

Diversity, Equity and Inclusion Report 2022

sparks & honey

An Open Manifesto for Open Business by sparks & honey.

This is Our Manifesto for Open Business. Being Open is transforming business outcomes and changing businesses for good. In the spirit of transparency, co-creation and collaboration, we are sharing it with you. It is yours to use, adapt and build upon, and share. We believe in being Open. Open to new ideas, new thinking, new imagining, new possibilities. **This is how we will build the future. Together.** We believe the future is not just about us. But about all of us. We believe in inclusiveness. And in business that stands for something bigger than profits. **We believe in bringing the future to the present.** And that the future requires collaboration to solve challenges big and small. We believe that in an always-on, fast-moving, connected world, it is business critical to let the outside in, and that in this age of exponential change, no one can do it alone. Our fortunes and futures are inextricably linked, and the time of secrecy, guardedness and closed doors is past. We believe that walls are for sharing, not shielding. We believe in open source and co-creation. And that ideas can evolve and make quantum leaps when they are shared and freed and built upon. We believe in being open to the outside world, because that is where the most fascinating and curious minds exist, and they can challenge us and inspire us and help us on our journey. **We believe in business where people take ownership, where people bring themselves to work with all their humanity, diversity and passions, free of judgement, and are valued and rewarded for their candor, for their eclectic, exhilarating, unpredictable ideas, abilities and viewpoints.** We believe that our actions build upon each other, adding layers of knowledge and experience, and in doing so they bring us together as one in an amazing journey to open minds and create new possibilities. We believe being open is a journey. And a journey can start from anywhere and take many paths. But it always begins with just one step. This is our Open Manifesto for Open Business. We believe that Open Business will change business for good. For the better. And forever. **So this Open Manifesto is not just ours, it's yours. To build upon and to share again.**

Diversity at sparks & honey - Our Commitments & Goals

1

We are committed to being an anti-racist organization. We will report on our progress with no less rigor than our financial reporting.

2

As part of our regular calibration of our Diversity OS, we will conduct a **Quarterly DE&I survey** to help shape our goals and initiatives from the ground up.

3

Lifelong Learning: We are conducting company-wide training to support our DE&I efforts. It isn't enough to have a visibly diverse workforce, it requires continuous improvements and ongoing education. We'll start with two critical topics on Building a Shared Vocabulary and The Interconnectedness of Systemic Racial Inequities and Our Biases.

4

Recruiting Black Employees: Over the next 12-months, we will focus on hiring and retaining Black employees, and increasing the number of Black high school and college students in our internship program. We have 14% Black employees at sparks & honey and we have set a goal for a minimum of 20% Black employees by September 2021.

5

Expanding Our Commitment to LGBTQ+ Employees and Initiatives: We want to maintain, and grow, our LGBTQ+ numbers at all levels from our summer interns to our executives. Today, 14% of our employees are LGBTQ+. We have set a goal for a minimum of 20% LGBTQ+ employees, with a particular focus on trans and gender non-conforming employees by September 2021.

6

Partnerships and Collaboration: We will continue our DE&I commitment beyond our walls, including strategic partnerships and collaborations that bring critical thinking and solutions through Daily Culture Briefings, an ADCOLOR Briefing Series and a new body of work, the Disrupting Hate Initiative.

7

Re-examining What We Honor/ Recognize: We are actively conducting a review of the company-wide calendar and celebrations with a planned relaunch for 2021.

8

Committing to Age Diversity in Our Talent Pipeline: We have set a goal to expand to a minimum of 50% diversity in our summer internship program and also reboot our Cultural Apprentice program, which brings in apprentices with more than 30 years of experience.

9

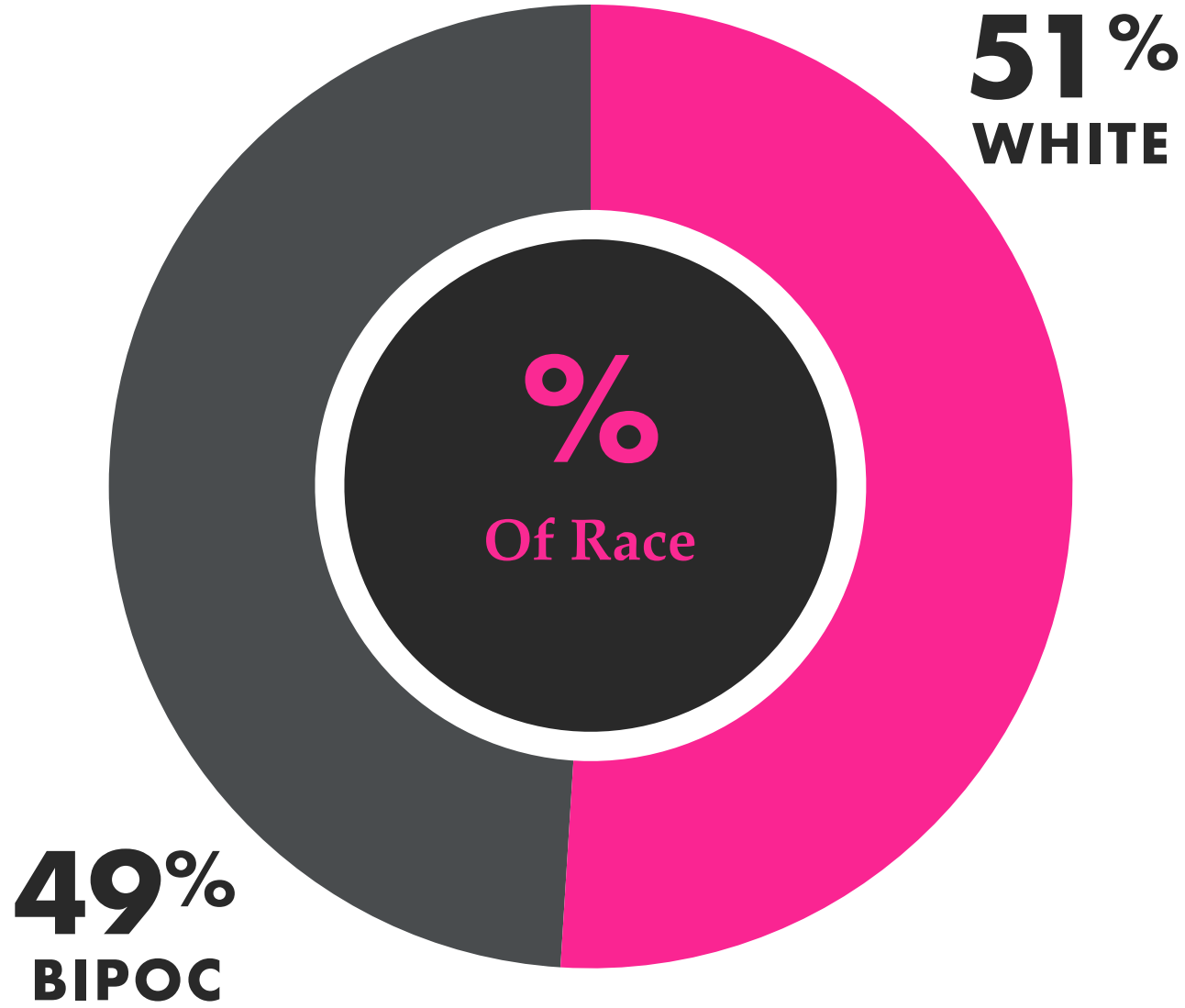
Be On Record with Our Clients About Our Commitment to Diversity: Outline our Diversity OS commitment in every proposal and scope that goes to our clients. We will make our diversity POV core to the way we engage with clients.

10

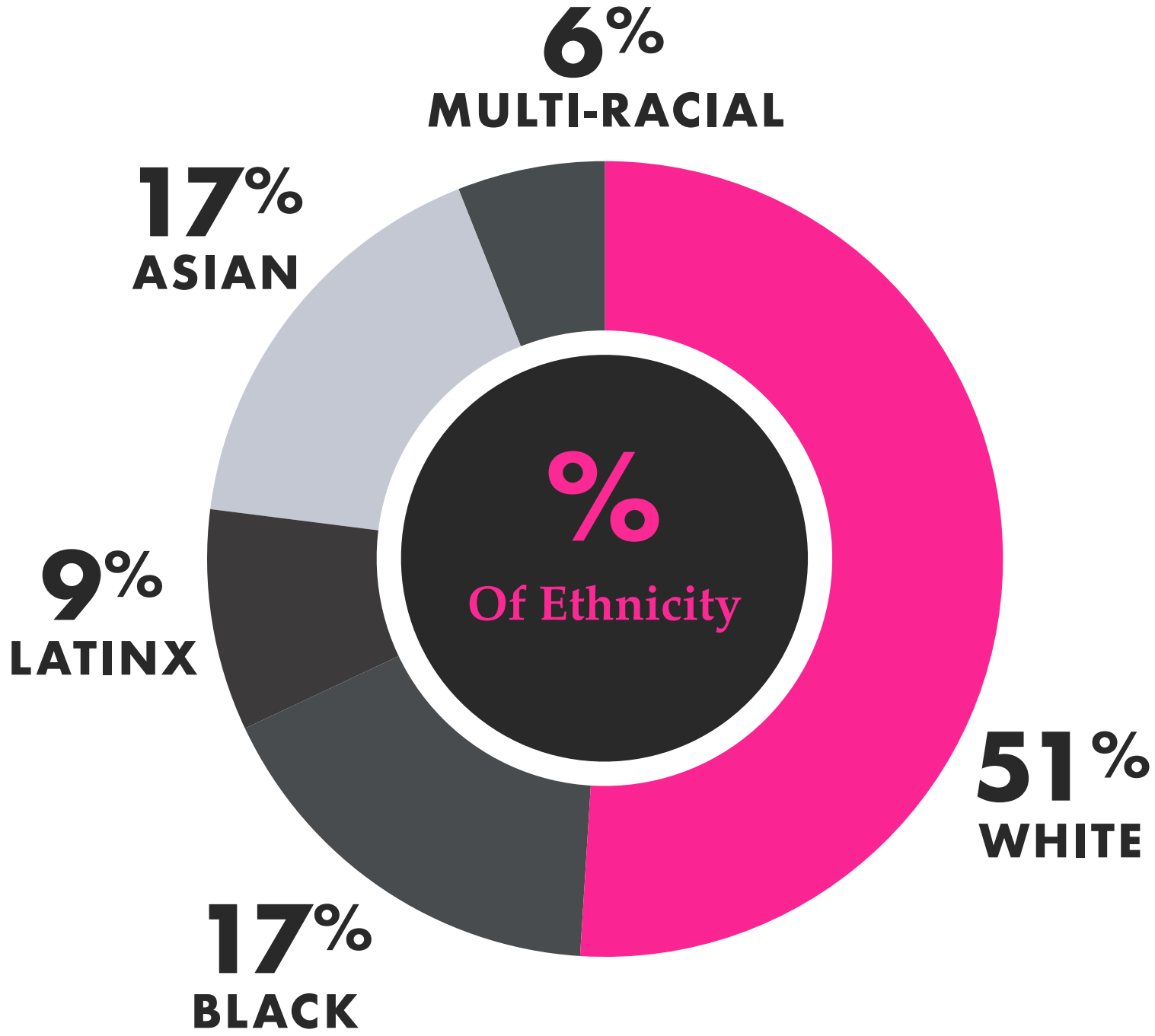
Use our platform to shape programs and efforts across our holding company and industry.

Race, Ethnicity & Gender Diversity

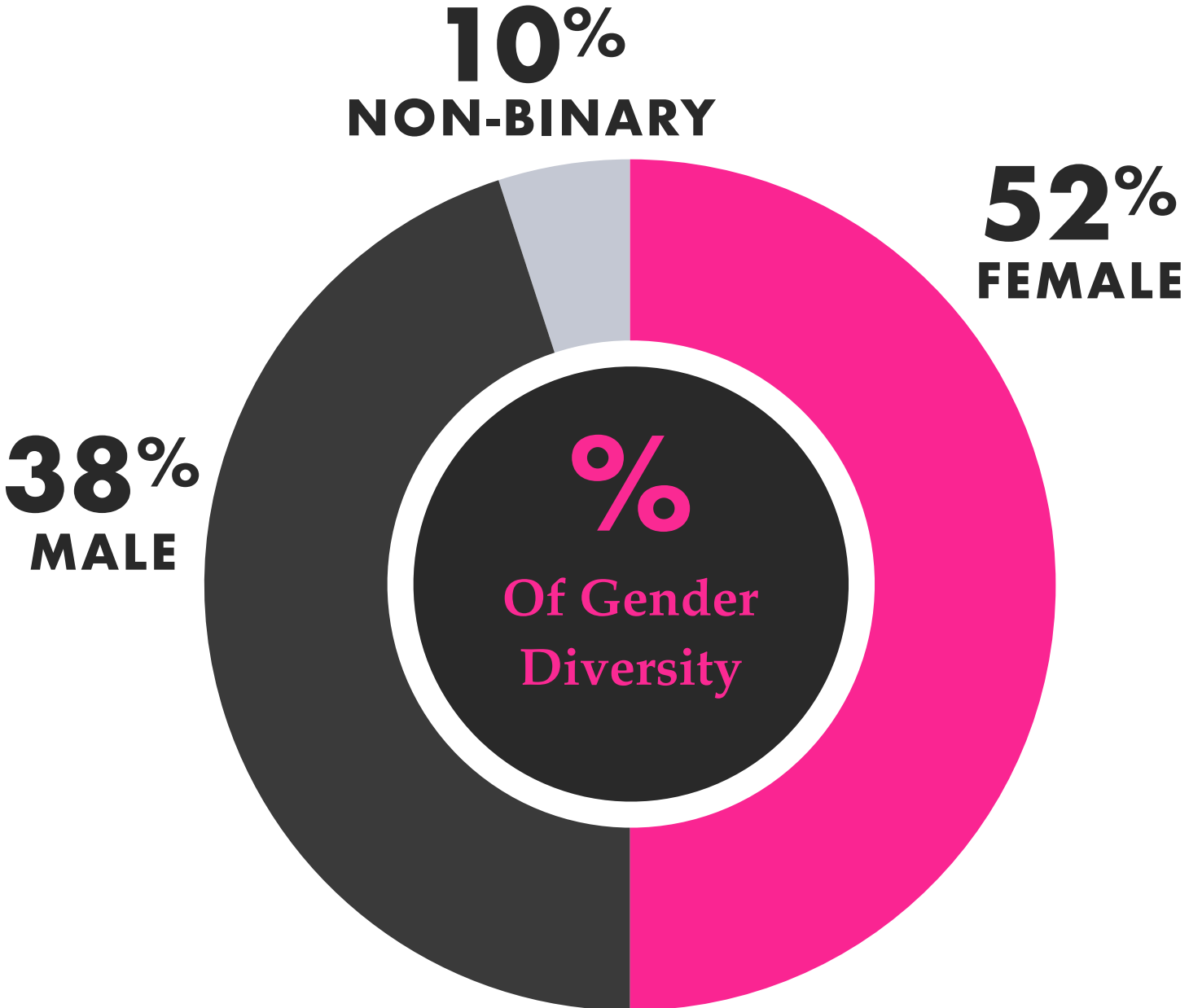
Percentage of Race



Percentage of Ethnicity



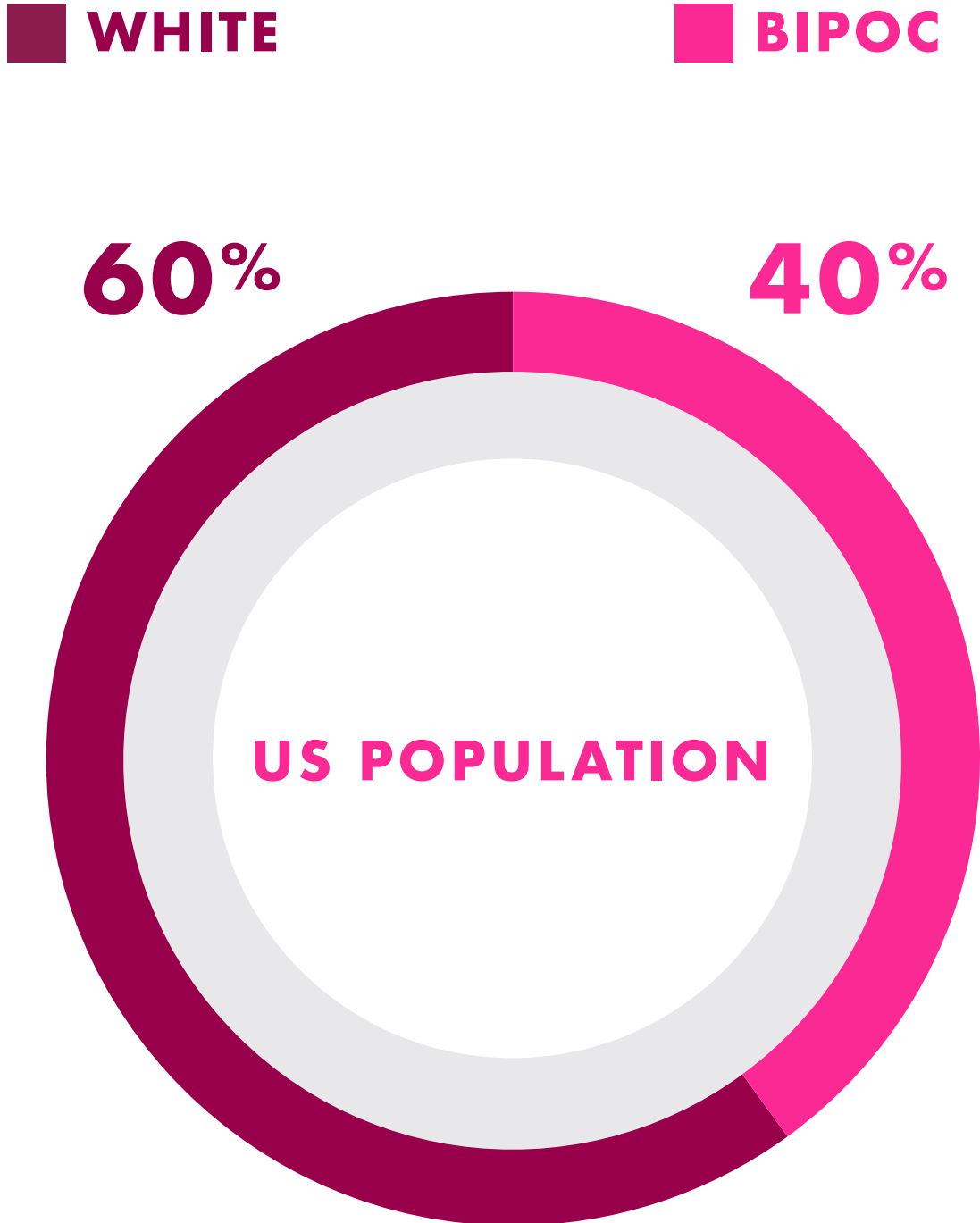
Percentage of Gender Diversity



Source: Q4 2021 voluntary employee self-identification

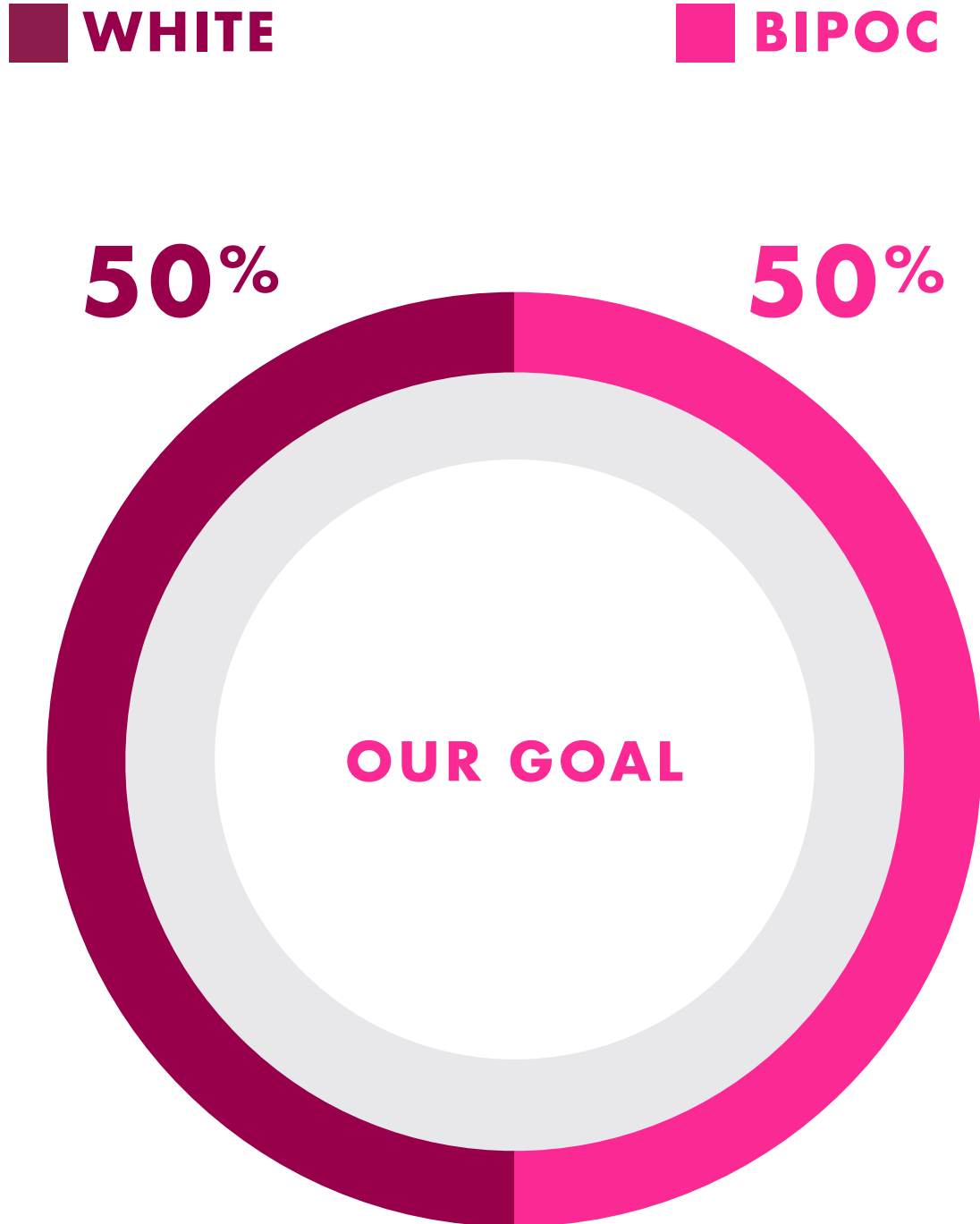
Black, Indigenous & People of Color

US Population Percentage of Race

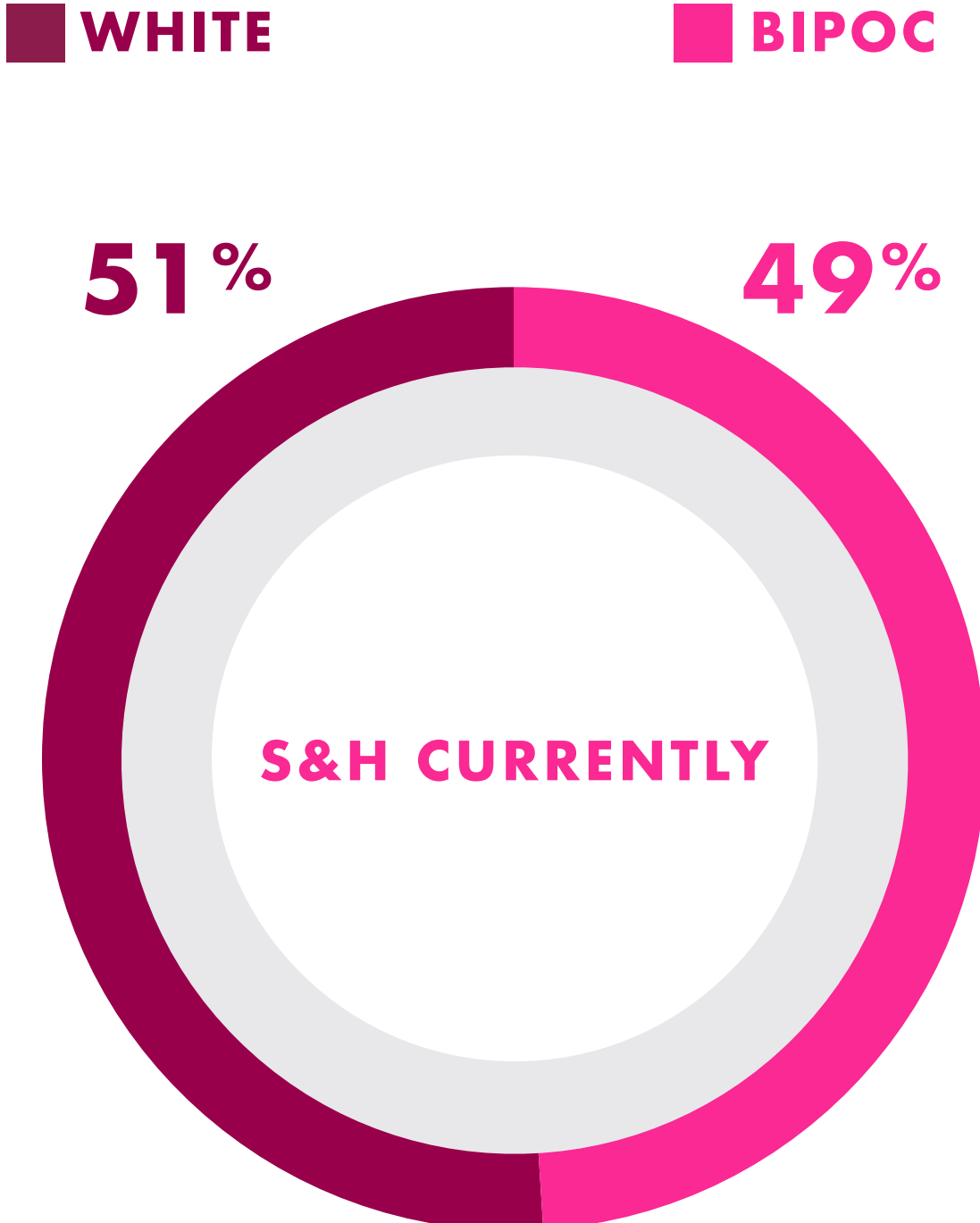


Source: 2019 US Census

s&h Percentage of Race Goal



s&h Current Percentage of Race



Source: Q4 2021 voluntary employee self-identification

Age Diversity & Cultural Apprentice Program

In 2020, we launched the second iteration of our **Cultural Apprentice Program**, which is an important route to ensuring more diverse age representation at sparks & honey. This program seeks to bring in apprentices with more than 30 years of experience to provide them with skills to start their next chapter and rewire instead of retire.

My sparks & honey Dream Job by former Cultural Apprentice Shari Foos



About five years ago a friend brought me to a live Culture Briefing at sparks & honey's NYC office. We were whisked inside a hive of activity, packed with staffers and cultural strategists. Everyone watched giant monitors with rapt attention as the day's presenters took turns introducing the latest mega and macro trends they'd sourced overnight.

The group was comprised of diverse millennials, each one more impassioned than the next, jumping in with ideas and associations, linking the up-to-the-minute international stories with larger trends that impacted their clients and the world.

I was blown away.

Culture is my passion and I'd never seen anything quite this thrilling. It was more riveting than most Broadway shows. And despite the fact that I am in love with my own work, the words, "I would drop everything to work here," spilled out of my mouth. Over the years, I told so many people about this company I was hoarse from exclaiming.

Cut to 2020 and the Covid pandemic. I was in Los Angeles, running remote workshops for the companies and universities who were clients of my organization, The Narrative Method, (TNM), a group methodology that increases awareness, empathy and mutual understanding through story sharing. I'd founded TNM after graduating from Columbia University's Narrative Medicine program. My second and still current career as a marriage and family therapist followed my first as a writer and performer, working in live entertainment and television.

I was delighted to discover sparks & honey's digital Culture Briefings. One day I scrolled down on their LinkedIn page and saw an ad seeking two individuals with at least 30 years professional experience. They would work for four months as senior cultural apprentices, strategizing, researching, writing and appearing in the briefings. I had years of experience on-camera and nobody could possibly love this company more than me. I knew there would be competition but there was no way that I would let that opportunity go.

I got the job and was sent a computer already set up with Q™, sparks & honey's insights platform, a cultural quantification and data and tool developed by the team. You type in your topic with as much specificity as you want, and within seconds you get thousands or hundreds of thousands or millions of articles or 'signals' in their parlance. Having grown up in that other century, learning how to use Q™ was initially a challenge but it expanded my imagination and tech literacy.

My new colleagues were educated, well-trained and independent, out-of-the-box thinkers. They were curious, smart and nimble strategists.

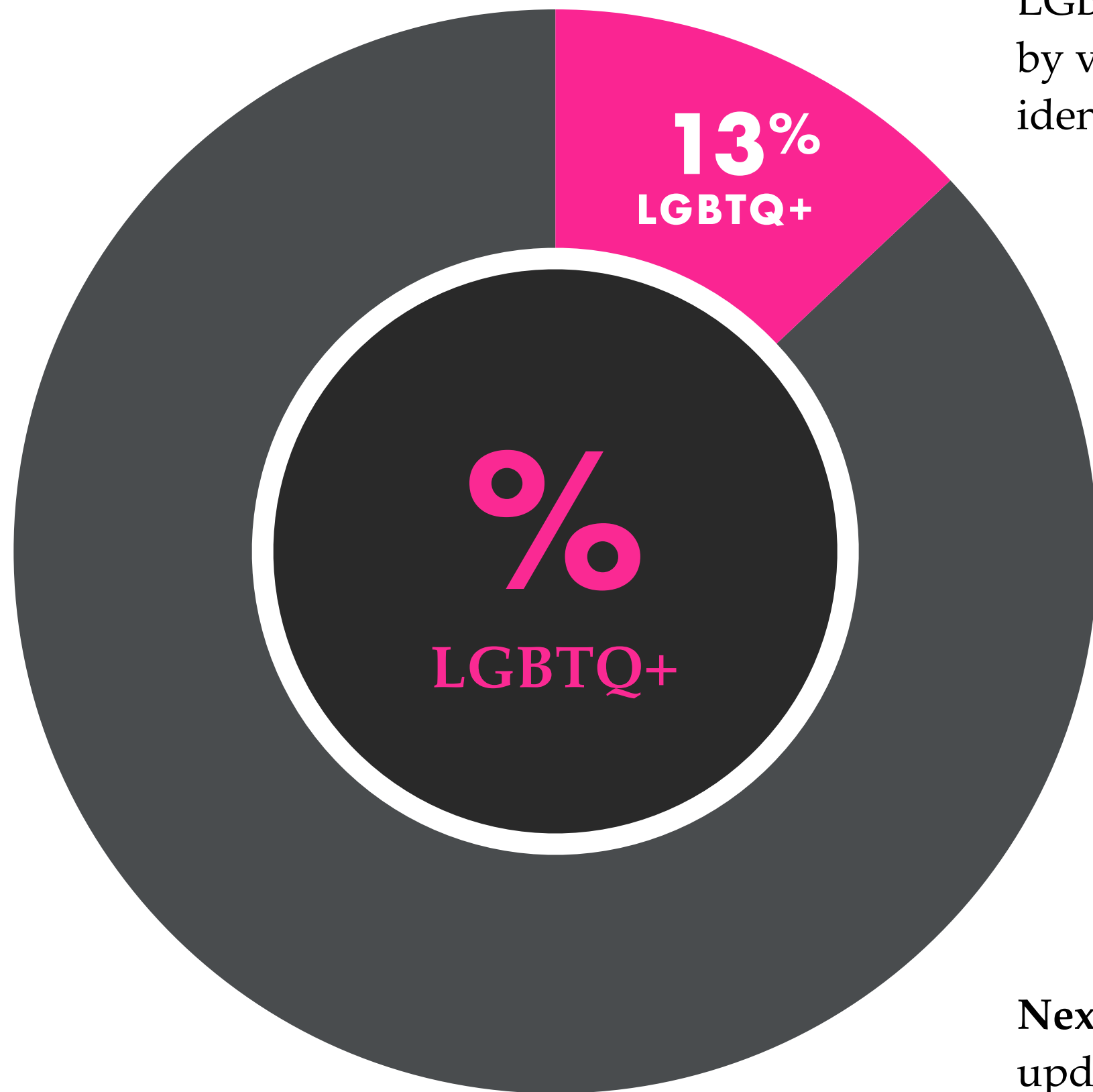
One of the first things I was told in onboarding was that if I ever had a different perspective on what was being discussed, I must share it. This was a company culture that was unafraid to take in more possibilities and even shift their thinking, a courageously intellectual and scientific approach. I was included in strategy meetings to determine the content, cast and direction of upcoming cultural briefings and my suggestions were encouraged and incorporated.

During my apprenticeship, I learned from these individuals as well as the open culture of radical transparency. sparks & honey's ability to research and synthesize big ideas into simple language could be a university course on its own.

I hope that the progress we are seeing as a result of growing equity in culture, gender and economy, thanks to companies like sparks & honey, will help others overcome the fear of new ideas.

LGBTQ+

Latest Data and Next Steps



LGBTQ+ data is informed by voluntary verbal self-identification/reporting.

Next step: Working to make updates to/formalizing reporting processes and systems to provide greater access to voluntary LGBTQ+ reporting for employees.

We're Committed to Hiring Trans Talent

We are committed to expanding the representation of transgender and non-binary talent at sparks & honey.

A core team of s&h employees are partnering with multiple organizations, which are helping us with regard to networking, hiring strategy and education.

Outside of hiring, these organizations are also helping us better understand how we can help support the Trans community.

sparks & honey Advisory Board - Our Diversity, Inclusion & Multicultural Experts

April Reign



Social Change, Equity in Media & Entertainment

Ace Ratcliff



Artist, Activist, Model, Entrepreneur

Albert Rizzi



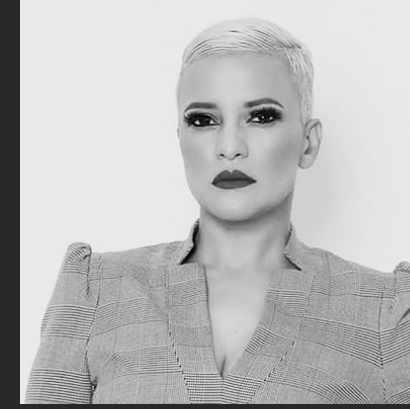
Adaptive Design, Inclusive Technology & Disability Advocacy

Farah Pandith



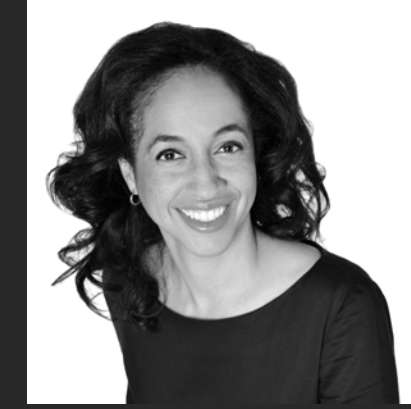
International Relations & Change, Ideological Tensions, Muslim Communities

Farah Fortune



African Consumer Culture, Celebrity Marketing, Women Power

Geraldine Moriba



Multiculturalism, Race, Ethnicity

**s&h Advisory Board
By The Numbers**

60+

CEOs, academics, entrepreneurs, and thought leaders

Jennifer Brown



Future of Work, Inclusion & Talent optimization

Jonathan Jackson



Black Media, Black Millennials & Black Influencers

Sydney Polinchock



Gen Z Speaker & Panelist

Wade Davis



Sport, Masculinity, Gender Activism

Lynn Lin



Chinese Consumer Insights, FMCG, Lifestyle & Tech Brands

Nim de Swardt



Inter-Generational Connection, Nextgen Leadership, SDGs

20+

Categorical areas of vertical expertise

Bing Chen



Internet, Memes, Viral Culture

Robin Farmanfarmaian



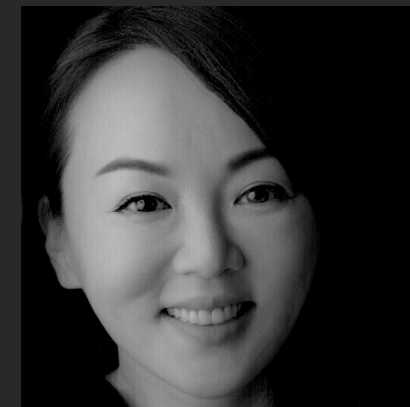
Medicine, Pharma, Personal Branding

Dr. Ruth Finkelstein



Aging, Boomers, Inter-generational Issues

Vivian Zhang



Beauty, Chinese Consumers & Global Brands

Zoe Mendelson



New Semantics, Urbanism, Women's Sexual Health

14

Countries of global professional experience represented

Our Diversity OS: DE&I at Every Organizational Layer

Diversity isn't about stats and numbers. It is not simply about visible diversity. True diversity—that is inclusive and equitable—incorporates visible and non-visible diversity.

This Operating System is grounded in the principles of our Learning Organization. It includes humans & machines. That system starts with our staff. We've assembled one of the most diverse teams in the industry. They represent a spectrum of races, genders, gender identities, ethnicities, sexual orientation and ages. They are global citizens—in their personal background, professional experiences and in their personal passions. They have worked across a range of industries and are thought leaders in their own right.

The OS also brings the outside in through our human networks, clients, AI, strategic and community partners. Inputs are gathered with automation, spontaneity, and our cultural intelligence platform Q™ creating immense data diversity. The outputs reflect a richness of perspectives, analyses, and possibilities that only come when have an operating system that captures the broadest view of culture and people.



Ongoing DE&I Conversations and Content

Fireside Chat with Indra Nooyi



Anti-Hate Briefing Series with Farah Pandith



Fireside Chat with Arati Prabhakar, former Head of DARPA



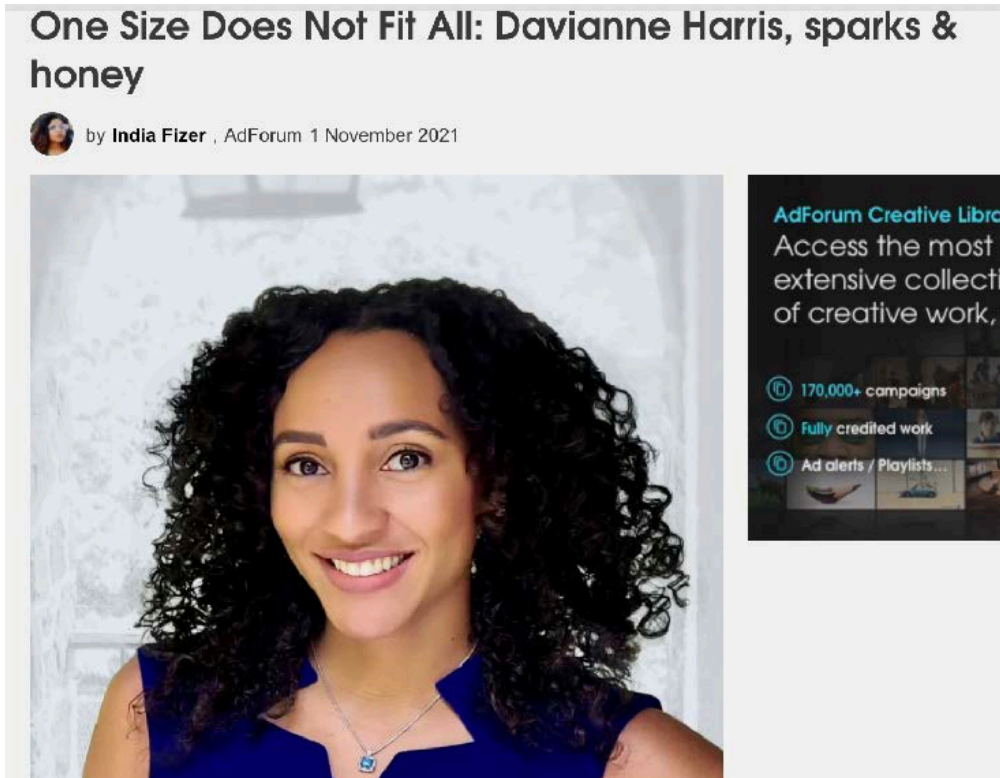
The Equity Effect Intelligence Report



30+ DE&I Briefings



Launch of DE&I Practice



Interviews & Articles on DE&I



ADCOLOR Partnership



We move forward, together.

Our journey to become a more diverse, equitable and inclusive workplace is always evolving and requires a team effort. To continue to achieve meaningful progress — we must move forward, together.

sparks & honey

Thank you.