

Mothership Strategies 2020 Diversity Report

Introduction

Mothership Strategies is a workplace in which all employees have an opportunity to participate and contribute to the success of the business and are valued for their skills, experience, and unique perspectives. This commitment is embodied in company policy and the way we do business at Mothership Strategies and is an important principle of sound business management.

This year, Mothership Strategies continued our commitment to prioritize diversity and inclusion in our hiring practices and our office culture. We're publishing our fourth annual Diversity Report with data from 2020 to take stock of where we were as a company and to set goals for the coming years. As part of our commitment to diversity and inclusion, in 2020 we enhanced our goals based on an in depth assessment from Working Ideal. Working Ideal is a company of diversity and inclusion experts helping Mothership build an inclusive culture, implement new policies, and align our strategic goals with the values of diversity, equity and inclusion. Their assessment laid the groundwork for our new culture code and an expansion of our unconscious bias training to include additional areas.

This report outlines Mothership's revamped mission and vision statements and company values, and also dives deep into the numbers. We see these new statements, adopted this year, as a crucial part of any progress made on our diversity and inclusion goals. Mothership staff of all levels played a critical role in choosing and defining each value.

Our Mission

Mothership Strategies is a Democratic digital marketing agency. We're the experts at building blockbuster grassroots fundraising, advertising, and social media campaigns to advance progressive causes. We are building a company culture that is collaborative, sustainable and inclusive. And we are investing in the personal and professional growth of a new generation of digital strategists.

Our Vision

To shatter expectations of what a modern campaign can accomplish.

Our Values

Accountability, Continuous Improvement, Excellence, Teamwork

Accountability

We strive to build a culture of accountability where we're all responsible to ourselves, each other, and our clients. On the Mothership team, we set clear expectations, make proactive commitments, and take ownership of our work and actions. We balance recognizing our successes and learning from our mistakes. In our collaborative workspace, accountability is crucial to building trust and has a direct impact on our ability to achieve our goals.

Continuous Improvement

Our team relentlessly pursues incremental improvement in our processes, work product, and ourselves to boost efficiency and effectiveness. We invest in personal and professional development because we understand there is always something to be changed and improved upon. We strive to leave everything we touch a little bit better each time.

We rely on people at all levels -- not just management -- to take time to reflect on outcomes and identify opportunities for improvement. We believe everyone's ideas are valuable because each person has direct insight into their responsibilities, and are equipped to create improvement. Mistakes happen. We strive to learn from them and make corrections to be better the next time.

Excellence

Our pursuit of excellence sets the standard for our industry. We're united in the fight for progress. Our shared moral obligation to our clients, causes, and community drives us to constantly refine our skills and create a culture of continuous learning. Together, we set aggressive goals -- and exceed them again and again.

Teamwork

We leverage everyone's individual talents and expertise to do justice by our clients, support each other, and do our best, no matter the circumstance. Effective teamwork requires mutual respect, thoughtful communication, accountability, and empathy. Ideally, these behaviors build trust.

Teamwork is needed at every level, within every team, between every team, and within Mothership at-large. Teamwork is integral to accomplish our daily responsibilities and long-term goals.

2020 Diversity and Inclusion Goals

For 2020, our diversity goals were as follows:

- Raise our overall percentage of full-time staff of color to at least 42%. While we fell just short of our 40% goal in 2019, we hoped to pass it in 2020. We recognize that recruitment of minority candidates is only part of the strategy to get here, and that retention is just as important. As employees move on from Mothership, either voluntarily or by our decision making, we want to ensure that our minority team members aren't disproportionately impacted by our retention rates. We plan to monitor this over the next year and collect more data.
- Work with an outside organization to conduct unconscious bias training and develop a Mothership code of conduct.

In 2020, we accomplished our first goal. We exceeded our goal of at least 42% staff of color and reached 43.5%. The second stated part of our goal was about retention data which our system was not able to accurately determine for 2020. We have recently upgraded our HR database and are planning to collect and record this data for future diversity reports to come.

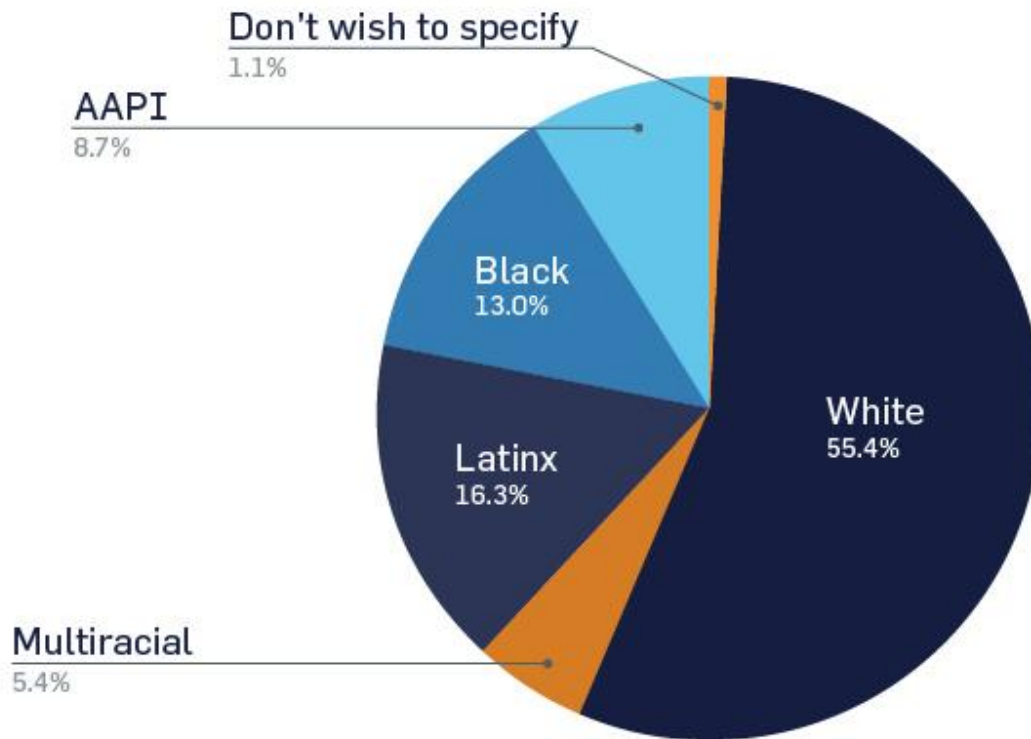
Mothership's second diversity goal for 2020 was to conduct an unconscious bias training and complete a code of conduct. We put the training on hold pending outside assessment so the training could reflect the assessment. We wrote a Culture Code (read: code of conduct) that is in its final revision stages and will be complete after the time this report is published.

2020 Measurements and Trends

Race and Ethnicity

Below is a chart breaking down race and ethnicity for all Mothership staff as of December 31, 2020:

Race and Ethnicity in Mothership

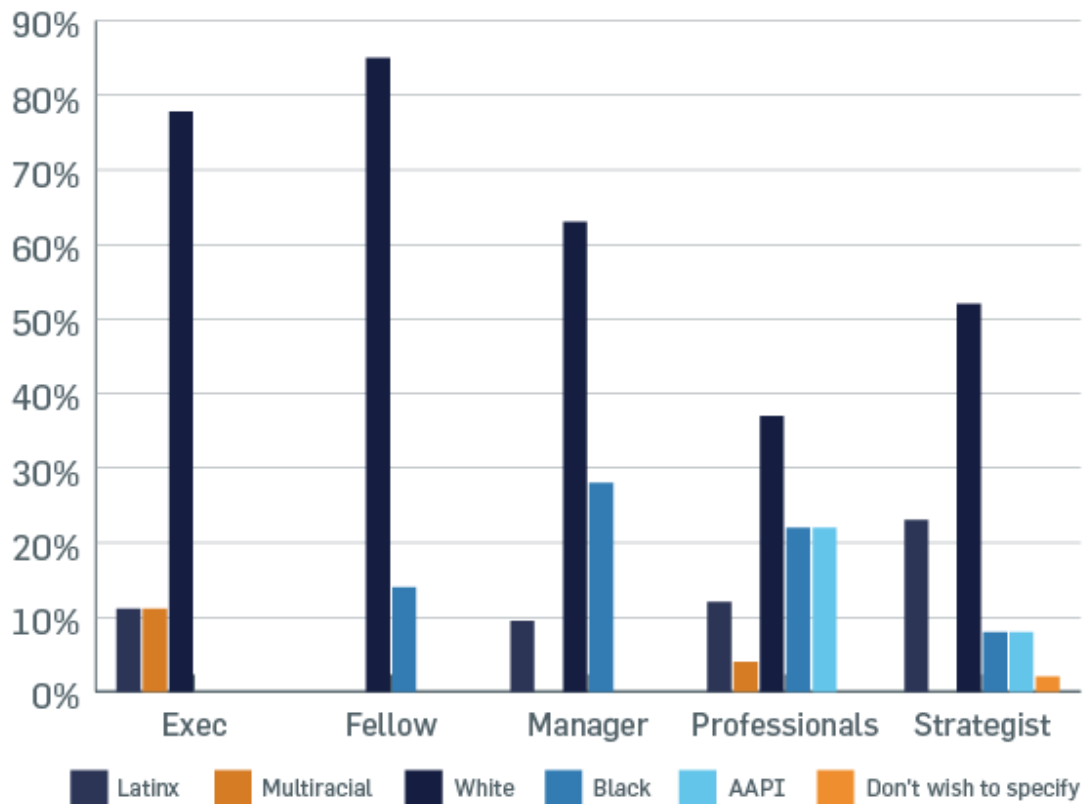


As mentioned before, Mothership exceeded its goal of 42% for employees of color in 2020. And there is an overall upward trend over the last three years. At the end of 2019, 38.2% of our full time staff identified as non-white, up from 34.7% at the end of 2018.

At the end of 2019, 5.9% of full time employees identified as Asian, 11.8% as Black/African American, 17.7% as Hispanic/Latino, and 2.9% as multiracial (two or more races). In 2020, AAPI staff increased to 8.7% over 2019, Black/African American staff increased to 13%, Hispanic/Latino staff decreased to 16.3%, and multiracial staff increased to 5.4%.

For the purpose of this report, we analyzed representation data for the following job groups for full time employees: executives, managers, professionals, and strategists. Out of the 92 employees of color on Mothership staff, the vast majority of them fell into the bottom two job groups of professionals at 63.6% and strategists at 44.2%. While we're proud to have exceeded our 42% goal for employees of color, we have work to do to ensure our workforce is diverse across all job group levels.

Race/Ethnicity of Employees

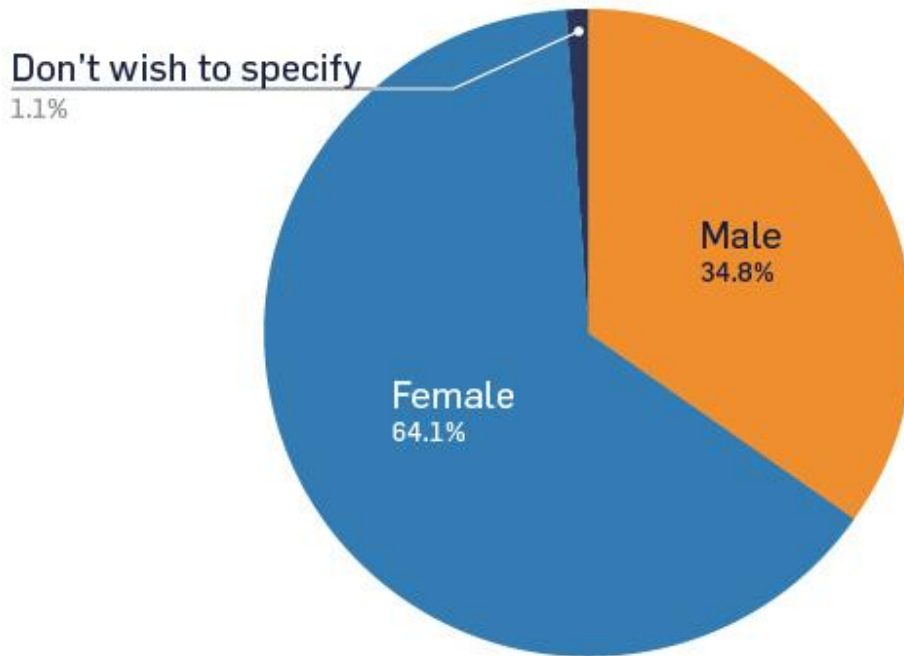


There's currently a working group dedicated to improving diversity in our recruitment practices. The above data shows we have the most work to do as just 14% of fellows identified as people of color. With intentional changes at the recommendation of the working group, we should be able to get this number up and continue increasing Mothership's total percentage of staff of color.

Gender

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

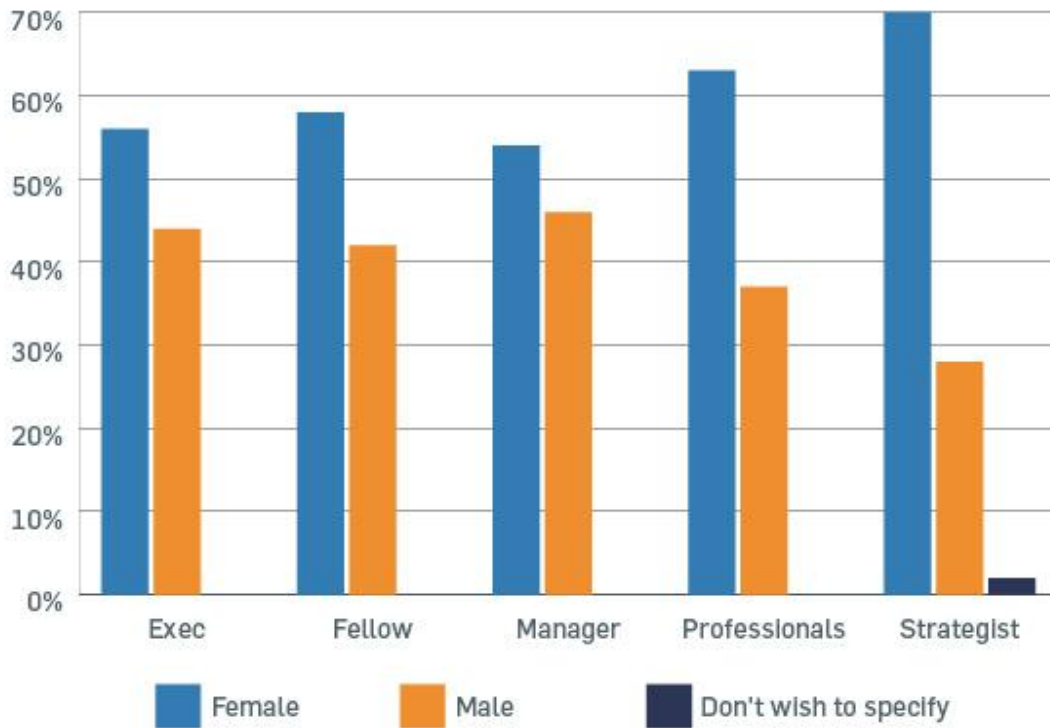
Gender in Mothership



In 2020, 64.1% of our staff identified as female. At the end of 2019, 64.7% of our team members identified as female, similar to 64% at the end of 2018. This trend is fairly steady.

For the purpose of this report, we also analyzed job group data by gender. They are the same groups we used for race and ethnicity analysis: executives, managers, professionals, and strategists. Similar to the race and ethnicity analysis, the vast majority of female employees fell under the strategist group. Out of all 92 staff members there were 4 female fellows, 30 female strategists, 14 female professionals, 6 female managers and 5 female executives. The trends for gender and race and ethnicity by job group are similar. Mothership still has work to do to ensure that the vast majority of our female employees aren't in entry level positions and that gender diversity is spread more evenly across job groups.

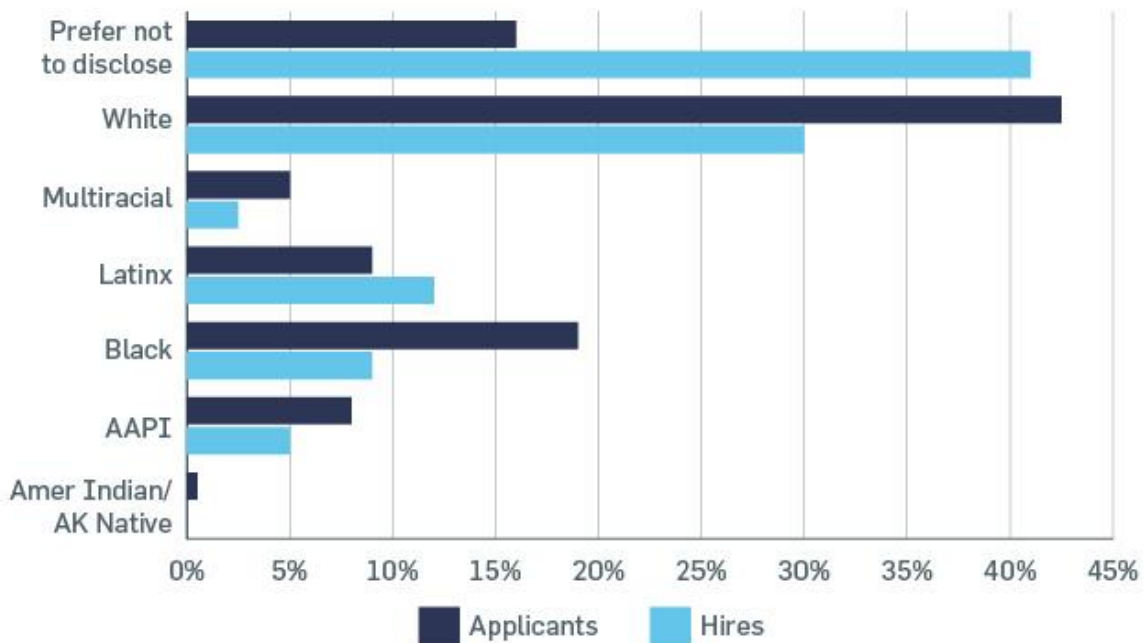
Gender by Job Group



New Hires and Applicants

Below is a chart breaking down race and ethnicity for new hires and applicants, using data from individuals who applied and/or were hired between January 1, 2020 and August 16, 2020. (In late 2020 we changed to a new applicant tracking system that will be used for the 2021 report, but most of our hiring activity for the year had occurred by August.)

2020 Race & Ethnicity in Hires and Applicants



In 2020 during the period we reviewed, there were 2212 total applicants. The applicants were 42.5% white, 19.3% Black, 8.8% Hispanic/Latino, 8% AAPI, 5.2% multiracial, 0.2% American Indian/AK Native and 16% Prefer not to disclose (catchall for combined missing (Blank),"I choose not to answer" and "No Answer" responses). In 2019, among applicants who disclosed their racial and ethnic identity, the applicant pool was over 10% more white at 50.6%. We also saw an increase among the group who chose to identify Black applicants from 15.5% in 2019 to 19.3% in 2020, and in multiracial candidates from 3.3% in 2019 to 5.2% in 2020. For Hispanic/Latino applicants, among the group who chose to identify, we had only a slight increase from 8.7% in 2019 to 8.8% in 2020. For American Indian/AK Native applicants, among the group who chose to identify, we saw a small decrease from 0.3% in 2019 to 0.2% in 2020. However, given the high number of individuals who chose not to disclose we cannot be certain of the exact representation difference between 2019 and 2020.

Increasing the diversity of our applicant pool is a major focus for Mothership in 2021 and beyond. Based on recommendations from Working Ideal, there is a working group analyzing all aspects of Mothership's hiring processes through a diversity, equity and inclusion lens.

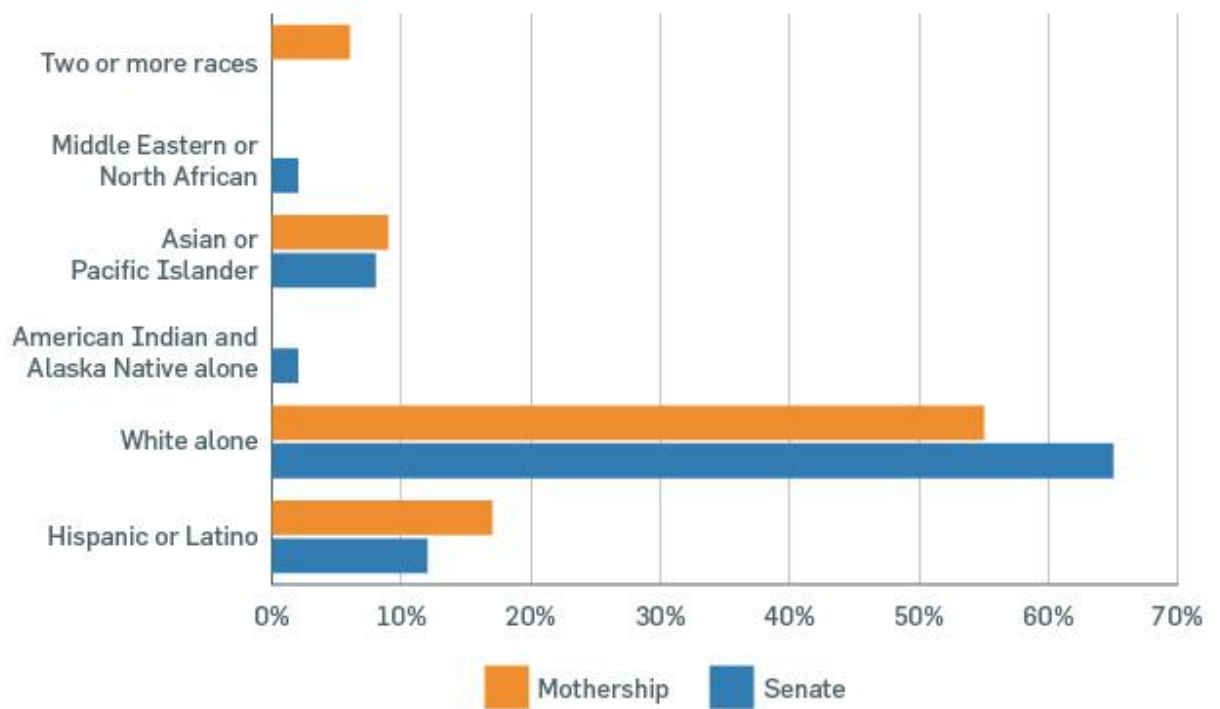
In 2020, there were 76 new hires, but almost half chose not to disclose their racial or ethnic identity. Among those who did, the new hires were 40.8% white, 9.2% Black, 11.8% Hispanic/Latino, 5.3% AAPI, 2.6% multiracial, 0.0% American Indian/AK Native, and 40.8% Prefer not to disclose (catchall for combined missing (Blank),"I choose not to answer" and "No Answer" responses). Given the large number of individuals who did not disclose information, we cannot make accurate comparisons to 2019..

In 2020, 52% of the same applicant pool were female candidates. That number is up from 41% in 2019. Of the 76 new hires, 41% of them were female.

Benchmarking

Mothership is committed to ensuring we compare favorably to similar workplaces in our industry. The following chart breaks down how the racial and ethnic makeup of Mothership's staff compares to staff of U.S. Democratic Senators:

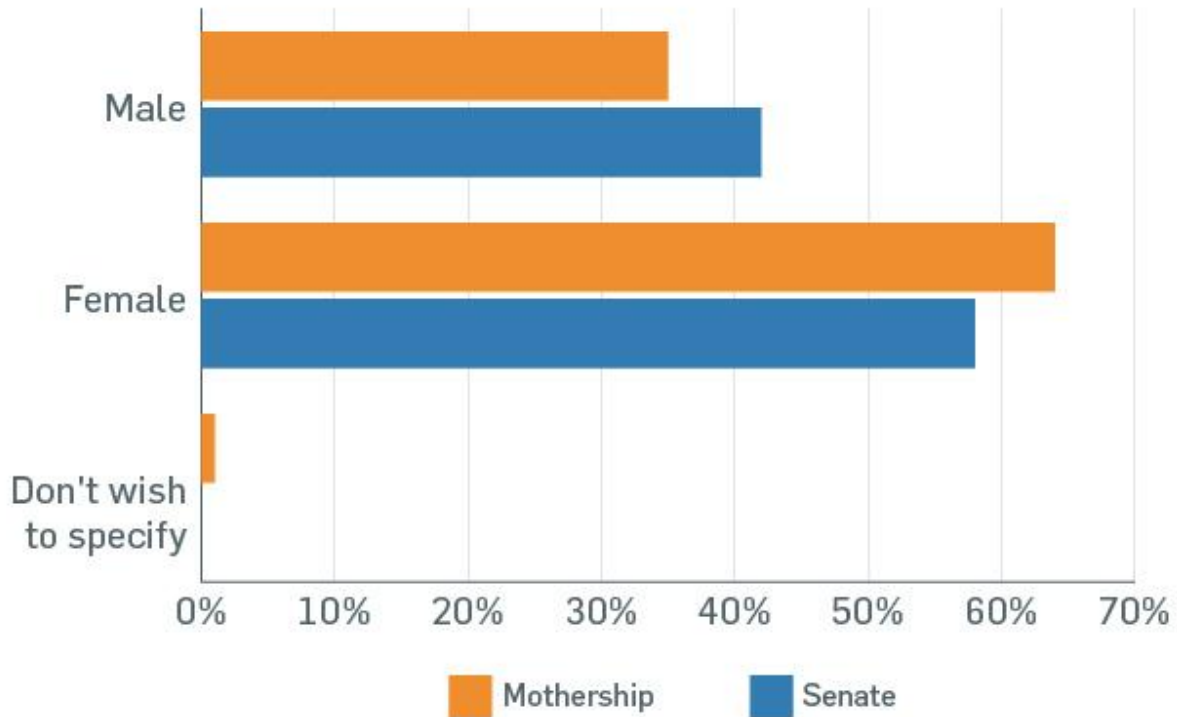
Race & Ethnicity in Democratic Senate and Mothership



In just about every category, Mothership is either on par or exceeds Democratic Senate Staff in terms of race and ethnicity.

The next chart breaks down the gender makeup of Mothership's staff compared to staff of U.S. Democratic Senators:

Gender in Democratic Senate and Mothership



In the gender category, Mothership outperforms the U.S. Democratic Senate Staff 64.14% female compared to the Senate's 57%.

Milestones and Commitments

In early 2020, Mothership Strategies partnered with Working Ideal to get customized, evidence-based and research-informed guidance for applying best and promising practices to meet our goals for diversity, equity, access and inclusion. Staff at all levels participated in focus groups led by the team at Working Ideal where feedback was collected for analysis in conjunction with an all-staff survey and a close inspection of Mothership's policies and documentation. Working Ideal then took that feedback and data and produced a report that was presented to staff in December 2020. The report outlined Working Ideal's analysis of the company's present diversity and inclusion work as well as laid out areas for improvement. Mothership's senior leadership committed to taking these recommendations seriously and chose specific areas of focus which are as follows:

- Develop a clear code of conduct that sets clear expectations about behavior
- Audit hiring, pay, promotions, and development opportunities to disrupt bias and inequity
- Review training curriculum, provide feedback, coordinate scheduling
- Evaluate each step of the screening process to ensure that selection criteria foster consideration of diverse candidate pools
- Incorporate DEI into job responsibilities and provide resources needed to carry out those responsibilities

These project areas were divided up among members of the leadership team who will focus on each area in further detail. Below, we will report on the progress for each D&I Recommendation as well as the milestones for each project. One note about project timelines is that a few of these are intertwined and dependent on the work of other groups. Additionally, the scope for many of these projects is large and we expect they will take more than a year to initially complete.

Develop a clear culture code that sets clear expectations about behavior

The culture code is now written and being rolled out. Mothership staff across all levels contributed to this code and know that it is a living, breathing document that they are welcome to provide input on as Mothership continues to grow. Shaped by staff focus groups, the code sets clear expectations, whether it is someone's first or five-hundredth day at Mothership. Any staff member will be able to articulate where and how they could safely report, address, and resolve workplace issues.

Audit hiring, pay, promotions, and development opportunities to disrupt bias and inequity

One of the immediate recommendations from the Working Ideal report was to raise fellow pay from \$15/hour to \$20/hour. This change went into effect in April 2020. By the end of the third quarter of 2021, they will have an HR roadmap complete. The roadmap will outline when each piece of the project will be addressed. The team currently has points of contact at career centers and/or political science departments at all local HBCUs, with regular attendance at career fairs. They've also identified Hiring Metrics for 2022 and intend to make it a Mothership norm to open internal applications for possible advancement promotions and consider internal applicants alongside any external candidates.

Review training curriculum, provide feedback, coordinate scheduling

This group is partnering with Working Ideal to review training curriculum, provide feedback, and coordinate scheduling. The group is still waiting on Working Ideal to send over the training curriculum after agreeing to pause until the code of conduct was completed, but was able to coordinate scheduling for when their material is rolled out in late September. A major milestone would be all staff successfully completing this by the end of September. The group is also partnering with Working Ideal to identify appropriate goals for 2022 but that aspect is on hold as Planning for this process will begin in October with the hope of having a plan rolled out by December. Additionally, Mothership hired a Learning and Development Manager.

Evaluate each step of the screening process to ensure that selection criteria foster consideration of diverse candidate pools

When this project is completed, Mothership's hiring process will have been successfully analyzed through a DEI lens. Recommendations will be made by Group B on how it could be further improved, with a particular focus on questions asked at candidate interviews. Channels to diversify Mothership's talent pool will be identified in order to make progress on the company's commitment to diversity in our industry. An initial batch of marketing deliverables with potential use in recruiting efforts will also be produced. The long-term timeline for this project is for it to be wrapped up and its deliverables produced by the end of December, with the goal of improving our recruitment practices to complement any hiring in early 2022.

Incorporate DEI into job responsibilities and provide resources needed to carry out those responsibilities

This project is currently slated to be revisited in 2022.

2021 Diversity and Inclusion Goals

2022 goals are still being decided at the time of this report's publication. The report will be updated when goals are written and complete.