

REPORT

Our Inclusion and Diversity Report 2020

| Inclusion and Diversity Mean Trust and Progress



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At Quorum, inclusion and diversity mean trust and progress.

Trust because people who trust one another grow with one another and progress because the work is never done.

In recognition that the work is never done, we are publishing our annual Inclusion and Diversity Report to provide insight on what we are already doing well and, more importantly, what we need to continue to do better to build an inclusive and diverse organization.

Since we last wrote, Quorum has launched three affinity groups—Queer@Quorum, People of Color at Quorum, and Quorum for Mental Health. We have also expanded our suite of benefits to include a 401k match, vision insurance, short- and long-term disability insurance, a military leave policy, an employer assistance program, and a hearing discount program. We have been grateful to receive feedback that these new benefits offer stronger support for individuals of all ages and disability statuses to succeed at Quorum.

Each year, Quorum's Inclusion and Diversity Council discusses how best to promote accountability while still protecting the anonymity of individual team members. After consultation with Queer at Quorum, we have decided to publish the percentage of our workforce that identifies as LGBTQ+ for the first time. And, we are proud to let the world know that 14% of our team identifies as members of the LGBTQ+ community—this is higher than both the nationwide average of 4.5% and the District of Columbia average of 9.8%.¹ We also have members of the LGBTQ+ community represented at all levels of our organization—from recent graduates to senior executives.

The representation of veterans at Quorum is another area where we made substantial progress over the past twelve months. Veterans now make up 4% of our United States workforce—an increase from 0% in 2019. In other positive news, we have continued to see the average age at Quorum rise. From 2019 to 2020, the average age of all team members increased by 2.8 years, managers increased by 3.4 years, and executives increased by 10.2 years.

Over the past year, we have made notable strides in gender representation. Women now represent 48% of all team members—up a significant margin from our starting point of 35% in 2017. Moreover, women fill 48% of management positions, represent 63% of leadership roles, and hold 43% of executive roles. We are continuing to work towards equity across gender diversity including women, trans* and non-binary folks, with a focus on women in technical positions where we have not seen the same sustained success.

¹ Source: UCLA Law Center LGBT, Proportion of Population: United States, <https://williamsinstitute.law.ucla.edu/visualization/lgbt-stats/?topic=LGBT#density>

We want to help team members from all backgrounds and walks of life grow their careers at Quorum. To achieve this goal, we need to do more to hire and promote Black and Latinx individuals with a focus on management positions. Currently, 18% of all team members and 4% of managers identify as an underrepresented minority. We are disheartened by these results and have spent dozens of hours reviewing our affirmative action plan, exploring hiring and retention metrics, isolating the impact of various policies, and more in order to understand what we can continue to do better.

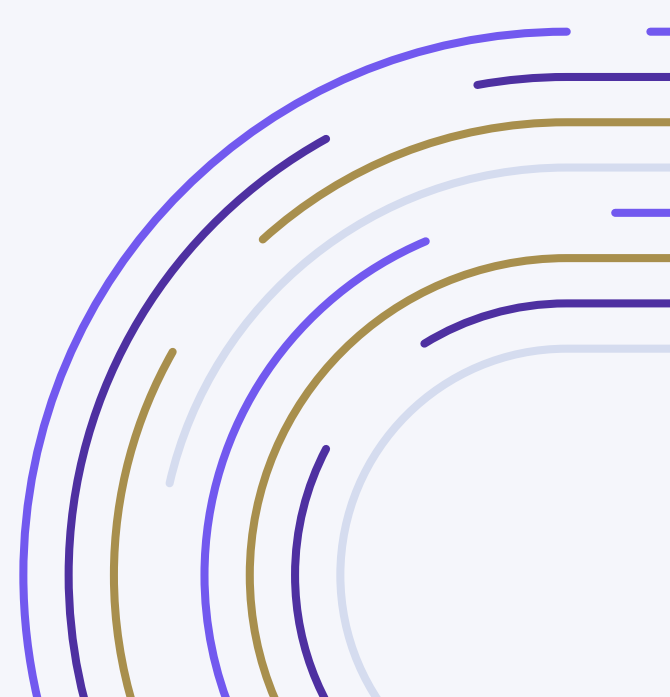
We have proven that we can beat the odds and succeed. We have been able to build a platform used by thousands of public affairs professionals across the globe without raising a single dollar of venture capital funding. We are changing the way the advocacy process works in Washington, D.C. Importantly, we remain excited about the opportunity to effect similar positive change within our own organization in the months and years to come by fostering diverse perspectives and facilitating the conditions for everyone at Quorum to thrive.

Read our complete Inclusion and Diversity Report below to learn more about where we are today and the steps we are taking this year to increase trust and progress at Quorum.



Melissa Theiss

Quorum
Vice President of Operations,
Executive Sponsor of Inclusion and Diversity

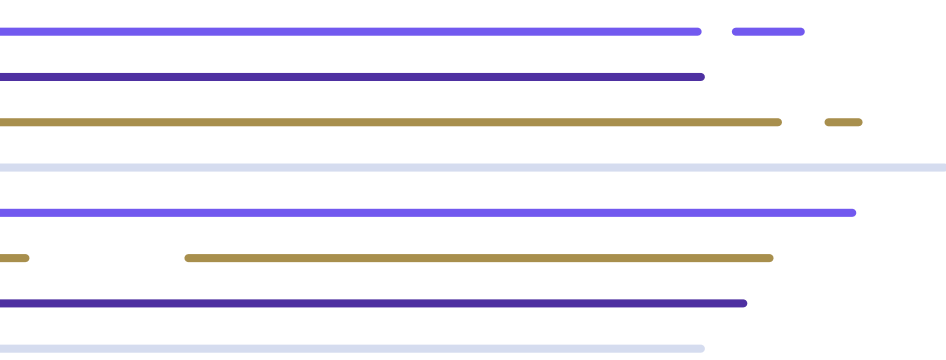


Women at Quorum

Since we began tracking demographic information in 2017, we have made marked progress in gender representation at all levels. Women now represent 48% of all team members—up a significant margin from our starting point of 35% in 2017. Moreover, women now fill 48% of management positions, represent 63% of leadership roles, and hold 43% of executive roles.²

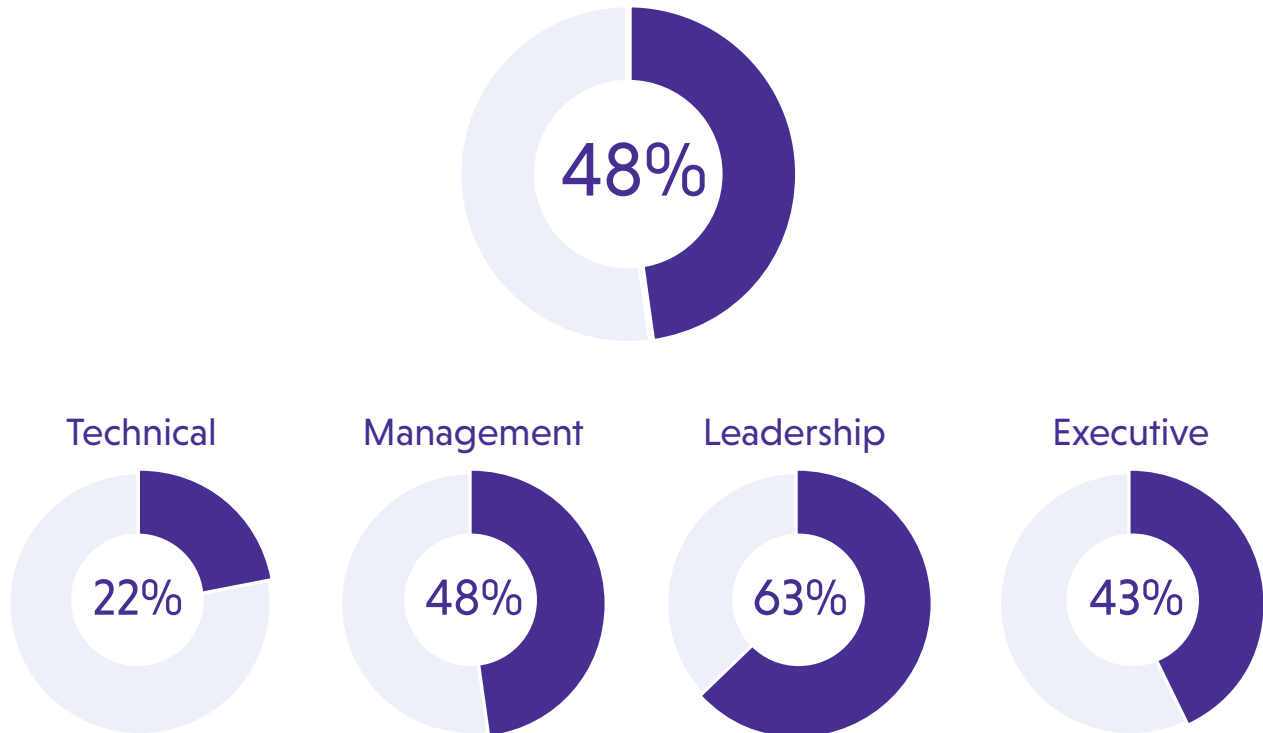
We are continuing to work towards equity across gender diversity including women, trans* and non-binary folks, with a focus on women in technical positions where we have not seen the same sustained success. Today, women represent 22% of technical roles—a 2% decrease from 2019. Why did we see our first annual decrease in the percent representation of women in technical roles? While we placed strong

emphasis on hiring women in technical roles and achieved an all-time high of filling 38% of external technical hires with women, we also observed higher than average turnover from women in technical positions.



² Management is defined as individuals with direct reports. Leadership is defined as individuals with Director level or higher job titles, excluding members of our Executive Leadership team. Executive Leadership is defined as members of our Executive Leadership team at any title level.

Women at Quorum



Beyond representation, we see strong engagement from women in our workforce. For example, over the past twelve-months, women overall departed Quorum at a rate lower than their male counterparts. Moreover, 92% of women report that they “really care about the fate of [Quorum].” Despite strong engagement and non-technical retention, we have more work to do to help women to identify, pursue, and realize career growth opportunities. While women and men report equal rates of believing that their unique skills and talents are valued at work, women report lower rates of being able to “see [themselves] growing and developing their careers at Quorum.”

Over the past several years, we have placed a strong emphasis on rolling out policies that advance gender equity. For

example, in 2017 we rolled out an inclusive, paid parental leave policy and in 2018 we announced and implemented our “No Negotiation” policy. You can read more about how “No Negotiation” policies help to [advance gender pay equity here](#). As we have observed these and other policies in practice, they seem to have made a significant difference in our ability to attract women to Quorum. However, these policies have been insufficient in creating a work environment where all women believe they can grow and flourish. Moving forward, we will be using research from organizations, such as [Catalyst](#), to identify additional concrete steps we can take to build a workplace where all women at all levels of the organization are set-up to succeed.

Race and Ethnicity at Quorum

We want to help team members from all backgrounds and walks of life grow their careers at Quorum. To achieve this goal, we need to do more to increase the representation and advancement of people of color. Currently, 18% of team members identify as an underrepresented minority³—a small increase from 16% in 2019.

We want to help team members from all backgrounds and walks of life grow their careers at Quorum. To achieve this goal, we need to do more to increase the representation and advancement of people of color. Currently, 18% of team members identify as an underrepresented minority³—a small increase from 16% in 2019.

We have seen the most hiring success in our representation of team members who identify as two or more races, moving from 0% to 4% workforce representation from 2019 to 2020. On the opposite end of the spectrum, we have seen an annual decline in the representation of Black or African American team members (8% in 2019 — 7% in 2020)⁴ and Hispanic or Latino team members (7% in 2019 — 6% in 2020). We are disheartened by these results and have since spent dozens of hours reviewing our affirmative action plan, exploring hiring and retention

metrics, isolating the impact of various policies, and more in order to understand what we can continue to do better.

Upon review, the changes in workforce representation seem to be driven primarily by hiring. Over the past twelve months, 7% of new hires reported being Two or More Races, 6% of reported being Black or African American, and 3% reported being Latino or Hispanic. In evaluating retention, there is no evidence of adverse impact—all underrepresented minorities turnover at rates that are roughly proportional to our average turnover and broader workforce representation.

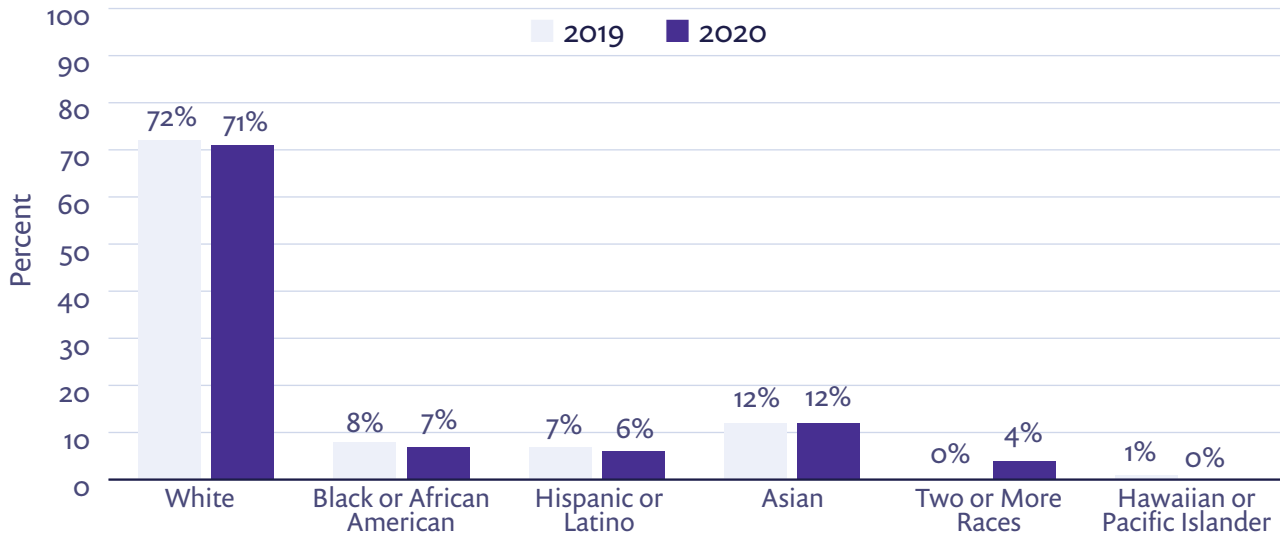
Moving forward, we intend to double-down on our efforts to hire underrepresented minorities, especially for management and leadership roles where Black and Latinx representation in particular falls below what we would

³ Underrepresented minority is defined as Black or African American, Hispanic or Latino, and/or Two or More Races.

expect based upon overall workforce representation. Currently, we are implementing changes to our hiring strategy to spend a higher percentage of our recruiting budget on visits and job board posts to universities, membership groups, and professional associations that serve the Black and Latinx communities (e.g., HBCUs, Techqueria, etc). We are also investing in infrastructure to allow us to evaluate workforce diversity more frequently. And, we are exploring opportunities to engage hiring managers in the work of attracting and converting racially and ethnically diverse candidates.

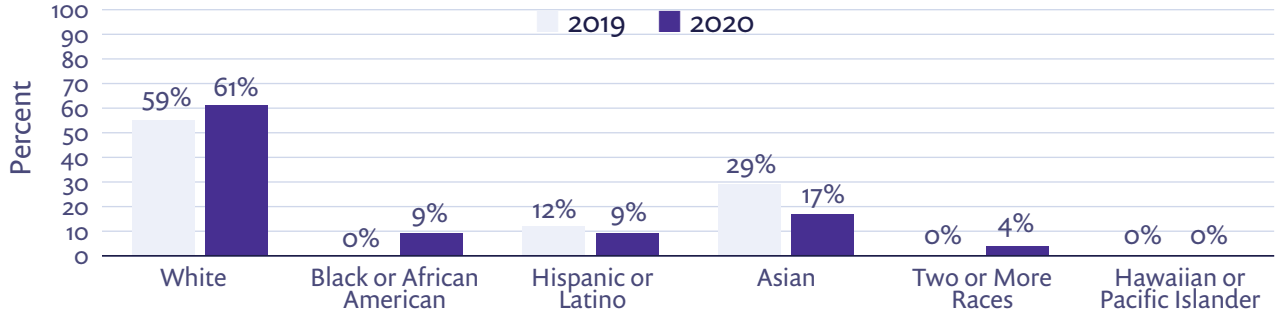
When looking at inclusion and belonging, we want to celebrate the leadership of several team members in forming and facilitating our People of Color Affinity Group. We have also expanded several existing programs to help create spaces for all team members to further educate themselves on how they can contribute to building a work environment where underrepresented minorities can bring their whole selves to work. For example, we declared Juneteenth 2020 a company-wide holiday and expanded our book reimbursement program to cover anti-racism educational materials.

Race and Ethnicity at Quorum

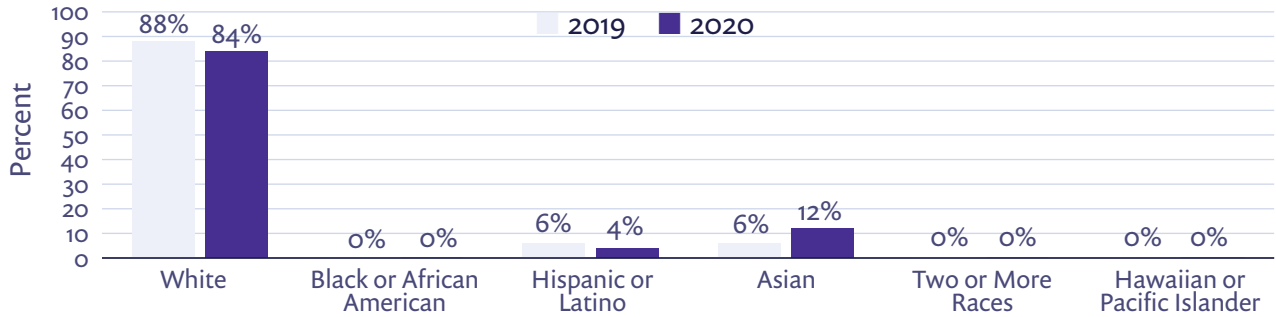


⁴ To benchmark, our representation of Black or African Americans is currently higher than many large technology companies that report 3–6% workforce representation. Nevertheless, we have a long way to go to bridge the gap between representation of Black or African Americans at Quorum and broader representation within the United States (15%) and our local District of Columbia community (47%).

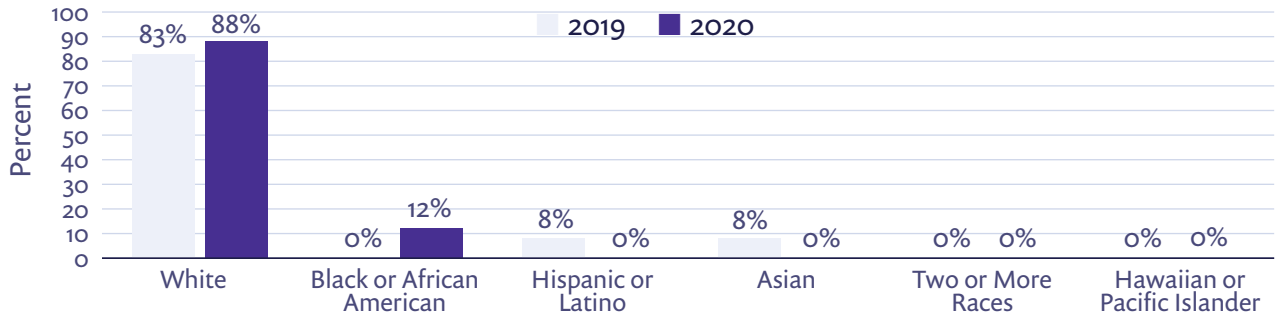
Technical



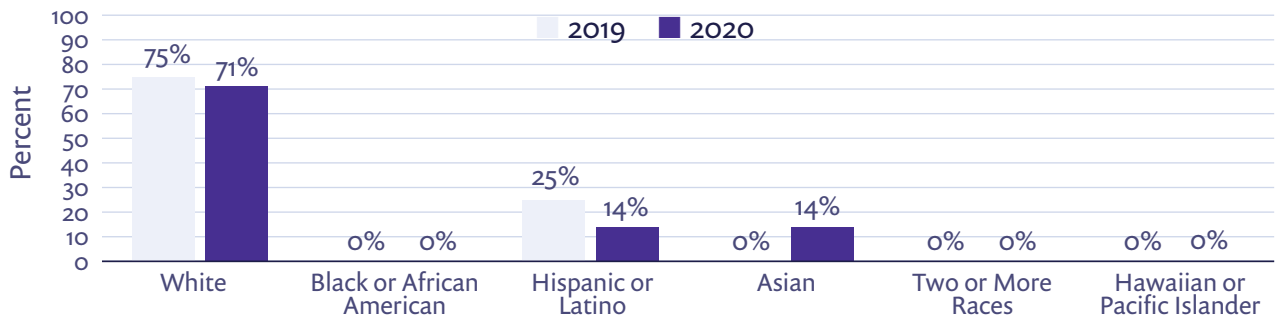
Management



Leadership



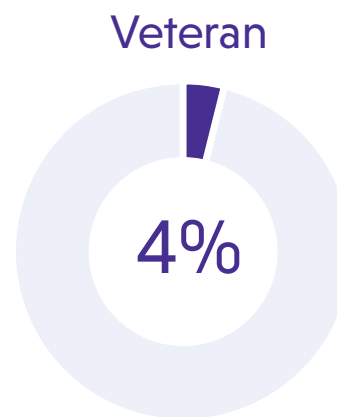
Executive



Veterans at Quorum

The representation of veterans at Quorum is one of the areas where we made significant strides over the past twelve months. Veterans now make up 4% of our United States workforce—an increase from 0% in 2019.

While we have not matched the 7% nationwide representation of veterans in the United States, we are energized by progress on this front. In particular, team member and client referrals have proved to be a strong source of veteran talent. We have also seen our new military leave of absence policy help to attract and support veteran team members who continue to serve our country in the National Guard or reserves. Moving forward, we will further our partnerships with local and nationwide veterans initiatives (e.g., OperationCode) and training programs (e.g., Vetforce) to help veterans pursue careers in tech at Quorum and beyond.



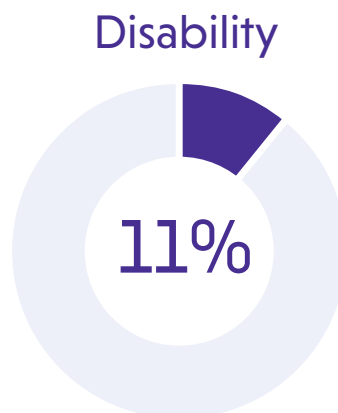
Disability at Quorum

11% of Quorum team members identify as individuals living with disabilities—this is a decrease from 14% in 2019 and below the United States national average of 19%.

Of all the factors that we report on, the cause of changes in the representation of individuals with disabilities is the most difficult for us to pinpoint. There are multiple, intertwined factors that we do our best to untangle. For example, we know that persistent stigma around mental health can lead to underreporting. And disability status is one of few protected identity classifications that can change over-time (e.g., accidental injuries resulting in short-term disability). Nevertheless, we are committed to actions that will lead us to report a workforce that more closely matches the percentage of individuals living with disabilities in 2021 and beyond.

In the 2020 report, we do want to recognize the positive work that our Quorum for Mental Health Affinity Group has led to reduce stigma around disabilities related to mental health. Events ranging from Tea & Talk on Supporting Colleagues with Anxiety and Depression to a virtual walk for the National Alliance on Mental Health have helped us to engage in

conversations about mental health at work. Since the beginning of 2020, there has been more than a 225% increase in the number of team members starting and participating in conversations in our #mental-health Slack channel for internal communications. We have also been encouraged to see team members use free mental health consultations offered through our short- and long-term disability insurance—a new benefit that we rolled out in January 2020.

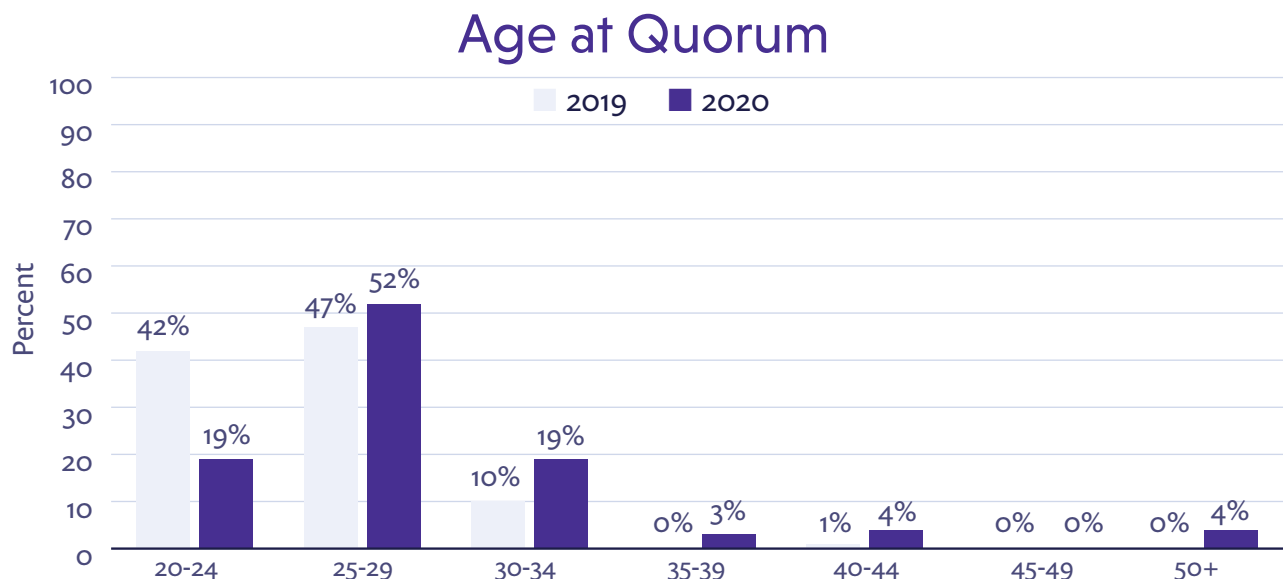


Age at Quorum

Since 2019, the median age at Quorum has increased by 6%. The median age at Quorum—27—is now within the range of median ages [reported by large tech companies](#), such as AOL and Facebook.

As an organization that was founded on an undergraduate university campus, we started out with a young workforce and have worked to steadily increase the average age and distribution of ages represented over time. And we know we have more progress to make.

While the average age of team members increased by a moderate 2.8 years from 2019 to 2020, the average age of managers and executive team members increased by larger amounts—3.4 years and 10.2 years respectively. We have been excited to see that expanded benefits offerings (e.g., 401k match), increases in average compensation packages, and more have made it feasible for individuals with decades of valuable experience to choose a career with Quorum.

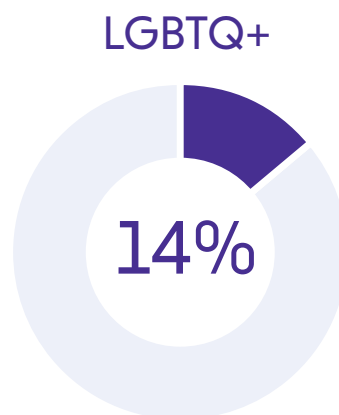


LGBTQ+ at Quorum

On an annual basis, Quorum’s Inclusion and Diversity Council discusses how best to promote accountability while still protecting the anonymity of individual team members. This year, after consultation with Queer at Quorum, we have decided to publish the percentage of our workforce that identifies as LGBTQ+ for the first time.

And, we are proud to let the world know that 14% of our team identifies as members of the LGBTQ+ community—this is higher than both the nationwide average of 4.5% and the District of Columbia average of 9.8%. We also have members of the LGBTQ+ community represented at all levels of our organization—from recent graduates to senior executives.

Over the past few years, members of the Quorum LGBTQ+ community have made a notable positive impact on our culture and our business. In one example (and there are many), LGBTQ+ team members have created spaces for others to learn and grow in their own inclusion and diversity journeys by hosting Lunch and Learns on topics like Gender, Pronouns, and Respect to Queer Slang You Should Know.



⁵ Source: UCLA Law Center LGBT, Proportion of Population: United States, <https://williamsinstitute.law.ucla.edu/visualization/lgbt-stats/?topic=LGBT#density>

Other Workforce Demographic Information

As a relatively small organization—110 team members and counting!—we have tried to strike a balance between public transparency and preserving the anonymity of team member information. In the future, at a larger scale, we are looking forward to being able to report on workforce demographics, such as intersectional hiring and retention (e.g., turnover for Asian women), parental status, non-binary gender options, and more.

Intersectionality and Inclusion at Quorum

Inclusion and diversity are fundamental to the long-term success of our company and our culture. As we work to build an inclusive and diverse community, we aim to design solutions that recognize and address intersectionality—or the interconnected nature of identity categories such as gender, race, ethnicity, age, class, and sexual orientation that are impacted by different forms of systemic discrimination and/or disadvantage. As Ellen Pao, CEO of Project Include, notes, [“true inclusion addresses racism, gender identification, ageism, and many more categories and combinations of marginalization.”](#) Our most impactful efforts to foster inclusion and belonging have and will come from building systems that acknowledge and celebrate the interconnected nature of identity.

The Path for Progress

Quorum's Inclusion and Diversity Report is intended to provide an illustration of where we are today. Since inclusion and diversity at Quorum mean trust and progress, we regularly chart a path for progress. We outline and pursue specific actions to bring us closer to realizing our aspiration of being a world-leader in fostering diverse perspectives and supporting conditions for everyone to thrive. Over the next twelve months, our path for progress includes, but is not limited to:

- Implementing systematic changes to our work environment and team member protections, such as securing gender neutral bathrooms for all tenants in our building and implementing COVID-19 office re-entry procedures that protect all team members, including those who are immunocompromised or otherwise vulnerable
- Investing in external educational programs (e.g., Spoon Theory Training) and professional development opportunities (e.g., LinkedIn Learning Diversity Certificate) that help team members advance their understanding of inclusion and diversity issues
- Organizing events that inspire hard conversations and provide resources on how individuals can modify their behavior to be more inclusive
- Expanding our Path for [Progress Official Partner Program](#) and Slack Community that creates a virtual space for individuals from organizations across the world to share resources, ask questions, and discuss lessons learned on building inclusion and diversity programs from the ground -up. You can [sign-up to participate in this mission here](#)

Thank you for taking the time to read our complete Inclusion and Diversity Report. If you have questions on practices that Quorum has implemented or suggestions to improve our Path for Progress, please reach out at path4progress@quorum.us.

We are always seeking help and hoping to help others on the shared journey to build diverse and inclusive work environments across the United States and around the globe.

