



# DIVERSITY EQUITY INCLUSION

---

**Annual Report**  
**2022**





# Renewing Our DEI Commitment

A message from Roli Saxena (she/her)  
CEO, NextRoll

Hi everyone – I'm delighted to share NextRoll's 2022 Annual DEI Report. This is NextRoll's second annual external report and my first as CEO of NextRoll. I approach this moment with excitement for our progress in the past year and awareness of the lengths we still want to go on our company's DEI journey.

When I assumed the CEO position in November of 2022, I spent the first few months listening, observing, and understanding everything happening across the company. My observations brought me back to 2020 when I considered joining NextRoll as the President of AdRoll. I was quickly reminded of why I said yes to the opportunity. What I saw then and now is a company culture that values diversity, equity, and inclusion. In the past two and half years I've been here, I've witnessed our unwavering dedication to supporting our people, maintaining our NextRoll culture, and holding ourselves accountable to representing the communities where we work and live.

## REFLECTING ON 2022

---

Looking back on 2022, we remained steadfast in our commitment to diversity, equity, and inclusion at NextRoll. We aimed to increase the diversity of our workforce by setting targets for hiring underrepresented groups in our company. We examined data that identified disparities in experiences of inclusion and belonging among employee groups and invested in programs and partnerships to bridge these gaps in sentiment.

We established objectives around equity in our promotion and worked to dismantle career growth challenges for our Rollers.

While we set ambitious goals for the year, I also acknowledge that 2022 was not a simple year. The technology sector began to experience turbulence and uncertainty as the global economy shifted, leading to workforce layoffs across the industry, including here at NextRoll. Despite these challenges, we remained committed to diversity, equity, and inclusion, and I'm thrilled with the progress we made as we navigated the dynamic circumstances in front of us together. Last year, we achieved equitable promotion rates across gender and underrepresented groups. We also increased the scope and depth of our DEI work through the employee-led DEI Core Committee, which launched two initiatives to drive equitable opportunities for underrepresented communities both internally and within our industry. We continued to foster the growth of our Employee Resource Groups, which help in the important work of promoting a diverse, inclusive workplace at NextRoll. When we zoomed out to observe our progress over time, we also saw steady growth in the representation of women in people management and engineering over the last six years. In 2022, we leveraged the strength of our NextRoll culture, people, and values. It takes everyone in the company to create progress, and I'm proud of how Rollers showed up and committed to doing the work together. Commitment requires follow-through, and as we



look ahead to the next year, we will continue to be accountable for going farther together on our DEI journey.

### GOING FARTHER TOGETHER IN 2023

In 2023, we will not lose focus or lose sight of our purpose of enabling the growth of our customers, communities, and Rollers. This year, we intend to build on the improvements we've made in leadership diversity internally. We're also challenging ourselves to evolve our DEI efforts here at NextRoll – expanding our scope to include our customers and communities alongside our continued focus on our workforce. We'll begin taking steps to ensure our products and services reflect our DEI commitment to our customers, and we'll explore innovative ways to impact the broader communities around us. Diversity, equity, and inclusion drive innovation, create sustainable growth, and propel our company forward. We embrace the ever-changing environments around us and will continue to work together to reflect the diverse communities in which we live and work, make equitable systemic changes to how we operate, and create a strong sense of inclusion and belonging for all Rollers.

I encourage you to read on to learn more about our DEI work at NextRoll. We renew our commitment to DEI and hope you will come back next year to hold us accountable for our goals and our progress.

Best,

Roli Saxena (she/her)



## 2022 DEI Annual Report

### NextRoll's DEI Mission 3

### 2022 DEI Focus Areas and Measures of Success

#### Diversity Equity Inclusion 4

### NextRoll Employee Resource Groups (ERGs) 8

### 2022 ERG Events 9

### 2022 Achievements By the Numbers 10

### Supporting Roller's Reproductive Rights 11

### DEI Programs 2022 DEI Survey DEI Core Committee External Surveys 12

### Our DEI Team 16



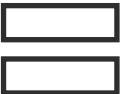



### DEI-Focused L&D Programs 17

### Moving Forward Through Accountability 18

# 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.

# 2022 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**  
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*

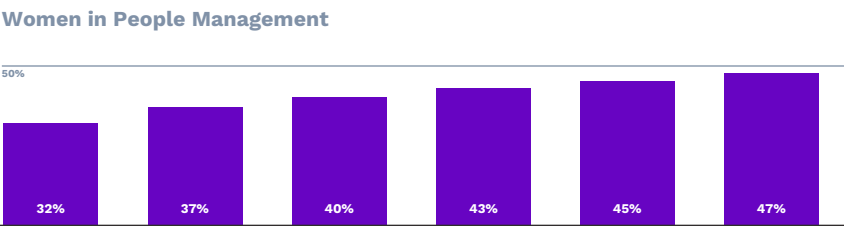
***Underrepresented Groups** is defined as American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latinx, Native Hawaiian or Other Pacific Islander, or Two or More Races.*

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

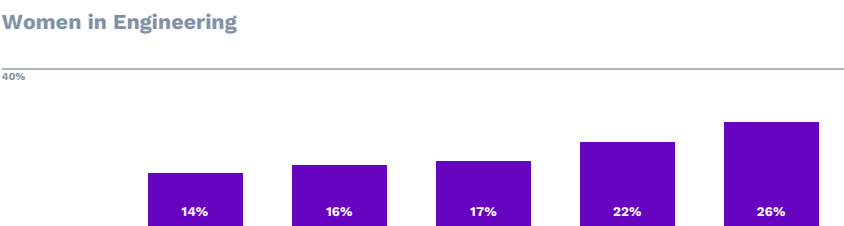
***People management** is defined as someone at NextRoll who manages other people/is a supervisor.*

# Diversity

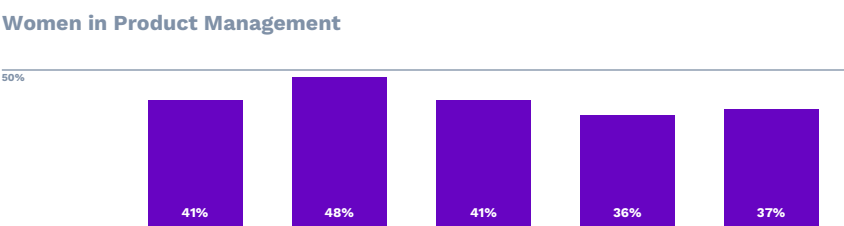
1. Increase representation of women in people management roles to 47% (globally) from 45%



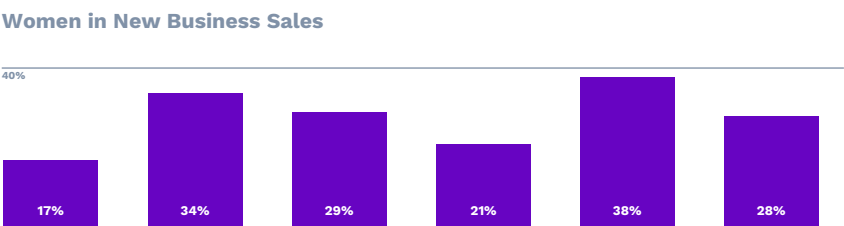
2. Increase representation of women in engineering roles to 25% (globally) from 22%



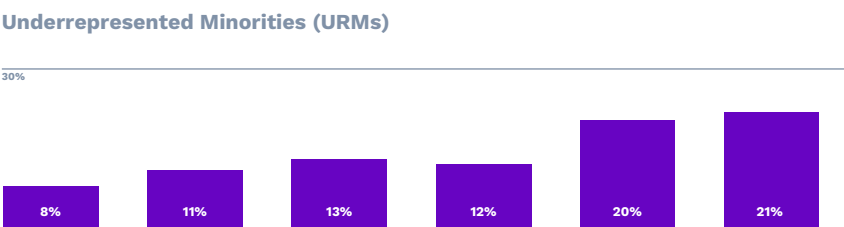
3. Increase representation of women in product management roles to 38% (globally) from 33%



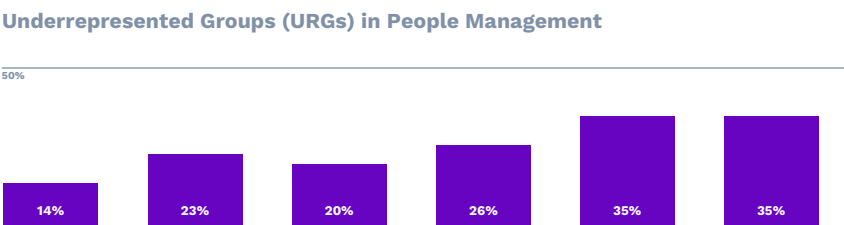
4. Increase representation of women in New Business Sales to 39% (globally) from 38%



5. Increase representation of Underrepresented Minorities to 23% (US) from 20%



6. Increase representation of Underrepresented Groups (URGs) in people management to 40% (US) from 35%

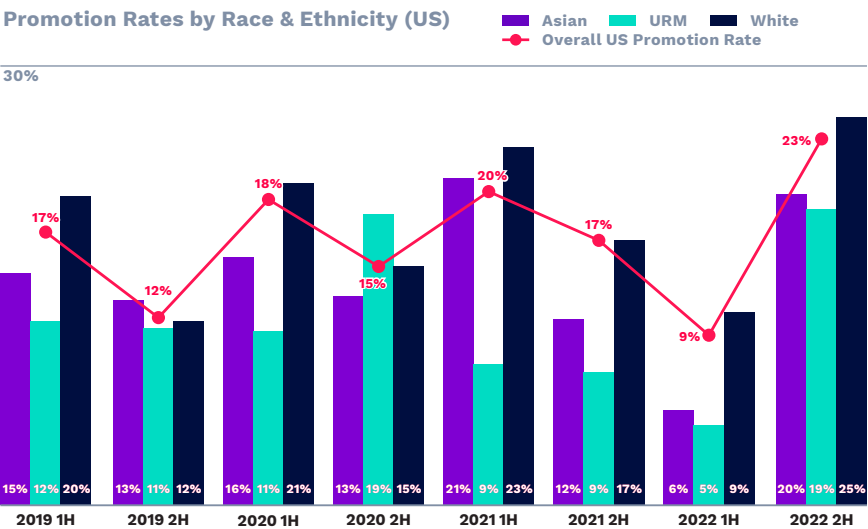


Overall group population at NextRoll

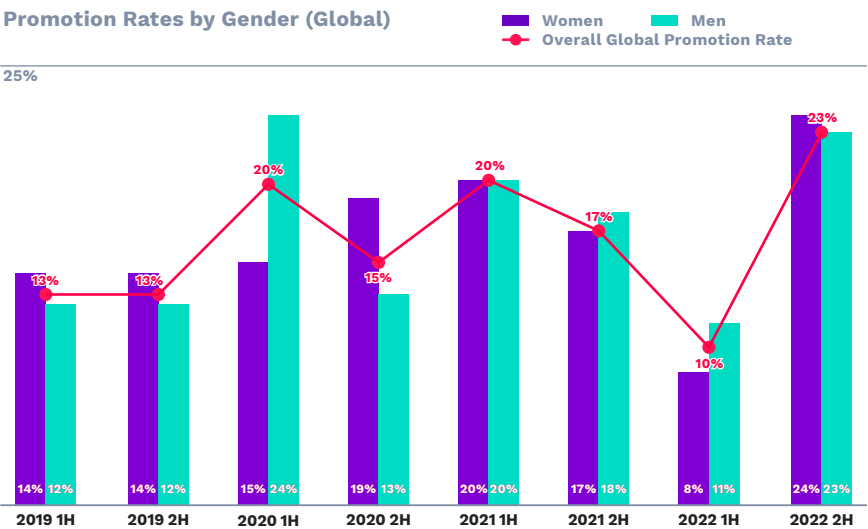
2017 2018 2019 2020 2021 2022

# Equity

1. Maintain equitable promotion rates across URGs and non-URGs in the US



2. Maintain equitable promotion rates across gender globally



NextRoll defines equity as a 5% gap or less between men and women as well as URG and non-URG Rollers. In determining this benchmark, we took into consideration several factors including sample size.

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



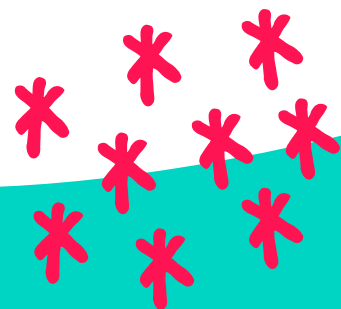
# Inclusion

Survey Statement Focus Area	2022 Goal	2021 Results	Y/Y Change	2022 Results
Even when something bad happens (e.g., I have a negative social interaction with a peer, etc.), I don't question whether or not I belong at NextRoll	Reduce the gap in sentiment between men and women by 3% y/y	Women: 65% Men: 79% (14% Gap)	+15% gap reduction	Women: 77% Men: 76% (-1% gap)
I feel that people like me can be successful at NextRoll	Reduce the gap in sentiment between URM and non-URM by 3% y/y	URM: 82% Non-URM: 92% (10% Gap)	+10% gap reduction	URM: 92% Non-URM: 92% (0% gap)
NextRoll is committed to making strides towards racial injustice within the workplace	Reduce the gap in sentiment between URM and non-URM by 3% y/y	URM: 77% Non-URM: 86% (9% Gap)	+4% gap reduction	URM: 84% Non-URM: 89% (5% gap)
I feel like I have an advocate/sponsor at NextRoll	Reduce the gap in negative sentiment between URM and non-URM by 3% y/y	URM: 13% Non-URM: 7% (6% Gap)	0% gap reduction	URM: 12% Non-URM: 6% (6% gap)
I feel like I belong at NextRoll	Increase overall Positive sentiment by 3% y/y	84%	+1%	85%
Perspectives like mine are included in the decision making at NextRoll	Increase overall Positive sentiment by 3% y/y	77%	-2%	75%



**NextRoll provides a safe and inclusive space for employees to have open and honest conversations about their identities and experiences. It's the first place I've worked where I feel I can bring my full self to work. ♡**

*Chris Berry (he/him, they/them), Sr. Manager, CRM Systems, RainbowRoll Leader*



# 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.



**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.



**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.



**RollMigos:** *For our Hispanic/Latinx Rollers and Allies.* Connect,

support, and amplify the Latinx/Hispanic Community and allies within NextRoll, through culturally diverse community-led events and conversations to help empower and educate its members.



**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 women Rollers and Allies.* Cultivate an inclusive

and intersectional environment that supports and encourages NextRoll women to advance their skills and leadership potential.



**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.



**RainbowRoll:** *For LGBTQ+ Rollers and Allies.*

Empower LGBTQ+ employees, educate allies, and support the local community.



**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.



**From the beginning of my time at NextRoll, my identity felt welcomed and valued, and a huge part of that is due to our ERGs. ♡♡**

*Jessica Grist (she/her), Software Engineering Team Lead, ChaiRoll Leader*

# 2022 ERG Events

Here are just a few events our ERGs hosted in 2022 to engage and educate Rollers around the world. While these are some of the highlights, our ERGs each hosted several events throughout the year.



## ChaiRoll

Practicing Gratitude –  
Rosh Hashana



## RainbowRoll

National Coming Out  
Day Discussion



## RollAble

Self-Care  
Selfies



## RollAsia

"Everything Everywhere  
All At Once" Watch Party



## RollDeep

Ghana Chocolate  
Tasting Class



## RollMigos

Sugar Skull  
Art Class



## RollVeterans

Medal of Honor –  
Recipient Fireside Chat



## RollWomen

Breast Cancer  
Awareness Walk/Run



Clockwise from top-left: RollAble Executive Sponsor Ashley Narsutis's Self-Care Selfie. Shelby Lane runs two miles for RollWomen's Breast Cancer donation drive. Katie Medina's sugar skull art in the celebration of Dia de los Muertos with RollMigos. RollDeep chocolate-tasting kits from '57 Chocolate, an African women-owned brand.

# 2022 Achievements By the Numbers

34

DEI Focused Trainings

74

ERG-Hosted Events

11

NextRoll Blogs with  
DEI Contributions

1,000+

Roller attendees at  
DEI-focused events

## ENABLING CLOSED CAPTIONS FOR LARGE MEETINGS

To make video meetings more inclusive, our DEI team worked with our IT and Executive support teams to make Closed Captioning available on our video call platforms for large company-wide meetings.

## GREAT PLACE TO WORK AWARD

In 2022, NextRoll received a Great Place to Work certification based on survey results from Rollers. Words like “culture,” “values,” and “DEI” were some of the most common phrases used by employees in the comments section of the survey to describe why NextRoll is a great place to work.

## BUILT IN'S LGBTQIA+ ADVOCACY AWARD

Built In's LGBTQIA+ Advocacy Awards Program recognizes employers who excel in creating inclusive workplaces for their LGBTQIA+ employees. A judges' panel of tech leaders advocating for LGBTQIA+ inclusion selected 25 winners out of nearly 100 nominations.



# Supporting Rollers' Reproductive Rights

On June 24, 2022, the U.S. Supreme Court ruled on *Dobbs v. Jackson*, overturning the constitutional right to abortion under *Roe v. Wade*. As a global company with a distributed workforce across the U.S., we knew this decision would impact Rollers everywhere.

## **RESTRICTING REPRODUCTIVE HEALTHCARE IS A DEI ISSUE**

---

Policies that restrict reproductive health care impair our ability to build diverse and inclusive workforce pipelines, recruit top talent across states, and protect the well-being of all the people who keep our businesses thriving. People who cannot get an abortion suffer economic and health consequences, and these consequences have a disproportionate impact on people of color. Having the financial means to travel to another state for an abortion and feeling well enough to do so while pregnant are both privileges not all women have. And now, women in some states have fewer rights than women in others, which leads to an unjust and inequitable future for American women.

As the world continues to change, so will our policies at NextRoll. These changes protect the health and well-being of our employees, which align with our values and our commitment to supporting our diverse Roller population.

We're committed to supporting women – regardless of political party lines or religious beliefs – and ensuring our employees and their families can access safe health care. We support access to safe reproductive healthcare and took immediate steps following the Supreme Court decision to ensure our workforce, regardless of state of residence, continued to have equitable healthcare rights.

- We extended our U.S. medical benefits to include travel expense support for abortion-related medical services covered under our U.S. health plans when those care options are not legally available where employees live. We'll reimburse up to \$3,000 for travel to a location to get access to care, including travel and lodging expenses that are not covered by medical insurance.
- We ensure Rollers can confidentially access these benefits by partnering with our external benefits brokers to create a single point of contact. This process will ensure employee privacy when accessing certain types of healthcare.
- We implemented a new paid Emergency Time Off policy. Rollers can avail themselves of up to 10 days off for safe reproductive care. Rollers don't have to choose between a loss of pay and safe medical care. This includes time for reproductive health travel, procedure, and postoperative physical and emotional healing time.
- For Rollers who planned – or are planning – on moving to states with more equitable access to healthcare, we support the movement of our workforce where we can conduct business in line with our Hybrid Work Model.



# DEI Programs

## 2022 DEI Survey

---

Our annual DEI survey, which we host through Culture Amp, ensures we keep a constant line of communication between Rollers and our DEI leaders. The 10-minute survey is sent out to Rollers worldwide, and responses give us insight into what DEI initiatives are working and what changes our team would like to see in the future.

In 2022, we took that feedback to analyze our current programs' success and consider new or refreshed initiatives for the year ahead.

Here's what we learned this year:

### KEY INSIGHT #1

---

Employees rated the statement, **"NextRoll values diversity,"** highly at 95% positive sentiment, a +2% increase compared to the 2021 survey results.

### KEY INSIGHT #2

---

Employees rated the statement, **"I feel supported by my manager to take time to care for my family/dependents when I need to,"** highly at 95% positive sentiment.

### KEY INSIGHT #3

---

Employees rated the statement, **"My manager and/or department leaders create an inclusive environment,"** highly at 93% positive sentiment.

### KEY INSIGHT #4

---

Employees rated the statement, **"My job performance is evaluated fairly,"** at 86% positive sentiment, 10% neutral sentiment, and 4% negative sentiment.



---

Time and again, Rollers in APAC have acknowledged that they feel really included and supported in their role. Beyond the scope of the role, despite working remotely, team initiatives have really helped the team gel and bond with one another. We continue to take on the recommendations from the DEI team and add our own APAC spin on it. We take pride in our culture, and the DEI team has always supported us in doing that. ☺☺

*Kubhan Padmanabhan (he/him), Manager I, New Business Sales, RollAsia Member*



## KEY INSIGHT #5

Employees rated the statement, “**Perspectives like mine are included in the decision making at NextRoll,**” at 70% positive sentiment, 21% neutral sentiment, and 9% negative sentiment.

## KEY INSIGHT #6

Employees rated the statement, “**I can voice a contrary opinion without fear of negative consequences,**” at 76% positive sentiment, 16% neutral sentiment, and 8% negative sentiment.



# DEI Core Committee

---

Our Core Committee is a group of Rollers who volunteer to actively make lasting systemic changes in how we operate as a business and our internal practices. This ensures Rollers, regardless of background, have an equal opportunity to be successful, to feel included, and to feel a sense of belonging.

In 2022, the Committee focused on two projects: **Internal Equity** and **Industry Equity**.

## INTERNAL EQUITY

---

The Internal Equity Subcommittee developed a company-wide rubric to assist our People Managers. It's intended to help them lead with fairness and through a DEI lens when reviewing all programs, projects, and events.

The rubric includes focus areas within the management lifecycle that have traditionally been prone to adverse impact versus unconscious bias, as well as proactive measures which can assist with minimizing such potential bias.

Focus areas include:

- Recruiting and hiring
- New Roller onboarding
- Career development/promotion opportunities
- Professional Development Plans
- Performance cycle
- Team culture



---

**DEI initiatives and culture here at NextRoll make me feel more connected to the people and the company. 🐾**

*Jennifer George (she/her),  
Principal Strategic Customer  
Success Manager, RollAble Leader*

## INDUSTRY EQUITY

---

The Industry Equity Subcommittee created a three-year plan to expand our diverse talent pipeline into Engineering roles by supporting STEM/Computer Science education for students from underrepresented minority communities and women.

As 2022 was the project's first year, the group focused on prepping and planning to execute in the years ahead.

### Start — Year 1

Target Partnerships identified. Establish new Partnership Opportunity(ies) for NextRoll.

Rollers contribute through volunteerism activities supporting STEM/CS education for URM and women students

### Year 2 — Year 3

Deepening partnerships create future opportunities, engagement, and impact:

- Sponsorships
- Fellowships
- Internships

### Beyond — Long Term Industry Impact

Integrating CS education into the heart of education will:

- Address technical talent shortages facing U.S. Business
- Improve global competitiveness and drive innovation in Tech Sector
- Prepare young people for digital-first future



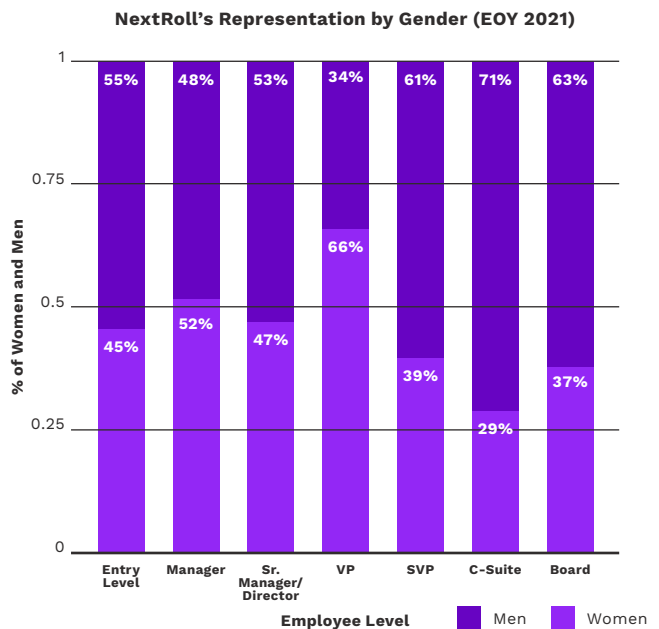
# External Surveys

For the last seven years, we've consistently partnered with McKinsey & Company on the Women in the Workplace survey. This project allows us to compare ourselves to others in the technology industry and determine areas where we excel and areas for growth. In 2022, we also participated in McKinsey & Company's inaugural Race in the Workplace study to understand our areas of improvement to improve the diversity, equity, and inclusion of underrepresented racial groups at NextRoll. We continue to seek out opportunities for growth through these projects.

## WOMEN IN THE WORKPLACE SURVEY

Women in the Workplace (WiW) is the largest study of women in corporate America, according to McKinsey & Company. Compared to other companies in our industry, we saw a higher representation of women across all levels – except for our C-suite.

While there is a -2% lower representation of women among entry-level Rollers, there's a higher representation of women across all other levels when compared to all technology companies that participated in the survey.



## RACE IN THE WORKPLACE SURVEY

Race in the Workplace (RiW) is a multiyear study examining race and its role in representation and workplace experience. This survey identified areas where we're above the industry average, as well as areas where we can improve representation to meet or exceed industry standards.

**Representation Deep Dive by Race — Technology Benchmark**  
Comparison between NextRoll and the Average Across Technology Industry

		Entry Level	Manager	Sr. Manager	VP	SVP	Exec	Board
Asian	NextRoll	22.9%	19.2%	27.8%	22.9%	13.2%	28.6%	0.0%
	Technology <sup>2</sup>	24.6%	24.2%	24.6%	23.5%	18.1%	10.9%	5.1%
	Difference	-1.7%	-4.9%	3.3%	-0.6%	-4.9%	17.7%	-5.1%
Black	NextRoll	7.1%	7.7%	6.3%	2.9%	5.3%	0.0%	0.0%
	Technology <sup>2</sup>	11.4%	6.7%	3.6%	4.6%	4.0%	4.7%	8.5%
	Difference	-4.3%	1.0%	2.7%	-1.8%	1.2%	-4.7%	-8.5%
Hispanic/LatinX	NextRoll	14.2%	7.7%	3.8%	11.4%	0.0%	0.0%	0.0%
	Technology <sup>2</sup>	11.9%	6.9%	5.9%	5.4%	4.3%	3.3%	0.0%
	Difference	2.3%	0.8%	-2.1%	6.1%	-4.3%	-3.3%	0.0%
Other Employees of Color <sup>1</sup>	NextRoll	4.6%	2.3%	7.6%	5.7%	2.6%	0.0%	0.0%
	Technology <sup>2</sup>	3.2%	2.4%	2.2%	2.1%	1.8%	0.9%	0.0%
	Difference	1.3%	-0.1%	5.4%	3.6%	0.8%	-0.9%	0.0%
White	NextRoll	51.3%	63.1%	54.4%	57.1%	78.9%	71.4%	100%
	Technology <sup>2</sup>	48.9%	59.8%	63.7%	64.4%	71.8%	80.1%	86.4%
	Difference	2.3%	3.3%	-9.3%	-7.3%	7.2%	-8.7%	13.6%

1. Includes Native Hawaiian or Pacific Islander, Indigenous (e.g., Aboriginal, First Nation, Native American), and people who identify as two or more races
2. Average across industry is calculated as an unweight average of the representation percentages of each participating company in Race in the Workplace 2022

# Our DEI Team

---

While Rollers at all levels of our company contribute to and reinforce our diversity, equity, and inclusion efforts at NextRoll, we're fortunate to have a dedicated DEI team guiding the way. We know this is important, as [research shows](#) that organizations with dedicated DEI leaders are more likely to succeed at increasing diversity in management than organizations without those leaders.

These two key individuals keep DEI top of mind and embedded within everything we do.



---

**Despite the economic changes that impacted our industry in 2022, our teams at NextRoll continued to push DEI forward and ended the year still achieving and making significant progress on most of our DEI goals. In tough times we reveal our true priorities, and in 2022 we maintained our focus to ensure we still considered the diversity of our workforce, the equity of our practices, and the inclusion of our culture in every decision made. ♡♡**

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



---

**DEI is essential to creating a work environment that values and respects people from all backgrounds as well as provides equity throughout the organization. I'm honored to be a part of the progress that we have made and continue to make here at NextRoll and eager to continue my growth within the DEI space, as there is still so much to learn and so much work to do to create a more diverse, equitable, and inclusive NextRoll. ♡♡**

*Rachelle Geary (she/her), Program Manager of Diversity, Equity, and Inclusion*

# DEI-Focused L&D Programs

---

The world, industry, and our company greatly changed in 2022. But our focus on learning and development remained steadfast. Incorporating DEI within our programming and training is always a top priority, and we do this in various ways.

We host two unique annual workshops that primarily focus on upleveling and supporting Rollers from underrepresented communities—those who identify as women and Underrepresented Groups (URGs). In 2022, both of these trainings took place virtually to accommodate and reach Rollers around the world.

## URG LEADERSHIP 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).

In addition to these programs, our Learning and Development team, in partnership with the DEI team, hosted several DEI trainings virtually in 2022 for Rollers. They included:

- Why Black History Matters in the Workplace
- Ally Skills Workshop
- Inclusive Manager Program: Understanding Gender Identity
- Leading with Cultural Humility
- Micro-aggressions in the Workplace
- Unconscious Bias Workshop
- Mitigating Bias in Performance Management

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



---

**Being a part of an ERG fosters a sense of community for me, and I enjoy the opportunities there are to connect with other Rollers – whether we're learning a new skill or about a different culture. ♡**

*Ebi Adegbe (she/her), Workplace Experience Program Manager, RollDeep Leader*



# Moving Forward Through Accountability

**Ngozi Okeh (she/her)**

**Director of Diversity, Equity, and Inclusion, NextRoll**

Thanks for making it this far in our annual DEI report! Rollers profoundly impact what we do and why we do it – especially when it comes to DEI. In 2022, through our annual DEI survey, Rollers acknowledged we're doing well in three DEI areas: inclusive leadership (94% positive sentiment), diversity (91%), and inclusive hybrid work (91%). They also told us an area for improvement is inclusion.

We took that feedback and went to work, as you learned throughout this report.

As we think about what's to come in 2023, we'll continue to prioritize and demonstrate accountability by setting clear goals, reporting on our progress, listening to Rollers' feedback, and investing in initiatives that align with our DEI values. We're also focusing on expanding equal access to opportunities and leadership prioritization of DEI. Here's how:

## **CLEAR GOALS AND PROGRESS REPORTS**

---

By defining ambitious DEI goals early in the year and sharing them with Rollers – along with our progress towards those goals – we remain accountable for our outcomes. For us, accountability means striving to meet our goals, celebrating incremental progress, and, very importantly, learning from our failures. We report on our goals, even when we fall short of meeting them, and work to understand how we can continue to improve.

Based on the feedback we received this year, we'll focus on creating a space where Rollers from all backgrounds feel like they have the opportunity to succeed and giving leaders the tools and knowledge to incorporate DEI-centered practices in daily interactions.

We celebrate successes but also focus on areas of improvement to keep growing and learning.

I'm reminded of a quote from Barack Obama, *"The real test is not whether you avoid failure because you won't. It's whether you let it harden or shame you into inaction, or whether you learn from it..."* This quote captures our approach to DEI progress. We remain committed to continuous improvement.

## **IMPACT-DRIVEN DEI PROGRAMS**

---

We're investing in DEI programs that make real impacts. Whether through our Employee Resource Groups (ERGs) or DEI Core Committees, these programs deliver outcomes that directly progress diversity, equity, and inclusion at NextRoll.

## **LISTEN AND LEARN OFTEN**

---

We're opening the floor for Rollers to give us feedback either through fireside chats, ERG events, or anonymously through our annual DEI survey throughout the year. We want to know what matters to them and use their feedback to map our DEI initiatives. In 2022, we increased our

---

## **We're investing in DEI programs that make real impacts. ”**

survey participation rate with 74% participation across our company. The survey asks several questions across 10 categories, and we spend weeks drawing insights from the results.

In 2023, we'll continue to focus on accountability and continue investing in our DEI programming to meet the moment.

We know we must listen and evolve to deliver on our mission of creating the best experience for our Rollers' careers.

DEI remains a large reason Rollers invest their time and careers in the company. Our commitment to accountability makes me proud to lead DEI at NextRoll. Together with leaders and Rollers, we share ownership of this work and hold each other accountable for being the change we wish to see in the world.

Be sure to return next year to see how we put all this into practice and more in 2023.

Sincerely,

Ngozi (she/her)



**I've experienced a positive impact of our company's DEI initiatives and culture. Our culture of diversity, equity, and inclusion has helped me feel valued, supported, and included, leading to a more positive work experience overall. DEI initiatives such as training, mentorship programs, and diversity recruitment have helped ensure all employees have equal opportunities to succeed and feel empowered to contribute their unique perspectives to our work. This inclusive environment has fostered a sense of belonging and psychological safety, allowing me to be authentic and collaborate more effectively with my colleagues. I believe that our commitment to DEI has helped us attract and retain top talent while also contributing to our overall business success.**



***Randy Moore (he/him),  
Revenue Enablement Manager,  
RollVeterans Leader***



**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.**



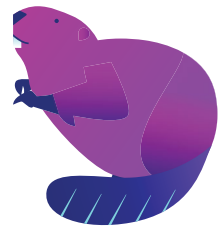
**Loyalty**

We do right by our customers and community.



**Innovation**

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



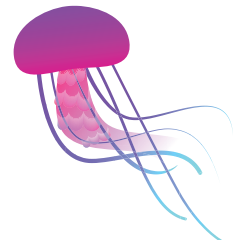
**Resourcefulness**

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](https://nextroll.com).**