

MiQ'S ANNUAL REPORT
2022

I . D . E . A .

REPORT

Inclusion, **D**iversity, **E**quity and **A**ccountability



WE ARE MiQ



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A NOTE FROM OUR CO-FOUNDER

On reading our second I.D.E.A. Report, I'm deeply proud of how far we've come as a business. When myself and Gurman launched MiQ in 2010 (formerly known as Media iQ), we promised ourselves that we'd build a business that delivered for our people, who would go on to deliver for our clients. When it comes to business growth, that rationale was (and still is) very simple. But it's been a crucial part of MiQ's development.

When we launched MiQ, we understood the importance of diversity, equity and inclusivity within our business. But in the early days, we didn't quite know how to hold ourselves to account, or how to measure our successes and failures. When I read the latest I.D.E.A. Report, I felt like we were realising both mine and Gurman's vision of creating a culture we could be proud of. We've always set out to create a business that can

deliver for its people of many backgrounds and identities. We've made so many great strides in the last 18 months. Our BIPOC representation has increased across ROW (all countries outside of India), representation of women has increased (notably across senior / leadership positions), we've improved our parental leave policy and off the back of our pay gap analysis, we've initiated compensation equity.

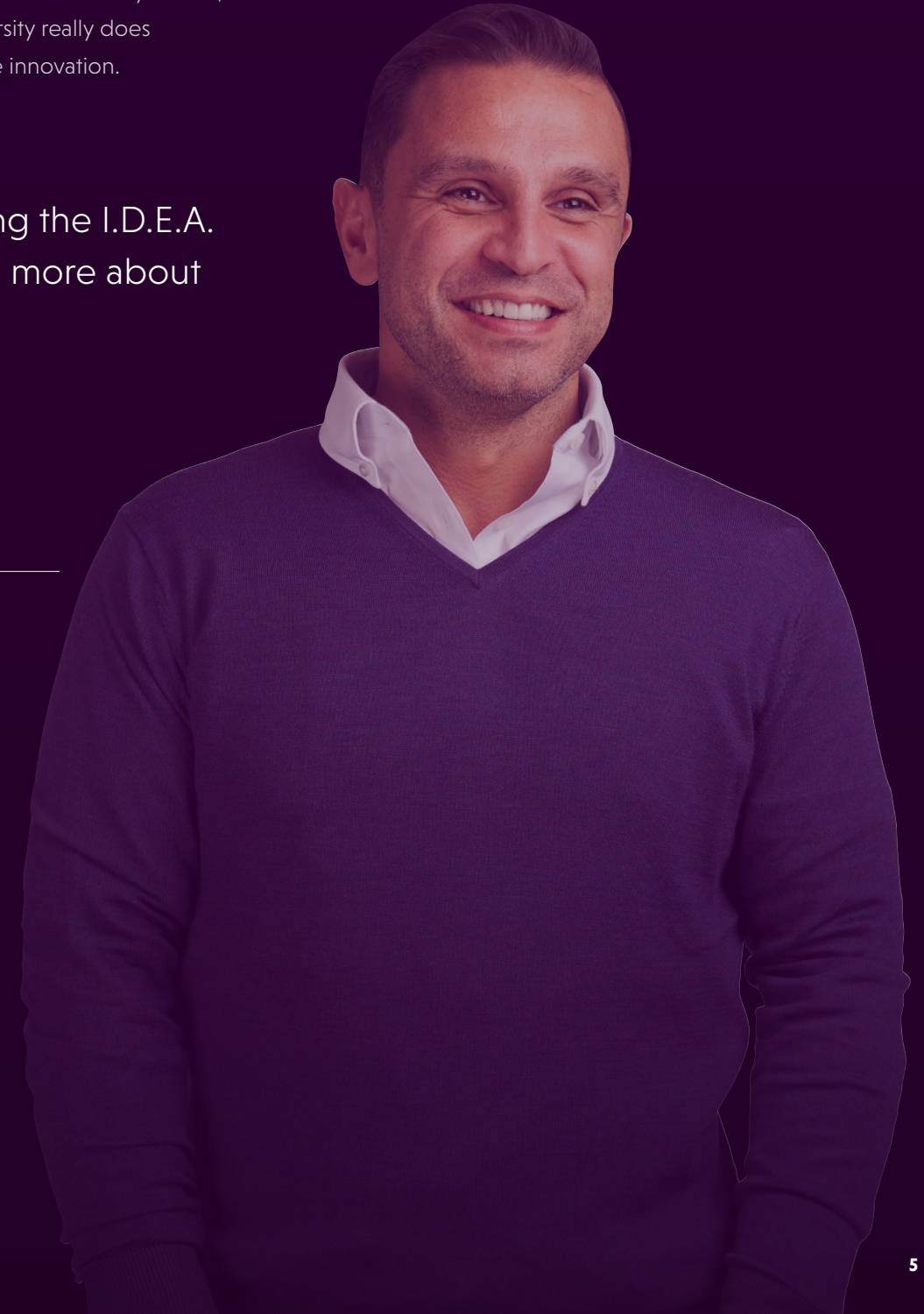
I could go on and on about the excellent progress our business has made! But this isn't about congratulating ourselves: there's still work to be done. The I.D.E.A. Report indicates areas of concern and where we need to get better. We're passionate about being fully transparent because that's what helps to create authentic change.

One of our pillars is 'Diversity Drives Innovation'. Over the past couple of years, I've been asked why we focus so heavily on inclusion and diversity? Why is it an intrinsic part of the founding narrative? Firstly, because we want to be a people-first business. Anything less than being fully committed to

diversity, equity and inclusion would be hypocritical. And our ambition would then become irrelevant. And secondly, because diversity of thought and action is how we can future-proof and continue to grow sustainably. For us, diversity really does drive innovation.

I hope you enjoy reading the I.D.E.A. Report and discovering more about our journey.

LEE PURI
CO-FOUNDER





A LETTER FROM AXELBAUM

Hello, and welcome to our second annual I.D.E.A. Report looking at how inclusion, diversity, and equity have changed and progressed at MiQ in 2021.

The theme of this year's report is the Inclusion Evolution. We're all on our own journeys when it comes to helping create a more inclusive and welcoming culture. As our department wraps up our second year of Inclusion and Diversity, this report has highlighted both the amazing things we have accomplished – and the long, but exciting road ahead. I have been honored to lead this department with active and enthusiastic encouragement from every corner of our organization. Our main focus in the future is to meet people where they are – and find ways to personally contribute to a more equitable and inclusive MiQ.

Here are a few highlights from our 2021 evolution:

- Our strategy is evolving. We're focusing on 3 pillars: Inclusion Every Day, Diversity Drives Innovation and Systemic Change. These pillars are all underpinned by a dedication to data accountability and a constant focus on anti-racism and safety.
- Our mission is evolving. The I&D Team created a shared vision of the business' future with a Mission Statement:

The I&D Team's mission is to empower the MiQ community to spark change, internally and externally, with intentional acts of inclusion. Our ambition is to foster diverse teams who celebrate difference and drive innovation. We are committed to a culture of trust, safety, and accountability that supports an equitable workplace for all MiQers.

- Our teams are evolving. Across the entire company, we added over 150 MiQers, bringing us to 861 people globally in 2021. Our inclusion committees, Employee Resource Groups, and Talent teams all grew to help support every single MiQer on their inclusion evolution and to help continue to raise the culture at MiQ. The Inclusion and Diversity department also grew to six full-time team members and a six-month intern, expanding our global scope and local focus.

- This report is evolving. Last year, we were very ambitious in terms of the amount of data we showed in the report (in other words: it was a whole lot to read). We wanted to benchmark everything we could and identify where there were gaps in our data hygiene.

We have made huge strides this past year, and I feel confident that our ongoing tracking provides updated, transparent, and actionable insights on every part of MiQ. With all that in mind, this report will be more concise and consolidated, and

deeper data analysis can be found in ['Delving into the data behind the I.D.E.A. Report' document.](#)

MiQers can also access data slices in real time by reaching out to the Inclusion and Diversity Team. We invite all our people to get curious about their department and country data.

- Even our evolution is evolving. A few of our projects did not turn out as well as we would have hoped, such as how Employee Resource Groups were enabled and our cultural acuity across our regions. But we are consistent about gathering feedback and using data to make sure we course correct and learn along the way. While changes may not be immediately evident, there is so much happening behind the scenes that aid in our continuing evolution.

As we move into 2022, we will be making every effort to meet people where they are on their own inclusion journey. To find out more, take a look at our [Roadmap for the Future section.](#)

Thank you to every single MiQer who shared, listened, read, contributed, facilitated, learned, and evolved in 2021. You are what makes us great.

SARA AXELBAUM
GLOBAL HEAD OF INCLUSION AND DIVERSITY

Key takeaways

We've distilled the key data and takeaways from our report into three sections:

- I. Gender representation
- II. Race and ethnicity representation
- III. Compensation equity

Each section is intended to be a snapshot to the ['Delving into the data behind the I.D.E.A. Report'](#) document, which includes additional context and background on our ongoing efforts as an organization.

Full details of our data collection methodology can be found in the appendix at the end of this report.

A SNAPSHOT OF OUR PROGRESS

Our global gender pay gap is now 0.

Representation of women is increasing.

BIPOC representation is growing.

I. Gender representation

Global representation of women continues to near parity. For the first time, representation of women in countries besides India ("ROW") surpassed the 50% mark.

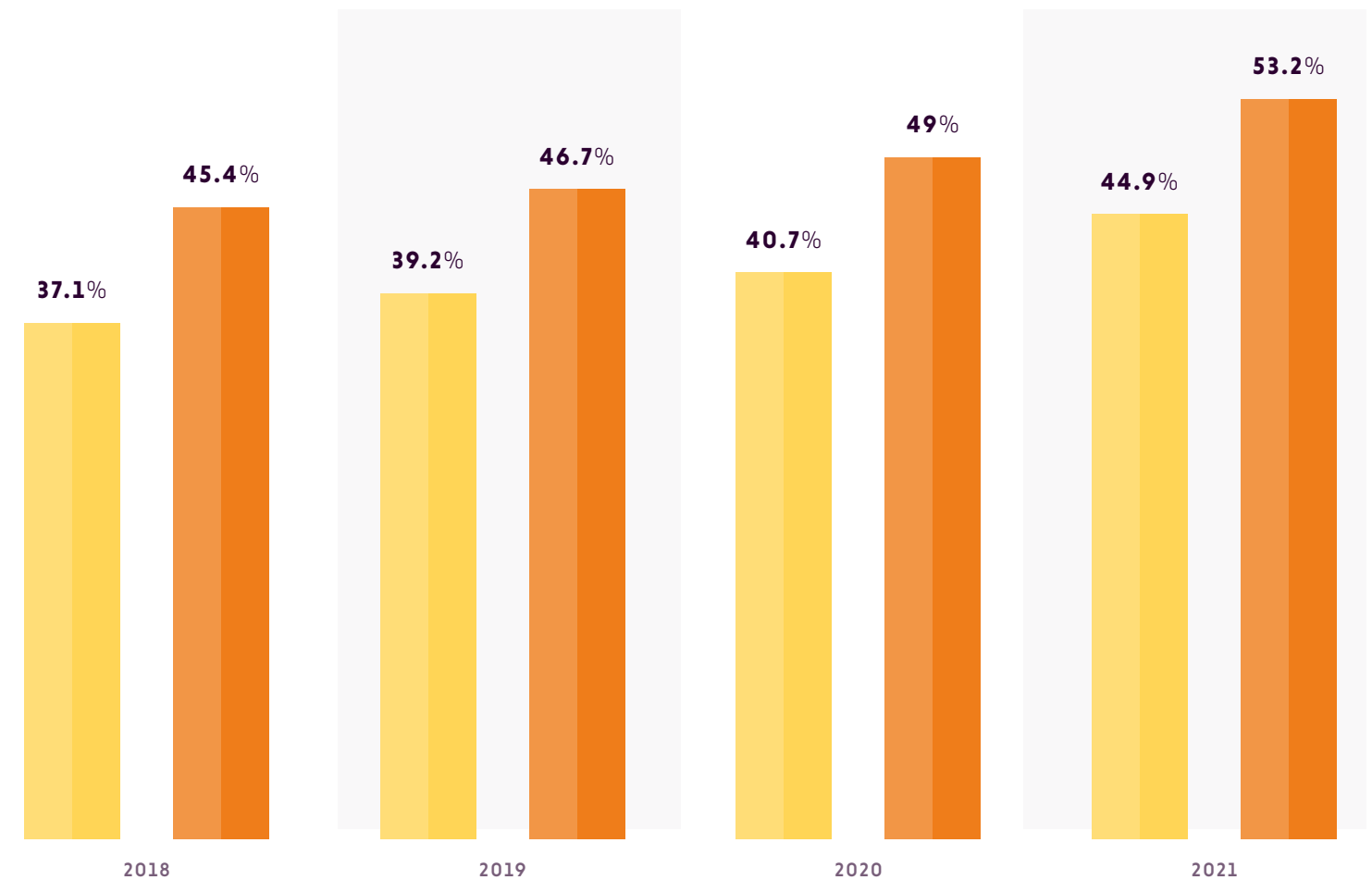
Representation of women grew in every country besides Germany (where the numbers stayed flat), leading to our overall global growth to 44%. While India is still the lowest in terms of representation of women at 30%, this was still a four percentage point change since 2020.

OVERALL GLOBAL REPRESENTATION OF WOMEN

■ GLOBAL ■ REST OF THE WORLD

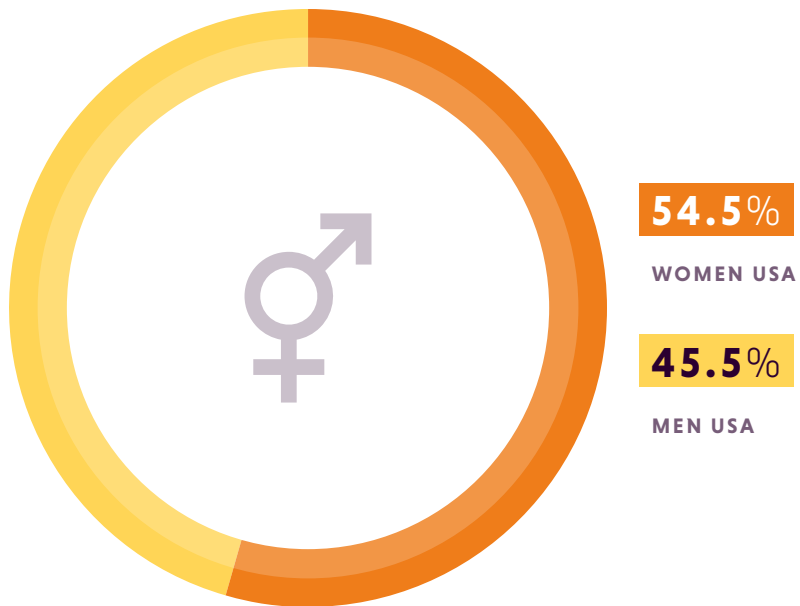
PERCENTAGE OF POPULATION

Source: MiQ Namely data



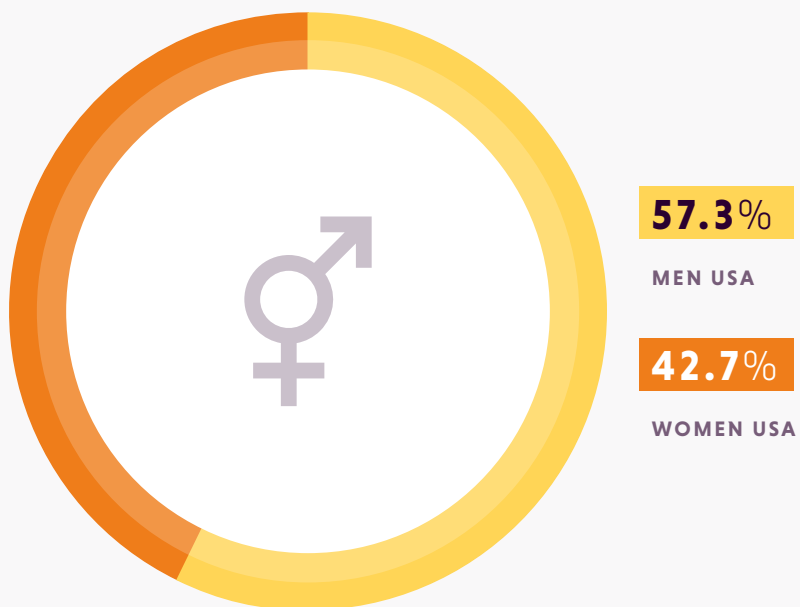
REPRESENTATION OF GENDER COMPARED TO INDUSTRY BENCHMARKS (USA ONLY*)

PERCENTAGE OF POPULATION



GENDER REPRESENTATION IN INDUSTRY

PERCENTAGE OF POPULATION



Source: MiQ Namely data

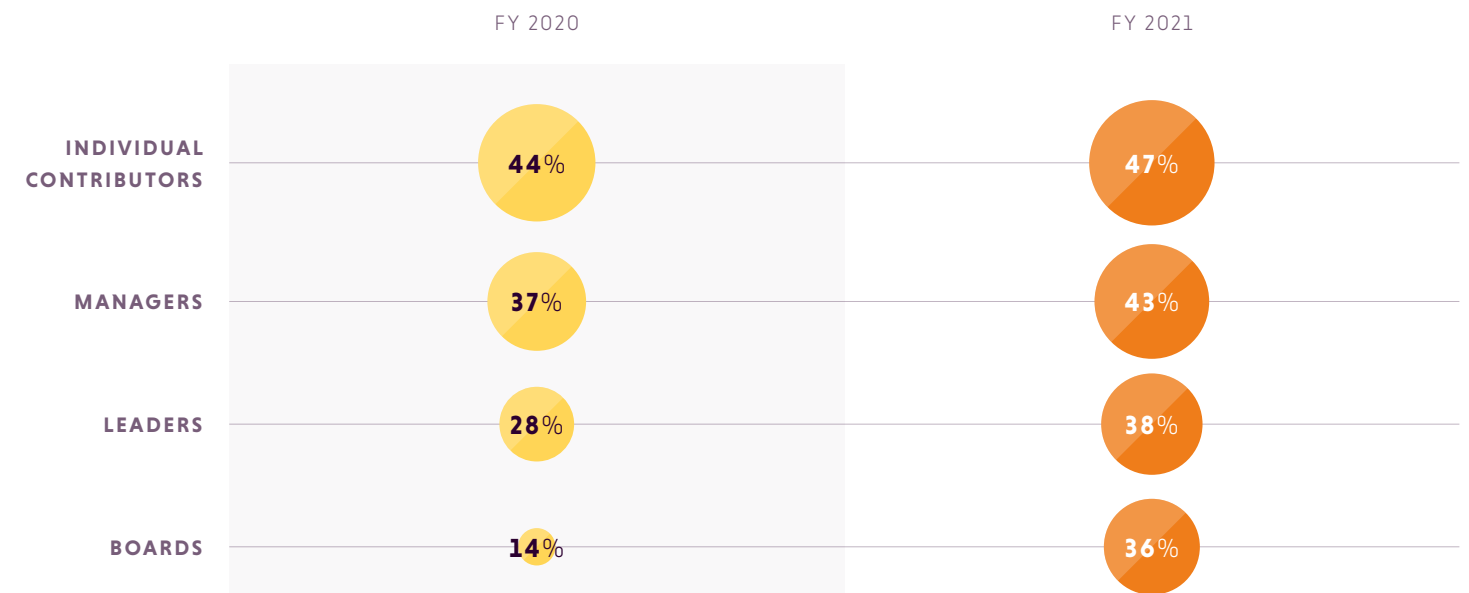


Representation of women increased at all levels. The most significant increases occurred at leadership and board levels. Retention and hiring have also remained high.

GLOBAL REPRESENTATION OF WOMEN BY LEVEL

PERCENTAGE OF POPULATION

Source: MiQ Namely data



II. Race and ethnicity representation

REPRESENTATION OF BIPOC IS GROWING

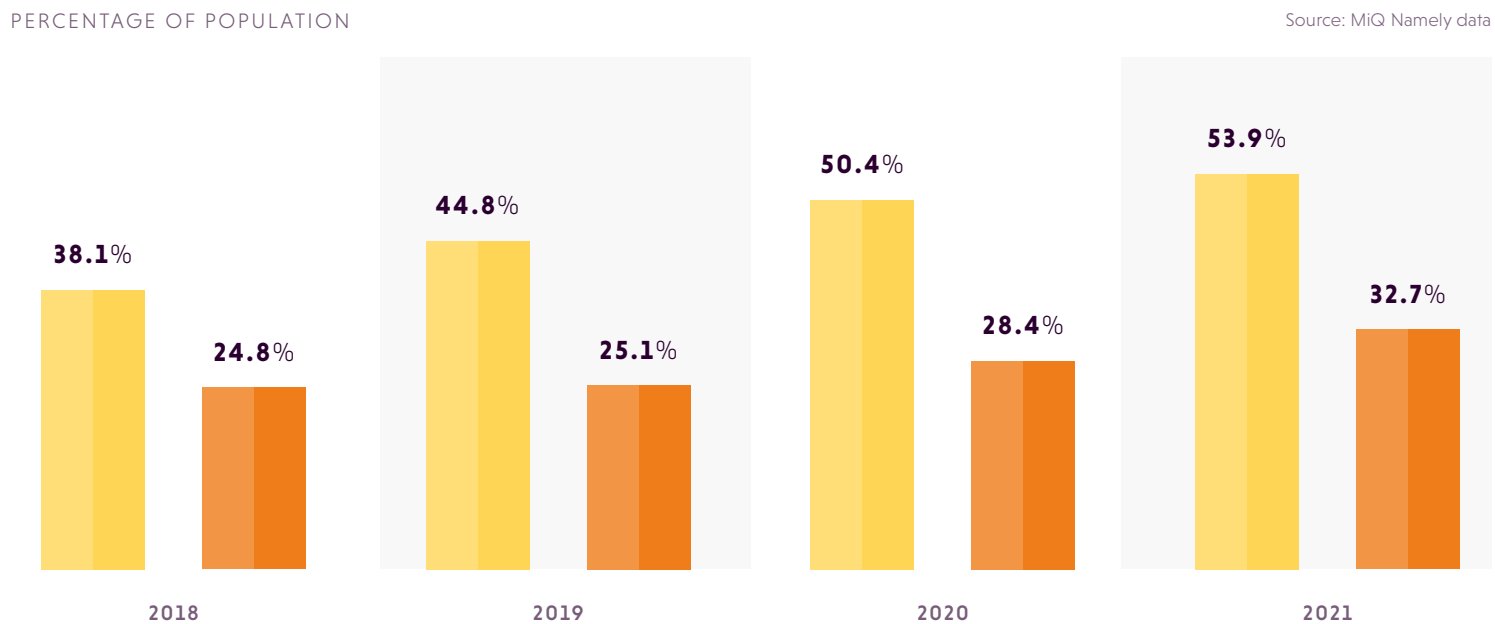
Representation of BIPOC has continued to increase both globally and outside of India ("ROW"), and there has been steady growth in the leadership levels of the company. Year-over-year, we have seen a slight drop in percentages for hiring pace and a slightly more significant drop in retention that we are continuing to monitor.

Looking at the data on a country level, representation has increased in Australia, the UK, and USA. Canada and Singapore dropped slightly, whereas a larger drop was seen in the smaller office of Germany.

OVERALL REPRESENTATION OF BIPOC: FY 2021

■ GLOBAL ■ REST OF THE WORLD

PERCENTAGE OF POPULATION



NOTE: Since "BIPOC" as a designation is not applicable in India, all further stats will show ROW (all countries outside of India) stats. Global stats can be found in the appendix.

WE STILL NEED TO MAKE PROGRESS COMPARED TO OUR INDUSTRY.

We have lower representation of BIPOC employees vs the industry in the US, with a slightly lower representation of Asian and Black employees.

Clearly, we're not where we want to be yet, but we are taking active steps to make improvements and believe our geographic expansions will bring even more opportunity. We have seen increases in hiring of both Asian and Black MiQers, and will continue the herculean efforts of our Talent Acquisition department as well as focus on partnerships to continue to reach more historically marginalized groups. We are also turning an eye towards retention to make sure we do not see historically marginalized people leaving at a higher rate.

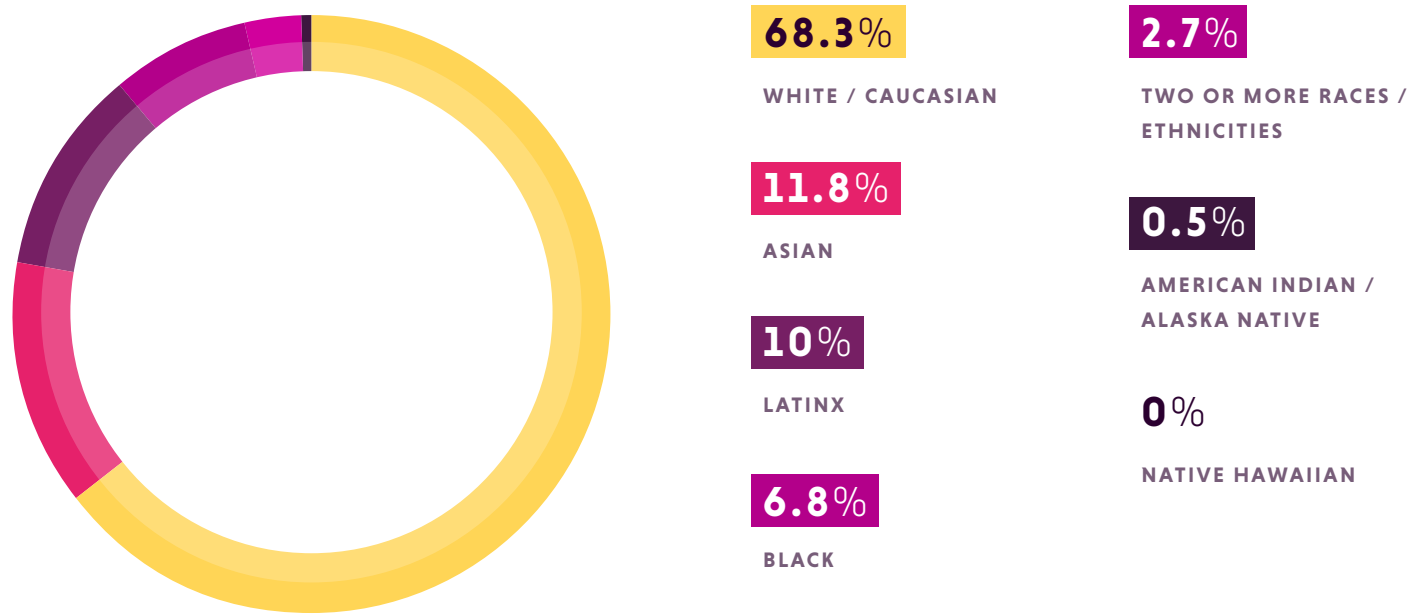


REPRESENTATION OF RACE/ETHNICITY COMPARED TO INDUSTRY BENCHMARKS (USA ONLY*)

RACE/ETHNICITY - **MIQ**

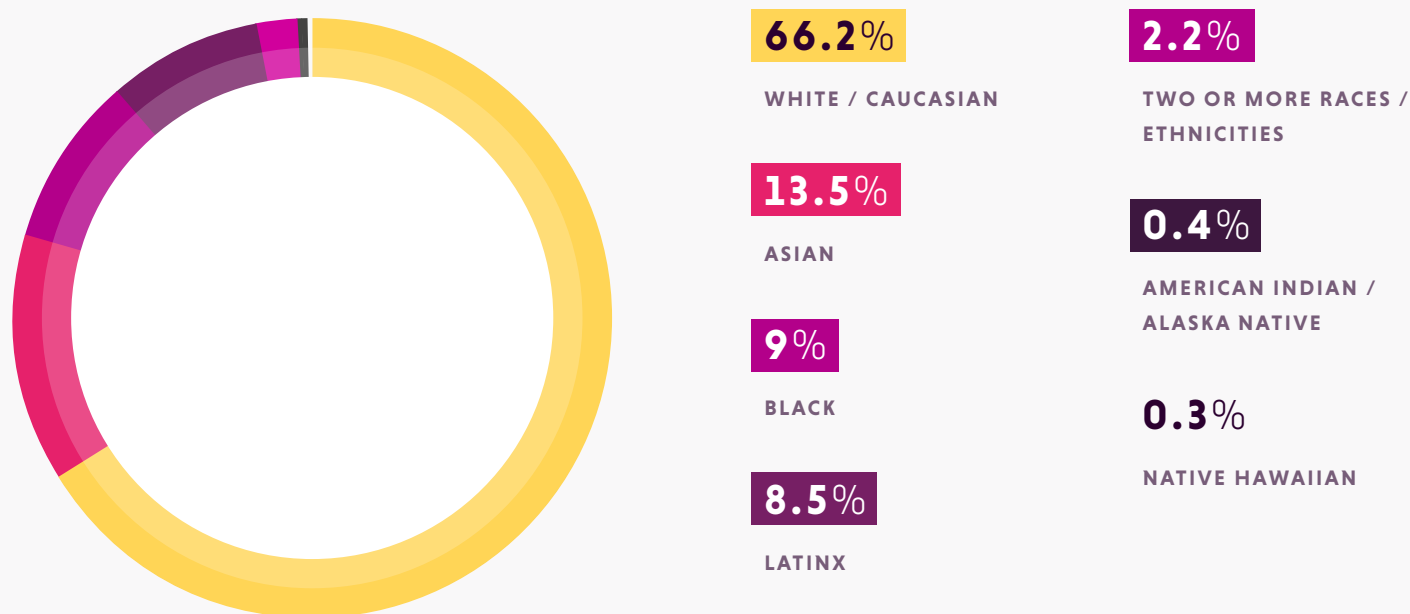
PERCENTAGE OF POPULATION

Source: MiQ Namely data



RACE/ETHNICITY - **INDUSTRY**

PERCENTAGE OF POPULATION



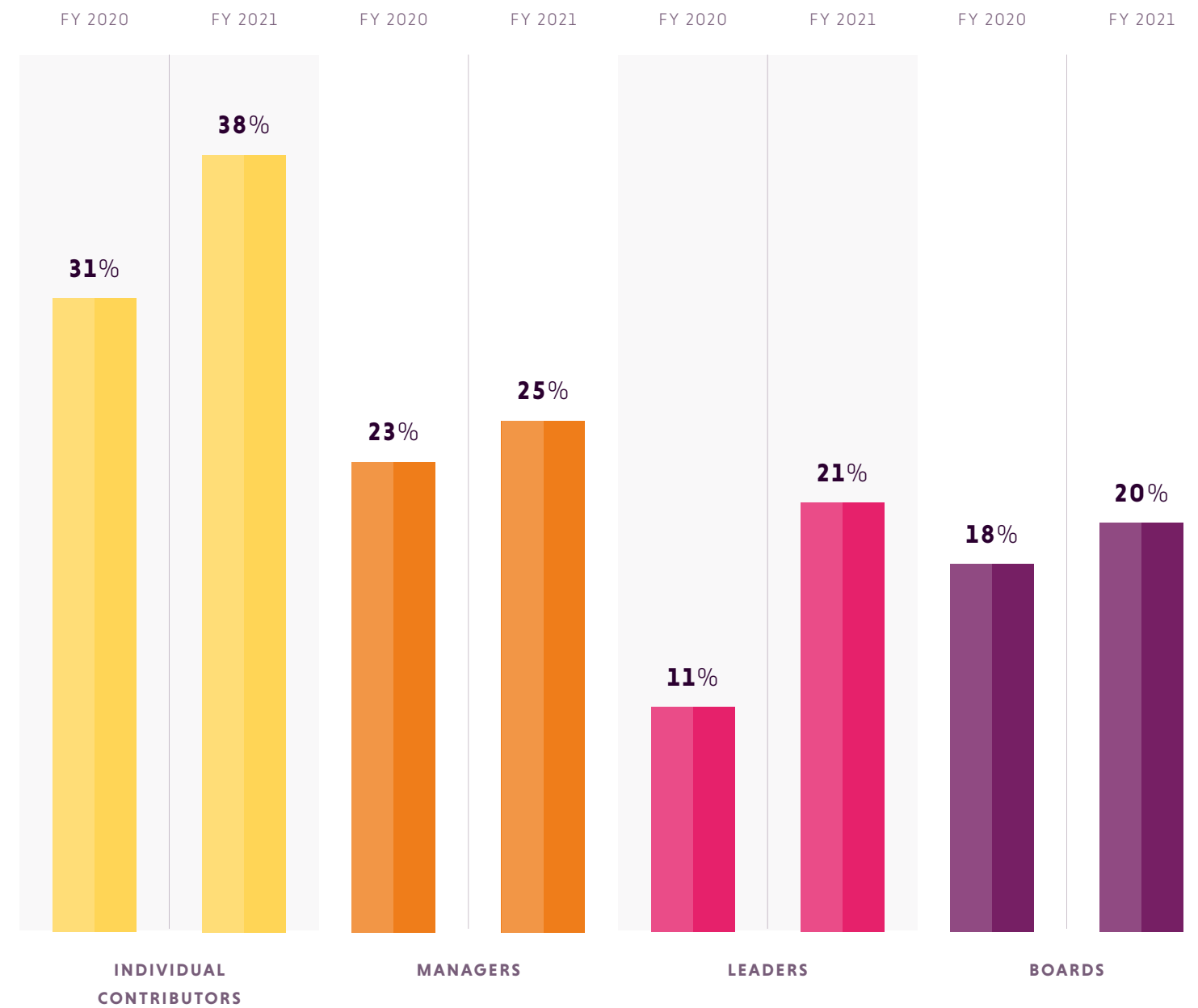
REPRESENTATION OF BIPOC INCREASED AT ALL JOB LEVELS.

The biggest increase of BIPOC employees was seen at our leadership level, which saw a year-on-year increase from 11% to 21%.

REPRESENTATION OF BIPOC BY LEVEL: ROW

PERCENTAGE OF POPULATION

Source: MiQ Namely data



III. Compensation equity

In 2021, we overhauled our base pay salary structure so that all employees are placed within bands that are analyzed each year using internal and third-party data.

We also standardized pay increase cycles to twice per year to add transparency and clarity to the process. We then took it a step further, and analyzed the distribution within each pay band to check for any inequities that align with demographics. This has been our most consequential and actionable change to date when it comes to compensation equity.



PROGRESS ON PAY BANDS FOR WOMEN

Whereas the previous I.D.E.A. Report showed women were more likely to be paid in the bottom half of their pay bands, this trend is no longer being seen.

In this chart, positive numbers mean women are more likely to be in a given quartile. Negative numbers mean they are less likely to be. Ideally, we want these numbers to be as close to zero as possible (which means there is an equal likelihood for men and women to be in each quartile), though we expect single digit fluctuations by quartile.

There is room for improvement in the highest quartile of salary bands, and this continues to be questioned and reviewed at every opportunity.

SALARY BAND DISTRIBUTION ANALYSIS: GENDER (GLOBAL)

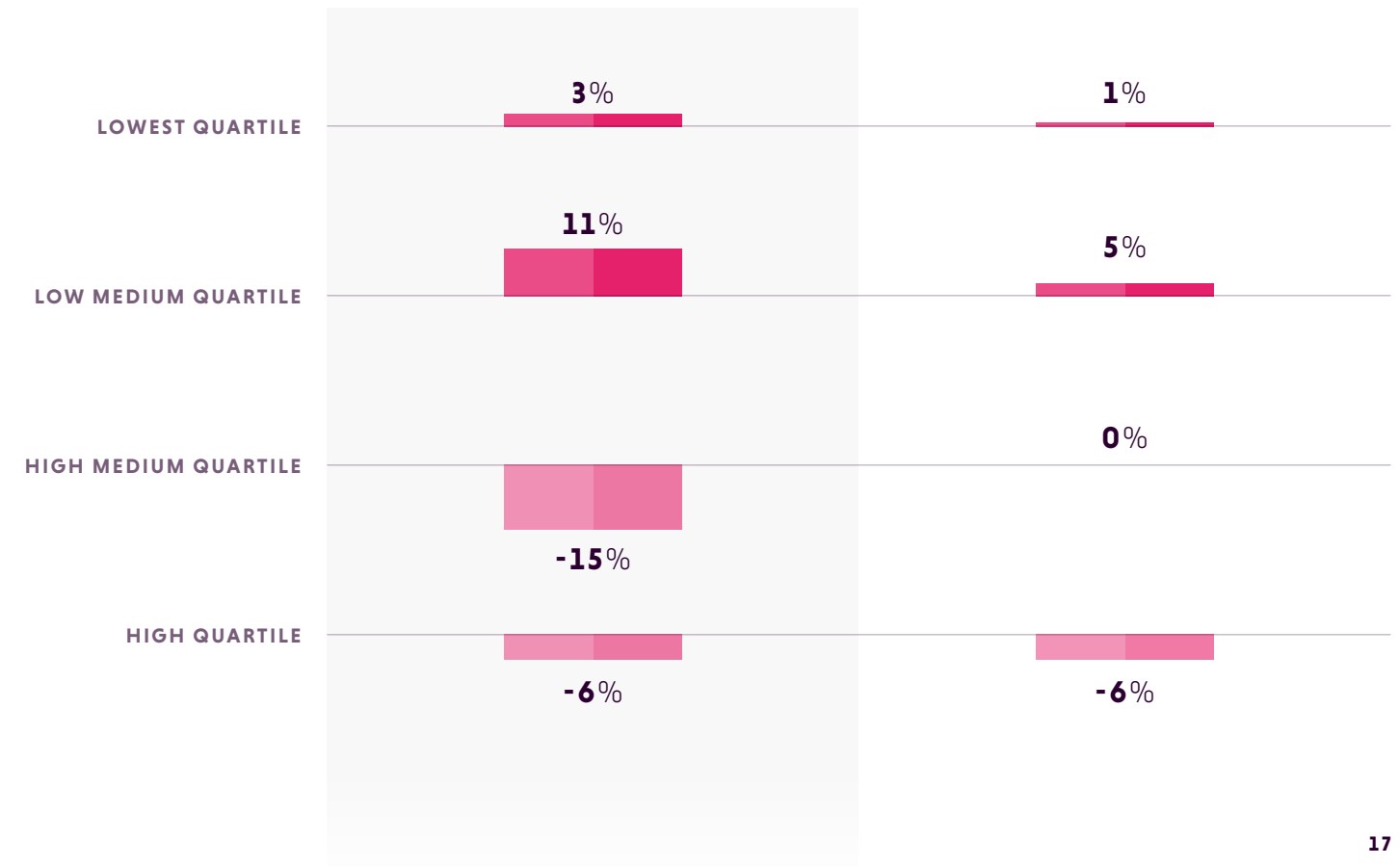
DISTRIBUTION OF WOMEN WITHIN QUARTILE

Source: MIQ Namely data

FT COMP QUARTILE: WOMEN (GLOBAL)

REPORTED IN 2021 I.D.E.A. REPORT

REPORTED IN 2022 I.D.E.A. REPORT



OUR GENDER PAY GAP IS CLOSING

While Dandi identified a pay gap in 2020 of 3 percentage points for men over women, the 2021 pay gap came in as 0% between genders globally.

The only level in which there is a significant gap is at the Board levels, where there is a nearly 30 percentage point gap for men over women.

We found that men and women have equally competitive salaries for their roles, but the roles men occupy disproportionately account for higher paid base ranges. Men (especially on our Boards) hold more senior level commercial jobs and market-level CEO roles, whereas women hold more senior level, non-commercial jobs where salaries are competitively lower overall. By adding diversity to our Operational Board, it pulled in many departments at many disparate salary ranges that are challenging to compare.

BUT A PAY GAP REMAINS FOR OUR BIPOC EMPLOYEES

Dandi began tracking pay gap for BIPOC in 2021, and the data shows a 2.2 percentage point gap in favor of White employees in ROW.

The most significant gaps by level are at the Board levels again, where there is less representation of BIPOC. By country, we see no gap in Australia, the UK, and USA locally. However, gaps exist in the global teams in UK and USA, as well as Canada and Singapore. This was immediately reviewed by local Talent teams and we are optimistic that the next report will show this gap narrowed. We have made this a priority action item to look into in 2022 and further introspection and revised recommendations are being made for each pay cycle based on this data.

(Note: some locations are small populations, so numbers are not statistically significant).

IV. Additional data.

HISTORICALLY MARGINALIZED CUSTOM GROUP

For this report, we created a blended group of historically marginalized identities, including BIPOC, Women, LGBTQ+, Neurodiverse, Differently Abled, and Veterans. Since BIPOC is not applicable in India, all stats shown are ROW ("Rest of World"). Global numbers can be found in the appendix.

Retention was higher for historically marginalized employees in ROW in 2021, though hiring of historically marginalized groups slowed from 2020 from 91% to 85% in 2021.

You can find out more and see our full analysis [here](#).



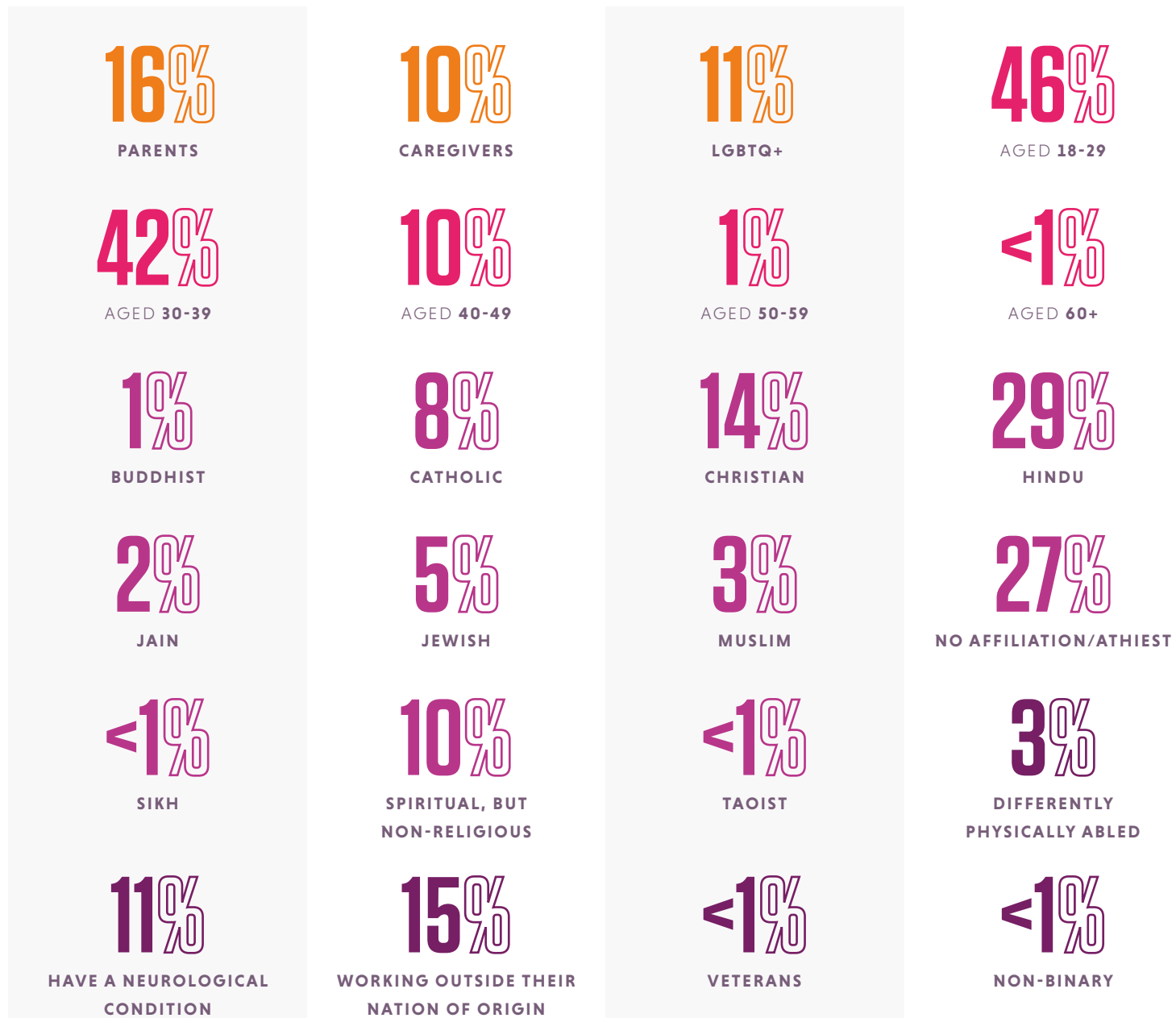
ADDITIONAL DIMENSIONS OF DIVERSITY

While DEI efforts are typically focused on gender and race/ethnicity, here at MiQ, we value the many facets of diversity and intersectionality that make up the identities of our people. While we have statistically fewer people in many segments, we still keep an eye on all of these facets throughout our data analysis.

HOW MANY PEOPLE AT MiQ ARE...?

PERCENTAGE OF REPRESENTATION

Source: MiQ Namely data



Our I&D strategy

OPPORTUNITY, BELONGING, AND AUTONOMY

Our business has always been underpinned by our culture. We know that when we overdeliver for our people, they will overdeliver for our clients and each other. That's why our culture - the way we work, the way we interact with each other, and the way we present ourselves to the world - is a relentless focus at all levels of the business.

Our strategy for inclusion and diversity stems directly from our highly inclusive, performance culture. Overdelivery means that everyone at MiQ has access to opportunity, feels a sense of belonging, and has the autonomy to contribute and grow in a way that's true to them.

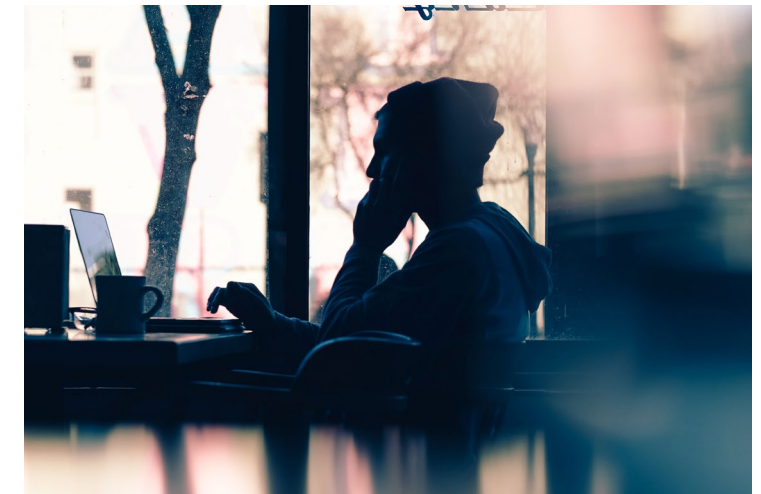


Belonging

We foster belonging through **mutual respect**. Respect for high standards, for collective ambition, and for all each other's differences. Diversity – of background, of opinion, of perspective – fuels growth, and connects and unites us in meaningful ways.

Autonomy

We **trust** our people to make smart decisions. We don't believe in overt micro-management or rigid decision-making structures. Our goal as a business is to give a clear direction of where we want to go, then give our teams the autonomy to work out the best ways to get there.



WHAT OVERDELIVERY LOOKS LIKE AT MIQ

Opportunity

Our business grows because our people are super smart, super capable, super stars. In turn, we're committed to growing their careers by producing **opportunities** to do exciting work, to learn, develop, and to reap the rewards.



Our I&D strategy is how we achieve this overdelivery, making sure it's equally applied across our organization, and ensuring that it's a measurable, accountable process where we can determine priorities, gauge our progress, and take tangible actions.

Inclusion and diversity at MiQ: Our three pillars

Our inclusion and diversity strategy is made up of three pillars:

Inclusion every day



How we learn and grow

Diversity drives innovation

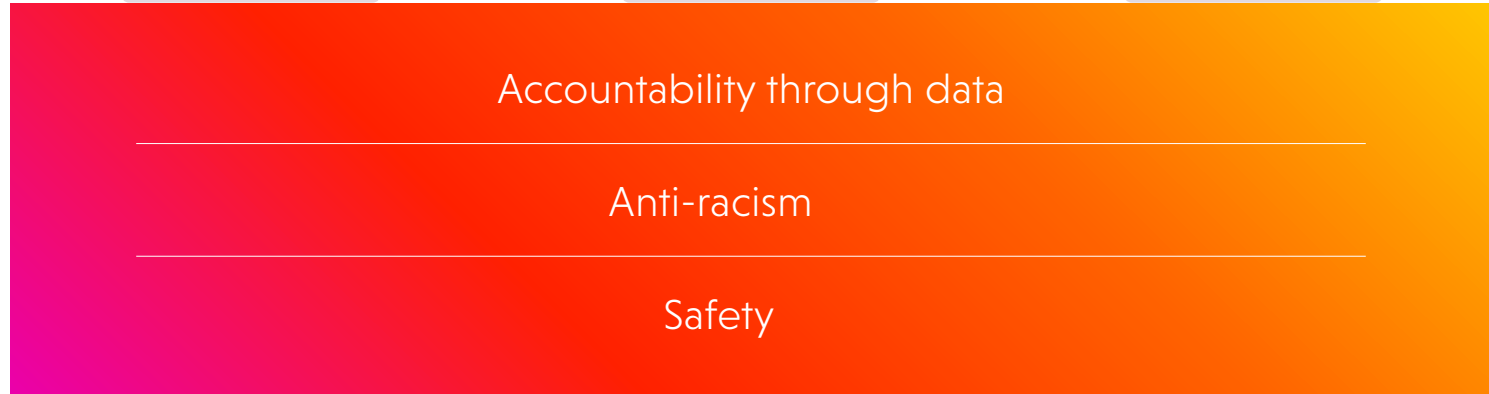


Who we are comprised of

Systemic change



What we stand for



Inclusion every day

[GO TO SECTION](#)

We constantly strive to support each other and invest in our own progress towards a deliberately inclusive culture. In 2021, we wanted to motivate both intrinsic and extrinsic evolution and make sure everyone knew their own personal contribution towards I&D is crucial. We used the results of our extensive surveying and focus groups to direct our efforts towards safety, while building our empathy and foundational understanding about those from historically marginalized identities each and every day.

Diversity drives innovation

[GO TO SECTION](#)

We cultivate voices from all identities at every level, especially in places where decisions are being made, because we know that innovation grows as diversity grows. Our efforts cover both those who work at MiQ right now as well as who will join us in the future. This is a process of continued evolution as we make intentional choices to increase every facet of diversity within our business.

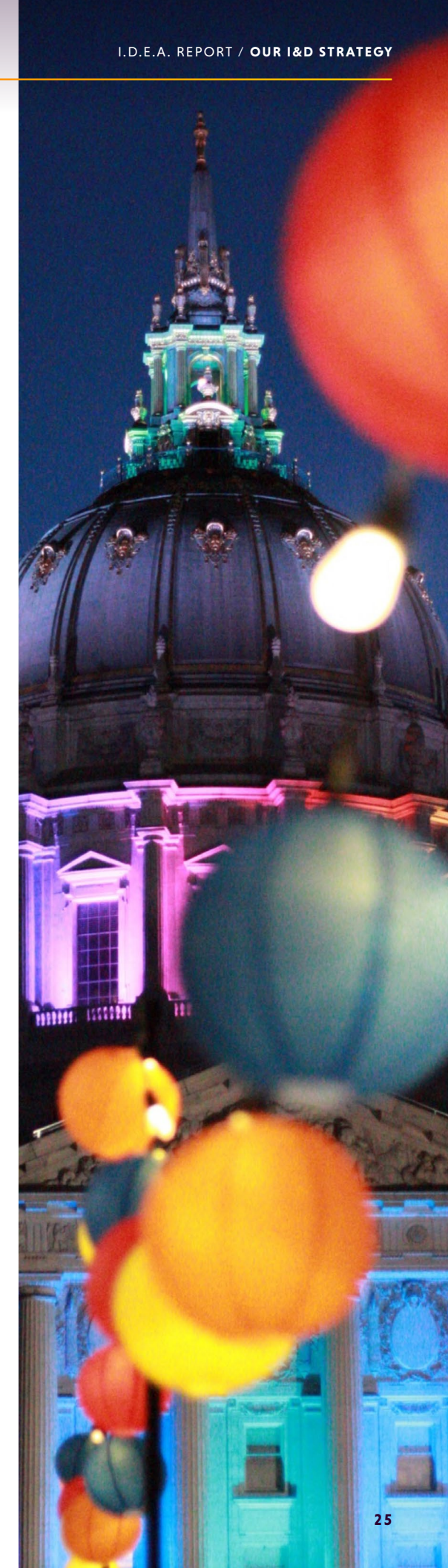
Systemic change

[GO TO SECTION](#)

We unite to promote fair and equitable practices throughout the entire business and within our orbit. Systemic changes are the things that function below the surface, the automatic default of how our business and industry runs. In this area, our goal is to make sure each individual gets what they need to be successful at MiQ and that we work with our industry to raise the bar for every one of us.

Each of these pillars is underpinned by our commitment to accountability through data; active anti-racism; and creating a safe environment for every one of our employees to thrive.

In the next section, we'll outline the actions we've taken within each pillar as well as the areas we've identified for focusing on improvement.



What we've done and where we're evolving

In this section, we look at how the theory of our I&D strategy has translated to actions over the last year. Within each pillar, we examine the initiatives we've taken, celebrate what has gone well, and outline the next stages in our evolution. We also share stories from the people driving these changes, outlining what they've achieved and what they've learned along the way.

I. Inclusion every day

WHAT WENT WELL

1) I&D OKR FOR ALL:

In 2021, we launched the 'I&D OKR for All' initiative. OKRs create the standards by which we judge success for each person and, because I&D is crucial to our success, we wanted to place these efforts on equal footing to other performance metrics for each person here at MiQ.

We launched a website to help inspire our people to take individual and group actions to support our I&D goals. People could choose from activities such as taking on-demand trainings, participating in book clubs, watching documentaries, volunteering in their community, and co-facilitating Active Allyship trainings in their offices.

MiQers responded brilliantly to this initiative, with over one thousand completed I&D actions during 2021. Those that took part learned a lot from these self-directed opportunities towards evolution. For the future, we are working to connect MiQers to the ways their actions influence specific elements of our culture.

Here are a few highlights of what they had to say:



I took part in the Ally Challenge and attended the Pride Speakers Session. The Pride Circle's Ally Challenge was an eye-opener for me in so many ways, like the pronouns to be used, different terms and flags related to the LGBT+ community, coming out stories of people, and mental health issues. The things that I'm going to consciously try to adapt is the usage of the gender-inclusive language in my daily communications and be a trustworthy ally to people around me so that I can help them in their coming out journeys and more. It would be really nice and satisfying to be someone's sounding board and help them through things.

MEGHA MALHOTRA



I watched Coded Bias, a documentary that highlights the ways in which human biases have been integrated into the technologies that are informing everyday decisions that affect people's lives. This is often at the cost of the welfare and equitable treatment of people from already marginalised communities. At MiQ we use big datasets and algorithms to inform our audience planning, targeting and optimisation, and this documentary definitely made me question where there's bias in the data we use or the way we use it. I've since recommitted to my interests in data ethics and advertising.

DEBBI ROSENTHAL



Active Allyship was a fantastic session and one I hope all of our employees will go through. The open discussion format made it collaborative and brought up situations/solutions we may not have come up with on our own.

WILL HARRINGTON



2) TRAINING

We ran a range of I&D training programs throughout 2021.

IMPLICIT BIAS ALGORITHM TRAINING

This training aimed to create a baseline of foundational knowledge about implicit bias to help MiQers understand the automatic responses we all need to be aware of so we can take active steps to mitigate them.

Working with the Culture Shift Team, we trained all managers and interviewers about the implicit bias algorithm. Over 300 MiQers took part in this training, and we will soon be rolling out an on-demand version for all our people.

ACTIVE ALLYSHIP

In 2021, we identified safety as a key focus for the year. Sirajah Raheem (global senior manager, I&D) is a foremost expert in bystander intervention and designed the first active allyship training for all MiQers.

This training focused on preventing physical and psychological harm and harassment in the workplace, and built on other sexual harassment, discrimination, and bias awareness and prevention training being conducted locally.

We committed approximately 1,200 working hours to this training across the company, including devoted time from volunteers around the world to co-facilitate for their offices. It is part of our commitment to ongoing training and dialogue so that we are persistent in our evolution.

The training concluded with a prompt that asked participants to make a pledge. Each person named a behavior they commit to intervening in, the institutional or interpersonal power that they can use when in a concerning situation, and finally, how they hope MiQ will grow as a result of this training.



I pledge to take action when I witness inappropriate and harmful behaviour. There are many ways to be an active ally, and I recognize the necessity of stepping up no matter how uncomfortable it may feel, or how much a person causing harm may insist it's a harmless "joke". I have power as a confident, extroverted individual who gets along with most people. I hope that MiQ will be an environment where no one feels harmed, on edge, or uncomfortable in any way being who they are.



I pledge to make sure that everyone in my team and in MiQ feels included and has the power and confidence to speak up without worrying about the consequences. I have power as a male and I hope to use that privilege to support and/or intervene in situations where I can make use of that power. I hope that through my actions I am able to make this a more inclusive and open workspace where everyone feels part of a whole and is not hesitant to speak up.



I pledge to speak up when I see racist or sexist behavior; check-in with colleagues who might have been on the receiving end of harassment. I have power because I am approachable and unafraid to speak up. I hope that people can feel comfortable confiding in me or becoming a confidant for those who are afraid to speak up.

3) INCLUSION SURVEYS

To date, we've conducted three unattributed surveys focused on inclusion through the CultureAmp platform (August 2020, February 2021, and a Pulse survey in Q3 2021). These surveys allow us to review the sentiment of our employees anonymously, read their comments first-hand, and review where sentiment is different between different identity groups.

We have used the data for conversations with leaders, departments, and countries in places where we saw results that were not in line with the rest of the company, both to learn and share where results are positive and to course correct when they're not.



4) SHARING AND LISTENING

A key part to evolving hearts and minds towards intentional inclusion is sharing lived experiences and building our understanding and empathy towards each other's individual stories.

We held a number of 'Safe Space/Brave Space' conversations around current events and shared identities, such as sessions for supporting our India colleagues during the COVID surge, Black and Asian employees reflecting on racism in North America, Jewish employees following an uptick in violence

towards Jewish communities, the anniversary of George Floyd's murder, the Palestine/Israel conflict, women in product, and, more recently, Russia's invasion of Ukraine.

In 2021, we also welcomed speakers from many different backgrounds and hosted internal speakers and panels about specific, personal topics. These included:

FEBRUARY



During Black History Month, coach Daron Roberts shared his stories and discussed empathetic leadership and a panel of Black business owners engaged in conversations about building their small businesses.

MARCH



WiQ (MiQ's first ERG, built for women by women) ran a series of events during Women's History Month, including Viva Asmelash who spoke to us about how intersectional feminism and how being true to oneself intersects with championing and advocating for others. WiQ also assembled a video of MiQers talking about their advice on how they #ChooseToChallenge.

APRIL



To center Autism Acceptance Month, Dave Friedman, founder of Autonomy Works, spoke to us about our partnership with his company and how to be an ally to those with autism.

MAY



For Earth Day, we also heard from Mark Elliot, an on-air meteorologist for the Weather Channel, who spoke to us about how climate science is simple, serious, and solvable.

We were thrilled to welcome George Takei during Asian American and Pacific Islander Heritage month. The pioneering actor and social justice activist had a fireside chat with our own Gerry Garcia and shared his incredible story about his family's forced internment as Japanese Americans during WWII.

JUNE



In June, we launched our Pride ERG. Aiden Aizumi shared his journey as a trans man with us and his mother, Marsha Aizumi, shared her journey of acceptance and support.

Pride Circle hosted the #AllyChallenge for our employees to learn more about LGBTQ+.

EMEA's Anti-Racism Squad also created a video to mark the anniversary of George Floyd's murder, discuss the growth of the local Black Lives Matter movement, and talk about their personal progress over the past year as they take steps to become more anti-racist.



SEPTEMBER

To mark Canada's National Day for Truth and Reconciliation, Dr. James Makokis led a virtual keynote on the history, truth and realities of colonialism in Canada and its impact on First Nations communities, as well as discussed how we can all be better allies.



OCTOBER

In October, a panel of MiQers bravely shared their experiences with and journey through pregnancy loss as part of Pregnancy and Infant Loss Awareness week.



DECEMBER

For the International Day of Persons with Disabilities, we hosted an interactive quiz in partnership with GiftAble to better champion and understand disabilities.

Members of our India team worked with Signlusion to learn sign language, before partnering with a deaf or hard-of-hearing student as a mentor.

Where we're evolving

1 Increased autonomy for local I&D teams and initiatives

The Global I&D Committee has done excellent work to date, and we have seen great organic growth in many of our regions with local I&D Committees and ERGs.

During the next year, we are looking to give autonomy to those who know their regions best, since DEI efforts look different in every region, so they can make more impactful decisions and take more incisive actions. Our focus will be on implementing inclusion every day through local committees that have global connectivity.

2 Strengthening our global point of view

A high concentration of our original I&D team are in the US, and have more experience in US markets historically. This has led to a bias on the American point of view in our thinking.

By expanding the team globally, sharpening our cultural competencies, and constantly looking to get input from other countries, we will be consciously evolving I&D into a more holistic, global viewpoint.





How we have implemented changes

MiQ Australia's culture in 2019 was not where we wanted it to be. Our performance and engagement scores reflected that. We launched an Inclusion and Diversity plan with the intent to build a better business and stronger inclusive culture.

Engagement survey results highlighted where our inclusion work should focus locally. An array of options were developed for people to become involved from committees, book clubs, dedicated slack channels, meeting tools and rituals. The signals we were sending were clear and together we embodied more inclusive behaviour and created safe spaces for discussions, debate and learning.

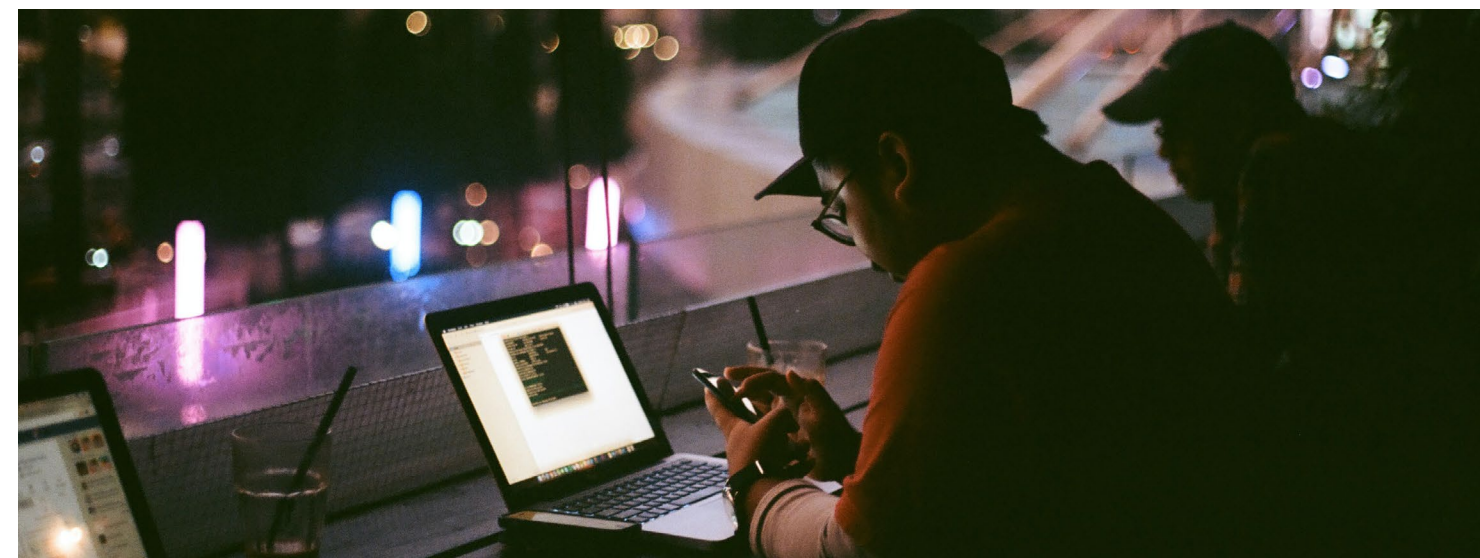
Linking our inclusion work to performance was important to shift the perception from compliance focused, to involvement and improvement. As was translating ideas to tangible change for peoples experiences. We were obsessed with how to make our values actionable. We all wanted to be more inclusive but what can we do today? And we also knew that we can't go forward without this being everyone's job.

So we focused on ways to involve everyone. We created people manuals as a tool for sharing and learning about one another. We introduced decision documents to allow people to contribute to a decision in their own time, words and environment. In virtual meetings we use tools to help create safe places. Simple gestures like the raise hand emoji, a buddy system where a colleague supports the presenter to bring people in and out of the meeting made for a more inclusive experience for those without the title or less overt.

We developed our own language. For example, "Good catch" is used when a problem is raised. Switching out the blame game and getting everyone focused on the solution. "Second play" is a phrase alerting everybody to an alternative view. A phrase that opens your mind, reminds you to check your bias. These permeate everyday conversations and are a unique bonding experience for our people. We took our work externally to our clients and have inclusion work as part of our joint business plans. In one case this has spawned a shared mentoring program.

There is more we are doing but not the space to capture it here! Some measures of progress two years into our inclusion work. People regularly publish on Slack and online their stories. Engagement scores are above 80%. And our business has grown over 400%. Our learning in Australia has been this... be active and be visible. Leading with vulnerability has been one of the most rewarding experiences we have had as a team and we could not be more proud of our progress to date. More to do as ever, but we have the energy and support from each other to push on.

JASON SCOTT, APAC CEO



II. Diversity drives innovation

WHAT WENT WELL

1) OUR BOARD REIMAGINATION

In 2021, we recognized that our growing business demanded a new, more mature leadership structure to make sure we were using the skills, knowledge, and experience from around our organization to lead us into the future.

To do this, we sought to establish a composition of board members that was more representative of our people and all our dimensions, and empower a global team with diverse skills, abilities, and perspectives to drive MiQ forward.

This led to the creation of two boards:

- ▀ **The Executive Board** has responsibility for setting the overarching mission, multi-year vision, strategic objectives, and values of the company.
- ▀ **The Operational Board** is charged with taking account for financial performance and company operational frameworks, aligning MiQ's product roadmap, marketing narrative, commercial agenda and initiatives linked to company culture, inclusion, employee growth and wellbeing (among other things).

The reimagination also demonstrates a significant advance in the diversity on display in our global leadership, delivering on a critical action outlined in our inaugural I.D.E.A. Report.

2) DIVERSITY IN TALENT ACQUISITION

Attracting diverse representation in ad tech isn't always easy. But we had the belief that, if our teams and leaders reached out to their connections and broadened their scope of relationships, we'd have an opportunity to reach a more diverse field of prospective talent in terms of background, experience, and ideas.

In 2021, we started our Exceptional Hiring process to accomplish just that. Leaders were given the option of either expediting steps of our current process for an open search or building business cases to create new positions at MiQ for people with exceptional talent who would help elevate our culture and business.

By doing this, we favored and created more opportunities for women. 40% of the hires we classified as Exceptional Talent were assumed BIPOC

women and 33% were assumed White women. This is an exciting opportunity for us as we continue to prove that diverse hiring isn't as much a pipeline problem as it is a perception problem, and it is on us as employers to be creative and active in how we map experience to opportunity in hiring.

In addition, we turned greater attention to implementing consistently diverse interview panels, tapping into new talent pools and partnerships, and training our hiring managers to interview with a greater focus on DEI best practices.

We also invested in tools and custom surveys that help our candidates better self-identify their demographics. We will use this information to better understand how we are serving different populations and how they are moving through our hiring funnel.



3) EMERGING TALENT PROGRAMS

We have continued to diversify our graduate and entry-level talent pool with emerging talent programs which aim to introduce and mentor young people in working in ad tech and at MiQ.

Here's an overview of these programs in our different regions:



LEARNING LABS / USA

Learning Labs gives participants a 5-6 week introduction to programmatic advertising where they hear from people across the business, expand their professional toolkit and accelerate their careers through info sessions, hands on project work, and developmental workshops.

We invite diverse groups to apply and, once accepted, they are given the opportunity to earn in a masterclass style. To broaden access, we offer \$500 stipends to participants who may not have the means to take time from a job to come to the sessions.

We are also working to open access to people of other backgrounds, such as veterans, BIPOC, LGBTQ community and moms returning to the workforce. We believe that expanding the reach of this type of education can only help build a great foundation for people to advance their careers.



PROGRAMMATIC FELLOWSHIP / USA

The Programmatic Fellowship is a skills development program to increase students' knowledge of the programmatic ecosystem. It's open to all and aims to attract a diverse group of candidates from all types of schools.

This full-time paid program runs for ten weeks during summer break and consists of three components: on-the-job learning, training and professional development, and team-building events for either account management or programmatic trading. When they finish, students will have gained knowledge about the business and after graduation can possibly become an entry-level employee.

We have already seen success from our Summer 2021 class of fellows with nine participants joining MiQ as full-time employees.



BLACK TALENT INITIATIVE / CANADA

Our MiQ Canada team launched a three-year partnership with the Black Talent Initiative, a local organization created to facilitate change, access, and connections to aspiring Black talent in business. As a result, we have created internship opportunities for three candidates as well as welcomed two new members to the team.



INTERNSHIP PROGRAM / CANADA

Every year we work with Degroote School of Business at MacMaster University to hire one to two account coordinator interns to spend a year with us as part of their work/study program. We integrate and train them as we would full time coordinator hires.



EMERGING TALENT PROGRAM / EMEA

The Emerging Talent program aims to connect our industry with untapped talent. We want to shake things up and drive more diversity by creating fairer access opportunities into our space. We've partnered with some amazing companies to help us in achieving this goal including the Brixton Finishing School, Digilearning, and Multiverse.

Some of our key wins include:

- Sign off for three new interns this year
- Biannual work experience weeks
- 16 emerging talent events (and counting!), ranging from panel discussions, school fairs, and speed networking.
- A mentoring programme in place with Brixton Finishing School.
- Safeguarding all entry level roles to go through our emerging talent partners (as well as usual recruitment routes)
- Three apprentices from the program are currently working at MiQ



EMERGING TALENT PROGRAM / INDIA

In 2021, we aimed to build on our high-performing inclusive culture with value creation as strategic priority. Our people bring that strategy to life in terms of how we sustain, innovate, grow, establish strong customer centricity, and beat the competition.

Our initiatives included a learning labs pilot cohort which saw 900+ students participate in an Unlock Adtech webinar from top universities and 20 of our domain experts contributing to a 10 week emerging talent program. 74+

new starters were introduced to our I&D onboarding program, while more than 230 employees have successfully completed Active Allyship training.

For International Women's Day, we had a 'choose to challenge' theme which saw huge participation from our people in raising awareness against bias, celebrating women's achievements, and taking action for equality.

OKRs are a great way to understand how we are all contributing to our I&D vision. Team India recorded 500+ individual I&D OKR actions last year. Ultimately, our aim is for the sum of these actions to lead to more inclusive, engaged and agile teams, especially in the broadening of our primary gender focus to include all dimensions of diversity including intersectionality.



Before applying myself to the Kickstart internship, I was instantly drawn to MiQ's intense focus on its people. Founders, Gurman and Lee, had written letters about their connection to I&D, a key factor as I was about to join the team. From onboarding, to active allyship training and conversation circles, this six months has been jam packed with tools for personal and professional development. The invaluable training taught me how to present and communicate ideas effectively. I got to work with global markets and learn different approaches to strategy, but also the simple day-to-day of working with people internationally has taught me to think more expansively.

LYDIA MCDUGALL, INTERNSHIP, MiQ UK

4) DATA-DRIVEN DIVERSITY

At MiQ, we take data very seriously and so we've used data to monitor our people analytics through our partnership with Dandi, as well as using internal systems, and the intelligence of our incredible people.

You can download the ['Delving into the data report'](#), but here are some key takeaways from our people analytics, including the impact of systemic changes made to our compensation analyses:



Representation

■ **The representation of women and BIPOC are both steadily increasing 2020 vs 2021:**

- +3pp for women+BIPOC (ROW)
- +4pp for women (Global)
- +4pp BIPOC (ROW)

■ **Globally, we are nearing gender parity,** while in ROW ("Rest of World" besides India), women surpassed the 50% mark for the first time.

■ **Representation of women and BIPOC grew at all levels,** but mostly at the most senior levels of the company, showing that our attention to diversity in leadership is showing up in our analysis.

■ **We continue to get younger as a company,** with 46% of our company now under 30 and 42% age 30-39. This represents the first year that under 30s surpassed employees in their 30s.

Retention and hiring

□ **Our retention rate was higher than industry average,** with women (73%) retained at slightly higher levels than men (71%). BIPOC employees were retained at lower levels (71%) than White employees (77%).

□ **Hiring for BIPOC employees in ROW represented nearly 40% of all hires,** though it dipped below the high point in 2020 of 43%. Hiring of women continued to increase to 48% of all hires.



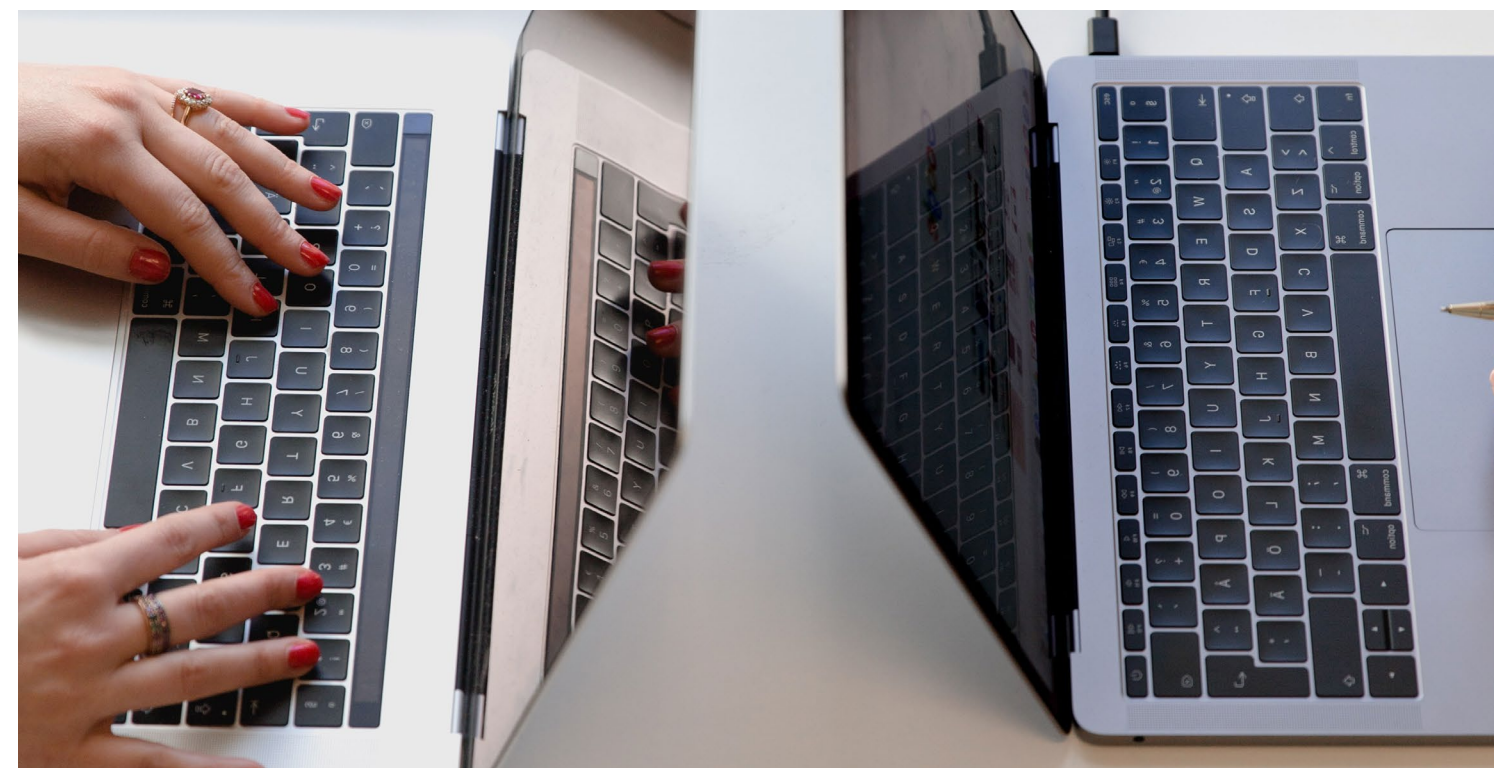
Compensation

■ **We have salary bands for every employee (compiled from industry research), and also analyze the pay equity of people within their bands.** Last year, we found that there was even dispersion of BIPOC employees within their bands, but women were more likely to be paid in the bottom half of their band. We took immediate action to address this with every team lead who had this pattern, and this effectively closed this gender gap in under a year. Quartiles for BIPOC (ROW) remained pretty evenly distributed.

■ Dandi shows **no pay gap for women globally** (vs 3 percentage points in 2020) and a **small pay gap for BIPOC employees** (2 percentage points) in ROW ("Rest of World" besides India).

■ **Since standard "pay gap" analysis through median and mean has limitations that we believe make the analysis hard to action against,** we keep an eye on this but use the other inputs to take actionable steps.

■ **Straight line pay gap analysis shows a -18% mean/-10% median for women and +18% mean/-24% median for BIPOC.** In terms of variable compensation, the data shows a -34% mean/-26% median for women and -65% mean/-38% median for BIPOC.



Exceptions

While we aim for consistency and objective decision making in every process, we know that we must have exceptions in order to operate to our fullest potential as a business. We make it a point to track these exceptions to make sure they are not benefiting one group over another unfairly. We saw our exceptions did not benefit any one group for most metrics, with two exceptions;

☐ **BIPOC employees were less likely to receive a salary above their band.** More information about this data can be found at this [link](#). While less than 5% of our employees are not within their salary band, and we think this flexibility for exceptions is important, we would like to see more diversity in the very small percentage of people who are outside of their band.

☐ We saw that **spot bonuses were more likely to go to people who identify as Women or who are White.** Since spot bonuses are determined by local leadership, we will continue to work with our leaders to make sure this process is as objective as possible and decisions are made with bias mitigation in mind.



Where we're evolving

PROMOTING I&D WITH OUR PARTNERS AND SUPPLY CHAIN

Looking forward, we will make sure we include our I&D goals as part of contract renewals and negotiation with our supply chain and partners. We are joining other companies in the industry looking to hold those we work with to account for efforts around sustainability and social responsibility. We know that by requesting this information as part of our RFPs, we are working with partners who align with our values.

INCREASING DIVERSITY IN DECISION MAKING

As our reimagined boards and decision-makers evolve and take shape, it's crucial we continue to give voice and decision-making power to MiQers from all backgrounds. We will make sure there is visible representation from a diverse range of people to inspire everyone to see themselves in leadership and decision-making positions.

III. Systemic change

WHAT WENT WELL

Changing our parental leave policy

One of the key observations that came from our I&D committee was to be more inclusive and consistent globally when it came to the leave we were offering new parents and caregivers of children.

Here are the highlights of the enhanced parental leave policy:

- ▀ Six months paid leave for all parents who bring a new child into their home, with all new parents strongly encouraged and supported to take a minimum of four weeks off

- ▀ Eligibility for all employees regardless of whether they are the birthing or non-birthing parent, or if the child comes into the home through fostering, adoption or surrogacy

- ▀ Maintaining base salary and bonuses eligibility for the whole six-month period, converting to local government benefits (if applicable in your region) for months seven through twelve. Commission/GP share accrues for the first three months for employees who are on leave

- ▀ New training and support options for parents and managers to ease the transition back to work as a working parent

Recognizing that time off is important to cultural consideration

One of the first policies that the Global Inclusion and Diversity Committee helped to enact was the addition of two annual global inclusion days. Every employee can take these paid days off to recognize what is personally important to them. That might be to celebrate religious or cultural holidays, support a cause they are passionate about, or for a mental health day.



Compensation philosophy and adjustments

Our compensation model was fully revised in 2021 with the goal of being both motivating and fair. We added transparency about how we compensate, aligning rewards for our people with company success, adding predictability and stability for our company and our people. (You can read more about when we initiated these changes in last year's [I.D.E.A. Report](#) (p54))

Our salary banding process creates consistency, and we use this I.D.E.A. Report to evaluate compensation exceptions and equity within the salary bands themselves. This process creates more transparency, allows for better analysis, and creates actionable opportunities to make necessary compensation adjustments each cycle. We will continue to monitor this on an ongoing basis. For more detail about the analysis on our compensation, please see our Analytics download.

In last year's I.D.E.A. Report analysis, we found that women were more likely to be paid in the bottom half of their salary bands. Fixing this became a top priority for leadership and talent teams, and we are proud to report that this pattern has been eliminated in the year since.

We are also pleased to see that the salary band analysis continues to show no pattern of inequity for our BIPOC employees (consistent with last year's report). We focused on this issue by speaking to people individually to check and recheck ourselves for equity in every salary decision. This was a team effort across every department and country, and demonstrates how commitment and attention to measurement, transparency, and deliberate action can create real change in an organization.

Pro bono campaigns

Since 2020, we have been working with Ad Council to run pro bono campaigns for charitable organizations. Their aim is to make a difference in the world one message at a time – we help them do that in the programmatic space by running their campaigns and doing everything we can to get their messages to as many people as possible.

We initially worked on their campaigns for Black Lives Matter and Love Has No Labels, before broadening our work to include Feeding America and Seize the Awkward, a teen suicide prevention campaign. In 2021, we added a focus on supporting the dissemination of COVID-19 prevention messaging.

Most recently, we have supported other crucial campaigns such as Empowering Girls in STEM, Savings for Retirement, and Wildfire Prevention.



Where we're evolving

Resolving equity disparities

We saw three data points that indicated that we still have small equity disparities with our BIPOC employees that we will continue to look into. These are:

Retention: Lower retention rate than White peers (71% vs 77%), though still above industry averages

Spot bonuses: BIPOC employees were less likely to receive a spot bonus as compared to the White population (26% of all spot bonuses went to BIPOC, compared to 33% of the ROW population)

Salaries above band: BIPOC employees were less likely to receive an exception to be above their salary band. (22% of all salaries above their band were BIPOC, compared to 54% of the total employee population who identified their race/ethnicity as BIPOC)

Further focus on active anti-racism

We stand firmly in our belief that a lens of anti-racism, and a focus on opposing anti-Blackness, is crucial to an inclusive company where no one gets left behind.

We have made sure to explicitly focus initiatives on the experiences and opportunities for our Black employees as this is where the biggest gaps were identified at MiQ, as well as the contributing factor of historical injustices in society.

Moving forward, we will not change this focus, but will use additional resources to expand our view to be increasingly incorporative of many facets of diversity. We also recognize that we were not strong enough in our support of our Asian-American employees when anti-Asian violence spiked in the USA in 2021, and we believe this may have cost us some of our East Asian employees, potentially contributing, in part, to our BIPOC retention drop.

We still have a ways to go when it comes to other employees of color, LGBTQ+, neurodiversity, physical ability, and veterans. Our hope is that our evolution will allow us to better tackle the individual needs of additional identities more consistently.

Our roadmap for the future

Looking to the year ahead, as we continue our growth and evolution as an inclusive business, there are places where we have decided to double-down as well as initiatives that didn't have as much success as we were hoping. Bearing that in mind, we will keep looking to the data, both quantitative and qualitative, to help steer us for the future.

A LETTER FROM SEAN

SEAN REARDON
GLOBAL CEO, MiQ



In 2021, I was fortunate to be a modest contributor to the formative development and launch of the inaugural I.D.E.A. Report. As my remit has expanded to global CEO, there is a much larger role to play.

Ultimately, it is my duty to deliver on MiQ's ongoing commitment to create a high performing and inclusive environment, to provide equitability in employee experience and opportunity, and to hold ourselves to account by sharing the status of our pursuits openly through our annual I.D.E.A. Report. My aim is to take the reins from Gurman and Lee and to embrace this duty with steady conviction. I also aim to build upon the momentum underway and deliver tangible actions that credibly build on our intent.

With greater responsibility has come a greater proximity to the development of our 2022 I.D.E.A. Report. Through that proximity, I have gained a considerable appreciation

for the effort put forth by individuals, teams and volunteers within MiQ. The efforts of our I&D, global marketing and talent teams, along with our finance and business intelligence teams, warrant particular praise. I also want to thank Sara Axelbaum, our global head of inclusion and diversity. She has been a driving force in the progress we've made along the inclusion, diversity and equity spectrum and without Sara, this report would not have been possible.

Reflecting on the 2022 I.D.E.A. Report, there remain areas of opportunity for us to improve upon. And as with anything we endeavor to achieve as a company, the 'constant pursuit of better' will fuel us in these areas. There

are also numerous areas of progress from which we will draw confidence from when tackling new ground ahead.

What I've been most heartened by in the past year has been the level of participation from everyone at MiQ. There have been many local programs and pursuits manifesting organically across every market from which we operate.

While our founders and global leaders were critical in kickstarting the early days of our journey, the embrace of our vision by the wider organization is testimony to the authenticity with which we are committed as a collective to making MiQ a more inclusive, diverse and equitable place. It's one thing



when employees do something because they hear it from their bosses, it's another altogether when they do it because it's something they fundamentally believe.

In looking to the year ahead, there are select things that are working well which we've decided to double down on. We're also going to give extra attention to some initiatives that we believe can improve with more focus, time and energy. And we're also introducing new actions to push the boundaries of our impact.

Here's where we're doubling down:

Our revised **compensation philosophy** is working. Salary band pay gaps, and the attention we've given them, have demonstrably eliminated inequity. We will continue to evaluate this on a regular basis to make sure we don't see former patterns creep back in.

Our **inclusive and diverse programming** has been a key component in building empathy for one another and learning from the lived experiences of others. This will continue to be a major part of

our strategy for 2022. We will expand programming impact further by increasing event participation, strengthening internal communications and enriching the experiences we provide.

In 2021, we kicked off a **coaching initiative for Historically Marginalized Employees**, with a pilot for our Black MiQers. This initiative originated within the [open letter written by our founders](#). Our inaugural cohort of 21 people, and

many of their managers, engaged in coaching for emotional intelligence with coach [Tieko Nejon](#). It was very well received, so we're expanding our coaching initiative to **all employees of color** in 2022, providing more coaches to choose from and in more locations. These specific coaching initiatives are above and beyond the learning and development programs we provide to all our people.

Here's where we're evolving:

In 2021, we also took strides towards "**Ad Tech For Good**", our ambition to create partnerships across the industry that leverage our products, services and resources to benefit DEI efforts outside of MiQ. We kicked off conversations with many industry partners with the intent to unite **DEI efforts**. Among the highlights to date, we've been working with agency partners at Dentsu by extending our Bystander Intervention training to their

employees. We've also combined forces with partners like The Trade Desk in parts of the world to recruit historically marginalized candidates and provide mentorship opportunities.

While meaningful, we believe these efforts are only the start of what we can do to bring the industry forward on its own inclusion evolution in the time ahead.

EMPLOYEE RESOURCE GROUPS (ERGS)

are a priority for 2022. While we saw a number of ERGs expand and get off the ground, we now have the chance to increase participation and awareness of our ERG efforts. We also want to make sure we are adequately supporting our ERG leaders to be both effective and autonomous. We will be redirecting our efforts more locally now that offices are more open, as well as providing some organizational opportunities to unite our ERGs.

Here's what we're introducing:

ACCESSIBILITY

is also a vital topic where, so far, we have barely scratched the surface. While we always strive to provide accommodations that are honored with care, we want to be more proactive with our physical office spaces as well as how to make our virtual world more inclusive. A key initiative for 2022 will be an accessibility audit in each office with an action plan for how we address accessibility in the coming years.

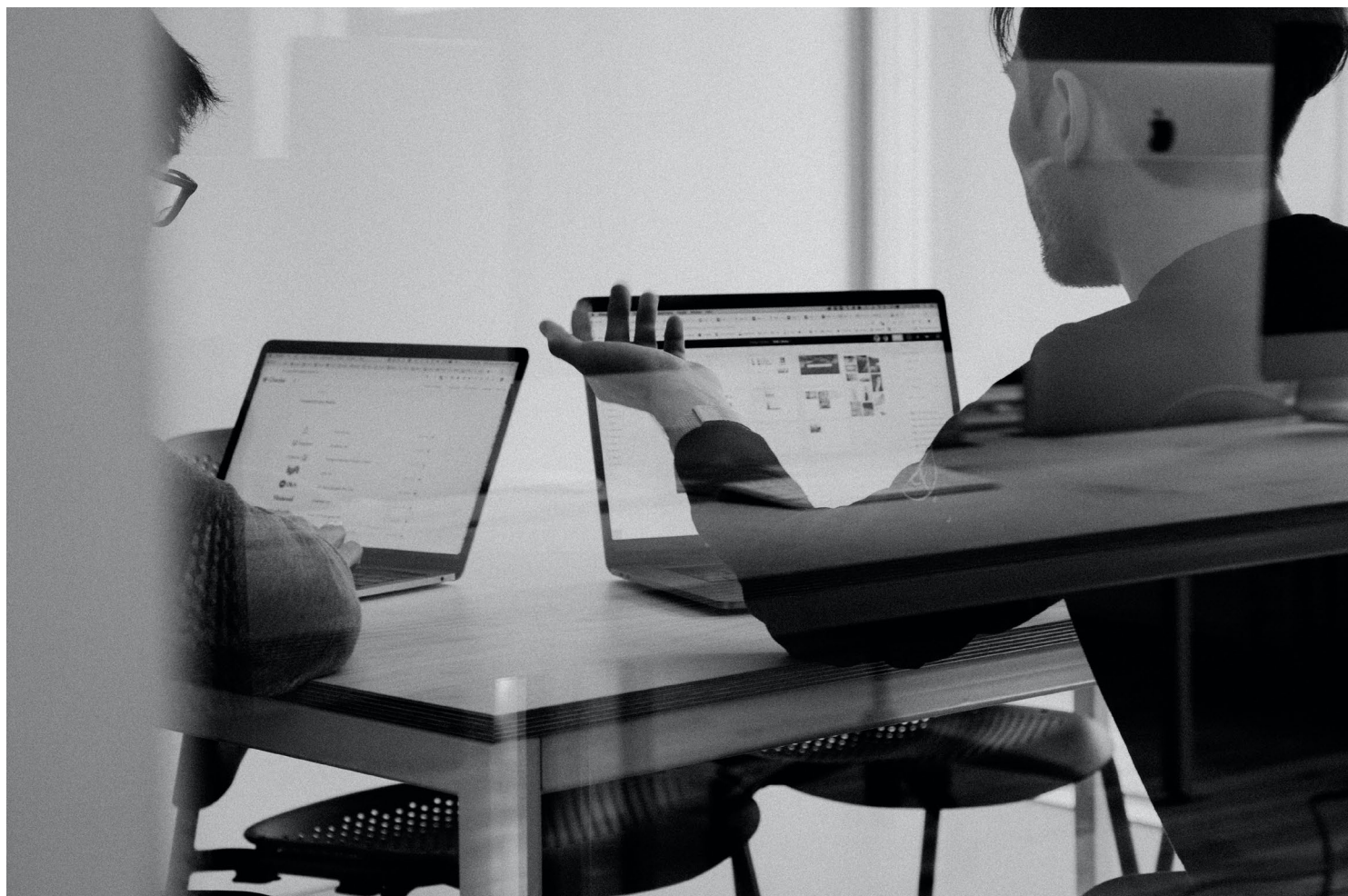
Here's what won't change:

Our **accountability through data** will be something we continuously build upon. With each report, progress along the spectrum of inclusion, diversity and equity will be measured consistently and transparently through data. And as the scale of data expands as MiQ grows and our I.D.E.A. Reports continue, we will unlock new questions to explore and new actions to deliver.

Our **commitment to improve** will not waver. The 2022 report is already an evolution and the data indicates progress along multiple fronts. But one of the greatest opponents of progress is complacency. So it's our commitment to remain vigilant, to build upon the foundations and to continue on our journey to improve MiQ for all MiQers, present and future.

I'm confident that we're moving in the right direction and will continue to do so. As you can see, there's plenty in the works for the year ahead to keep us on track. I'm excited to see what else we learn and how we grow over the next 12 months. I hope that the readers of this report continue to follow our journey – we've only just begun.

SEAN REARDON
GLOBAL CEO, MiQ



Appendix

'Delving into the data behind the I.D.E.A. Report' document

[In this report](#), we've given an overview of the highlights from this year's report. However, if you want to get into the weeds of the data you can do so by downloading the 'Delving into the data behind the I.D.E.A. Report' document.

Language choices

Language and terminology is incredibly variable depending on location and context. Since language cannot be universal, and is constantly evolving, we had to make some decisions that are not fully applicable in every area or may come with debate. Our expectation is for these terms to be regarded in the way in which they are intended, even when interpretation can be subjective. These include:

- **BIPOC:** This is a term used mostly in the USA where the terms "Black" and "Indigenous" is pulled out of the "People of Color" notation to signify the important impact of societal and systemic racism on these identities. This is not as relevant in other countries, though, so "POC" would be more applicable in these locations. We chose "BIPOC" for consistency.
- **Capitalizing "Black" and "White" when it comes to race:** In accordance and respect for the decision made by the National Association of Black Journalists, we have decided to always capitalize "Black" and "White" when we are talking about race. While capitalizing "Black" is more widely accepted, we also choose to capitalize "White" to signify it with the same designation and reinforce that we should not assume "white" to be the default.
- **Historically marginalized:** People who are considered historically marginalized is highly dependent upon the history of the nation in which they reside. Since we include people of color in our definition of historically marginalized, we do not apply this custom group in countries where POC are the majority. We have grouped our data for BIPOC, Women, LGBTQ+, Neurodiversity, Differentlyabled, and Veterans to create this custom report in our data tables within Dandi.

Exception tracking

While we aim for consistency and objective decision making in every process, we know that we must have exceptions in order to operate to our fullest potential as a business. We make it a point, however, to track exceptions to ensure they are not unfairly benefiting one group over another.

You can find out more about our [exception tracking here](#).

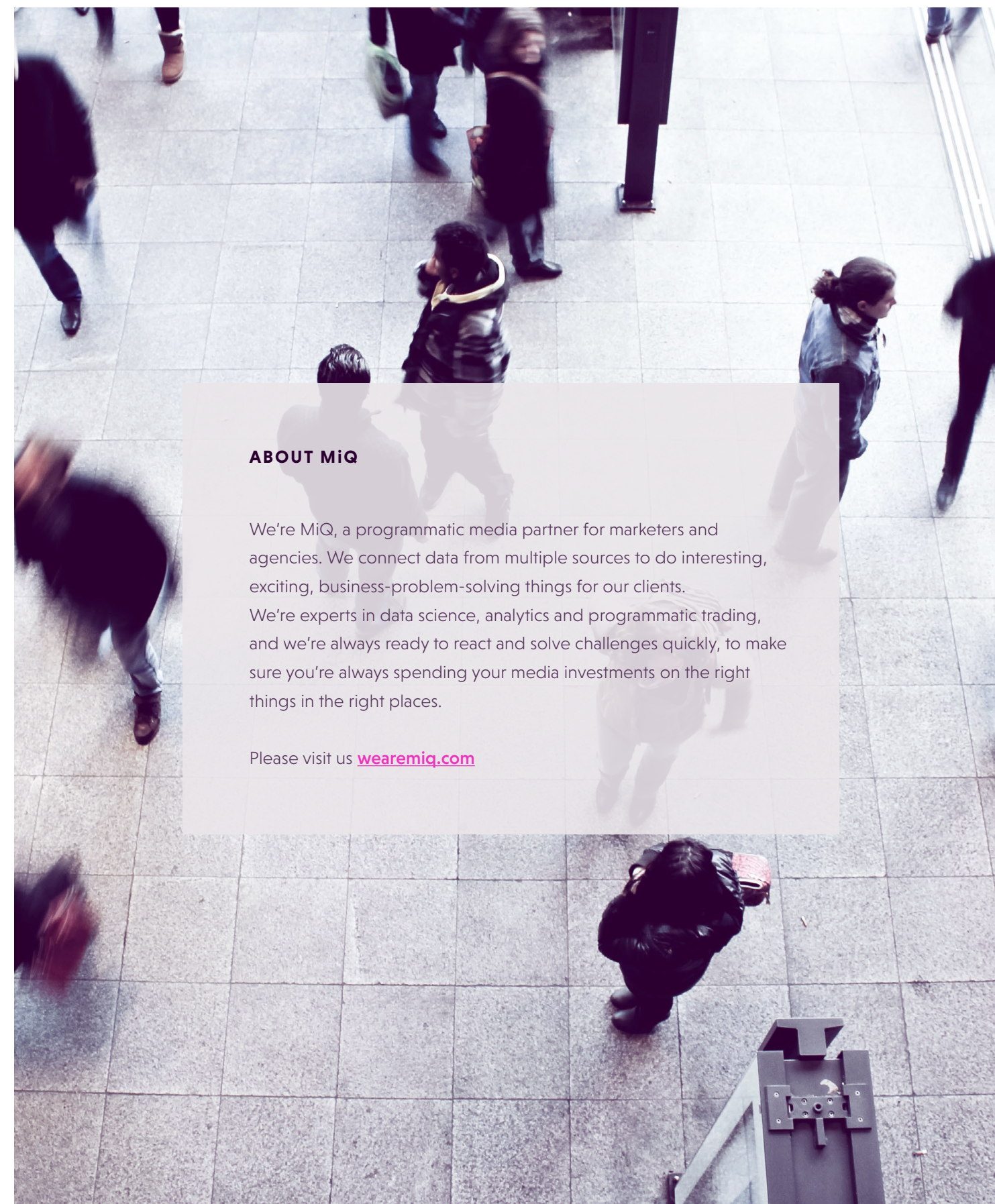
Data collection methodology

The following is for data beginning January 1, 2021 and ending December 31, 2021, unless otherwise noted.

Please note that all demographic data is based on self-reported information from MiQers, and therefore is an incomplete picture (though should be statistically representative).

Data is reported by 70-95% of all employees, depending on the category. In cases where we are reporting on Race/Ethnicity, we typically do so on "ROW", or "Rest of World", which includes data on all of our countries except India, (since Race/Ethnicity is not a historically marginalized characteristic in India, this statistic is moot.)

Data collection happens on a rolling basis, and we didn't collect data outside of gender and broad categories of Race/Ethnicity prior to 2020. Therefore, data shown for 2018 and 2019 outside of these categories is representative of employees who self-reported at a later time, but were employed at MiQ in those years.



ABOUT MiQ

We're MiQ, a programmatic media partner for marketers and agencies. We connect data from multiple sources to do interesting, exciting, business-problem-solving things for our clients. We're experts in data science, analytics and programmatic trading, and we're always ready to react and solve challenges quickly, to make sure you're always spending your media investments on the right things in the right places.

Please visit us wearemiq.com