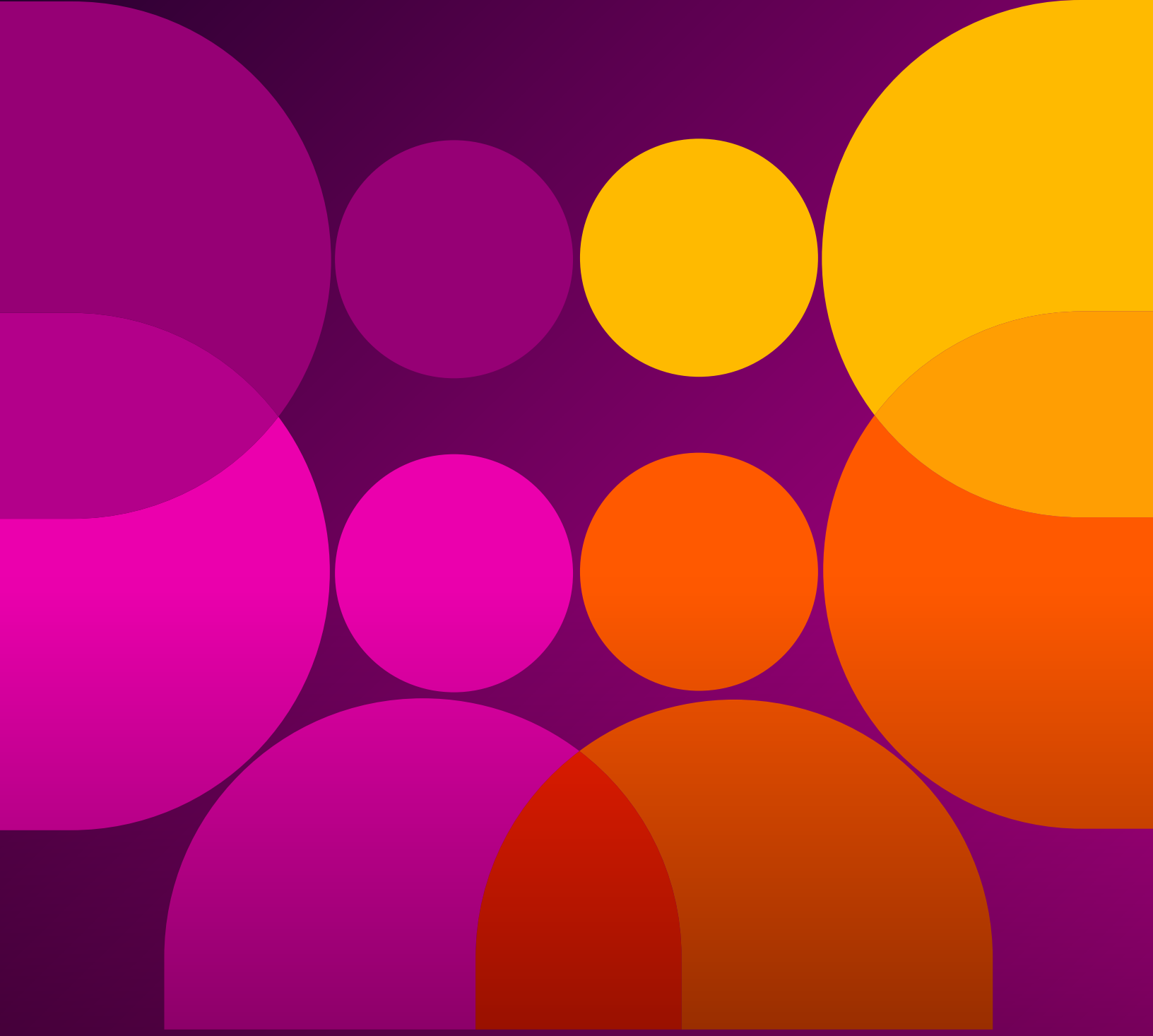


INCLUSION THAT UNITES

THE DATA BEHIND
THE **INCLUSION, DIVERSITY, EQUITY, AND ACCOUNTABILITY** REPORT

MiQ

4TH ANNUAL I.D.E.A. REPORT - PUBLISHED NOVEMBER 2024

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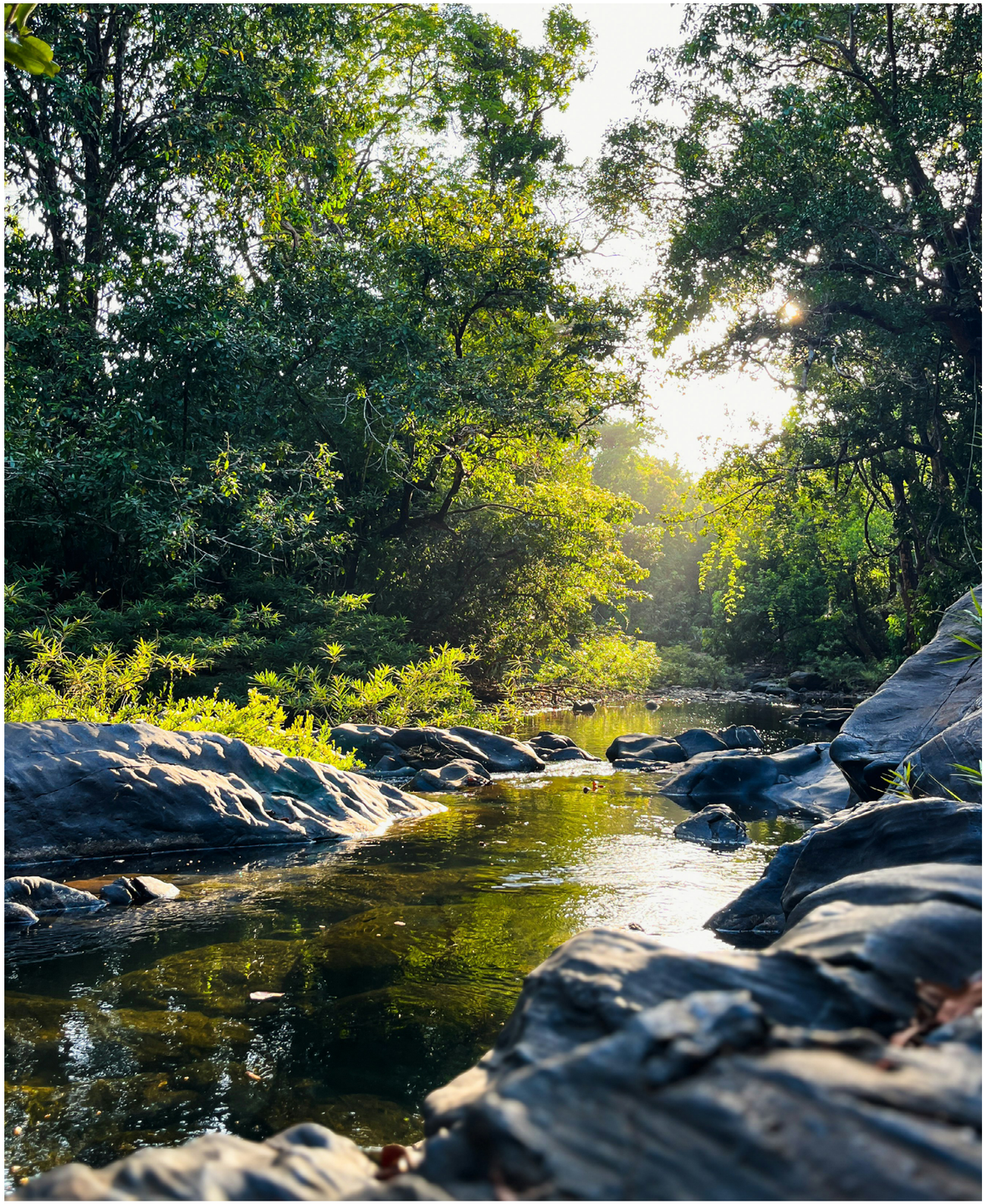
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Report notes

Data timeline

The data reflects the entirety of 2023, and also gives a sense of how this year is tracking. Because some of 2023's data collection isn't completed until Q2 of 2024, we released this year's report later in the year. This meant we could also include data from our most recent Employee Voice survey.

Data representation

All analysis is based on those who disclosed their demographics in that category. Where relevant, we've detailed the percent or number of employees who do not disclose and where we have statistically small sample sizes.

We're still lacking data for new hires, covering the last two years. Far fewer people are self-identifying, especially when it comes to race/ethnicity. While the data is still statistically significant, it doesn't create as accurate a picture of our employee base, especially those with less tenure. Statistical relevance for changes was determined at the 5 percentage point (hereby referred to as "pp") threshold.

Data sources

Data has been collected by permanent employee self-disclosure through HiBob, our human resources information system. In the first half of 2024, we rolled out an anonymized self-ID survey from Dandi, a third-party analytics platform for diversity, equity, and inclusion people data. This helped to better secure our data, provide more reassurance around anonymous data disclosure, and increase our data hygiene and collection rate. By unifying this with data from HiBob, our data is more statistically significant.



SARA AXELBAUM
GLOBAL HEAD OF DIVERSITY,
EQUITY, AND INCLUSION

Inclusion that unites...

We know that everything gets better when we're united. So inclusion and diversity is championed at every level of MiQ, in every corner of the world. It guides what we do, how we do it, and why we do it.

This is our fourth annual report where we openly analyze our people data. It holds us accountable for the diversity within MiQ, the equity of opportunities and compensation, and inclusion across all identities.

What's the story so far?

In our first report, we established our baseline and highlighted a salary band pay gap by gender. By our second report, we'd defined processes to close the gap and create systemic change. Our third report showed that our leadership levels had diversified, and that MiQers had been inspired to champion inclusivity every day.

Reflecting on 2023

In 2023, we directed focus to empowering the people who were inspiring others to be more inclusive every day. We set the stage for 2024 by investing in actions that united MiQers. This especially spotlighted our Employee Resource Groups (ERGs), which enabled our people to come together in community, and celebration.

Progress we're proud of

- Our ERGs had a huge surge in participation, organization, and community building.
- Our salary pay gap remained closed.
- For almost every factor we measure, progress for women has continued.
- In every single country, representation of women steadily increased. (Women represented 60% of commercial roles.)
- Representation at leadership level of those who identified as one or more historically marginalized identity significantly increased.
- We had a much greater response rate on 'neurodiversity' and 'physical difference/disability' survey questions, bringing our representation more in line with global norms.

Challenges to overcome

- For MiQers identifying as Black, Indigenous, and people of color (BIPOC), progress around hiring, retention, bonus amounts, and opportunities have started to plateau after several years of progress.
- There is a disproportionate level of employees who identify as BIPOC in non commercial roles vs commercial roles. After two years of steady retention for Black employees, there was a decrease in the last year.
- Participation in mandatory DEI training decreased.
- We're still lacking in data for new hires for the past two years, with far fewer self-identifying (especially their race/ethnicity). The data is still statistically significant, and rolling out a new process did increase participation. But it doesn't create as accurate a picture of our employee base, especially those with less tenure.

Turbulent times

Around the world, employees are reevaluating what they want from an employer. In line with other companies in similar industries, we've seen engagement drop and participation in our Employee Voice survey decline in some markets, and level off in others. MiQers also had conflicting feedback on our DEI efforts. It proved that while consensus is impossible to reach, listening to our employees' concerns is always a good practice.

In 2023, DEI faced significant headwinds. The US Supreme Court's decision around Affirmative Action at colleges and universities has had global repercussions and implications. (And that's just one of several global challenges.) We saw many companies publicly disavow their previous commitments to DEI. But at MiQ, inclusion will always be a goal - no matter the changing tides.



Getting even better in 2025

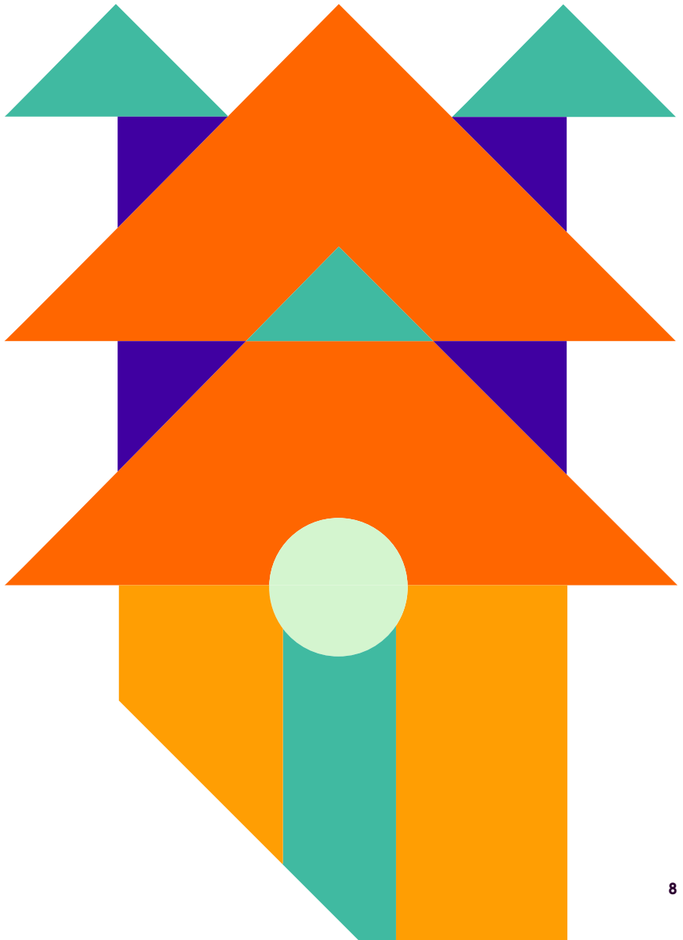
In 2024, the Executive Leadership Team came together to determine how best to lead MiQ into the future when it came to diversity, equity, and inclusion. As a united team, we set out to ensure we overcome challenges and make impactful DEI progress, resulting in a full 2025 action plan. No matter how long and bumpy the journey might be, we're in it for the long haul.

Gratitude

Lastly, thank you to every ERG lead who sought to create belonging, every leader who championed equity, and every MiQer who became a little more inclusive every day. We appreciate you, and wouldn't be here without your efforts. Because of your passion and commitment to our values, we're more unified. **You are what makes MiQ far from average.**

Thank you,

Sara Axelbaum
(Global Head of DEI)





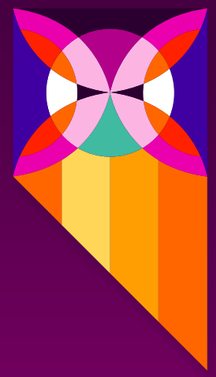
ERG emblems

"I was tasked with creating a design system for our ERGs to aid amplification and recognition, highlighting the individuality of each ERG whilst simultaneously uniting them. This resulted in a family of emblems (housed within a graphic element taken from the MiQ logo) which reflect key themes highlighted in the visual and word based research we conducted. Through geometric shapes that speak to the brand, the emblems illustrate the uniqueness of each ERG, whilst uniting them - a system that will allow the family to grow whilst maintaining it's strength as a collective."

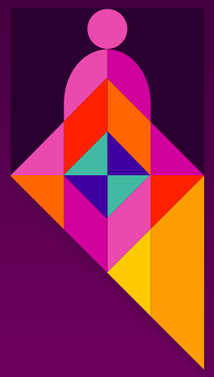


RHIAN MCLAREN
SENIOR BRAND DESIGNER

AAPI iQ



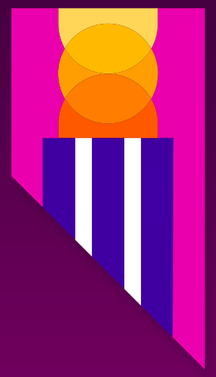
ABILITY iQ



EXPATS iQ



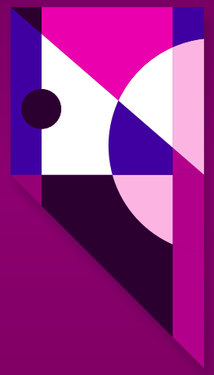
JEWISH iQ



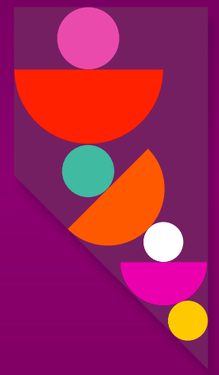
MULTICULTURAL iQ



NEURODIVERSITY iQ



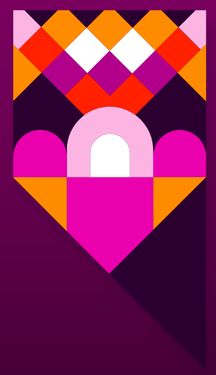
PARENTS iQ



PRIDE iQ



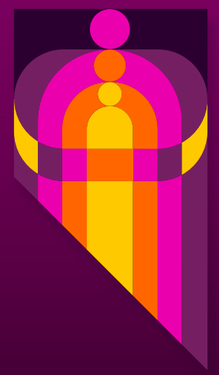
SALAAM iQ



SUSTAINABILITY iQ



WOMEN iQ



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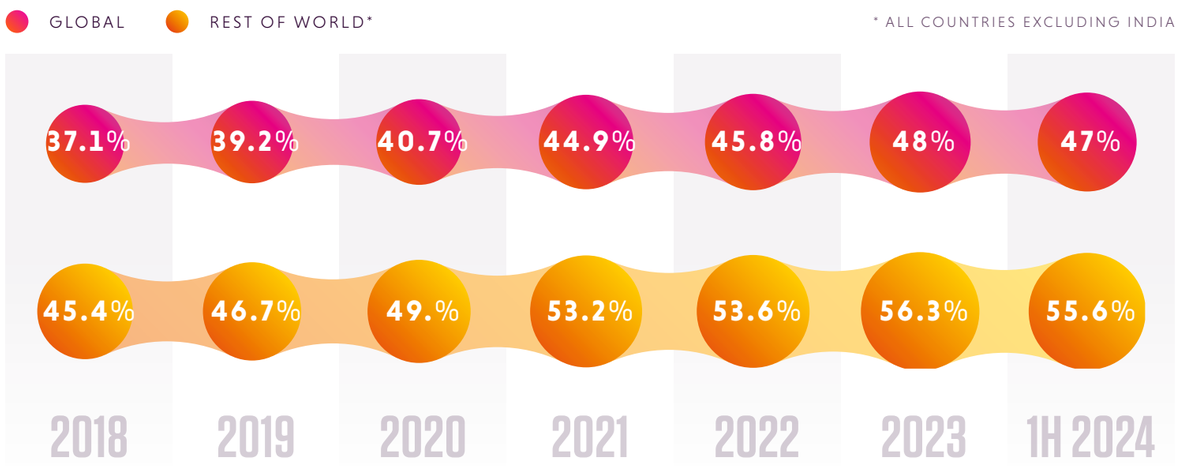
Gender

SUMMARY OF REPRESENTATION OF **WOMEN/NON-BINARY**

Representation and hiring of those who identified as women and non-binary has increased from 2022 to 2023. While we saw significant year-over-year growth of women in more senior positions from 2021 to 2022, this has now plateaued since then.

(Note: For the first time this year, non-binary people data is being grouped in with data for women. While these are distinct gender identities, this is to ensure that historically marginalized gender identities are counted in the data, while also not exposing individuals since it is a small population.)

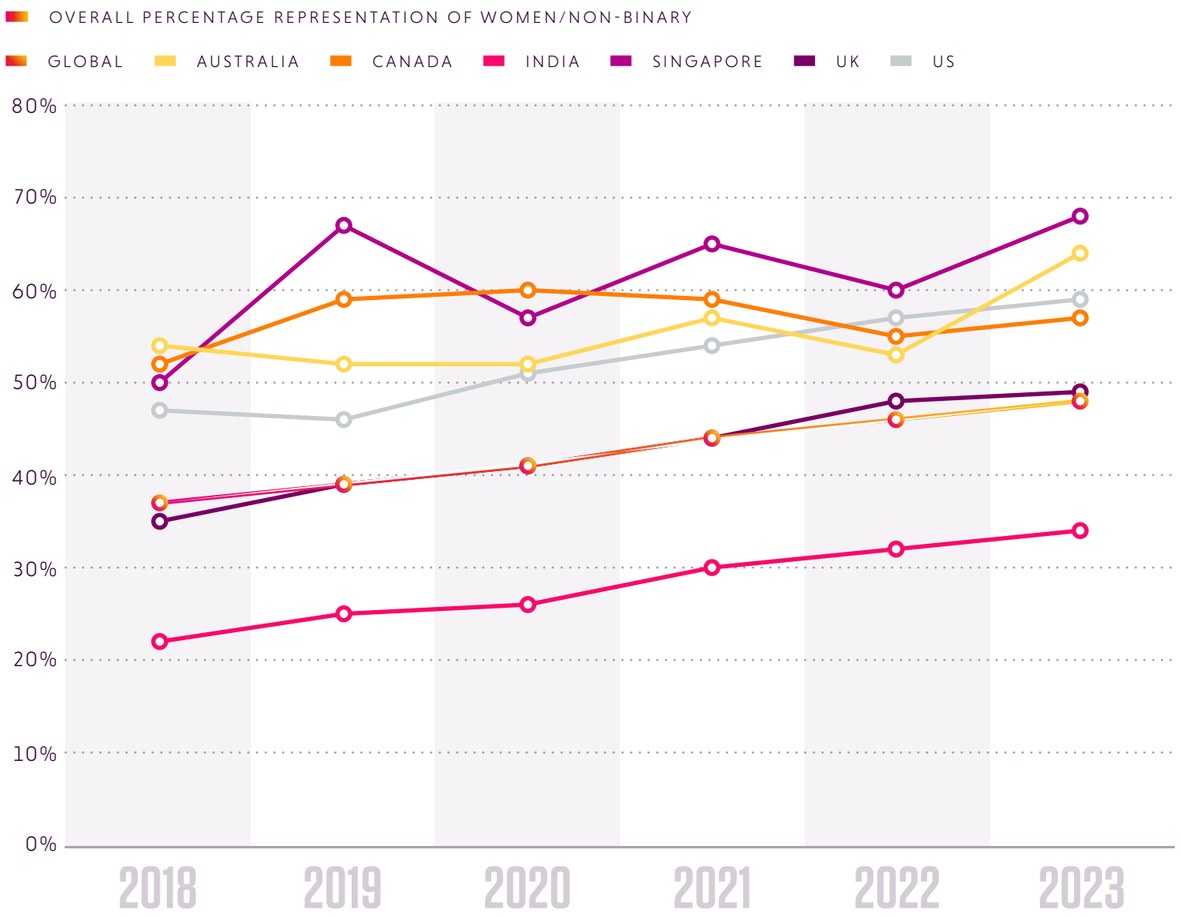
OVERALL REPRESENTATION OF **WOMEN/NON-BINARY**



KEY TAKEAWAY

Representation of women/non-binary people increased since 2022 after a one year stagnation. Just under half the global population, and over half of the countries besides India (Rest of World, known as ROW) identify as women plus non-binary. In 1H of 2024 this has plateaued, so we will keep an eye on this in the future to determine if it's a blip.

REPRESENTATION OF WOMEN/NON-BINARY **BY COUNTRY**



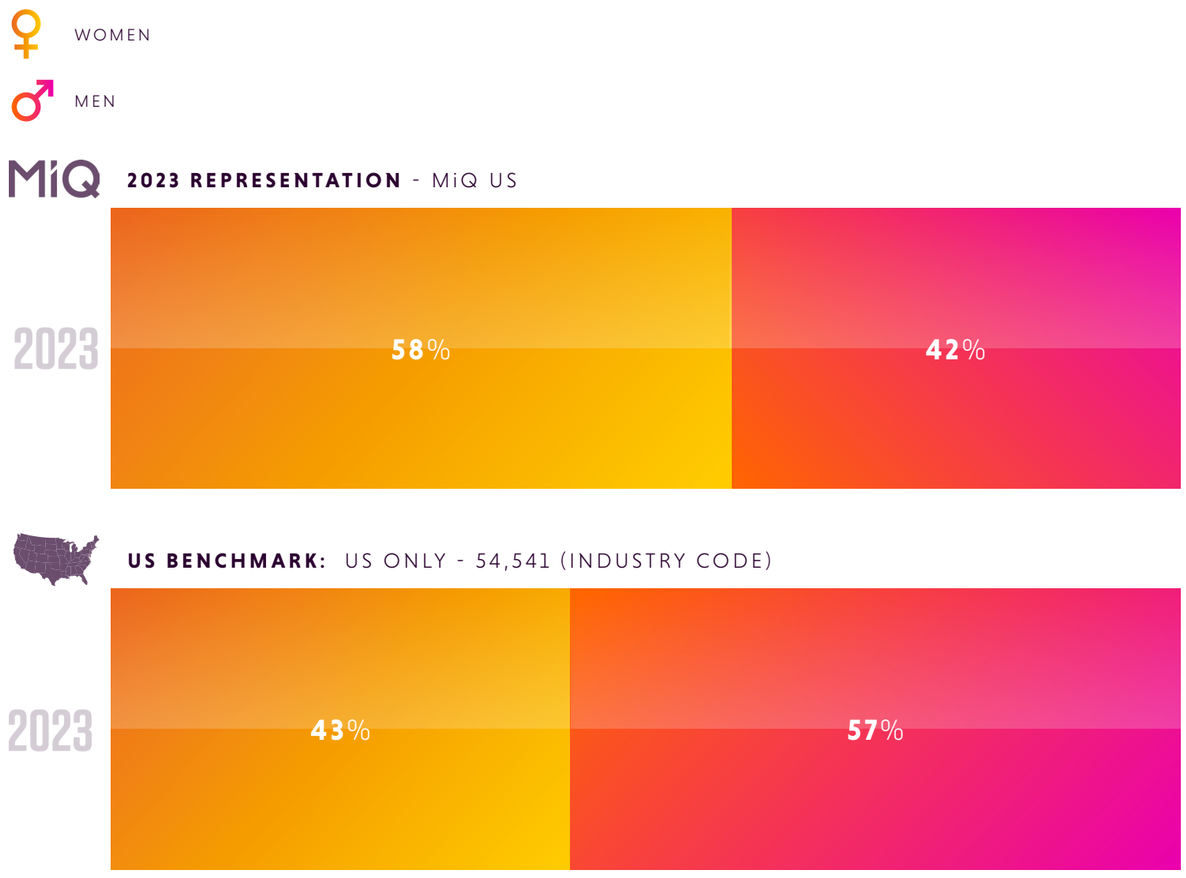
Source: MiQ HRIS data

KEY TAKEAWAY

Since 2022, every single country's representation of women/non-binary people has increased. While India has the lowest representation of women (34% in 2023), this continues to increase with a 12 percentage point change since 2018.

(Note: Early 2024 data shows that the UK tipped to half women/non-binary for the first time.)

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



Source: MiQ HRIS data / EEOC benchmark data

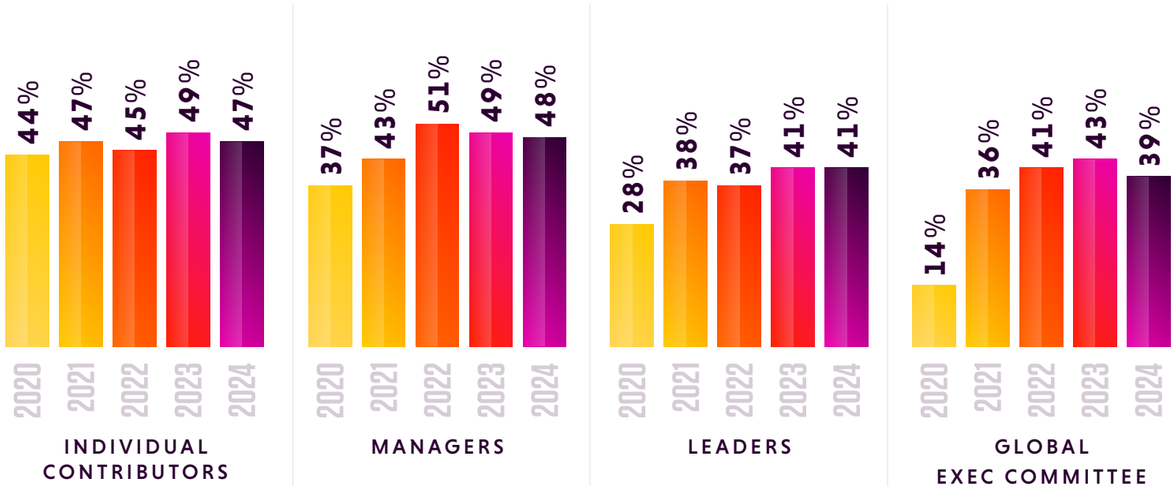
KEY TAKEAWAY

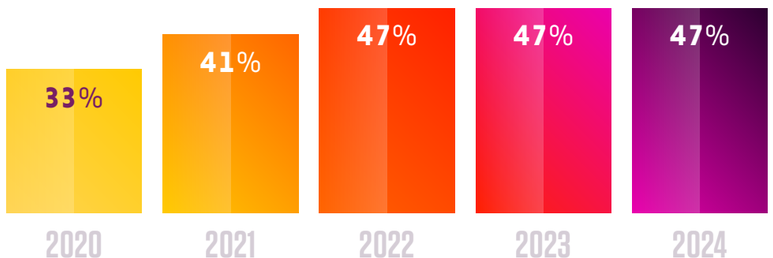
With more women than men, we buck the industry trend in the US.

(*EEOC data is currently measured as a standard practice in the US, giving us an opportunity for comparison. We hope to expand benchmarking as data becomes available in more locations. We have been benchmarked against the NAICS Code of 541: Professional, Scientific, and Technical Services.)

REPRESENTATION OF WOMEN/NON-BINARY **BY LEVEL (GLOBAL)**

PERCENTAGE REPRESENTATION: WOMEN BY LEVEL





MANAGERS AND ABOVE

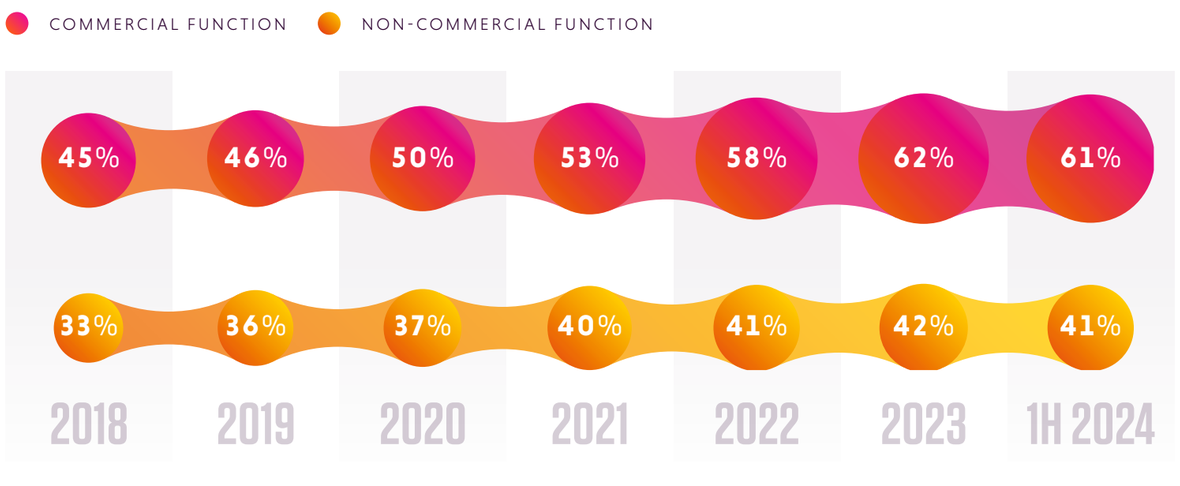
KEY TAKEAWAY

Representation of women/non-binary in more senior levels has plateaued since 2022. The biggest impact was on women in managerial level positions, the number of which fell from 2022 to 2023 and more so in 1H 2024.

(Note: due to the dissolution of the operational/commercial boards, many people were recategorized into lower levels.)

REPRESENTATION OF WOMEN/NON-BINARY **BY JOB FUNCTION**

PERCENTAGE REPRESENTATION: WOMEN BY JOB FUNCTION

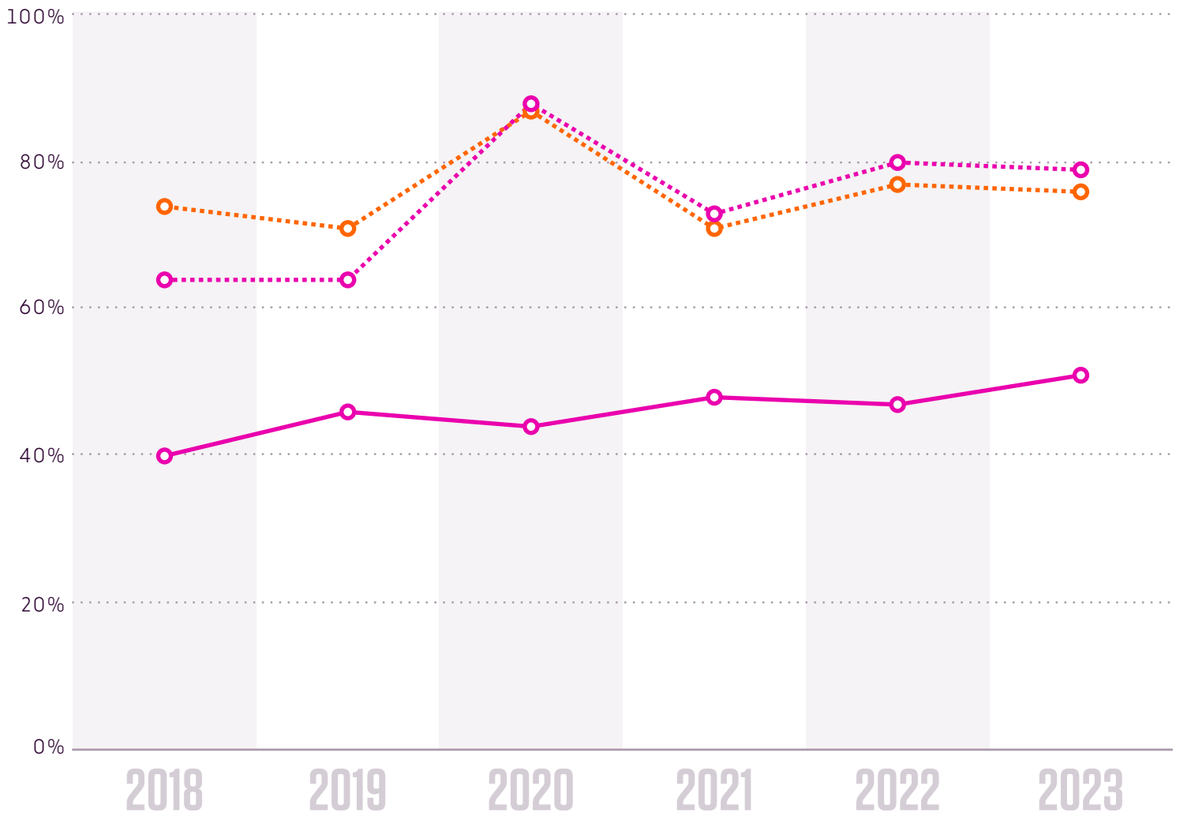


KEY TAKEAWAY

Commercial functions have seen increased representation of women and those who identify as non-binary to over 60%. Non-commercial functions have plateaued for representation of women/non-binary people at around 40%.

HIRING AND RETENTION OF WOMEN

HIRING + RETENTION PERCENTAGE YOY



KEY TAKEAWAY

Hiring of women increased globally. Retention of women remains slightly higher than men, continuing the trend since 2020 (after a few years of more stark divide). Attrition continues to be less than the industry average, and falls year-on-year.



Race/ethnicity

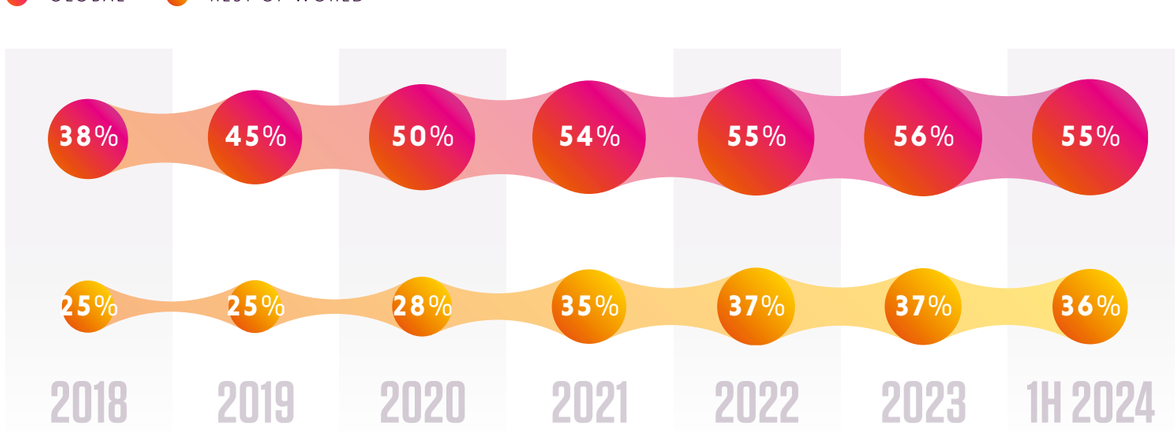
Overall representation of BIPOC	21
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Representation of BIPOC by job function (ROW)	27
Hiring and retention of BIPOC (ROW)	28

Race/ethnicity

SUMMARY OF REPRESENTATION OF **RACE/ETHNICITY**

After years of steady gains in hiring, overall representation, representation at more senior levels, and nearing parity to US benchmarks, all of these areas plateaued or slipped in 2023 and YTD 2024.

OVERALL REPRESENTATION OF **BIPOC**



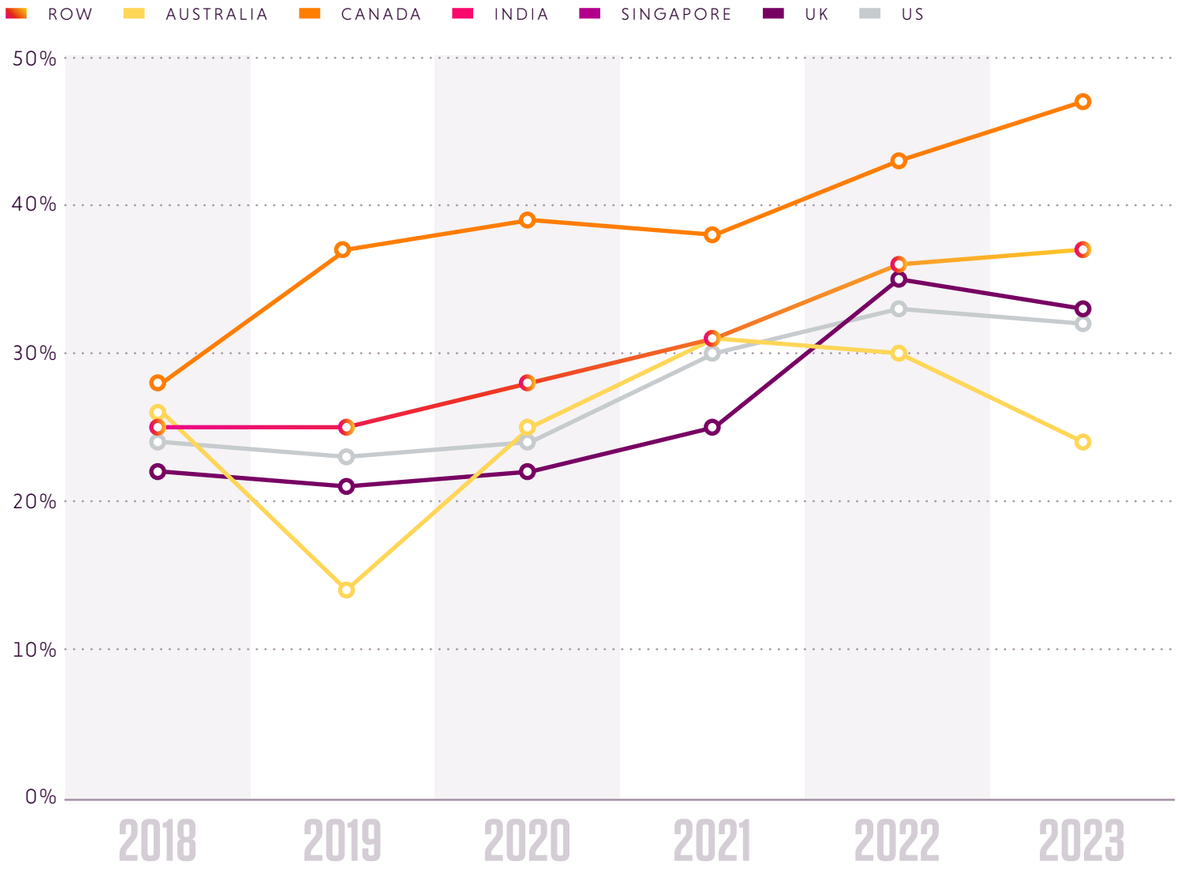
KEY TAKEAWAY

After years of steady gains, we saw a slight drop in our BIPOC population both globally and in ROW. The regression in percentages back towards 2021 numbers suggests we need to reconsider our recruitment and retention efforts.

Note: Since BIPOC as a designation is not applicable in India, all further stats will show ROW (all countries outside of India) stats.

REPRESENTATION OF BIPOC, **BY COUNTRY**

PERCENTAGE REPRESENTATION: BIPOC BY COUNTRY



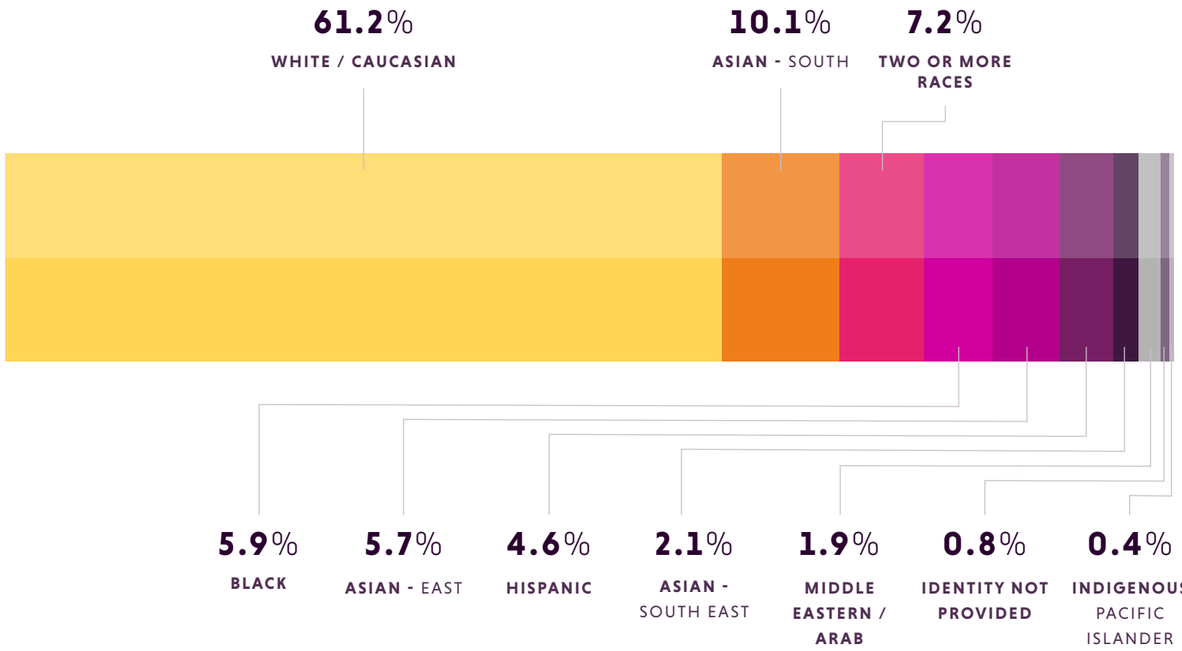
*2024 1H

KEY TAKEAWAY

Representation fell in Australia, the UK and the US, with only Canada showing gains. After a huge gain from 2021 to 2022 in the UK of 10pp, representation of BIPOC also dropped slightly. As a smaller office, Australia showed the biggest drop as individual departures are more statistically visible.

REPRESENTATION OF **RACE/ETHNICITY DETAIL (ROW)**

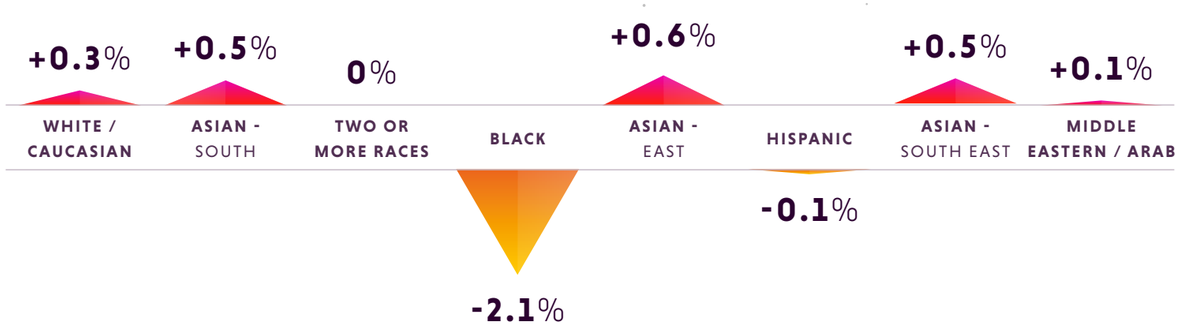
PERCENTAGE REPRESENTATION: RACE/ETHNICY DETAIL





RACE / ETHNICITY REPRESENTATION **CHANGES 2023 VS 2024**

▲ YOY CHANGE %



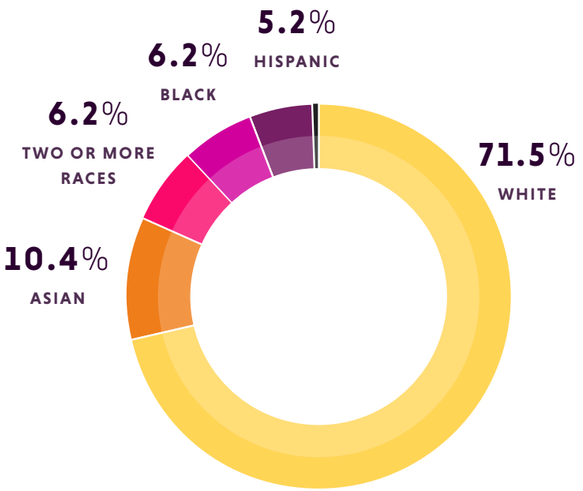
KEY TAKEAWAY

From 2022 to 2023, and for countries outside of India, we saw a statistically small 2 percentage point decrease for those who identify as Black. (The sample size is very small.) Representation increased for all Asian employees by nearly 2 percentage points.



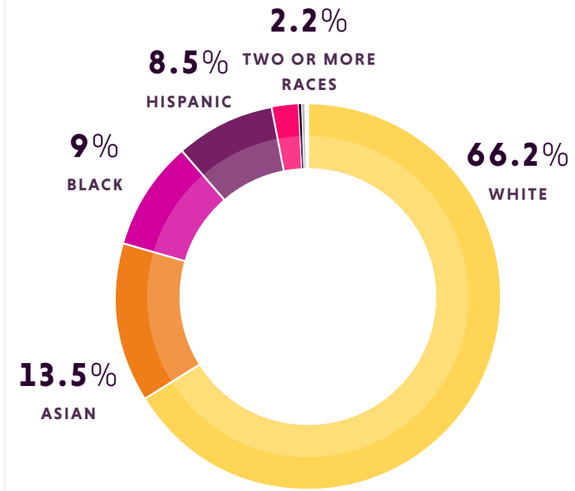
REPRESENTATION OF RACE/ETHNICITY COMPARED TO **INDUSTRY BENCHMARKS** (US ONLY*)

MiQ **2023 REPRESENTATION** - MiQ US



0.5%
NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER

US BENCHMARK: 54,541 (INDUSTRY CODE)



0.4%
AMERICAN INDIAN OR ALASKA NATIVE

0.3%
NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER

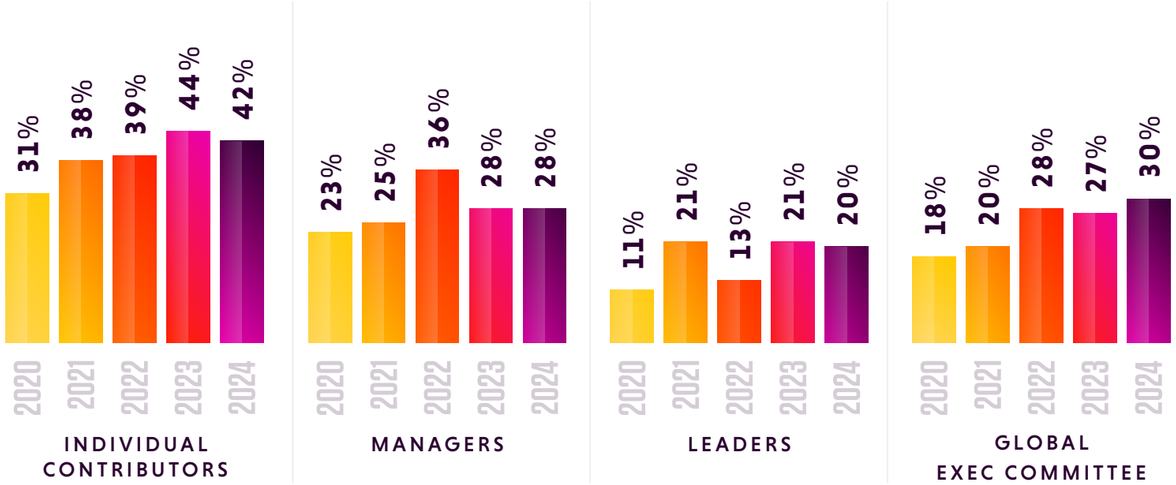
KEY TAKEAWAY

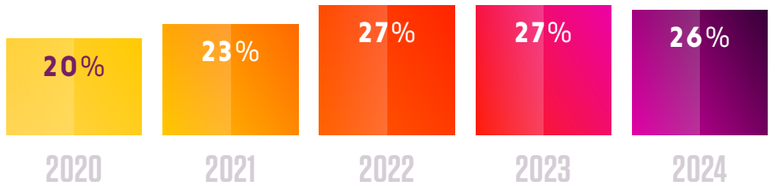
MiQ has lower representation of BIPOC employees vs. the industry in the US (by 4.3 percentage points). This is consistent across every EEO category of race, with the exception of two-or-more races. Asian, Black, and Latiné are all about 3 percentage points under benchmark. Most of these categories are small sample sizes.

(*EEOC data is currently measured as a standard practice in the US, giving us an opportunity for comparison. We hope to expand benchmarking as data becomes available in more locations. We have been benchmarked against the NAICS Code of 541: Professional, Scientific, and Technical Services.)

REPRESENTATION OF BIPOC **BY LEVEL (ROW)**

PERCENTAGE REPRESENTATION: BIPOC BY LEVEL





MANAGERS AND ABOVE

KEY TAKEAWAY

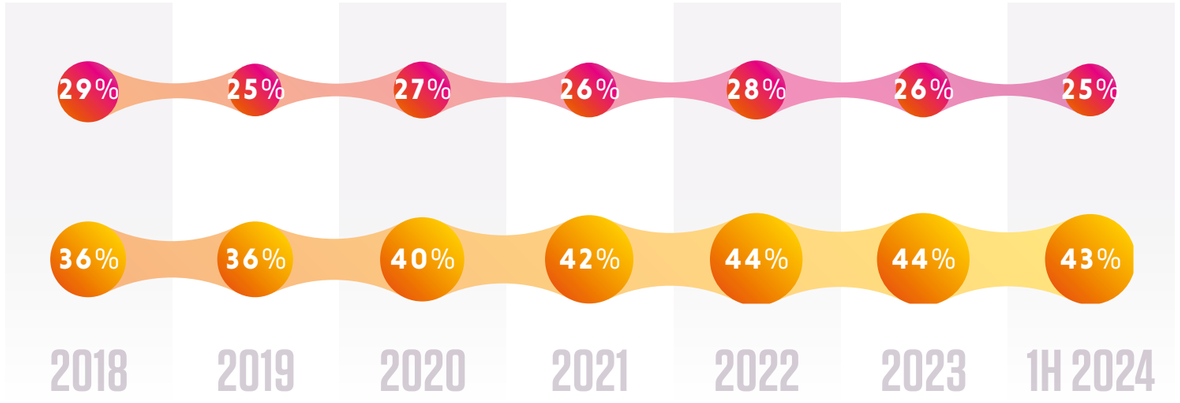
After years of steady growth at manager levels and above, 2023 saw a plateau and slight decrease YTD in 2024. This is mostly due to a significant drop at manager level, though there was growth at the leadership level.

(Note: Global Exec Committee level in 2023 is indicative only of that group, whereas numbers from 2022 labeled "Boards" included the Operational and Commercial Boards, which no longer exist.)



REPRESENTATION OF BIPOC BY **JOB FUNCTION (ROW)**

COMMERCIAL FUNCTION NON-COMMERCIAL FUNCTION

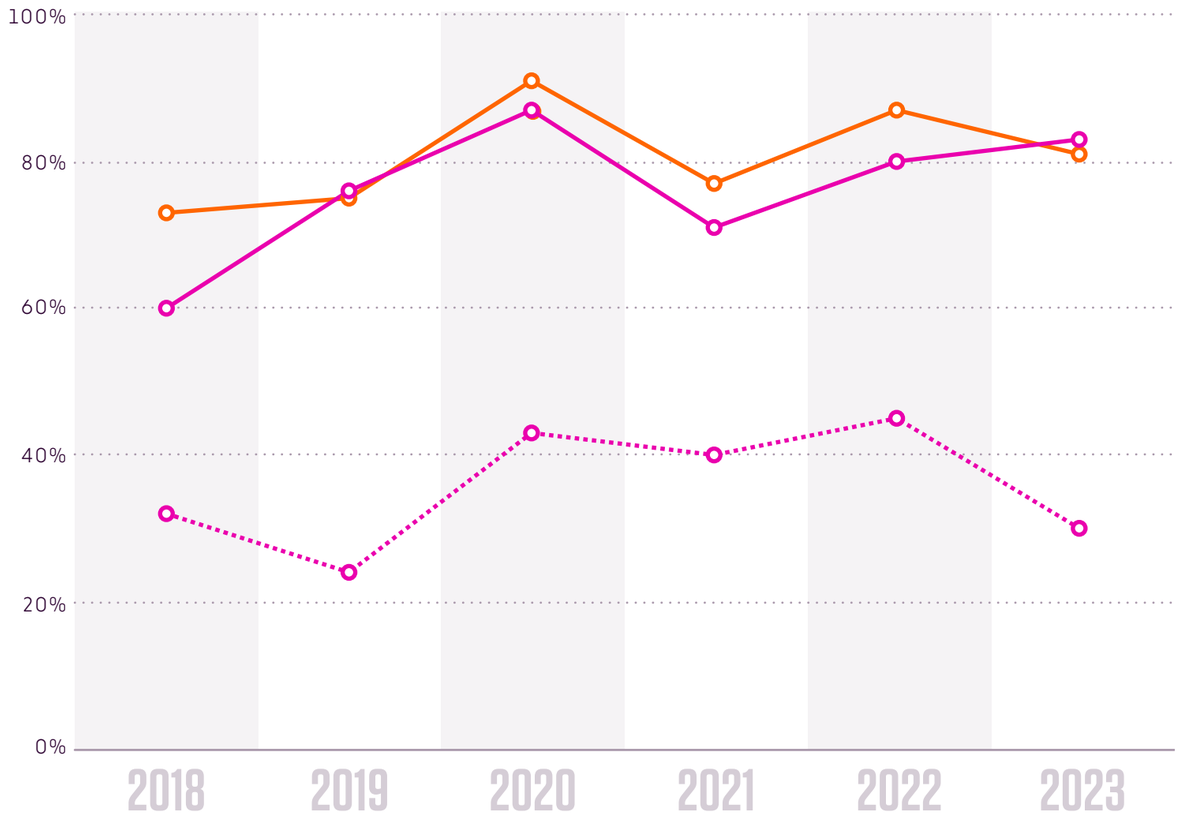


KEY TAKEAWAY

Commercial functions have had almost no change in BIPOC representation since 2018, with a slight decrease since 2022. Non-commercial functions have continued to increase BIPOC representation since 2018, but it plateaued in 2022 and decreased slightly in 1H 2024.

HIRING AND RETENTION OF BIPOC (ROW)

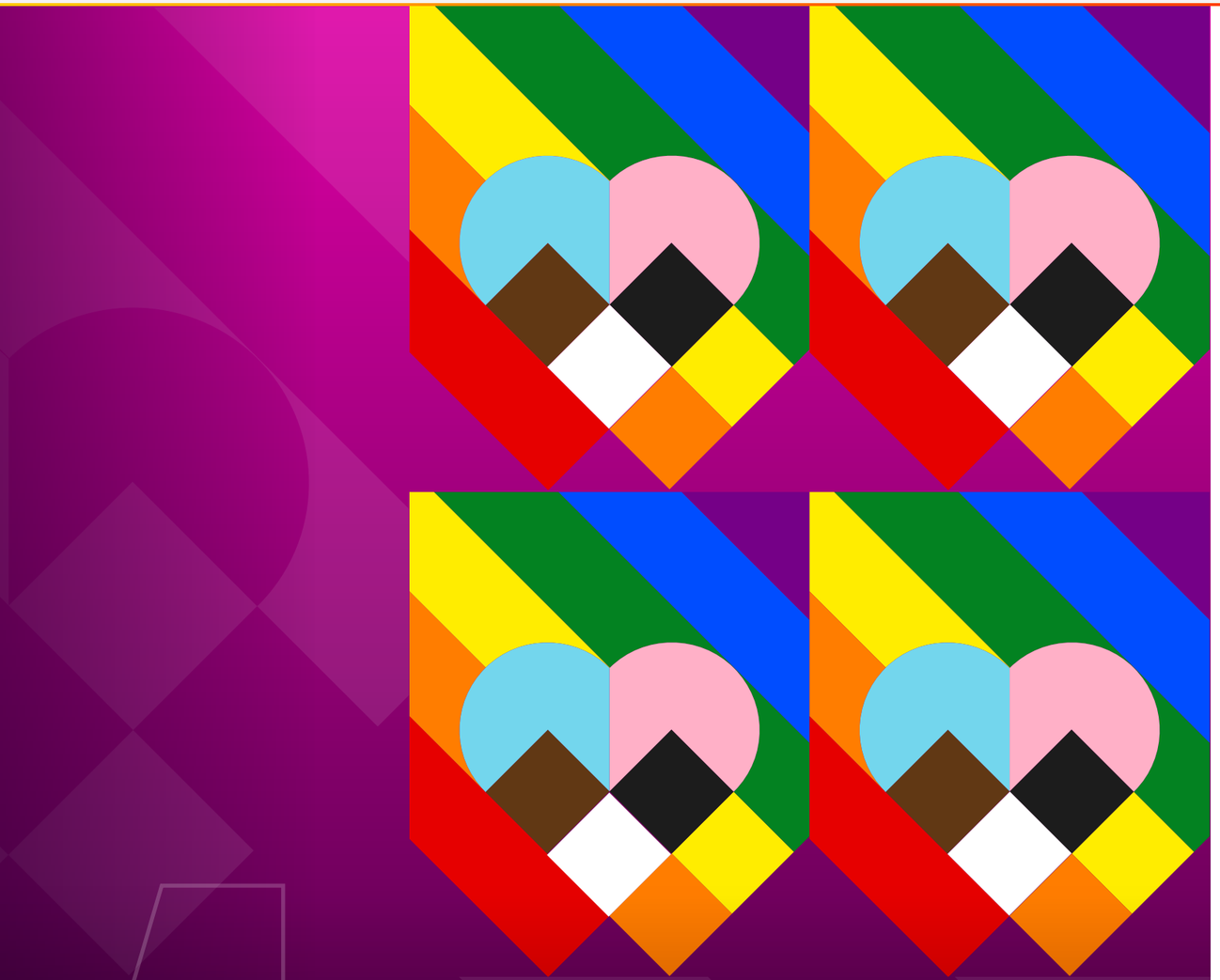
HIRING + RETENTION PERCENTAGE YOY



KEY TAKEAWAY

In ROW, retention was close to parity between White and BIPOC employees, with BIPOC trending slightly up and White slightly down. Interestingly, those who disclosed their race (no matter what that race was) showed higher retention (82%) than the average MiQer (78%). Hiring of BIPOC employees made up 30% of all permanent hires in ROW, representing a significant decrease from 2022.





Historically marginalized custom group

Overall representation of historically marginalized custom group (ROW)	31
Representation of historically marginalized by country (ROW)	32

Historically marginalized custom group

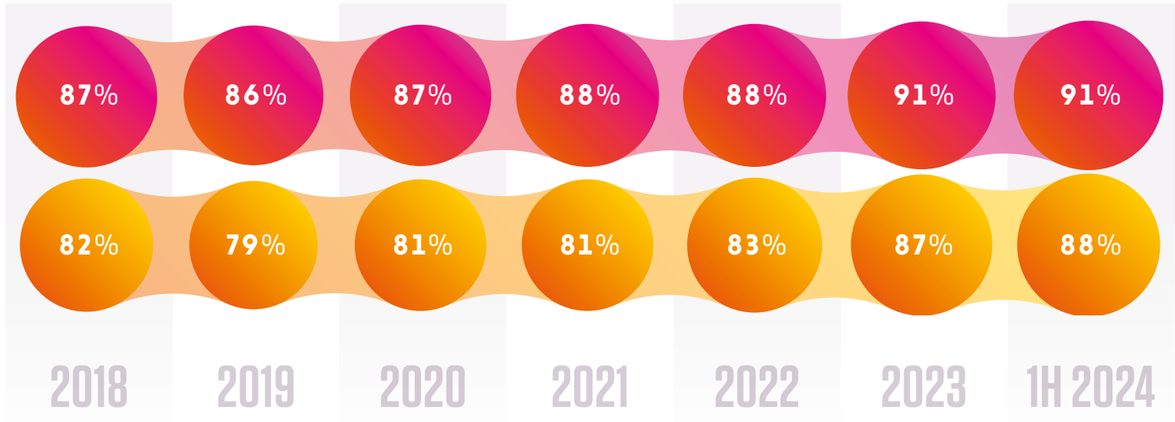
For our I.D.E.A. Reports, we create a blended group of historically marginalized identities, including BIPOC, women, non-binary, LGBTQ+, neurodiversity, differently abled, and veterans. Since BIPOC is not applicable in India, all stats shown are ROW.

SUMMARY OF REPRESENTATION OF **HISTORICALLY MARGINALIZED CUSTOM GROUP**

Representation remains very high for historically marginalized groups and there were significant gains at leadership level since 2022.

OVERALL REPRESENTATION OF **HISTORICALLY MARGINALIZED CUSTOM GROUP (ROW)**

GLOBAL REST OF WORLD

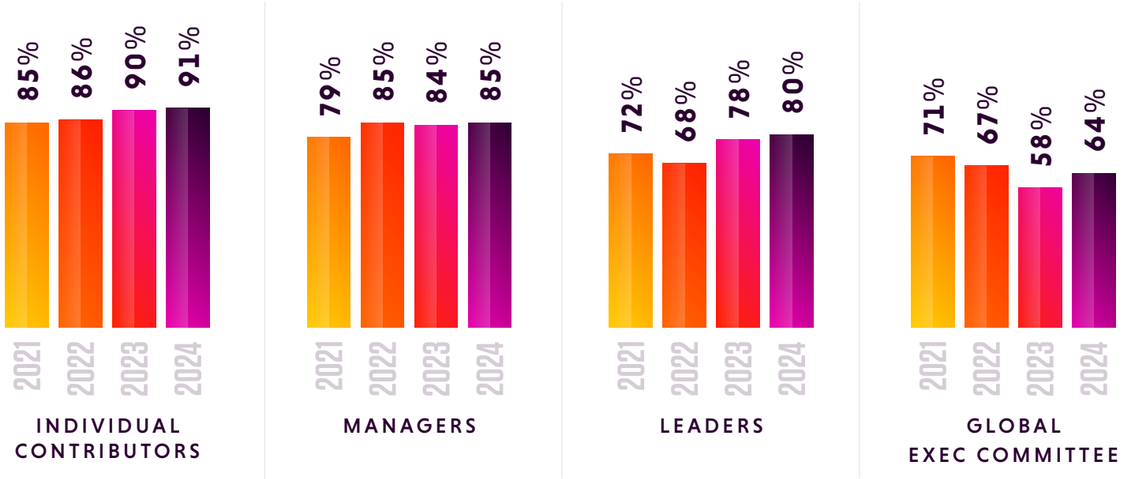


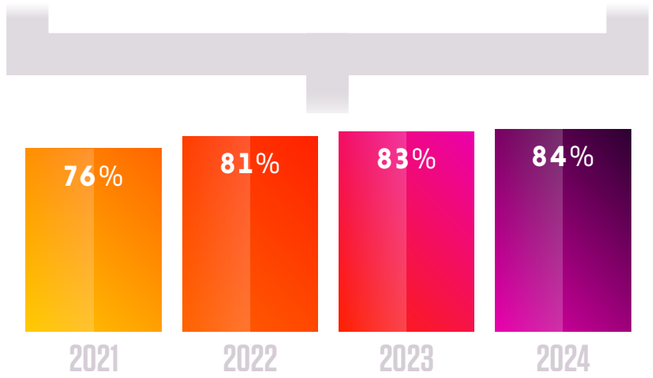
KEY TAKEAWAY

The population of MiQers who identify as within at least one historically marginalized group continues to grow, with an even larger increase in ROW. In part, this is likely due to a rise in the number of people who newly identified as neurodivergent or having a physical difference/disability.

REPRESENTATION OF HISTORICALLY MARGINALIZED **BY LEVEL (ROW)**

PERCENTAGE REPRESENTATION: BIPOC BY LEVEL





MANAGERS AND ABOVE

KEY TAKEAWAY

We saw a significant jump in leaders who identified as one or more historically marginalized identities. We saw a significant jump in leaders who identified as one or more historically marginalized identities from 2022 to 2023/YTD 2024.

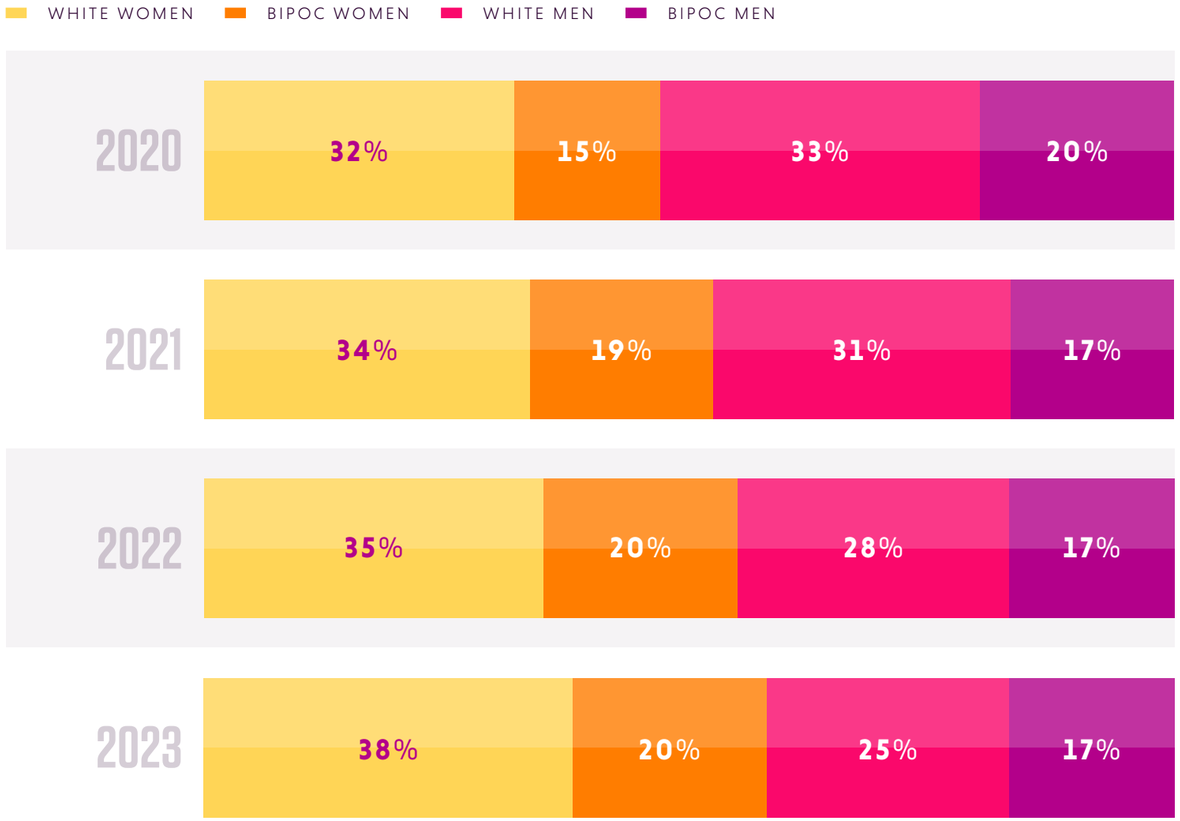
5

Intersectionality

Intersectionality, by gender and race/ethnicity 35

INTERSECTIONALITY, **BY GENDER AND RACE/ETHNICITY**

PERCENTAGE ROW REPRESENTATION



KEY TAKEAWAY

The biggest changes have been in White women and White men. White women grew 7 percentage points and White men decreased by the same amount since 2020. Representation of BIPOC men dropped slightly in 2021, then stayed statistically even over the past four years. Representation of BIPOC women grew from 2020 to 2023 and has remained steady YTD 2024.

Additional dimensions of diversity

Overall representation of additional dimensions of diversity	37
Education	38
Religion	39
YoY change of age	40
Types of physical conditions	41
Types of neurodiversitities	41
Working outside nation of origin	42
Veterans	43

Additional dimensions of diversity

Diversity is multi-faceted and extends well beyond gender and race. Here at MiQ, we aim to celebrate our uniquenesses while coming together in a unified way. While these populations might be smaller, it shows what identities matter to our people.

OVERALL REPRESENTATION OF **ADDITIONAL DIMENSIONS OF DIVERSITY**

PERCENTAGE OF GLOBAL REPRESENTATION

PARENTS

KEY TAKEAWAY: *Growing each year and over double percentage points from 2018.*

2018	2019	2020	2021	2022	2023	1H 2024
10%	12.7%	14%	15.5%	20.4%	22.7%	23.3%

CAREGIVERS

KEY TAKEAWAY: *Relatively steady for past 4 years.*

2018	2019	2020	2021	2022	2023	1H 2024
9.9%	12.1%	11.8%	9.7%	9.2%	9.4%	9%

LGBTQ+

KEY TAKEAWAY: *2 percentage points down since 2022, with a lower representation reporting on their LGBTQ+ identity overall.*

2018	2019	2020	2021	2022	2023	1H 2024
7.7%	8.3%	8%	10.8%	10%	8.3%	8.1%

PHYSICAL CONDITION

KEY TAKEAWAY: *A higher percentage of people self-identified as having a physical condition in the Dandi self-identification survey than previously. This doubled those who identified as having a physical condition or disability overall since 2022, and aligned more with previous years.*

2018	2019	2020	2021	2022	2023	1H 2024
3.6%	3.1%	2.9%	2.8%	0.9%	2.1%	2.1%

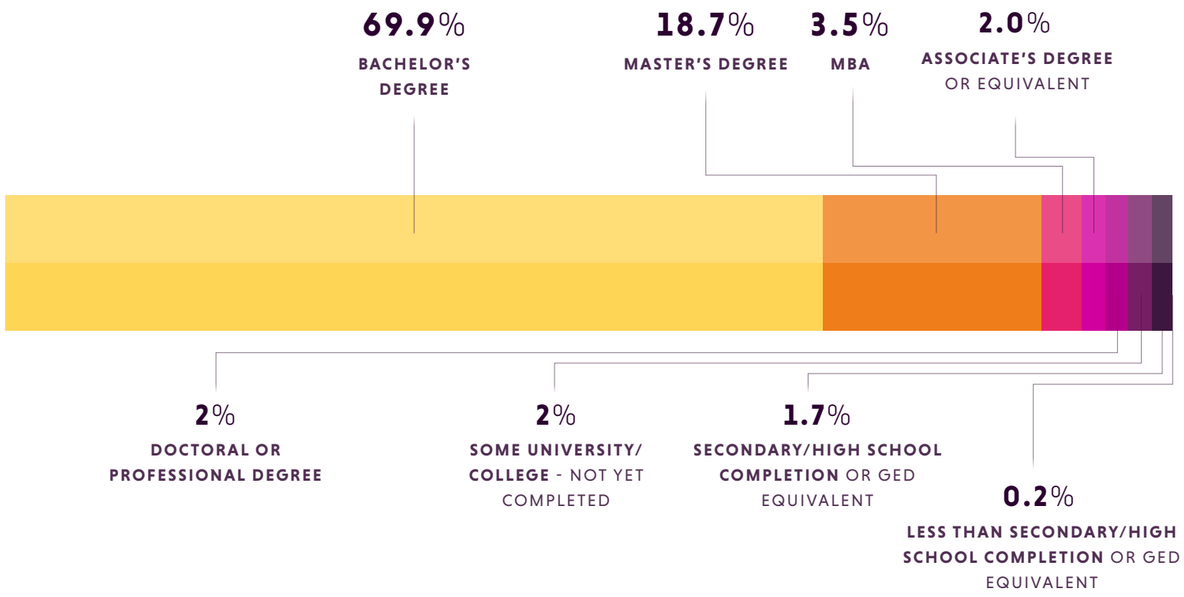
NEUROLOGICAL CONDITION

KEY TAKEAWAY: *Similarly to physical condition, a greater percentage self-identified as having a neurological condition, bringing the overall representation to over 10%.*

2018	2019	2020	2021	2022	2023	1H 2024
11%	12.2%	11.8%	10.7%	7.9%	9.7%	10.3%

OVERALL REPRESENTATION OF **EDUCATION**

PERCENTAGE OF GLOBAL REPRESENTATION

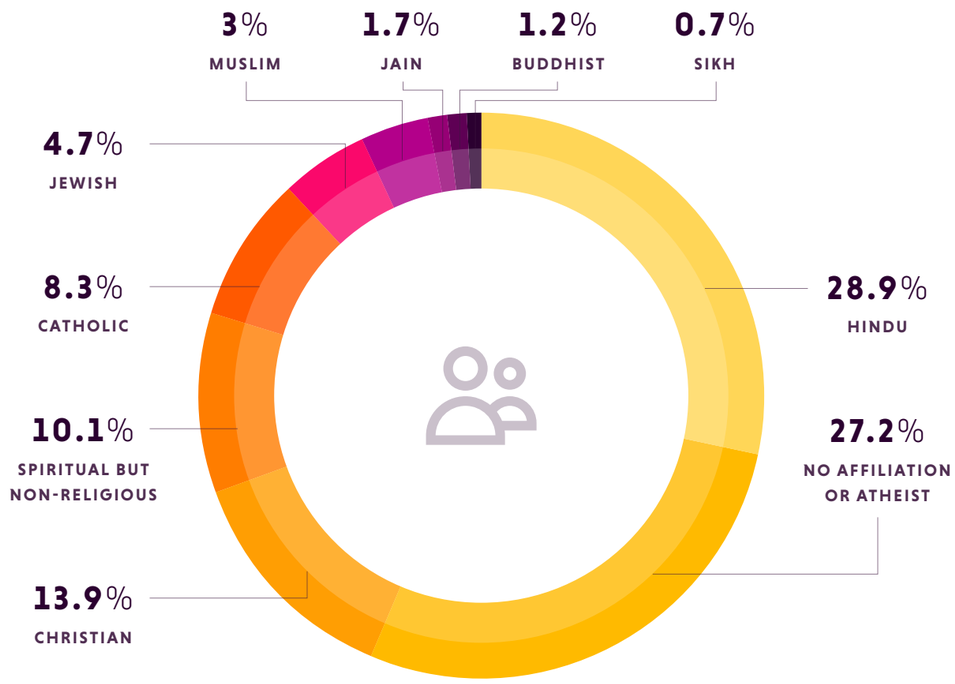


KEY TAKEAWAY

Since 2022, there's been a considerable drop in representation of those who have Bachelor's degrees and a big increase in those who have Master's degrees.

OVERALL REPRESENTATION OF **RELIGION**

PERCENTAGE OF GLOBAL REPRESENTATION

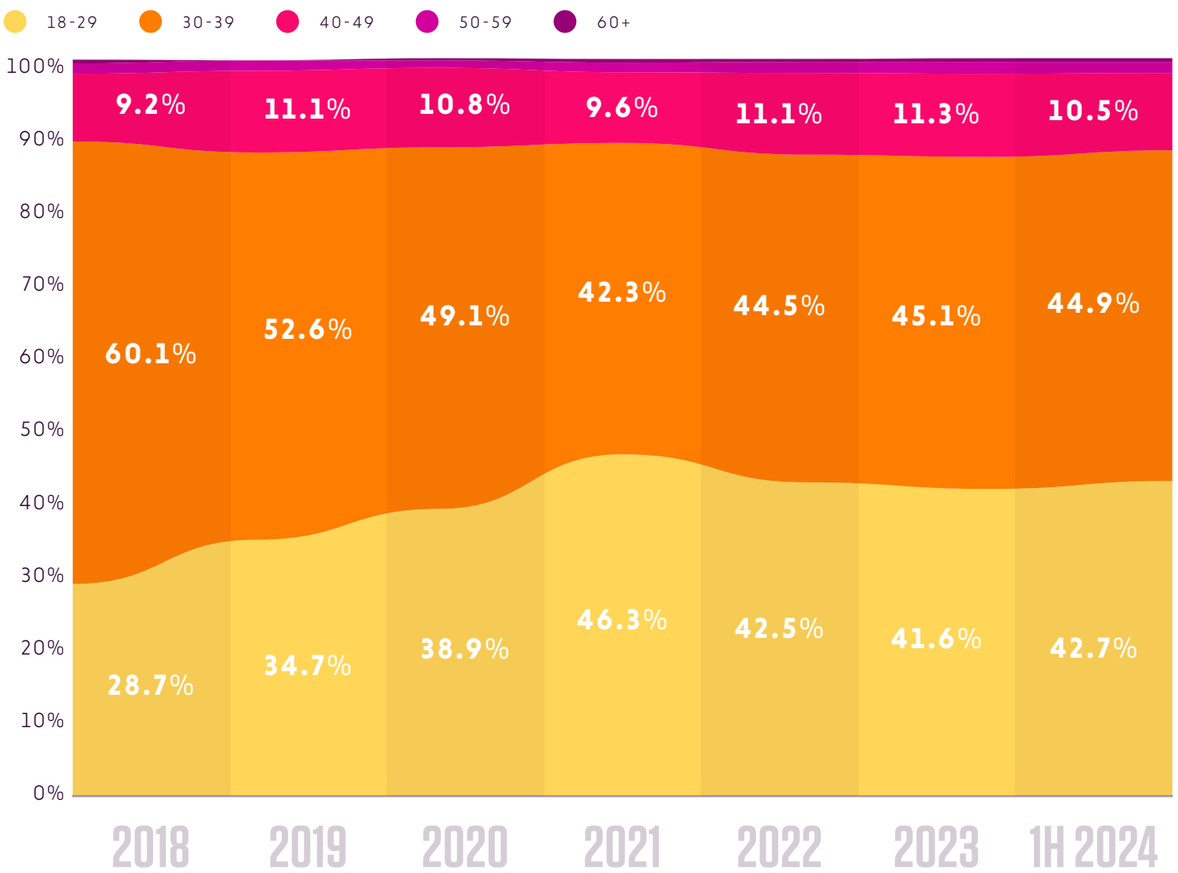


KEY TAKEAWAY

There was a significant drop in both 'No affiliation or atheist' as well as 'Spiritual but non-religious' since 2022.

OVERALL REPRESENTATION OF **AGE**

PERCENTAGE OF GLOBAL REPRESENTATION

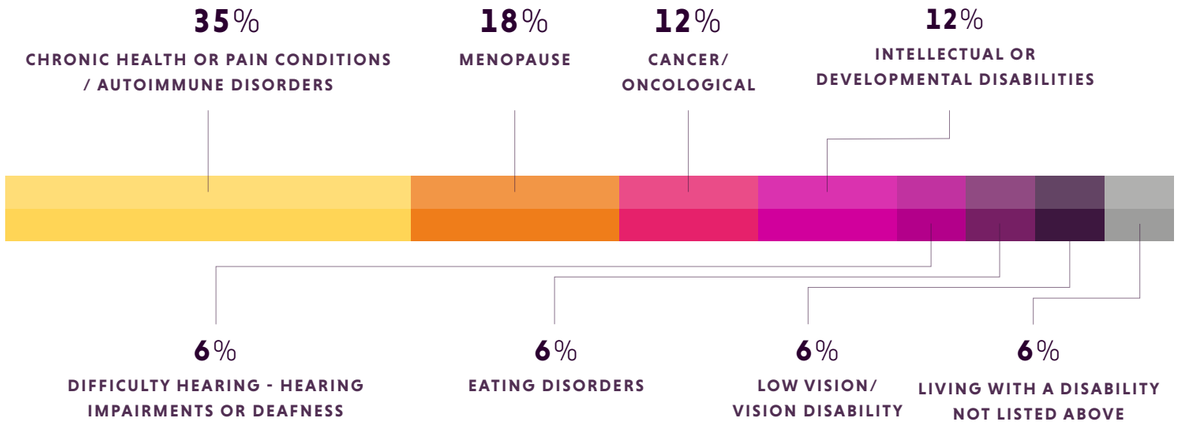


KEY TAKEAWAY

Ages 30-39 remain the largest percentage of the population since overtaking ages 20-29 in 2022. Many people who started their careers at MiQ in the lower age bracket have now moved into the higher age bracket.

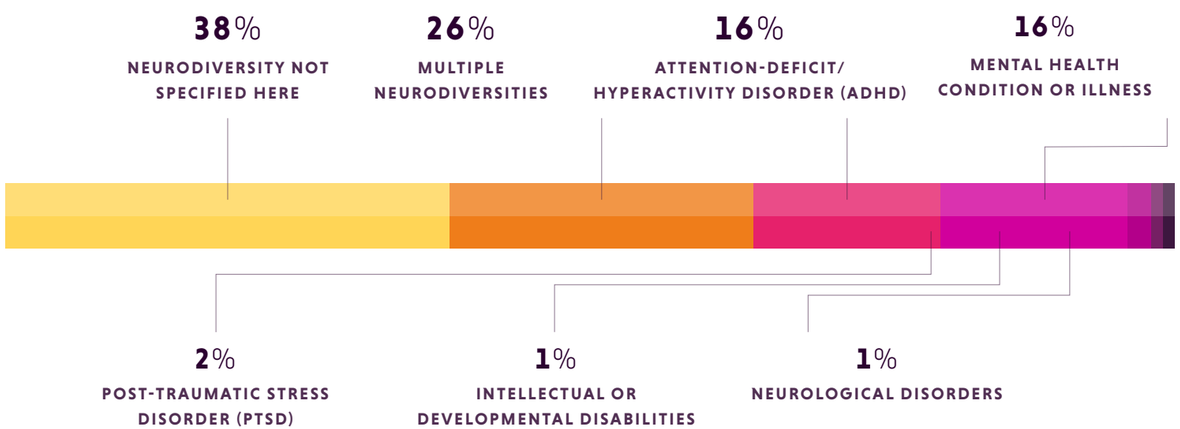
OVERALL REPRESENTATION FOR TYPES OF **PHYSICAL CONDITIONS**

PERCENTAGE OF GLOBAL REPRESENTATION



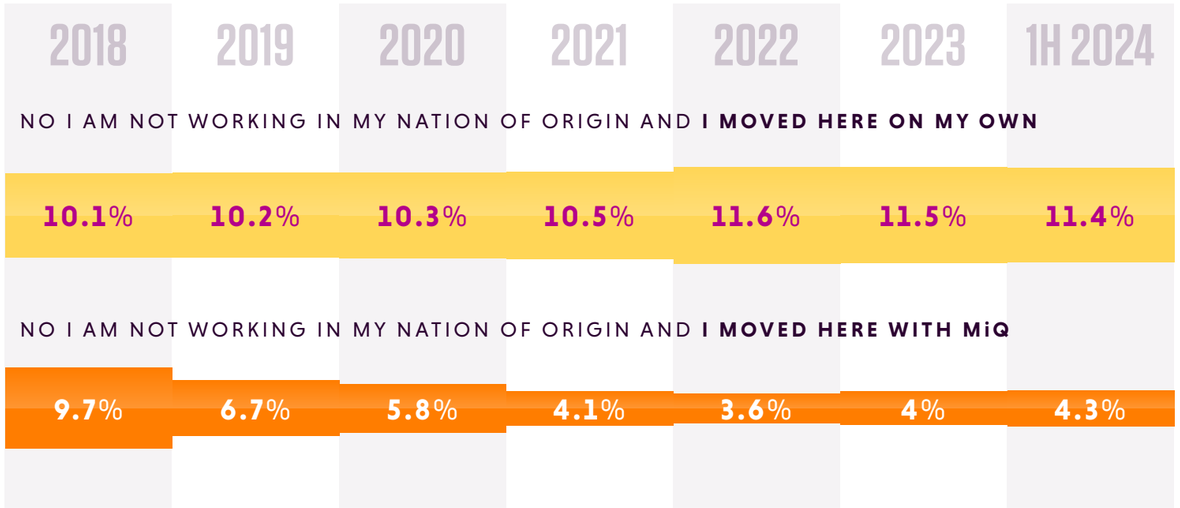
OVERALL REPRESENTATION FOR TYPES OF **NEURODIVERSITIES**

PERCENTAGE OF GLOBAL REPRESENTATION



OVERALL REPRESENTATION FOR **WORKING OUTSIDE NATION OF ORIGIN**

PERCENTAGE OF GLOBAL REPRESENTATION



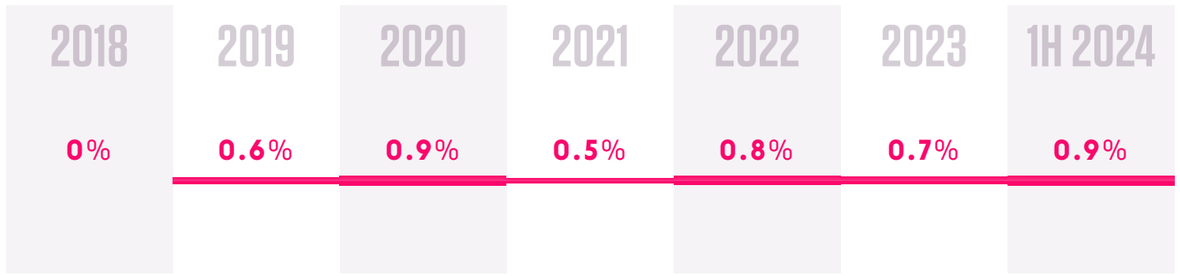
KEY TAKEAWAY

This has remained relatively steady as a percentage of our population for the past 4 years.



OVERALL REPRESENTATION FOR **VETERANS**

PERCENTAGE OF GLOBAL REPRESENTATION



KEY TAKEAWAY

While a few more individuals identified as military veterans, the percentage of the overall population has remained relatively steady.



Compensation

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Race/ethnicity	47

Compensation overview

Compensation is a systemic operational initiative that we constantly revisit to be as equitable as possible. To get a full picture of the equitability of our compensation and to use metrics that are actionable, we triangulate equity with a few different analyses. We evaluate salary band equity, proprietary measures through Dandi* (our third-party DEI analytics partner), and straight line median and mean.

We believe that standard "pay gap" analysis through median and mean has limitations, and it's hard to see the root causes with this simplified metric. Therefore, we use the other inputs to take actionable steps. This includes: salary band demographic composition, Dandi's proprietary pay gap analysis, and other components of compensation. (Straight line mean and median analysis can be found in the appendix).

*Note: Dandi calculates base salary pay gap by calculating how far a segment is from the equity index (the expected mean value calculated by Dandi's algorithms).

DANDI PAY GAP ANALYSIS: **GENDER**

After our initial analysis in 2020 showed inequity in some places, we overhauled our compensation philosophy. To metricize our approach, the Talent team researched and analyzed internal data sets, and the industry in each country. Every position was then given a salary band. The I.D.E.A. Report analyzed the equity within these salary bands, determining if there was any demographic tendency impacting where an individual falls in the salary band.

In 2020, we saw relative parity for BIPOC employees. However, women were statistically more likely to be paid in the bottom half of their pay band. This was most likely due to the well-studied factors of women being statistically less likely to negotiate their salary from their very first job, meaning subsequent promotions, raises, and new jobs had a lower base to start from. We put together a project to correct this inequity.

Out of this project, we were able to re-educate the business on biases that creep into compensation decisions. We also challenged the mindset that people should be paid the lowest amount that they will accept. Instead, we aimed to pay each person fairly for the work they were doing and reduce the biases of a negotiation.

In just one year, we were able to close the salary band inequity. And for the past 4 years, we've seen relative parity in gender, as well as race/ethnicity. This is still true in this report, with a few exceptions as detailed below.

Gender

MAIN TAKEAWAY

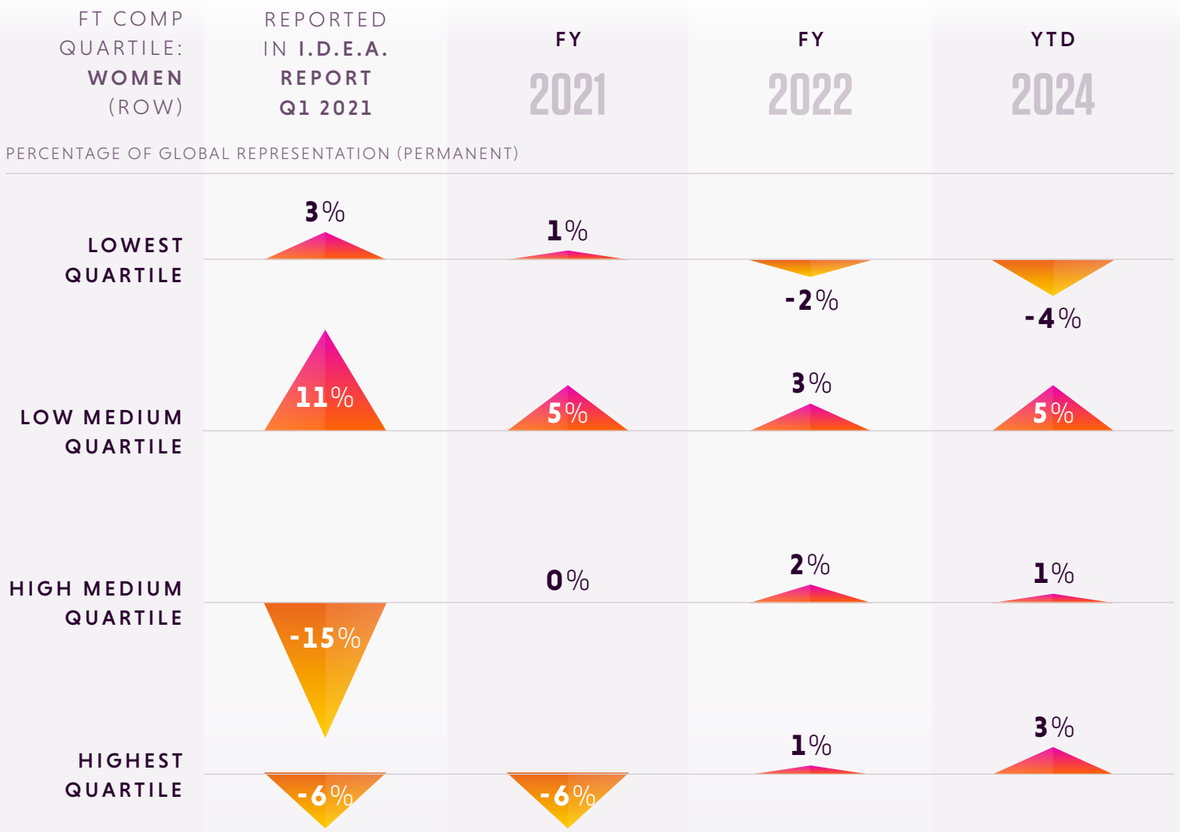
There's no salary gap by gender. Bonuses are over-indexing towards women and, on average, women receive a higher bonus than men.

SALARY BAND DISTRIBUTION ANALYSIS: **GENDER (ROW)**

For YTD 2024, our salary band equity remained flat and relatively stable to last year. However, we did see that - compared to men - women were more likely to be paid under their salary band (11pp) and less likely to be paid over their salary band (12pp). There are only a few who sit outside of their salary band, so this doesn't have a statistical impact on equity.

(Historical note: In our 2020 I.D.E.A. Report, we discovered that women were more likely to be paid in the bottom half of their pay bands. We took immediate steps to improve our pay equity across the board, and this trend was reversed in our last three I.D.E.A. Reports.)

SALARY BAND DISTRIBUTION ANALYSIS



DANDI PAY GAP ANALYSIS: **GENDER (GLOBAL)**

In 2020, our gender pay gap was 3 percentage points, in 2021 it was 0, in 2022 it was 1.5. This year, Dandi measured our current global gender pay gap as 0.

SPOT BONUS ANALYSIS **(GENDER)**

Spot bonuses are discretionary to local leadership. We saw 42 spot bonuses being awarded globally in 2023, a sharp decrease from the 215 we saw in 2022.

95% of recipients identified their gender. 63% of bonus recipients were women, which is an over-index compared to population (48%). As a percentage of salary, men had an average bonus of 3% of their salary while women had an average of 5% of their salary.

Race/ethnicity

MAIN TAKEAWAY

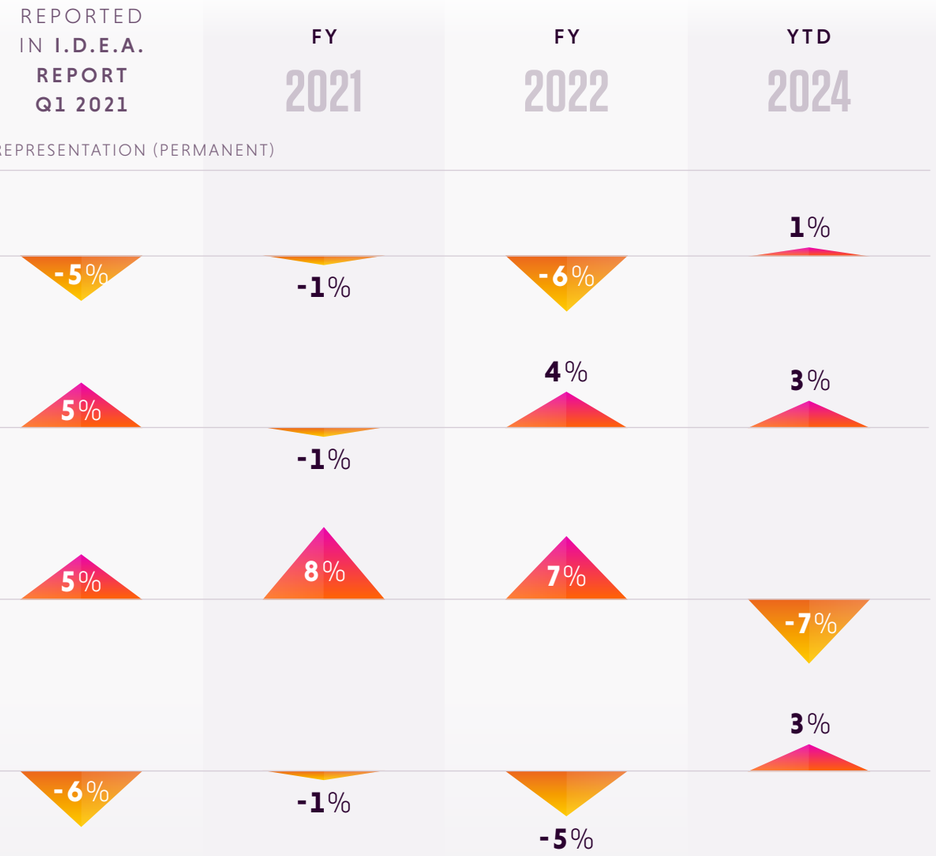
There's no salary gap by race/ethnicity. While the number of spot bonuses are over-indexing towards BIPOC, the amounts are much lower than the average.

This is likely due to the lack of representation of BIPOC at more senior levels where roles receive higher compensation.

SALARY BAND DISTRIBUTION ANALYSIS: **BIPOC (ROW)**

When it came to salary band quartiles, previous I.D.E.A. Reports showed no pattern for race/ethnicity. Our updated data indicates the same trend, with a lower likelihood of BIPOC employees being paid in a medium quartile and slightly higher in the highest quartile. Ideally, these numbers should be as close to 0 as possible and we will continue to analyze and make adjustments. BIPOC were 2 percentage points less likely than their White counterparts to be paid outside of their salary band. There were very few people who identified their race who were outside of their salary bands, however, it is worth noting during future salary banding projects.





DANDI PAY GAP ANALYSIS: **RACE/ETHNICITY (ROW)**

The pay gap identified by Dandi is 0 for BIPOC/White. Our goal is to reach a statistical 0 percent pay gap.

Dandi began tracking the pay gap for BIPOC in 2021, when the data showed a 2.2 percentage point gap in favor of White employees. In 2022, the pay gap was 2.4 percentage points in favor of BIPOC. This showed a reversal in pay gap, however, it was not statistically significant.

SPOT BONUS ANALYSIS **RACE/ETHNICITY (GLOBAL)**

As a percentage of salary, people who identified as White had an average bonus of 6% of their salary, while people who identified as BIPOC had an average of 3% of their salary.

(Note: 46 spot bonuses were awarded globally in 2023 (a sharp decrease from 2022 when 215 were awarded). Spot bonuses are discretionary to local leadership. 71% of recipients identified their race/ethnicity.)



Growth and opportunity

Current talent 51

Exception tracking 52

Growth and opportunity

Current talent

Of those who identified their gender (~97%), we saw that women over-indexed for pay raises, slightly over-indexed for other opportunities, and slightly under-indexed for promotions.

Of those who identified their race/ethnicity (~74%), we saw that BIPOC over-indexed for promotions, under-indexed for other opportunities, and were about on-par for pay raises.

PERCENTAGE OF GLOBAL REPRESENTATION	TOTAL # (GLOBAL/ROW)	% WOMEN* 48% OF GLOBAL POP	% BIPOC* 37% OF GLOBAL POP
PAY RISES	594 / 212	57%	38%
PROMOTIONS	211 / 133	47%	43%
**ALL OPPORTUNITIES	158 / 158	50%	30%

*OF THOSE WHO IDENTIFIED

**ALL OPPORTUNITIES INCLUDE INTERNAL TRANSFERS, ROLE CHANGES, GLOBAL MOBILITY, RELOCATION IN MARKET, HIRED FULL-TIME FROM INTERNSHIP OR PART-TIME, AND TEMPORARY ASSIGNMENTS.

Talent acquisition

In 2023, our emerging talent programs gave participants hands-on experience in AdTech, and valuable industry insights. Through immersive internships, our goal was to equip emerging talent with the tools and knowledge to excel in this fast-growing field. By fostering a supportive and inclusive environment, we ensured a positive experience for all participants, helping to cultivate the next generation of future stars while showcasing our commitment to talent development and industry leadership.

Exception tracking

While we always aim for consistency and objective decision-making, we know that exceptions help us to reach our potential. We track exceptions to ensure they are not unfairly benefiting one group over another.

Job bands (ROW)

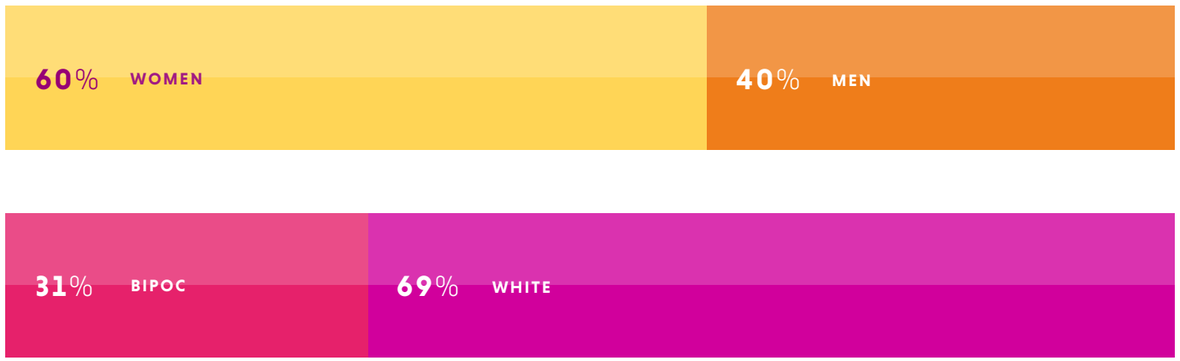
73 individuals were exceptions from their salary bands, with **3** people coming under their salary band and 45 over. **25** individuals do not have assigned salary bands.
(Note: job bands are not recorded in our HRIS in India at this time.)

For those under their salary band, and those not assigned to one, we will rectify this immediately.

43% of those above their band were women and **33%** of those above their band were BIPOC.

Promotion and pay raises out of cycle

To create additional equity in pay raises and promotions, we have a fixed process in place. People must request these in a specific format and they should only occur during the months of April and October. In some cases, exceptions were made to promote people out of cycle. We aim to limit decisions that go outside of our process, but we monitor the demographics of those who are impacted when we do:





Employee Voice surveys

Employee Voice surveys 54

Key takeaways from Infeedo survey 57

Employee Voice surveys

MiQ conducts regular surveys with employees to understand sentiments on various engagement and inclusion topics. We utilize CultureAmp as our survey provider. In 2024, we also began to use Infeedo to run a pulse survey at specific employee milestones.

This year's participation rate in the Employee Voice survey dropped significantly, with 61% of MiQers responding (down from 78% in 2023 and 85% in 2022). 71% of employees are favorably engaged (down from 79% in 2023 and 83% in 2022). We remain in line with or just above external benchmarks.

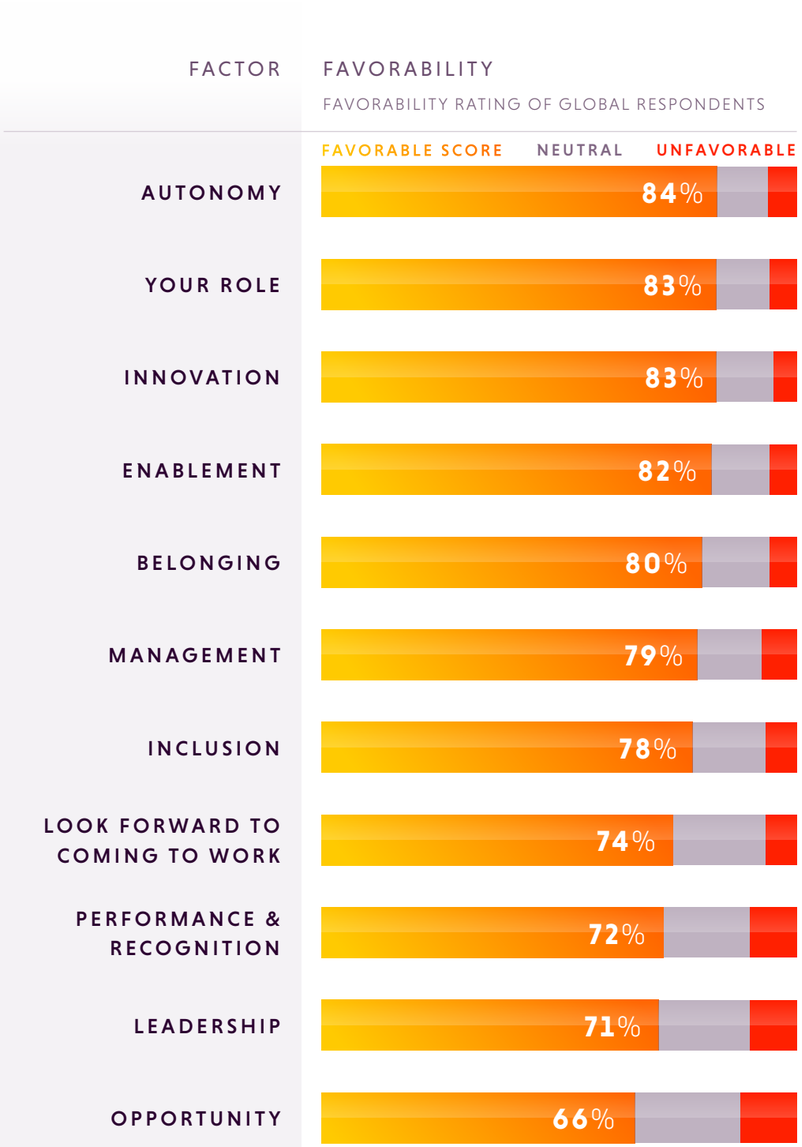
We also looked at benchmarking data, which echoed similar patterns to our survey results. Benchmarks for our closest industry peers show that overall engagement is regressing to pre-pandemic levels. 71% favorable across all of CultureAmps data, 67% for the marketing and advertising industry, and 70% for new tech businesses between 1000 - 5000 employees.

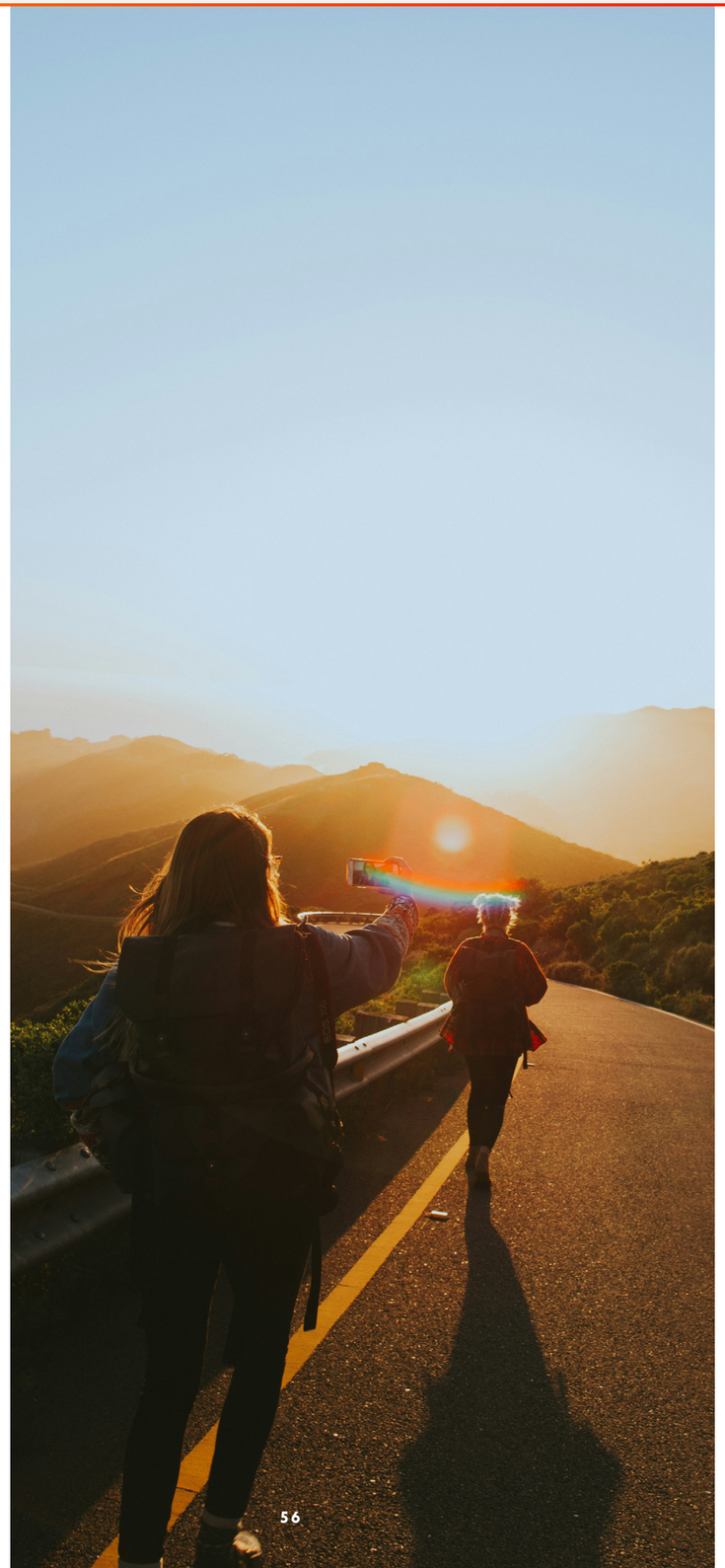
Autonomy remained our highest scoring factor at **84%**, which is nearly even with last year (86%). Favorability is **71%**, which is down from 2022 (90%). Autonomy is a focus in our employee value proposition and can be an indicator of psychological safety and inclusive management practices.

Belonging stayed strong at **80%** favorability. This was up from 2023 (78%) and down slightly from 2022 (83%). Belonging was a key focus of the DEI team in 2023 and 2024, and was adopted as a key metric by several local leaders.

Inclusion decreased to **78%**, which is down slightly from 2023 (80%) and 2022 (83%). The highest scores (82%) within the Inclusion factor went to 'My direct manager shows that an inclusive environment is important through their actions'. We're higher than industry benchmarks on several questions around psychological safety.

Here are the findings from our Q3 2024 survey by topic:





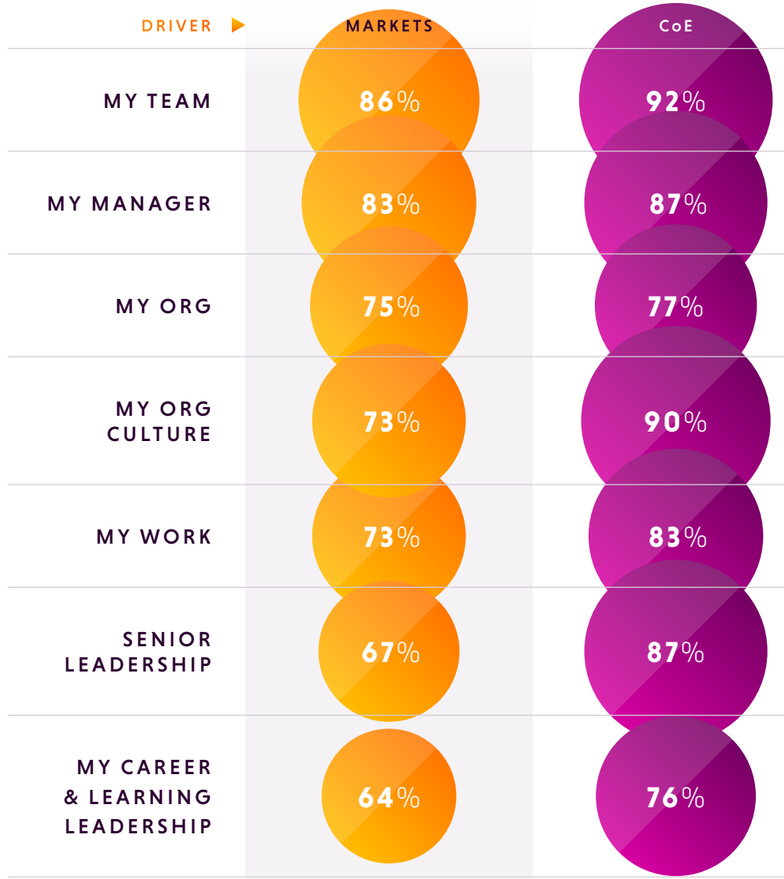
Key takeaways from Infeedo Survey

Our employees have very positive sentiments towards their teams and their direct line manager.

Based on employees' responses, Infeedo's algorithm can flag attrition risks to our local Talent teams. (People who aren't having as positive an employee experience.) Our local talent teams reached out to 18 individuals, or their managers, between April and September 2024 to better support based on each individual's responses. (Infeedo launched in our markets in April 2024.)

For further actions as a result of our employee listening, see our overall action section.

INFEEDO SURVEY ROW AND CoE



Internal action

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Internal action

ESG (Environmental, Social, and Governance)

In 2023 and 2024, we embarked on a project to better define our commitment to environmental, social, and governance work. While we were already engaging in many areas of ESG, we worked with PwC to become more purposeful. We completed a gap analysis and materiality study, and created four pillars of focus:

ENVIRONMENTAL	SOCIAL		GOVERNANCE
ENVIRONMENTALLY CONSCIOUS	EQUITABLE AND INCLUSIVE	PEOPLE-CENTRIC	ADVERTISES RESPONSIBLY
Policy publication	DEI restated vision (internally + externally)	Talent attraction, retention and development	Commercial DEI offering
GHG emissions targets	Top funnel recruitment	Employee safety and wellbeing	Data collection privacy and protection tracking
Plan for Net Zero	Local DEI committees	Long-term plan and data architecture	Approach to AI
Sustainability ERG	Accessibility		ESG survey in supply chain

ERGs (Employee Resource Groups)

In 2023, we started our journey to reset and revamp our ERG (Employee Resource Group) program, focusing on providing clearer support and guidance to our ERG leads. This included clarifying ERG lead roles, establishing reporting structures, managing budgets, and streamlining event planning processes. Over the course of 2023 and 2024, we expanded our ERG program from 12 to 16 global and local groups, now led by 40 passionate MiQers from across the company and around the world.

Building on the foundations laid in 2023, we entered 2024 with a renewed focus on allyship and inclusion, recognizing its essential role in all of our stories. At the top of the year, we launched a bold new ERG brand identity, celebrating the uniqueness of each community while uniting them under a shared, inclusive brand. This new identity is the result of collaborative efforts between our creative team, DEI team, and dedicated ERG leads, underscoring the importance of working together to foster an inclusive and diverse environment.

MiQers thrive on collective learning, and our ERGs have played a pivotal role in fostering this culture. Between 2023 and the first half of 2024, they hosted over 20 guest speaker events, along with countless member mixers and book clubs, creating spaces for learning and connection. Two ERGs even published cookbooks, highlighting the role of food in cultural expression and demonstrating how allyship extends to appreciating and sharing each other's stories and traditions.

Through these initiatives, our ERGs continue to spotlight the power of allyship, bringing people together to support one another and deepen understanding across diverse communities.

PowerToFly Pilot

As part of our 2025 action plan, we're proud to embark on a pilot program with PowerToFly. By 2025, we want to increase internal representation of women, people of color, and veterans by at least 10%. And PowerToFly's perspective on candidate engagement and outreach will help us to access a diverse global talent pool.

Our partnership helps us to engage with candidates in ways that are meaningful to them. So we've created a company page to build brand awareness, and take users to our current job listings. Plus, we'll participate in 2 virtual job fairs and summits (respectively), where MiQers will talk about what working at MiQ is like.

Canada's commitment to inclusion and accessibility

Former MiQer, **Darya Ilyenko** (Vice President of People, Canada) and **Ilona Umanets** (Senior Talent Acquisition Partner, Canada) continued their valuable partnership with Black Talent Initiative (BTI). Their mission is to create pathways for Black professionals to access opportunities and thrive in their careers. BTI's focus on fostering diversity in the workplace aligns with our DEI commitments.

To date, MiQ Canada has successfully hosted a number of events and trained 4 interns (2 have since been hired full-time).

With support from the DEI team and in collaboration with dentsu Canada, **Tishuani Bird** (Group Account Director, Canada) hosted a panel discussion and workshop: 'Unconscious Biases, Allyship, The Power in Presence, and Competing Priorities.' With senior women leaders joining the panel, there were candid discussions on navigating competing priorities in the workplace. In November 2023, the event drew a crowd of between 35-40 attendees in person, and 30-40 participants online.

In 2024, Canada grew their partnership with Specialisterne - a global organization dedicated to enabling meaningful employment for neurodivergent individuals. The team held training sessions, where 30 participants initially attended. Participation has since fallen, so the team are looking at ways to better utilize the partnership.

In response to feedback from managers, we've also launched a highly targeted manager coaching plan with Specialisterne. This provides up to 12 hours of one-on-one support over the course of a year.

Singapore's commitment to supporting the unhoused in their community

MiQ's Singapore's I&D committee shape their internal and external initiatives by focusing on celebration and CSR. The team prioritizes a vibrant and inclusive culture by hosting regular social gatherings and welcoming new hires, to organizing Secret Santa exchanges and celebrating Lunar New Year with a tasty spread.

In addition to this, the team have also been deepening their understanding of key community issues. In 2023, over a dozen team members volunteered and donated to local food banks.

In 2024, the committee expanded these efforts. Led by **Ruth Jessie** (Head of Sales) and **Shrey Parakh** (Trading Solutions Engineer) the team launched a movie club to explore challenges like homelessness.

In the future, they hope to launch a pro-bono campaign and donate material goods that support Allkin Singapore's Transitional Shelter (TS), which provides temporary housing and social work to individuals and families on a path toward stability. This commitment reflects Singapore's mission to foster understanding and acceptance across diverse backgrounds.



External influence

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Pro bono campaigns

We continue to partner with AdCouncil, supporting their campaigns across various channels and adding additional Spanish messaging and targeting. In 2023 alone, we ran 15 campaigns that served over 50M impressions. So far in 2024, we've run a total of 10 campaigns, serving over 20M impressions. (And we've still got another quarter to go.) We're really proud of this work, and the trust AdCouncil place in us.

Bystander Intervention Training for partners

From 2023 through Q1 2024, we've trained nearly 173 new team members in 'Active Allyship: Bystander Intervention in Identity-Based Harassment.' This number represents 54% of new hires in 2023 and 64% of new hires in Q1 and Q2 of 2024. Upon its initial launch, over 80% of MiQers were trained.

Practicing bystander intervention in harmful situations helps to build confidence. It reinforces pro-social behaviors, helping to foster a supportive, respectful, and safe workplace. It makes our industry - and MiQ - even better.

In collaboration with our DEI team, **Tishuani Bird** (Group Account Director, Canada) brought Active Allyship training to dentsu Canada. Over 70 people participated in the online training.

Olivia Gilbert (Global VP of dentsu) helped to launch the second iteration of training 'Active Allyship: RSVP' in the UK. This version expands on bystander intervention, including self-advocacy and effective apologies. This session was well-received and helped strengthen our relationship with dentsu.

Additionally, in Q2 and Q3 of 2024, we worked with **Benjamin Loofe** (former MiQer, and Bloom North's DEI committee member). Running 2 'Active Allyship' sessions at Bloom, we trained nearly 45 people and helped to raise funds to support Bloom's mission.

The Bloom team reflected on the sessions: "I found the topics highly relevant—not only was I fully engaged throughout, but it was more compelling to see those around me just as interested in the topics. One for everyone!

Sirajah Raheem (MiQ's Director of DEI, global) made it for me, she seemed to genuinely care about the topics we discussed in both sessions, but it was less like we were being taught new processes and more of an open conversation (this was probably encouraged by her humour). She was very informative in the best way.

I liked that we were in mixed groups of people within our agencies and people outside - it's sometimes easier to either talk to strangers or talk to colleagues about sensitive topics, so there were times of slight challenge from both sides (which is always good.)"

Client offerings and pilot programs

In partnerships with our clients, the UK team diversified supply and targeting - while navigating the local legal parameters across DEI supply management with supply-side platforms.) Increasing the number of DEI attributes in their datasets, the team helped brands to identify more diverse audiences and optimise their spending nationally.

For YouTube, the team use language models to curate contextually driving channel lists. This ensures that brands with affinity to specific groups can better reach their audiences. In 2023, DEI media accounted for 5% of ad spend across the areas of fashion and beauty.

In 2023, US brands spent $360K specifically targeting DEI inventory, especially targeting women owned business and BIPOC audiences. Through Q3 2024, over $220K has been spent with similar targeting (including HIspanic audiences.)

As part of our ESG strategy for 2025, we want to build our commitment to Responsible Advertising by expanding our offering and accelerating these goals with our clients.

Conversation Circles also formed a core part of our DEI regional EMEA strategy. They are interactive, intersectional, respected workshops fuelling curiosity, self-reflection, dialogue, and collective everyday action around sustainable inclusion. Rolled out across EMEA in 2022, they continue to be used internally. Externally, we ran a circle in the Mindshare Huddle (September 2023) and 2 circles with dentsu on 'togetherness' across 2023 and 2024. In 2025, we'll look to broaden our offering externally.





2025 action plan

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Our 8 DEI Goals

Going into 2025, there are areas we need to double down on, and areas we want to improve. To increase unity with our inclusion work, the executive leadership has outlined the following DEI goals:

1. Develop the best managers, who are inclusive by default
2. Hire without bias, and deliberately pursue more diverse pipelines
3. Showcase strong inclusive leadership who move our business forward with unity
4. Mitigate bias in every touch-point along the employee lifecycle
5. Enable people to connect and leverage MiQ for their passions through ERGs and Corporate Social Responsibility (CSR) initiatives
6. Maintain an anti-discriminatory filter on our response to crises
7. Make sure MiQ is accessible to all
8. Drive commercial growth through specific DEI and Environmental, Social and Governance (ESG) actions

Combining these goals and the data from this report, we are actioning the following:

1. DEVELOP THE BEST MANAGERS, WHO ARE INCLUSIVE BY DEFAULT

- Organizational commitment to 4 hours of development training, with a focus on building actively inclusive managers.
- Optimizing our coaching opportunity in an effort to ensure all MiQers - especially those from historically excluded backgrounds - have equitable access to developmental opportunities.
- Increase usage of 'Inclusive Leadership' training and playbook.

2. HIRE WITHOUT BIAS, AND DELIBERATELY PURSUE MORE DIVERSE PIPELINES

- Develop at least 2 talent partnerships to add diversity to top funnel candidate pools, especially for commercial US roles and senior level global roles. We want to specifically focus on adding candidates who identify as Latiné, Black, Asian, and Military Veterans, and test and learn from our PowerToFly partnership.
- Expand data hygiene on demographic makeup of candidates by adding better demographic tracking throughout the hiring process and continuing the Dandi self-ID campaign with a regular cadence.
- Review work experience, internships, and fellowships, making sure we give opportunities to those people with historically excluded backgrounds.

3. SHOWCASE STRONG INCLUSIVE LEADERSHIP WHO MOVE OUR BUSINESS FORWARD WITH UNITY

- Celebrate MiQers who are inspiring inclusivity every day through annual MiQ Awards.
- Deliberately recognize inclusive leadership as a key factor for opportunity and promotion.
- Leaders will hold themselves and their teams responsible for upholding the decisions we make as a company to progress our goals.

4. MITIGATE BIAS IN EVERY TOUCH-POINT ALONG THE EMPLOYEE LIFECYCLE

- This is a continuous exercise as we aim to build an inclusive workforce who understand how bias can impact their decisions, as well as the broader working environment.
- We'lll continue to train all of our talent on how to mitigate bias in decision making.
- We'll ensure all exec leaders establish processes to help mitigate bias in all aspects of the employee lifecycle, while allowing them to move outside of defined processes and make "exceptions".
- Ultimately the I.D.E.A. Report holds all of us all accountable and highlights if our processes are helping mitigate bias in decision making. This creates awareness for our leaders to make improvements/action if required.

5. ENABLE PEOPLE TO CONNECT AND LEVERAGE MIQ FOR THEIR PASSIONS THROUGH ERGS AND CSR INITIATIVES

- ERGs:
  - ERGs to continue being empowered to serve our MiQ communities.
  - DEI Summit for ERG leads and DEI Committee leads to celebrate, educate, and formulate.
- CSR:
  - Unity around a global charity of the year.
  - Global and local days of service to empower community volunteering.

6. MAINTAIN AN ANTI-DISCRIMINATORY FILTER ON OUR RESPONSE TO CRISES

- Re-examine how we communicate about crises and focus on prioritizing the safety of our employees.
- Take a neutral stance to focus on what unites us.

7. MAKE SURE MiQ IS ACCESSIBLE TO ALL

- Ensure compliant accessibility and determine what good, better, and best looks like for office spaces (next office: New York).
- Maintain accessibility standards and best practices in internal and external digital and web spaces through universal design.

8. DRIVE COMMERCIAL GROWTH THROUGH SPECIFIC DEI AND ESG ACTIONS

- As part of our commitment to ESG, develop and implement the move-forward strategy for Responsible Advertising in market.
- Work with sustainability and impact advertising teams at clients to move forward goals in partnerships.

We're always on the lookout for like-minded folks to partner with us on our DEI journey. If you're interested in strategizing, partnering, enabling, training, or benchmarking with us, **please email: Global-DEI@miqdigital.com**



Appendix

Language choices

Language and terminology varies depending on location and context. Since language cannot be universal and is constantly evolving, we've made 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 US where the terms "Black" and "Indigenous" are distinct and included in the "People of Color" notation to signify the systemic ways that racism targets these populations, but impacts all people of color more broadly. 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 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, differently abled, and veterans to create this custom report in our data tables within Dandi.

ADDITIONAL DATA TABLES

YOY REPRESENTATION FOR MULTIPLE DEMOGRAPHIC FACTORS

* ALL COUNTRIES EXCLUDING INDIA

	SUB CATEGORY	GLOBAL 2020	GLOBAL 2022	GLOBAL 2023	GLOBAL YOY CHANGE	ROW* 2020	ROW* 2022	ROW* 2023	ROW* YOY CHANGE
TOTAL POPULATION		**705**	**1,072**	**1,096**	**24**	**458**	**679**	**679**	**111**
AGE	18-29	**38.9%**	**42.5%**	**41.6%**	**-0.9%**	**28.8%**	**32.7%**	**32.7%**	**0%**
	30-39	**49.1%**	**44.5%**	**45.1%**	**0.6%**	**56.1%**	**49.5%**	**50%**	**0.5%**
	40-49	**10.8%**	**11.1%**	**11.3%**	**0.2%**	**13.1%**	**15.1%**	**14.3%**	**-0.8%**
	50-59	**1%**	**1.5%**	**1.6%**	**0.1%**	**1.5%**	**2%**	**2.3%**	**0.3%**
	60+	**0.3%**	**0.4%**	**0.5%**	**0.1%**	**0.4%**	**0.6%**	**0.7%**	**0.1%**
CAREGIVERS (TO ADULTS, OR CHILDREN OTHER THAN THEIR OWN)		**11.8%**	**9.2%**	**9.4%**	**0.2%**	**6.6%**	**5.9%**	**5.5%**	**-0.4%**
AGE	MALE	**59.3%**	**54.2%**	**52%**	**-2.2%**	**51%**	**46.7%**	**46.7%**	**-2.6%**
	FEMALE	**40.7%**	**45.6%**	**47.7%**	**2.1%**	**49%**	**53.6%**	**55.8%**	**2.2%**
	NON-BINARY	**0%**	**<1%**	**<1%**	**0%**	**0%**	**0%**	**0%**	**0%**
	LGBTQ+	**8%**	**10%**	**8.3%**	**-1.7%**	**10.3%**	**9.7%**	**9.2%**	**-0.5%**
MULTIGENERATIONAL HOUSEHOLD		**11.7%**	**10.7%**	**13.5%**	**2.8%**	**4.9%**	**5.5%**	**7%**	**1.5%**
NATION OF ORIGIN	NO, MOVED ON MY OWN	**10.3%**	**11.6%**	**11.5%**	**-0.1%**	**15.8%**	**16.8%**	**17.1%**	**0.3%**
	NO, MOVED WITH MiQ	**5.8%**	**3.6%**	**84.5%**	**0.4%**	**8.9%**	**5.2%**	**6.1%**	**0.9%**
	YES	**83.8%**	**84.9%**	**84.9%**	**-0.4%**	**75.2%**	**78%**	**76.7%**	**-1.3%**
NEUROLOGICAL CONDITION		**11.8%**	**7.9%**	**9.7%**	**1.8%**	**16.3%**	**12.1%**	**14.2%**	**2.1%**
PHYSICAL CONDITION		**2.9%**	**0.9%**	**4.2%**	**3.3%**	**3.8%**	**1.2%**	**5.3%**	**4.1%**
PARENTS		**14%**	**20.4%**	**22.7%**	**2.3%**	**15.8%**	**22.8%**	**23.8%**	**1%**

	SUB CATEGORY	GLOBAL 2020	GLOBAL 2022	GLOBAL 2023	GLOBAL YOY CHANGE	ROW* 2020	ROW* 2022	ROW* 2023	ROW* YOY CHANGE
RACE/ETHNICITY DETAIL	ASIAN - EAST					**7.3%**	**5.4%**	**6%**	**0.6%**
	ASIAN - SOUTH					**10.5%**	**3.5%**	**4.9%**	**1.4%**
	ASIAN - SOUTH EAST					**2.4%**	**1.7%**	**2.2%**	**0.5%**
	BLACK					**3.1%**	**8.6%**	**6.3%**	**-2.3%**
	HISPANIC/LATINX					**3.1%**	**5%**	**4.9%**	**-0.1%**
	INDIGENOUS					**0%**	**0.4%**	**0.4%**	**0%**
	MIDDLE EASTERN					**2.1%**	**N/A**	**0%**	**N/A**
	PACIFIC ISLANDER						**1.9%**	**2%**	**0.1%**
	TWO OR MORE RACES					**5.6%**	**7.7%**	**7.6%**	**-0.1%**
	WHITE / CAUCASIAN					**65.7%**	**64.9%**	**64.7%**	**-0.2%**
	BIPOC/POC					**28.4%**	**37%**	**36.5%**	**-0.5%**
	WHITE					**71.6%**	**63%**	**63.5%**	**0.5%**
RELIGION	BUDDHIST	**0.9%**	**1%**	**0.9%**	**-0.1%**	**1.4%**	**1.4%**	**1.4%**	**0%**
	CATHOLIC	**6.2%**	**8.3%**	**8.7%**	**0.4%**	**9.7%**	**11.6%**	**12.4%**	**0.8%**
	CHRISTIAN	**13.3%**	**13.2%**	**13.1%**	**-0.1%**	**19.8%**	**17.8%**	**17.7%**	**-0.1%**
	HINDU	**29.4%**	**28.6%**	**28.5%**	**-0.1%**	**4.3%**	**4.6%**	**4.6%**	**0%**
	JAIN	**3%**	**1%**	**1.1%**	**0.1%**	**0%**	**0%**	**0%**	**0%**
	JEWISH	**5.7%**	**5.2%**	**4.9%**	**-0.3%**	**9%**	**7.6%**	**7.1%**	**-0.5%**
	MUSLIM	**5.7%**	**3.5%**	**3.5%**	**0%**	**4.3%**	**3.9%**	**3.9%**	**0%**
	NO AFFILIATION OR ATHIEST	**3%**	**28.4%**	**12%**	**-16.4%**	**38.8%**	**39.1%**	**16.8%**	**-22.3%**
	SIKH	**1.4%**	**0.8%**	**0.8%**	**0%**	**1.1%**	**0.7%**	**0.9%**	**0.2%**
	SPIRITUAL BUT NON-RELIGIOUS	**10.3%**	**10.2%**	**3.6%**	**-6.6%**	**10.8%**	**13.2%**	**3.9%**	**-9.3%**
	TAOIST	**0.5%**	**0%**	**0%**	**0%**	**0.7%**	**0%**	**0%**	**0%**
VETERAN (MILITARY)		**11.8%**	**0.8%**	**0.7%**	**-0.1%**	**16.3%**	**1.1%**	**1.1%**	**0%**

COMPENSATION ANALYSIS FOR MEAN/MEDIAN "PAY GAP"

We believe this data isn't representative of the true gaps that exist. That's because median and mean do not equalize for things such as level, department, country, the deficit of historically marginalized people in leadership roles, etc. All of our other data points to this being the root cause.

Therefore, we are including the numbers for transparency but not utilizing them for determining where we need to take action. (Note: all statistics are based on those who identified in our system).

BASE SALARY

BASE SALARY PAY GAP	1ST I.D.E.A. REPORT	2022	YTD 2024
WOMEN - MEAN (GLOBAL)	-13%	6%	6%
WOMEN - MEDIAN (GLOBAL)	-28%	35%	31%
BIPOC - MEAN (ROW)	-21%	-22%	-18%
BIPOC - MEDIAN (ROW)	-23%	-25%	-20%

Due to a data collection error, we do not have variable compensation by demographic to report as we have in past reports. This will be rectified with a change in our HRIS in 2025.

SPOT BONUSES

Women's spot bonuses were about 8% above the average spot bonus amount and men's were about 14% below the average.

BIPOC's spot bonuses were ~50% below the average spot bonus amount, while White employees were ~27% above the average. Higher compensated levels are less likely to have BIPOC representation, which directly impacts the bonus amounts.

FOOTNOTES

Unless otherwise noted, the data we've collected is for permanent employees, spanning from January 1, 2023 to August 31, 2024.

All demographic data is based on self-reported information from MiQers. So while it should be statistically representative, it's an incomplete picture. Depending on the category, data is reported by 60-95% of our people.

In cases where we're reporting on race/ethnicity, we typically do so on ROW (Rest of World), which includes data on all of our countries except India. That's because race/ethnicity is not a historically marginalized characteristic in India, so the statistic is moot.

In addition, data collection happens on a rolling basis, and we didn't collect data outside of gender and broad categories of race/ethnicity before 2020. So outside of these categories, data that's shown for 2018 and 2019 is representative of MiQers who self-reported at a later time, but were employed at MiQ in those years.

In terms of the data we collect on race/ethnicity, we encourage the sharing of dimensions beyond the standard EEOC (US Equal Employment Opportunity Commission) definitions.

These are the categories as listed in our demographic survey (abbreviated above):

- Asian - East (including Chinese, Japanese, Korean, Mongolian, etc)
- Asian - South (including Bangladeshi, Bhutanese, Indian, Nepali, Pakistani, Sri Lankan, etc)
- Asian - Southeast (including Burmese, Cambodian, Filipino, Indonesian, Laotian, Malaysian, Singaporean, Thai, Vietnamese, etc)
- Black - (including African, British/European Black, African American, Black Canadian, African Caribbean, African Indigenous, etc.)
- Hispanic, Latin American, Latino/x/é/a, etc.
- Indigenous Australian
- Indigenous Native Hawaiian, Pacific Islander, etc.
- Indigenous North American- (including First Nations, Indigenous American, Native American, Alaska Native, etc.)
- Middle Eastern, Arab, etc.
- White
- My identity is not provided
- Prefer not to answer

We have used a threshold of 5pp as statistically significant when we talk about changes, and require at least a 60% response rate of total applicable population to be representative of our workforce and, therefore, usable data.

It's also worth noting that we continue to see a drop in new hires identifying their demographics in our HRIS and through self-ID. We are continuing to revisit our communications around self-identification in 2025.

THIRD PARTY SOURCES/PROVIDERS

Dandi is an AI-native global workforce intelligence platform that answers your most complex people questions. Dandi unlocks the value of your workforce data, delivering insights that inform better people decisions faster and more accurately. What used to take analysts weeks, now takes seconds.

Dandi is built by a distributed team with headquarters in New York City and Stockholm, Sweden. Learn more about Dandi' at itsdandi.com.

CultureAmp is a platform that helps companies improve employee engagement, performance, and retention. Culture Amp uses data science and organizational psychology to provide insights that help organizations: develop high-performing teams, transform employee engagement, and retain talent. cultureamp.com

Amber by Infeedo is a chat bot designed to enhance how we understand engagement and sentiment. Amber proactively reaches out during tenure-based moments to capture invaluable insights and sentiments directly from employees. Utilizing cutting-edge AI and natural language processing, it processes responses, providing HRBPs and leaders with actionable data. infeedo.ai


MiQ