Huge DE&I Impact Report 2023
We are committed to our north star framework of making Huge Moves by staying accountable to increasing gender and racial diversity in our organization, by bringing an equity and bias disrupting mindset to our industry, and by increasing our social impact across the globe.

In this report, you’ll see how we’ve held ourselves accountable and delivered results in 2022 based on our performance covered across our four tenets: Staying Accountable, Business Impact, Anti-racist Company, and Social Impact. Through these tenets, Huge is making equitable investments in our processes and policy, integrating an equity mindset in the way we innovate and create bias disruption in our industry, and focusing on education & awareness, change initiatives, and social activism centered around how we “give a shit” about humanity.

At Huge, our mission is to be catalysts for change and create a world where our people, clients, and users have equal opportunities to create, build, and grow — strengthened by diversity of thought, background, and perspective. We believe that belonging and community are fostered when we give a shit about equity, inclusion, and accessibility. We’re at our best when everyone is engaged and contributing to a more diverse and inclusive workplace.

About Huge

Huge is a creative growth acceleration company, with an obsession for real-world results. We help companies solve their most pressing problems and grow by providing infusions of creative capital into their brands and businesses.

We make Huge Moves—game-changing, leapfrogging efforts that make a lasting and material impact and deliver powerful outcomes. They are achieved by applying design thinking, fearless creativity and the right technologies.

Our offerings span Experience Transformation, Technology Realization, and Growth Creation. These gateways help our clients unlock meaningful growth across brand and customer experience, technology strategy, and high-value audience analysis and product innovation.

Headquartered in Brooklyn, Huge has more than 1,200 employees working globally throughout North America, Europe, APAC and Latin America.

www.hugeinc.com
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Letter from the CEO

In 2022 Huge embarked on the most ambitious transformation in its history. Core to our journey to becoming a creative growth acceleration company was a push toward accelerating and innovating around the mission of diversity, equity and inclusion. By celebrating diverse backgrounds, experiences, and perspectives — and taking meaningful action — Huge is working to ensure the life experiences that make each of us unique individually are brought to bear on our work collectively.

In 2022, we continued to hold ourselves accountable by making equitable investments in our processes and policy. The DE&I KPI we launched for our senior leadership team allows us to measure specific metrics that will keep our leaders accountable. We're continuing to develop an understanding of anti-racist concepts through a community of inclusion and belonging through our affinity groups. We strive to close the gap of inequity in how we innovate, service our clients, and create bias disruption in our industry.

Our mission is to accelerate change for our clients and our industry as we accelerate change for ourselves. From recruiting to promotions, employee experience, culture, and behavior, we will ensure DE&I is always at the forefront. As Toni says, the work is never done. But we believe that by respecting each other and those we serve while staying accountable to our values, we can truly Make Huge Moves.

Mat Baxter (he/him)
Global CEO
Message from our Global Chief Diversity, Equity, & Inclusion Officer

Thank you for taking the time to read Huge’s first-ever DE&I Impact Report. This report is a reflection of our commitment to communicate the progress in our journey of becoming a more diverse and inclusive world-class company. Our DE&I team uses a people-first and data-driven approach to champion diversity, equity, and inclusion in our business and in our communities. We are tackling our DE&I and social impact opportunities just as we would any business opportunity — through analysis, listening and learning, with strategies and metrics in place to track our progress.

When I joined Huge towards the end of 2021, I knew the importance of ensuring DE&I was embedded into the fabric of our organization was critical to progress. With a renewed and singular integrated strategy, in 2022 we focused on four core tenets by which we drive change: Staying Accountable, Business Impact, Anti-racist Company, and Social Impact. These tenets alongside our company core values serve as guiding principles informing the work and how we focus and improve our policies.

As we continue on our journey, know that we’re committed to holding ourselves accountable to doing the real work of ensuring our intentions match our outcomes. That means DE&I at Huge is a continuum of work that is never done — it is centered in humanity and grounded in disrupting bias from the inside out. It is made real by making diversity & inclusion our global priority and equity our moral imperative. We thank you for taking the time to read about where we have been, where we are now, and where we are choosing to go next, making Huge Moves — together.
Staying Accountable

Huge continues to believe transparency is the first step to accountability. Sharing our current state diversity data, both internally and externally, is just part of our ongoing action plan for DE&I at Huge. We will continuously make equitable investments in our processes and policy.
Here's a high-level look at the progress we've made in 2022

Launched the first internal DE&I survey

Launched global DE&I KPIs for all executive leaders

Critical hiring monthly review for Director level and above roles to improve pipeline of talent

Continued transparency reporting with diversity data

Transparency with LGBTQ+ & non-binary tracking

Expanded employee well-being and inclusive benefits

Launched the first internal DE&I survey.

Huge launched the first internal DE&I survey to hear how our employees feel about diversity, equity, inclusiveness and belonging. Based on the responses, we are working with leadership and individuals to address the comments and implement changes.

Launched global DE&I KPIs.

In 2022, we launched DE&I KPIs to measure the progress of our senior leadership team and hold them accountable. We provided leaders with a scorecard that measures impact based on representation, talent outcomes, internal mobility, and qualitative personal contributions to make us more effective in equitably benchmarking our success.

Critical hiring equity process implemented for leader levels.

Huge focused attention on executive diverse recruiting strategies to strengthen the pipeline. Huge partnered with the recruiting and executive leadership team to provide full transparency on the open requisitions and review of the pipeline of candidates with quarterly dashboards.
Continued transparency reporting with diversity data

The data available showed the total number of U.S. full-time employees was 614 in 2022. As of January 1, 2023 we have 543 U.S. full-time employees on which the below data is based.

Take a look at how we’ve measured up in 2022 heading into 2023 by comparing previously recorded data. The data shows overall U.S. employee base by gender and ethnicity.

Gender representation

Huge has seen a 1% increase in female identifying representation since 2022.

- 56% Female
- 44% Male

Race/ethnicity representation

Huge has maintained its race/ethnicity representation since 2022.

- 62% White
- 38% BIPOC
Breakdown by intersectionality

The chart shows the intersectionality between ethnicity and gender. For ethnicity, we have increased our Black population by +1% since 2022. Based on the chart, you can see that we skewed more female identifying across the majority of racial identities. The ranks of our Black and White female identifying employees have increased, while we have maintained levels among other ethnicities.

Gender representation by seniority

This chart represents the gender breakdown at three levels of seniority in the organization. We have increased our female population at the Executive level by 9% since 2022 and 3% at the Professional (Lead and below) level.

Race/ethnicity representation by seniority

We have increased BIPOC representation at the Executive level by 2% since 2022.
New hires

As of January 2023, we have increased female identifying representation by +6% and Hispanic representation by +1%.

Transparency with LGBTQ+ & non-binary tracking

Huge is proud to share a breakdown of LGBTQ+ & non-binary reporting. Of those who elected to participate, 7% of our total population identified as LGBTQ+ & non-binary.

The graph reflects the breakdown of only LGBTQ+ & non-binary identified employees which represents any person(s) who participated in our self identification program as of 2022 to include those who identified as lesbian, gay, bisexual, transgender, asexual, pansexual, non-binary, gender queer, gender fluid, gender non-conforming, with a gender identity not listed, or with a sexual orientation other than heterosexual that was not listed.

The number of respondents identifying as bisexual increased by 27%.
Expanded employee well-being and inclusive benefits

Huge continues to prioritize and normalize wellness and mental health with a host of inclusive benefits to ensure all of our employees feel well cared-for and like they belong. We support employees through our “New World Working” approach, which includes:

01 Huge Holidays
A commitment toward restoration. We now close for a week 3x annually.

02 Minimum Time Off
In place of traditional PTO, we have Minimum Time Off (MTO) that requires everyone to take a minimum of 10 additional days off per year.

03 Family Leave Benefit
In 2022 we increased the number of weeks under the policy from 6 to 12 weeks. In conjunction with our other leave benefits, Primary caregivers are now eligible for a minimum of 18 weeks of fully-paid leave. Secondary caregivers are now eligible for 12 weeks.

04 Take Care Days
We know that wellness is both physical and mental, so we have Take Care days when our people need them.

05 Caregiver Priority
If schools or facilities providing care for a family member close unexpectedly due to COVID-19 protocols, caregivers can take half-days as needed.

06 Health@Huge
Launched global resources for the well-being of our employees. We partnered with HelloHealth to provide quarterly series of workshops with the purpose of helping employees reach their mental and physical goals.
Our goal is to fully integrate an equity mindset into how we innovate, service our clients, and create bias disruption in our industry. We do this through programs and external partnerships to Make Huge Moves across the globe.
We are proud to partner with these organizations to help make necessary change.

IN for 13
Our commitment for IN for 13 is to actionably stomp out systemic racism and create equity in the advertising and production industries by raising the percentage of Black people in leadership positions to 13% (reflective of the % of Black people in the U.S.) by 2023.

Ellevest
Ellevest is investing for women, created by women. Ellevest has made it simple and easy for women to take control of their finances. While the platform is geared mainly toward women, taking into account the gender-specific issues of salary gaps, career breaks, and longer life expectancy, all investors are welcome on this platform.

Dear Black Talent
Dear Black Talent by 4A's Foundation was created to galvanize the industry around improving the level of diversity within advertising and media agencies. Huge is working with Dear Black Talent to increase our diverse talent.

Chezie
Chezie is an all-in-one solution designed to help our people build impactful employee resource groups. We are working with Chezie to support our Affinity groups by tracking members, hosting events and communicating with our community.

Shift D&AD
A free, industry-led night school program for emerging creatives who don’t have a college degree. D&AD aims to create an accessible space for self-made talent to learn from and connect with the industry, establish a network and find job opportunities.

Afrotech
A conference that is centered on thought leadership, tech innovation, and community building, while bringing the Black tech community to the forefront.

One Club
One Club supports the advertising and design industry by offering diversity, education, leadership programs and more for ALL creatives, helping them grow in their respective disciplines. Huge is a corporate sponsor and partners with One Club to support programs and events.

BYP London
The BYP Network is a platform focused on DEI that empowers Black professionals to connect with each other and global organizations. BYP works with partner organizations to attract, engage, recruit and retain Black talent.

Groundwater Institute
Groundwater is a diverse collective of racial equity advocates, grassroots organizers, strategy consultants, and institutional leaders who are committed to shining a light on the root cause of the inequities in our society and driving large-scale transformation to build a more equitable future.
Supplier and Vendor Diversity

Our goal is to fully integrate an equity mindset into how we innovate, service our clients, and create bias disruption in our industry. A key way we ensure this is by championing supplier diversity and external partnerships to make Huge Moves across the globe.

Tracking supplier diversity

We currently track supplier diversity on our spend on a quarterly basis. In 2022, Huge spent 14.5M USD and 4.2M CAD across Huge U.S. and Canada on diverse external partnerships.

14.5M USD dollars spent across the U.S. on diverse external partnerships.

4.2M CAD dollars spent across Canada on diverse external partnerships.
We help businesses make Huge Moves.

In doing so, we transform companies for the digital age. Our specialty is working with brands that want to make Huge Moves, with a specific focus on bringing innovative products, experiences, and diverse campaigns to market.

Founded on the principle of human-centricity, we believe great design can change the way consumers and brands interact. We provide industry-changing solutions to some of the most ambitious companies across every sector. Each year, we work hard to bring projects to our employees that drive real change not just for our client, but for the world.
Anti-racist Company

We strive to become a never-done anti-racist company centered on education & awareness, change initiatives, and practices that create bias disruption and eliminate discriminatory systems. Doing so will move us toward more inclusive experiences.
Our Affinity groups at Huge

Our Affinity groups were created by and for employees to elevate perspectives and increase populations of broadly diverse communities that help make Huge a more inclusive workplace.

In 2022, the Affinity groups hosted more than 28 events to celebrate observance months, educate, and support various initiatives and organizations.

In addition to Affinity groups, we created several additional slack communities (Veteran, Immigrants, Sustainability and Jewish) to provide connections and resources for our employees to have a safe space for open dialogue.

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<thead>
<tr>
<th>Our Affinity Groups</th>
<th>Description</th>
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<tr>
<td>ACC</td>
<td>Asian Culture Collective is Huge’s community for individuals identifying with the Asian diaspora &amp; allies.</td>
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<tr>
<td>LGBTQ+</td>
<td>Huge’s community for LGBTQ+ inclusion and diversity.</td>
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<tr>
<td>Parents</td>
<td>Huge’s community for parents &amp; caregivers.</td>
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<tr>
<td>RBG</td>
<td>Red, Black, Green is Huge’s community for employees identifying with the African diaspora, as well as their allies.</td>
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<tr>
<td>Unidos</td>
<td>Huge’s community for individuals identifying as Latina, Latino, Latinx, Latin &amp; allies.</td>
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<tr>
<td>Women</td>
<td>Huge’s community for women and women identifying individuals.</td>
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In 2022, Huge improved talent pathways and experiences by focusing on organizational development through our new Grow Huge site. The creation of development models, clear role definitions, and a transparent career architecture for every craft and role at Huge was established. These models will bring greater objectivity and clarity to career development and interrupt potential bias in performance reviews, promotion decisions, and alignment to growth opportunities.

We have partnered with various organizations to bring more learning and development opportunities to our employees such as Lattice, LinkedIn Learning, Mindgym, Groundwater Institute and Korn Ferry.

### DE&I Education:
**Focus on our people**

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<th>Learning about DE&amp;I through LinkedIn Learning.</th>
<th>349 Hugers using LinkedIn Learning</th>
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<td>The most popular course in all of Huge was about accessible web design.</td>
<td>Hours spent learning</td>
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<th>Edge Leadership Training</th>
<th>We also introduced Edge Leadership training, a series of cohort-based, interactive workshops where managers develop a leadership and growth mindset, advance their leadership skills, build a deep-rooted network of leaders, and — in all aspects of the training — incorporate inclusive leadership.</th>
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<td>Participants learned strategies for creating psychological safety on their teams, bias interruption, and giving meaningful feedback.</td>
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<td>35 managers completed the pilot Edge Leadership training.</td>
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<th>Executive Leadership Training</th>
<th>We have partnered with Korn Ferry &amp; Groundwater Institute organizations to provide DE&amp;I &amp; race equity training to our senior leadership team throughout the year.</th>
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<td>We will continue to bring education and engage leadership.</td>
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Our core focuses are racial equity & justice, voting rights, human rights and climate & sustainability. The intersection between DE&I and social impact is where we engage in pro bono projects, which can lead to even broader engagements that target more ambitious objectives.
Huge Moves for Humanity

Huge Moves for Humanity is our collective action of philanthropy and social activism, centered around how we “give a shit.” It’s also about the people, our work and our communities, because we believe you have to be all-in to make a huge impact in the world.

Here are just a few ways we’ve made Huge Moves.

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<th>Defund to Refund</th>
<th>Education and supporting voting rights</th>
<th>Operation Pre-Frontal Cortex</th>
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<td>A story-based digital platform to help Americans rethink public safety—spearheaded and maintained by a group of passionate Huge employees of past and present.</td>
<td>Throughout the year, we have provided resources and communications to educate on democracy reform and voting rights across the globe in all countries. The right to vote is one of the most fundamental elements of a democracy and contributes to a more equitable and inclusive society overall.</td>
<td>A program harnessing the power of mindfulness and meditation to help reduce the incidents of gun and mass violence in Toronto.</td>
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Experience Exchange

A scholarship program created by Huge Toronto in partnership with George Brown College, to support under-represented students in all areas of design.

Black Owned Business Challenge

We reprised a challenge for the fourth consecutive year to make purchases from Black-owned businesses. Last year we collectively spent more than $61K.

Continual investment in pro bono partnership

Stoked, HOOHA, Notifica, Have Her Back
The Path Forward

We believe the future is bright as we continue to double down on DE&I and make equitable investments in our processes and policy.

At Huge, we know it is up to us to be daily accomplices in the fight against systemic bias and inequity by embedding DE&I in all we do. As the organization grows and evolves, our opportunity to live out these beliefs is greater than ever.

We own that opportunity together and are committed to our north star framework of making Huge Moves by staying accountable to increasing gender and racial diversity in our organization, by bringing an equity and bias disrupting mindset to our industry, and by increasing our social impact across the globe.

We will continue to be transparent as we progress through 2023, and pursue every opportunity to strengthen our approach to diversity, equity, and inclusion.