



CULTURE IN Motion

DIVERSITY, EQUITY, INCLUSION, AND
BELONGING PROGRESS REPORT

HOTWIRE



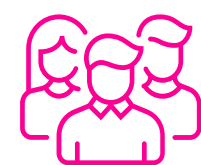


Diversity, Equity, Inclusion, and Belonging

At Hotwire, our commitment to **Diversity, Equity, Inclusion, and Belonging** (DEIB) is about more than intention; it's about accountability, visibility, and progress. We believe DEIB is not an initiative, but a core value reflected in the way we work, support one another, and engage with the world. As we reflect on FY25, we recognize the challenges and wins that shape our path forward. This report outlines the programs, partnerships, and actions we've taken to advance DEIB—and how we're growing through it, together.

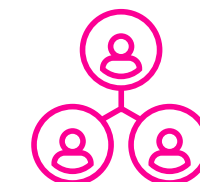
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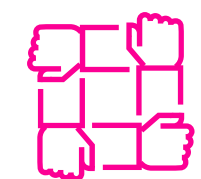
Diversity

Who we are. The unique blend of characteristics, identities, and lived experiences that shape how we show up in the world and at work. Every individual brings value through their distinct perspective.



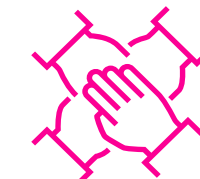
Equity

A commitment to fairness by recognizing that people have different needs and experiences. Equity means providing tailored support, opportunities, and resources so everyone has what they need to thrive.



Inclusion

A culture where all voices are not only welcomed but valued. Inclusion ensures everyone can participate fully, contribute meaningfully, and feel respected in doing so.



Belonging

The outcome of an inclusive environment where people have a sense of being seen, heard, and valued. Belonging is when people feel safe to be their authentic selves and know they matter.

A letter from our Chief People Officer

In a time when many organizations are pulling back from DEI initiatives, our commitment at Hotwire and ROI·DNA remains steadfast. For us, Diversity, Equity, Inclusion, and Belonging (DEIB) isn't a program, it's a way of being. It shows up in how we treat each other, how we collaborate, how we learn from one another, and how we show up for our clients and communities.

DEIB is about more than metrics or checkboxes. It's about doing what's right for our people and for our business. We're continuing to learn what it truly means to build a workplace where success is defined not just by outcomes, but by how supported, valued, and included our people feel. Belonging, equity, and inclusion are essential to how we create impact both for our team and for the clients we serve.

This report includes insights from our recent internal survey, and we're proud to share that the majority of our team feels a strong sense of belonging and believes they can show up authentically at Hotwire. This highlights the progress we've made, and that's something to celebrate.

At the same time, we recognize there's still work to do. Awareness of our inclusion goals and the experience of inclusion in day-to-day work must be consistent across our global teams. We are committed to closing these gaps with intention, humility, and action.

Thank you for being on this journey with us. DEIB is a collective effort—and it's one we'll never stop investing in.



Stephanie Pastorelli
Chief People Officer

CURRENT STATE IN FY25:

DEIB progress & impact

Each year, we listen closely to our teams through our Diversity, Equity, Inclusion, and Belonging (DEIB) and Engagement surveys. These surveys give us an honest view of how our people experience our culture, where we're succeeding and where we need to improve.

In FY25, we were proud to include ROI·DNA in our DEIB survey for the first time, bringing our Hotwire and ROI·DNA teams into one shared conversation about belonging and inclusion. The feedback we received is more than data, it's a roadmap. It informs the actions we take to strengthen our DEIB strategy, reinforces leadership accountability, and shapes the training and initiatives that help every employee feel valued, supported, and able to thrive.

● Hotwire employees ● ROI·DNA employees

Highlights

BELONGING & EMPLOYEE EXPERIENCE

Strong sense of belonging

71% / 75%

Feel they belong here

Inclusion regardless of identity

89% / 100%

Feel included, no matter their background or identity

Authenticity at work

78% / 78%

Feel confident showing up as their authentic selves

Willingness to share

79% / 75%

Feel comfortable sharing their social and cultural backgrounds

SUPPORT & WELLBEING

Mental health support

70% / 70%

Feel supported when experiencing mental health challenges

Clear pathways for help

88% / 86%

Know where to go for help if they experience harassment or unwanted behavior

Opportunities for Growth

LEADERSHIP DIVERSITY & COMMITMENT

Representation gap

40% / 46%

Are satisfied with the diversity of senior leaders

Perception of leadership commitment

43% / 37%

Believe senior leaders are strongly committed to improving diversity and inclusion

While our culture is inclusive, greater representation and visible leadership commitment are key to building trust. Next year, we'll focus on diversifying senior roles, embedding inclusive leadership in performance goals, and ensuring leaders champion DEIB.



Cultivating a culture of belonging

Cultivating growth from within

At Hotwire, we believe that internal development is key to building a genuine sense of belonging and purpose. In FY25, we introduced a range of initiatives designed to inspire curiosity, encourage self-reflection, and push us beyond our comfort zones. These programs weren't just about professional growth, they were about exploring how we show up in the world and for each other. By investing in our people, we are nurturing progress that will shape both individual journeys and our shared future.



"We foster DEIB values by prioritizing mental health, flexible collaboration, and everyday wellness. We empower our team to thrive, belong, and bring their whole selves to work."

— **Megan Hall**, People & Culture Generalist, Hotwire

Supporting Mental Health and Wellness at Hotwire & ROI·DNA

Supporting mental health and wellness is a priority that spans our global teams. Over the past year, employees across multiple regions earned Mental Health First Aid certification, equipping them to recognize and respond to signs of mental health challenges and substance use with confidence and care.

This foundational training is just the beginning of our comprehensive approach to well-being. We have developed ongoing resources to deepen education and engagement throughout our teams, and we continue to expand access to mental health support worldwide.

OUR ONGOING INITIATIVES INCLUDE:

Mental Health Awareness Activities

like expert-led panels, internal communications, and team-building events designed to reduce stigma and foster empathy.

Meeting-Free Focus Time

to support deep work, reflection, and mental clarity.

Comprehensive Medical and Employee Benefits

that include mental health coverage tailored to the needs of each region.

Mental Health Days

that empower team members to take the time they need for rest and recovery.

We're proud of the participation and passion our teams have shown and remain committed to evolving our wellness programs to meet the needs of our people, wherever they are.

| Empowered Societies

Our U.S. employees actively participate in Empowered Societies that drive DEIB goals forward. Through these groups, we bring DEIB to life with initiatives like Pride Month celebrations, Black History Month programming, Juneteenth observances, and ongoing allyship education. Together, they foster connection, awareness, and lasting cultural change across our organization.

THESE GROUPS MEET REGULARLY AND INCLUDE:

Allies in Action

Asian American & Pacific Islander

Black & African American

Hispanic & LatinX

LGBTQIA+

Mental Health & Disabilities



| Unconscious Bias and Respect at Work Training

At Hotwire and ROI:DNA, we recognize that true inclusion begins with awareness. That's why we have reimagined our traditional instructor-led "Unconscious Bias" training into a dynamic, web-based module called **Beat the Bias**. This course invites employees across all levels to explore how unconscious biases take root in the brain and equips them with practical tools to challenge and counteract these biases in everyday decisions. By fostering this deeper understanding, Beat the Bias advances equity throughout the organization and sparks meaningful change.

Equally essential is our unwavering commitment to respectful collaboration. Our mandatory **Respect at Work** training underscores this priority, reflecting our dedication to fostering transparent, inclusive, and compassionate workplaces. Developed in partnership with our global People and Culture team, the program equips employees with foundational tools to embrace diversity and engage in clear, respectful communication.

Together, these learning experiences lay the foundation for a workplace culture where everyone feels safe, valued, and empowered to bring their full selves to work.

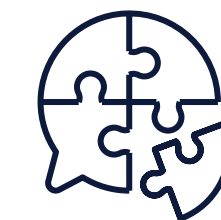




Internal DEIB Communication

In addition to resources shared via email and on Hotwire's internal channels, the Slack #unity channel provides a shared space for team members to connect and share how they engage with Hotwire employees and their communities. ROI·DNA was added to this Slack channel to share contributions and highlights from both businesses.

CONTRIBUTIONS INCLUDE:



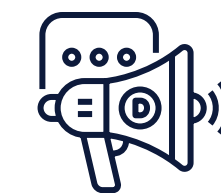
Connect with Colleagues

Sharing personal and professional milestones, creating a sense of community.



Celebrate Special Occasions

Highlighting birthdays, anniversaries, achievements, and other important events.



Share Cultural Significance

Posting about days or months of cultural significance, raising awareness and fostering inclusivity.



Curate Content

DEIB, Empower Society, or Culture Committee members, along with employees from different countries, contribute to the channel, ensuring a diverse range of content is shared throughout the year.

Developing inclusive leaders

From learning to leading

We're cultivating leaders who champion equity, inclusion, and belonging at every level. Through expanded learning opportunities, values-driven leadership training, and pathways for emerging talent, we're equipping individuals to lead authentically, inspire diverse teams, and shape a more representative industry, ensuring our future is as inclusive as our vision.



Global Learning & Development

In FY25, we expanded our L&D program to deepen global connection, support role-specific development, and promote inclusive collaboration across Hotwire and ROI-DNA. Designed to meet a range of learning styles, the program now includes new modules on cultural fluency, microaggressions, and inclusive leadership—equipping our teams with the tools to grow both professionally and interpersonally. By investing in how we learn and lead together, L&D continues to strengthen our shared culture and global impact.



Pathways Internship and Account Coordinator Career Development Program

The Pathways Program, formerly known as Hotwire Connects, embodies Hotwire's deepening commitment to career development. It goes beyond traditional client services tasks to include learning and development in Public Relations, Marketing, and Operations, creating clear and structured career pathways for emerging talent.

This program is a meaningful step toward increasing access and representation for students from historically marginalized communities. It equips participants with the essential skills and knowledge to thrive in the communications industry while ensuring their voices help shape the future of Public Relations.

Through this initiative, Hotwire demonstrates a proactive dedication to advancing diversity, equity, and inclusion, reinforcing its commitment to building a more representative and equitable industry.



Take Flight: An Inclusive Career Communications Experience

Take Flight, formerly the Twin Cities BIPOC Career Explorer Program, is an externship designed for college students exploring marketing and communications careers in the Twin Cities. Our goal is to cultivate a diverse and vibrant workforce that reflects the broad range of interests, backgrounds, perspectives, and lived experiences shaping our country.



Building regional & global impact

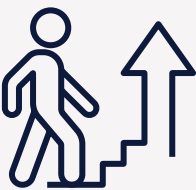
Driving inclusion across borders

Across the UK, Australia, and Asia, our teams are advancing DEIB through initiatives that honor local culture while driving global progress. From championing age diversity and celebrating neurodiverse voices, to strengthening reconciliation with First Nations communities and fostering belonging in multicultural teams, these efforts create meaningful connections that span borders—shaping a more inclusive and equitable Hotwire worldwide.

DEIB in Action: UK Working Group Highlights

Hotwire's DEIB Working Group in the UK continues to foster belonging and advocate for inclusive practices across the business. The group meets monthly to advance our three-year DEIB strategy and help embed a culture of connection and representation.

IN THE PAST YEAR, THE UK TEAM HAS DELIVERED A RANGE OF IMPACTFUL INITIATIVES:



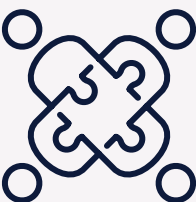
Challenging Ageism

Hosted an Ageism in PR panel in partnership with PR Mums and PRCA London, welcoming external professionals into the office and showcasing Hotwire's inclusive culture.



Celebrating Neurodiversity

Invited award-winning entrepreneur, international speaker, and neurodiversity advocate J Grange to speak during Neurodiversity Celebration Week 2025, where he shared his lived experience and sparked meaningful conversation.



Honoring Cultural Diversity

Marked World Day for Cultural Diversity with a lunchtime playlist and created a multilingual PR dictionary, translating key phrases into the languages spoken in our office



Elevating Pride Month

Shared educational content, curated a Pride playlist, and held a clothing drive benefiting an LGBTQ+ charity.

Through creativity and consistency, the UK team is helping make DEIB a lived value across Hotwire.



"I feel passionately about DEIB and have been so excited to work at a company that celebrates people from all walks of life. I would go so far as to say that creating space for meaningful conversations around DEIB has been one of the most rewarding parts of my role at Hotwire. Whether it's spotlighting neurodiversity, challenging ageism, or celebrating Pride, every initiative we've undertaken has been chosen to reflect the richness of lived experiences across our UK team. From our Women in PR panel to our cultural phrasebook for World Day for Cultural Diversity, these moments have offered us all opportunities learn, and build a more inclusive culture together. And DEIB doesn't need to be a big events, it's about the small things we do everyday that help make sure everyone feels seen, heard, and valued."

Charlotte Bass, Associate Director, Hotwire





Fostering Belonging and Retention in Asia

Our Asia offices are home to a culturally diverse team representing six nationalities and speaking 14 languages. With an average tenure of 5.8 years, strong employee retention reflects the team's deep engagement, loyalty, and inclusive culture. The team remains committed to aligning more closely with our global DEIB priorities, understanding that fostering belonging is key to sustained impact across regions.



Advancing Our RAP Commitment in Australia

Hotwire Australia proudly partners with Reconciliation Action Plans (RAP), a national initiative focused on delivering tangible benefits to Aboriginal and Torres Strait Islander peoples. RAP promotes economic equity and supports the self-determination of First Nations communities.

In FY25, Hotwire advanced to Innovate status. This milestone marks our transition from exploring reconciliation to actively implementing meaningful initiatives and building strong, respectful relationships with Aboriginal and Torres Strait Islander communities.

By participating in RAP, Hotwire joins more than 3,000 organizations working together to create meaningful change, impacting over 5 million Australians every day.



"This diversity is a strength, contributing to a broader perspective and deeper cultural understanding across our work."

Jaspreet Sidu, Operations Director, Hotwire





Giving back through purpose-led work

Hotwire Ignite Possibility Program (HIPP)

The Hotwire Ignite Possibility Program (HIPP) is our pro bono initiative offering brand marketing and public relations support to tech and tech-enabled organizations led by or serving underrepresented communities. Several of these Impact Driven Ventures have gone on to create standout moments after partnering with Hotwire.



Benetech earned a place on Forbes' Accessibility 100 list for its groundbreaking work in inclusive technology.



Full Circle Fund marked Affordable Housing Month with the launch of a large-scale Impact Fund to drive equity-focused investments.



Husmus secured support from both Google's Black Founders Fund and Innovate UK 7, advancing its mission to democratize renting.

We're proud to have played a small role in these organizations' journeys. While Hotwire may have been an early catalyst, their continued success is a testament to their innovation, resilience, and strategic leadership. It's inspiring to see what they have gone on to achieve and we are honored to have contributed, whether through hands-on support, collaboration, or simply creating space for momentum.

Operationalizing equity

Designing a workplace for all

From streamlining systems to enhancing benefits and fostering inclusive culture, we're translating our DEIB values into concrete policies and programs. By aligning processes, expanding equitable access to resources, and creating space for connection, we're building a unified foundation where every team member can thrive—no matter their role, location, or background.



Building a Unified People Platform

As part of our commitment to creating a more connected and supportive workplace, we began transitioning all Hotwire and ROI·DNA businesses onto Rippling. This centralized platform integrates HR, payroll, and benefits systems, enabling full-time, part-time, and contracted team members to access consistent tools and support across both brands.

The integration is ongoing with the goal of aligning global teams to the full suite of services currently available to Hotwire North America and ROI·DNA, including benefits tailored to each region.



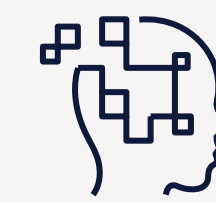
Financial Wellness

In the United States, we introduced a **new 401(k) plan**, moved to a **bi-weekly payroll schedule**, and launched **Flexible Time Off for senior leaders** to help them recharge throughout the year. We also enhanced our 401(k) offerings to ensure both Hotwire and ROI·DNA employees have access to competitive, tax-advantaged retirement options that promote financial wellness and support employee retention.



Healthcare Access

Looking ahead to FY26, our goal is to maintain current benefits while **expanding medical, dental, and vision coverage** across both brands in North America. This unified approach will help ensure all employees have equitable access to comprehensive healthcare while strengthening our position as an employer of choice worldwide.



Community and Well-Being

Additional Hotwire benefits include **Community Involvement Time Off, Cultural Celebration Days, Election and Voting Leave**, and a **monthly wellness stipend** that can be used toward gym memberships, fitness classes, and wellness app subscriptions.

By streamlining systems and aligning policies, we are creating a more consistent, collaborative, and inclusive employee experience across our combined teams.



| Wellness, Belonging, and Growth at ROI·DNA

The Culture and Development subcommittee at ROI·DNA curates activities designed to promote wellness, inclusion, and connection among employees.

The FY25 event schedule demonstrates a strong commitment to employee well-being, professional development, and fostering a culture of belonging. Each event is thoughtfully crafted to provide space for learning, celebration, and meaningful interaction.

THIS WORK INCLUDES:



Wellness

is supported through casual, restorative activities like **Fuel Up Fridays** and scavenger hunts, as well as themed sessions that encourage emotional well-being.



Diversity

is honored through programs tied to cultural observances like **Women's History Month** and **LGBTQ+ Pride Month**, helping to raise awareness and deepen appreciation for diverse identities and lived experiences.



Belonging

is nurtured through interactive and inclusive formats that encourage participation across teams and roles. Monthly discussions and **Inclusive Learning Sessions** provide regular opportunities for shared dialogue and connection.



“Our culture creates space to reset and recharge through connection with monthly book clubs, virtual games, wellness challenges, and Fuel Up Fridays fostering positivity and belonging.”

Chelsea Cromar, Associate Director, Project & Resource Management, ROI·DNA

| Employee Benefits and Wellness Initiatives

Hotwire offers a comprehensive benefits package designed to support the well-being and work-life balance of its employees. This includes **Community Involvement Time Off**, **Cultural Celebration Days**, and **Election and Voting Leave**, encouraging team members to engage actively with their communities and civic responsibilities.

Additionally, Hotwire provides a **monthly wellness stipend** that can be used for gym memberships, fitness classes, and wellness app subscriptions. Unique benefits such as a **travel stipend for out-of-state medical care** and a **lifetime family planning reimbursement** further demonstrate Hotwire's commitment to supporting employees' personal needs.

These offerings, combined with **flexible time off policies** and **mental health resources**, create an inclusive and supportive environment where employees can thrive both personally and professionally.



| Exercising Our Purpose

We know our DEIB efforts expand well beyond the walls of Hotwire. Whether this means sharing our knowledge as we network at events and gatherings or providing prospective candidates a look at what it looks like to work at a pre-eminent technology consultancy, with each initiative, Hotwire employees serve as an extension of our brand. They are encouraged to uphold and promote our core missions and values as they engage with the world around them.

Join us!

Together, we can.

We cannot achieve our goal of positive and lasting change in our industry alone. We invite everyone at Hotwire and all of our clients, partners, and peers to come on this journey with us. Please reach out to us with your ideas and feedback at info@hotwireglobal.com and stay in touch with us along the way.

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