

a ZRG company



Diverse by Nature, *Inclusive* by Choice

Diversity, Equity, Inclusion
& Belonging Plan 2023-2026





TRENDS

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MESSAGE FROM LEADERSHIP

We are pleased to share our first-ever strategic plan for diversity, equity, inclusion, and belonging. This Inclusive Excellence Plan (2023-2026) will help us prepare our leadership team, employees, and clients for the ever-changing business world. We recognize that excellence and diversity are not mutually exclusive but one and the same. It is well-documented that diverse teams perform better. Our most significant contribution to the talent space is providing an environment where all our employees can thrive, see themselves credibly, and bring their authentic selves to the pursuit of being an incredible resource for our clients.

This three-year plan will provide overarching guidance and direction from which all of Hub will be linked together for a unified purpose. By leveraging the plan for diversity, equity, inclusion, and belonging with all members, we will enhance transparency and accountability for moving the needle forward on Hub’s goals.

This plan will allow Hub to intentionally operationalize actions and initiatives that bring inclusive excellence to the forefront of everything we do to accomplish our mission. We encourage all our employees to embrace this plan and to do their part to realize a climate characterized by respect and civility. While it is true that diversity will mean differences in perspective, it is equally true that this variety of perspectives is essential for a talent organization in the world today.

Our commitment to diversity will be ongoing and non-negotiable.



Matt Corbett



Tom Pimm



DIVERSITY, EQUITY, INCLUSION & BELONGING

A culture of inclusion and belonging means all things become possible.

At Hub, diversity is integral to our business. Since our founding in 2012, we have worked with recruiters and clients from around the globe. We have learned that diversity is critical to achieving true excellence and creating a culture of inclusion and belonging. Our mission is to ensure that we understand and utilize the power of diversity in every interaction to develop the best employees and leaders.

We recognize that working in an environment where there is diversity of thought, ideas, and experiences, we have the opportunity for more innovation and increased productivity; this, in turn, helps organizations work as a team toward a common goal. Therefore, our commitment to a process of inclusivity and belonging ensures that every client can work with recruiters from all walks of life and access candidates from the same.

We understand that to stay true to our goal of continuing to be a culture of diversity, equity, inclusion, and belonging; we must also do so internally. Through our mission and vision for DEIB, we encourage all employees to be heard, bring their authentic selves, and share their perspectives. We are dedicated to continuing to practice diversity hiring practices and create a supportive environment for our people that reinforces workplace belonging.

We are diverse by nature and inclusive by choice.



EXECUTIVE SUMMARY

In 2021, Hub formed an internal DEIB team that continually focused on diversity and inclusion issues and opportunities at Hub. The work of this team is to work comprehensively across Hub's landscape in all facets of DEIB, including but not limited to employees, clients, climate, and outreach.

This decision ensured that the culture and employee demographics reflect Hub's focus on diversity, equity, inclusion, and belonging.

The DEIB team created a mission and vision statement for diversity, increased education, and awareness, and made strategic recommendations to leadership in 2022.

In the coming years, Hub will continue focusing on education, awareness, and external partnerships in diversity, equity, inclusion, and belonging.



MISSION STATEMENT

We are diverse by nature and inclusive by choice. We strive to champion a work environment where we value and develop employees of all backgrounds and experiences. We firmly believe that collaboration among team members with varied pasts and perspectives empowers us to reach our full potential, fuel innovation, and form deeper connections with our employees, clients, and the communities we aspire to serve.

VISION STATEMENT

We aim to attract, develop and retain the best and brightest from all walks of life and backgrounds. This requires Hub to continue to have a culture of inclusion and belonging where all individuals feel respected, are treated fairly, are celebrated, and have an opportunity to excel. By leveraging a diverse and inclusive culture, we can achieve business excellence.

We believe in creating an environment where everyone from any background can do their best work. By building on our leadership capabilities, continually learning, and taking action, we will seek to make everyone know they have an equal voice in all our actions and deeds.



DEFINITIONS

Diversity: Hub defines diversity as any element or dimension that differentiates an individual or group from another. For Hub to be diverse, we believe we should have people from different castes, sexes, religions, ethnicities, nationalities, ages, educational backgrounds, marital statuses, disabilities, socioeconomic statuses, etc., working for us. Workplace diversity implies accepting these differences and treating each individual equally and fairly.

Equity: In layman's terms, Hub defines equity as "to be fair." Equity means treating our employees equally and providing them equal opportunities to learn and grow in the workplace. Equity ensures that the Hub's processes and programs are impartial and offer similar possible results for all employees.

Inclusion: Hub defines inclusion as the practice of making people with different identities feel welcomed at Hub. Inclusion is about a sense of belongingness, encouraging equal participation from everyone, and providing them an equitable opportunity to contribute to the company and advance their skillset. Inclusion means diverse people can be themselves at work and feel respected and valued.

Belonging: Hub's understanding of belonging is that it is a need everyone feels; that feeling professionally is created through meaningful connections at work. At Hub, we believe belonging includes a sense of authenticity, community, and fellowship. Ensuring employees feel a sense of belonging when they know they are working with a team, understand their role, and feel appreciated is always the end goal for Hub.

FRAMEWORK

The Hub Diversity, Equity, Inclusion, and Belonging plan is cemented in our commitment to our employees and clients while understanding that we must continually strive to make our mission and vision an integral part of our culture.

"Diversity: the art of thinking independently together."

– Malcolm Forbes



AWARENESS

Understanding of organizational needs and/or influences at the national and international levels, demographics, phenomena, and other data that foster an appreciation for varied strategies and initiatives.

ALIGNMENT

Working towards aligning the data, perspectives, and understandings with the mission and vision of Hub in purposeful and measurable ways.

AIM

Using new insights to target strategic, measurable, achievable, realistic, and timely – S.M.A.R.T. – benchmarks that are appropriate for Hub and further the mission of the DEIB team and Hub overall.

ACTION

Evaluating, assessing, and dealing effectively with opportunities and challenges by identifying strategies to achieve our diversity and inclusion goals. Then moving those opportunities and challenges to actionable items.

ACCOUNTABILITY

Being consistent and responsive to the needs and interests of recruiters, clients, and leadership, Hub is committed to accomplishing our diversity and inclusion goals and will make sure we hold ourselves accountable to those goals.

ASSESSMENT

Continually review the programs, speakers, and events for quality metrics and data on accomplishing the aims of Hub, changes/growth, and the impact on Hub. Appropriate metrics will be identified for the organizational goals. We will not major in the minor by attempting to identify a metric for each action item but rather concentrate solely on the overarching organizational goal for the theme(s). The tactical execution to accomplish the goal and the assessment of the effectiveness of the action items will be the responsibility of the DEIB team goals.

THEME 1.

LEADERSHIP DEVELOPMENT

The goal will be to encourage our leaders to participate in the overall diversity of Hub. There will be actions and plans designed explicitly for leadership members.

Action Items:

1. Identify DEI priorities based on assessing Hub's current leadership understanding and abilities.
2. Educate and train current leaders on diversity through speakers and courses.
3. Ensure that all new leaders will be supplied with diversity training.

THEME 2.

INTERNAL DIVERSITY GOALS

To continue to be a diverse and inclusive culture, Hub will look at our hiring practices and ensure that we continue to hire with diversity in mind, including leadership roles.

Action Items:

1. Understand current demographics and skill sets at Hub currently.
2. Identify what success looks like for our diversity stats and keep current demographics for hiring.
3. Get consistent feedback and deliver responses promptly.
4. Deploy diversity recruiting techniques in our hiring practices.

“A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.”

–Sundar Pichai (CEO of Google)

THEME 3.

CLIMATE AND INTERGROUP RELATIONS

Create and sustain a climate that embraces diversity, inclusion, equity, and belonging, acknowledges individual perceptions and experiences within the environment, and fosters quality interactions within and across diverse groups to achieve inclusive excellence.

Action Items:

1. Consistently identify changes in the market and subjects that might need to be addressed based on current culture and in the world (microaggressions, LGBTQ, disability, etc.).
2. Communicating the focus of the DEIB strategy and asking for input to ensure we are internally addressing issues that affect Hubsters.

THEME 4.

TEACHING AND LEARNING

Provide courses, speakers, research, and internal training around diversity-related matters. Understanding that the only way we can achieve true results is through consistent education on DEIB subjects.

Action Items:

1. Provide new courses and training around DEIB.
2. Improve current DEIB recruiting training.
3. Bring in 2-3 speakers a year focusing on DEIB for all of Hub.



“No matter who we are or what we look like or what we may believe, it is both possible, and more importantly, it becomes powerful to come together in common purpose and common effort.”

- Oprah Winfrey

