



# **Diversity, Equity, and Inclusion (DEI) Transparency Report**

20

22

# Table of Contents

---

01

**Introduction**

02

**Results**

03

**The Good:**

**Accomplishments**

04

**The Journey: Where We  
Need Improvement**

05

**Steps Forward: Continuous  
Improvement**

06

**Better Together**

# Introduction

## Year 2: The Road To Diversity, Equity, and Inclusion is Not Linear Nor Speedy

Hanzo's vision is to provide organizations with a single source of truth for their enterprise communication data. In service of this vision, our mission is to continually develop and evolve the Hanzo platform to enable companies to discover the truth in what's happening in their workplace so they can meet legal and compliance obligations and respond effectively to requests for information. We also hope to provide customers with the tools to solve problems proactively.

Critical to our success are our people. We believe when every team member can bring their authentic selves to work, we are better able to collaborate, innovate, and achieve our vision.

To that end, Hanzo conducted a voluntary survey of diversity and demographics for the second year in a row. This report shares our results, celebrates our strengths, and notes those areas where we need to improve. It concludes with a look at the necessary steps as we progress on this journey of continual improvement.

As we advance on this journey, we can take the opportunity to hone our goals and commitments further. We strive to be:

- Transparent about our progress or lack thereof
- Intentional in our approach
- Concerned with improving diversity, equity, and inclusion

We believe it is essential to create a culture where employees feel they can be themselves, are supported with fair and equitable opportunities for growth and reward, and share their diverse perspectives to collaborate better and innovate. Two years into this journey, we're learning these goals take time despite solid efforts. We're proud of the seeds we're planting but humbled by the things that don't go according to plan.

# Results

---

## Survey Methodology & Participation: Changes Since 2021

Hanzo asked employees to participate in the 2022 Diversity, Equity, and Inclusion Transparency Survey. We received responses from 40 of our 51 employees for a 78.43% participation rate. Answering the survey was not mandatory.

We asked questions about our respondents' general demographics, including gender, sexual orientation, racial and ethnic identity, age, and the number of years with Hanzo. We also asked whether respondents had children at home, felt supported at Hanzo, and how they felt about Hanzo's diversity initiatives.

We provided a "prefer not to answer" option for most questions as a safety valve for survey participation. While our survey is anonymous, true anonymity is unattainable in a small company like Hanzo—made smaller by our division into the US- and UK-based teams. To further protect our employees' privacy, we are not publicly providing all details or any specific write-in responses.

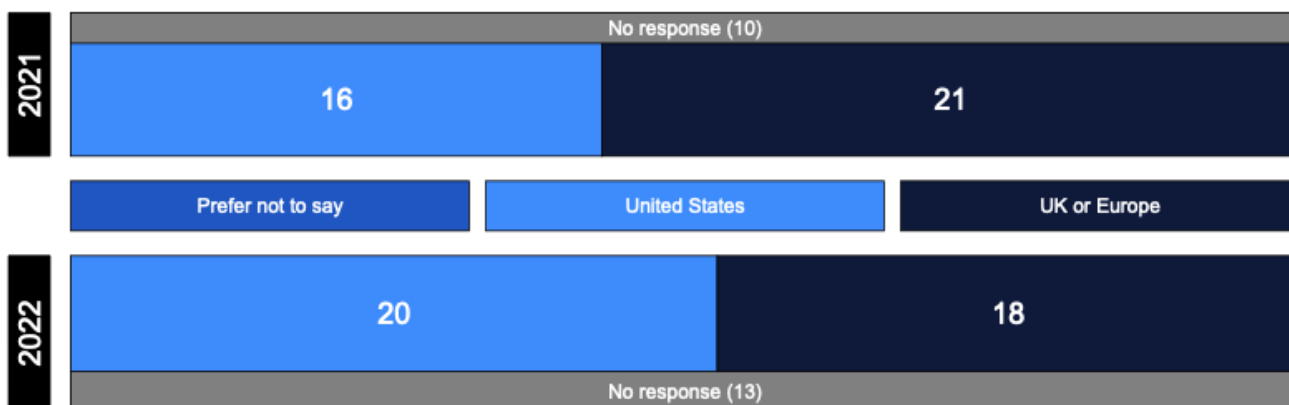
See the main structural and demographic changes since 2021 below. Note that in every case, a significant number of employees are in the "No response" category. Results shown include employees who did not fill out the survey at all.



**In total, we received  
responses from 40 of  
our 51 employees for a  
78% participation rate.**

## Representation by Geographic Areas: US & Europe

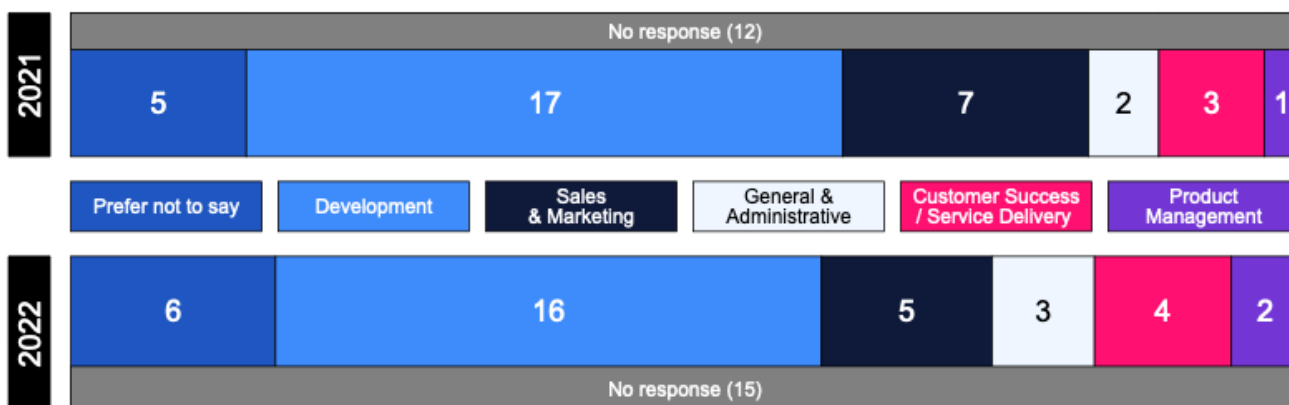
Q12: Where do you live?



The balance of the Hanzo team has shifted towards the US since 2021 but is not a cause for concern.

## Representation by Team

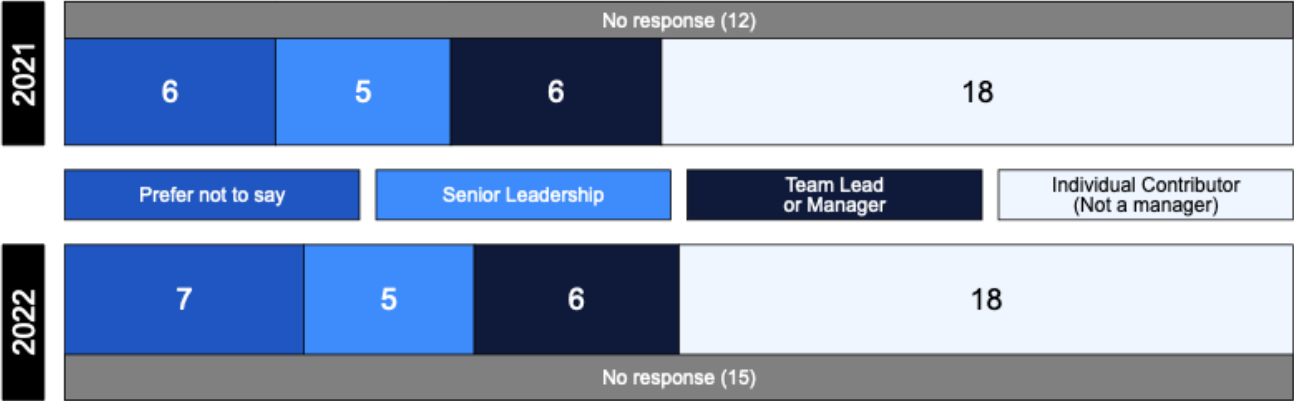
Q13: What team are you on?



Since 2021, Customer Success/Service Delivery and Product Management teams have grown, while Sales & Marketing have shrunk. Hanzo should review this change to determine if it aligns with current strategies.

# Representation by Level

Q14: What level are you in the organization?

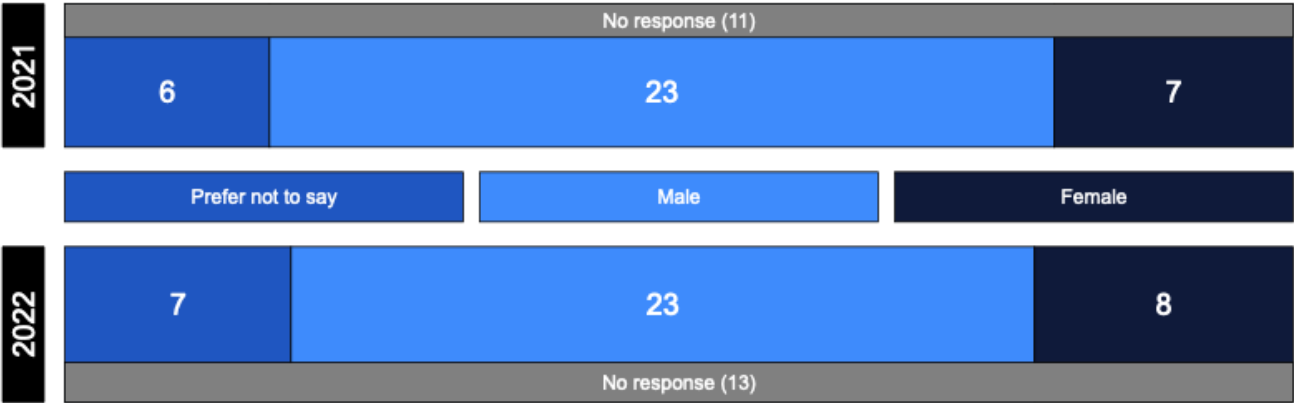


There has been no significant change in Levels since 2021, which indicates stability but could also signify little career progression at Hanzo. Further input from Human Resources should tell if this is due to stability, turnover, career progression, or both.

# Representation by Gender

Gender diversity was below expectation for both the US team—which includes divisions like HR, sales, customer success, product, and marketing—and in our UK team, which is heavily skewed toward technology development. Of the 20 US-based respondents, 12 were men, and five were women. Of the 17 UK-based respondents, 11 were men, three were women, and three preferred not to answer. Overall, 45% of respondents were male, 16% were female, and 12% preferred not to say.

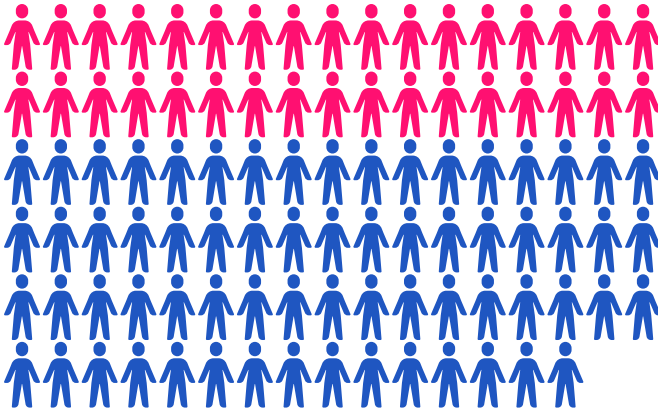
Q16: What is your gender?



There has been a small (but not significant) increase in gender diversity since 2021.

# Digging Deeper: A Contextual Look

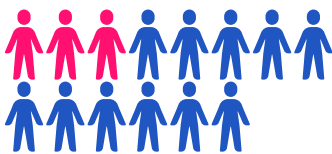
## The Tech Pool



According to the 2014 TechCrunch study, around 34% of big tech firms (Facebook, Google, LinkedIn, Yahoo) employees are women.

Imagine making a "tech pool" of 100 employees, 34 women, and 66 men.

## The Current Hanzo Tech Team



The Hanzo tech team had 14 employees who declared their gender and three who identified as women.

If we took 14 employees at random from our tech pool, what are the chances that at most 3 of them are women? The chance is meager, at less than 7%.

We should aim to be as diverse as the tech pool. If not, we favor men over women in our hiring and retention processes.

## The Unbiased "Dream Tech Team"

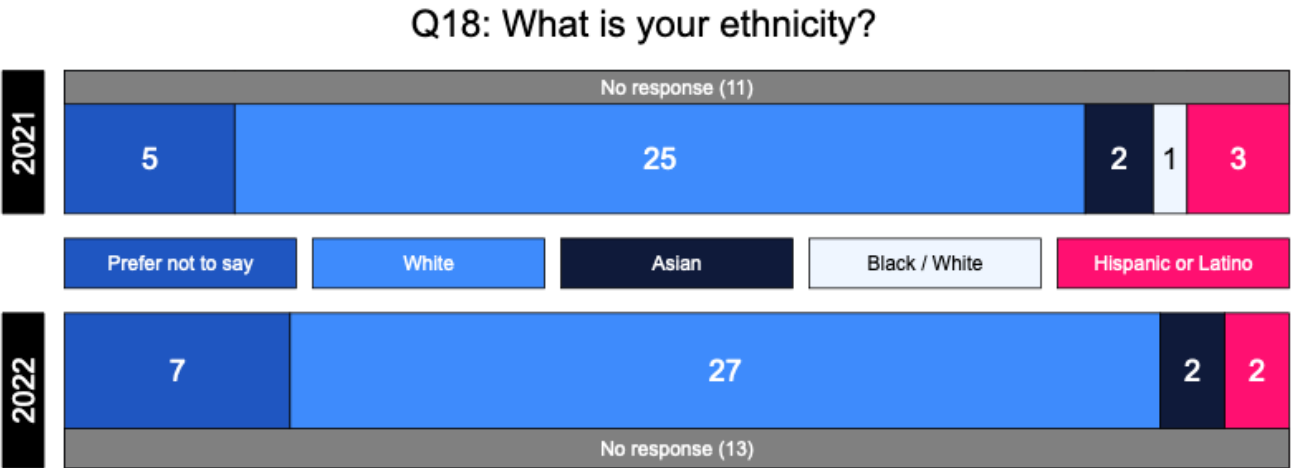


While the technology and software development industries tend to be male-dominated, the total percentage of women at Hanzo is significantly below the national average for the US and the UK. It continues to be a clear area for improvement.

# Representation by Race and Ethnicity

While our US team was more diverse than the UK team, the overall US population is also more racially diverse than that of the UK.

In total, 53% of our respondents reported they were white irrespective of gender. The rest of the respondents comprised Asians, Hispanics or Latinos, mixed-race, and others who preferred not to identify their race. Several racial groups—including Black or African American—were not represented in our survey.



Ethnic diversity has decreased since 2021 and is an area where Hanzo shows underrepresentation. As we advance, we can work to improve representation.



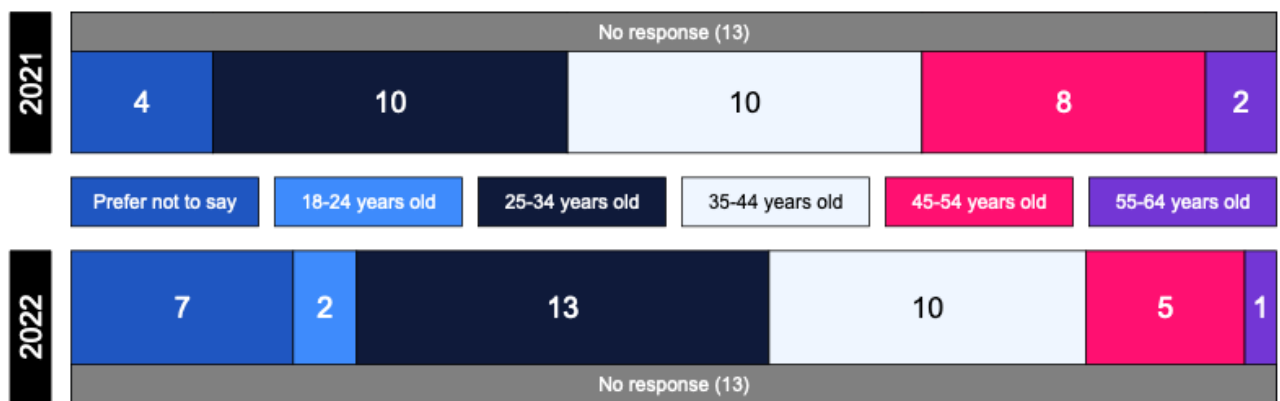
## Representation by Longevity & Age

Some care should be taken when interpreting age and employment longevity changes, as both naturally increment over time. According to our survey, most Hanzo employees—55%, are between 25 and 54 years of age. Another 13.7% preferred not to state their age. Since 2021, the average age of Hanzo employees has decreased. At the same time, employee longevity has increased.

### Q15: How long have you been with Hanzo?



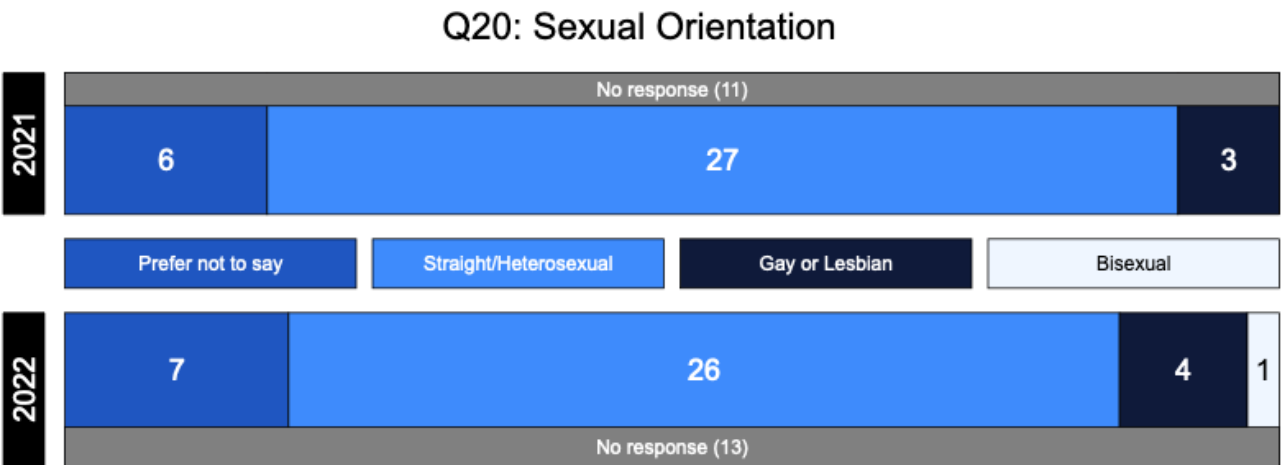
### Q17: What is your age?



The introduction of an internship program brought representation in the 18-24 years old category among the survey respondents. Attracting a younger workforce is an area to develop as Hanzo grows and seeks to include a greater diversity of life and work experience.

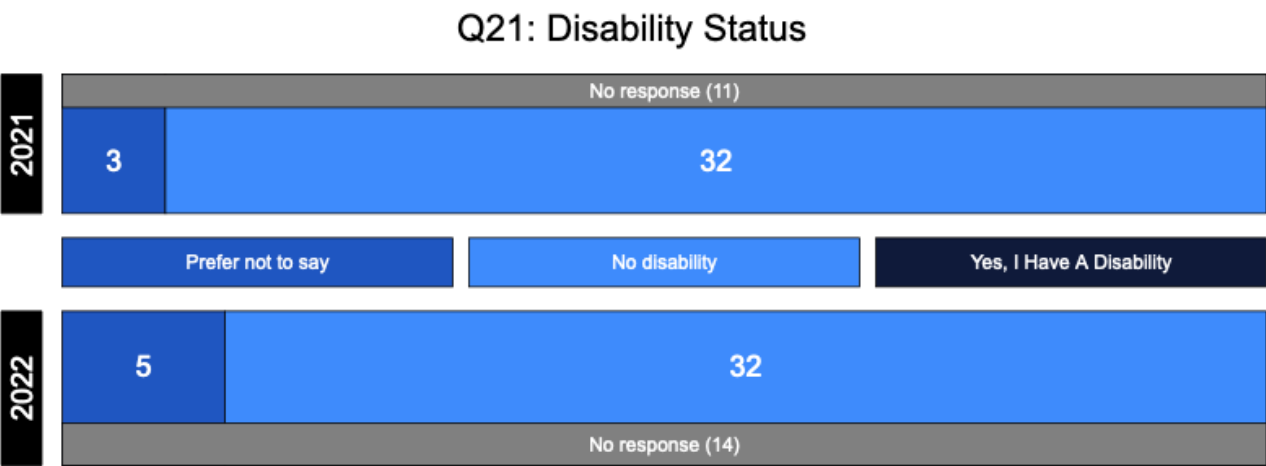
# Representation by Sexual Orientation

Hanzo has shown an increase in diversity since 2021. In both 2021 and 2022, Hanzo presented an average representation of non-heterosexual employees. Hanzo organized several DEI events around Pride, contributing to a more welcoming working environment.



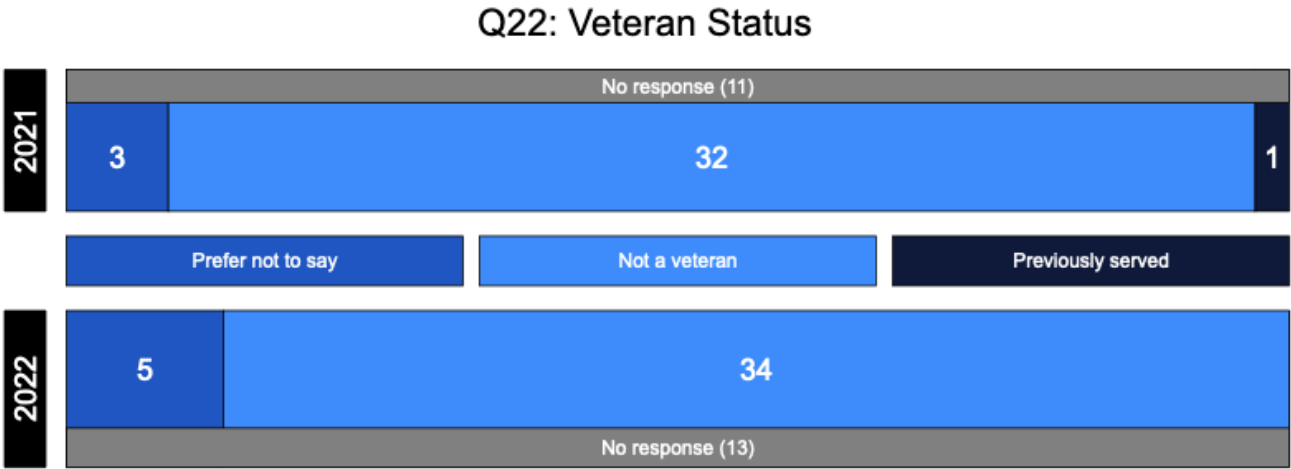
# Representation by Disability

Hanzo continues to have no representation of employees with disabilities. In the UK, 21% of working-age adults are disabled ([source](#)), and 26% of adults in the US have a disability ([source](#)). Not all these people can work, and many may not wish to disclose their disability. In the US, there are 18.5 million people employed who have a disability ([source](#)). Given these numbers, the probability that Hanzo employs no people with a disability is 7.5%, indicating a statistically significant deviation from expectation.



# Representation by Veteran Status

In 2021, Hanzo had one employee identifying as a veteran. In 2022, this decreased to no employees. In the US, in August/October 2021, there were 8.4 million veterans in the labor force (source), out of a total of 153 million (source). Given these values, we could expect Hanzo to employ one veteran, indicating no significant bias against veterans (given these values, there is a 32% chance that Hanzo would employ no veterans).



## Transferrable Skills of Veterans

- Experienced working in fast-paced, high-pressure environments
- Adept time management and organization
- High performance while learning new skills
- Strong work ethic
- Team oriented

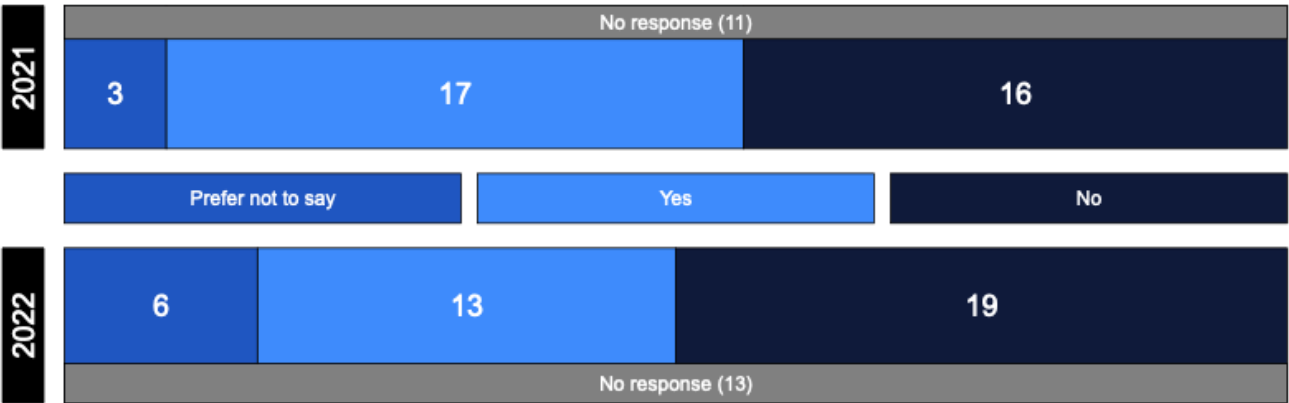


# Quality of Life With Children At Home

Generally, our employees believe that Hanzo is committed to improving diversity, with 97.3% of respondents agreeing or strongly agreeing with that statement. We received several insightful suggestions for improving diversity. We also collected helpful ideas to improve our job candidates' experience by fostering encounters with diverse employees.

Most respondents stated that they were generally happy at Hanzo and felt supported. We encountered these potential concerns: respondents with children at home were less likely to think they could be themselves at work. Employees who were not natives of the current nation experienced more significant employment hurdles for which they felt inadequate support.

Q23: Do you currently have children at home?



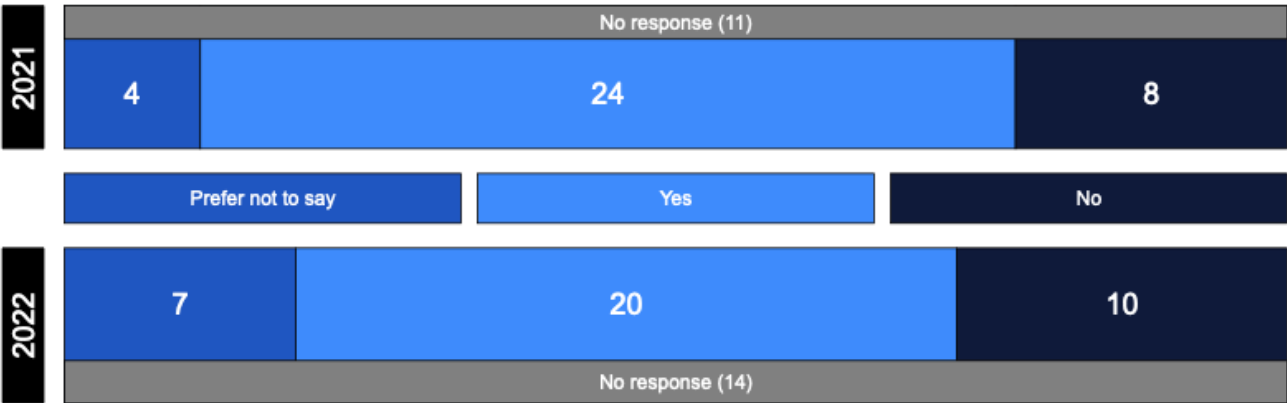
Hanzo has a large number of employees with children at home, and this has increased since 2021. Hanzo is a work-from-home business, so having children at home can increase certain burdens on employees. It may be worth Hanzo considering how it can better accommodate employees with children at home or normalize children at home in a work-from-home environment.

# Quality of Life For Expats

Hanzo has a significant number of employees who are not native to their current nation, which has increased since 2021. While not a protected designation, people who are not native to their current country often face additional administrative or cultural burdens (e.g., visas and language barriers). Anecdotal evidence indicates that Hanzo has lost employees in the past due to such additional burdens.

Again, we received a variety of more specific positive and negative feedback that we are incorporating into our DEI initiatives.

Q19: Are you native to the current nation in which you work?



# The Good: Accomplishments

---

There are several positive steps that Hanzo has already taken to improve diversity, equity, and inclusion.



## **We've started the conversation and we've taken action.**

Talking about supporting women, racial minorities, and other underrepresented groups is just that. That's not what the leadership team at Hanzo is doing. Following up on the diversity metrics baseline shared in the 2021 Hanzo Diversity Equity and Inclusion Report. In the 2021 survey, we measured demographic diversity and our employees' impressions of equity and inclusivity. With this more comprehensive assessment, we hoped to understand better where we need to focus our attention as we proceed. We know we're not where we want to be regarding our goals for greater diversity, equity, and inclusion. However, we gather data annually on our status, acknowledge our shortcomings, and celebrate the wins along the way.



## **We've demonstrated our commitment to diversity, equity, and inclusion through the dedicated work of the committee.**

This year was the first year to have a team taking the feedback from the 2021 survey and implementing programs focused on raising awareness of diversity, equity and inclusion. This year has been a year to experiment and learn so that we may forge a more diverse and inclusive way forward.

Hanzo President Paul Suh is the executive sponsor of the committee. His support signals to the company that the commitment to greater diversity and developing a more inclusive environment is an essential element of company culture.

# DEI Accomplishments

Over the past year, Hanzo's Volunteer Diversity, Equity, and Inclusion team have achieved the following to advance these goals within Hanzo's culture.



## Honoring heritage months and awareness celebrations

Pride, Juneteenth, Hispanic Heritage Month, World Mental Health Day, Black History Month, International Transgender Day of Visibility, Women's History Month, Diversity Month, American Asian Pacific Islander Heritage Month and National Disability Independence Day are some of the events the team highlighted with educational presentations or blog articles, interactive events, and fun activities to bring awareness of the diverse world in which we live.



## Incorporating diversity, equity, and inclusion within Hanzo's culture

Actions such as creating a volunteer committee, which meets bi-weekly, conducting an annual survey, adding inclusion as a core company value, publicly stating Hanzo's commitment and transparently publishing the annual report on the company website, are all ways we're proactively working toward a more diverse and inclusive workplace.



## Mental health awareness and new supportive benefits

Weathering the pandemic and transitioning to a new post-Covid world has been a stressful time globally. To raise mental health awareness, combat the stigmas associated with them, and ensure employees know about the available resources, Hanzo added the following:

- **Global Mental Health Policy**  
Outlines additional employee benefits such as mental health days, and the employee assistance plan.
- **Free Calm App**  
Access for all employees
- **Summer Fridays**  
Implemented to encourage employees to take time off to relax and recharge, acknowledging, some employees don't take their vacation.



## Travel support policy for employees to access reproductive care

In the US, after the Dobbs v. Jackson decision overturning Roe v. Wade, which provided the constitutional right to privacy when determining one's own reproductive decisions, access to reproductive medical care became no longer a constitutional right. Hanzo created a new travel support policy to assist employees in accessing needed medical care in states where it is lawfully available.

# The Journey: Where We Need Improvement

---

We've already acknowledged it's not all good news. It's an ongoing effort, and we've identified some key areas where we'll continue to focus attention on improvement.

## **01 – Increase overall diversity, especially within our tech teams.**

We're looking for ways to increase our team size to increase diversity and support our company's growth. Currently, hiring is challenging and very competitive, so we anticipate progress in diversity goals may be slower than desired, but increasing overall diversity remains a priority. We need more diverse candidates at the top of the hiring funnel to hire more diverse employees.

We've been surprised that the shift to remote work has not significantly shifted the talent pool. To ensure that we have a wide variety of qualified candidates, we're asking our recruiters to provide a diverse collection of applicants. We're also targeting job boards that focus specifically on women and racial minorities; however, progress on this front is slower and more complex than anticipated.





## 02 – Support all employees not just equally but equitably.

Diversity is only one piece of the DEI puzzle—perhaps the most straightforward component. Inclusion is considerably more problematic as it requires a critical mass of diverse employees and an environment where everyone feels comfortable having their voice heard. We're trying to model inclusion through action by giving employees opportunities to lead, share their perspectives, and recognize their contributions publicly.

We asked respondents whether they believed all employees have a career development path in the survey. Over 16.2% either disagreed or strongly disagreed. The groups that held this feeling the most were people with children at home, people who were not native to their current location, or were in a racial minority category other than white non-Hispanic. We must ensure that skilled employees continuously feel they have room to grow and advance at Hanzo. We must dig deeper to understand employees' experiences and address any impediments so that employees can more readily traverse their desired career paths and grow professionally.



### **03 – Recognize and combat unconscious bias.**

We all have unconscious bias, whether we want to admit it. It's the result of systemic programming and messages that our society and cultural history have ingrained. We've provided training for our teams and individuals to recognize and counteract unconscious biases, first by acknowledging their existence. From there, we must keep revisiting the issue and talking about it transparently so that culturally we develop an openness to examining whether decisions are being made guided by our biases. It's challenging not to become defensive when confronted with evidence of one's own bias, but the more we practice, the better we'll all be for it.

The goal is to learn how our teams can have productive conversations—identifying bias and responding to it— without damaging relationships.

**BREAK  
THE  
BIAS**

# Steps Forward On A Journey Of Continuous Improvement

---

Are we there yet? All three pillars—diversity, equity, and inclusion—are essential for Hanzo, as diversity gives rise to creativity and innovative problem-solving. We want to assemble a workforce as diverse in life experiences, perspectives, and learning and communication styles as in demographics. To accomplish these goals, Hanzo must create a welcoming and inclusive environment where employees feel empowered, appreciated, and fairly treated.

We are committed to doing the following to advance the change we want as we continue on our journey of continuous improvement.



## **01 — We'll update processes and policies to guard against biases.**

We've rewritten job descriptions to remove unintentional biases and changed our recruiting policies. For example, Hanzo partnered with recruiting agencies, communicated our DE&I goals, and pushed them to source and prioritize diverse and underrepresented candidates. Additionally, we've expanded the marketing of jobs to include minority job boards, particularly for our less-diverse tech positions.

While these efforts haven't moved the needle significantly to date, we're persisting and committed to improving our workplace. On the horizon to eradicate bias, we're declaring a goal to have a zero pay gap between men and women by 2024.

# Continuous Improvement

---



## 02 — Partner with people and organizations that share our goals.

By partnering with those who value diversity, we're ensuring we won't be working at cross-purposes with one another. We partner with like-minded providers by asking them how they approach diversity as part of the selection process and prioritize those that share our values. Our current goal is to achieve 50/50 minority/majority representation across the Hanzo workforce. As of 2022, we stand at 47.2% minority and 52.8% majority.



## 03 — Repeat this survey annually for progress data and insights.

You can manage what is measured. That's why we're committing to repeating this survey annually. We want to say whether we're improving, holding steady, or losing ground. However, we must note that a relatively high number of people either did not participate in the survey or answered prefer not to say. In a small organization, these number shifts have a significant impact. It will be essential to educate people on the importance of frank feedback so that we get increased participation in the diversity, equity, and inclusion survey and more accurate data.



# Better Together

---

When everyone belongs and their voices are heard, we collaborate, innovate and achieve our common purpose.

"I worked for a very long time to find a company this great to work for and would love to help break down common barriers for the others to find a good home here. Also, grateful Hanzo took a chance on me, so I'm eager to participate in things that can give back or help the staff grow."

**Calen Ray**

Software Developer &  
DEI Committee Member





Visit [hanzo.co/careers](https://hanzo.co/careers) to  
learn more about a  
career at Hanzo.