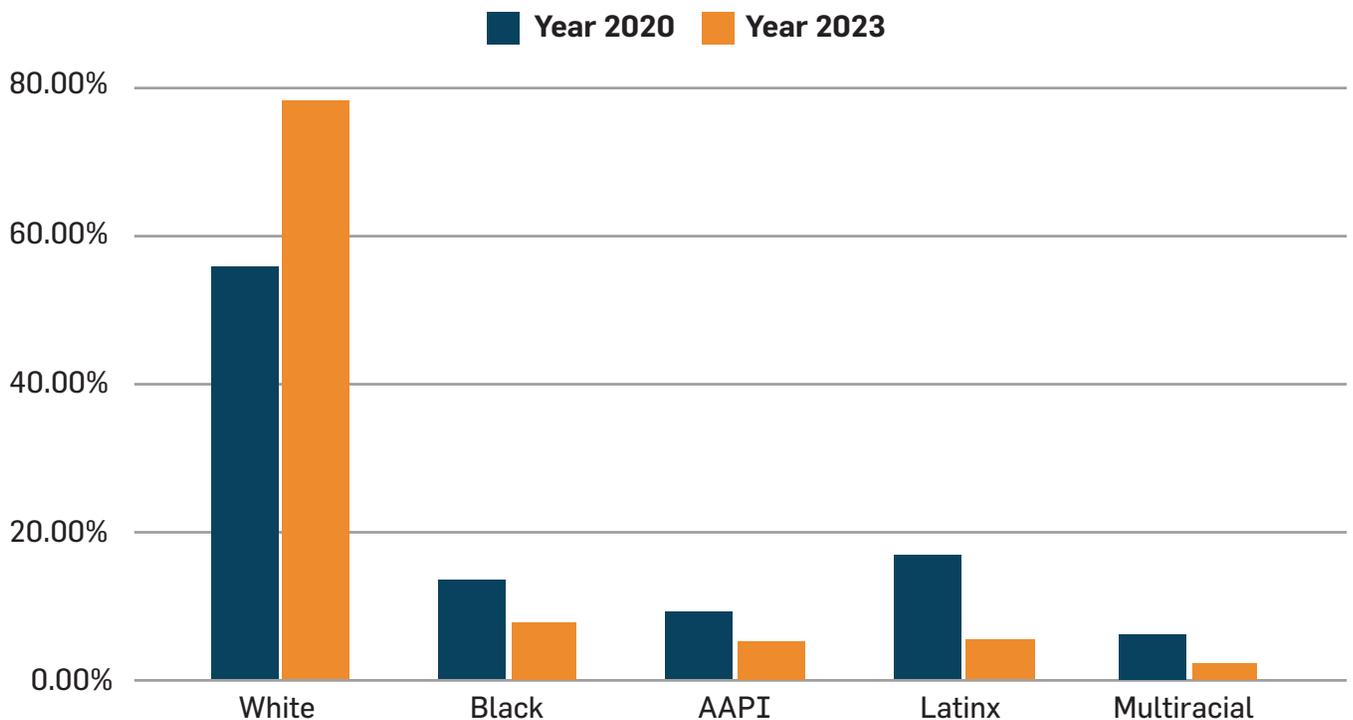
While we've made strides in certain areas of work culture, the numbers highlight a need for deeper introspection and action, particularly in enhancing racial diversity and inclusivity within our team.



Race and Ethnicity

Since our 2020 DEI report, we have seen a less racially diverse staff make-up. We believe it is crucial for companies to be transparent when trends like this occur. Below is a comparison on staff disclosed ethnicity between 2020 and 2023:

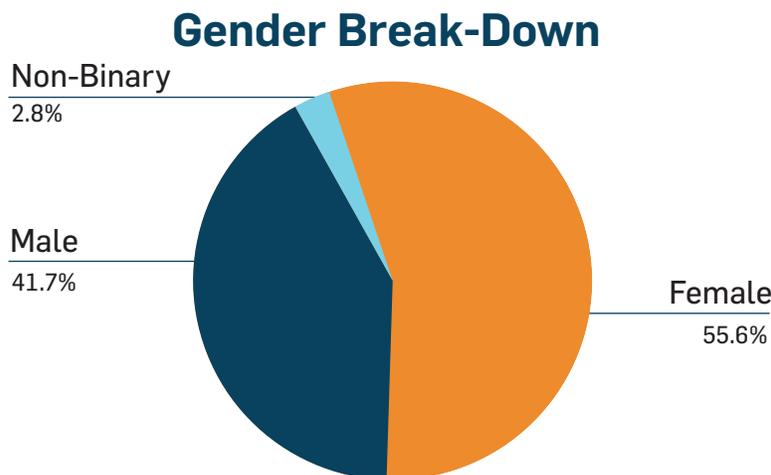
Race and Ethnicity Trends at Mothership Strategies



Based on this data, the DEI working group is focusing our efforts this year on revamping our Hiring and Recruitment practices.

Gender

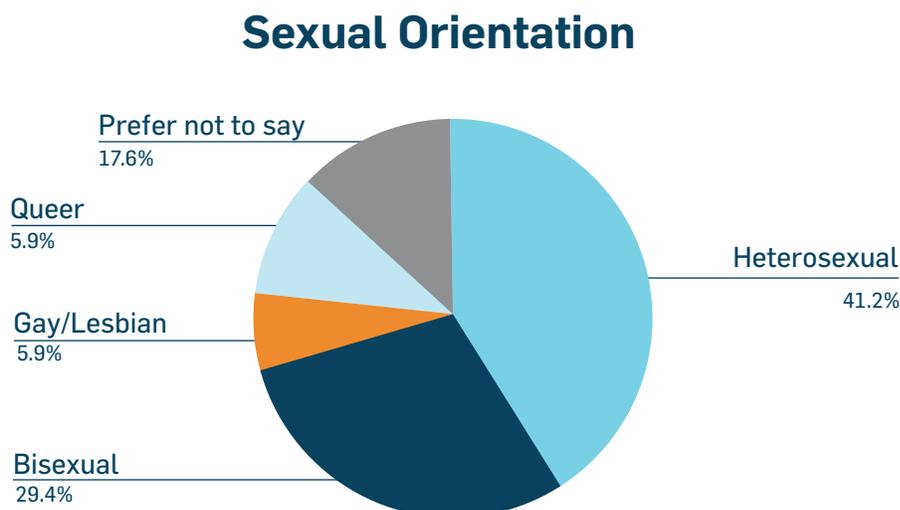
Below is a chart breaking down gender for all Mothership staff in 2023:



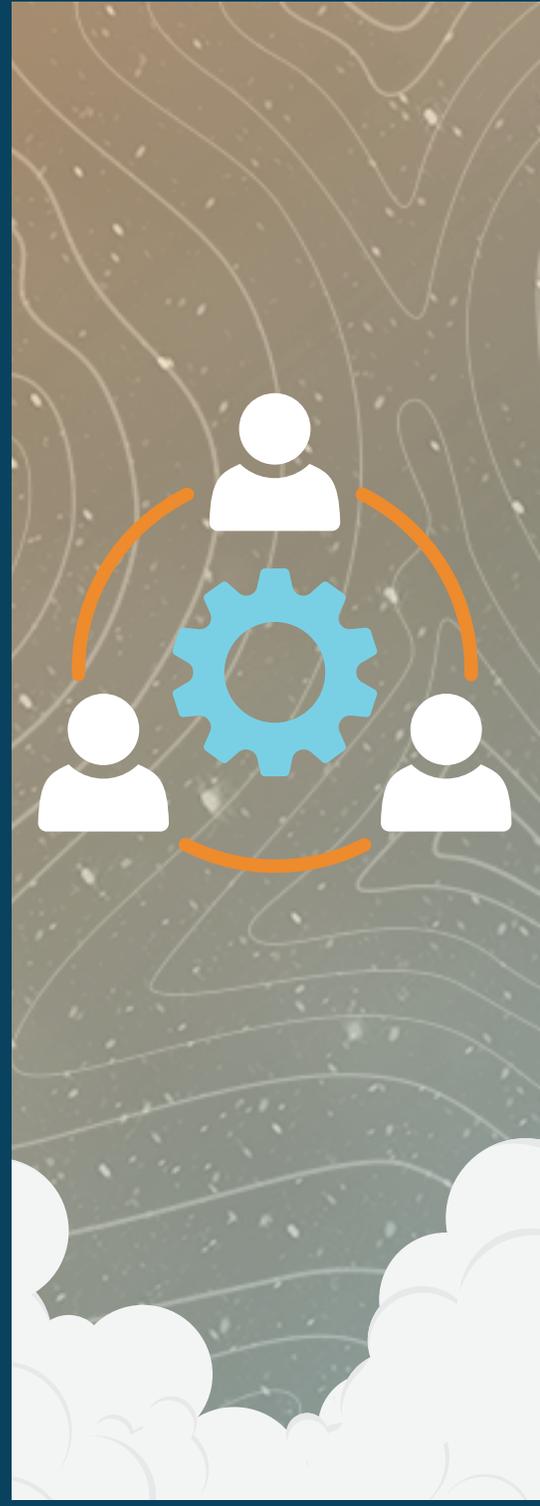
Mothership Strategies has had a consistently predominantly female staff for many years and 2023 was no different.

Sexual Orientation

Sexual Orientation is diverse at Mothership Strategies. We believe it is important to note that we have seen a correlation between this diversity and staff reported feelings of safety. As detailed in our Staff Climate Survey, fully described in this report, an overwhelming majority of staff have noted Mothership Strategies as a safe environment for queer staff.



DEI Working Group



DEI Working Group

In 2023, we re-launched our DEI Working Group. The working group consists of 13 staff members, including Strategists, Content Specialists, Lead Account Strategists, Account Managers, and members of Senior Leadership.

We kicked-off our working group with a retrospective to our work in the prior cycle. In 2021/2022, the working group identified Mental Health Support and staff opportunities for growth as top priorities. The working group, with the help of our HR Team, created a resource to educate staff on how they could use their Mothership benefits for mental health needs. The working group also created the idea of adding the role of Senior Strategist as an opportunity for staff to grow in their careers.

After reviewing our progress and current data, the DEI working group identified Hiring and Recruitment as a top priority for 2024. We are setting the following as goals and target actions for this year:

Reviewing our recruitment process, from our job postings to our website to our application process – we hope to gain broader visibility among underrepresented communities and attract strong, diverse candidates.

Enhancing training for our hiring teams to recognize and mitigate unconscious bias, as well as review our hiring technology – we hope to create a seamless process where all candidates feel comfortable and excited to work with Mothership Strategies.

Our working group's cadence of work for the next two year is the following:

2024	2025
Q1: Diversity Report and Scope	Q1: Diversity Report
Q2: Execute on priorities for Hiring and Recruiting	Q2: Scope and Set new goals
Q3: Share out progress with Staff	Q3: Create work plan for 2026 and 2027
Q4: Pause work for Election Season	Q4: Share Goals and Plan with Staff

The 2023 Staff Climate Assessment



Climate Assessment

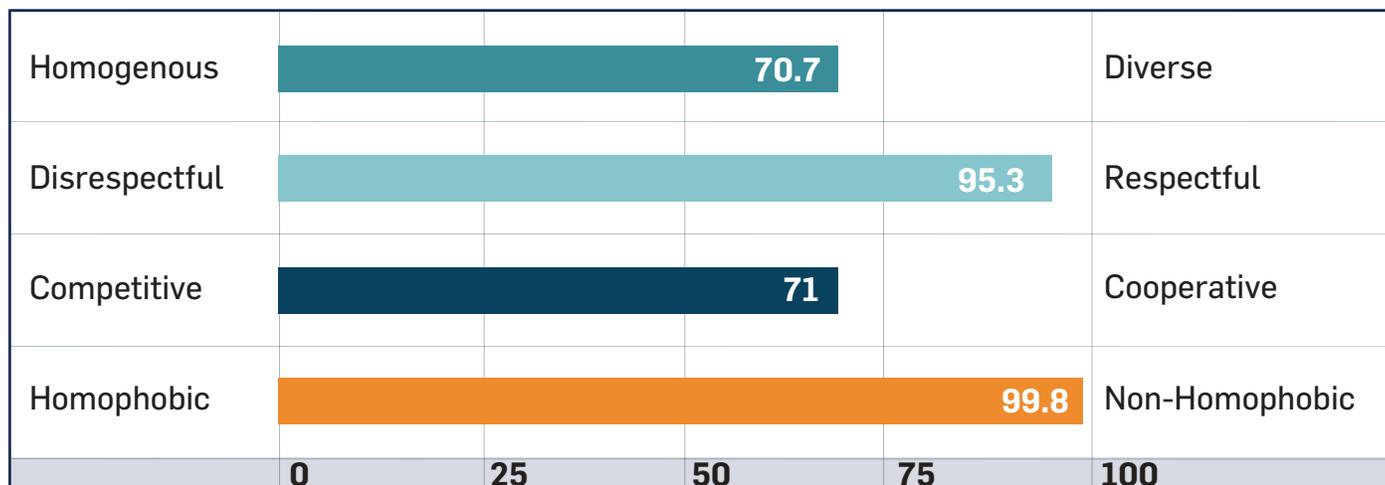
Led by the DEI Working Group, we executed a 2023 Staff Climate Assessment focused on understanding feelings on workplace culture at Mothership. The assessment was conducted to identify immediate needs and help set goals for the 2024 cycle. The methodology involved formulating questions to gather both quantitative and qualitative data, with incentives provided to increase participation. A majority of Mothership staff completed the survey.

Entry Level Staff

Entry level staff (Strategists/Senior Strategists/Fellows) are the lifeblood of what we do. Our goal for these staff members is to create the next generation of savvy digital staffers and future leaders at Mothership Strategies.

As shown in the charts below, entry-level staff feel valued, respected, and view the company's culture positively. Overall, they appreciate the company's inclusive environment that encourages diversity, and they find the staff to be welcoming, supportive, and friendly. However, they have also identified areas for improvement in retention, continued education, and training.

Word Association: Entry Level

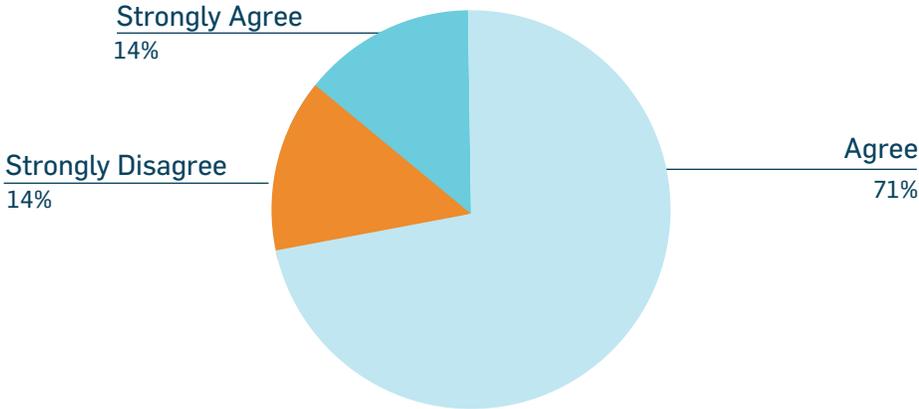


Culture Matrix: Entry Level

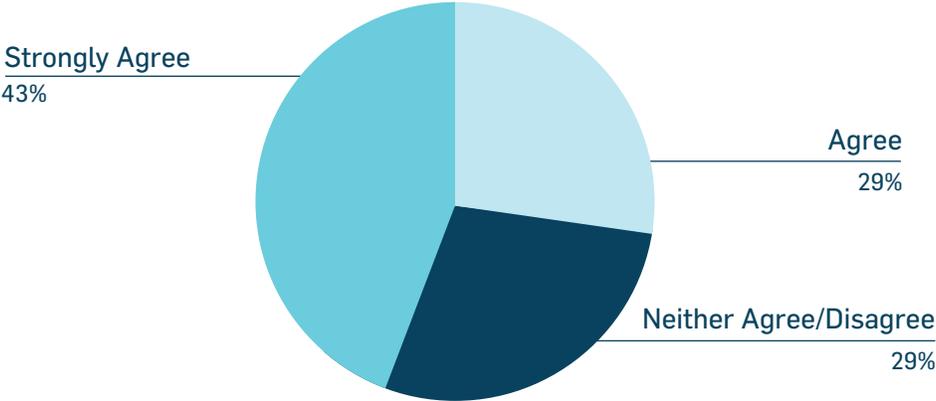
Appendix B



"Mothership has a strong commitment to diversity, equity, and inclusion."



"I am treated with respect at Mothership."



Conclusion



Looking Forward with Optimism

We are optimistic about the path forward. We are committed to continuous learning, listening, and action as we strive to make Mothership a place where everyone can thrive. The data shows we have more room for growth. Our work to improve has already commenced so we hope to report improved data in 2025. **To recap - we are committed to the following action items before our next report:**

Revamping our hiring and recruiting practices to attract more underrepresented candidates

Solidifying, memorializing, and executing the DEI Working group cadence of work

Providing more focused DEI training and resources to staff of all levels

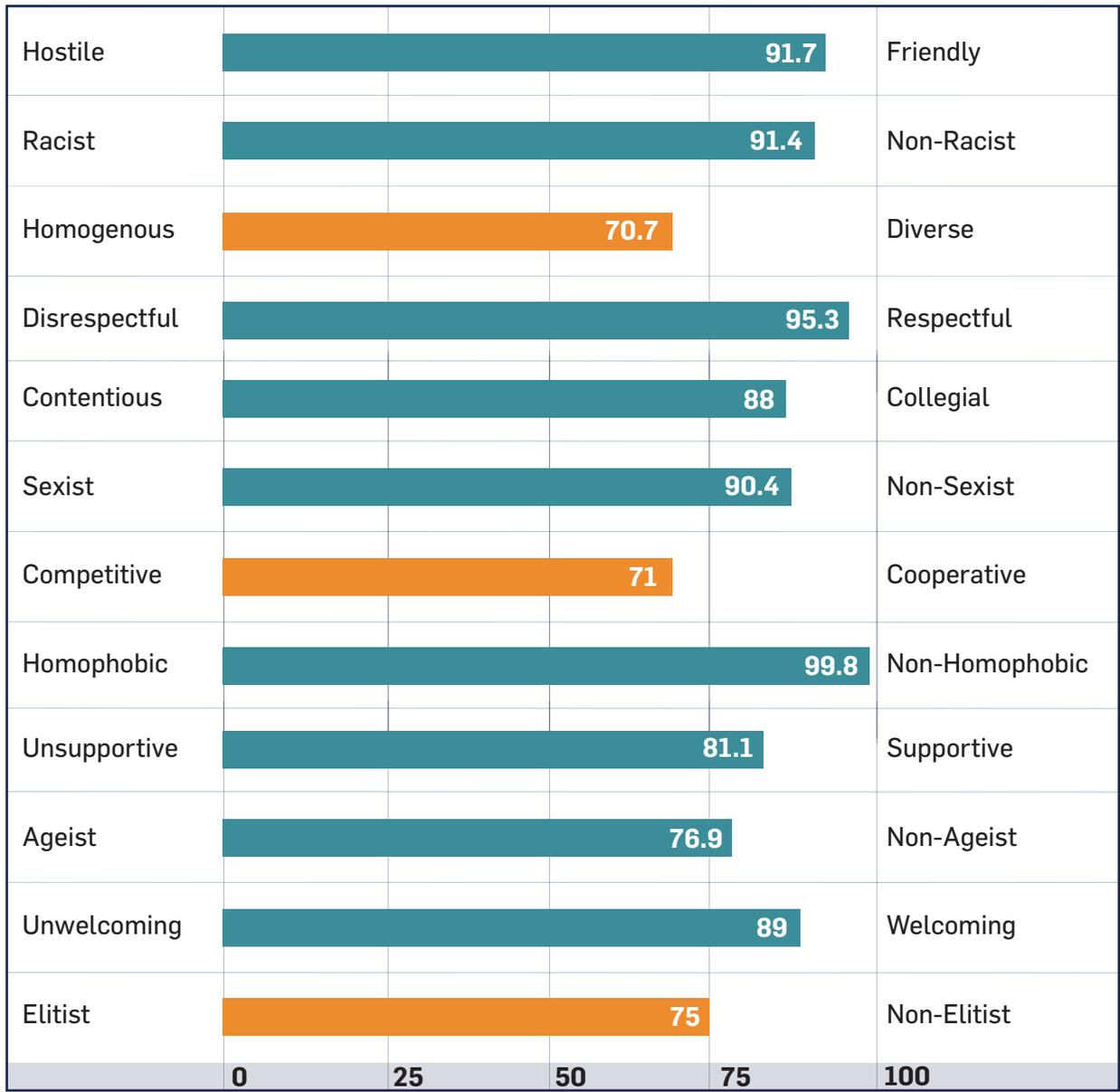
Dig in with staff to understand and rectify identified culture areas of growth

The journey towards a more diverse, equitable, and inclusive workplace is ongoing. As we embark on this next chapter, we are inspired by the potential for positive change and the impact it will have on our team, our work, and the communities we serve. Together, we are committed to building a Mothership that truly reflects the world around us, grounded in respect, equity, and the celebration of diversity.

Appendix

Appendix A

Word Association: Entry Level



Appendix Cont.

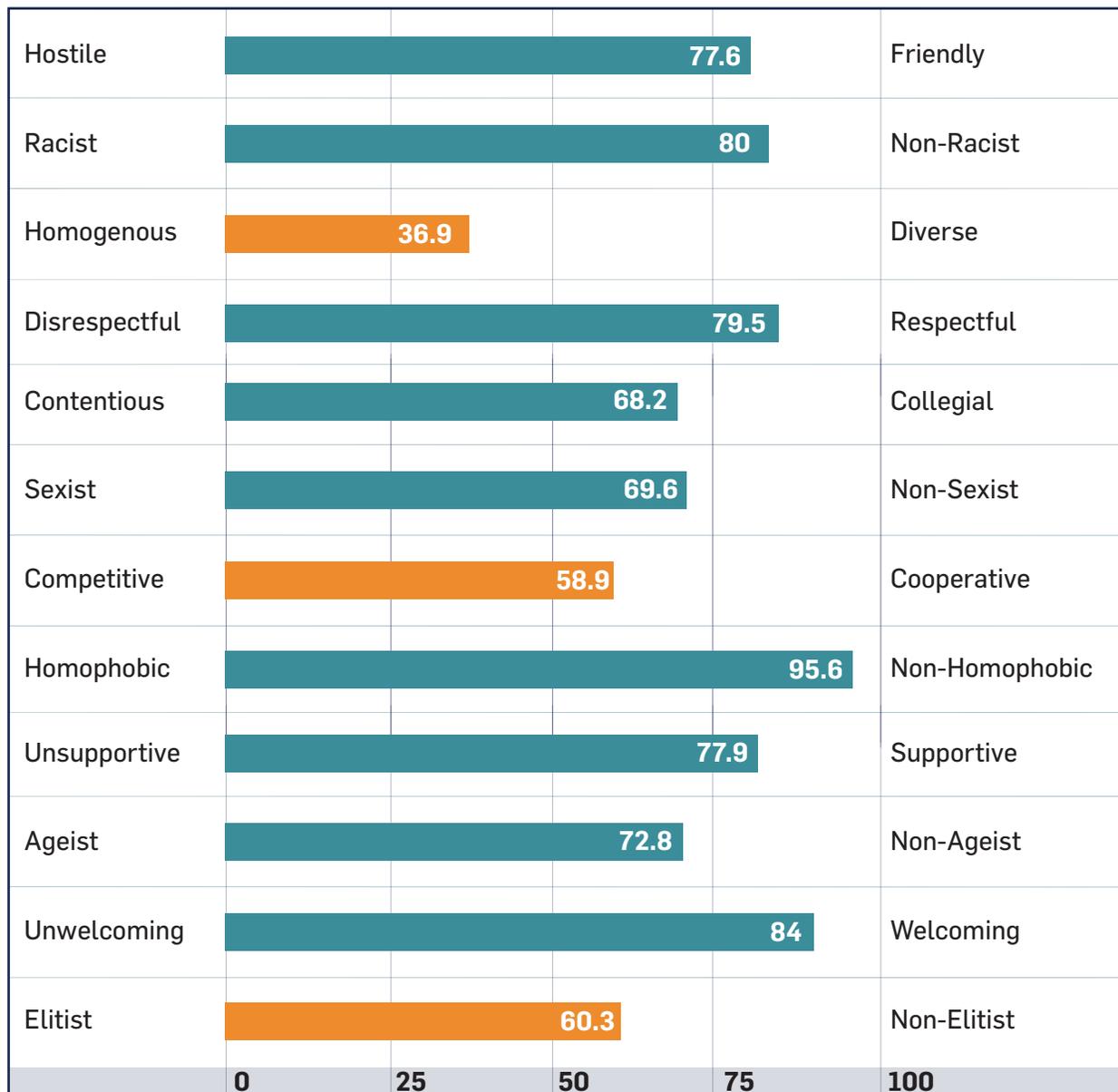
Appendix B

Culture Matrix: Entry Level	Strongly Disagree	Disagree	Neither Agree/ Disagree	Agree	Strongly Agree
I feel valued as an individual at Mothership	0%	14%	29%	14%	43%
Mothership has a strong commitment to diversity, equity, and inclusion.	14%	0%	0%	71%	14%
In 2023, I have considered leaving Mothership because I felt isolated or unwelcomed	29%	43%	0%	29%	0%
I am treated with respect at Mothership.	0%	0%	29%	29%	43%
When I speak up at work, my opinion is valued.	0%	14%	14%	29%	43%
Mothership is a place where I am able to perform up to my full potential.	14%	29%	14%	14%	29%
I have opportunities at Mothership for professional success that are similar to those of my colleagues.	29%	0%	14%	29%	29%
There is too much emphasis put on issues of diversity, equity, and inclusion here at Mothership.	43%	29%	29%	0%	0%
Mothership provides sufficient programs and resources to foster the success of a diverse staff.	0%	29%	43%	29%	0%
I have to work harder than others to be valued equally at Mothership.	29%	14%	43%	0%	14%

Appendix Cont.

Appendix C

Word Association: Mid-Level



Next Steps

Overall, both entry-level and mid-level staff are in agreement that Mothership needs to increase DEI efforts in our hiring and retention practices, provide more DEI-focused training and resources, and promote ongoing transparency regarding initiatives and policies.

Our goal is to use assessment data to rectify the identified shortfalls, promote a more diverse, equitable, and inclusive work environment, and hire, develop, and retain top digital talent.

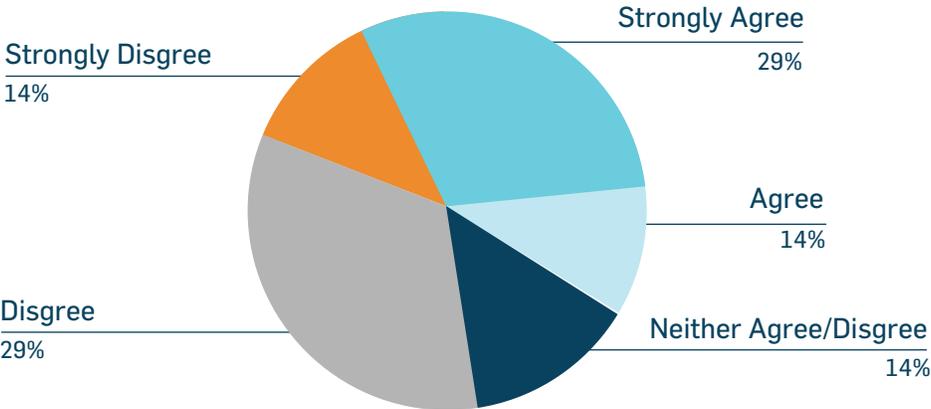
Some initiatives are already in progress. In November 2023, we introduced the Senior Strategist role to build advancement opportunities for entry-level staff. And additionally, the DEI working group has started auditing our hiring processes, organizing DEI-focused training, and plans to conduct a follow-up assessment this year for deeper insights into improving work culture.

Culture Matrix: Entry Level

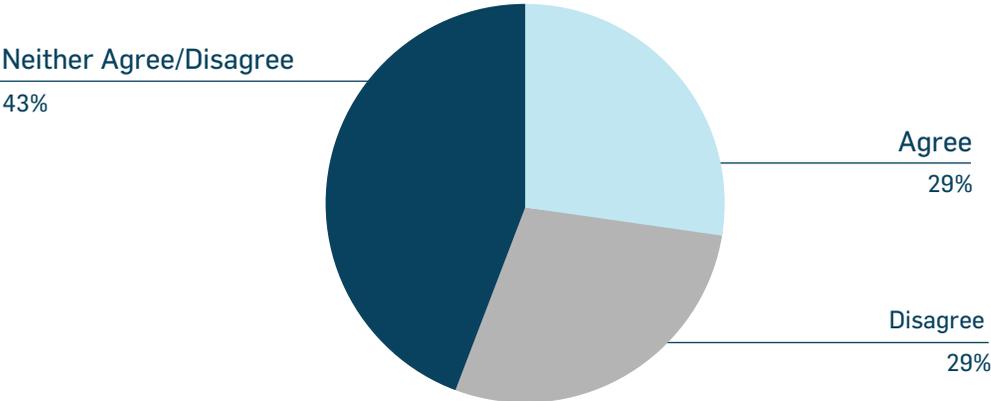
Appendix B



“Mothership is a place where I am able to perform up to my full potential.”



“Mothership provides sufficient programs and resources to foster the success of diverse staff.”



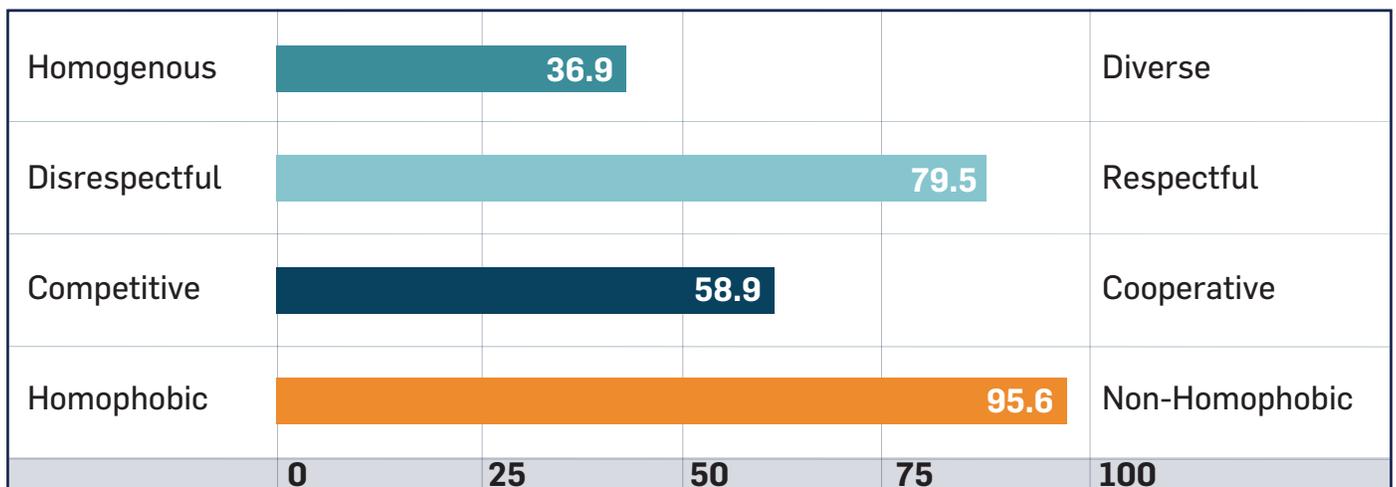
Mid-Level Staff

Our mid-level staff bring expertise and experience to Mothership Strategies. Their contributions are not only critical in promoting a top tier work product, but also in fostering an inclusive and collaborative culture. They understand the environment in which we work, and are able to identify the strengths and challenges at play.

Mid-level staff view Mothership as a respectful and friendly workplace where they feel valued. However, they highlight areas for improvement in diversity, competitiveness, training and resources, and equal opportunity for professional success.

Below are charts breaking down these sentiments from questions posed in the 2023 Staff Climate Assessment:

Word Association: Mid-Level

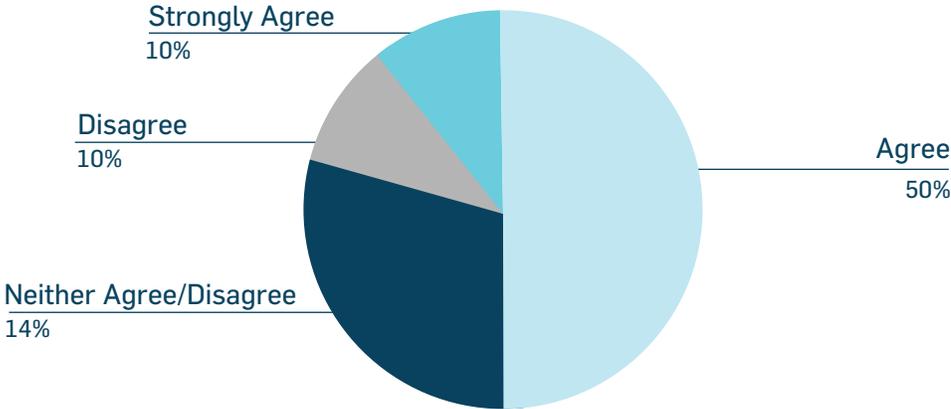


Culture Matrix: Mid-Level

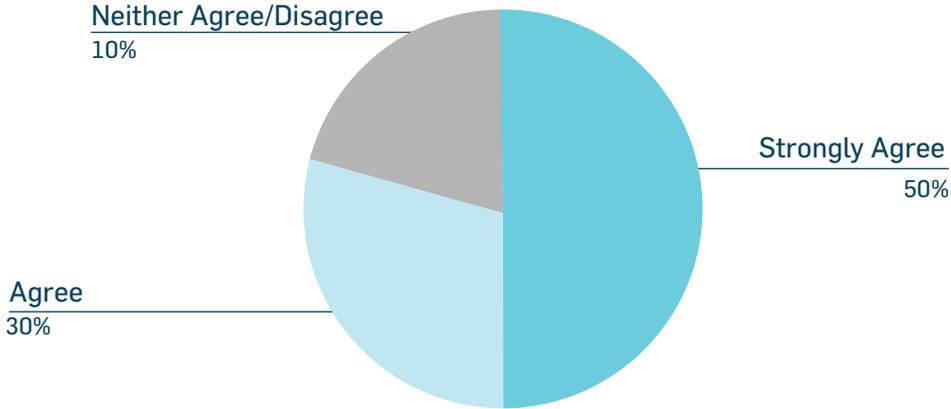
Appendix D



"Mothership has a strong commitment to diversity, equity, and inclusion."



"I am treated with respect at Mothership."

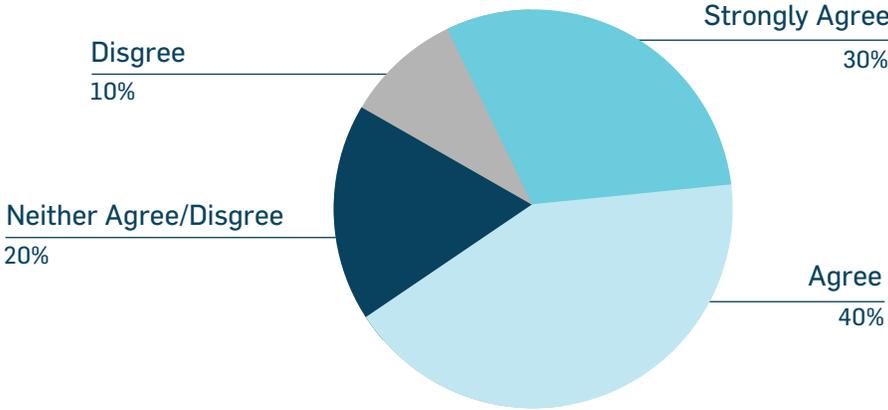


Culture Matrix: Mid-Level

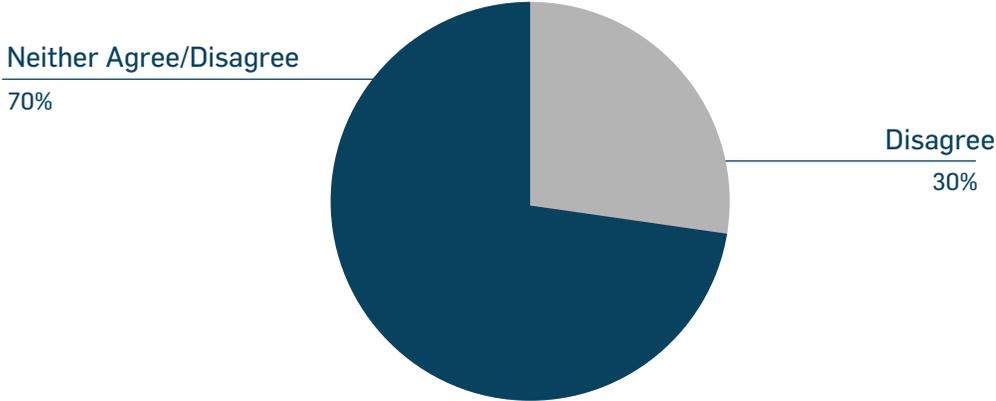
Appendix D



“Mothership is a place where I am able to perform up to my full potential.”



“Mothership provides sufficient programs and resources to foster the success of diverse staff.”



Appendix Cont.

Appendix D

Culture Matrix: Mid-Level	Strongly Disagree	Disagree	Neither Agree/Disagree	Agree	Strongly Agree
I feel valued as an individual at Mothership	0%	0%	20%	70%	10%
Mothership has a strong commitment to diversity, equity, and inclusion.	0%	10%	30%	50%	10%
In 2023, I have considered leaving Mothership because I felt isolated or unwelcomed	40%	20%	30%	0%	10%
I am treated with respect at Mothership.	0%	0%	20%	30%	50%
When I speak up at work, my opinion is valued.	0%	10%	10%	60%	20%
Mothership is a place where I am able to perform up to my full potential.	0%	10%	12%	40%	30%
I have opportunities at Mothership for professional success that are similar to those of my colleagues.	10%	10%	30%	29%	30%
There is too much emphasis put on issues of diversity, equity, and inclusion here at Mothership.	60%	40%	0%	0%	0%
Mothership provides sufficient programs and resources to foster the success of a diverse staff.	0%	30%	70%	0%	0%
I have to work harder than others to be valued equally at Mothership.	11%	14%	11%	33%	14%