



# INCLUSION THAT **INSPIRES**

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

I.D.E.A. REPORT - PUBLISHED JUNE 2023







## A couple of report notes

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Data has been collected by employee self-disclosure through our Human Resources Information System, HiBob. It's also been pulled anonymously through Dandi, a third-party analytics platform for diversity, equity and inclusion. Please refer to the footnote at the end of this report for more detail on our methodology.

Aerial imagery is from [usgs.gov](https://www.usgs.gov) library and is a visual representation of the global company we are proud to be.

All images of people in this report are the faces of our incredible MiQers who inspire inclusion every single day.



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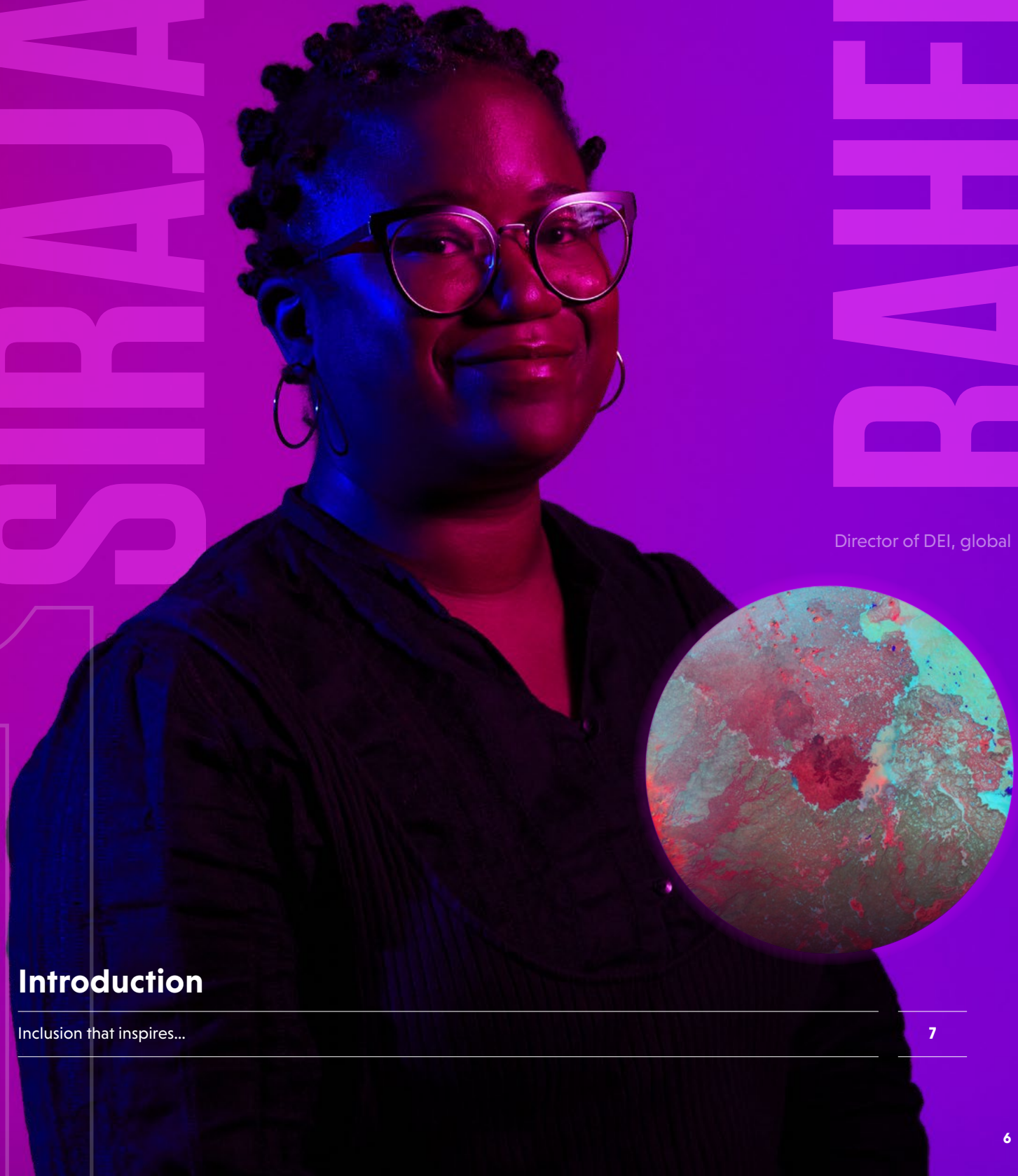
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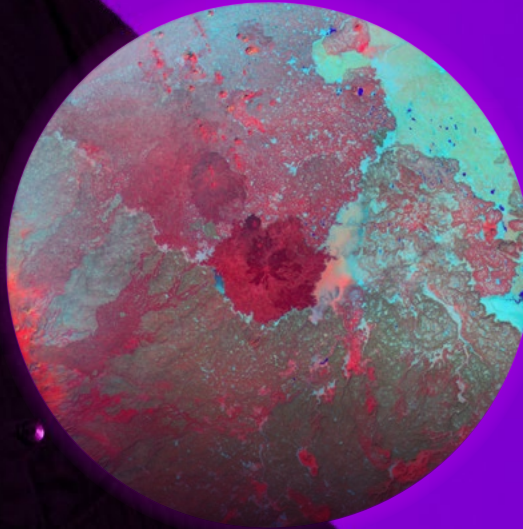
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SIRAJAH

RAHFFEN



Director of DEI, global



## Introduction

Inclusion that inspires...

## Inclusion that inspires...

Welcome to our third annual Inclusion, Diversity, Equity, and Accountability (I.D.E.A.) Report. This year, we've seen MiQers embrace intentional inclusion every single day. We're so inspired by the inspirational things they've done. And we're so excited to keep inspiring even more positive action from ourselves, our people, our industry, and our world. To give our people the spotlight they deserve, we've highlighted some of their stories on our dedicated landing page.



SARA AXELBAUM  
GLOBAL HEAD OF  
DIVERSITY, EQUITY,  
AND INCLUSION

This report is a chance to delve deeper into the data that holds us accountable. Providing a summary of our analysis, it shows how we've maintained momentum in 2022 and fostered real authenticity. The foundations for our progress are reflected in the last two I.D.E.A. Reports ([first report](#), [second report](#)).

This year, our strategy remained strong and we were led by our three pillars: Inclusion Every Day, Diversity Drives Innovation, and Systemic Change. This is all underpinned by Accountability through Data, Safety and Anti-racism.

While there hasn't been an overwhelming statistical difference in data between 2022 and 2021, our data does show steady progress and - in most cases - an upward trend.

We're especially proud to share that: **Representation of women and BIPOC went up at more senior levels (+42% and**

**+35% growth at management and above levels since 2020)!**

**Racial/ethnic diversity hiring reached an all-time high (45% of all hires in ROW were BIPOC in 2022).**

**Salary band pay quartiles don't show a pattern of inequity by gender, nor by race/ethnicity.**

There are places where we still need to make improvements:

**Representation of people with different abilities (neurological or physical) dropped slightly as a percentage of all MiQers.**

**The pay gap (as measured by Dandi) has widened a little for gender (but is still under 2 percentage points).**

**Retention of BIPOC employees has continued to widen from White employees. (While retention for both**

**was still strong at over 80%, we are continuing to monitor this into 2023.)**

We believe that by maintaining our momentum, we'll create long-lasting, systemic change that benefits MiQers, and all those we work with. By focusing on the inspiring stories of those who have moved us even closer to our Diversity, Equity, and Inclusion (DEI) aspirations, we hope to inspire even more people to join in.

To the people we've highlighted, and to all those who were committed to being inclusive every single day, we thank you. You make MiQ a special place to work, and you've created a place where people can thrive, no matter their background.

**Let's dive in.**



MEGAN



Team lead -  
account management

SHAR

## Gender

Overall representation of women	9	Representation of women by level	12
Representation of women by country	10	Hiring and retention of women	13
Representation of women compared to industry benchmarks (US only)	11		

## Gender

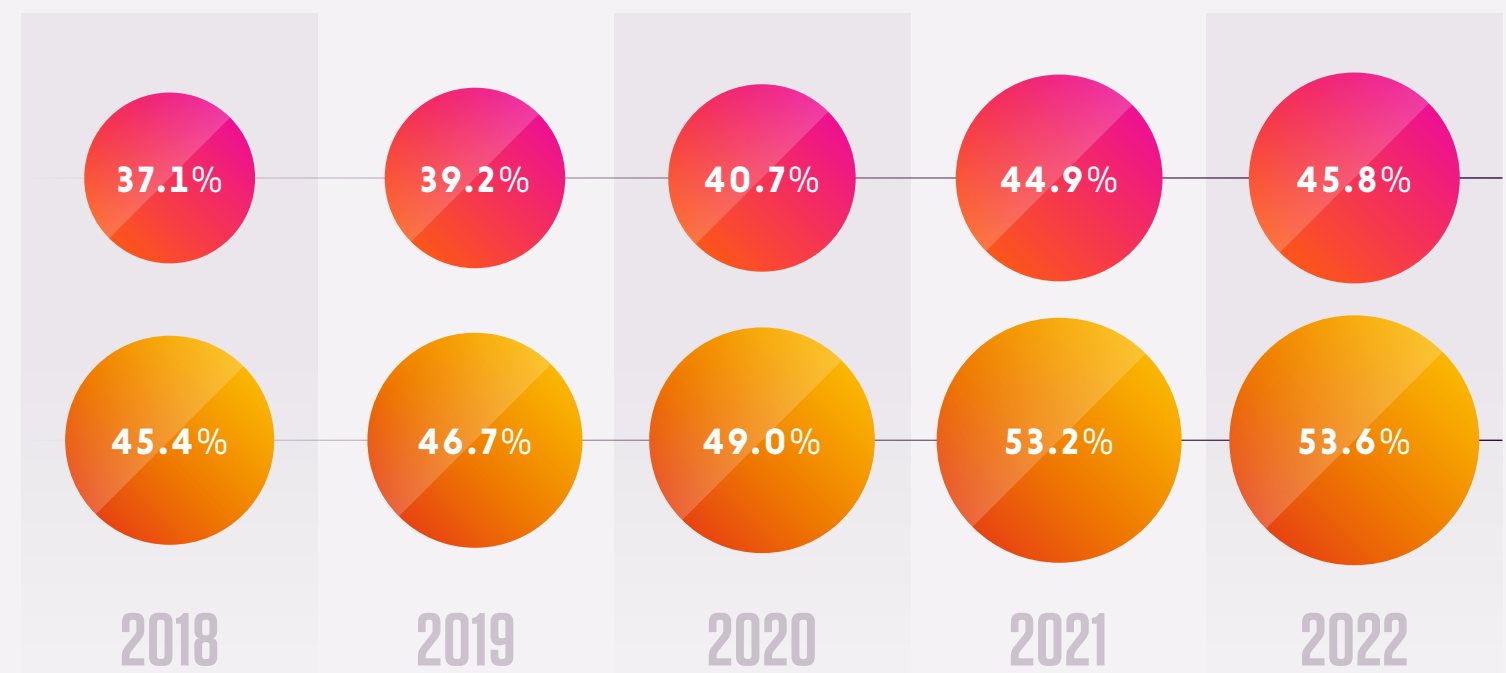
### SUMMARY OF REPRESENTATION OF WOMEN

Representation and hiring of women has remained steady since last year, and there has been significant growth at more senior levels.

(Note: Non-binary representation is <1% of all employees, so we will not report on this at this time to protect privacy.)

### OVERALL REPRESENTATION OF WOMEN

● GLOBAL ● REST OF WORLD\* \* ALL COUNTRIES EXCLUDING INDIA



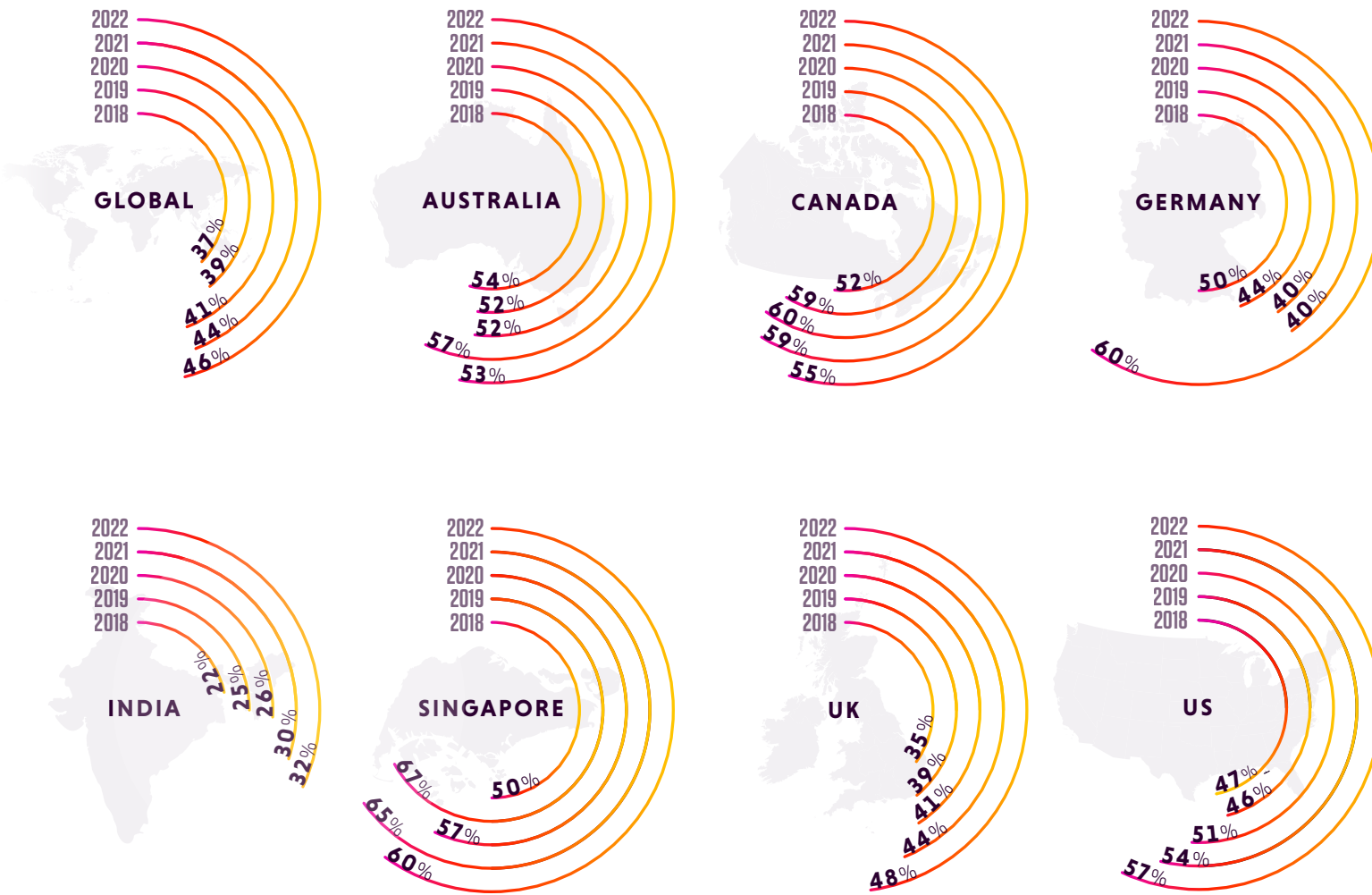
### KEY TAKEAWAY

Representation of women increased slightly since last year. Just under half of the global population and just over half of the population residing in countries besides India (Rest of World, also known as ROW) indentified as women.



REPRESENTATION OF WOMEN, BY COUNTRY

OVERALL REPRESENTATION OF WOMEN

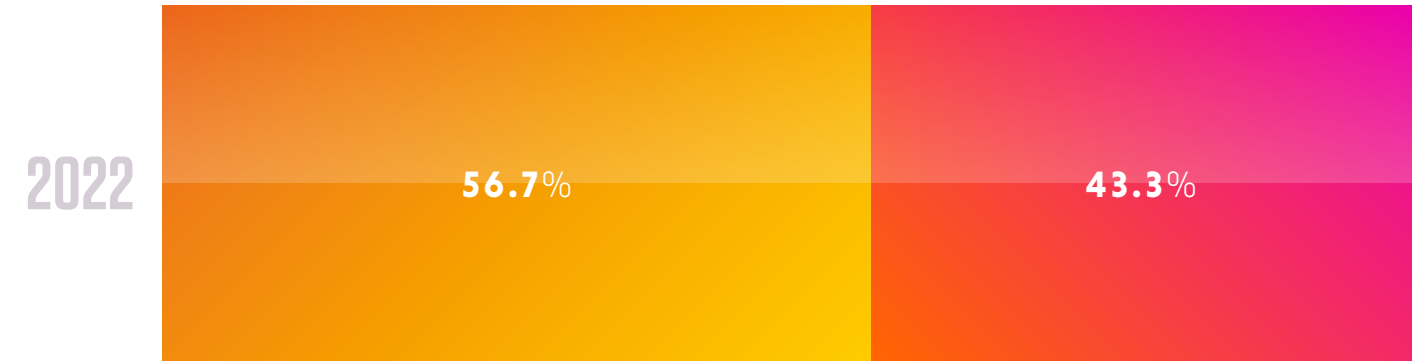


Source: MiQ HRIS data

REPRESENTATION OF WOMEN COMPARED TO INDUSTRY BENCHMARKS (US ONLY\*)

♀ WOMEN ♂ MEN

MiQ 2022 REPRESENTATION - MiQ US



US BENCHMARK: US ONLY - 54,541 (INDUSTRY CODE)



Source: MiQ HRIS data / EEOC benchmark data

KEY TAKEAWAY

Representation of women grew in most countries, with the exception of Australia, Canada, and Singapore. While India is still the lowest in terms of representation of women at 32%, this continues to increase with a 10 percentage point change since 2018.



KEY TAKEAWAY

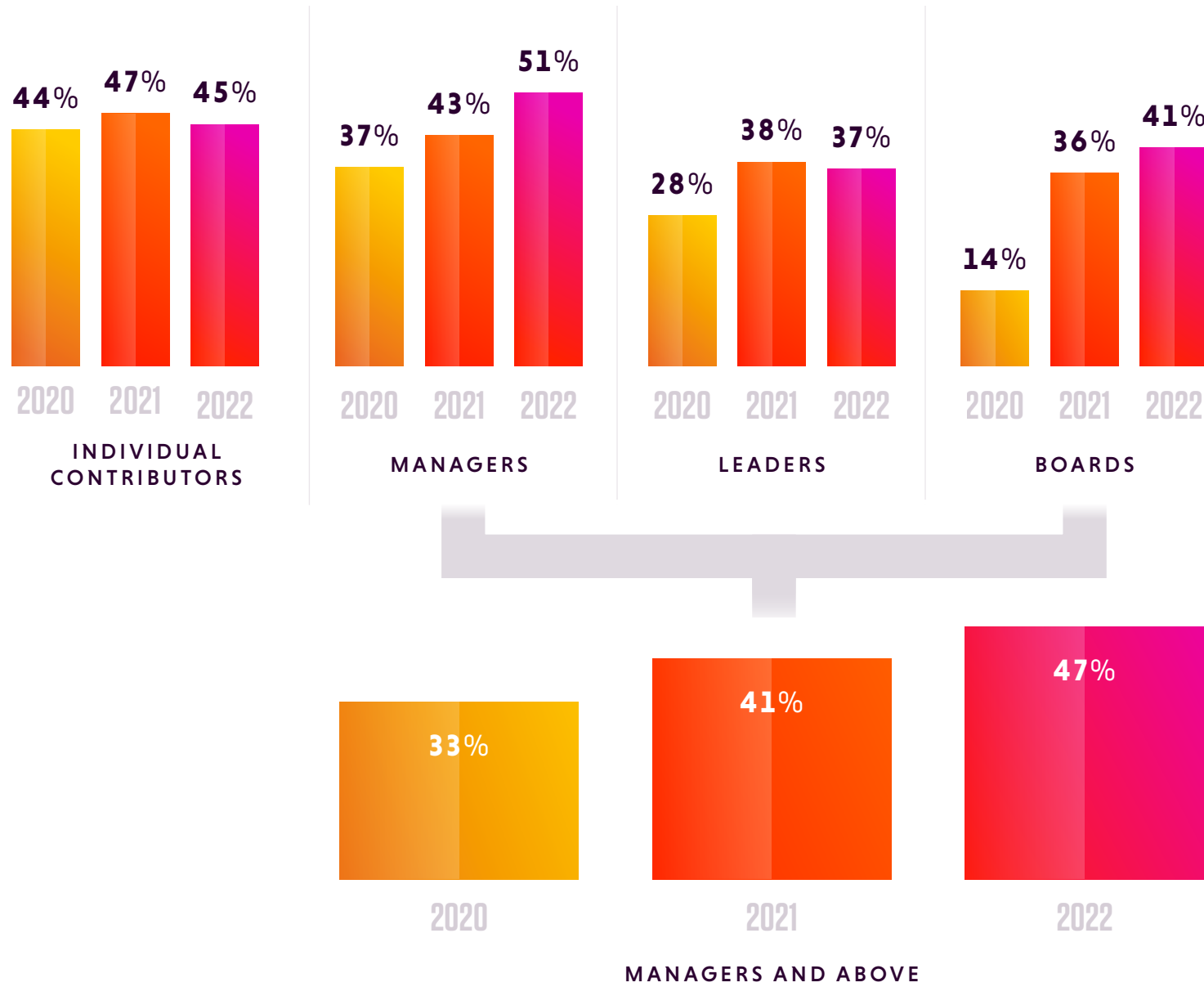
With more women than men, we continue to buck the industry trend in the US.

(\*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.)



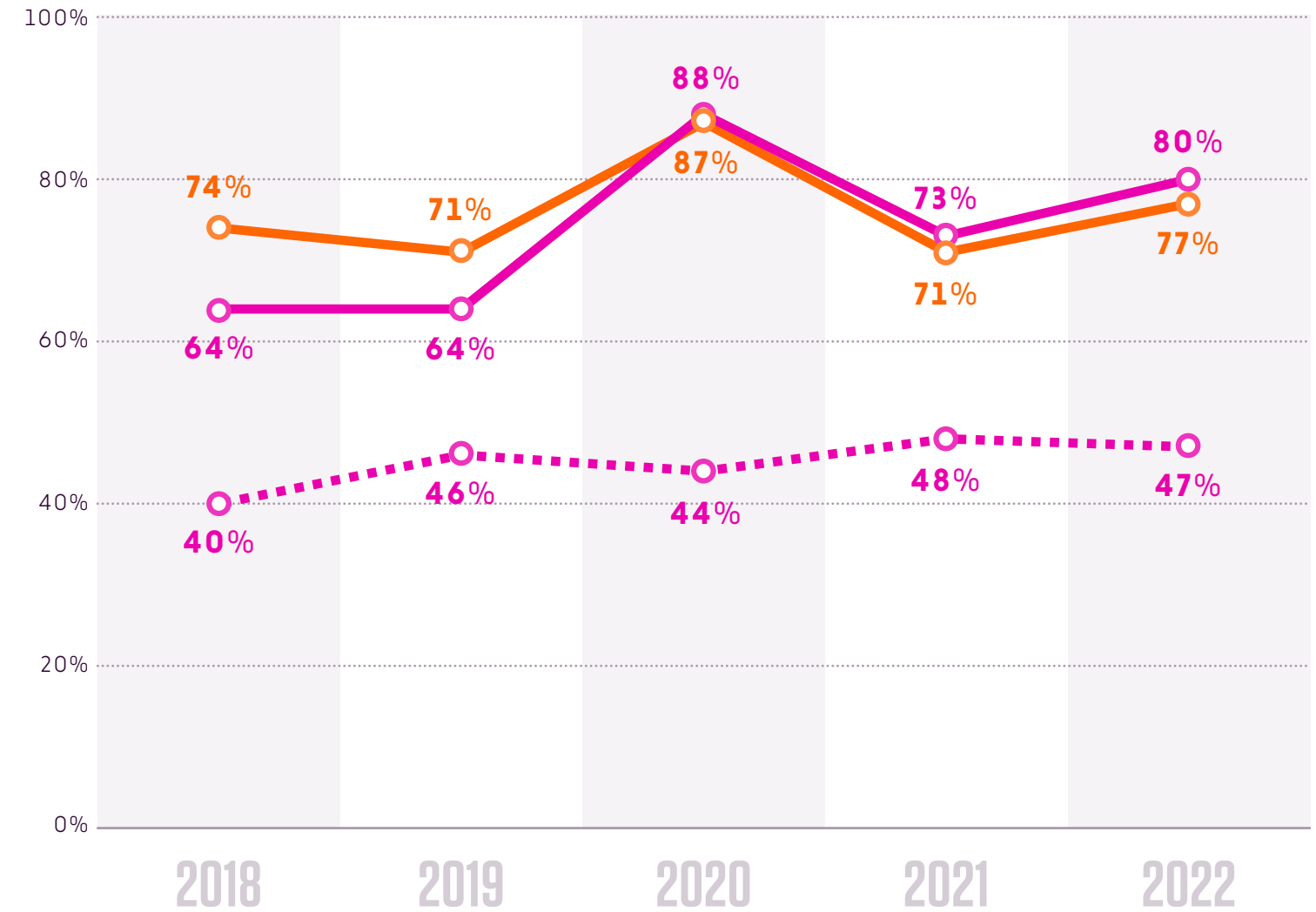
REPRESENTATION OF WOMEN BY LEVEL (GLOBAL)

■ PERCENTAGE REPRESENTATION: WOMEN BY LEVEL



HIRING AND RETENTION OF WOMEN

■ HIRING - WOMEN  
 ■ RETENTION - WOMEN ■ RETENTION - MEN



**KEY TAKEAWAY**

Representation of women increased at more senior levels, with managers (and above) nearing parity globally. This represents a 14 percentage point increase in just 2 years!

**KEY TAKEAWAY**

Hiring of women decreased slightly from 48% to 47% of all hires globally. Retention of women is 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 fell year-on-year.





Associate trader

## Race/ethnicity

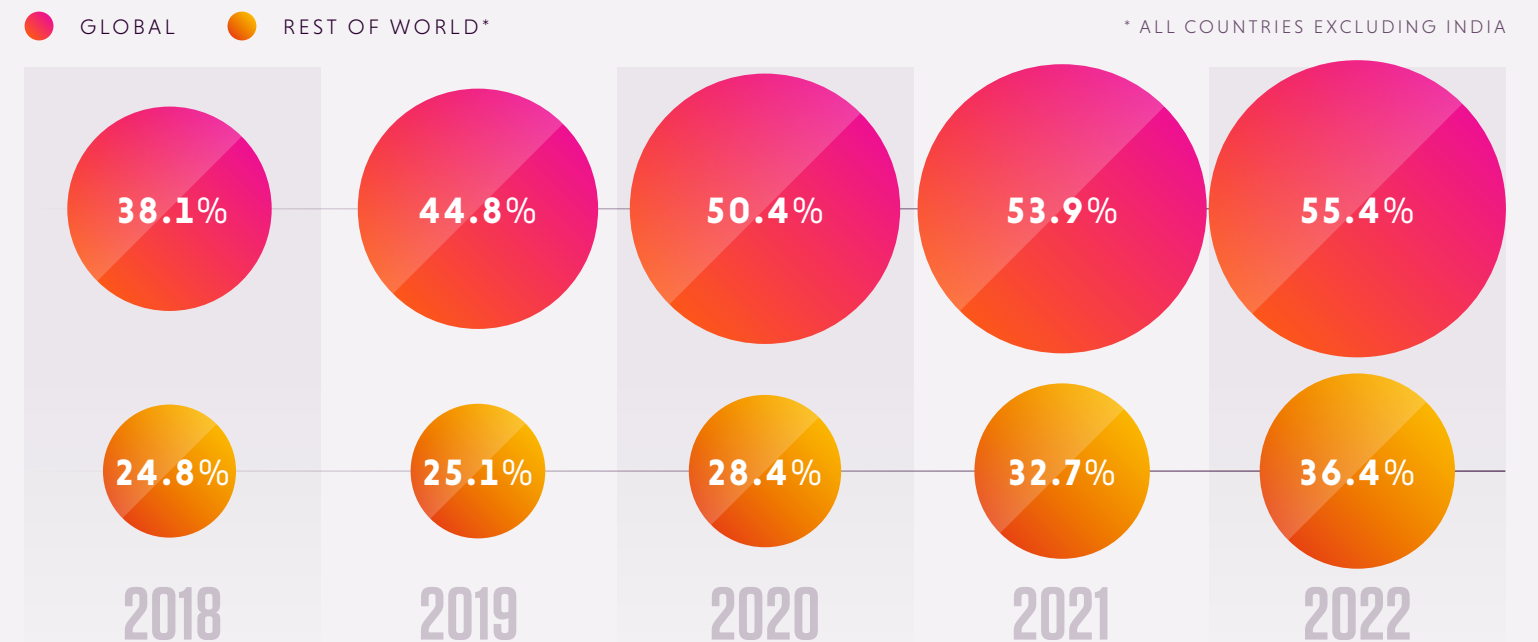
Overall representation of BIPOC	15	Representation of race/ethnicity compared to industry benchmarks (US only)	19
Representation of BIPOC by country	16	Representation of BIPOC by level	20
Representation of race/ethnicity detail	17	Hiring and retention of BIPOC	21
Race/ethnicity representation changes 2021 vs. 2022	18		

## Race/ethnicity

### SUMMARY OF REPRESENTATION OF RACE/ETHNICITY

Hiring of BIPOC was the strongest on record. Representation of BIPOC, (Black, Indigenous, and People of Color) has continued to increase overall, showing steady growth at manager levels and above. While retention of BIPOC is lower than that of White employees, it still gained 9 percentage points since 2021 and remains high at 80%. Compared to our US industry category, our US representation of BIPOC is slightly under benchmarks.

### OVERALL REPRESENTATION OF BIPOC



### KEY TAKEAWAY

**Our BIPOC representation continues to grow steadily, both globally and outside of India (ROW).**

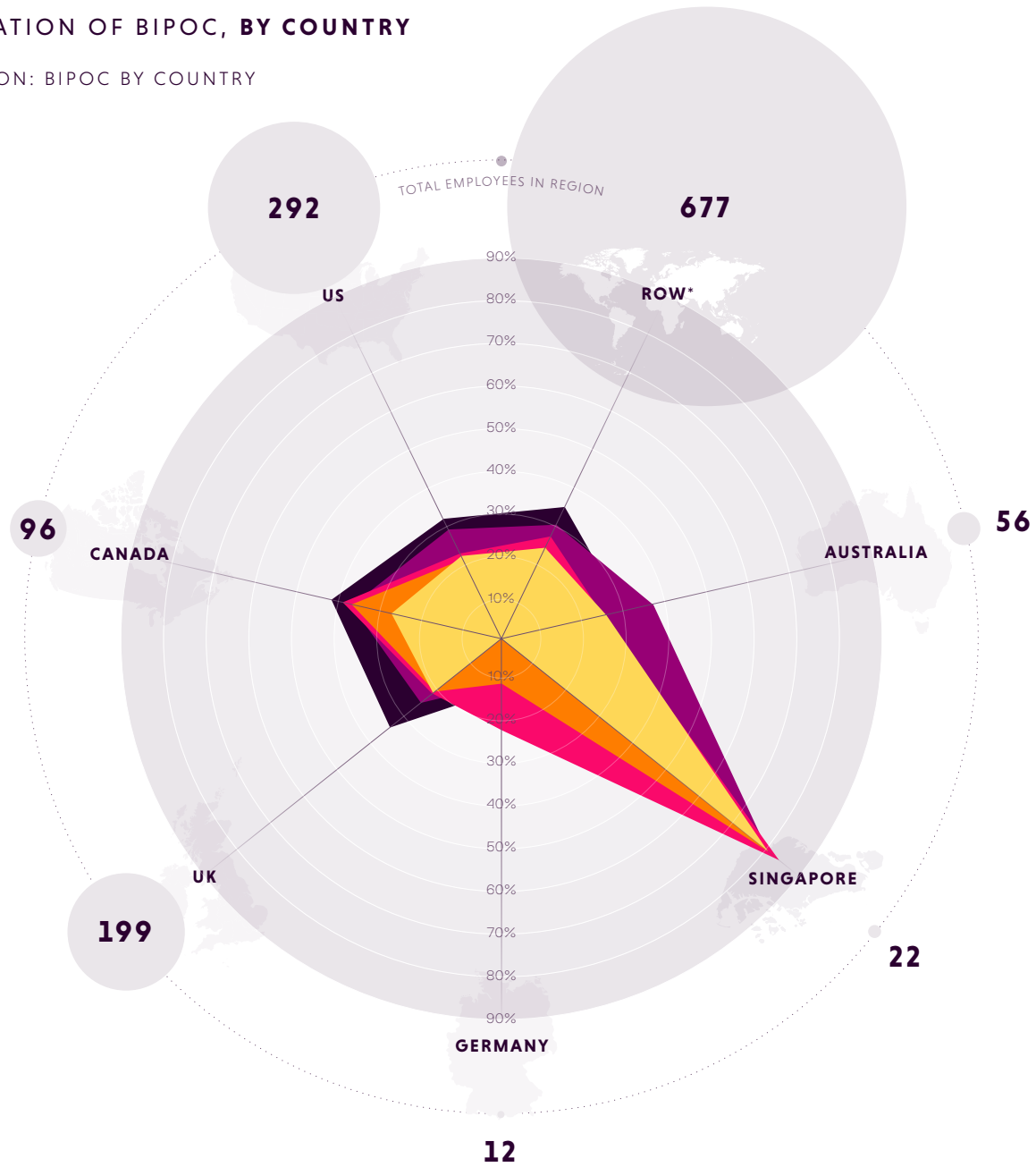
NOTE: Since BIPOC as a designation is not applicable in India, all future race/ethnicity stats will show ROW (all countries outside of India) stats. Global stats can be found in the appendix.



REPRESENTATION OF BIPOC, BY COUNTRY

REPRESENTATION: BIPOC BY COUNTRY

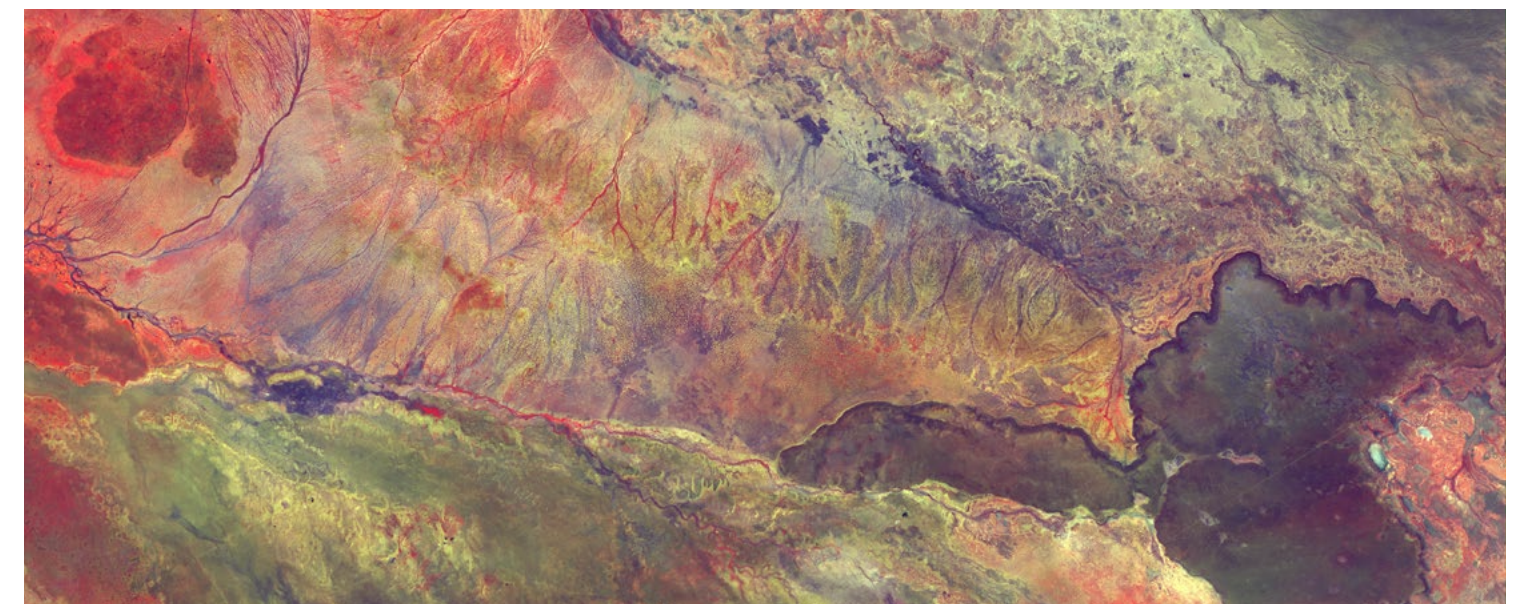
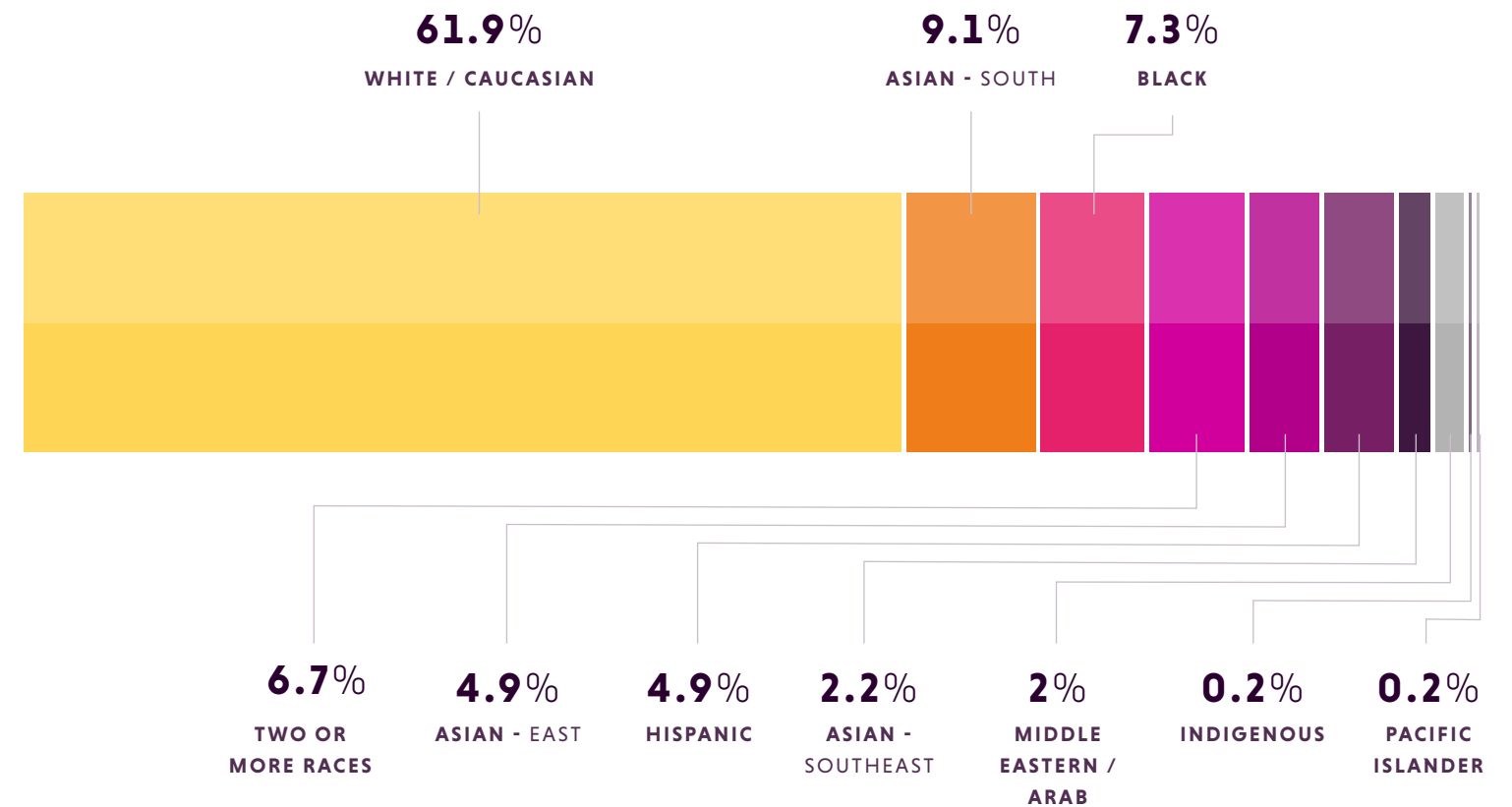
- 2022
- 2021
- 2020
- 2019
- 2018



REPRESENTATION OF RACE/ETHNICITY DETAIL (ROW\*)

REPRESENTATION: BIPOC BY COUNTRY

\* ALL COUNTRIES EXCLUDING INDIA



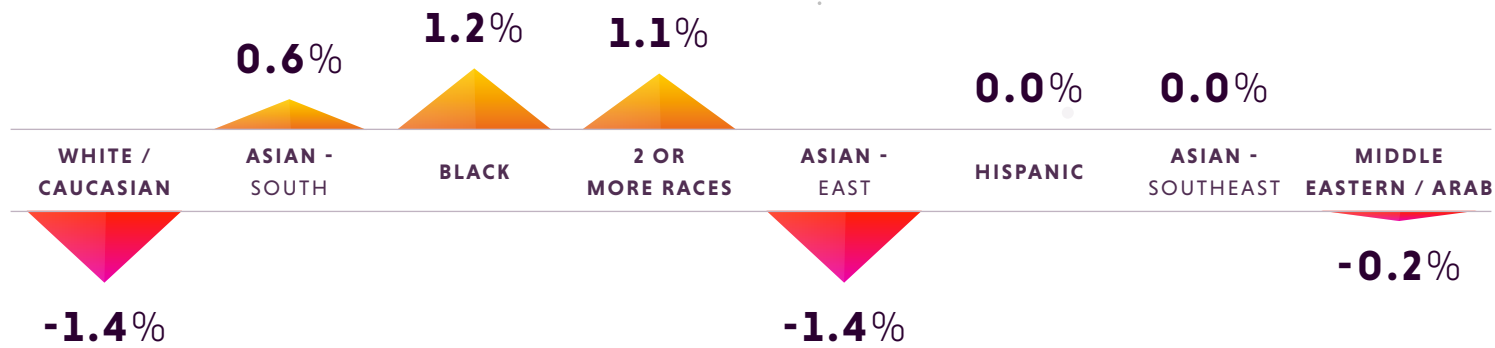
KEY TAKEAWAY

Representation has increased in ROW in all countries, with the exception of Singapore and Australia. In Singapore, it remained flat, and in Australia, it went down 1 percentage point. The biggest growth was seen in the UK, with nearly 10 percentage points year-on-year.



RACE / ETHNICITY REPRESENTATION CHANGES 2021 VS 2022

▲ YOY CHANGE %



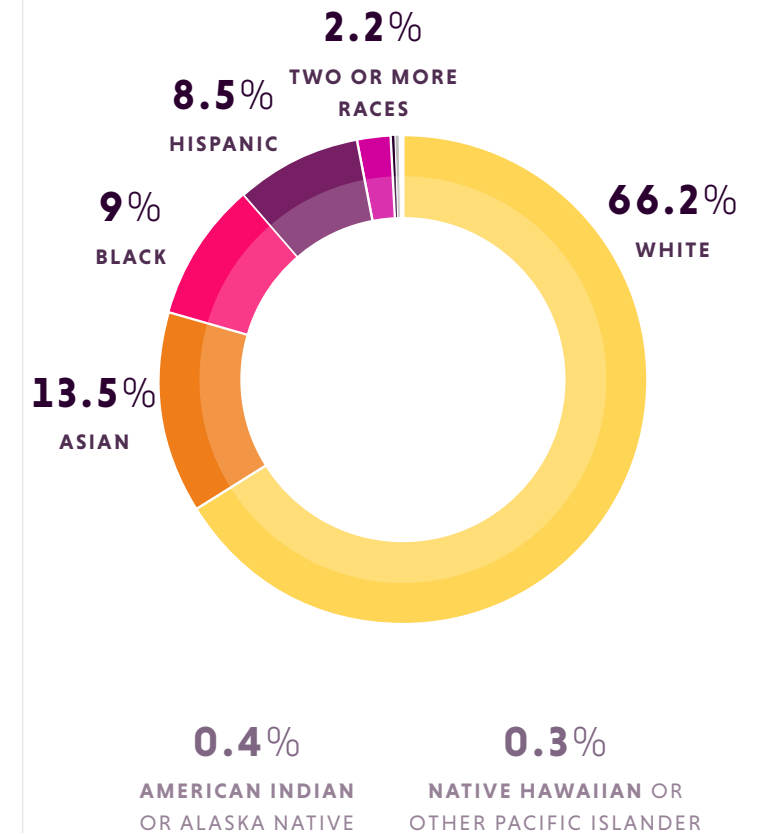
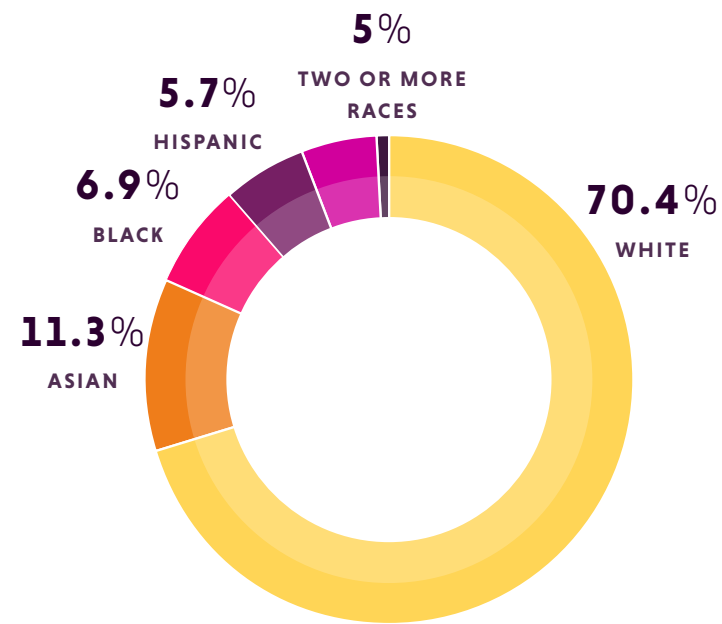
REPRESENTATION OF RACE/ETHNICITY COMPARED TO INDUSTRY BENCHMARKS (US ONLY\*)

PERCENTAGE OF GLOBAL REPRESENTATION

MiQ 2022 REPRESENTATION - MiQ US



US BENCHMARK: US ONLY - 54,541 (INDUSTRY CODE)



KEY TAKEAWAY

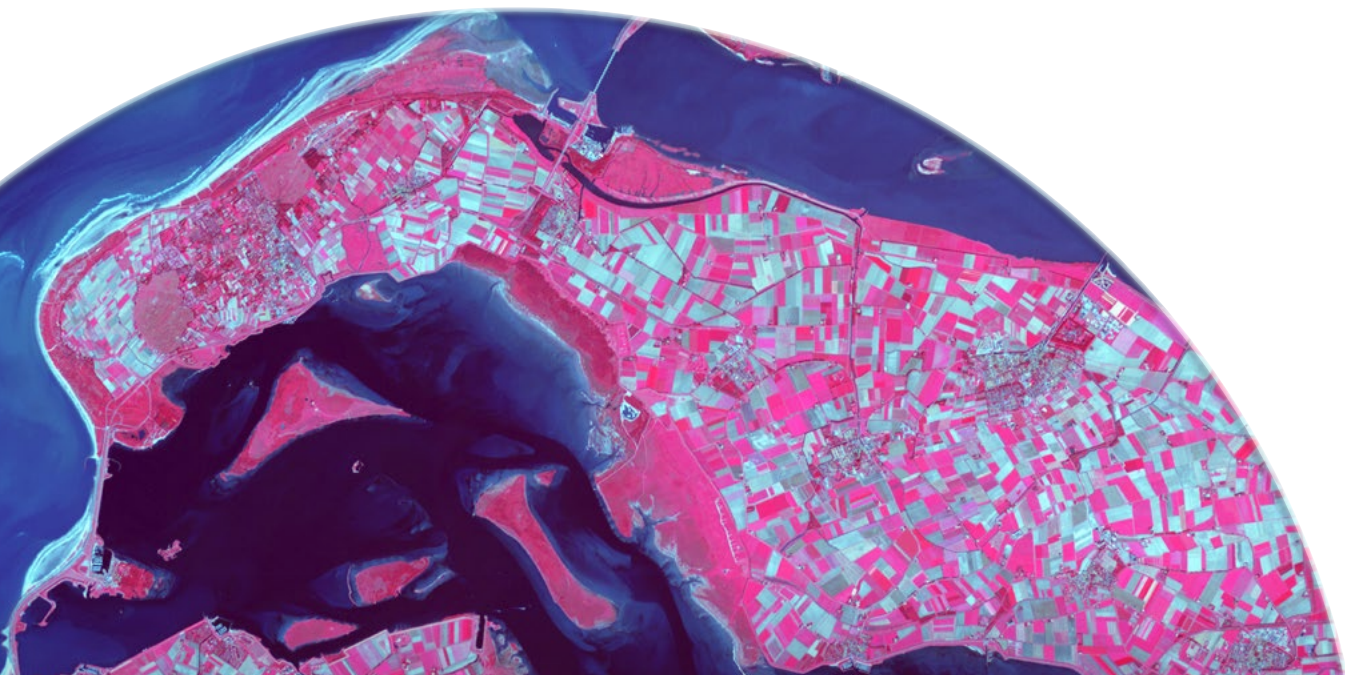
From 2021 to 2022, representation by race/ethnicity didn't change much overall. The most that any individual race or ethnicity changed (in either direction) was 1.4 percentage points.



KEY TAKEAWAY

MiQ has slightly lower representation of BIPOC employees vs the industry in the US (by 4 percentage points). We can also see a slightly lower representation of Asian, Black, and Hispanic/Latino employees, but a slightly higher representation of 2 or more races vs the industry.

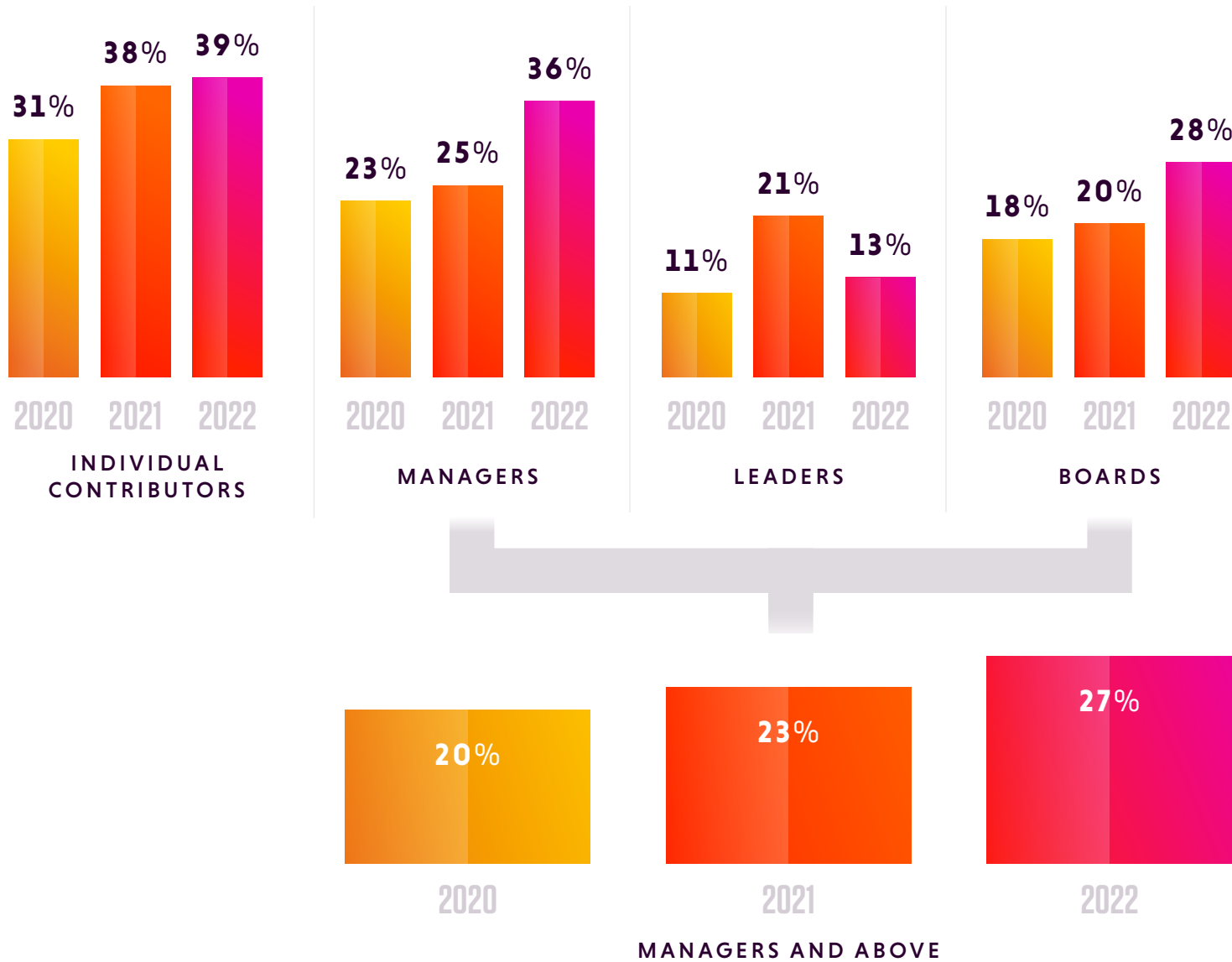
(\*EEOC data is currently measured as a standard practice in the US, giving us an opportunity for comparison. We hope to expand benchmarking as data becomes available in more locations. We have been benchmarked against the NAICS Code of 541: Professional, Scientific, and Technical Services.)



REPRESENTATION OF BIPOC BY LEVEL (ROW\*)

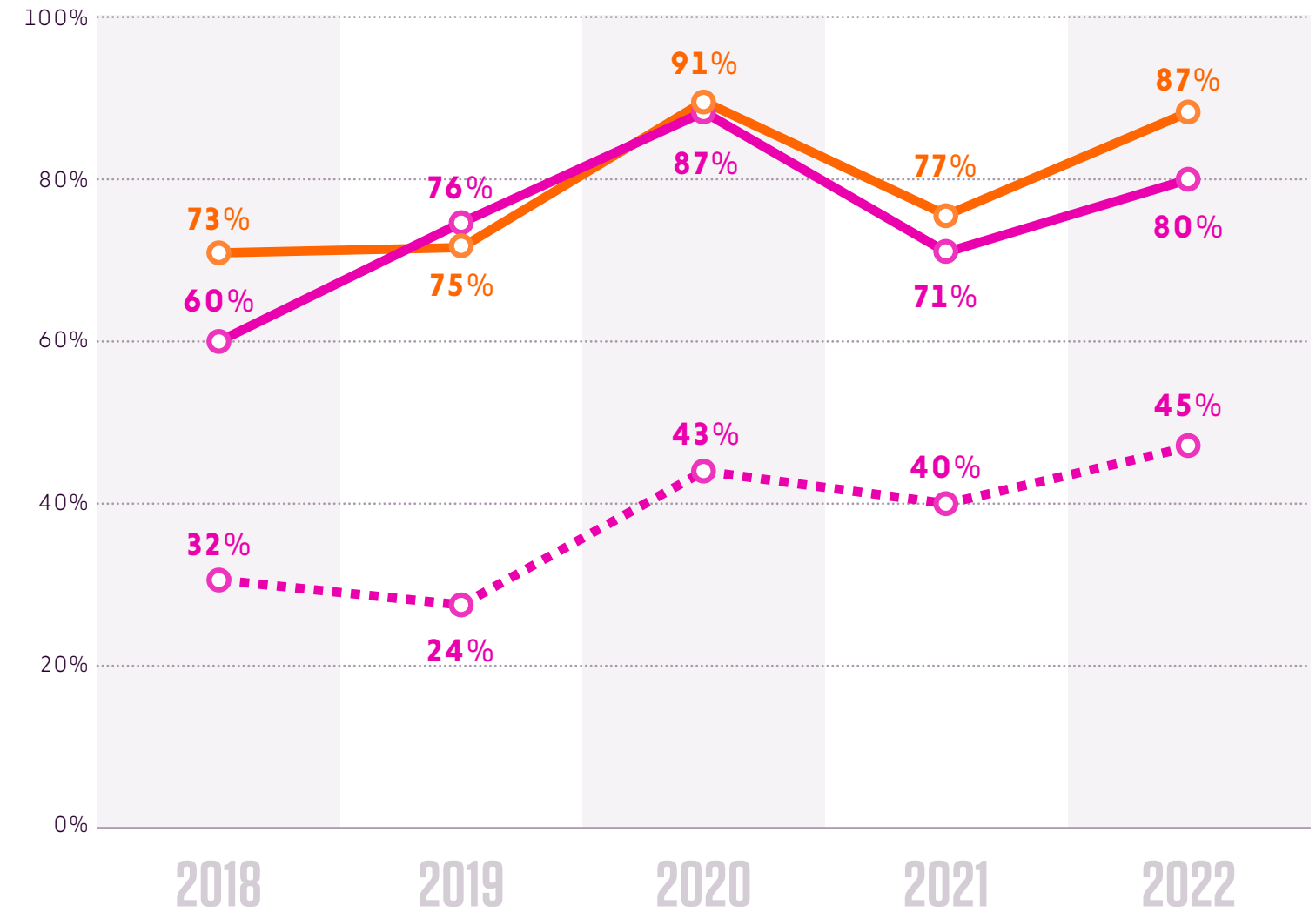
■ PERCENTAGE REPRESENTATION: BIPOC BY LEVEL

\* ALL COUNTRIES EXCLUDING INDIA



HIRING AND RETENTION OF BIPOC (ROW\*)

■ HIRING - BIPOC    ■ RETENTION - WHITE  
■ RETENTION - BIPOC



KEY TAKEAWAY

We saw representation of BIPOC increase at most levels. After a big gain at leadership level in 2021, we've seen a fall this year. Overall, there's a continued lift at levels at or above manager, showing growth in leadership for BIPOC.

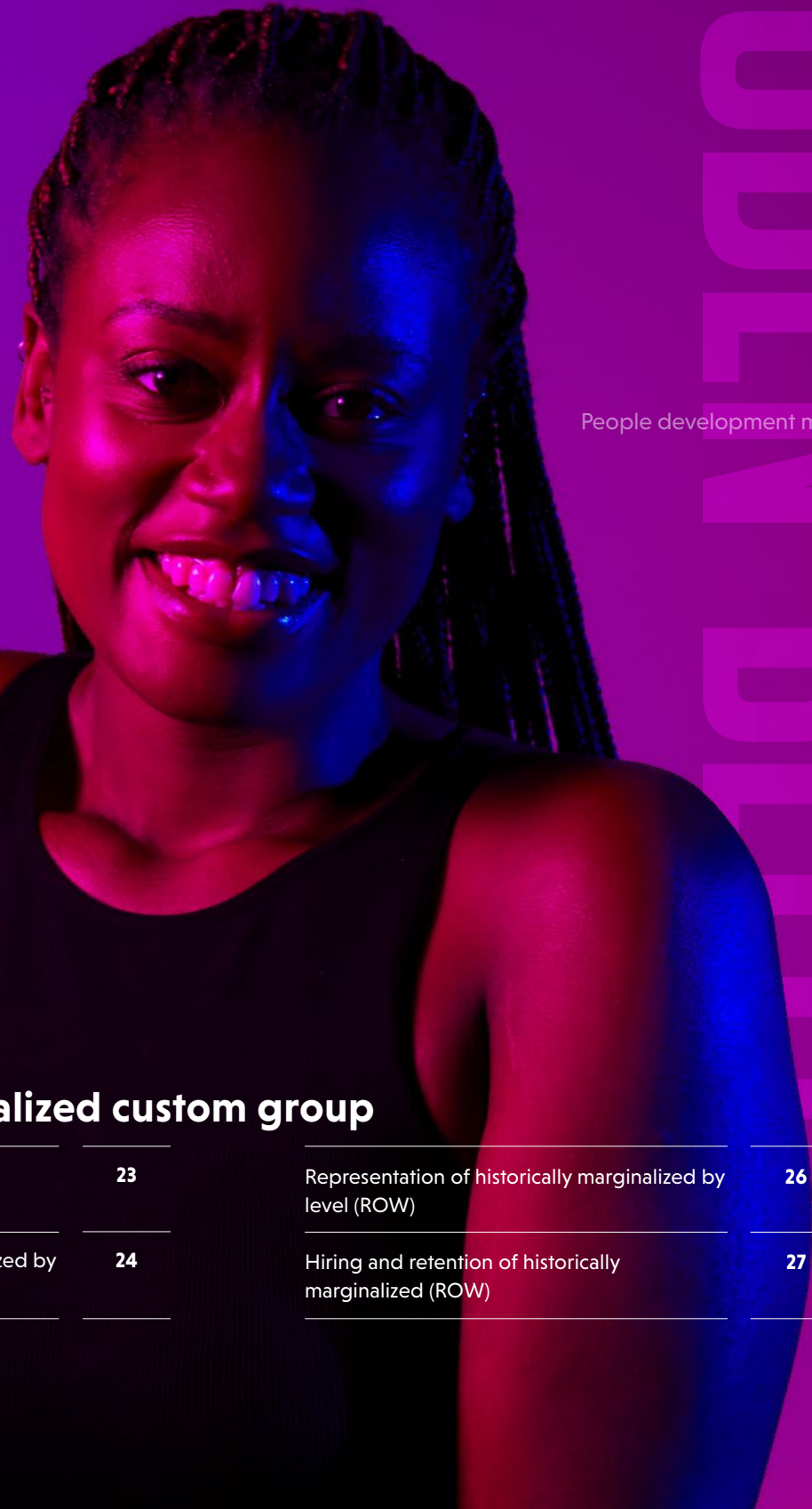


KEY TAKEAWAY

In ROW, retention was lower for BIPOC employees (80%) vs White employees (87%), but it was a 9 percentage point increase since 2021. Hiring of BIPOC employees made up 45% of all permanent hires, representing the strongest hiring percentage on record.



# SHANISE



People development manager,  
EMEA

## Historically marginalized custom group

Overall representation of historically marginalized custom group	23	Representation of historically marginalized by level (ROW)	26
Representation of historically marginalized by country (ROW)	24	Hiring and retention of historically marginalized (ROW)	27

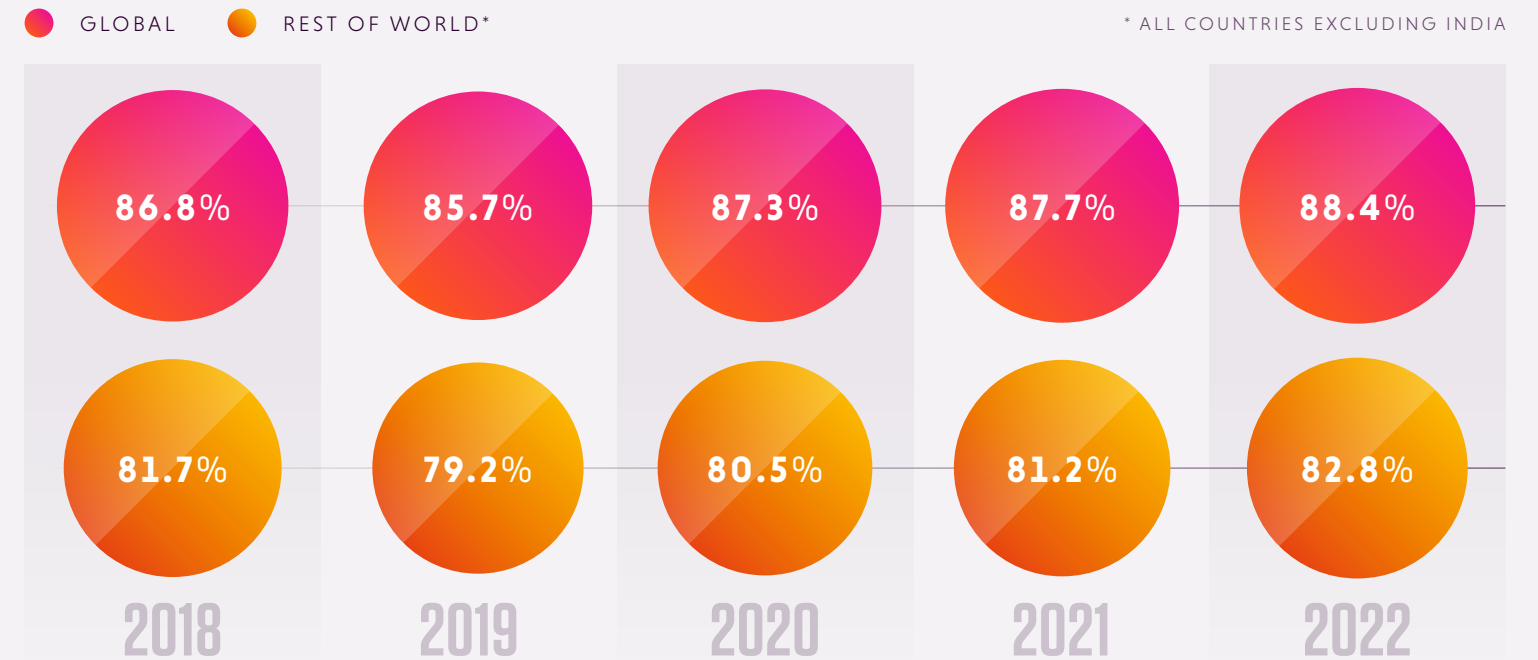
## Historically marginalized custom group

For our I.D.E.A. Reports, we created a blended group of historically marginalized identities, including BIPOC, women, LGBTQ+, neurodivergent, people with disabilities, and veterans. Since BIPOC is not applicable in India, all stats shown are ROW (Rest of World). Global numbers can be found in the appendix.

### SUMMARY OF REPRESENTATION OF HISTORICALLY MARGINALIZED CUSTOM GROUP

Representation remains high for historically marginalized custom group and there were gains at the manager level and above. As levels increase, however, we continue to see representation decrease level-by-level.

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



### KEY TAKEAWAY

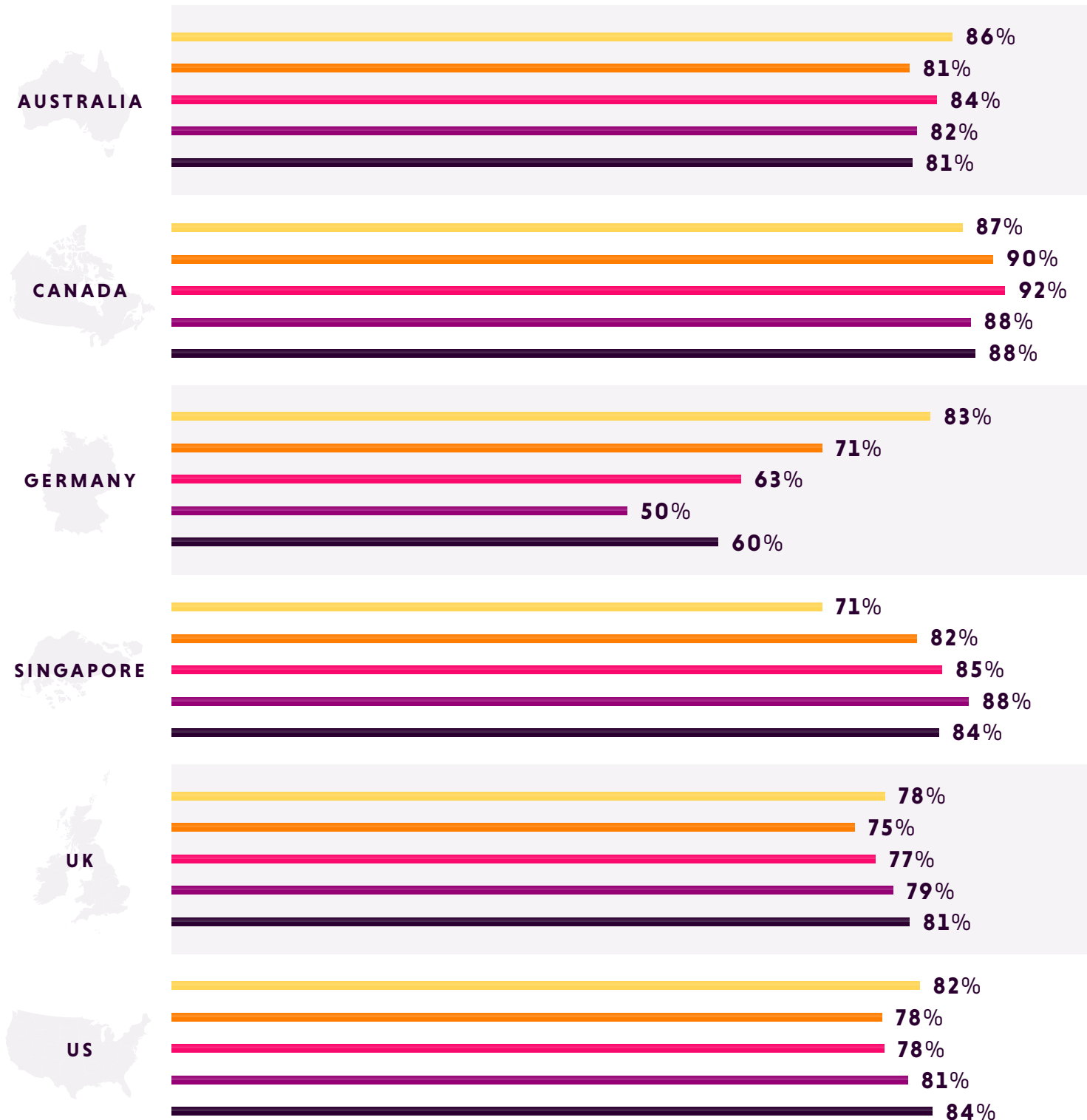
The population of MiQers who identify as within at least one historically marginalized custom group continues to grow.

REPRESENTATION OF HISTORICALLY MARGINALIZED BY COUNTRY (ROW\*)

REPRESENTATION: HISTORICALLY MARGINALIZED, BY COUNTRY

2018 2019 2020 2021 2022

\* ALL COUNTRIES EXCLUDING INDIA



Systems engineer

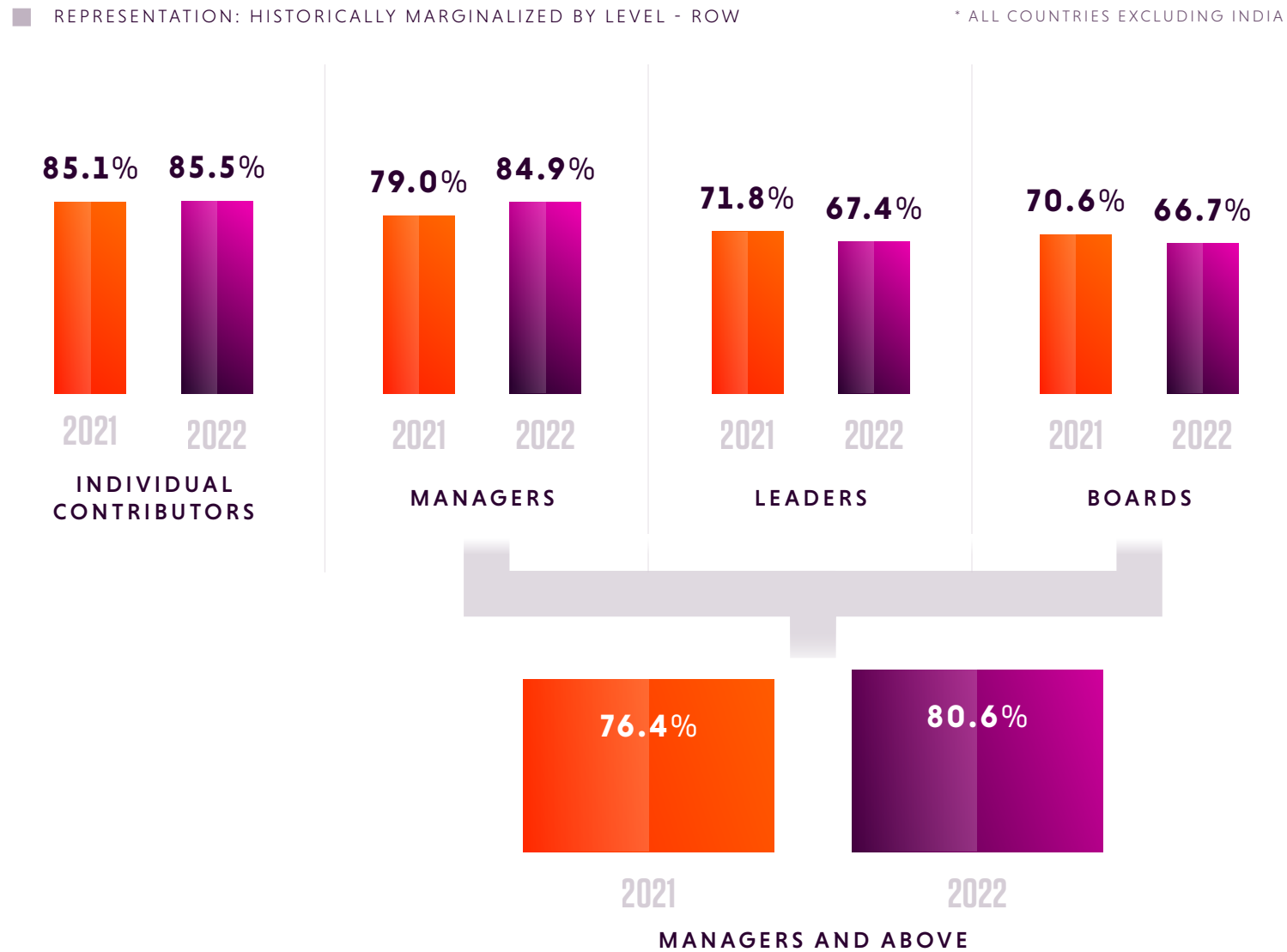


KEY TAKEAWAY ◀

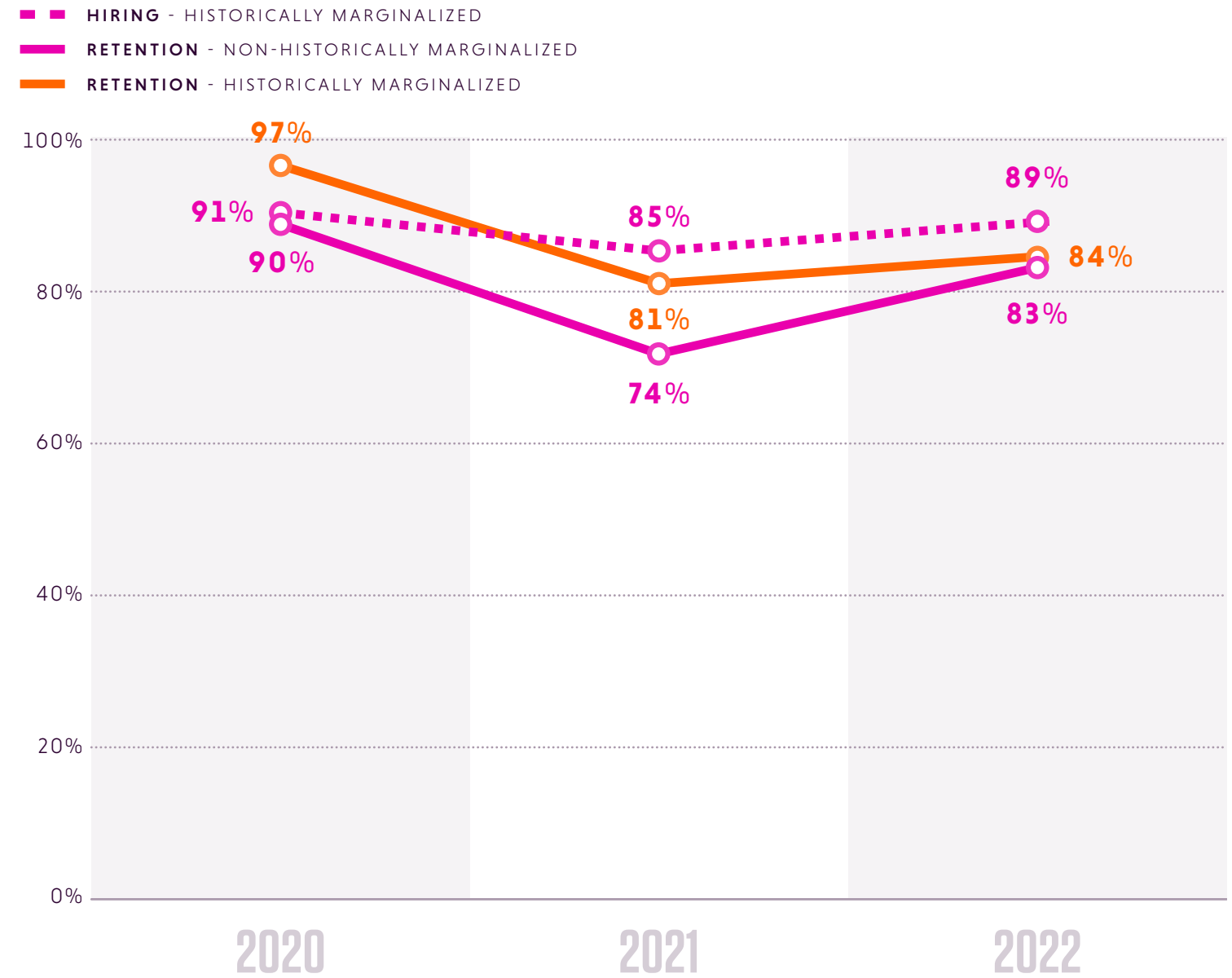
Increases or stability were seen in almost every market. Singapore had a minor drop by 3 percentage points, and Germany had the biggest gain from 50% to 60% (though this is still behind other countries).



REPRESENTATION OF HISTORICALLY MARGINALIZED BY LEVEL (ROW)



HIRING AND RETENTION OF HISTORICALLY MARGINALIZED (ROW\*)



KEY TAKEAWAY

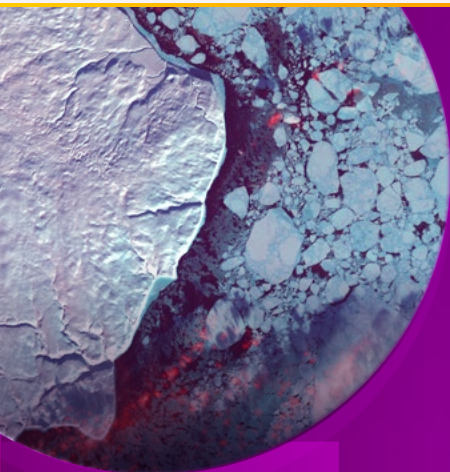
As the levels increase, representation of historically marginalized custom group gets lower. Year-on-year, we can see an increase in the percentage of managers, but a decrease at leader and board levels. Overall, however, there was a 4 percentage point increase at manager level and above.

(The total population size of managers is much larger than leaders and boards, so this weights the overall increase.)



KEY TAKEAWAY

Retention for historically marginalized employees was just about even with non-historically marginalized in ROW. Hiring of historically marginalized groups increased from 85% to 89% year-on-year.



BRAND

MICHELLE  
Senior brand designer

Senior brand designer

### Additional dimensions of diversity

Overall representation of additional dimensions of diversity	29	Working outside nation of origin	31
Education	30	Age	32
Religion	31		

## Additional dimensions of diversity

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

### OVERALL REPRESENTATION OF ADDITIONAL DIMENSIONS OF DIVERSITY

PERCENTAGE OF GLOBAL REPRESENTATION

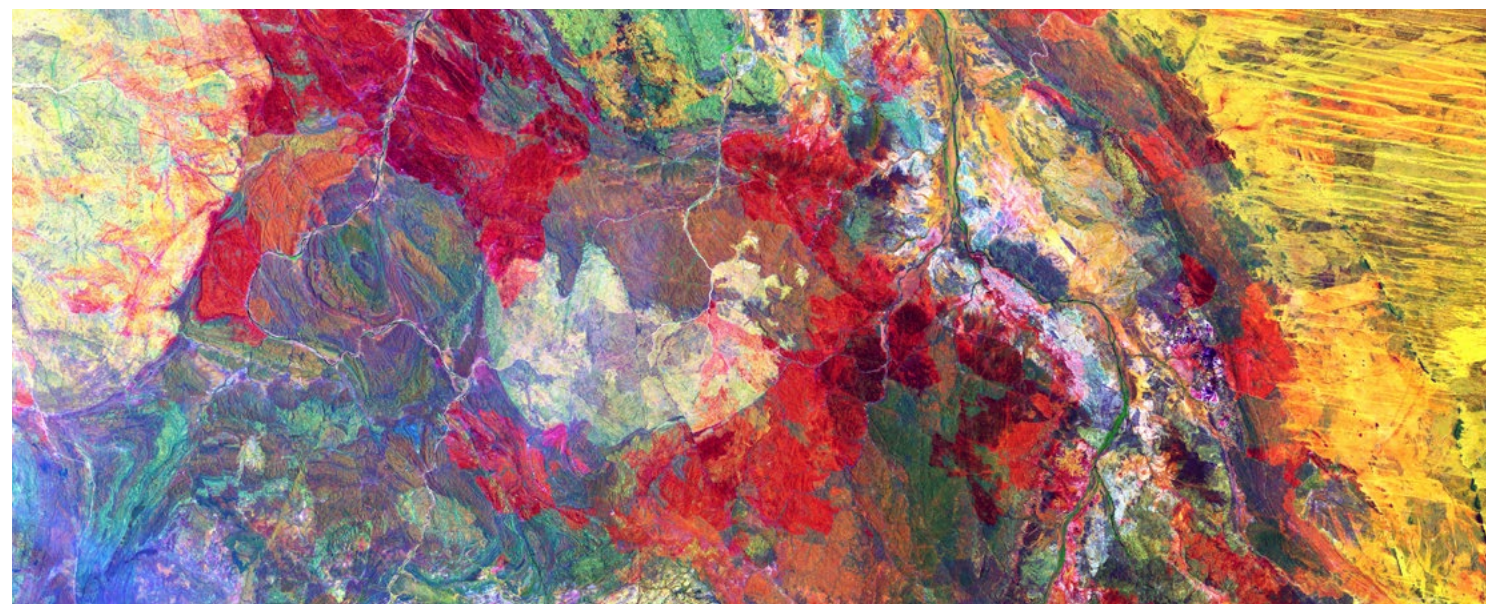
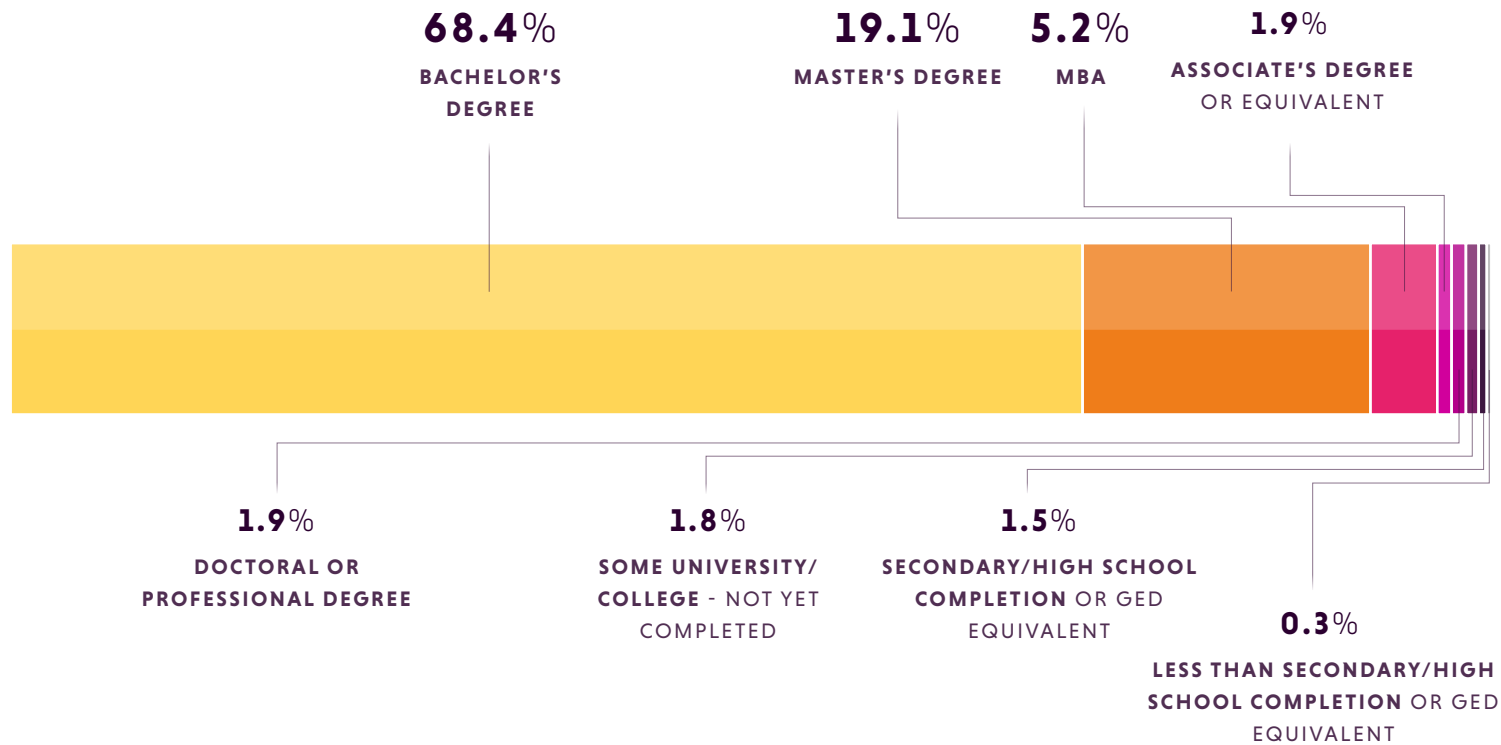
	2018	2019	2020	2021	2022
<b>PARENTS</b>	<b>10.0%</b>	<b>12.7%</b>	<b>14.0%</b>	<b>15.5%</b>	<b>20.4%</b>
<b>CAREGIVERS</b>	<b>9.9%</b>	<b>12.1%</b>	<b>11.8%</b>	<b>9.7%</b>	<b>9.2%</b>
<b>LGBTQ+</b>	<b>7.7%</b>	<b>8.3%</b>	<b>8.0%</b>	<b>10.8%</b>	<b>10.0%</b>
<b>PHYSICAL CONDITION</b>	<b>3.6%</b>	<b>3.1%</b>	<b>2.9%</b>	<b>2.8%</b>	<b>0.9%</b>
<b>NEUROLOGICAL CONDITION</b>	<b>11.0%</b>	<b>12.2%</b>	<b>11.8%</b>	<b>10.7%</b>	<b>7.9%</b>
<b>VETERANS</b>	<b>0%</b>	<b>0.6%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>0.8%</b>



OVERALL REPRESENTATION OF EDUCATION

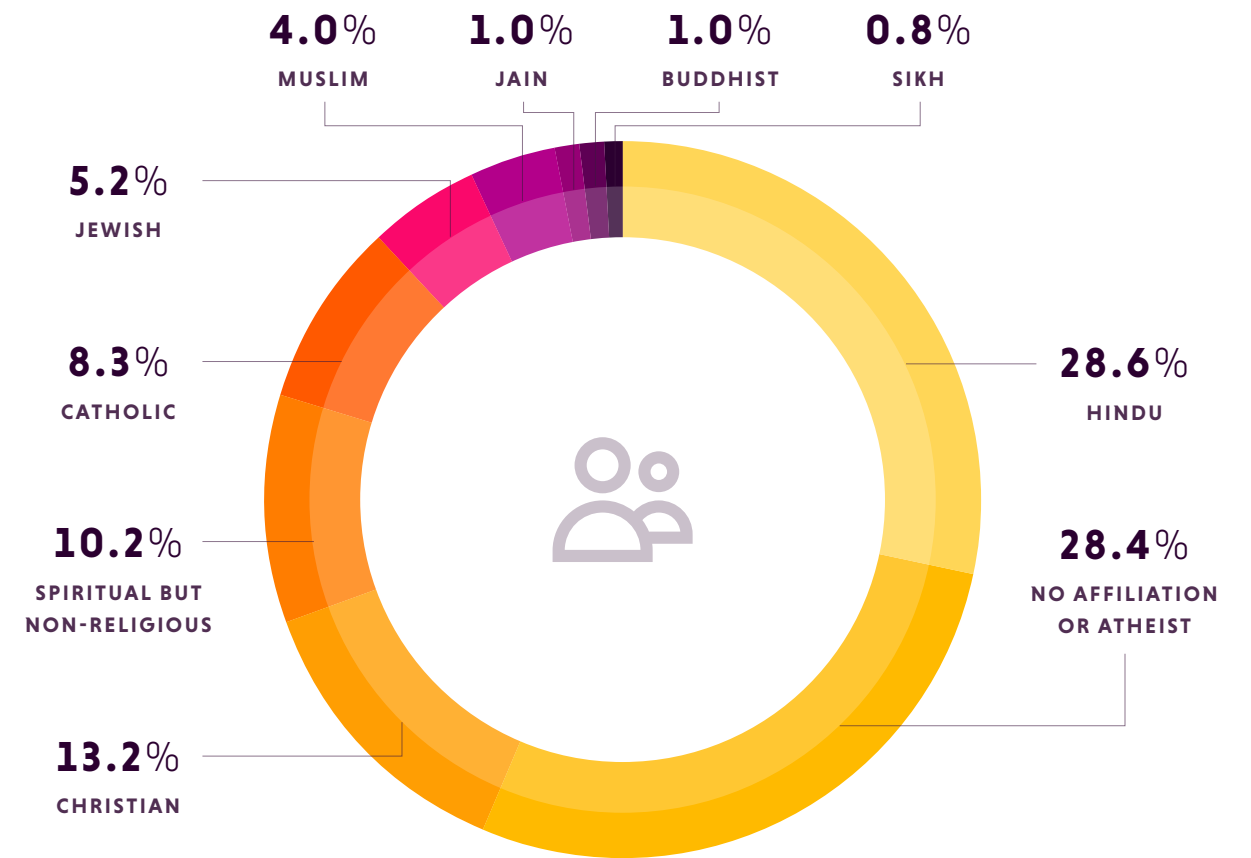
PERCENTAGE OF GLOBAL REPRESENTATION

REPRESENTATION - 2022



OVERALL REPRESENTATION OF RELIGION

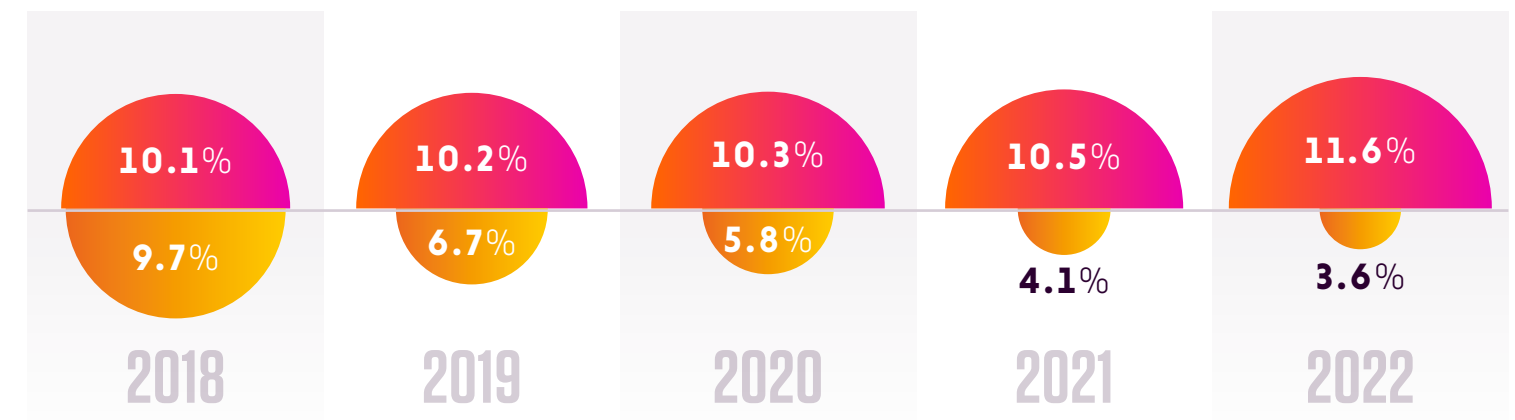
PERCENTAGE OF GLOBAL REPRESENTATION



OVERALL REPRESENTATION OF WORKING OUTSIDE NATION OF ORIGIN

PERCENTAGE OF GLOBAL REPRESENTATION

- NO I AM NOT WORKING IN MY NATION OF ORIGIN AND I MOVED HERE ON MY OWN
- NO I AM NOT WORKING IN MY NATION OF ORIGIN AND I MOVED HERE WITH MiQ

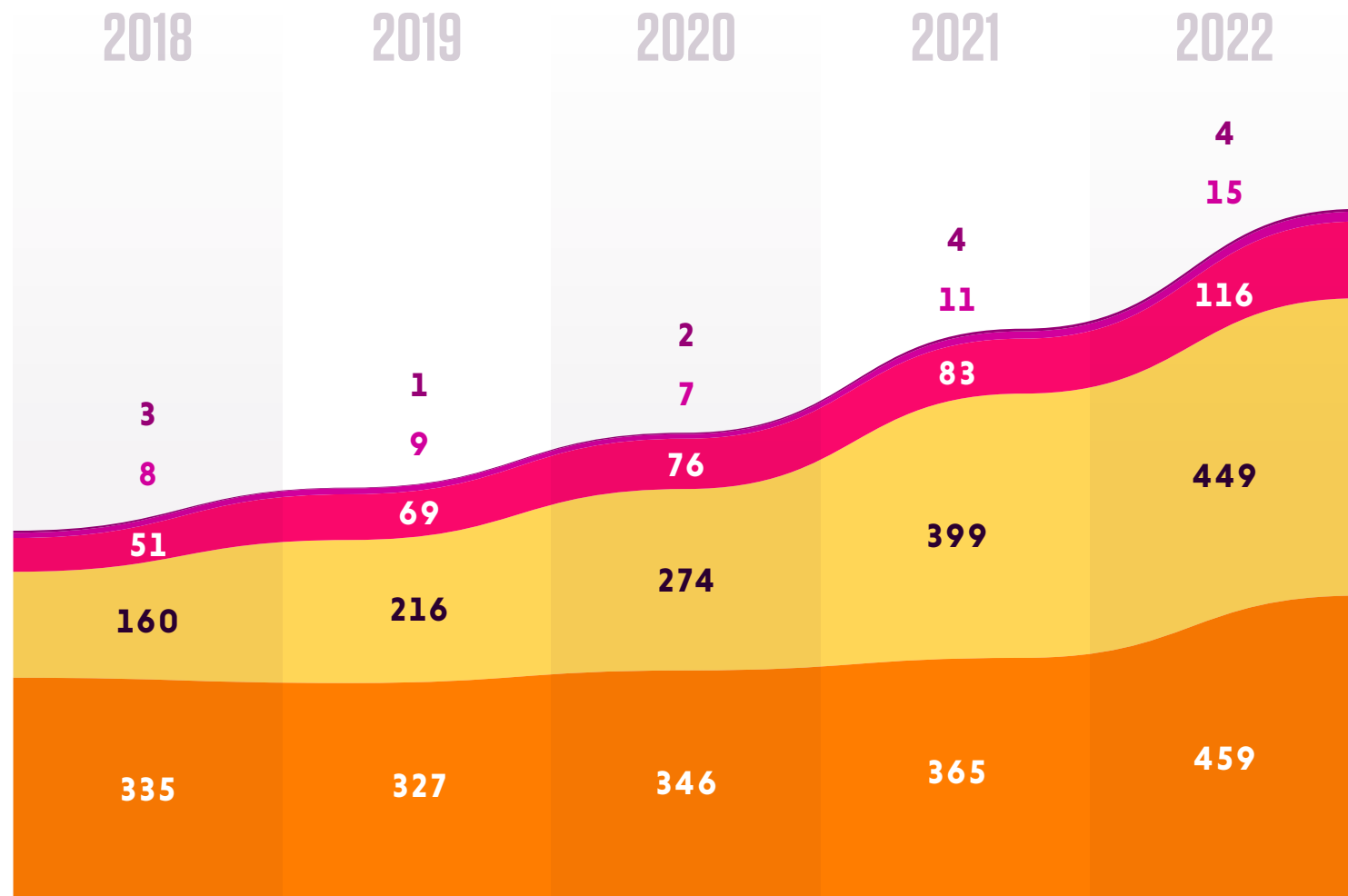




OVERALL REPRESENTATION AND YOY CHANGE OF AGE

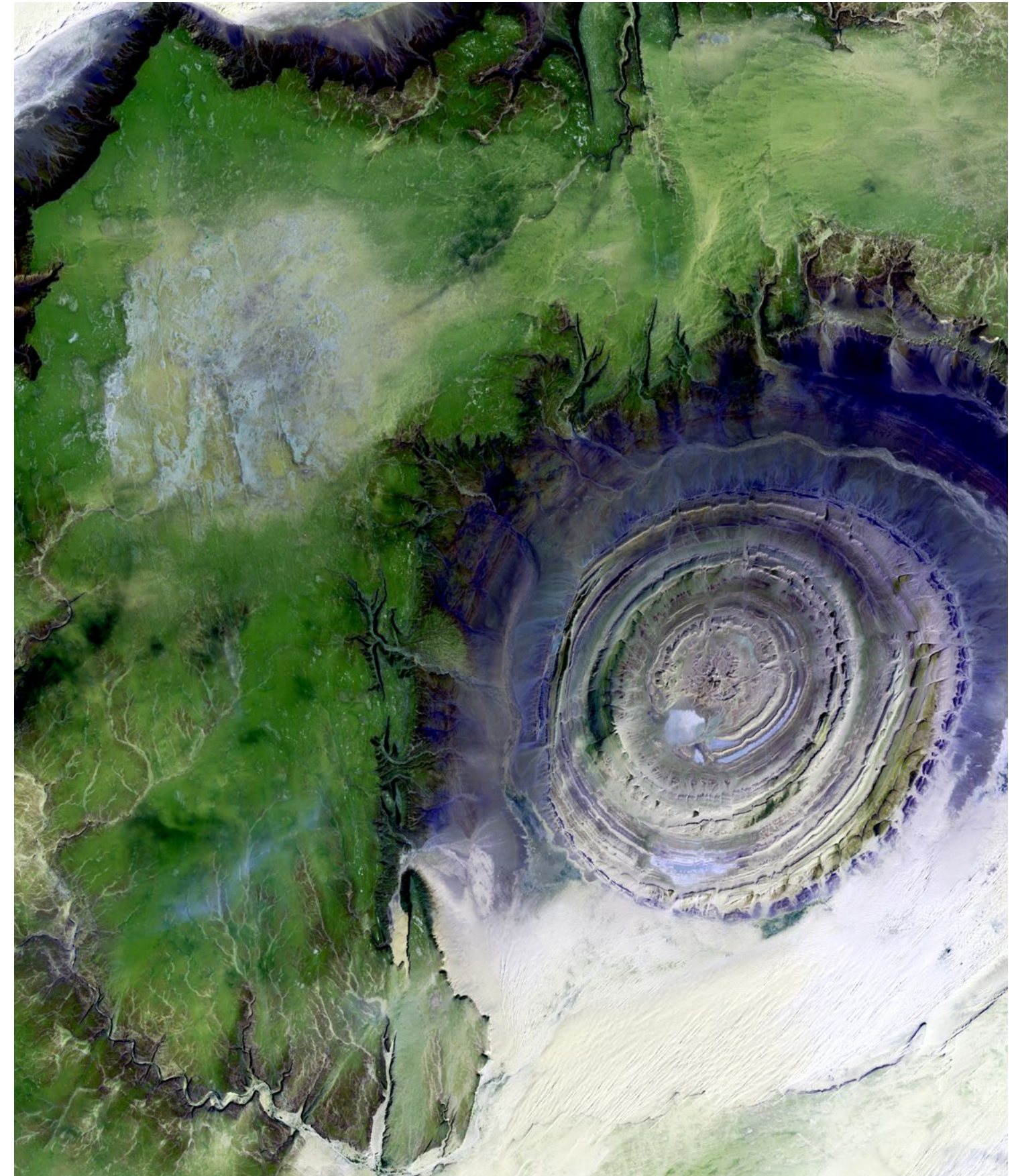
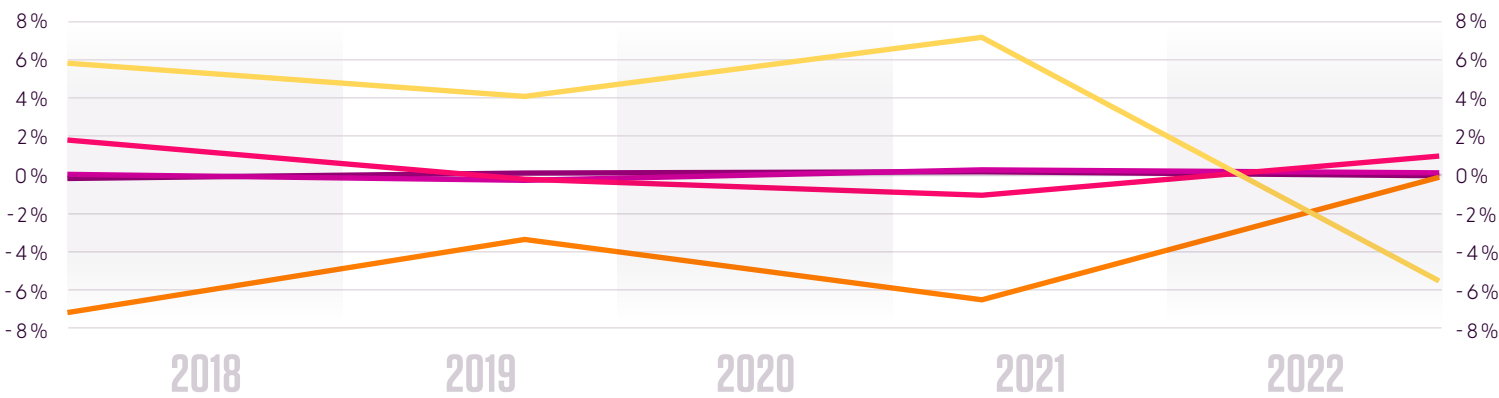
EMPLOYEE COUNT OF GLOBAL REPRESENTATION

● 18-29 ● 30-39 ● 40-49 ● 50-59 ● 60+



YOY CHANGE

● 18-29 ● 30-39 ● 40-49 ● 50-59 ● 60+







Solutions engineer

## Compensation

Gender

35

Race/ethnicity

36

## Compensation

We want to make compensation as equitable as possible. That's why we put so much effort into measuring and analyzing. We aim to get a full picture of our compensation, including salary band equity analysis, 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 take action against this. So we use the other inputs to take actionable steps. (This 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; more information can be found in the FAQ).

In 2021, we overhauled our compensation philosophy and created salary bands. We believe this created a more objective and replicable structure to ensure ongoing equity. We then looked at the demographic compensation, and found that we were more likely to pay women in the bottom half of the salary band. Since then, we have taken measures to correct this trend. For the last two years, this gap is no longer showing as a pattern. We continued to see relative parity for White/BIPOC employees, similar to this year.

In 2023, we plan to take a deeper look into how salary bands are allocated and align across geographies and similar roles, while also aligning to market norms. As we evolve, we're committed to keeping an eye on equity by identity.

## Gender

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

\* ALL COUNTRIES EXCLUDING INDIA

In our first I.D.E.A. Report for 2020 showed data women were more likely to be paid in the bottom half of their pay bands. But this trend wasn't seen in 2021, and has further flattened in 2022.

FT COMP QUARTILE: WOMEN (ROW)	REPORTED IN I.D.E.A. REPORT Q1 2021	FY 2021	FY 2022
LOWEST QUARTILE	3%	1%	-2%
LOW MEDIUM QUARTILE	11%	5%	3%
HIGH MEDIUM QUARTILE	-15%	0%	2%
HIGHEST QUARTILE	-6%	-6%	1%



**DANDI PAY GAP ANALYSIS: GENDER**

Dandi measured our current pay gap as 1.5 percentage points in favor of men. In 2020, this was 3 percentage points and in 2021 it was 0. While the gap is still small, we aim to have a pay gap that is as close to 0 as possible on all measures.

**GLOBAL SPOT BONUS ANALYSIS (GENDER)**

215 spot bonuses were awarded globally in 2022, all of which are discretionary to local leadership. Of that, 210 employees identified their gender (98%). 51% went to women (compared to 46% of the global population). Therefore, women are over-indexing on receiving a spot bonus.

**Race/ethnicity**

**SALARY BAND DISTRIBUTION ANALYSIS: RACE/ETHNICITY (ROW\*)** \* ALL COUNTRIES EXCLUDING INDIA

When it came to salary band quartiles, previous I.D.E.A. Reports showed no pattern for race/ethnicity. Updated data indicates the same, with the biggest likelihood of BIPOC being paid in a medium quartile. Ideally, these numbers should be as close to 0 as possible and we will continue to analyze and make adjustments.

FT COMP QUARTILE: BIPOC (ROW)	REPORTED IN I.D.E.A. REPORT Q1 2021	FY 2021	FY 2022
PERCENTAGE OF GLOBAL REPRESENTATION (PERMANENT)			
LOWEST QUARTILE	-5%	-1%	-6%
LOW MEDIUM QUARTILE	5%	-1%	4%
HIGH MEDIUM QUARTILE	5%	8%	7%
HIGHEST QUARTILE	-6%	-1%	-5%



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

The pay gap identified by Dandi is 2.4 percentage points in favor of BIPOC. Dandi began tracking the pay gap for BIPOC in 2021, and the data showed a 2.2 percentage point gap in favor of White employees. So this is a reversal of the previous year, and we'll continue to get the pay gap as close to 0 as possible.

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

192 spot bonuses were awarded in 2022 in ROW, all of which are discretionary to local leadership. Of the bonuses awarded in ROW, 166 employees identified their race/ethnicity (77%). 38% went to BIPOC (compared to 36% of the ROW population). Therefore, BIPOC are slightly over-indexing on receiving a spot bonus, which is a reverse of the finding from last year.





## Growth and opportunity

Current talent	39	Talent acquisition	40
Emerging talent	39		

Trader

## Growth and opportunity

### Current talent

Of those who identified their gender (~96%), we saw that women were slightly under-indexed for pay raises, and slightly over-indexed for promotions and opportunities overall. Of those who identified their race/ethnicity (~65%), we saw that BIPOC slightly over-indexed for pay raises and opportunities and were under-indexed on promotions (compared to the global population). Based on this data, promotions are an area to keep an eye on in 2023.

PERCENTAGE OF GLOBAL REPRESENTATION	TOTAL	% WOMEN* 46% OF GLOBAL POP	% BIPOC* 55% OF GLOBAL POP
PAY RISES	473	44%	56%
PROMOTIONS	233	47%	46%
**ALL OPPORTUNITIES	277	47%	58%

\*OF THOSE WHO IDENTIFIED

\*\*ALL OPPORTUNITIES INCLUDE INTERNAL TRANSFERS, JOB CHANGES, GLOBAL MOBILITY, PROMOTIONS.

### Emerging talent

Each region focused on bringing people from different backgrounds into MiQ, and providing hands-on training for those interested in programmatic and the AdTech industry. From expanding entry-level talent pools, to creating dedicated programs for women returning to the workforce, we had over 50 people come through our emerging talent programs. Nearly 20 of these were brought on permanently into full and part-time positions.



## Talent acquisition

In 2022, we built on our success by diversifying candidate pools, expanding our emerging talent programs and upskilling our teams on best practices.

We rolled out global interview training to all our regions in April, and this was mandatory for all new hiring managers in EMEA and the US. The first training module focused on recognizing the different types of bias that can arise in the interview process, and how to mitigate the impact of this. The second module focused on how to create behavioral questions and what to look for when assessing candidate responses. This is further embedding our commitment to diversity, equity, and inclusion in every step we take.

2022 also saw continued expansion of our emerging talent programs across North America, the UK, and our Center of Excellence (CoE) in India. Here are some highlights:

- **US:** 20 people came through our Fellowship program, getting hands-on training in account management, trading, or sales. 14 people then joined us in full or part-time roles.
- **UK:** 36 people came through a work experience program, internship, or apprenticeship. 3 people were hired into full time roles.
- **CoE:** A return to workforce program called EMBRACE welcomed women who had a 6-month (or longer) break back to the workforce. 4 people were hired through this program. And as part of the campus hiring program, 78 interns from 32 different colleges across India were hired (33% were women).





OLIVIA

GILBERT

VP, global agency partnerships

## Exception tracking

Job bands (ROW)

43

42

## 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.

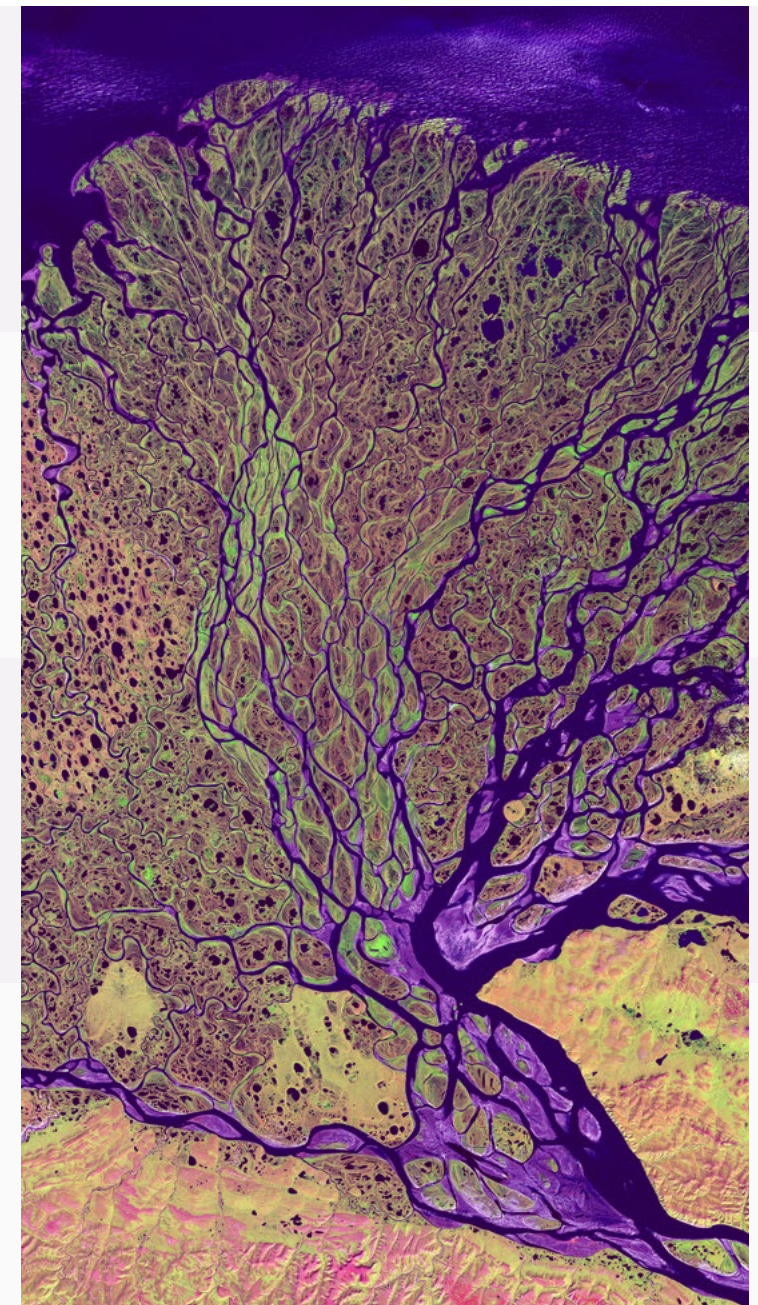
### Job bands (ROW)

**47** individuals were exceptions from their salary bands, with 6 people coming under their salary band and 41 above. (Note: job bands are not recorded in our Human Resource Information System in India at this time.)

**39%** of those above their band were women and **40%** of those below their band were women (compared to 54% of the ROW population).

**32%** of those above their band were BIPOC and **50%** of those below their band were BIPOC (compared to **36%** of the ROW population).

Of those above their salary band, it is more likely for them to be men or White.



43





Senior learning and development associate



## Engagement and inclusion employee survey

Engagement and inclusion employee survey

45

## Engagement and inclusion employee survey

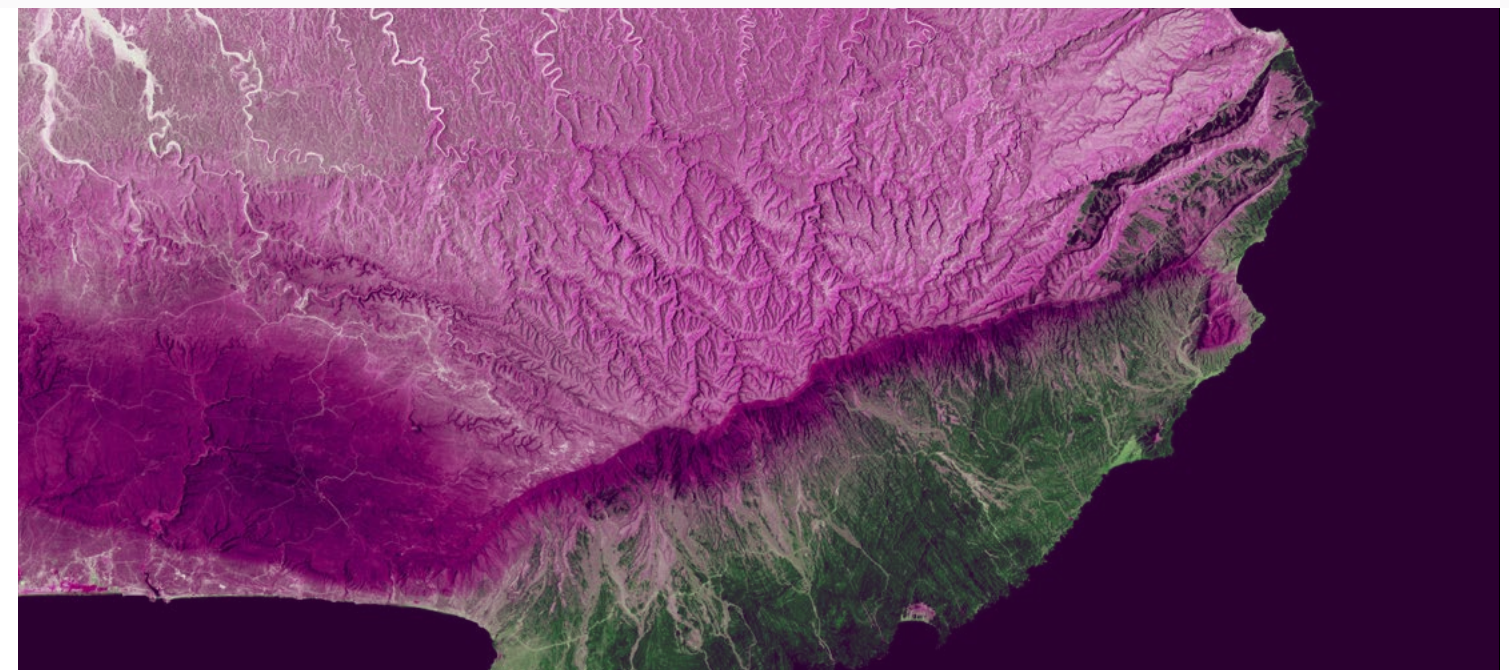
MiQ conducts regular surveys with employees to understand sentiment on various engagement and inclusion topics. This year's participation rate remained strong, with 85% responding and 83% of employees being favorably engaged.

**Autonomy** scored **90%** and continues to be our highest scored theme.

**Belonging and inclusion** stayed strong at **83%**, with 'MiQ taking inclusion seriously' scoring **88%**.

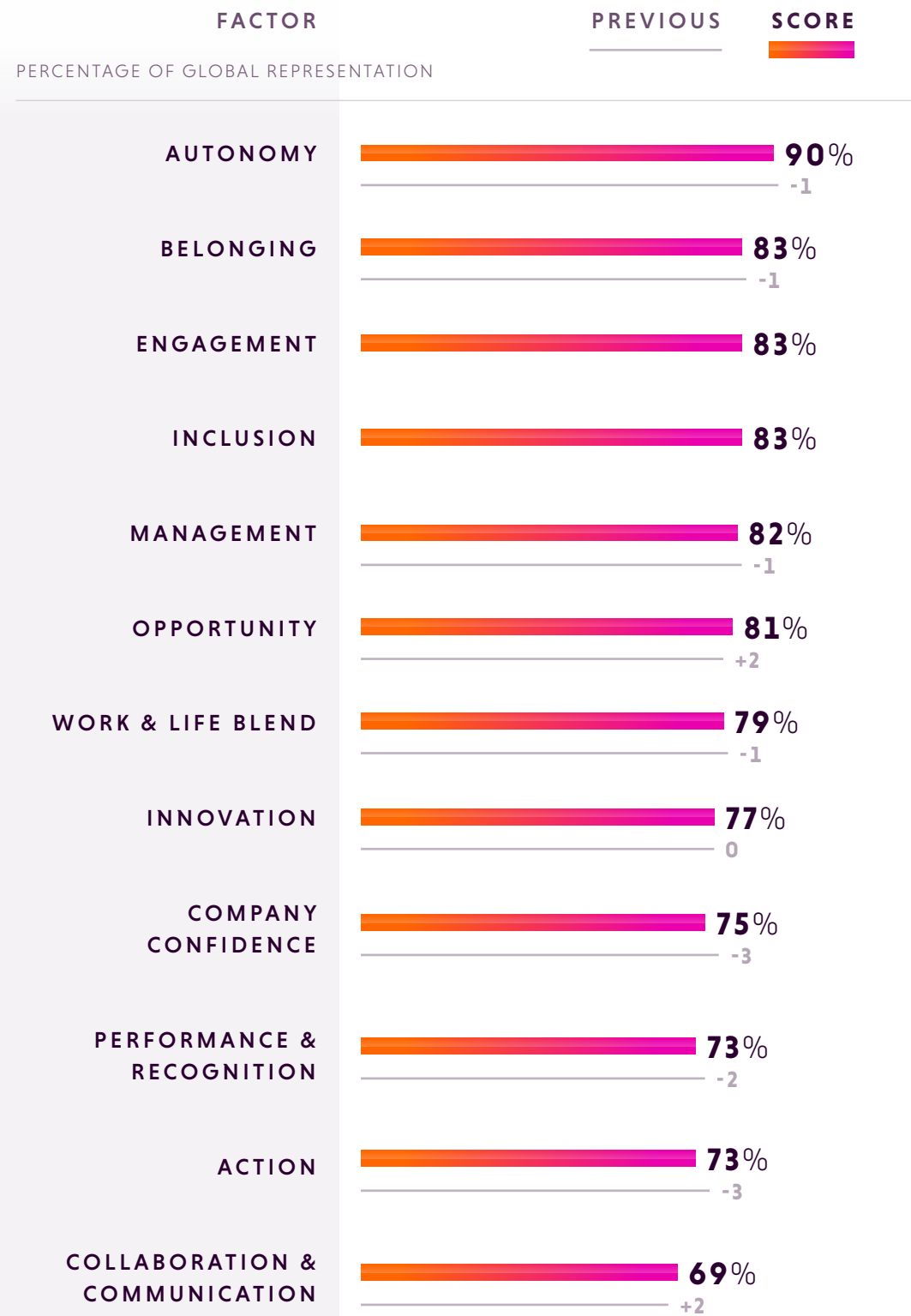
'MiQ is committed to providing **equal access to opportunity**' scored **86%**. (With an overall factor score of **81%**.)

Our people proposition is based on these three pillars which continue to be our highest scoring themes.





Here are the findings from our November survey by topic:



Coming out of this survey, here were the recommended focus areas:

- ▶ Transparency and simplification of our compensation is needed.
- ▶ Clear articulation of how opportunities (promotions, raises, new roles) are directly tied to a track record of high performance needs to be improved.
- ▶ Equitably and efficiently manage under performance across the business.
- ▶ Equip leaders with the skills and knowledge to effectively manage outcomes in a hybrid work environment.
- ▶ Continue our dedicated focus to inclusion and continue our strong results across demographics. Model additional work from specific departments which resulted the most increases, such as the product team.





WES

WALTERS



Global creative director

## External influence

Pro bono campaigns	49
Bystander Intervention training for partners	49

Client offerings and pilot programs	50
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## External influence

### Pro bono campaigns

We continue to partner with AdCouncil and, in just 2022 alone, we ran a total of 11 campaigns, serving over 60M impressions! AdCouncil is now utilizing MiQ to include Spanish messaging and targeting. Much of the growth is due to the trust that AdCouncil has with us. We've reached their desired audience and can continue having an impact with their proposed messaging.

### Bystander intervention training for partners

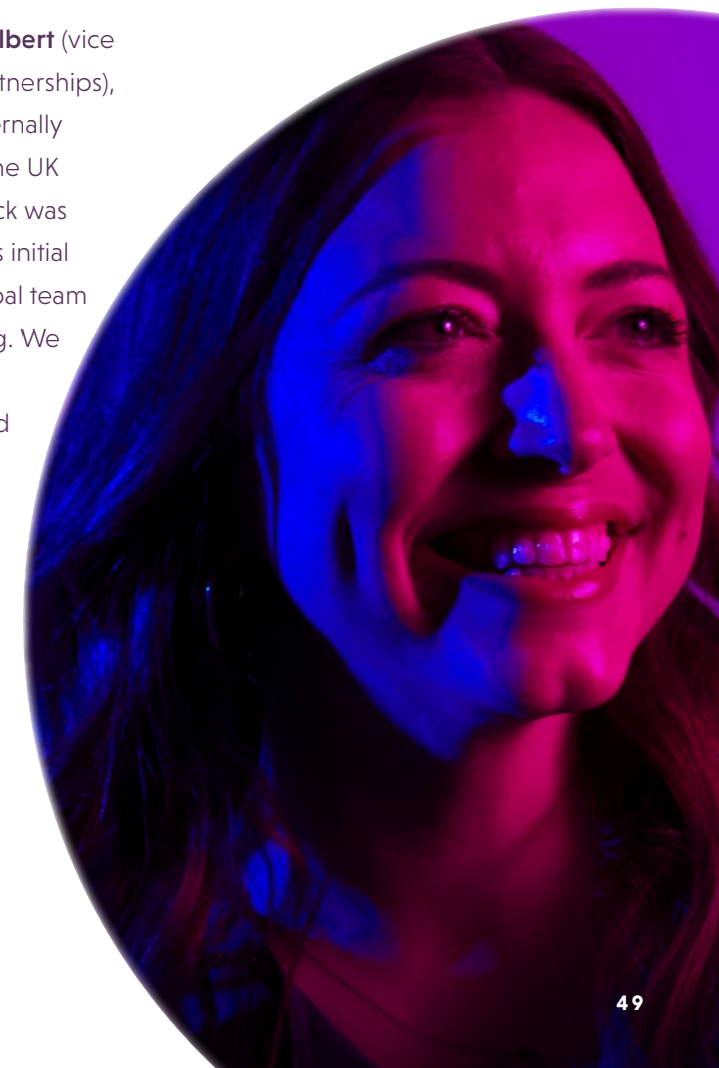
In 2022, **Sirajah Raheem** (director of DEI, global), developed and ran the training titled: 'Active Allyship: Bystander Intervention in Identity-Based Harassment'. The training continued to prepare MiQers to take action when witnessing harassment or discrimination in the workplace. With the support of **Rhiannon Reilly** (global HR project manager), the DEI team coordinated with local onboarding coordinators to make Active Allyship a mandatory component of onboarding for new hires. The DEI team also piloted compensating Active Allyship facilitators, awarding approximately 60 spot bonuses globally for individual contributors who (from 2021 to 2022) contributed to the implementation of 36 trainings.

When comparing the pre-survey and the post-survey, Active Allyship shows positive gains across measures, with a particularly robust impact on intention

and readiness to act (42% increase) and feelings of relevance (21% increase). With such promising results we wanted to share and grow this training with our partners.

With the support of **Olivia Gilbert** (vice president, global agency partnerships), we offered the program externally to our partners at dentsu in the UK and Amsterdam. The feedback was overwhelmingly positive. This initial training with the Amplifi Global team in the UK is just the beginning. We are continuing to expand this effort into more countries and more organizations.

In 2023, we will attempt to understand how often MiQers are using their bystander intervention skills and how well supported they feel to do so.





## Client offerings and pilot programs

### DIVERSITY AND INCLUSION INVENTORY TARGETING

More advertisers recognize that they need to invest their ad spend across a broader and more diverse set of publishers. And there are some big names up there; Progressive Insurance, Publix, Abercrombie & Fitch, McDonald's, Sherwin Williams, and American Airlines. In March 2022, our US inventory partnerships team worked with our supply partners to work with with Black-, Latinx-, Asian-, LGBTQ+-, and women-owned media owners, publishers, and content creators. These chosen partners monetize content owned by under-represented voices and perspectives.

In the last year, 300+ MiQ clients have run 25M digital ad impressions across 1,500 minority-owned sites. With help from our exchange partners like Magnite, Pubmatic, Colossus, and more, we helped our advertisers invest over \$150k toward content owned and/or created by underserved communities.

### TARGETING ALGORITHMS THAT MITIGATE BIAS

By default, current targeting algorithms contain built-in bias. We set out to change this by running pilot programs in Canada. We created an approach that builds an audience taxonomy on something more than the attributes someone is born with. Our new approach is inclusive of chosen actions, current mindset, contextual environment, attitudes and intentions.

In 2022, this was tested on 16 campaigns across multiple formats. Overall, we found that costs were marginally higher, but that unbiased audiences outperformed biased audiences across all formats, other than CTV (where there was no difference in performance).

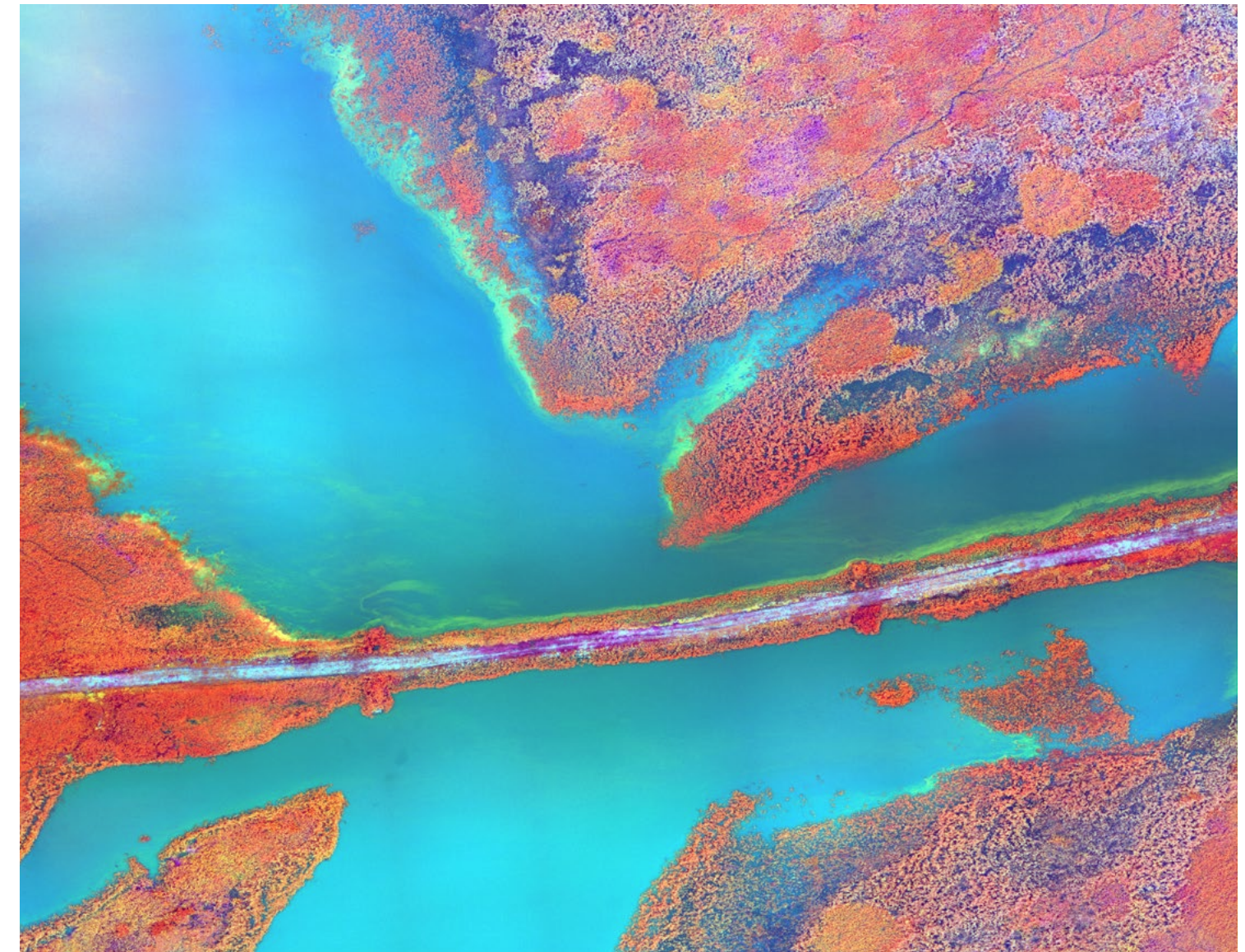
We also developed a segmentation unbiasing tool to help planners at dentsu evaluate the audience segments created for any brand or campaign. It highlights problematic biases and how they may be mitigated. Dentsu planners can access an independent "bias audit" of the planned segments. This allows them to create more unbiased audience segments and creates awareness about biases in any planned segments with important stakeholders, like their clients.

The output file flags the audiences in terms of potential bias (red, yellow, green), and provides mitigation measures and suggestions.

### PRODUCT ACCESSIBILITY

In 2022, we did an inclusion and accessibility audit of our products. We added holiday and cultural messaging to some of our products, and we worked with developers and designers to make our apps more accessible. We also prioritized recommendations for product enhancements. (Things like having accessible colors and color contrast in our Intelligence Hub.) These recommendations are on the 2023 roadmap.

**We are always on the lookout for like-minded folks in the industry (and beyond!) to partner with us on our DEI journey. If you are interested in strategizing, partnering, enabling, training, or benchmarking with us, [please get in touch](#).**



## Appendix

### Language choices

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



#### BIPOC

This is a term used mostly in the US where the terms "Black" and "Indigenous" is pulled out of the "People of Color" notation to signify the important impact of societal and systemic racism on these identities. This is not as relevant in other countries, though, so "POC" would be more applicable in these locations. We chose "BIPOC" for consistency.



#### CAPITALIZING "BLACK" AND "WHITE" WHEN IT COMES TO RACE

In accordance and respect for the decision made by the National Association of Black Journalists, we have decided to always capitalize "Black" and "White" when 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+, neurodivergent, people with disabilities, 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

		GLOBAL				ROW*			
SUB CATEGORY		2020	2021	2022	YOY CHANGE	2020	2021	2022	YOY CHANGE
<b>TOTAL POPULATION</b>		<b>705</b>	<b>862</b>	<b>1,072</b>	<b>210</b>	<b>458</b>	<b>568</b>	<b>679</b>	<b>111</b>
<b>AGE</b>	18-29	38.9%	46.3%	40.5%	-5.8%	28.8%	39.1%	30.3%	-8.8%
	30-39	49.1%	42.3%	42.4%	0.1%	56.1%	46.5%	45.9%	-0.6%
	40-49	10.8%	9.6%	10.6%	1%	13.1%	11.8%	14%	2.2%
	50-59	1%	1.3%	1.4%	0.1%	1.5%	1.9%	1.9%	0%
	60+	0.3%	0.5%	0.4%	-0.1%	0.4%	0.7%	0.6%	-0.1%
<b>CAREGIVERS (TO ADULTS, OR CHILDREN OTHER THAN THEIR OWN)</b>		<b>11.8%</b>	<b>9.7%</b>	<b>9.2%</b>	<b>-0.5%</b>	<b>0.4%</b>	<b>0.7%</b>	<b>0.6%</b>	<b>-0.1%</b>
<b>AGE</b>	MALE	59.3%	55%	54.2%	-0.8%	51%	46.7%	46.3%	-0.4%
	FEMALE	40.7%	44.9%	45.6%	0.7%	49%	53.3%	53.6%	0.3%
	NON-BINARY	0%	<1%	<1%	0%	0%	0%	0%	0%
	LGBTQ+	8%	10.8%	10%	-0.8%	10.3%	11.2%	9.7%	-1.5%
<b>MULTIGENERATIONAL HOUSEHOLD</b>		<b>11.7%</b>	<b>10.3%</b>	<b>10.7%</b>	<b>0.4%</b>	<b>4.9%</b>	<b>4.2%</b>	<b>5.5%</b>	<b>1.3%</b>
<b>NATION OF ORIGIN</b>	NO, MOVED ON MY OWN	10.3%	10.5%	11.6%	1.1%	15.8%	15.4%	16.8%	1.4%
	NO, MOVED WITH MiQ	5.8%	4.1%	3.6%	-0.5%	8.9%	6.3%	5.2%	-1.1%
	YES	83.8%	85.4%	84.9%	-0.5%	75.2%	78.3%	78%	-0.3%
<b>NEUROLOGICAL CONDITION</b>		<b>11.8%</b>	<b>10.7%</b>	<b>7.9%</b>	<b>-2.8%</b>	<b>16.3%</b>	<b>15.1%</b>	<b>12.1%</b>	<b>-3%</b>
<b>PHYSICAL CONDITION</b>		<b>2.9%</b>	<b>2.8%</b>	<b>0.9%</b>	<b>-1.9%</b>	<b>3.8%</b>	<b>3.7%</b>	<b>1.2%</b>	<b>-2.5%</b>
<b>PARENTS</b>		<b>14%</b>	<b>15.5%</b>	<b>20.4%</b>	<b>4.9%</b>	<b>15.8%</b>	<b>17.4%</b>	<b>22.8%</b>	<b>5.4%</b>

		GLOBAL				ROW*			
SUB CATEGORY		2020	2021	2022	YOY CHANGE	2020	2021	2022	YOY CHANGE
<b>RACE/ETHNICITY DETAIL</b>	ASIAN - EAST					7.3%	6.3%	4.9%	-1.4%
	ASIAN - SOUTH					10.5%	8.5%	9.1%	0.6%
	ASIAN - SOUTH					2.4%	2.9%	2.2%	-0.7%
	BLACK					3.1%	6.1%	7.3%	1.2%
	HISPANIC/LATINX					3.1%	4.9%	4.9%	0%
	INDIGENOUS					0%	0.7%	0.6%	0%
	MIDDLE EASTERN					2.1%	2.2%	0.22	-0.2%
	PACIFIC ISLANDER						0%	0.2%	0.2%
	TWO OR MORE RACES					5.6%	5.6%	6.7%	1.1%
	WHITE / CAUCASIAN					65.7%	63.3%	61.9%	-1.4%
	BIPOC/POC					28.4%	32.7%	36%	3%
	WHITE					71.6%	67.3%	64%	-3.3%
<b>RELIGION</b>	BUDDHIST	0.9%	1.2%	1%	-0.1%	1.4%	1.8%	1.4%	-0.4%
	CATHOLIC	6.2%	8.2%	8.3%	0.1%	9.7%	12.1%	11.6%	-0.5%
	CHRISTIAN	13.3%	13.9%	13.2%	-0.7%	19.8%	20.3%	17.8%	-2.5%
	HINDU	29.4%	28.9%	28.6%	-0.3%	4.3%	3.9%	36%	3%
	JAIN	3%	3.2%	3.5%	0.3%	0%	0%	0%	0%
	JEWISH	5.7%	4.7%	5.2%	0.5%	9%	7.2%	7.6%	0.4%
	MUSLIM	5.7%	4.7%	5.2%	0.5%	4.3%	3.9%	3.9%	0.4%
	NO AFFILIATION OR ATHEIST	3%	3.2%	3.5%	0.3%	38.8%	38.6%	39.1%	0%
	SIKH	1.4%	53.9%	55.4%	1.2%	1.1%	0.5%	0.7%	0.2%
	SPIRITUAL BUT NON-RELIGIOUS	10.3%	53.9%	55.4%	0.1%	10.8%	11.6%	13.2%	1.6%
TAOIST	0.5%	0.2%	0%	-0.2%	0.7%	0.3%	0%	-0.3%	



SUB CATEGORY	GLOBAL				ROW*			
	2020	2021	2022	YOY CHANGE	2020	2021	2022	YOY CHANGE
VETERAN (MILITARY)	11.8%	10.7%	7.9%	-2.8%	16.3%	15.1%	12.1%	-3%

BIPOC REPRESENTATION (GLOBAL)

REPRESENTATION OF BIPOC	2018	2019	2020	2021	2022
GLOBAL	38.1%	44.8%	50.4%	53.9%	55.4%

BIPOC BY LEVEL (GLOBAL)

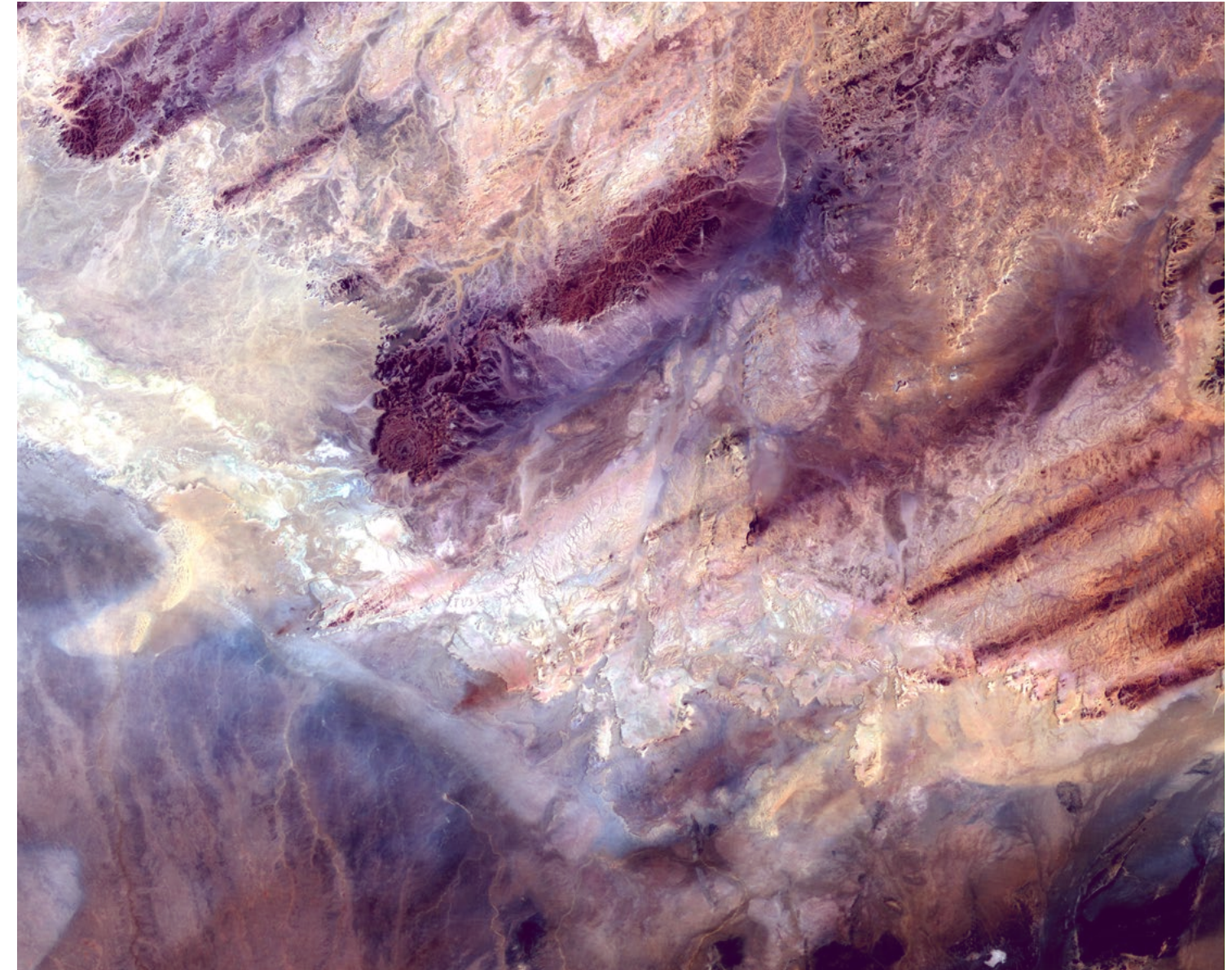
REPRESENTATION: BIPOC BY LEVEL - GLOBAL	2018	2019	2020	2021	2022
INDIVIDUAL CONTRIBUTORS	53%	61%	60.2%	53.9%	0%
MANAGERS	36%	42%	52.1%	53.9%	10%
LEADERS	27%	32%	17.5%	53.9%	-14%
BOARDS	25%	26%	31.6%	53.9%	6%

HISTORICALLY MARGINALIZED REPRESENTATION (GLOBAL)

REPRESENTATION: "HISTORICALLY MARGINALIZED CUSTOM GROUP" IN DANDI	2018	2019	2020	2021	2022
GLOBAL	86.8%	85.7%	87.3%	87.7%	88.4%

BIPOC BY LEVEL (GLOBAL)

REPRESENTATION: HISTORICALLY MARGINALIZED BY LEVEL -GLOBAL	2021	2022
INDIVIDUAL CONTRIBUTORS	91.1%	90.1%
MANAGERS	82.1%	89.3%
LEADERS	76.6%	68.9%
BOARDS	73.7%	73.7%





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	2021	2022
<b>WOMEN - MEAN (GLOBAL)</b>	<b>-13%</b>	<b>-18%</b>	<b>6%</b>
<b>WOMEN - MEDIAN (GLOBAL)</b>	<b>-28%</b>	<b>-10%</b>	<b>35%</b>
<b>BIPOC - MEAN (ROW)</b>	<b>-21%</b>	<b>18%</b>	<b>-22%</b>
<b>BIPOC - MEDIAN (ROW)</b>	<b>-23%</b>	<b>-24%</b>	<b>-25%</b>

VARIABLE COMPENSATION

VARIABLE COMPENSATION GAP	FY 2022 - BONUS	FY 2022 - COMMISSION
<b>WOMEN - MEAN (GLOBAL)</b>	<b>-24%</b>	<b>-12%</b>
<b>WOMEN - MEDIAN (GLOBAL)</b>	<b>67%</b>	<b>0%</b>
<b>BIPOC - MEAN (ROW)</b>	<b>-70%</b>	<b>-44%</b>
<b>BIPOC - MEDIAN (ROW)</b>	<b>-46%</b>	<b>-51%</b>

FOOTNOTE

Unless otherwise noted, the data we've collected is for permanent employees, spanning from January 1, 2022 to December 31, 2022.

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 70-95% of our people.

In cases where we're reporting on race/ethnicity, we typically do so on "ROW", or "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 (U.S. Equal Employment Opportunity Commission) definitions. These are the categories as listed in our demographic survey (abbreviated above):

- Asian - East: including Chinese / Japanese / Korean and Mongolian
- Asian - South: including Bangladeshi / Bhutanese / Indian / Nepali / Pakistani and Sri Lankan
- Asian - Southeast: including Burmese / Cambodian / Filipino / Hmong / Indonesian / Laotian / Malaysian / Mien / Singaporean / Thai and Vietnamese
- Black / African / African American / Caribbean
- Hispanic / Latinx / Latin American / Latino(a)
- Indigenous / Native American / Alaskan Native
- Middle Eastern / Arab
- Pacific Islander
- Two or more races / ethnicities
- White / Caucasian

It's also worth noting that we saw a significant drop in new hires identifying their demographics in our HRIS. We are revisiting our communications around self-identification in 2023.





MIQ