



DIVERSITY EQUITY INCLUSION

Annual Report
2021



Our Continued Focus on DEI

A message from Amy LeBold (she/her)
Executive Vice President, People, NextRoll

Hello - I'm thrilled to be sharing our inaugural DEI report with you all. Though this is our first external report, this is certainly not the beginning of our focus on DEI at NextRoll. In reflecting on where we've focused and made progress over the last year, I'm made more keenly aware of both how far we've come and still how far we want to go. I'll take a moment here to walk through our journey...

WHERE WE STARTED

In 2014, we implemented our first Inclusion Survey to get a sense of the level of belonging our employees felt at work. We wanted to better understand what problems we might have in truly representing the communities where we work and live in the world, and provide the data to further make the case for focusing more on diversity, equity, and inclusion at NextRoll.

The initial survey was insightful! We found that, broadly speaking, there was a very high level of

belonging across the company, but it also opened our eyes to the disparities in experiences of inclusion and belonging once we cut the data by gender and ethnicity. We also had open discussions with the company and it confirmed that experiences of inclusion differed based on race and gender. It was undeniable from our results and discussions that we needed to implement a longer-term plan to focus on DEI.

We started our efforts with setting goals on hiring rates for groups that were underrepresented in our company. We did this to increase the diversity of our employee population. We also set a goal of increasing our sense of belonging across the company and across our office locations within and outside of the U.S. Over the next few years, we dug deeper and built out and updated our goals based on what we learned. We continued to refine our goals for hiring into departments that lacked diversity and we introduced new goals around equity in our promotion and retention rates. We started setting even more ambitious goals to close the gaps in the feelings of inclusion and belonging between our employee groups. We began carving a path to reach our goals by establishing programs and partnerships, internally and externally, to support our efforts. We made great progress in those years on representation of women in leadership and engineering positions, increasing the diversity of our employee population, as well as in closing the gap in the sentiment around belonging. But we know that we're on an ongoing journey in all areas and we must maintain the progress made so far.

We wanted to better understand what problems we might have in truly representing the communities where we work and live. ☺☺



SHAPING OUR DEI FOCUS FOR 2021

Having learned so much about our employee population and the world around us in the last seven years, we set out in 2021 to make sure our DEI efforts were paired with two key themes: empathy and accountability. We know the COVID pandemic has provided such rich lessons on inequity, injustice, the need for greater resources, and truly holding each other accountable for change. Beyond the health crisis, the murder of George Floyd, hate against our AAPI communities, global acts of antisemitism, and new anti-trans and anti-LGBTQ+ laws have amplified these same lessons.

We've applied these learnings to our DEI programs and created new avenues for conversation and action planning. We're also creating space for more employees to be involved in the changes at the company level. And we share our ongoing results tied to each of our goals more frequently throughout the year.

NextRoll is fully committed to our DEI mission, spelled out on page 3 of this report. I hope you'll read on to learn more about the work that NextRoll has done and our progress so far. And come back again next year to hold us accountable to having furthered that progress again.

Best,
Amy



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Ngozi Okeh (she/her), NextRoll's



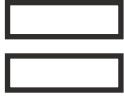



Director of DEI

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Diversity, Equity, and Inclusion

at NextRoll



To reflect the  **diverse communities** in which we live and work, to make  **equitable systemic changes** to how NextRoll operates as a business, and to create a strong sense of   **inclusion and belonging.** Through harnessing  Rollers' diverse talents, we drive **innovation and sustainable growth**  for the company.

2021 DEI Focus Areas and Measures of Success

1 | Diversity
Identify and nurture sources of diverse talent.

2 | Equity
Ensure all Rollers have the opportunity to grow, contribute, develop, and be successful at NextRoll.

3 | Inclusion and Belonging
Foster an inclusive work environment for all Rollers.



***Race and ethnicity data** is inclusive of U.S. full-time employees only. We do not track race and ethnicity data outside of the U.S. Race and ethnicity data is limited to groupings of population in order to preserve anonymity.*

***Underrepresented Minorities** is defined as American Indian or Alaska Native, Black or African American, Hispanic or Latinx, or Two or More Races*

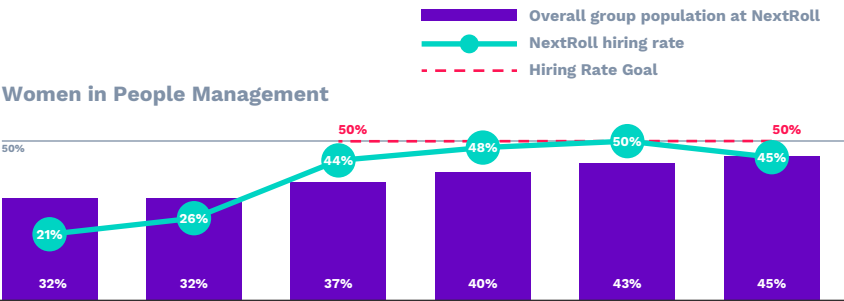
***Underrepresented Groups** is defined as American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latinx, Native Hawaiian or Other Pacific Islander, or Two or More Races.*

***Gender data** is inclusive of all global full-time employees.*

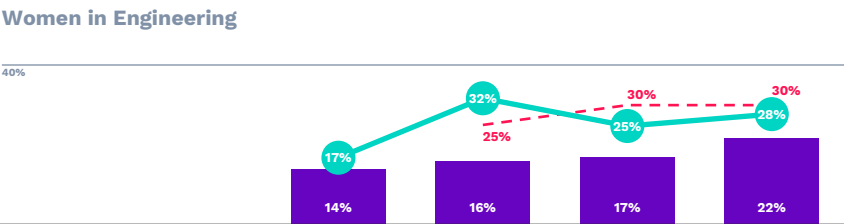
***People management** is defined as someone at NextRoll who manages other people/is a supervisor.*

Diversity

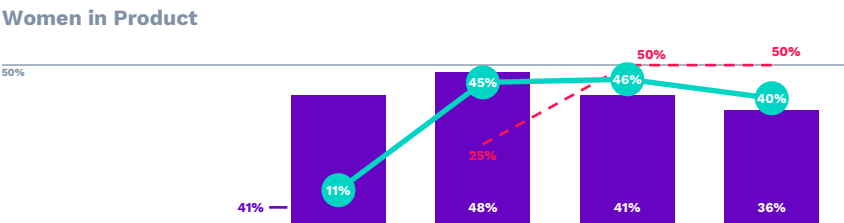
1. Maintain hiring rate of women in people management roles to 50% (globally)



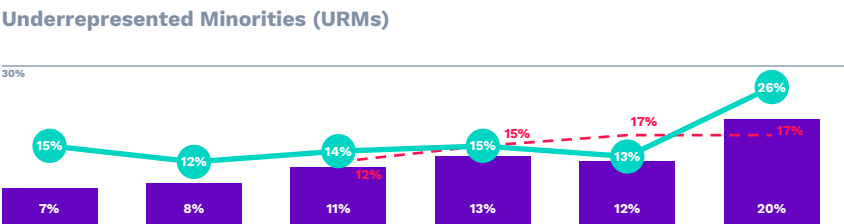
2. Increase hiring rate of women in engineering roles to 30% (globally)



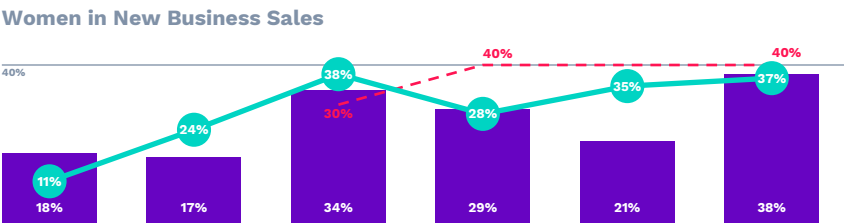
3. Increase hiring rate of women in product roles to 50% (globally)



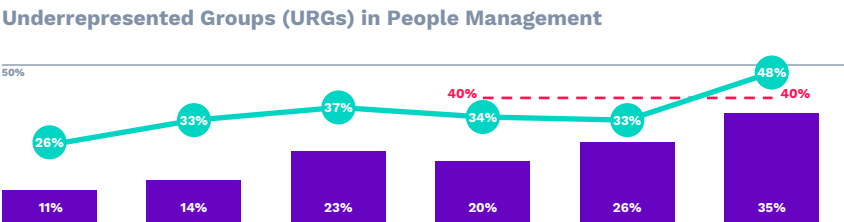
4. Increase hiring rate of Underrepresented Minorities (URMs) to 17% (NAMER)



5. Increase hiring rate of women in New Business Sales to 40% (globally)



6. Increase hiring rate of Underrepresented Groups (URGs) in people management to 40% (NAMER)



2016

2017

2018

2019

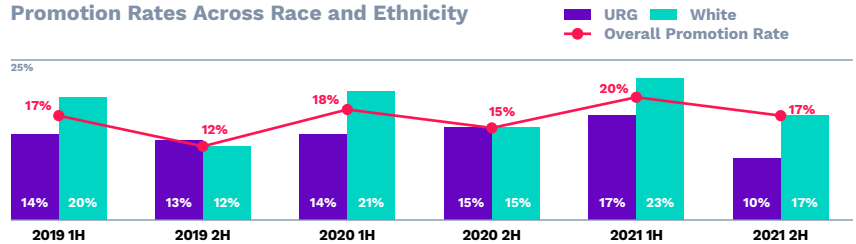
2020

2021

Equity

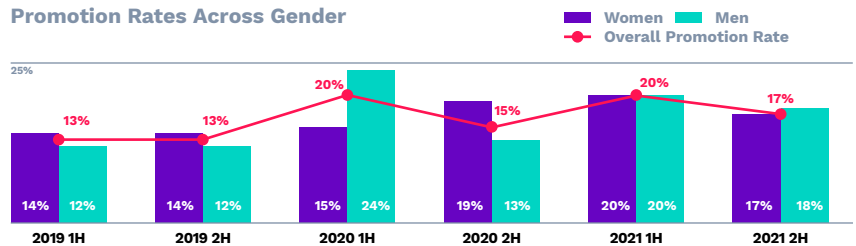
1. Equitable promotion rates across Underrepresented Groups vs. non-Underrepresented Groups (NAMER)

Promotion Rates Across Race and Ethnicity



2. Equitable promotion rates across gender (globally)

Promotion Rates Across Gender



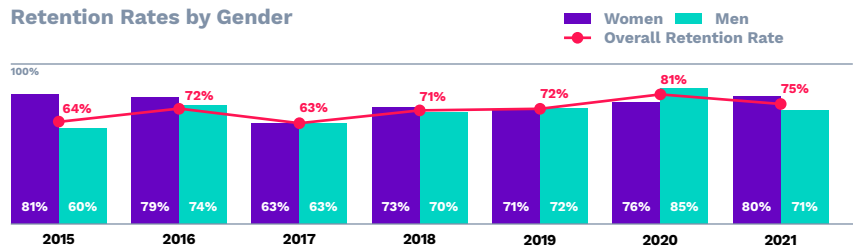
3. Equitable retention rates across Underrepresented Groups (URGs) vs. non-Underrepresented Groups (NAMER)

Retention Rates by URG and Non-URG



4. Equitable retention rates across gender (globally)

Retention Rates by Gender



"1H" refers to review cycle between January and June; "2H" refers to review cycle between July and December.

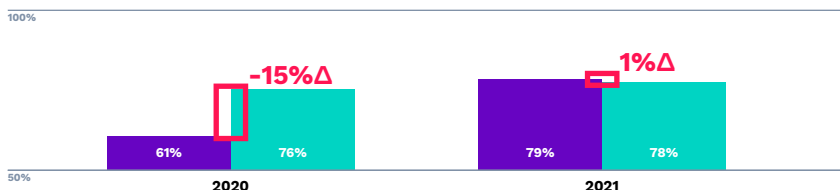
Inclusion and Belonging

1. Close the -15% gap between women versus men on the statement “I am included in decisions that affect my work” by 3% year over year

“Yes” responses to survey questions

“I am included in decisions that affect my work”

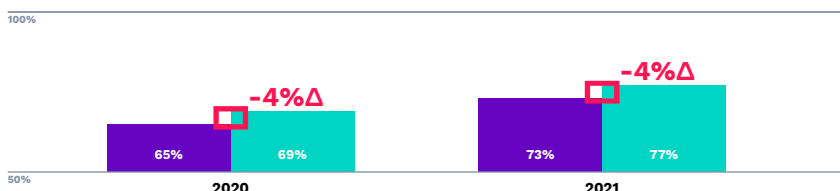
Women Men



2. Close the -4% gap between women versus men on the statement “I feel like I have an advocate/sponsor at NextRoll” by 3% year over year

“I feel like I have an advocate/sponsor at NextRoll”

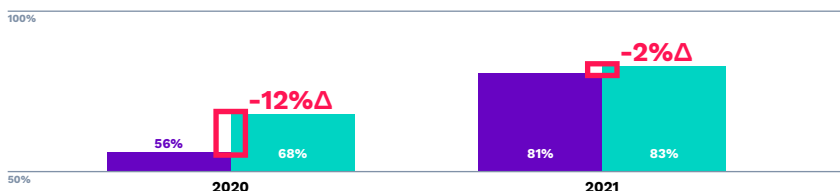
Women Men



3. Close the -12% gap between women versus men on the statement “NextRoll builds teams that are diverse” by 3% year over year

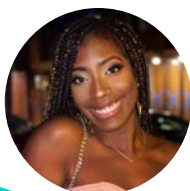
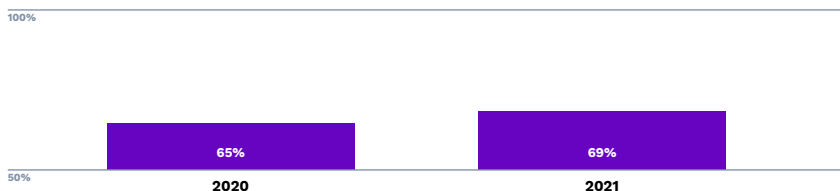
“NextRoll builds teams that are diverse”

Women Men



4. Increase the 65% positive sentiment of “I can voice contrary opinion without fear of negative consequences” by 10% year over year

“I can voice contrary opinion without fear of negative consequences”
(gender-aggregated positive responses)



DEI at NextRoll feels like a true initiative with proper execution. In each Global Town Hall and events such as Revenue Kick Offs, we feel the discussion of diversity and leadership does a good job to address this every time. Because of this, I feel true support from coworkers and supervisors to express myself freely. I also feel like I’m able to exist with my coworkers on an equal playing field. ☺

Chi Ike (she/her), Sales Development Representative, RollWorks

NextRoll Employee Resource Groups (ERGs)

Employee Resource Groups (ERGs) are voluntary, Roller-led groups that foster a diverse, inclusive workplace aligned with NextRoll's mission, values, goals, business practices, and objectives. All ERGs are open to all full-time employees. ERGs at NextRoll have a dual focus: (1) helping Rollers find and feel a sense of community and support and (2) acting as a strategic business partner and resource for NextRoll.



ChaiRoll: *For Jewish Rollers and Allies.* Build an inclusive environment for Jewish Rollers and allies to celebrate the history, traditions, and culture of the Jewish people.



RollDeep: *For our Black/ African-American Rollers and Allies.* Promote inclusivity, awareness, and education amongst the Black community within and outside of NextRoll.



RollWomen: *For our womxn-presenting Rollers and Allies.* Cultivate an inclusive and intersectional environment that supports and encourages NextRoll women to advance their skills and leadership potential.



RainbowRoll: *For LGBTQ+ Rollers and Allies.* Empower LGBTQ+ employees, educate allies, and support the local community.



RollMigos: *For our Hispanic/ Latinx Rollers and Allies.* Drive conversation and action towards advancing the Latinx/Hispanic community – within and outside of NextRoll.



RollAble: *For Rollers who experience mental or physical health challenges and Allies.* Create a safe space for Rollers that experience or are impacted by mental or physical health challenges through awareness, community, and integration through company benefits and policies.



RollAsia: *For Asian and Pacific Islander Rollers and Allies.* Promote inclusivity and heritage awareness among all Asian ethnic groups and allies through networking, professional development, and events within and outside of NextRoll.



RollVeterans: *For our Veteran and Veteran family Rollers and Allies.* Create support for Veterans and Veteran families, encourage community engagement, and share military culture company-wide.



I've really enjoyed the way DEI events have been so inclusive of other Rollers across the company. ♡

Matt Hill (he/him, they/them), Associate Talent Acquisition Partner (Tech)

2021 ERG Events

Here are just a few events our ERGs hosted in 2021 to engage and educate Rollers around the world. While these are some of the highlights, our ERGs each hosted several events throughout the year.



ChaïRoll
Annual Latke
Making



RainbowRoll
Pride Month 5K



RollAble
Yoga With a Twist



RollAsia
Dan Dan Noodles
Cooking Class



RollDeep
Book Club:
The Vanishing Half



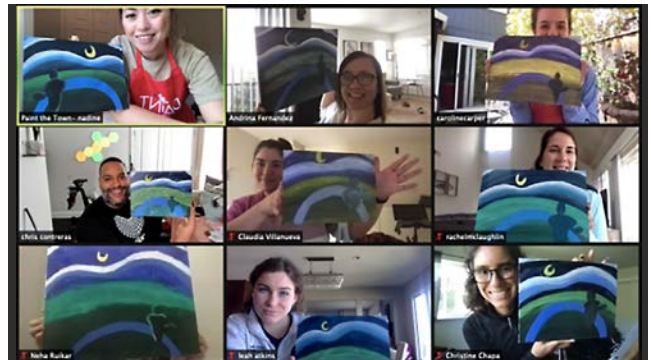
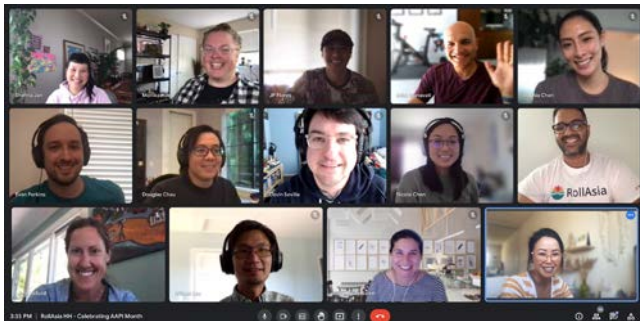
RollMigos
Paint Night



RollVeterans
Memorial Day
Challenge



RollWomen
Women-Focused
Conference Sponsorships



Clockwise from top-left: RollAsia celebrates AAPI Heritage Month virtually, RollWomen and RollMigos join forces to host a virtual Paint Night for Rollers, a Juneteenth discussion hosted by RollDeep, RollVeterans encourages Rollers to celebrate Memorial Day by visiting local war memorials across the U.S., RollWorks President Mihir Nanavati (he/him) runs the RainbowRoll 5k in June 2021.

Women-Focused Hiring Initiatives

In 2021, our goal was to not only empower and promote women already at NextRoll but to also hire more talented and technical women to join our team. We did this through a series of impactful, targeted recruiting campaigns.



AMBITIOUS WOMEN WANTED

Our first hiring campaign of 2021 focused on finding and recruiting ambitious women. The tech space has historically been one that's male-dominated and male-run. But at NextRoll we want women to know the sky's the limit. We're a culture that invests in women, supports their goals, and promotes their work-life balance.

TECHNICAL NOT TRADITIONAL

During the year we also specifically targeted women engineers to increase the hiring rate of women in Engineering roles to 30% globally.

This campaign focused on how many women already at NextRoll came into their technical roles from non-traditional paths – like accounting. We're an organization that supports women where they're at in their career journey and provides the sources to grow their skills and their success.



START STRONG. FINISH STRONGER.

Another example of a recruiting campaign aimed at women who have grown along with our company. Given the right resources, and the opportunity and time to learn and grow, women at NextRoll have started off in junior roles and been promoted to manage teams or even switch teams.



Just because you start somewhere, doesn't mean you must end in the same place. We all evolve over time, and so do our interests at work. NextRoll is a place where you can discover new passions and have the support to pursue new opportunities in the company.



In my three years with NextRoll, I've developed a new confidence in my ability to produce great work. And with that confidence, I take the initiative to lead various projects. ”

Ebi Adegbe (she/her), Workplace Lead

Community Contributions

Supporting our diverse communities through monetary means is also a priority at NextRoll. By giving our time and resources to organizations with missions that support the progress of equality, we're striving to make an impact. In 2021, we donated to many DEI-focused organizations around the world. Here's a few.

\$25k to the Human Rights Campaign to help oppose discriminatory bills targeting transgender youth.

\$25k in total to Stop AAPI Hate, HatelsAVirus, and Asian Americans Advancing Justice – all organizations supporting the AAPI community following the influx of hate crimes against Asian and Pacific Islander individuals.

\$25k+ in total to organizations chosen by our Employee Resource Groups:

- Asian & Pacific Islander American Health Forum
- Gary Sinise Foundation
- GLSEN
- Hope for Haiti
- Jewish Family & Children's Services
- La Cocina SF
- The Loveland Foundation

ERGs and individual Rollers made additional charitable contributions throughout the year to support their communities and causes.

Top: Our Dublin team hosted a 'Canal Clean up' with a local business near our new Dublin office in November 2021. Bottom: Some of our San Francisco team helped pack 17,220 pounds of groceries at the San Francisco-Marin Food Bank to support the community.



Working directly with NextRoll's ERGs allows us to learn how we can have more impact in those communities. ”

Shelly Vernick (she/her), NextRoll Gives Back Board Member

DEI Programs

2021 DEI Survey

Every year, NextRoll's DEI team distributes and analyzes an internal sentiment survey to keep a pulse on Rollers' diversity, equity, and inclusion experience and needs at NextRoll.

This year, our team continued this effort to build future programs based on Rollers' survey feedback. Additionally, our DEI leaders conducted region-specific roundtables to get a better understanding of how they can create impactful programs in the future and set innovative Inclusion Goals in 2022.

Here are some of the biggest takeaways from the 2021 DEI Survey:

KEY INSIGHT #1

Employees rated "NextRoll values diversity" highly at 93% positive sentiment (the highest rated question), a +3% increase compared to the 2020 survey results.

KEY INSIGHT #2

We added the statement, "I feel comfortable talking about my mental health at NextRoll" this year due to a heightened focus on mental health efforts. This statement was one of the lowest-rated questions in this year's survey.



The focus on DEI at NextRoll has not only allowed me to learn about some of the special traditions and events important to other Rollers, but has allowed me to contribute my own experiences via my leadership role in the RollMigos Employee Resource Group. I appreciate NextRoll's attention towards ensuring all Rollers get a chance to learn and share about our diverse employee community. 🙌

Evan Perkins (he/him), Principal Product Success Manager, RollWorks



KEY INSIGHT #3

Two of the four 2020 goals that we set were met. We made progress on closing the gap for the statement “I can voice a contrary opinion without fear of negative consequences.” We did not make progress in closing the gap for “I feel like I have an advocate/ sponsor at NextRoll.”

KEY INSIGHT #4

There is a majority positive sentiment across all the factors when looking at the data by race and ethnicity. Three groups have mixed sentiments compared to four groups having majority positive sentiments.

KEY INSIGHT #5

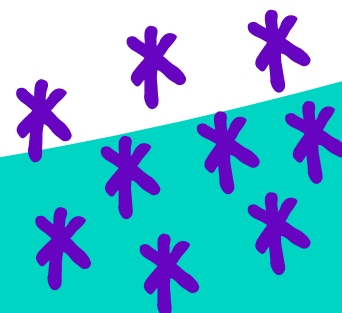
Both men and women share the same sentiments around diversity. The biggest differences in sentiment between men and women is fairness and connections. Other factors have mixed sentiments amongst men and women.

KEY INSIGHT #6

Employees who are actively part of an ERG have a more positive sentiment across all factors, except for decision-making (the same as the company overall) and fairness (-3% below the company overall). It appears that being part of an ERG positively influences the employee experience.

KEY INSIGHT #7

Employees who identify as Queer, Heterosexual, and Gay/Lesbian have a majority positive sentiment across factors. Those that identify as Asexual and Bisexual/Pansexual have fewer positive sentiments across factors compared to NextRoll overall.



DEI Core Committee

We've focused on evolving our DEI Core Committee to include Rollers who are not only advocates for diversity, equity, and inclusion but who serve an active role in projects that focus on DEI in our global communities. In 2021, our three DEI Subcommittees tackled targeted projects to influence change in a variety of ways.

PEOPLE SUBCOMMITTEE

The goal for this subcommittee is to have stronger commitments towards anti-racist programs and policies, and ongoing dialogue and education.

The People Subcommittee tackled a Learning Paths project in 2021, aimed at providing on-demand training and allowing our internal teams to learn about DEI topics at their own pace. Thanks to this effort, the group published a two-part training called Allyship with the AAPI Community. The program focuses on issues facing the AAPI Community and how Rollers can practice Allyship in their daily lives.

BUSINESS IMPACT SUBCOMMITTEE

The goal for this subcommittee is to create more opportunity and access for growth to businesses led by and/or positively impacting marginalized communities.

In 2021, the Business Impact Subcommittee's goal was to recognize, celebrate, and highlight minority-owned businesses. Minorities own only 18% of all businesses, and women own 19.9%. By calling attention to the minority-owned businesses we work with at NextRoll, we recognize and promote these business owners using our platform and audience.

By creating minority-owned business badges for customers to use, it allows them to self-identify and be recognized using our business unit platforms. AdRoll customers became the first to use these badges, which will hopefully drive more



NextRoll's minority-owned business badges, which customers can include on dynamic ads and email creatives.

business through marketing campaigns. More information about this project can be found on the NextRoll blog.

PHILANTHROPY SUBCOMMITTEE

The goal for this subcommittee is to deepen our partnerships with marginalized communities in support of NextRoll Gives Back (our internal volunteer and community support program) and address the role of company philanthropy/donations.

In 2021, this group aspired to make it easier for Rollers to volunteer at external organizations that align with our DEI mission, while building a purposeful and meaningful experience at work.

To do this, they built a simple platform that allows philanthropic or minority-owned businesses to request support on projects (website design, financial operations, technology training, etc.) and then connects those needs to NextRoll employees who can choose to volunteer their time to work on those projects.

NextRoll's DEI Team

This past year our DEI team grew tremendously!

In the last several years, NextRoll's DEI leadership and programming have taken different forms and shared responsibility across the business. At this stage of our company's growth and evolution, we need dedicated DEI practitioners with deep roots and experience – personal and professional – in diversity, equity, and inclusion to take the baton and lead these efforts as we enter the next phase of growth and transformation as a company.

We're excited to introduce Ngozi Okeh (she/her), Director of Diversity, Equity, and Inclusion, and Aja Sullivan (she/her), Program Manager of Diversity, Equity, and Inclusion, who both joined NextRoll in 2021, as our new DEI team.

Having two dedicated DEI practitioners also means we have expanded bandwidth and expertise to host regular trainings around unconscious bias and microaggressions, and to support external-facing DEI projects like our minority-owned business badges program for AdRoll customers.



We're supporting and empowering leaders at NextRoll and our ERGs to create a culture of inclusion and space for Rollers to call home, and where allies can learn and grow. ”

Ngozi Okeh (she/her), Director of Diversity, Equity, and Inclusion



We're paying attention to where Rollers are in their DEI journey and meeting them where they are. It's important we bring everyone on board to show how they impact DEI company-wide. ”

Aja Sullivan (she/her), Program Manager of Diversity, Equity, and Inclusion

DEI-Focused L&D Programs

An engaged and skilled workforce is the foundation to business success, which is why we prioritize employee experience, as well as learning and development (L&D) programs at NextRoll.

We host two unique annual workshops that primarily focus on upleveling and supporting minorities at NextRoll – those who identify as women and Underrepresented Groups (URGs).

URG DEVELOPMENT PROGRAM

The URG Development Program focuses on navigating organizational environments, leadership skills, and self-discovery. We define Underrepresented Groups at NextRoll as Asian, Black or African-American, Latinx or Hispanic, Native-American, or Two or More Races. These are groups we specifically see underrepresented at various levels within our company. In past years, we partnered with Strive to roll out a one-year cohort program (six months of training and six months of extended coaching through the Strive platform) for North America-based Rollers.

WOMEN IN LEADERSHIP (WIL) PROGRAM

The Women in Leadership (WIL) Program is our women's development experience designed to give women the skills and knowledge to have greater impact and influence at NextRoll. We partnered with Strive to roll out a one-year cohort program (six months of training and six months of extended coaching through the Strive platform), which we hosted virtually in 2021.



In addition to these programs, our Learning and Development team, in partnership with the DEI team, hosted several DEI trainings virtually in 2021 for Rollers. They included:

- Unconscious Bias Workshop
- Ally Skills Workshop
- Cultural Humility
- Inclusive Manager Program
- Mitigating Bias in Performance Management

All of these programs focus on educating and equipping our teams to foster inclusion at work and in life.

strive



Women in
Leadership



NextRoll offers a variety of DEI programs, which really help create a sense of belonging and an inclusive and supportive space for employees. I've attended various DEI events, which helped me learn more about other cultures and gave me the opportunity to connect with colleagues through common causes. I'm grateful to work with an awesome group of people who are committed to growing a positive culture in the workplace.



Phoebe Maio (she/her), Product Manager



Progressing Ahead

Ngozi Okeh (she/her)

Director of Diversity, Equity, and Inclusion, NextRoll

As I look back on the previous year, I'm encouraged by the future of DEI at NextRoll. With unwavering focus and company-wide support, programs such as Employee Resource Groups, DEI Learning and Development programs, and our giving efforts, among others, remain strong pillars for NextRoll. As I think about themes to carry forward into another year, as we progress in DEI, three themes stand out to me.

ACCOUNTABILITY

We've committed to setting goals and measuring our progress. Our leaders meet regularly to review metrics and understand root causes, to challenge our assumptions, and to ask "why?" and "why not?". We'll continue to push one another to grow, improve, lead inclusively, and govern equitably.

PROGRESS

We've learned from our past and we're committed to continual improvement. We collect data along the way and opt for progress over perfection. We'll continue to take action with the belief that forward is the only direction for us.

OPTIMISM

We believe we can make a positive impact on the lives of Rollers, in the industry, and in the future of NextRoll. We'll continue to be part of a positive transformation in the tech industry.

So what's next? While NextRoll's impressive commitment to DEI has spanned years before I joined the team, I believe we're just getting started on

We'll continue to be part of a positive transformation in the tech industry. ☺☺

our journey to addressing systemic inequity and achieving true, sustainable transformation.

In the midst of the global movement for racial justice that was catalyzed by the murder of George Floyd, NextRoll strengthened its commitment to anti-racism and created educational opportunities to level up the cultural competence of Rollers and leaders. We will keep anti-racism in the forefront along with other "isms" that we are determined to root out of our systems.

We'll continue to set ambitious goals and take steps to meet those goals. We'll continue to deliver learning and development opportunities to level up the cultural competence and humility of Rollers and leaders. We'll keep supporting our Employee Resource Groups to create spaces for Rollers to have a sense of belonging. And we'll form ongoing cohorts of DEI Core Committees to tackle the toughest issues by Rollers for Rollers at NextRoll. We'll continue to take an anti-racism stance and rethink our practices, processes, and systems to ensure we dismantle structures of inequity and build a more diverse and inclusive ecosystem where Rollers can thrive. I'm energized by the opportunity to make a greater impact this year.

Sincerely,
Ngozi



One of six “culture creatures” that embody NextRoll’s values, the owl symbolizes growth, reminding us to hire great people and help one another grow.



Loyalty

We do right by our customers and community.



Innovation

We build innovative products that work for a lot of people.



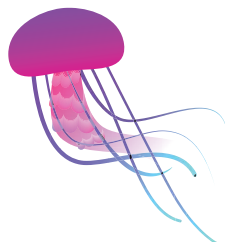
Resourcefulness

We do more with less.



Fun

We take work seriously – not ourselves.



Transparency

We are open and authentic.





NextRoll is a marketing technology company delivering products ambitious companies use and rely on to grow their businesses. Powered by machine learning and integrated data platforms, NextRoll's technology serves tens of thousands of businesses globally through its business units: RollWorks, an account-based platform for business-to-business marketing and sales teams, and AdRoll, an ecommerce marketing platform for growing direct-to-consumer brands. NextRoll is a privately-held company headquartered in San Francisco, CA. **To learn more visit nextroll.com.**