



Diversity, Equity, and Inclusion (DEI) Transparency Report

20

23

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Introduction

Year 3: Making Significant Progress in Diversity, Equity, and Inclusion Remains a Complex Task

At Hanzo, we aspire to be the definitive source for organizations seeking clarity and truth in their enterprise communication data. Our mission is to constantly refine the Hanzo platform, enabling companies to uncover workplace realities. This aids in meeting legal and compliance requirements and responding adeptly to information requests. We also aim to equip our customers with proactive problem-solving tools.

The heart of our endeavor lies in our people. We cherish the notion that when team members can be genuine at work, it sparks collaboration and innovation and helps us inch closer to our vision.

We've completed our third annual voluntary survey on diversity and demographics in line with this belief. This report is a transparent reflection of our journey: it highlights our successes, identifies areas for growth, and outlines our forward-looking commitments. The insights from this year's survey guide us in refining our goals and strategies in this ongoing journey of learning and improvement.

Our approach is marked by:

- Transparency, acknowledging both our strides and areas where we're still growing.
- Intentionality in fostering a diverse, equitable, and inclusive environment.
- A commitment to a culture where every employee feels valued, has equal opportunities for advancement, and can contribute their unique perspectives to enhance collaboration and innovation.

We've learned three years into this journey that achieving these objectives takes time and persistent effort. We take pride in the efforts we've put in, yet remain humbly aware of the challenges and unexpected turns that affect progress along the way.

Results

Survey Methodology & Participation: Changes Since 2022

HHanzo asked employees to participate in the 2023 Diversity, Equity, and Inclusion Transparency Survey. We received responses from 28 of 40 employees for a 70% participation rate. Answering the survey was optional.

We asked questions about our respondents' general demographics, including gender, sexual orientation, racial and ethnic identity, age, and the number of years with Hanzo. We also asked whether respondents had children at home, felt supported at Hanzo, and how they felt about Hanzo's diversity initiatives.

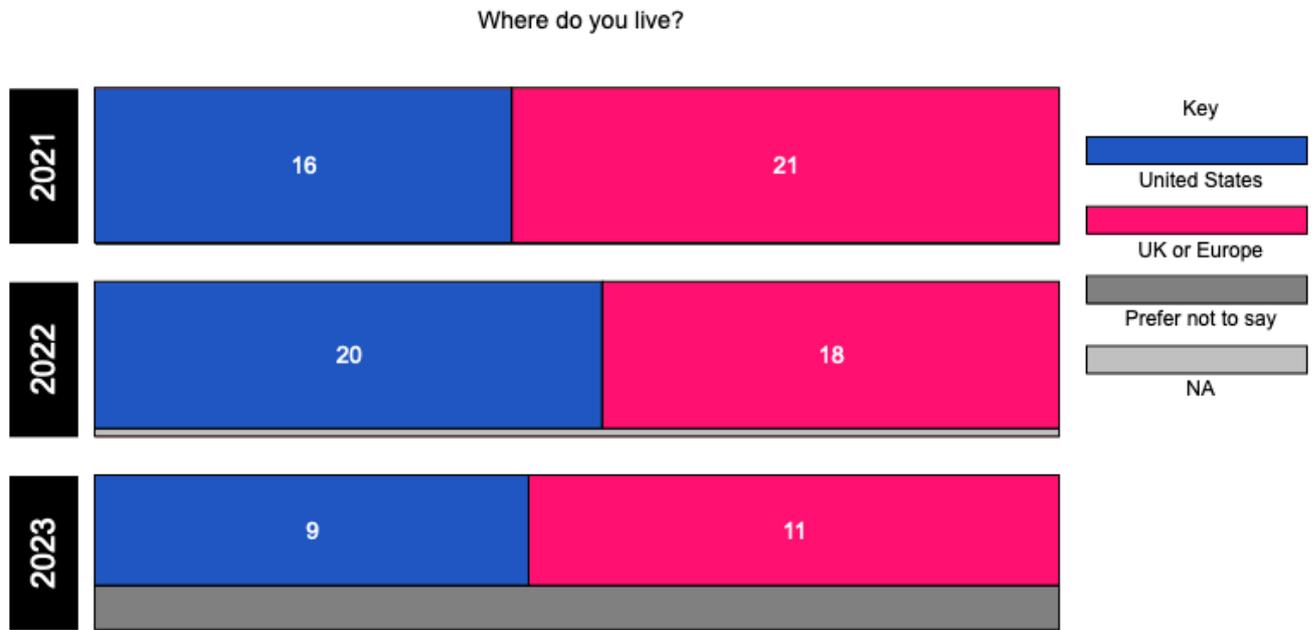
We provided a "prefer not to answer" option for most questions as a safety valve for survey participation. While our survey is anonymous, true anonymity is unattainable in a small company like Hanzo—made smaller by our division into the US- and UK-based teams. To further protect our employees' privacy, we are not publicly providing all details or any specific write-in responses.

See the main structural and demographic changes since 2021 and 2022 below. Note that in every case, a significant number of employees are in the "No response" category. Results shown include employees who did not fill out the survey at all.



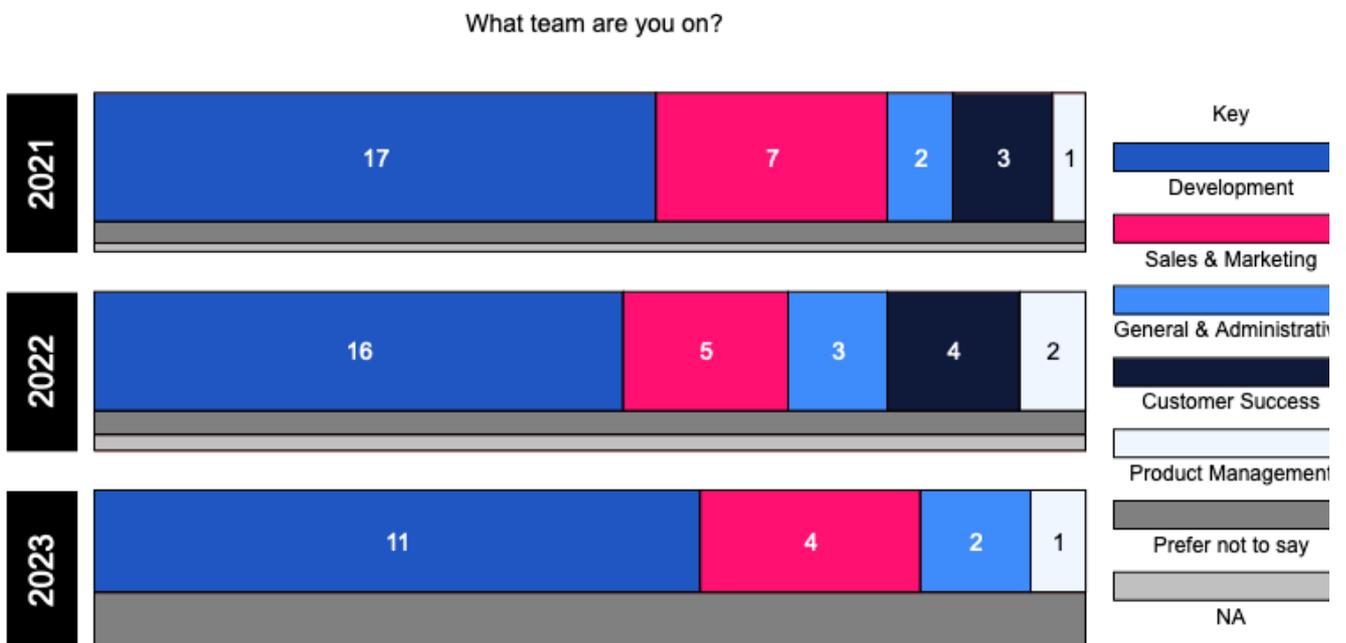
In total, we received responses from 40 of our 51 employees for a 78% participation rate.

Representation by Geographic Areas: US & Europe



The balance of the Hanzo team has shifted towards the US since 2022 but is not a cause for concern.

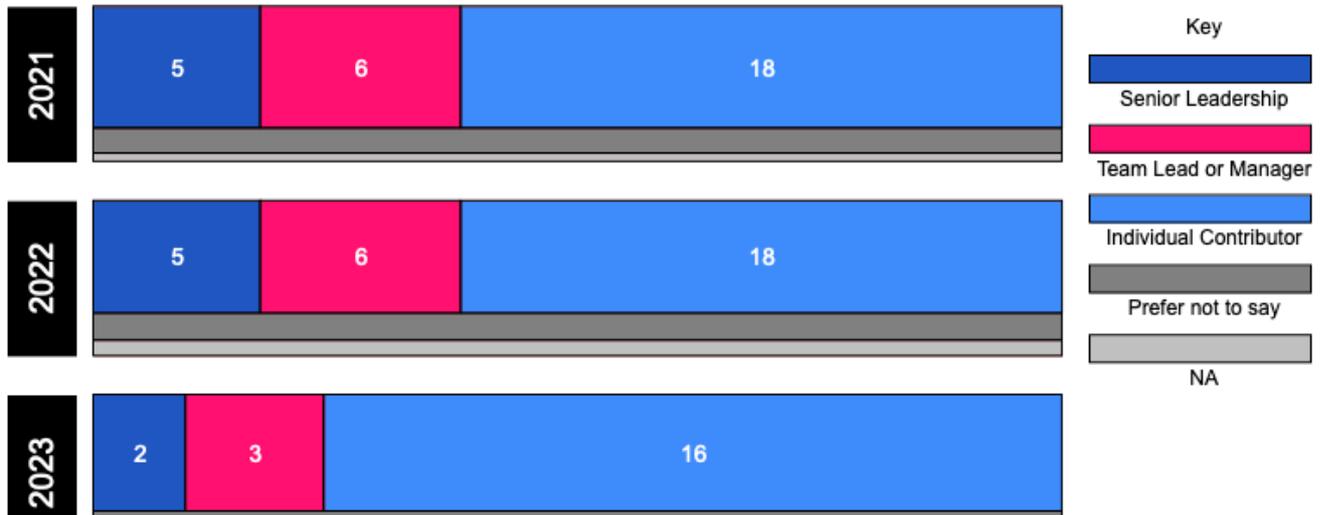
Representation by Team



Teams have been downsized in response to market changes and strategic shifts since 2022. It's essential for Hanzo to conduct a thorough review of the human resources to ensure alignment with the company's current strategies. This evaluation will help optimize team structures and roles to suit evolving business goals better.

Representation by Level

What level are you in the organization?

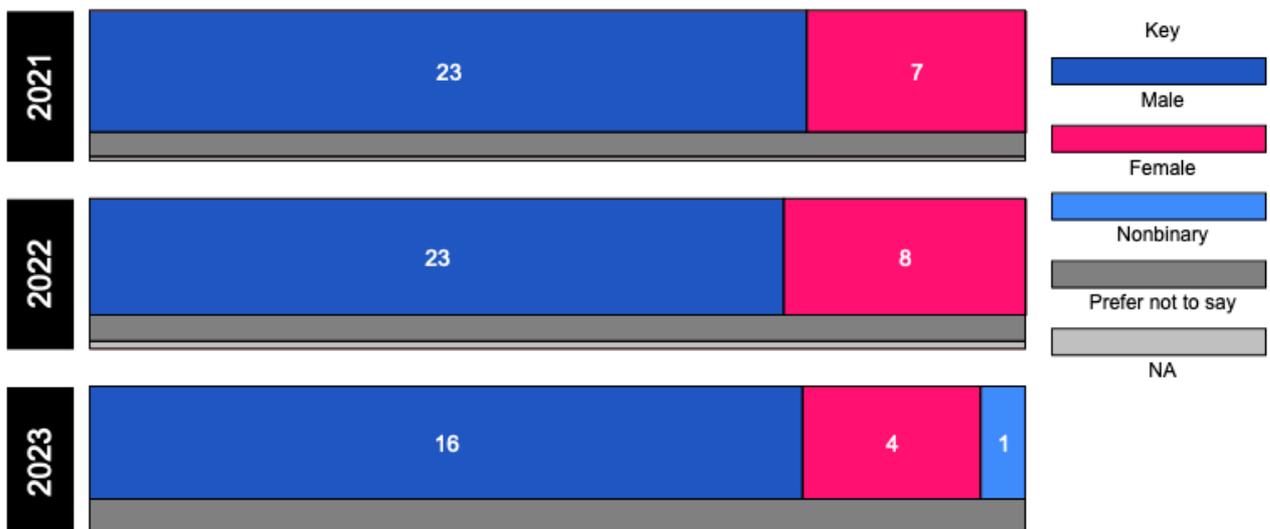


There has been a decline in all categories due to downsizing to meet market needs.

Representation by Gender

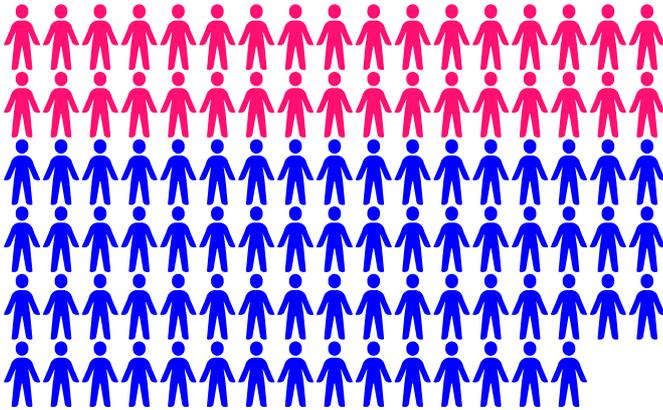
Gender diversity was below expectation for the US team—which includes divisions like HR, sales, customer success, product, and marketing—and our UK team, which is heavily skewed toward technology development. Of the 9 US-based respondents, 6 were men, and 3 were not men. Of the 11 UK or Europe-based respondents, 10 were men, and one preferred not to answer. Overall, 57% of respondents were male, 14% were female, 4% were nonbinary, and 25% preferred not to say.

What is your gender?



A Contextual Look

The Tech Pool



According to the 2014 TechCrunch study, around 34% of big tech firms (Facebook, Google, LinkedIn, Yahoo) employees are women.

Imagine making a "tech pool" of 100 employees, 34 women and 66 men.

The Current Hanzo Tech Team

The Hanzo tech team had 11 employees who declared their gender and two who identified as not men. If we took 11 employees at random from our tech pool, what are the chances that at most 2 of them are not men? The chance is very low, at less than 2%.

We should aim to be as diverse as the tech pool. If not, we favor men over women in hiring and retention processes. While the technology and software development industries tend to be male-dominated, the total percentage of women at Hanzo is significantly below the national average for the US and the UK. It continues to be a clear area for improvement.

Hanzo should aim to be as diverse as the tech pool. If not, we favor men over women in hiring and retention processes.

Representation by Race and Ethnicity

While our US team was more diverse than the UK team, the overall US population is also more racially diverse than that of the UK.

In total, 57% of our respondents reported they were white, irrespective of gender. The rest of the respondents comprised Asians, Hispanics or Latinos, mixed-race, and others who preferred not to identify their race. Several racial groups—including Black or African American—were not represented in our survey.

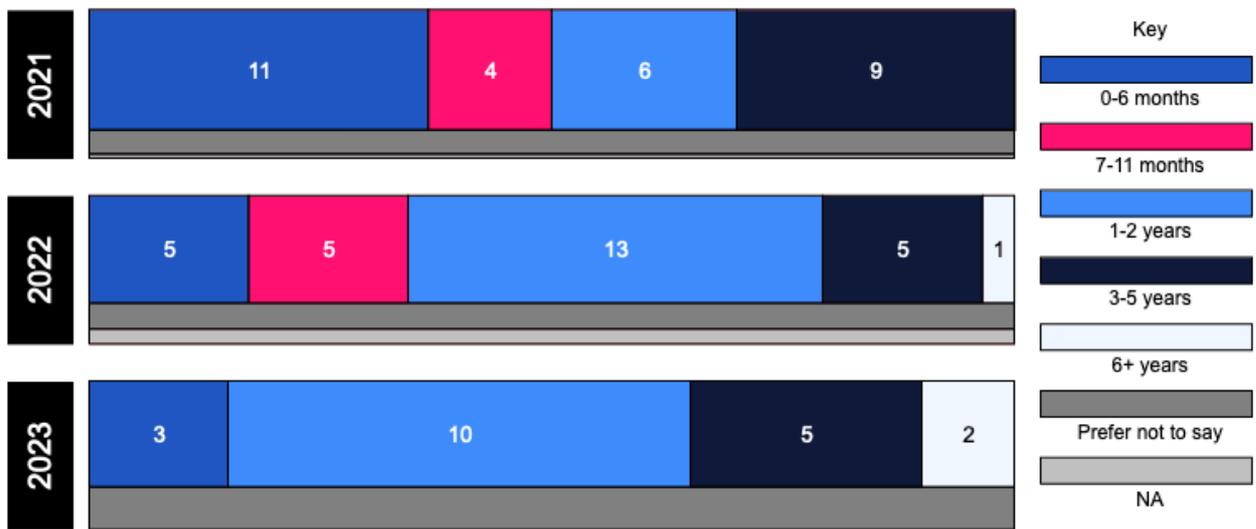


Ethnic diversity has seen no significant change since 2022 and is an area where Hanzo shows underrepresentation. As we advance, we can work to improve representation.

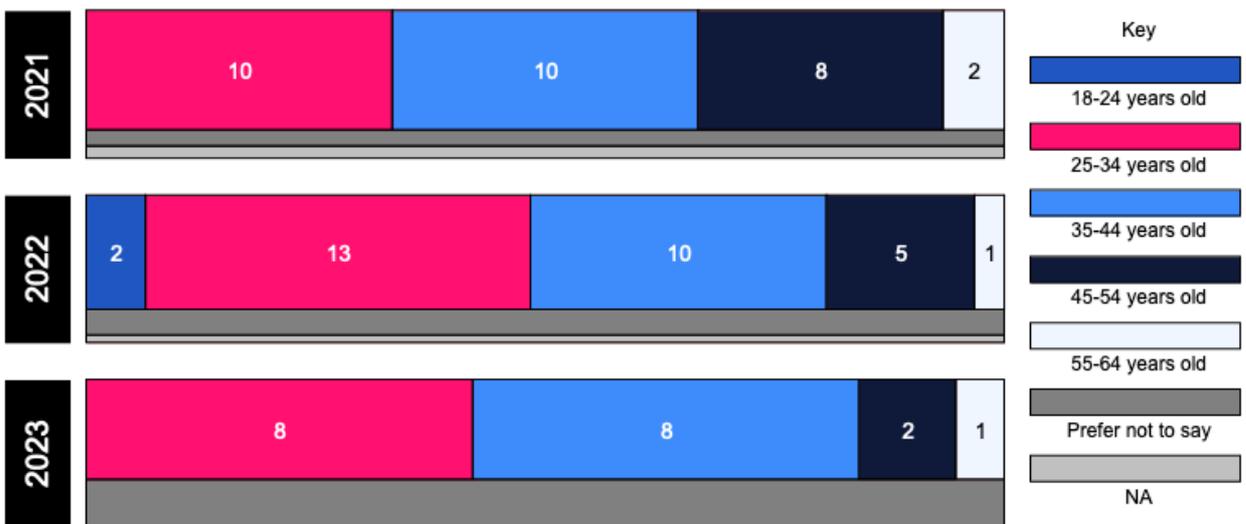
Representation by Longevity & Age

Some care should be taken when interpreting age and employment longevity changes, as both naturally increment over time. According to our survey, most Hanzo employees—64%, are between 25 and 54 years of age. Another 32% preferred not to state their age. Since 2022, the average age of Hanzo employees has not changed significantly. At the same time, employee longevity has increased.

How long have you been with Hanzo?



What is your age?



The introduction of an internship program brought representation in the 18-24-year-old category among the survey respondents in 2022. Attracting a younger workforce is an area to develop as Hanzo grows and seeks to include a greater diversity of life and work experience.

Representation by Sexual Orientation

For the second year in a row, Hanzo has shown an increase in diversity with respect to sexual orientation. Hanzo organized several DEI events around Pride, contributing to a more welcoming working environment.

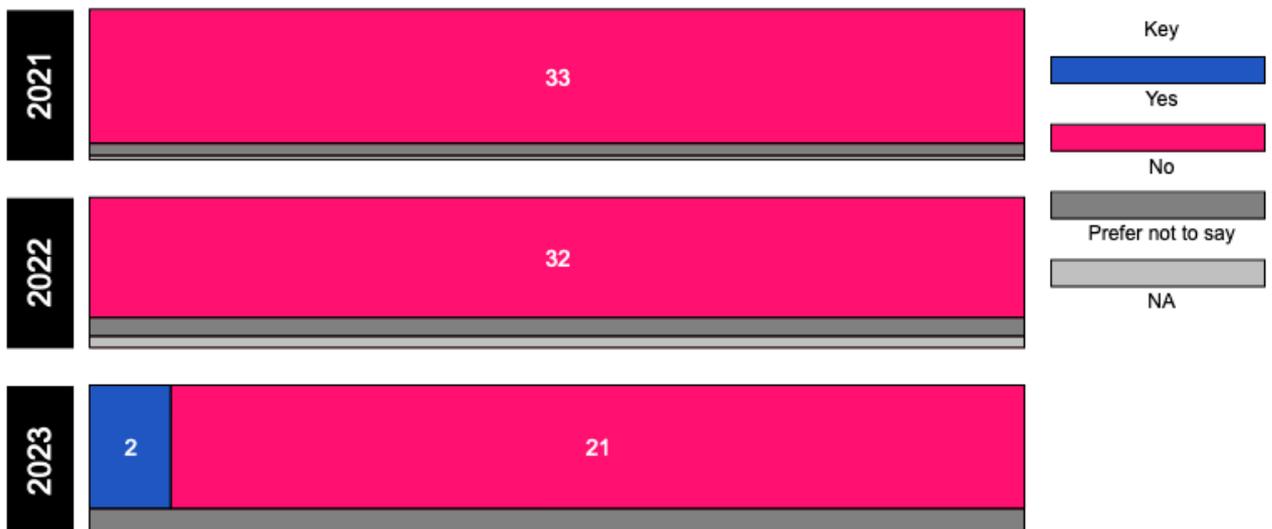
Which of the following best describe your sexual orientation?



Representation by Disability

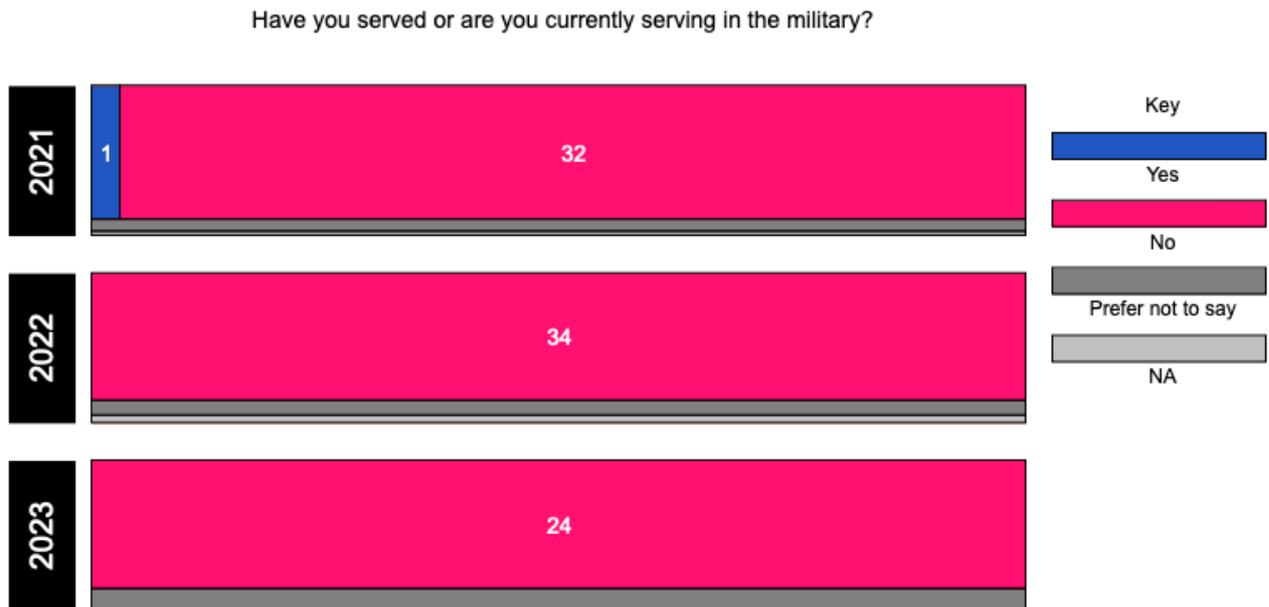
Hanzo continues to have no representation of employees with disabilities. In the UK, 21% of working-age adults are disabled ([source](#)), and 26% of adults in the US have a disability ([source](#)). Not all these people can work, and many may not wish to disclose their disability. In the US, there are 18.5 million people employed who have a disability ([source](#)). Given these numbers, the probability that Hanzo employs no people with a disability is 7.5%, indicating a statistically significant deviation from expectation.

Do you identify as having a disability or impairment?



Representation by Veteran Status

In 2023, had no employees identifying as a veteran. In the US, in August/October 2021, there were 8.4 million veterans in the labor force ([source](#)) out of 153 million ([source](#)). Given these values, we could expect Hanzo to employ one veteran, indicating no significant bias against veterans (given these values, there is a 32% chance that Hanzo would employ no veterans).



Transferrable Skills of Veterans

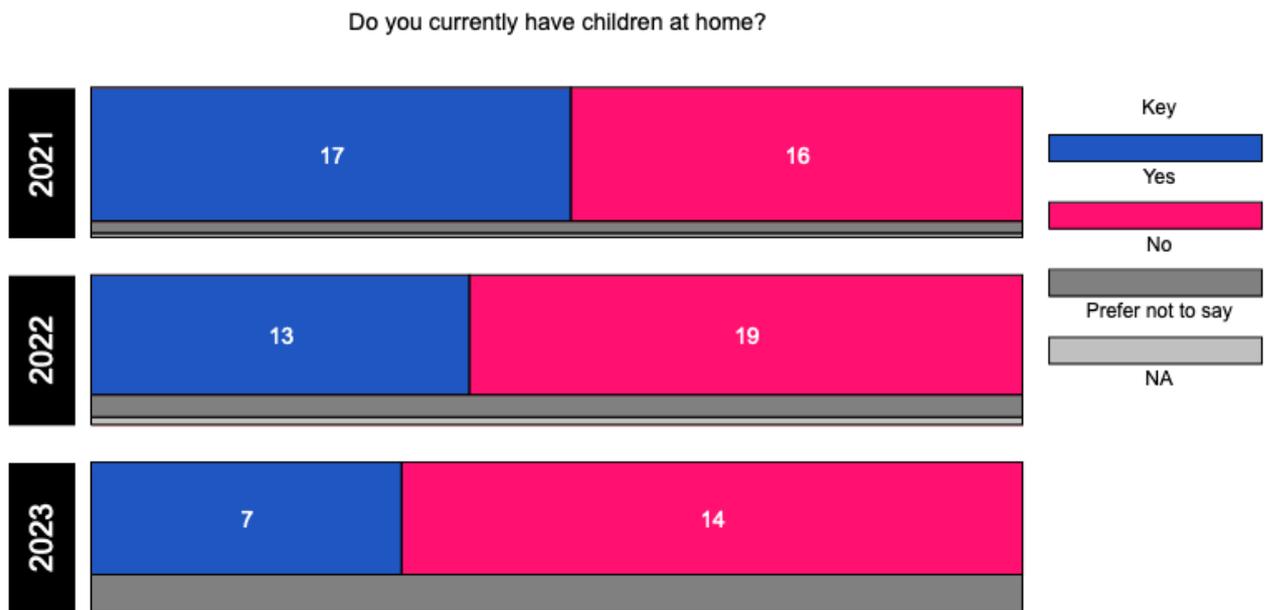
- Experienced working in fast-paced, high-pressure environments
- Adept time management and organization
- High performance while learning new skills
- Strong work ethic
- Team oriented



Quality of Life With Children At Home

Generally, our employees believe that Hanzo is committed to improving diversity, with 85.7% of respondents agreeing or strongly agreeing. We received several insightful suggestions for improving diversity. We also collected helpful ideas to improve our job candidates' experience by fostering encounters with diverse employees.

Most respondents stated that they were generally happy at Hanzo and felt supported. We encountered these potential concerns: respondents with children at home were less likely to think they could be themselves at work. Employees who were not natives of the current nation experienced more significant employment hurdles for which they felt inadequate support.

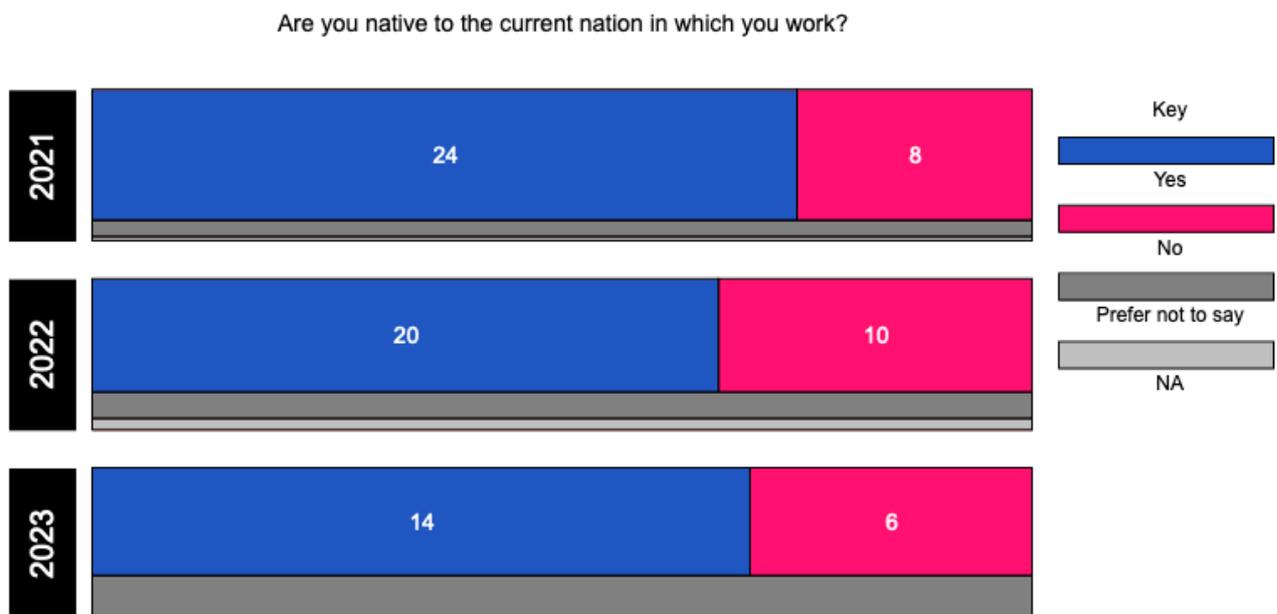


Hanzo has a large number of employees with children at home, and this has increased since 2021. Hanzo is a work-from-home business, so having children at home can increase certain burdens on employees. It may be worth Hanzo considering how it can better accommodate employees with children at home or normalize children at home in a work-from-home environment.

Quality of Life For Expats

Hanzo has a significant number of employees who are not native to their current nation, which has increased since 2021. While not a protected designation, people who are not native to their current country often face additional administrative or cultural burdens (e.g., visas and language barriers). Anecdotal evidence indicates that Hanzo has lost employees in the past due to such additional burdens.

Again, we received a variety of more specific positive and negative feedback that we are incorporating into our DEI initiatives.



Highlighting Achievements

Hanzo has taken several positive steps to improve diversity, equity, and inclusion.



We've started the conversation and we've taken action.

Our aim is to do more than just pay lip service to supporting women, racial minorities, and other underrepresented groups. We understand that we are not yet at the level we aspire to be regarding our goals of greater diversity, equity, and inclusion. However, we gather data annually to track our progress, recognize our shortcomings, and celebrate our successes along the way.



We've demonstrated our commitment to diversity, equity, and inclusion through the dedicated work of the committee.

In 2023, we continued the work we started in 2022, taking the feedback from the previous year's survey and implementing programs focused on raising awareness of diversity, equity, and inclusion. We continue to experiment and learn so that we may forge a more diverse and inclusive way forward.

The DEI committee is represented in the senior leadership team through its executive sponsor, Hanzo Chief Technology Officer Rob Hirst. This senior-level sponsorship and leader of the technology teams within Hanzo signal to the company that the commitment to greater diversity and developing a more inclusive environment is an essential element of company culture.

DEI Accomplishments

Over the past year, Hanzo's Volunteer Diversity, Equity, and Inclusion team have achieved the following to advance these goals within Hanzo's culture.



Honoring heritage months and awareness celebrations

Pride, Juneteenth, Hispanic Heritage Month, World Mental Health Day, Black History Month, International Transgender Day of Visibility, Holocaust Memorial Day, Women's History Month, Diversity Month, American Asian Pacific Islander Heritage Month, and National Disability Independence Day are some of the events the team highlighted with educational presentations or blog articles, interactive events, and fun activities to bring awareness of the diverse world in which we live.



Incorporating diversity, equity, and inclusion within Hanzo's culture

Actions such as creating a volunteer committee, which meets bi-weekly, conducting an annual survey, adding inclusion as a core company value, publicly stating Hanzo's commitment and transparently publishing the annual report on the company website, are all ways we're proactively working toward a more diverse and inclusive workplace.



Mental health awareness and new supportive benefits

Weathering the pandemic and transitioning to a new post-Covid world has been a stressful time globally. To raise mental health awareness, combat the stigmas associated with them, and ensure employees know about the available resources, Hanzo added the following:

- **Global Mental Health Policy**
Outlines additional employee benefits such as mental health days, and the employee assistance plan.
- **Summer Fridays**
Implemented to encourage employees to take time off to relax and recharge, acknowledging, some employees don't take their vacation.



Travel support policy for employees to access reproductive care

In the US, after the *Dobbs v. Jackson* decision overturning *Roe v. Wade*, which provided the constitutional right to privacy when determining one's own reproductive decisions, access to reproductive medical care became no longer a constitutional right. Hanzo established a travel support policy to assist employees in accessing needed medical care in lawfully available states.

Improving the Journey

As previously acknowledged, there are areas for improvement in our ongoing efforts. We have identified key focus areas.

01 – Increase overall diversity, especially within our tech teams.

We are exploring opportunities to expand our team to increase diversity and support our company's growth. However, we face a lot of competition and challenges regarding hiring, so we expect progress toward our diversity goals to be slower than desired. Despite this, increasing overall diversity is still a top priority for us.

We must attract more diverse candidates at the top of our hiring funnel to achieve this. Although we expected the shift to remote work to bring in more candidates from diverse backgrounds, we have yet to see significant changes. Therefore, we have asked our recruiters to provide us with diverse candidates. We are also targeting job boards that focus specifically on women and racial minorities to ensure we have a wider pool of qualified candidates. However, we recognize that progress on this front may be slower and more complex than we initially anticipated.



02 – Support all employees not just equally but equitably.

Diversity is only one piece of the DEI puzzle—perhaps the most straightforward component. Inclusion is considerably more problematic as it requires a critical mass of diverse employees and an environment where everyone feels comfortable having their voice heard. We're trying to model inclusion through action by giving employees opportunities to lead, share their perspectives, and recognize their contributions publicly.

We asked respondents whether they believed all employees had a career development path in the survey. Over 32.1% disagreed, representing a significant increase from 2022 (16.2%). We must dig deeper to understand employees' experiences and address any impediments so that employees can more readily traverse their desired career paths and grow professionally.



03 – Recognize and combat unconscious bias.

We all have unconscious bias, whether we want to admit it. It's the result of systemic programming and messages that our society and cultural history have ingrained. We've provided training for our teams and individuals to recognize and counteract unconscious biases, first by acknowledging their existence. From there, we must keep revisiting the issue and talking about it transparently so that culturally, we develop an openness to examining whether decisions are being made guided by our biases. It's challenging not to become defensive when confronted with evidence of one's own bias, but the more we practice, the better we'll all be for it.

The goal is to learn how our teams can have productive conversations—identifying bias and responding to it— without damaging relationships.

**BREAK
THE
BIAS**

Taking Steps Towards Continuous Improvement

The pillars of diversity, equity, and inclusion are crucial for Hanzo. Diversity fosters creativity and innovative problem-solving. Hanzo aims to create a diverse workforce, including life experiences, perspectives, learning and communication styles, and demographics. To achieve this goal, Hanzo must establish an inclusive and welcoming environment where employees feel empowered, appreciated, and treated fairly.

We are committed to advancing change as we continue improving.



01 — Review and update processes and policies to guard against biases.

We have taken steps to eliminate unintentional biases from our job descriptions and revised our recruitment policies. For instance, we collaborated with recruiting agencies, communicated our diversity, equity, and inclusion goals, and urged them to prioritize sourcing diverse and underrepresented candidates. We have also increased our efforts to market jobs on minority job boards, particularly for our less-diverse tech positions. While we acknowledge that these initiatives haven't significantly impacted our workplace so far, we remain committed to improving it. We aim to eliminate bias and achieve a zero pay gap between men and women by the end of 2024.

Continuous Improvement



02 — Partner with people and organizations that share our goals.

By partnering with those who value diversity, we're ensuring we won't be working at cross-purposes with one another. We partner with like-minded providers by asking them how they approach diversity as part of the selection process and prioritize those who share our values. Our current goal is to achieve 50/50 minority/majority representation across the Hanzo workforce. As of 2023, we stand at 36% minority and 64% majority.



03 — Repeat this survey annually for progress data and insights.

You can manage what is measured. That's why we're committing to repeating this survey annually. We want to say whether we're improving, holding steady, or losing ground. However, a relatively high number of people either did not participate in the survey or preferred not to say. In a small organization, these number shifts have a significant impact. It will be essential to educate people on the importance of frank feedback so that we get increased participation in the diversity, equity, and inclusion survey and more accurate data.



Better Together

When everyone belongs and their voices are heard, we collaborate, innovate, and achieve our common purpose.

"Hanzo thrives on innovation and big thinking, embracing diversity, equity, and inclusion not only because it's right, but because it drives us towards excellence and achieving our goals."

A portrait of Sarena Regazzoni, a woman with long dark hair and glasses, smiling. She is wearing a dark blazer over a dark top and a necklace with a small pendant.

Sarena Regazzoni

Senior Communications Director &
DEI Committee Member



Visit hanzo.co/careers to learn more about a career at Hanzo.