



EVERYONE BELONGS



ANNUAL DEI&B REPORT

EXTERNAL VERSION

Few topics in today's workplace carry as much weight or misunderstanding as Diversity, Equity, Inclusion and Belonging (DEI&B). Over time, what began as a genuine effort to strengthen organizations and expand opportunity has become layered with assumptions and competing interpretations. When we move past the noise and look beyond the acronym, the purpose underneath remains profoundly human and profoundly good. At OneDigital, we get that. For us, it's never been about politics. It has always been about people.

We set the bar high and the pace fast. A culture where everyone belongs strengthens performance by setting clear expectations and creating fair, consistent conditions to help our people meet them. This work isn't driven by mandates or metrics or housed in a single function—it shows up in how our leaders lead and how our teams work together every day.

Belonging is a shared responsibility. It's a muscle we build until it becomes a reflex in how we listen, collaborate, and support one another. It guides everyday decisions and shapes the ways we attract talent, recognize effort, reward performance, and create opportunities for growth. This muscle memory starts forming from the moment someone joins us through every stage of their career—regardless of background, identity, or starting point.

We're proud of our progress and clear-eyed about the work ahead. We understand that progress isn't a destination; it's a discipline. Belonging is more than the freedom to show up as your authentic self; it's a shared purpose, shared expectations, and a clear understanding of how each person's strengths and perspectives create value for our business and for one another. This is how we drive impact and lead with purpose, every day.

A LETTER FROM **KRISTEN ESKEW** VP OF DEI&B



THIS WORK ISN'T DRIVEN BY MANDATES; IT'S REFLECTED IN HOW OUR LEADERS LEAD AND HOW OUR TEAMS COLLABORATE.



From our very first day, this company has been guided by a clear vision: To build something truly unique, with a foundation rooted in people, culture, and a commitment to improving lives. Every decision, every investment, and every milestone has been intentional and has laid the foundation for the organization we are today.

ADAM BRUCKMAN
CEO



EVERYONE BELONGS

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TIMELINE

FROM FOUNDATION TO TODAY

Building belonging doesn't happen in a single moment; it's a journey shaped over time. This timeline highlights key milestones that reflect how we've learned, adapted, and stayed committed to better serving our people. It captures progress and persistence, but it's not a final chapter. The work continues, and we move forward together.

SCALE

2021

DEI&B Foundations Training launched, a people-centered guided learning experience

Racial and gender diversity increased across field leadership levels

Strengthened inclusive hiring practices through recruiter AIRS certification, diverse slate commitments, and an HBCU recruiting taskforce

FOUNDATION

2019

Elizabeth Chrane named Chief People Officer (first woman in the C-suite)

Launched Employee Resource Groups: Multicultural Network, Women's Network, LGBTQIA+ and Remote Employees

Delivered the first leadership DEI&B workshop

Added the first woman to the board of directors

DEI&B Executive Steering Council formed

Five DEI&B focus areas established

New ERG launched: Working Parents

Unconscious Bias added to required training

Leadership race discussion guide created

"We've Got Your Back" fund launched

2020

STRUCTURE



INTEGRATION

2023

Four new ERGs launched:
Neurodiversity Network,
BRAVE, BFFs, and ACE

Hired first dedicated
DEI&B team member

Added seven minority-
and women-owned firms
to our team

Increased racial diversity
across all job levels

Glassdoor D&I rating
reached 4.3/5

Lyra mental health
benefits introduced

Earned 30+ workplace
awards nationwide

Named by Fortune as a
Best Company to Work
For in Financial Services &
Insurance, Best Place for
Women, and Best Place
for Millennials

Donated \$2.2M to
nonprofit organizations

Launched new ERG:
Unidos As One

Hosted our inaugural ERG
Leadership Summit,
convening ERG leaders
nationwide for
leadership development
and collaboration

2024

OUTCOMES

Marcia Calleja-Matsko
named Chief
Information Officer
(second woman in
C-Suite)

Kristen Eskew named
Vice President of
DEI&B

Launched DEI&B
communications
platform (internal
and external)

Glassdoor D&I rating
increased by 4% year
over year

Internship program
diversity increased
by 32%

2022

STRATEGY



2025 HIGHLIGHTS



In 2025, OneDigital earned more than 30 Best Places to Work Awards from prestigious companies like the Best Companies Group, Great Place to Work, and The Best & Brightest Company, highlighting our strong culture and reflecting the pride our people bring to work every day.



FORTUNE'S GREAT PLACE TO WORK SURVEY RESULTS

93%

When you join the company,
you are made to feel
welcome

90%

I'm proud to tell others
I work here

90%

People care about each
other here





25 women from OneDigital named to the NAPA Top Women of Excellence list



Handshake Early Talent Awards **2025**

For the 2nd consecutive year

THE NATION'S
BEST AND
BRIGHTEST[®]
IN WELLNESS
WINNER 2025

And a Best & Brightest Top 101
in the Nation

BEST AND
BRIGHTEST[®]
COMPANIES
TO WORK FOR
IN THE NATION
WINNER 2025

and in 14 U.S. Markets





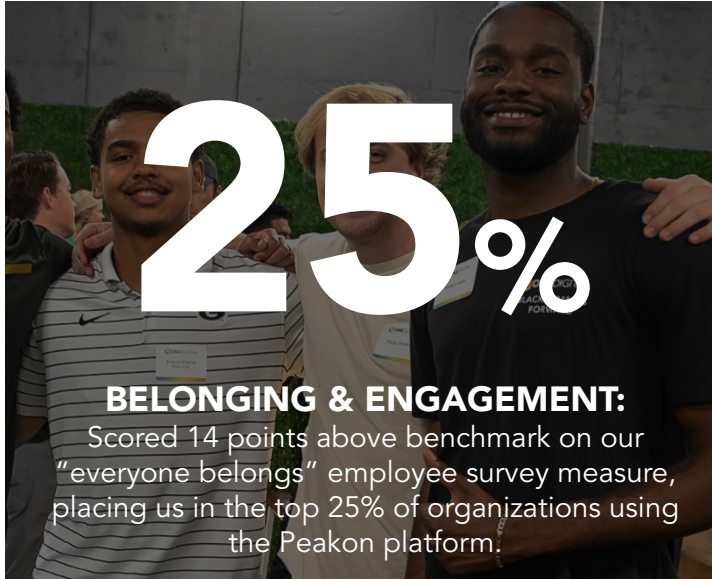
\$2.8 MILLION

DONATED TO CHARITY



LEADERSHIP REPRESENTATION:

Increased female representation at the VP and SVP levels from 29% to 35%.



25%

BELONGING & ENGAGEMENT:

Scored 14 points above benchmark on our "everyone belongs" employee survey measure, placing us in the top 25% of organizations using the Peakon platform.



100%

GENDER PAY PARITY

PAY EQUITY:

Achieved 100% gender pay parity, compared to the U.S. average of 82.7% for women's pay relative to men (U.S. Department of Labor).



TAC

★ THE APPLIED COMPANIES

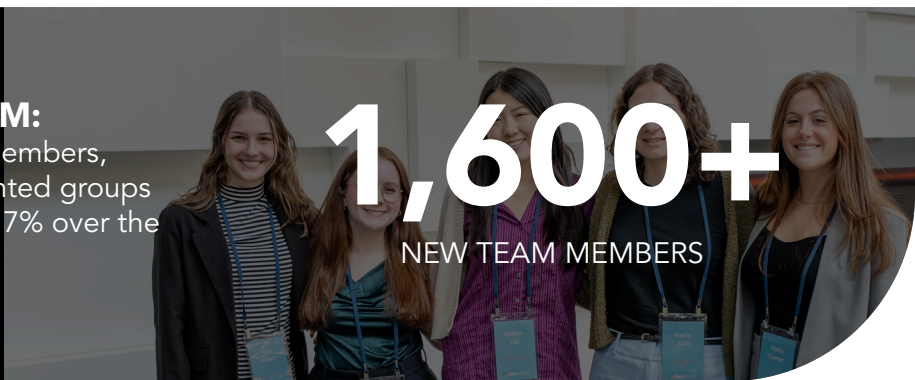
WOMEN-LED TEAMS:

Welcomed three women-led firms through M&A: The Applied Companies, Bancorp Insurance Agency, and Focus HR, Inc.



GROWING OUR TEAM:

Welcomed 1,600+ new team members, increased hires from underrepresented groups by 4.5%, and grew women hires by 7% over the past three years.



1,600+

NEW TEAM MEMBERS



VISION & STRATEGY

BUILDING A CULTURE OF BELONGING



OUR VISION

We are committed to cultivating and preserving a culture of belonging: one grounded in trust, shared purpose and mutual respect. A culture where people feel free to ask questions, challenge assumptions, learn from mistakes and do their best work together. Belonging at OneDigital isn't just about being your authentic self; it's about knowing that you belong to a culture that values different perspectives, insists on fairness, and connects our people to meaningful work,

FIVE FOCUS AREAS

INCLUSION & BELONGING

We make it matter by bringing people together and empowering the unique magic of our people. At OneDigital, it's not just safe to be your authentic self, we're lost without it.

ASSESSMENT & TRANSPARENCY

Accountability requires clarity. We assess our progress thoughtfully and share it openly—because trust is built when people can see where we are, how we're improving, and what we're committed to addressing next.

LEARNING & COACHING

We believe in balancing the nuances of an ever-changing world with a never-ending curiosity. Through education, mentoring and professional development programs, we are building skills for our people to lean into difficult conversations, build community, and utilize their diverse perspectives and lived experiences to tackle complex challenges.

GROWING OUR TEAM

We hire the best person for the job and partner with the best firms, period. We're also intentional about where we look for talent, knowing that excellence exists in places that haven't always been seen. A person's value isn't just in what they do, but in who they are.

SOCIAL RESPONSIBILITY & GIVING

Giving back to our communities through volunteer efforts and financial giving isn't just a responsibility; it is an honor. We embrace the goal of representing the communities we serve by investing in local causes focused on reducing social inequities.



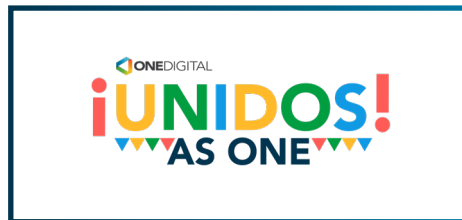
INCLUSION & BELONGING

POWERED BY OUR PEOPLE



Belonging doesn't live in one place or with one team. It's built through the shared effort of people who lead, participate, listen, and show up for one another.

Our nine Employee Resource Groups (ERGs) bring belonging to life. They create space for connection, shared learning, and community across our organization. Beyond connection, ERGs support both professional and personal growth by opening access to mentorship, leadership conversations, and opportunities to build skills and relationships.



DEEPENING BELONGING ACROSS TEAMS



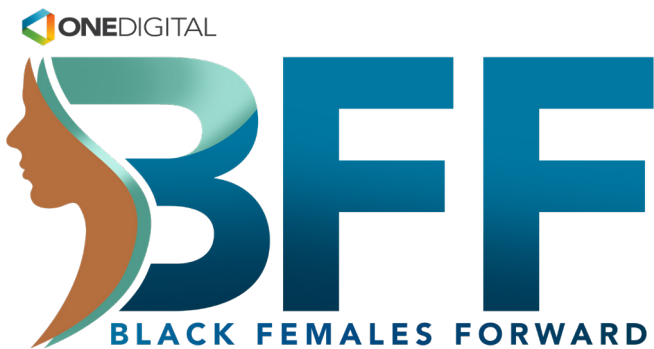
The Working Parents Village added a new Affinity Group, **Turning Disabilities into Possibilities**, which aims to support parents of disabled or special needs children while increasing awareness for this community.



We started Turning Disabilities into Possibilities affinity group to support parents at OneDigital who are in this situation. There's nothing better than being able to talk to someone who's been down this road before.

GREG HOPKINS
Senior Managing Principal and Group Founder





Black Females Forward (BFF) launched two career-focused programs:
Support. Inspire. Succeed. (SIS) and My Nextory.

SIS is a peer-to-peer career development experience focused on building authentic connections and growing together through with monthly themes and interactive sessions.



“ The **SIS program** allowed me to build meaningful connections in ways I hadn’t experienced before in a workplace.

TAYSIA ROSS ”

My Nextory is a six-month, AI-powered, self-paced career pathing program offered to all employees. Participants strengthened skills such as active listening, building meaningful relationships, navigating professional setbacks and managing up with confidence.

“ The Nextory program encouraged me to be an active participant in my own life and career path.

JODY JOHANNSENN ”
Senior Benefits Consultant





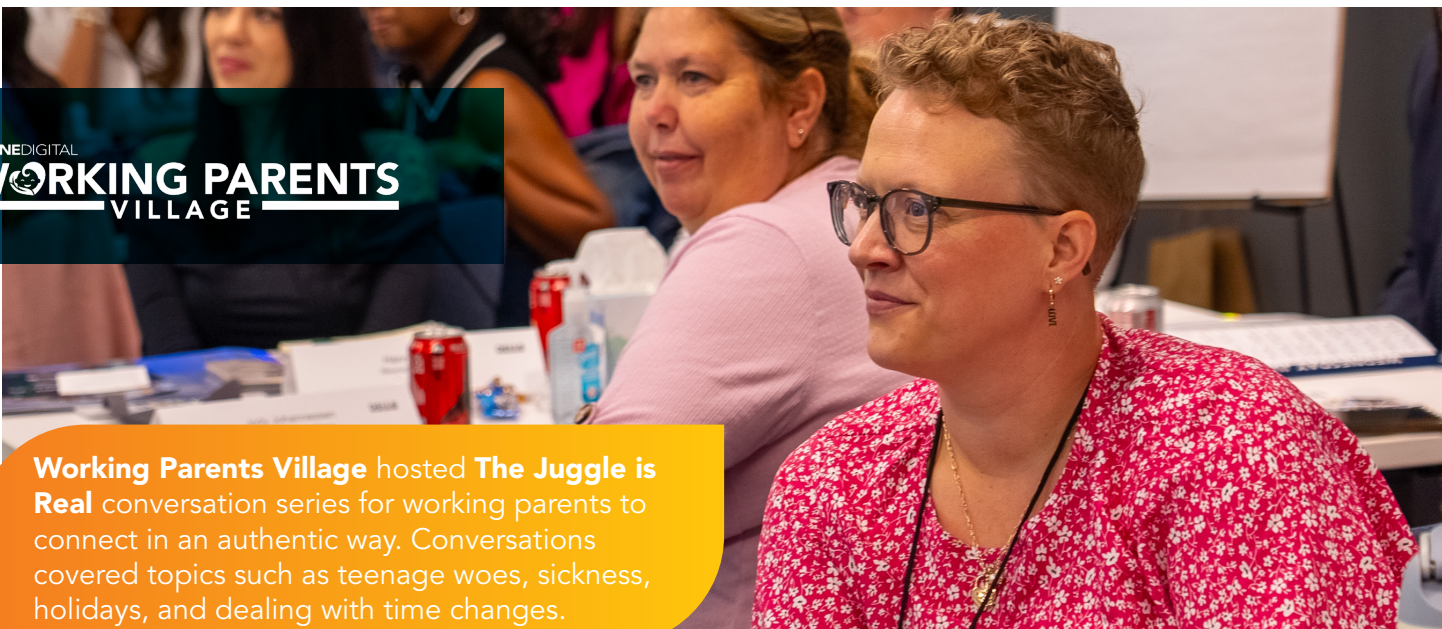
Women's Initiative Network for Growth and Success (WINGS) launched the **Inspiring Voices Speaker Series**, featuring female executive leaders who spoke on topics like personal and professional growth, developing confidence, and building a career at OneDigital.



Hearing people share the messy parts — like imposter syndrome, speaking up, or making a pivot — helped the takeaways feel relatable and doable. It reminded us there is no single 'right' path, and your voice matters along the way!



SAMANTHA PETERSON
Product Manager



Working Parents Village hosted **The Juggle is Real** conversation series for working parents to connect in an authentic way. Conversations covered topics such as teenage woes, sickness, holidays, and dealing with time changes.



Being a parent is more than a full-time job. Working with others who understand that and share the juggle is pivotal to creating a culture of belonging.



STEPHANIE ZAVISLAN
Consultant, Recruitment





The Gathering Place helps team members feel connected to the company's culture and mission through creative activities and communication channels like the **Workday Wiggle** series. Participants joined virtual sessions focusing on strength, flexibility, and full-body mobility, all accessible from their workstations without any special equipment.



I felt rejuvenated and ready for the day after each Workday Wiggle session.

CHRISTINE RICHARDSON
Benefits Consultant



The Neurodiversity Network partnered with **ACE** on **Stress to Success**, an engaging session focused on stress management and awareness in the professional environment. The group explored practical strategies to overcome stress by developing healthy habits and effective work-life balance techniques.



This event helped me to understand triggers and learn about helpful resources and personal strategies to navigate them.

MEGAN BERJA
Learning Specialist



EXTENDING BELONGING BEYOND ONEDIGITAL



The **Gathering Place** led an initiative to celebrate teachers who have made a transformative impact. The group donated funds that teachers used for much-needed classroom supplies and learning aids.

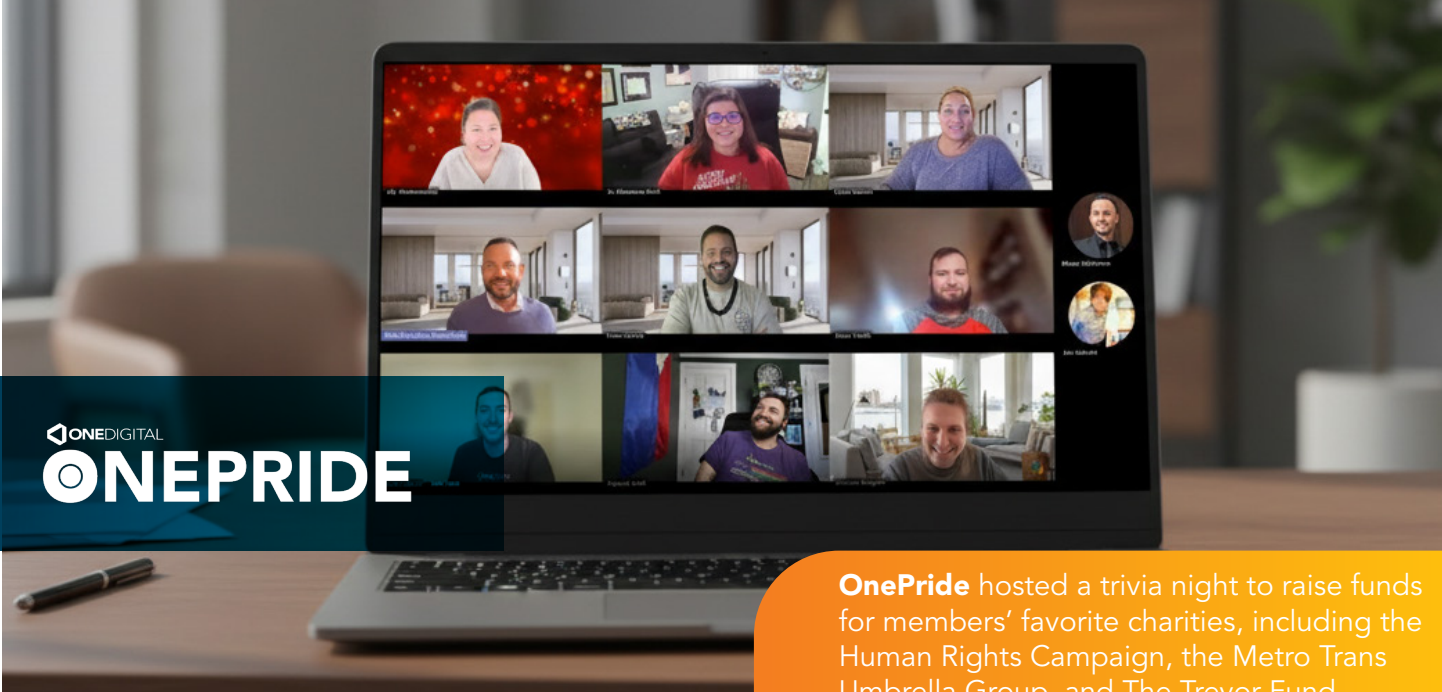


I was grateful when I was selected for the award, because it allows me to better support my students.

JANA BERNING

Teacher, Bradford Exempted Village Schools





OnePride hosted a trivia night to raise funds for members' favorite charities, including the Human Rights Campaign, the Metro Trans Umbrella Group, and The Trevor Fund.



Channeling donations through OneDigital's OnePride ERG enables us to create meaningful impact for those who need it most.

HANS GARCIA
Technology and Systems Training Manager



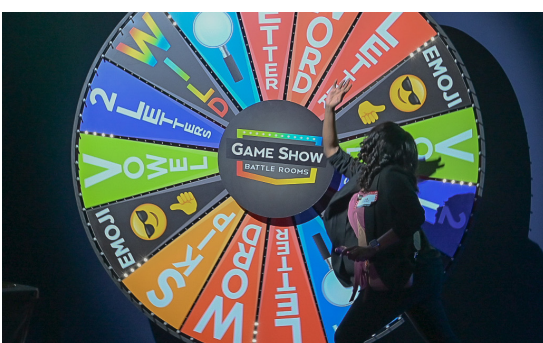
In observance of Wreaths Across America Day, **Bringing Real Awareness to Veterans Everywhere (BRAVE)** donated and placed wreaths at national cemeteries to honor the service and sacrifice of our veterans.

Wreaths Across America gives me the chance to honor my own hero, my husband, and to acknowledge both the sacrifice and the grief that comes with service.

ASHLEY HALVORSON
Talent Management Business Partner



THE CULTURE CREW



The work of our ERGs is supported by groups across the organization that help bring our values to life. The Culture Crew, based at our Atlanta headquarters, is one of them.

Focused on creating shared experiences, the Culture Crew connects people through service, celebration, and learning. Their work honors cultural moments, celebrates wins, and creates space for connection, joy, and belonging.



Our events help bring OneDigital's values to life by celebrating wins, honoring cultural differences, and fostering pride in the organization.

JENNIFER WARREN

People & Culture Program Manager
and Atlanta Culture Crew Leader



ASSESSMENT & TRANSPARENCY

MEASURING WHAT MATTERS



EMPLOYEE DEMOGRAPHICS

5,060

Regular Employees

GENDER DEMOGRAPHICS

62.5%

FEMALE

37.1%

MALE

Management Level

Management Level by Gender

Individual Team Member

65%

35%

People Leader

65%

36%

Senior Leader

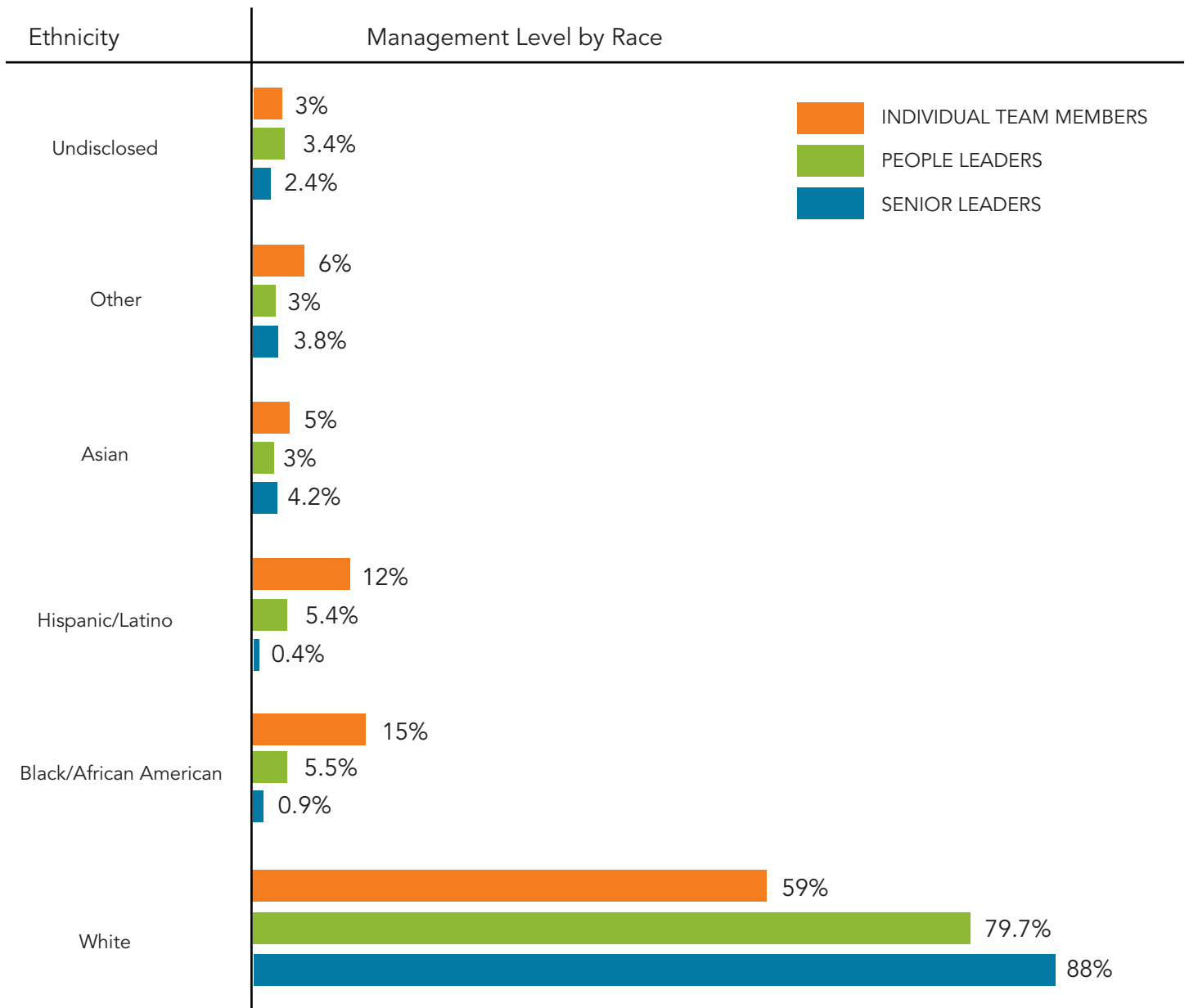
33%

70%

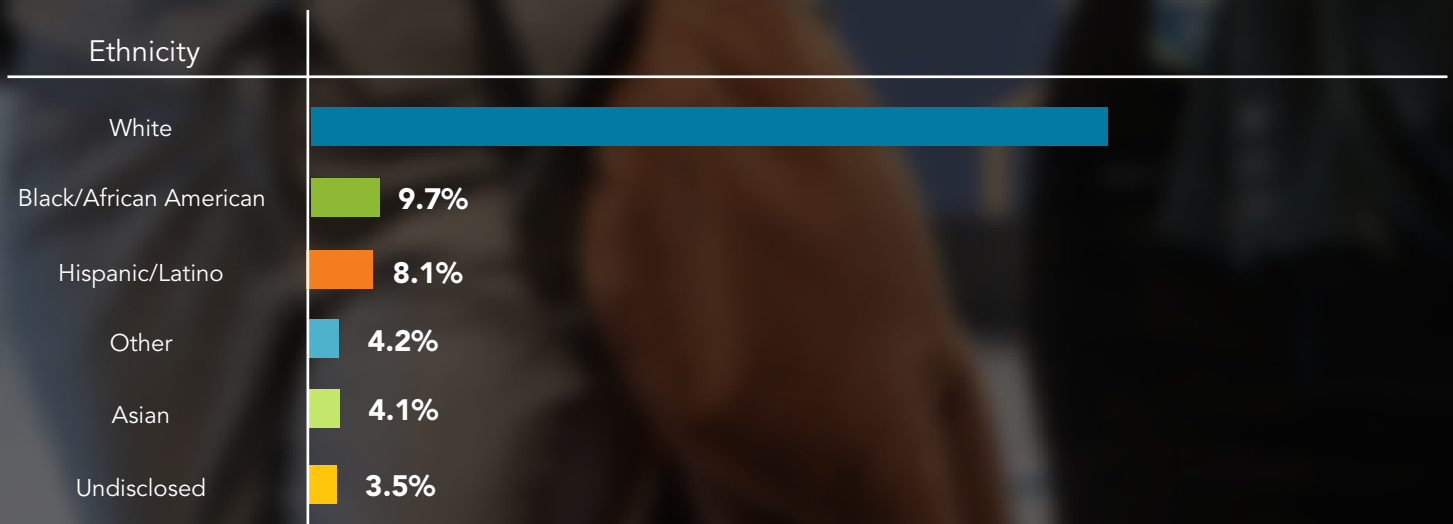
FEMALE

MALE





RACIAL DEMOGRAPHICS



PAY EQUITY MATTERS

Fair and equitable pay is foundational to trust and long-term success. Our compensation approach is built on clear principles: paying fairly for comparable work, maintaining internal consistency, and staying competitive in the market. We use a structured job architecture and defined salary ranges to guide pay decisions, and we regularly review compensation to ensure alignment across roles, levels, gender, and race.

Pay equity is influenced not only by how people are paid, but also by where opportunity exists within the organization. While our reviews help us assess current pay alignment, they also surface broader factors tied to representation and advancement. We are committed to addressing both — by maintaining fair pay practices today and continuing to focus on long-term progress in access, growth, and mobility.

PAY EQUITY BY RACE



PAY EQUITY BY GENDER



DEI&B SURVEY RESULTS

Listening to our people helps us know what's working and where there's room for improvement. Here's what

**ONEDIGITAL
OVERALL SCORE**

TOP **25%**

OneDigital's overall favorability score puts us in the top 25% of all companies using the Peakon survey platform

INCLUSIVENESS

TOP **10%**

At OneDigital, people of all backgrounds are respected and accepted for who they are.

DIVERSITY

55 23 above benchmark

A diverse workforce is a clear priority at OneDigital.



GROWING OUR TEAM

WELCOMING OTHERS



HIRING WITH INTENTION

We are committed to hiring the best talent, and we're intentional about looking for it in places that reflect a wide range of lived experiences and backgrounds.



The goal has never been about meeting quotas, but about continuously looking for creative ways to find the best in the industry.



ROBIN MALMANGER
VP of Talent Acquisition

These efforts reflect OneDigital's commitment to building strong, diverse teams through intentional outreach, equitable processes, and a modernized, people first experience.

1,694

Welcomed 1,694 new hires in 2025

4.5%

Increased hires from underrepresented groups by 4.5%

35%

Increased female representation at the VP and SVP levels from 29% to 35%

29

29 interns participated in Jumpstart; 12 were hired for part-time or full-time roles after completing the program



At the end of the day, this work is about people and how we support one another, build trust, and create an environment where everyone can thrive. When our people feel backed, respected, and clear on what they're working toward, they do their best work.



ELIZABETH CHRANE
Chief People Officer

FRESH THINKING AND INNOVATION ENHANCE ACCESSIBILITY



Technology helps modernize the candidate experience. Our newly launched AI chatbot, "Olivia," is featured on our careers site and allows applicants to ask questions and apply by text.





Jumpstart is our 10-week summer internship program that gives students hands-on experience and professional skills as they learn. We recruit rising college juniors and seniors from a variety of universities across the country, focusing on students who can thrive in our fast-paced, collaborative environment.

SCHOLARSHIP WINNERS

Every year, several outstanding interns are nominated by OneDigital leaders for scholarships. We're proud to celebrate these interns from the 2025 class.



(L-R) OneDigital CEO Adam Bruckman, Blake Bartos, and Jumpstart Program Manager Jennifer Warren



(L-R) Jumpstart Program Manager Jennifer Warren, Mariana Molinari, Olivia Lodge, Jason Wilson, and OneDigital CEO Adam Bruckman

M&A

NEW PARTNERS, NEW OPPORTUNITIES



In 2025, OneDigital announced 21 new acquisitions, including four with businesses founded by or led by women. These strategic partnerships expanded our services in three key practice areas: **Professional Employer Organizations (PEO), Property and Casualty, and HR Consulting.**



“

We are focused on teams that make us better, not bigger. It's about leading with culture, which will always remain at the core of our focus. Helping people is woven into the strands of our DNA.

MIKE SULLIVAN
Chief Growth Officer

”



“

This partnership will allow us to tap into OneDigital's vast resources and industry expertise, enhancing our service offerings and benefit packages. Our shared commitment to client success and excellence makes this an exciting step forward.

TRACY COLE
President and CEO, Focus HR

”



LEARNING & COACHING

INVESTING IN OUR PEOPLE



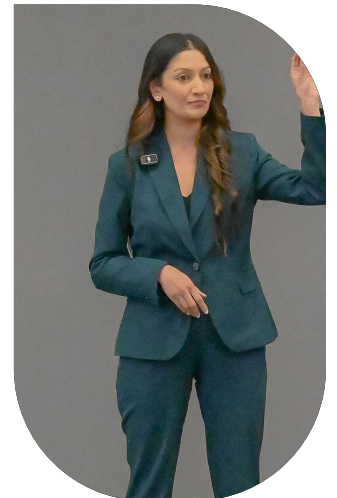
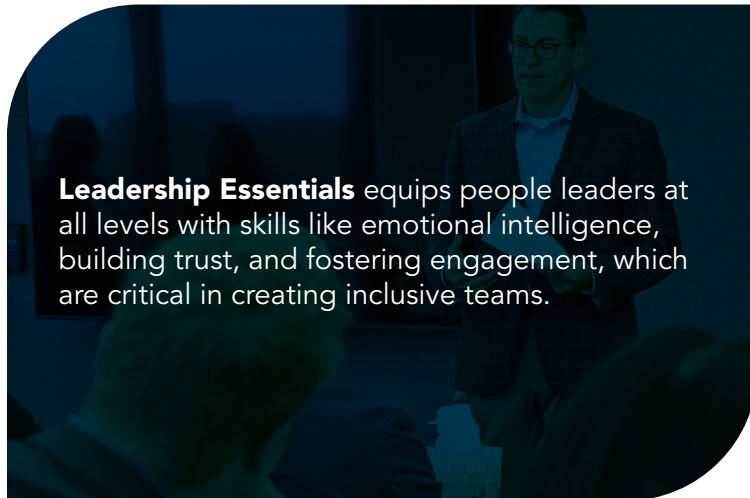
We believe access to knowledge and learning creates agency. We develop programs to meet people where they are so they can progress with intention on their own terms. Participants come away from these courses feeling empowered, valued, and connected.

OUR APPROACH

We've integrated learning into the flow of work through leadership pathways, practice-based learning, and real-time skill-building aligned with business needs. These initiatives help individuals see themselves as part of a larger, inclusive community where their contributions matter.



Leadership Essentials equips people leaders at all levels with skills like emotional intelligence, building trust, and fostering engagement, which are critical in creating inclusive teams.



LEADERSHIP ESSENTIALS

83

GRADUATES
IN 2025

21

PROMOTIONS
IN 2025





RISING is a 12-week cohort-based program for high-potential individuals. It's designed to expand influence and relationship-building skills. This program reflects our belief that leadership potential exists everywhere, not just in formal titles.

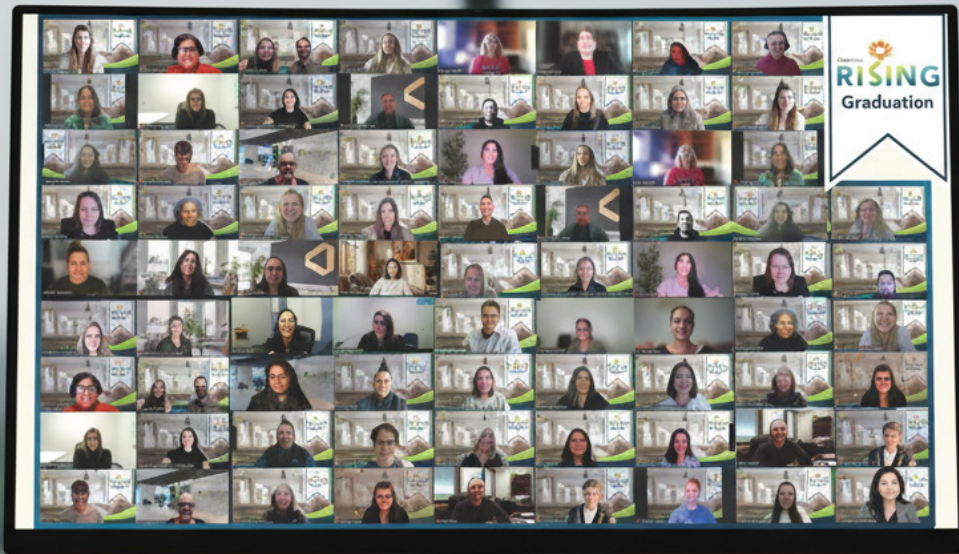
Through these programs and many more, we're building a workplace built on authenticity, where everyone feels they belong and can contribute their best.

66

GRADUATES
IN 2025

30

PROMOTIONS
IN 2025



FEEDBACK FROM GRADUATES

Sharing experiences and learning from others' perspectives broadened my understanding of leadership and helped me build a more supportive network.

The focus on purpose, effective communication, and teamwork helped me refine my ability to listen actively, to provide constructive feedback, and to collaborate across diverse teams.

This was one of the most rewarding experiences of my career and I could not be more thankful to have taken part in the cohort.



SOCIAL RESPONSIBILITY & GIVING

DRIVING LOCAL IMPACT



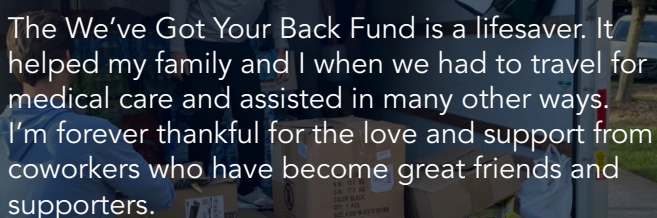
We believe in doing well by doing good. That belief guides how we support our people, partner with our clients, and show up for the communities we serve. It's a reflection of who we are and how we measure impact beyond business results.



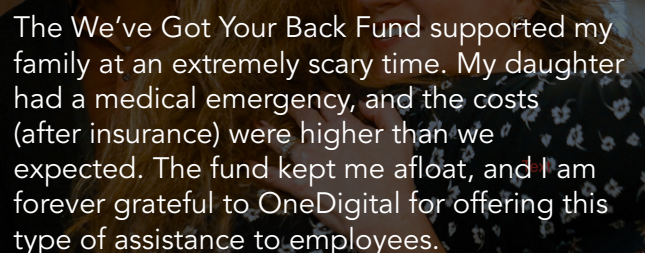
WE'VE GOT YOUR BACK

When life takes an unexpected turn, having a supportive community can make all the difference. That's why we created the We've Got Your Back Fund, which provides financial assistance to team members facing unforeseen challenges. The fund relies primarily on employee donations, with support from OneDigital.

FEEDBACK FROM FUND RECIPIENTS



The We've Got Your Back Fund is a lifesaver. It helped my family and I when we had to travel for medical care and assisted in many other ways. I'm forever thankful for the love and support from coworkers who have become great friends and supporters.



The We've Got Your Back Fund supported my family at an extremely scary time. My daughter had a medical emergency, and the costs (after insurance) were higher than we expected. The fund kept me afloat, and I am forever grateful to OneDigital for offering this type of assistance to employees.



G.I.V.E.

GIVE. INSPIRE. VOLUNTEER. ENCOURAGE.



The G.I.V.E. program—short for Give, Inspire, Volunteer, Encourage—embodies our commitment to supporting the causes that matter most to our people. When employees contribute to organizations that strengthen their communities, we match 100% of those eligible donations, up to \$500 per year, amplifying the impact of every contribution. In 2025, we gave \$258,314 in matched donations to 450 charities.



\$2.8M

IN CHARITABLE GIVING COMPANY WIDE



EVERYONE BELONGS

BUILDING FORWARD TOGETHER



GROUNDING IN WHAT MATTERS

We're staying focused on people performance and results, not politics

MINDSET OVER MANDATES

Our strategy is rooted in behaviors and principals, not checked boxes

EQUITY AS A STANDARD

We remain committed to fairness, not favoritism

SHARED BELONGING

Elevating individual experience to collective responsibility

This report reflects more than progress or programs. It reflects who we are and the type of environment we are committed to building—an environment in which our people are proud to belong. Belonging isn't just about being yourself; it's about what we bring to one another. Belonging asks for reciprocity. It's shaped not only by the trust, growth, and connection we gain from it, but by what each of us contributes through how we show up, how we care for one another, and how we help the culture around us grow stronger.

When we say Everyone Belongs, we are demonstrating a commitment to being a People First company, and when we say people, we mean all people.

As we move forward, we're staying grounded in the original intent of this work and choosing to go deeper, not wider. We'll continue to invest in our people, operate with transparency, work as one organization, and create meaningful impact for the clients and communities we serve. This isn't a finish line—it's how we live our values and show up, every day. Our people will always be our greatest strength and our highest priority. We will continue to create an environment where, together, people can do their best work, grow with purpose, and live their best lives.

ELIZABETH CHRANE

Chief People Officer





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