think Think Company™

DIVERSITY, EQUITY, AND INCLUSION

2022 Diversity, Equity, and Inclusion Report

Table of contents

Introduction

While our coordinated DEI initiative began in 2019, our journey through the pandemic sparked deeper introspection, dialogue, learning, and rapid change. We shifted from a mid-sized, studio-based company to a remote-first national consultancy, with employees located all over the country working remotely. This change wrought a transformation in our processes, culture and identity. But perhaps more than that, we found ourselves with a different perspective, and with new and different challenges to address. The pandemic and concurrent tragedies and movements changed us permanently.

It became imperative for us as a company to take what we learned from those events, and especially what we learned from Thinkers about their lived experiences, and transform those insights into meaningful change. We wanted the discussions we had in 2020 and beyond to mean something.

We are now a company of 150+ Thinkers who work across multiple disciplines with diverse and varied backgrounds of expertise. When we committed to this report, we recognized a renewed need for more transparent hiring and staffing reporting, especially as it relates to diversity at the team level.

INTRODUCTION CONTINUED

Aubrey Blanche of Culture Amp connects team diversity to innovation and business value:

> "Companies should focus on a unit of analysis that measures where diversity has the greatest impact: at the team level. Teams are key to improving diversity, because it's the interactions between people every day that we're actually talking about when we say "diversity." Teams are also where the innovation that creates business value actually happens. Looking at the diversity of teams is the only way to understand whether people with different backgrounds, perspectives, and identities are actually working together on a daily basis."
>
> **AUBREY BLANCHE**

The U.S. Office of the Surgeon General recently released a [Framework for Workplace Mental Health & Well-Being](#), and it connects team diversity with employee well-being:

> "When diversity is celebrated as a source of strength, workers experience less stress and anxiety as bias and prejudice is not tolerated. Inclusive leadership is vital for fostering diversity among teams and is required to support a work environment where all team members feel valued and represented."
>
> **THE U.S. SURGEON GENERAL'S FRAMEWORK FOR WORKPLACE MENTAL HEALTH & WELL-BEING**

Diversity, equity, and inclusion isn't often publicly reported for companies our size or smaller. The data can be confronting. We consider this report a first step in our goal towards building a company, culture, and community that reflects our beautifully diverse and ever-changing society.

INTRODUCTION CONTINUED

From our CEO

RUSS STARKE

Our DEI Committee, an incredible group of rotating Thinkers who have volunteered to helm this initiative for Think Company, asked me if I'd like to add a few words to this report before it was published. When they did so, they offered that if it made things easier for me, I could simply claim the introduction as my own words. It is so perfectly said that I'd love to sign my name to it, but I will instead simply say that it is the work of a group of people I have been, and continue to be, grateful and thankful for—and I most certainly endorse every word of it.

I share this because it is indicative of the way that they have approached this work from the start—they've never been in it for recognition or appearances; they've been in it because they truly believe in what the effort is trying to achieve. They just want results, and they don't care how or who gets the trophy. Perhaps most importantly, they believe that at Think Company we have the will to "do" rather than just "say", and the stated core values are in place to support that presumption.

Like our core values themselves, I believe the right way to think of our DEI work is as "perpetually aspirational". It will never be finished, it will sometimes move more quickly than others, and it will always remain fluid. It will remain open to discussion and course correction, and open for feedback in service of "continuous improvement". It will also need to be continually informed and moved forward by all of us, while fully endorsed and supported by leadership. Top down and bottom up, if you will.

As this effort within Think Company evolves and we push onward, we will do our best to show tangible progress—and I believe in this first report, we're already doing that. Of course we have plenty of work that we need to continue to do, but we have a long track record of identifying things we'd like to address and change within our organization, and then making it happen. This will be no different.

If we can provide even a small example of how companies can identify their goals, reinforce and demonstrate how DEI efforts are overwhelmingly beneficial for individuals and businesses, and own their present gaps, that would be a nice bonus. To whoever may be reading this, I'll channel our awesome team: "If it makes your life easier and your company is bettered by anything we've done or said here—take it and use it in your organization. Go for it." We believe diversity, equity and inclusion are vital to success, and that success shouldn't be guarded.

Our purpose

We believe that diversity, equity, and inclusion (DEI) isn't and shouldn't be a sub-bullet under specific projects or initiatives, but rather something that is considered across everything we do at Think Company. We're continuing to work, together, on ways of actualizing that in ways that honor all Thinkers and all that are impacted by our company and the work we do. We also acknowledge this will never be a "box that we've checked", but an ongoing pursuit—we'll get better over time, but can never get comfortable. We also know we will make mistakes and missteps, but our vow is to have the hard conversations, focus on growth and continuous improvement, and extend grace toward one another as we move forward together.

We want to be an example of companies "trying their best to do the right thing," and that will require all of us having a common baseline, language, understanding of what we want to accomplish, why, and what it should look like in practice.

OUR PURPOSE CONTINUED

Terms and definitions

In 2021, Think Company's DEI Committee brought together data from a company-wide DEI definitions survey—with input from the Leadership team—in order to finalize what the terms "diversity," "equity," and "inclusion" mean at Think Company. These evolving principles serve as inspiration and guidance as we continuously improve Think Company for all current and future Thinkers.

DIVERSITY

We think about diversity in terms of representation, policies that reflect the needs of our team, considering a range of perspectives in decision making, and more.

EQUITY

Equity shows up for us in the form of creating a fair environment, providing access, eliminating internal barriers to success, and more.

INCLUSION

Inclusion on our team looks like kind and respectful communication, helping all Thinkers to feel welcome, providing safe channels for input and feedback, and more.

Our DEI committee

The Think Company Diversity, Equity, & Inclusion (DEI) Committee is a standing committee tasked with serving as a sounding board and advisory council on issues of diversity, equity, and inclusion. The committee reports to the Think Company Advisory Board. The senior leadership member of the committee is responsible for ensuring that these terms are being upheld.

The committee includes one senior leadership member (Manager or above, excluding executives) and five members at large. The delivery team is the main group dedicated to advancing DEI efforts and initiatives at Think Company. Thinkers who sit on the DEI Committee are allocated up to 4 hours per week to progress against these goals. Some Thinkers, due to project assignments and client priorities, add part or all of this time on top of a regular work week.

This year, we introduced term limits to our DEI Committee in order to provide more Thinkers with the opportunity to join and contribute to this committee team.

Our focus areas for 2022

Coming off a couple years of having tough conversations, building a DEI foundation, establishing operations around the work, and starting to make tangible impact across the organization—in 2022 we set out to create material outcomes and remove barriers for all Thinkers. We narrowed to a few focus areas:
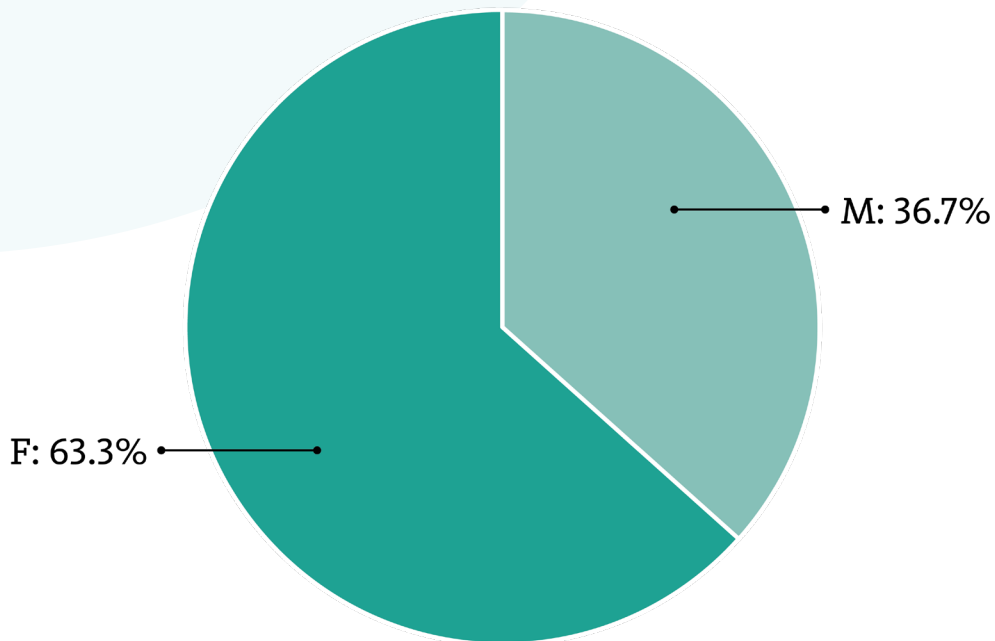
Product inclusivity

This initiative aims to educate Thinkers on how we can reduce harm and identify unintended consequences, at all levels of the client relationship. It examines accessibility, inclusion, and ethics.

Policy & operations

In order to ensure all employees have an equitable and inclusive experience, we set out to revise and/or add some company-wide policies and procedures.

Reporting

The DEI committee releases a variety of reports (research results, summary of actions, etc.). This year we added an annual employee representation report (this report), and also solidified which reports would be recurring, their purpose, and their cadence.

Belonging

Past research showed that Thinkers would like an increased sense of belonging, so we began exploring how we might enable this more effectively.

Community

This is a long-term theme that emerged recently. Over time, we'd like Think Company to engage in DEI work within the larger community, and learn about what other companies are doing in similar areas to create a support network.
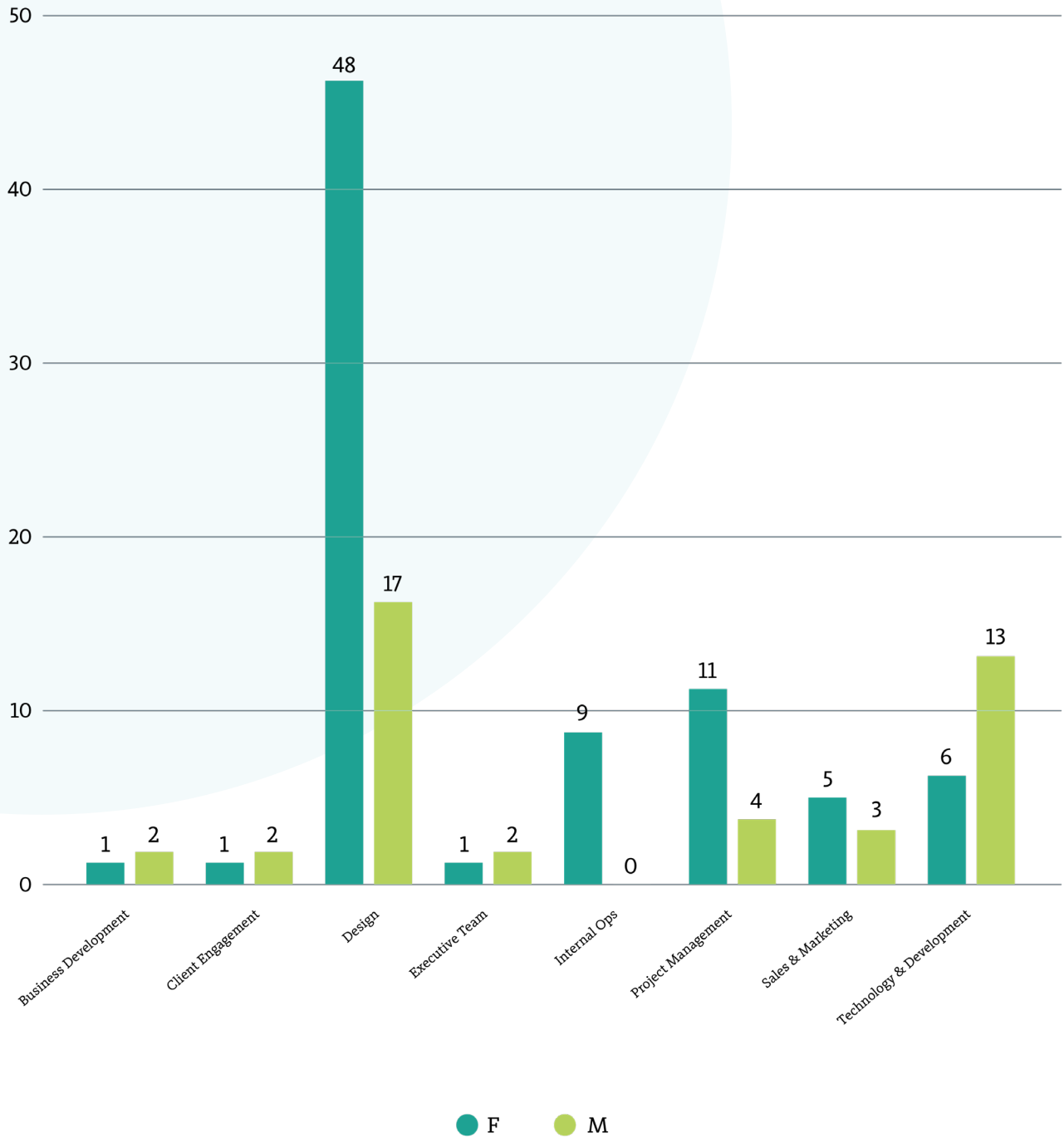
2022 DEI REPORT

Employee representation

At the time of this report, we are unable to report on gender representation beyond the binary. This is a result of the constraints of our reporting tools and platforms and is not a complete reflection of our team. As we look forward, we will strive to capture data that reflects the true identities of our team, the diversity of gender expression and experiences outside of the gender binary.
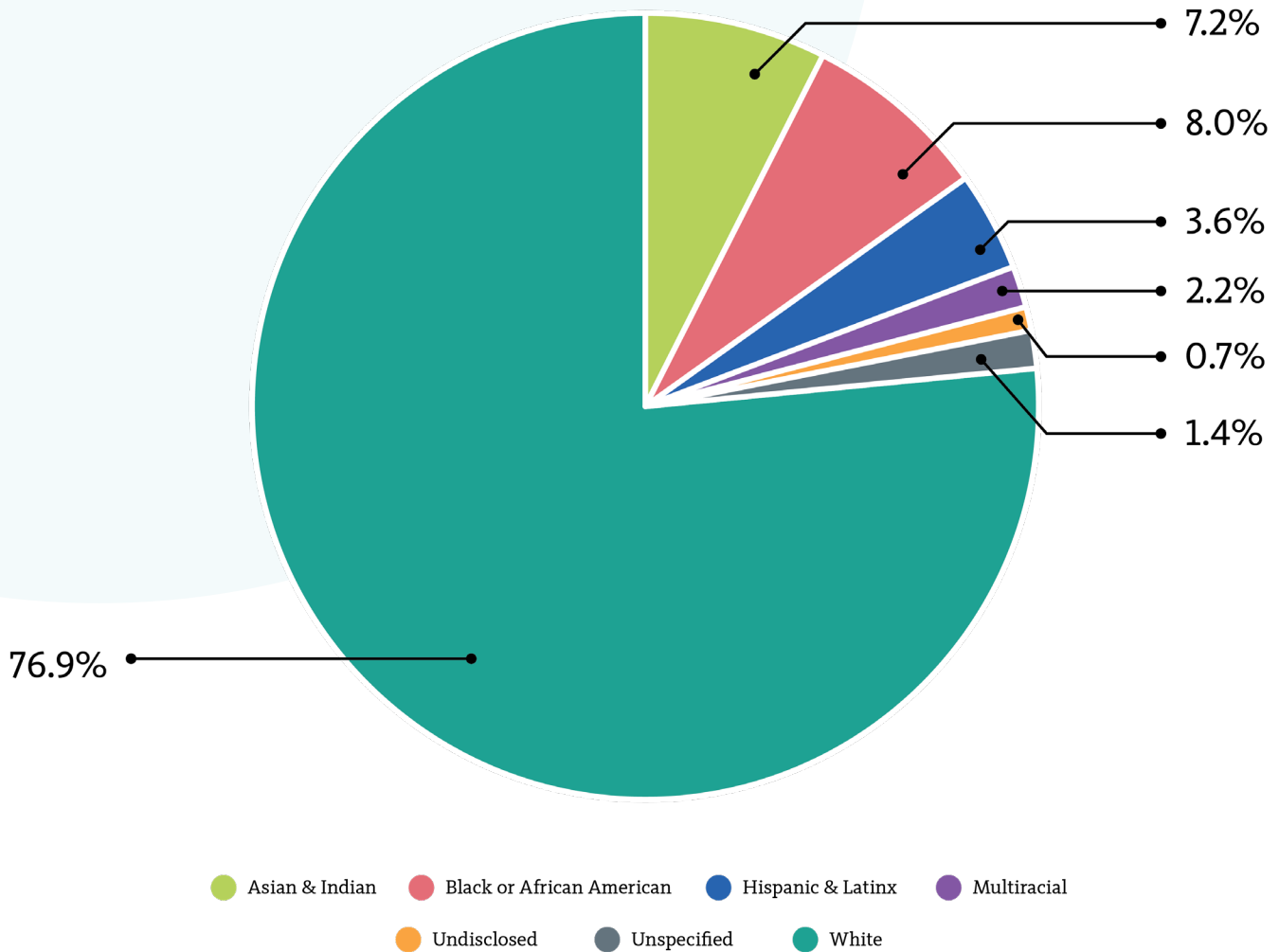
Gender

M: 36.7%

F: 63.3%

EMPLOYEE REPRESENTATION CONTINUED

Chart: Employee representation by department, Female (F) and Male (M)

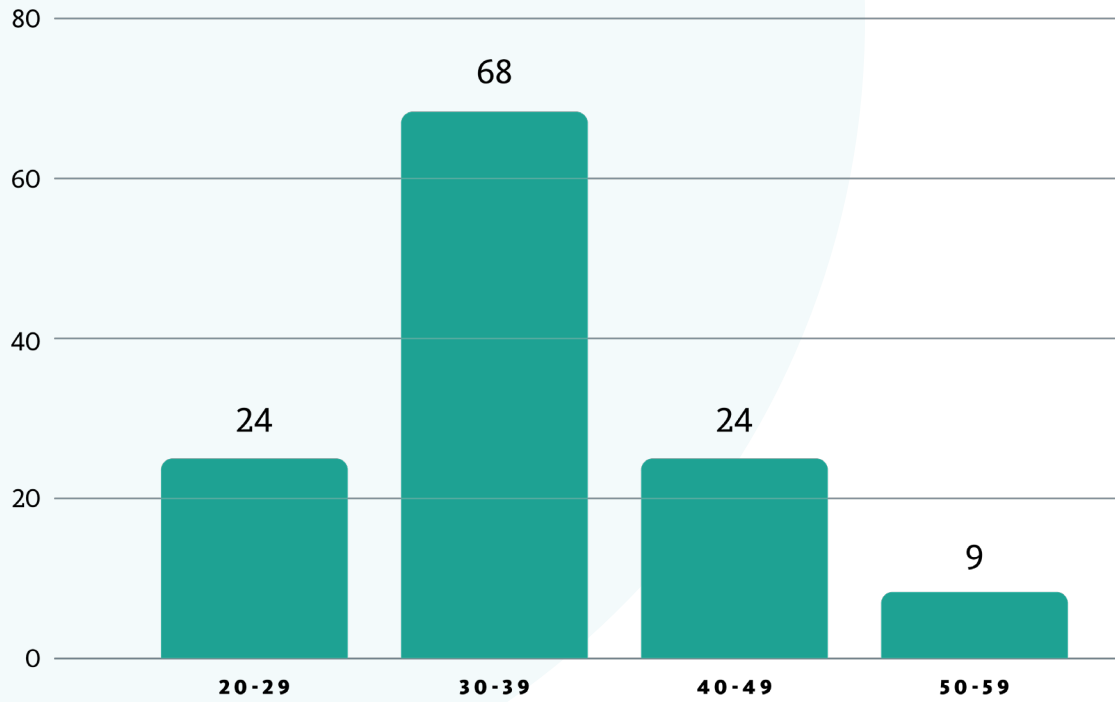| Department	F	M
Business Development	1	2
Client Engagement	1	2
Design	48	17
Executive Team	1	2
Internal Ops	9	0
Project Management	11	4
Sales & Marketing	5	3
Technology & Development	6	13

● F   ● M

Ethnicity

In 2022, we reevaluated many of our recruiting, hiring, and training efforts to better support our values and goals for a more diverse and equitable workforce. There is considerable opportunity for us to improve in this area in order to better reflect the community where we are headquartered (Philadelphia) and where we operate (nationally across the U.S.).

7.2%
8.0%
3.6%
2.2%
0.7%
1.4%
76.9%

● Asian & Indian   ● Black or African American   ● Hispanic & Latinx   ● Multiracial
● Undisclosed   ● Unspecified   ● White

EMPLOYEE REPRESENTATION CONTINUED

Age

Representation at Think Company

Looking back at 2022

In our efforts to build an organization that reflects the world around it, in 2022 we focused on improving our hiring practices to remove barriers for non-dominant groups. We did so by:

- Expanding where we post openings, being intentional about places who cater to non-dominant groups.
- Removing the college requirement from our job descriptions and listings.
- Setting updated standards for the make-up of interviews.
- Publishing compensation ranges internally and publicly on our job postings.

Looking ahead

We know we have a long way to go until our organization reflects the makeup of our surroundings. In 2023 we will:

- Release this report, our first public-facing DEI report that will share our progress towards greater representation. This report will be released annually, ensuring we hold ourselves accountable in continuing our efforts to measure progress and plan for more action.
- Conduct an internal DEI survey by Culture Amp, the second one for the company, in order to learn how our efforts are impacting Thinkers, and in what areas people desire more change. This effort will be revisited on a biennial basis.

Pay equity and promotional growth

Looking back at 2022

SALARY BANDS

Think Company implemented salary bands back in 2017 to ensure pay equity within roles and to ensure as an organization, we can continue to grow at a responsible rate. Following feedback we received from an internal survey regarding the importance of transparency in compensation decisions and in the way we work, we provide up-to-date salary band information in a location that all Thinkers can access. As such, in 2022 we made the following efforts:

- **Salary ranges for open roles**: Our public job postings also include insights on the salary bands for open roles. Making this salary data clearly available in our organization helps Think to be more transparent, thoughtful, and accountable in how we compensate all our employees.

Client Engagement Manager

Think Company is looking for a Client Engagement Manager to join our growing sales team. In this role, you will be responsible for the long-term retention and growth of key accounts. To do so, you must keep a pulse on projects through connections you create …

Remote Full Time $100,000 - $115,000

Looking back at 2022—Continued

- **Compensation survey**: We also conducted an internal survey with Thinkers to gather insights on how we might improve our compensation structure. As a result of this feedback, our compensation structure was revised in the following ways:
  - Managers were given greater flexibility in awarding compensation adjustments by no longer solely tying compensation adjustments to performance review scores or limiting increases with caps established based on role.
  - A compensation adjustment pool was distributed to department heads and management teams to determine distribution of money based on proficiency at core job functions, current salary placement within salary bands compared to individual skill level, and any additional contributions that fall outside of primary job duties.

- **Salary band audits**: In order to ensure our salary bands are equitable and competitive, an audit was conducted for our manager band. We updated this band accordingly, and department-specific band audits were also started.

- **Pay equity vendors**: We reached out to several vendors who could conduct an overall pay equity analysis in order to understand their capabilities and pricing.

Looking ahead

Outcomes from our compensation research will continue to inform revisions to our compensation structure. We will continue this work in the following ways:

- **Completing salary band audits**:
  - Department-specific bands will be finalized.
  - Job descriptions will be updated in conjunction with Talent Acquisition.

- **Pay equity analysis**: We will continue working towards ensuring our compensation approach is equitable by:
  - Conducting salary band audits for all disciplines and levels.
  - Updating job descriptions in conjunction with our Talent Acquisition team.

2022 DEI REPORT

Inclusivity at Think Company

Looking back at 2022

INCLUSIVE POLICY & OPERATIONS

Company-wide policies, procedures, and operations were updated in an effort to increase inclusion and equity in our employee experience.

- **Full parental leave:** Thanks to engaging and listening to those directly impacted by this policy, we have been evolving how we handle parental leave. In 2022 we:
  — Added unpaid leave for folks who need more time.
  — Made accommodations in regards to a more flexible schedule for a specified period of time in order to ease the transition and retain folks.
  — Created space to accommodate personal care rooms, including support and privacy for lactating persons.

- **Employee Resource Groups (ERGs):** In an effort to address past research that revealed Thinkers would like to feel an increased sense of belonging, we began exploring ERGs. In 2022 we:
  — We educated ourselves about ERGs, looking at various structures and approaches.
  — Held a session to discuss ERGs with Thinkers and understand what they might want/not want out of ERGs.
  — Started to identify a model that could work for our organization.
  — Started to build an ERG toolkit that will help a pilot group spin up our first ERG.
  — Started to create a strategy for identifying the pilot ERG group.

INCLUSIVITY AT THINK COMPANY CONTINUED

Looking back at 2022—Continued

- **Code of Conduct:** We created and published a public-facing Code of Conduct that articulates the ways in which we intend all client relationships to unfold. Rooted in our Core Values and DEI Principles, it outlines expected and harmful behaviors by all parties across all interactions, internal and client centered.

- **Escalation Process:** If an interaction goes against our Code of Conduct, the Escalation Process outlines types of support available to Thinkers and the steps to quickly access this support. The process includes steps for how to seek support for both internal and client interactions.

- **Enhanced gender & fertility care:** We upgraded our benefits package to include healthcare services for our transgender and nonbinary employees.

Think Company

Designing inclusive products

A product inclusivity initiative was started in order to ensure the products and services we create for our clients reduce harm through ethics, inclusivity, and accessibility. Resources were curated, trainings and workshops were taken, outside experts were brought in, and a space for continuous dialogue was created.

- **Outside speaker:** Reginé Gilbert, inclusive design expert, was brought in to speak.

- **Monthly forums:** Monthly forums are being held to discuss, learn, and build our competency in this area.

- **Impact Outlook Guide and an Ethical Reflection:** These tools are being created to enable Thinkers to evaluate the ethical perspective of our clients, to ensure they're reducing harm, and identifying unintended consequences at all levels of the client relationship.

- **Research Data Privacy Guidelines:** This tool is being created to outline how we handle research participant data and participant privacy, and to ensure our research practices are ethical.

- **Inclusive Language Guidelines:** This tool was created in order to ensure our writing isn't inadvertently excluding people. It also provides in-depth guides from expert sources with insight about how to write about specific groups of people and/or personal characteristics.

Looking ahead

- **Employee Resource Group (ERG) pilot:** As we work to thoughtfully roll out ERGs, the pilot is dedicated to understanding how Think Company can create the most intentional and effective format in service to our employees.

- **Impact Outlook Guide:** An ethical, inclusive, and accessibility focused framework for building humanity-centered services and digital products.

- **Listening Sessions:** As we live into DEI as a company, the practical inputs to that effort need to include all members of the organization. In 2023, we will frame and begin Listening Sessions with a goal to expand the input, scope, and breadth of DEI throughout the organization.

2022 DEI REPORT

Contact

You can connect with us any time to talk through questions you have about diversity, equity, and inclusion at Think Company.

Thank you to our contributors Colleen Reese, Neha Agarwal, Joseph Carter-Brown, Joanna Allgood, Trisha Eckard, Dhiraj Sapkal, Nora Leco, Greg Greiner, and Russ Starke.