

2022

Diversity, Equity, Inclusion, & Belonging Impact Report





Accept
No Limits.

Table of Contents

3	A Message From the CEO
4	Our Commitment to DEIB
5	Our DEIB Strategic Goals
5	Our DEIB Pillars and How We Measure Success
6	We Launched Our First ERGs in 2021
6	The LGBTQ+ & Allies ERG
7	The Black Employees & Allies ERG
7	The AAPI & Allies ERG
7	The Parents & Allies ERG
9	Our Learning Journey in 2021
10	Our Investment in Community
12	3Q By The Numbers
14	The “B” in DEIB
15	Goals for 2022



Rob Murray
Chief Executive Officer

When it comes to diversity, equity, inclusion, and belonging, we don't just talk the talk—we take action.

A Message From the CEO.

Two and a half years ago—amidst a necessary resurgence of the Black Lives Matter movement and an unexpected pandemic—the executive team at 3Q took a step back and took a critical look at ourselves to make sure we were holding ourselves accountable and were doing as much as we could to support our diverse communities. In doing so, we evaluated what was most important to us as a company and as individuals, and made a commitment to enhance our DEIB practices in all parts of our business. We hired external consultants to facilitate dialogue about racism in America, created our Employee Resource Groups (ERGs), and built out DEIB programs with company leaders and a DEIB Task Force to reflect our commitment to inclusion in our hiring, communications, and promotions practices.

Our agency's mission is to turn performance into growth, and transform brands into market leaders. We constantly strive to innovate and find new ways to challenge the status quo. To achieve this, we put our employees first by cultivating an environment of belonging. In August 2020 we introduced our new core values: "Accept No Limits," "Act for the Greater Good," "Be Inclusive," and "Own It." Central to these values is creating a psychologically safe environment where every employee knows that their authentic selves are valued and heard. Psychological safety is key to unlocking creativity and belonging at work.

I'm inspired every day by 3Qers who continuously stand up for what is right. Our employees have rallied around their communities in support of [The Black and Missing Foundation](#), [The Trevor Project](#), [Liberty in North Korea](#), and more. Our company growth has sparked a fire for bold action and deepened our desire for continued learning.

When it comes to diversity, equity, inclusion, and belonging, we don't just talk the talk—we take action. As an industry leader in this area, we have a responsibility to our employees to hold ourselves accountable and set the precedent. This inaugural annual report serves as just that—a pledge to grow, learn, and continue to improve.

Rob Murray



Laura Rodnitzky
Chief People Officer

Opening up to the experience of others helps us all build empathy and understanding, and it's moved the needle on how 3Qers view DEIB.

Our Commitment to DEIB.

As Chief People Officer at 3Q Digital, my goal has always been to create an organization where every individual feels welcome, appreciated, and valued for who they are as human beings, supported both in and outside of the workplace, and where we are all humble enough to know that we have room for growth. That's why our DEIB journey belongs to ALL of us, as we put in the necessary work to become stronger global citizens.

In 2021, we continued to challenge ourselves and learn together. We hosted several inspiring speakers who shared their personal stories overcoming hatred or ignorance and taught us how to be better allies; we shared resources for 3Qers to continue to educate themselves on different cultures and religions; we stood up four ERGs to provide a safe space and build community for members and allies of the AAPI, Black, LGBTQ+, and parent communities; and we provided healing sessions for employees to talk about their own experiences. Opening up to the experience of others helps us all build empathy and understanding, and it's moved the needle on how 3Qers view DEIB.

While there's still progress to be made in hiring and retaining employees across all the dimensions of diversity, we are continuing to build a strong foundation and culture to attract and support individuals with different backgrounds, experiences, and needs. We have evolved our recruiting process and job postings with an aim to eliminate bias and encourage a broader pool of applicants, and we are making notable strides in our diversity hires across all levels of the company.

I am proud, excited, and committed to leaning into the work and continuing to learn at 3Q, and I am grateful for the opportunity to help lead others in this important journey.

Laura Rodnitzky

Our DEIB Strategic Goals.

Our three-year roadmap is aligned with our vision and values, and serves as our strategic guide along our Diversity, Equity, Inclusion, and Belonging journey.



Our DEIB Mission Statement

To us, Diversity, Equity, Inclusion, and Belonging (DEIB) is more than a program. It’s part of our foundational beliefs—which is why we’ve created a culture where employees across all levels, locations, and backgrounds can bring their whole selves to work each day and feel they belong. We leverage our differences to push the limits of innovation, forge stronger relationships, and make an impact on our teams, our clients, and our communities.

Our DEIB Pillars and How We Measure Success.



Evolving Our Talent Practices

- Establishing equitable recruiting/processes
- Establishing strategic partnerships to proactively pipeline diverse talent
- Building 2022 corporate-wide internship program
- Enhancing employer branding

Metrics

- Build diverse recruiting quarterly reports
- Benchmark diversity recruiting outcomes across gender, race/ethnicity, sexual orientation
- Establish 2022 diversity hiring targets



Advancing Our Culture

- Inception of DEIB Committees
- DEIB tracking, monitoring, and accountability
- Measuring access and accessibility (mentorship programs, learning opportunities, leadership development programs)

Metrics

- Develop & release annual DEIB Impact Report
- Employee Voice Survey
- Develop DEIB organizational scorecard (hiring, retention, promotion etc.)
- Establish 2022 DEIB performance metrics



Being Recognized as a DEIB Change Agent Across Our Communities & Industries

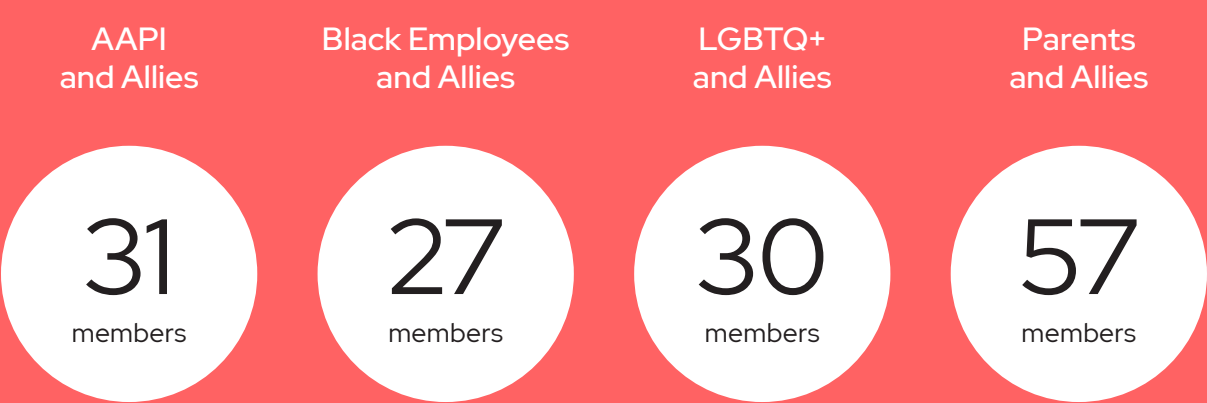
- Demonstrating our commitment to DEIB through external marketing to attract applicants, clients, vendors, and partners who share our values
- Increased involvement in our local communities
- CEO & ELT DEIB pledges & organizational commitments

Metrics

- Employee Voice Survey scores by ELT Leader
- Develop Executive DEIB scorecard (hiring, retention, promotion, etc.)

We Launched Our First ERGs in 2021.

We accomplished a lot in 2021—one of our biggest achievements was launching four Employee Resource Groups (ERGs). In addition to the many 3Qers who are members of at least one of the ERGs, we’ve had great attendance from across 3Q for our ERG-sponsored events.



At 3Q Digital we believe that ERGs are core to our culture and our DEIB journey, so we compensate our ERG Chairs. Their commitments to their respective groups (and the ERG coalition as a whole), in addition to handling their daily work, should be rewarded. Each ERG Chair/Co-Chair has written a charter, they schedule fun and meaningful events, bring in speakers, set up healing and information sessions, and they serve as the pulse of their communities at 3Q Digital.

Here’s a bit more about our current ERGs...

The LGBTQ+ & Allies ERG.

The mission of 3Q Pride (3QP) is to educate the whole of the company, including both members of the LGBTQ+ community and allies, on LGBTQ+ issues. Through educational events, speaker series, employee support, and networking opportunities, we hope to create a more welcoming culture and inclusive spaces for LGBTQ+ members of our organization. Our Chief Client Officer, Stephanie Mace, is the executive sponsor for 3QP. We held the following LGBTQ+ events in 2021:

3Q Pride Month: Pronoun Use [🔗](#)

Katrina Kibben of Three Ears Media presented on the proper use of pronouns. They shared ways to be an ally, as well address pronouns in the workplace.

3Q Pride Month: SpeakOUT Town Hall [🔗](#)

Members of the LGBTQ+ community shared their stories and answered questions from 3Q regarding coming out, building community, and allyship.

LGBTQ+ Job Fair at the Center on Halsted [🔗](#)

3Q attended a job fair for members of the LGBTQ+ community. Unlike typical college recruiting job fairs, this was open to individuals of any seniority.

World AIDS Day Event

Speaker: Joe Arnold

Joe recounted his time volunteering for the San Diego AIDS Project during the height of the AIDS crisis. He shared the struggles of those affected by AIDS, the allies who helped along the way, and provided advice to future generations.

Additionally, a Holiday Resource Guide to help support the mental health of LGBTQ+ community members during the holidays, and a Resource Guide on Celebrating Pride Safely, were distributed to all 3Qers.

The Black Employees & Allies ERG.

The mission of BLA3Q is to foster professional development, networking, social, and leadership opportunities for Black employees and allies with a focus on recruitment, retention, and advancement of Black employees within this organization. It is also intended to create a safe space that allows our allies to learn, grow, and be part of advancing Black employees at 3Q. Our Chief Strategy Officer, Sam Huston, is the executive sponsor for BLA3Q. We held the following BLA3Q events in 2021:

Career Planning and Navigating Corporate America as a Minority

Speaker: Dr. Dezaree Pearson spoke to BLA3Q members about career goal setting and overcoming common barriers Black professionals face.

Black by Popular Demand

A trivia game hosted by BLA3Q Co-Chairs where participants learned about little-known Black history facts.

Microaggressions Town Hall

Speaker: Dr. Tammy Hodo discussed understanding microaggressions in the workplace and how to identify and overcome them.

The AAPI & Allies ERG.

The mission of the AAPI ERG is to bring a strong community and identity to the AAPI community at 3Q. Our Chief Revenue Officer, Ellen Corrigan, is the executive sponsor for the AAPI ERG. Some key events in 2021:

Liberty in North Korea (LiNK)

Speakers: CEO, Hannah Song and Seohyun Lee

Liberty in North Korea is an international NGO working with the North Korean people as they achieve their liberty. LiNK helps North Korean refugees escape through a 3,000-mile secret rescue route and empowers North Koreans who have reached freedom to be changemakers, advocates, and leaders on this issue.

The AAPI Experience

Speaker: Eunice Kwon, LSW from Radical Healing Center

Eunice presented a Town Hall on the Asian American and Pacific Islander experience and healing from recent violence against members of the AAPI community.

The Parents & Allies ERG.

The Parent’s Club exists to help 3Q parents thrive (not survive) at work and beyond by building a stronger sense of community among 3Q parents, creating working-parent development opportunities, and building greater awareness throughout 3Q around the strengths and challenges of being a working parent. Our Chief Financial Officer, Shane Kern, is the executive sponsor for the Parents Club. Some events in 2021 included:

Working Parent Guilt

Working parents have a lot to juggle, and many parents have a tendency to feel as though they are constantly failing or dropping the ball (as either a parent, a professional, or both). During this meeting, 3Q parents rallied together to support one another and share strategies and anecdotes to reduce this guilt and anxiety.

The Importance of Prioritizing Self-Care

Time is scarce for working parents, and oftentimes working parents will put their own health and well-being on the back-burner to deal with other priorities. During this meeting, parents discussed how they use 3Q’s flex time to make self-care more attainable when life is hectic.

Avoiding Burnout During the Holiday Season

The busyness of the holiday season puts even more work on a parent’s plate. In this meeting, 3Q parents discussed how they keep their sanity during the holiday season, shared tips to avoid burnout, and shared ideas for keeping kids occupied during winter break.

Challenges of Parenting During COVID

Many 3Q parents are dealing with frequent school closures as COVID rates are rising during the winter. In this meeting, parents openly shared ways that their fellow colleagues have stepped up to support them, and they spoke about additional needs that they have during this challenging time.

Two Company-Wide Fun Events

During Q4, children of 3Q parents were invited to enter into 3Q’s Halloween Costume Contest and children were also invited to attend 3Q’s Magic Show.

Here’s an example of the impact our ERGs can make; not only in work life, but in a person’s whole life. This is a testimonial from one of our BLA3Q ERG members, who happens to be an ally:

Since I’ve joined BLA3Q there has been an immediate sense of togetherness, openness, and hunger to make a change in the workplace and in our personal lives. I originally joined to continually stay educated and aware of the injustices that are still being committed against the members of our Black community. The team has done nothing but help me drive towards this personal goal with a unifying presence of open-minded conversation and ideas. Speaking for myself, I feel incredibly comfortable sharing any thoughts or potential rash questions I may have as I know everyone in BLA3Q will be receptive to me and my opinions or ideas. I feel the exact opposite of alienated with this group. Outside of free conversation and discussion, I feel like this team does an amazing job of outlining goals and bringing in third party thought leaders, which has only added to our cohesion as a group.

I love my involvement with the BLA3Q ERG and in addition to continuing along my goals to remain in the know about social issues.



Our Learning Journey in 2021.

Diversity, equity, inclusion, and belonging can only be achieved by listening first. We must listen to the lived experiences of others and acknowledge those differences. And we don't shy away from the tough topics—we are invested in speaking out and taking a stand on social justice issues. As a company, we will not be silent.

In 2020 and 2021, we invited Venn Diagram Partners to facilitate live learning Town Halls for all employees to share the history of systemic racism against Blacks in America, experiences of racial injustice, navigating across differences, and practicing allyship. Eunice Kwon, LSW from Radical Healing Center, presented a Town Hall on the Asian American and Pacific Islander experience and healing from recent violence against members of the AAPI community. In addition to open Town Halls, we held “office hours” and break out sessions for smaller and more intimate group discussions around ways that we, as a company and as people, can operationalize antiracism. We had a stirring presentation by Rita Rubenstein, a Holocaust survivor, hosted by the U.S. Holocaust Memorial Museum, and we held a special closed session for Jewish employees and allies presented by Rabbi Corey Helfand from Peninsula Sinai Congregation in Foster City, California.

And the learning never stops. 3Q Digital is proud to partner with [Paradigm](#) to advance and mature our collective skills in DEIB. In addition to Inclusive Leadership training attended by all of our executives, Paradigm also provided employee training on belonging and psychological safety at work. Topics included how to address and solve microaggressions, support underrepresented colleagues, face challenges head on, and how to navigate being a new employee.

Specifically, our Executive Leadership Team spent time building their awareness and competencies to:

- Discuss the evolving DEIB landscape and how leading organizations are navigating it.
- Measure the business case for DEIB and how it relates to our organization's competitiveness within our industry.
- Lead inclusively and champion DEIB values across our organization.
- Utilize actionable strategies to foster inclusion in commonly occurring challenging situations.
- Develop systems for holding teams accountable for contributing towards an inclusive culture.

Our Talent Acquisition Team and Hiring Managers learned:

- What unconscious bias is and how it affects the hiring process.
- The importance of mitigating and managing bias throughout the hiring process, and the ability for each recruiter and hiring manager to uncover and mitigate their own blind spots.
- The importance of creating an inclusive candidate experience.

And we're just getting started! DEIB is a cornerstone principle of 3Q Digital and we will continue to provide training, learning, and sharing experiences for all employees.



Our Investment in Community.

Each quarter, the company makes charitable donations to organizations that align with our Core Values and our commitment to DEIB. In 2021, we donated to the following organizations:

[LiNK \(Liberty in North Korea\)](#): 3Qers donated and the company matched employee-raised funds. In addition, David Rodnitzky, Founder donated and David and Sam Huston, Chief Strategy Officer facilitated an additional donation from Marin Software on behalf of 3Q.

[The Trevor Project](#): In honor of Joe Arnold, who spoke to 3Q about his work with the San Diego AIDS Project during the early days of the AIDS pandemic.

[Lambda Legal](#): In honor of Greg Erickson, People Insights Manager, who donated half of his Be Inclusive Core Value Award.

[IRONMAN Foundation](#): The organization’s Race for Change initiative has a mission to improve equity for IRONMAN athletes in the sport and in the communities where they train and race. 3Q Digital’s donation is also in support of 3Qer Sean Brennan, Account Lead, who completed his first IRONMAN in November!

[Moms Rising](#) is working for paid family leave, earned sick days, affordable childcare, and for an end to the wage and hiring discrimination which penalizes so many mothers. 3Q’s donation to Moms Rising was on behalf of the Parents ERG.

[UNCF’s](#) North Star is to increase the total annual number of African American college graduates by focusing on activities that ensure more students are college-ready, enroll in college, and persist to graduation.



[US Holocaust Memorial Museum](#): In honor of our 3Q View speaker (Rita Lifschitz Rubinstein).

[Stop AAPI Hate](#), a leading aggregator of anti-Asian hate incidents and an advocate for local, state, and national policies that reinforces human rights and civil rights protections.

[Asian American Legal Defense and Education Fund \(AALDEF\)](#), an organization that provides legal resources, litigates cases that have major impacts on the Asian American community, educates about AAPI rights, and trains students in public interest law.



[National Asian Pacific American Women’s Forum \(NAPAWF\)](#), an organization that elevates AAPI women and girls to impact policy and drive systemic change in the United States.



[The Brady Campaign to Prevent Gun Violence](#), which is committed to combating crime, guns, fighting for justice, and promoting public health and safety.



In addition to donations, we took the following steps to make 3Q Digital more inclusive for all!

- Our website is ADA compliant and we routinely run audits and make improvements to keep our site accessible to differently-abled users.
- Our People team produced an [Inclusive Meetings Guide](#) and trained the company on how to make meetings more inclusive.
- We continue to offer opportunities for safe conversations and listening allyship.
- We work with clients who are aligned with our commitment to DEIB. In fact, our 3QP ERG helped a client ensure that their media was safe for LGBTQ+ consumers.
- We advocate for the use of personal pronouns in our email signatures and Zoom names.
- We devised a crisis management plan to rapidly address social justice events that may impact 3Qers.
- We were the first digital marketing agency to partner with United Negro College Fund (UNCF) to recruit diverse candidates.
- We began an internship program, bringing in a more diverse group of early career professionals.

3Q By The Numbers.

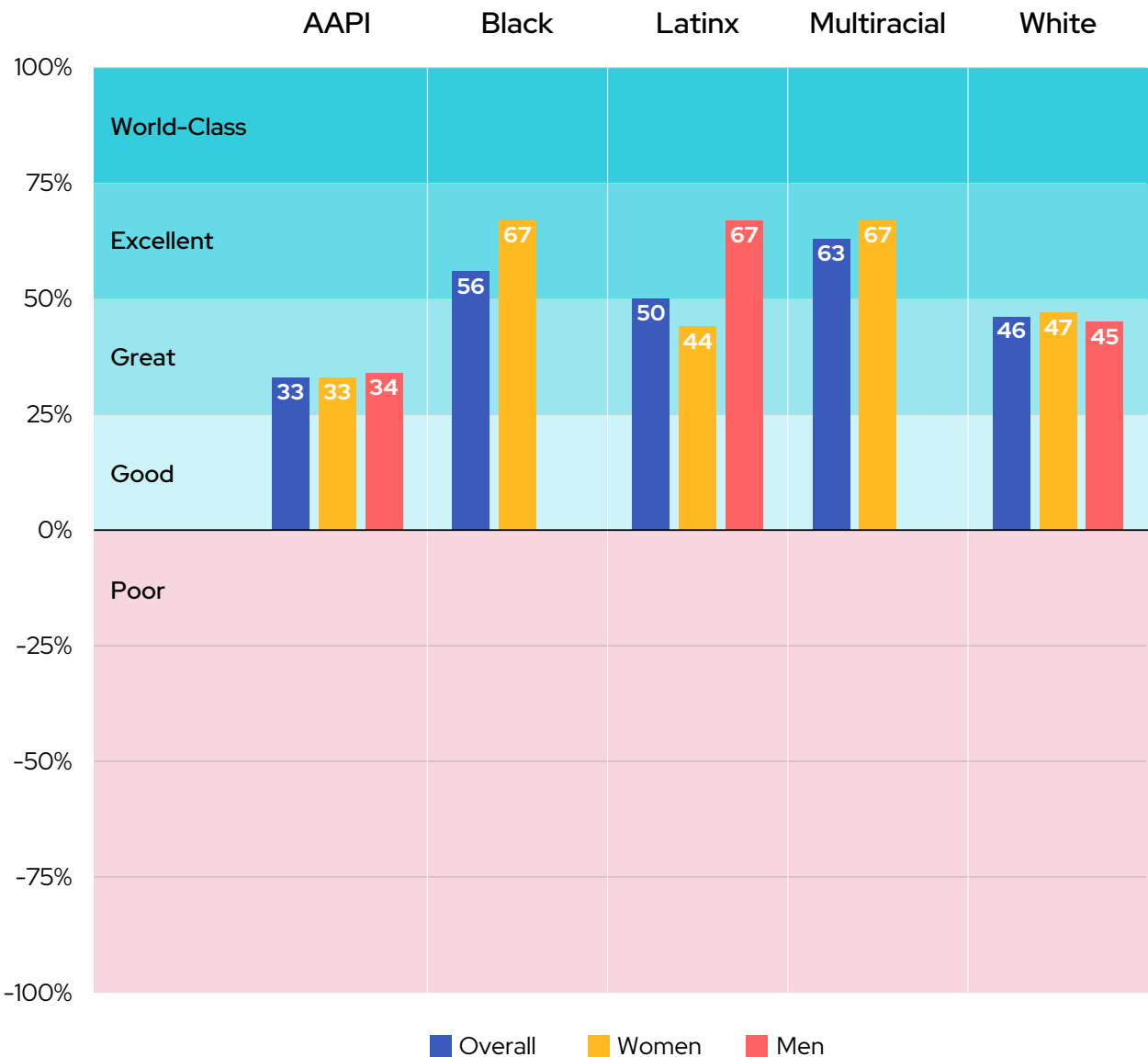
Employee Satisfaction, New Hires by Gender and Race, and All Employees by Gender and Race.

Our eNPS survey measures employee satisfaction and our scores rival those on Relationwise's list of top 10 companies in their most recent report.

The employee net promoter score questions ask employees to rate how likely it is they would recommend the organization as a place to work. The second is an open-ended question asking why they chose the rating they did. The percentage of scores of six or below are then subtracted from the percentage of scores at nine or ten, and the final number represents the organization's Employer Net Promoter Score. eNPS scores can range from +100 to -100.

We're excited to see the number of satisfied employees of color feeling proud to be a 3Qer!

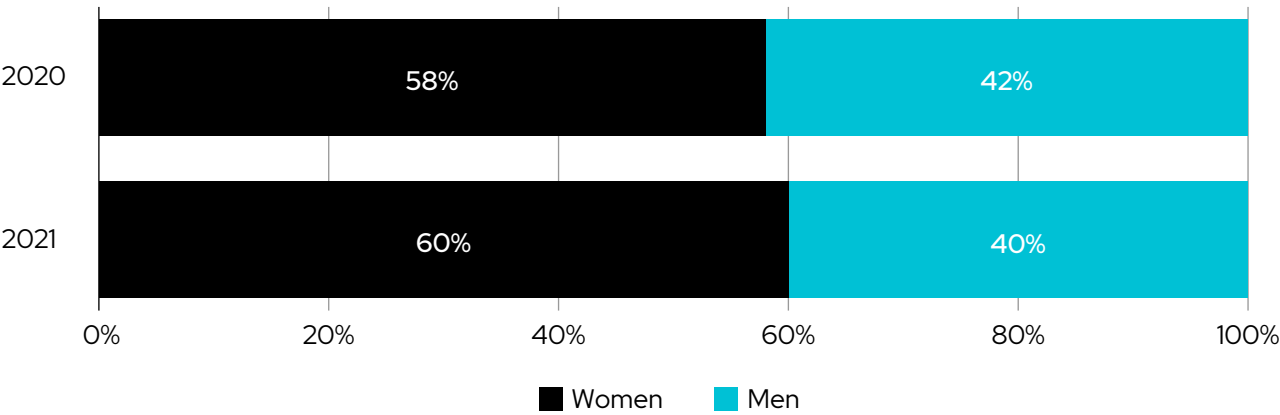
Employee Satisfaction



In 2021 we dedicated ourselves to transparency around our employee demographics and efforts to ensure that our company is representative of our community. The following graphs explain our current company makeup by gender and race for new employees and all employees .

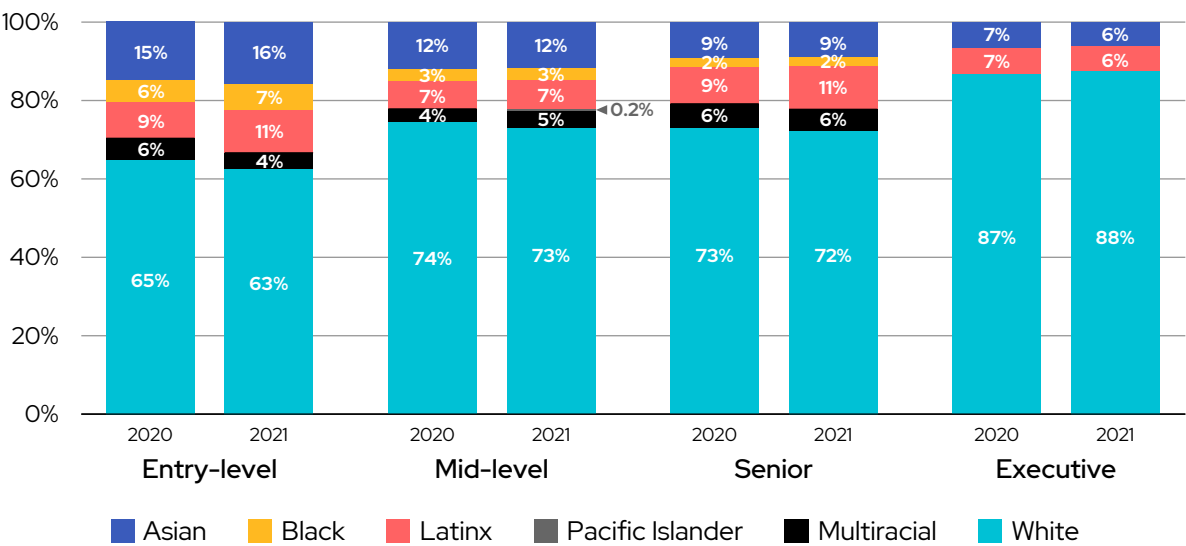
New Hires by Gender

In 2021, we hired more women than men, at all levels of the organization.

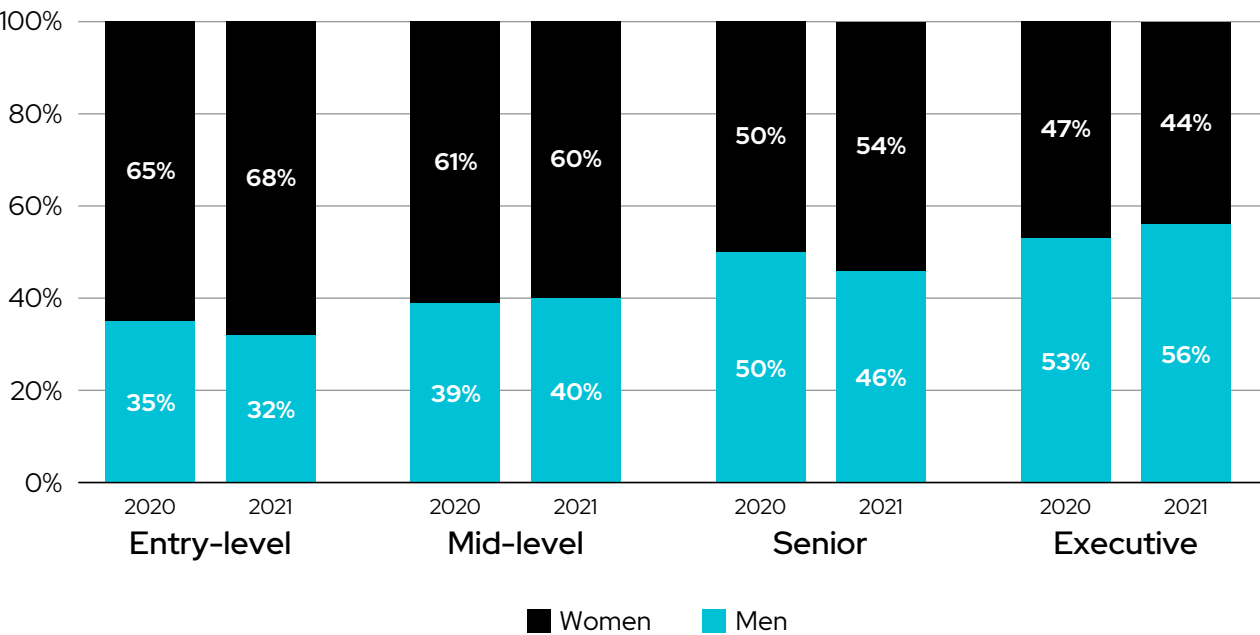


New Hires by Race

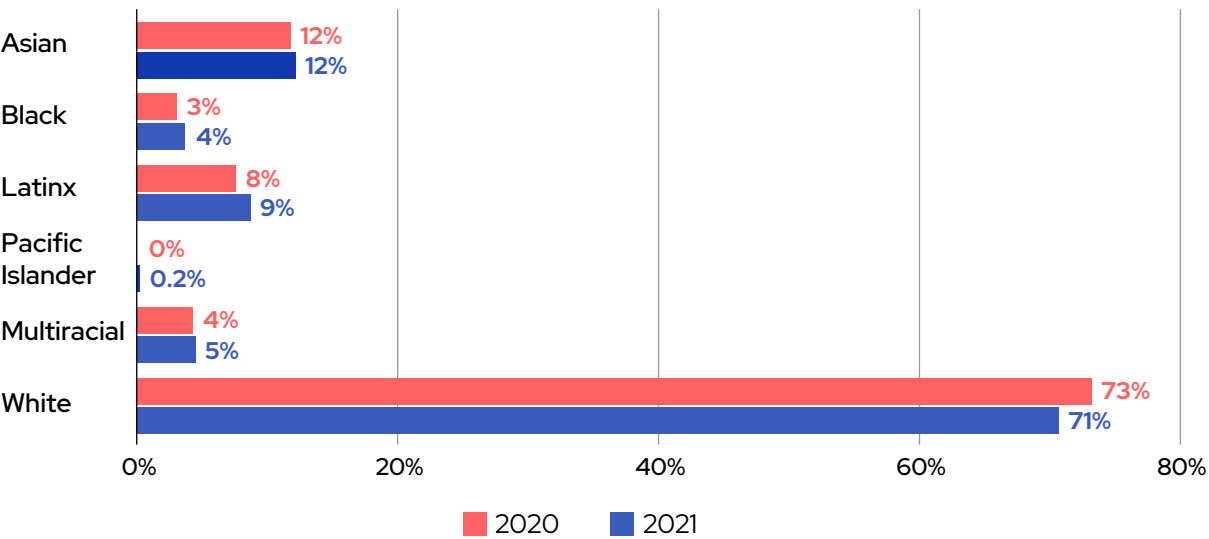
In 2021, we hired more Asian, Latinx, and Black 3Qers at entry level; more multiracial and Pacific Islander 3Qers at the mid level; and more Latinx 3Qers at the senior level.



All Employees by Gender



All Employees by Race



When it comes to hiring, we’re holding ourselves accountable! While the number of 3Qers identifying in marginalized communities is growing, we still have work to do. One of our bright spots is our equity as it relates to compensation and promotions. After monitoring our performance reviews for instances of bias, we found that there was less than a 5% difference in performance score averages for race/ethnicity and gender, with marginalized communities actually making up the highest-scoring groups.

The “B” in DEIB.

While many companies invest heavily in DE&I, 3Q Digital believes that the penultimate proof of success is in “Belonging.” Diversity and equity will elevate inclusion—welcoming others into the fold and making a way to share the best parts of our culture.

Once inclusion is activated, the real test comes when everyone feels a sense of belonging—when employees feel the freedom to fully express themselves and bring their whole selves to work.

It’s when someone is comfortable sharing their pronouns as “they/their.”

It’s when a Black colleague stops code switching or wears a natural afro.

It’s when a differently-abled employee asks a presenter to increase the viewing size of their screen so that they can properly see a presentation.

Belonging is the full representation of psychological safety in the workplace—and 3Q Digital has it.



Goals for 2022.

While 2021 was a great year for DEIB at 3Q Digital, we have more to do in 2022. Our DEIB Roadmap will be in its second year, and we will see a maturity of our progress and our ERGs. In addition, we pledge to publish a DEIB report annually to keep our company and our employees accountable—DEIB belongs to ALL 3Qers.

- We'll be working to increase representation across our leadership group and will be recruiting early career professionals from HBCUs and LGBTQ+ career fairs.
- In future reports, we hope to share our data around veteran status, sexual identity, neurodiversity, and 3Qers who identify as differently-abled.
- We will continue to lean into reducing bias in the workplace, in meetings, and in recruiting.
- Our ERGs will offer more events, speakers, and celebrations for all diversity dimensions and intersectionalities.

And finally, we will continue to drive belonging at 3Q Digital, where 3Qers come to work safe, included, and empowered to do their best work every day.



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