

DIVERSITY EQUITY & INCLUSION

*Annual
Report
2023*



OUR ONGOING COMMITMENT TO DEI AT NEXTROLL

A MESSAGE FROM ROLI SAXENA (SHE/HER)
CEO, NEXTROLL



As CEO of NextRoll, I'm proud to share our 2023 Annual DEI Report. This past year, despite industry-wide challenges and necessary workforce adjustments, our commitment to Diversity, Equity, and Inclusion (DEI) has never wavered. Our mission to mirror the diversity of our communities, ensure equity within our operations, and foster an inclusive culture for every member of our team, affectionately known as Rollers, has remained at the forefront of our efforts.

2023 tested our resolve but also highlighted our resilience. We've made commendable strides, achieving four out of our six representation goals and maintaining equitable promotion and retention rates across all demographics for the second consecutive year. Yet, the journey is far from over. Our annual DEI survey revealed areas where we must improve to ensure every Roller feels a deep sense of belonging.

Our DEI report transcends numbers; it embodies the spirit of our collective journey towards a more inclusive NextRoll. From our Employee Resource Groups (ERGs) and Culture Club to our NextRoll Gives Back initiatives, our community's dedication to DEI shines brightly.

As we look back on last year's achievements and areas for growth, we reaffirm our dedication to this critical work. Embracing DEI not only strengthens NextRoll but also positively impacts the broader community and world. I extend my heartfelt thanks to everyone who has joined us in this endeavor. Your support fuels our ongoing commitment to a diverse, equitable, and inclusive future at NextRoll.

"Inclusion is not a matter of political correctness. It is the key to growth." – Jesse Jackson

This quote encapsulates our belief that DEI is essential for NextRoll's growth, innovation, and success. Thank you for joining us on this transformative journey.



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DIVERSITY, EQUITY, AND INCLUSION AT NEXTROLL



Our DEI **mission** is 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.



DEI FOCUS AND MEASURES OF SUCCESS

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We believe that to make meaningful progress, we have to be clear on our mission, our goals, and our approach. Setting tangible goals allows us to gauge the effectiveness of our efforts and ensure we're making the right impact.

GROWING WORKFORCE DIVERSITY

By actively combating bias across the talent pipeline and employee lifecycle, we strive to dismantle systemic barriers and ensure a fairer process. Increasing diversity is a sign that our efforts are on the right track.



2023 Goal: Increase the representation of women in people management (to 48%), women in engineering (27%), women in product management (38%), women in NBS (28%), URM's at NextRoll (23%), and URGs in people management (40%)

MAINTAINING PROMOTION EQUITY

The gender and race-based promotion gap in many organizations can lead to disparities in career advancement and underrepresentation in leadership roles. Monitoring and addressing this disparity is essential to ensuring equitable advancement and career opportunities for everyone.



2023 Goal: Maintain equitable promotion rates across URGs and non-URGs in the US and maintain equitable promotion rates across gender globally

FOSTERING INCLUSION AND BELONGING

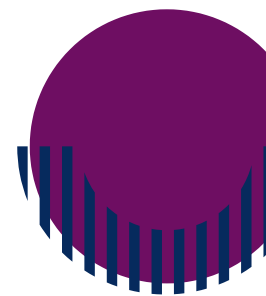
We aim to understand the experience of inclusion and belonging for all of our Rollers through our annual DEI Survey. Through a variety of DEI programs and initiatives, we strive to address workplace practices and bridge any gaps in the experience of our Rollers.



2023 Goal: Reduce the gap in sentiment between URM and non-URM by 3% y/y for the statements, "people from all backgrounds have equal opportunities to succeed at NextRoll" and "the leaders at NextRoll demonstrate that diversity and inclusion are high priorities"

*NBS: New Business Sales
URG: Underrepresented Group
URM: Underrepresented Minority
See Glossary of Terms (page 15)*

DIVERSITY REPRESENTATION



As a data-driven organization, we track our progress by monitoring our workforce representation to ensure that our inclusive hiring and workplace practices are effective.

In 2023, we achieved and surpassed the majority of our representation goals. Areas where we fell short provided valuable insights, highlighting the need for more focused attention and concentrated efforts.

GROUPS	2022	2023 Result	Y/Y Change	2023 Goal	Distance from Goal
Women in People Management (globally)	47%	50%	+3%	48%	+2%
Women in Engineering (globally)	26%	17%	-9%	27%	-10%
Women in Product Management (globally)	37%	57%	+20%	38%	+19%
Women in New Business Sales (globally)	28%	33%	+5%	32%	+1%
URMs at NextRoll (US)	21%	24%	+3%	23%	+1%
URGs in People Management (US)	35%	38%	+3%	40%	-2%

Several company changes worth noting impacted our representation efforts in 2023.

- Organization-wide restructures greatly impacted the diversity representation goals.
- We had very minimal hiring across NextRoll in 2023, which limited our ability to impact our representation goals through hiring.
- Change in the representation of Women in Engineering was driven by restructuring the Operations Center of Excellence under Finance and Operations.

2023 DIVERSITY REPRESENTATION GOAL SUMMARY

We met 4 out of our 6 diversity representation goals for 2023. Of the two that we did not meet, we made progress on one. The goal that we did not meet or make progress on is our goal to increase women in Engineering.

PROMOTION EQUITY

Monitoring and reporting on promotion rate equity by race and gender is crucial for fostering a fair and inclusive workplace. Taking a data-driven approach helps us identify potential biases or disparities in the promotion process, ensuring that opportunities for career advancement are equally accessible to all employees, regardless of their race or gender.

	Gender				
	2019	2020	2021	2022	2023
GENDER GAP	0%	4%	2%	1%	4%
PROMOTION GOAL	Equitable	Equitable	Equitable	Equitable	Equitable

	Race				
	2019	2020	2021	2022	2023
URG VS NONURG GAP	5%	7%	13%	5%	4%
PROMOTION GOAL	Equitable	Not Equitable	Not Equitable	Equitable	Equitable

NextRoll defines equity as a 5% or less gap in promotion rates between men and women and between URG and non-URGs. When determining this we took into consideration several factors, including sample size.

2023 EQUITY GOAL SUMMARY

Our goal for 2023 was to maintain equitable promotion rates for both gender and race as a measure of success for a fair promotion process. We’re proud to say we achieved our equity goals in 2023.

URG: Underrepresented Group
See Glossary of Terms (page 15)



FOSTERING INCLUSION AND BELONGING

2023 DEI SURVEY

Our annual DEI survey, which we host through Culture Amp, ensures we provide an avenue for Rollers to provide anonymous, confidential, and aggregated feedback. The 10-minute survey is sent out to Rollers globally, and responses give us insight into how Rollers are experiencing inclusion and belonging, what DEI initiatives are working, and what changes our team would like to see in the future. With major company changes in 2023, it was more important than ever for us to understand the Roller experience and learn where we can continue to improve.

Here's what we learned from the 2023 DEI survey:

- THE ROLLER EXPERIENCE OF BELONGING IS DRIVEN BY HAVING A VOICE.** TO INCREASE ROLLERS' SENSE OF BELONGING, WE MUST CONTINUE TO CREATE OPPORTUNITIES FOR ROLLERS TO SPEAK UP, BE HEARD, AND FEEL SAFE WHEN DOING SO.
- ROLLER EXPERIENCES DIFFER ACROSS OUR NEXTROLL POPULATION.** THERE'S A CONTINUED NEED TO UNDERSTAND THESE GAPS IN EXPERIENCE AND TO CONTINUE OUR COMMITMENT TO DOING THE WORK TO CLOSE THEM.
- ROLLERS WHO PARTICIPATED IN ERGS HAD A BETTER WORKPLACE EXPERIENCE.** OUR 2023 DEI SURVEY REVEALS THE POSITIVE IMPACT OUR ERGS MAKE ON ROLLERS. CONTINUING OUR SUPPORT AND INVESTMENT IN ERGS SUPPORTS OUR CULTURE.
- THERE IS BROAD AWARENESS OF MENTAL HEALTH RESOURCES AT NEXTROLL.** GIVEN OUR FOCUS ON MENTAL HEALTH OVER THE LAST YEAR, WE ARE PLEASED TO SEE THAT ROLLERS ARE AWARE OF THE AVAILABLE MENTAL HEALTH RESOURCES.

2023 INCLUSION GOAL SUMMARY

To set inclusion goals we examine areas with the largest variation in sentiment between Roller groups from the previous DEI survey and set goals to reduce the gaps in experience in these areas the following year. Our 2023 inclusion goals were to reduce the gaps in sentiment between URM and non-URM Rollers by +3% for the following statements:

1. People from all backgrounds have equal opportunities to succeed at NextRoll.
2. The leaders at NextRoll demonstrate that diversity and inclusion are high priorities.

Unfortunately, we **did not** meet our 2023 inclusion goals despite working diligently towards our DEI programming initiatives, and partnering with leadership on demonstrating our commitment to DEI in the workplace. Notably, the company completed multiple internal restructures which directly decreased opportunities for the company to further make substantial progress from an inclusion perspective during 2023.

DEI PROGRAMS AND CONNECTED INITIATIVES

EMPLOYEE RESOURCE GROUPS (ERGS)



RollAble



RollMigos



ChaiRoll



RollAsia



RollDeep



RollWomen



RainbowRoll



RollVeterans

We are delighted to highlight NextRoll's Employee Resource Groups (ERGs). These Roller-led ERGs are dedicated to supporting marginalized and underrepresented identities within NextRoll. Our ERGs serve a dual purpose; they provide Rollers with opportunities to foster community and belonging and they act as strategic business partners, offering valuable insights to help NextRoll achieve its mission. In 2023, our ERGs made notable contributions to our Company's DEI initiatives.

**ERGS HOSTED OVER 54
PROGRAMS**

**ERGS CONTRIBUTED TO MORE
THAN 20 COMPANY MARKETING
CAMPAIGNS**

**WE WELCOMED 3 NEW ERG
EXECUTIVE SPONSORS**

**WE HOSTED OUR FIRST ERG
LEADERS RALLY**

Our ERGs drive impact!

ERGs have a measurable impact on our workplace experience as evidenced in our 2023 DEI survey. Across most categories, such as belonging, voice, and connections, Rollers who engaged in ERG programs had a more positive workplace experience (see inclusion goal for more on our annual 2023 DEI survey).

DEI Advocates



DEI Advocates

DEI Advocates is one of our newest DEI programs. The objective of DEI Advocates is to invite, promote, and encourage engagement with DEI events across NextRoll and to be a resource to permeate DEI initiatives across every corner of the NextRoll organization. We understand that everyone has a role to play in driving greater inclusion in the organization. What makes our DEI Advocates program special is that it empowers every Roller to take ownership in making DEI progress.

In 2023, our DEI Advocates:

- Promoted ERG events across the organization
- Grew ERG awareness and event engagement globally
- Supported our DEI survey participation
- Helped ERGs plan programs
- Drove energy and engagement at ERG-centered events like the annual ERG Rally and RollTogether Fair
- Drove energy and engagement with our DEI programs by participating in our Women in Leadership (WIL) and Underrepresented Groups Leadership (URG) graduations

Culture Club



NextRoll's Culture Club aims to build a strong sense of community among Rollers through a variety of virtual experiences. These activities are designed to foster a sense of camaraderie, boost morale, and bring out the Monkey culture creature ('we take work seriously, but not ourselves')

Culture Club held 17 events in 2023 including:

- Thai Food Cooking Class (with RollAsia ERG)
- Rainbow Bagel Making Class to celebrate Pride Month (with RainbowRoll ERG)
- Tacos and Mojitos (with RollMigos ERG)
- Samosas and Chai cooking class for Diwali (with RollAsia ERG)

NextRoll's Culture Club plays a pivotal role in fostering a sense of belonging and community among Rollers. By offering a diverse range of virtual programs and activities, the Culture Club creates opportunities for Rollers to connect with each other on a personal level beyond their professional responsibilities. These activities, carefully designed to cater to various interests and preferences, serve as platforms for Rollers to bond over shared hobbies, passions, and experiences.

Community Impact



Founded in April 2014, NextRoll Gives Back (NGB) is a group of global Rollers who volunteer and give back to the local communities in which we live and work and to the broader world around us. NGB's mission is "Mobilizing talent and technology to support our communities".

In 2023, NGB organized volunteer events around the globe in partnership with the SF Food Bank, the SF Education Fund, June Jordan School for Equity, Clean Coasts in Dublin, IRE, the Society of St. Vincent de Paul, the Salvation Army, and Dublin's Simon Community.

Through these partnerships, Rollers read student grant applications, led mock interviews, provided audiobook readings, packed thousands of pounds of food, donated holiday gifts to children in need, picked up litter, and sorted donations at a community warehouse that provides support for the unhoused.

NGB also partnered internally with Rollers on donation campaigns for humanitarian causes around the globe including the [Maui Strong Fund](#), sending aid and resources in the face of the devastating Maui fires in August 2023; the [International Rescue Committee](#) for Earthquake support in Türkiye and Syria; and to the [International Committee of the Red Cross \(ICRC\)](#) for those impacted by the war in Gaza.

Learning & Development

We host two annual leadership programs that focus on supporting women and Rollers from underrepresented groups (URGs). In 2023, both of these programs took place virtually to accommodate and reach Rollers around the world.



The URG Development Program focuses on navigating organizational environments, leadership skills, and self-discovery. With URG Rollers being underrepresented at various levels within our company, it's important to create opportunities and provide the resources that help to level the playing field. In 2023, we partnered with FranklinCovey to roll out a four-month cohort program for North America-based Rollers.



The WIL Program is our women's development experience designed to deliver coaching, knowledge, and peer networking that support careers at NextRoll and beyond. We also partnered with FranklinCovey to roll out this 4-month cohort program.

Inclusive Benefits

Inclusive employee benefits are essential for attracting and retaining the best talent. By addressing the needs of all Rollers, we can enhance productivity, job satisfaction, and overall performance. Our inclusive benefits contribute to a supportive workplace environment where all employees feel valued and supported, leading to improved morale, engagement, and organizational success.

NextRoll's inclusive benefits offerings in 2023 included:

- Comprehensive benefits to same- and different-sex domestic partners and spouses in the US, including gender-affirming care
- Generous family, medical, and bereavement leave
- Employee Assistance Program benefits for Rollers and their families
- Fertility care benefits and support
- Gender-affirming care benefits and support
- Employer-offered supplemental life insurance

We work with a variety of inclusive vendors to make these benefits available:



In 2023, we prioritized mental health support in response to the pandemic, economic uncertainty, and global unrest affecting our workplace. Partnering with Modern Health, we ensured every Roller had access to valuable mental health resources and a diverse network of therapists and professional coaches. Each Roller can benefit from nine therapy sessions with a culturally conscious therapist and nine professional coaching sessions with an expert of their choice, all confidential. Additionally, Modern Health offers therapist-led group sessions, fostering safe spaces to address racial or group trauma and challenges, and supporting diverse social identities.

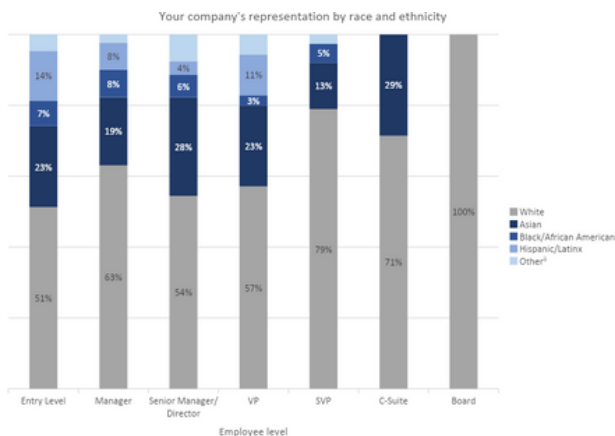


We also collaborated with Calm to provide complimentary premium subscriptions for all Rollers. Alongside a wide array of meditation and mindfulness exercises, Calm curates monthly resources to bolster important DEI events and observations. For instance, during Black History Month, they offered resources highlighting Black authors, artists, and experts, aiming to combat mental health stigma and alleviate stress and anxiety.

External Surveys

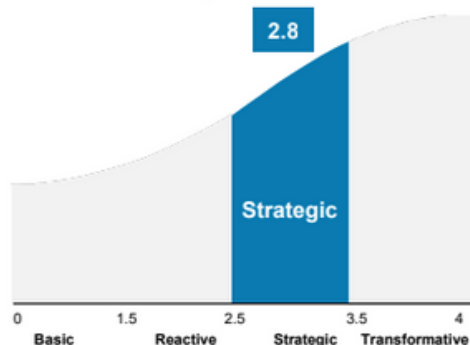
For the last eight years, we've consistently partnered with McKinsey & Company on the Women in the Workplace survey and also recently began participating in their Race in the Workplace study to understand our areas of improvement for growing and supporting underrepresented racial groups at NextRoll. This project allows us to compare ourselves to others in the technology industry and determine areas where we excel and areas for growth. The 2023 reports offer insights based on full-year 2022 data.

Women in the Workplace Survey



Race in the Workplace Survey

Overall DEI maturity score



Internal Feedback

Culture Amp

In 2023, NextRoll conducted its 9th annual global DEI survey using CultureAmp's platform. This survey assesses experiences related to inclusion and belonging.

Other surveys we collect to understand the Roller experience include:

- Roller Sentiment Survey
- Manager Feedback Survey
- Onboarding and Exit Surveys



At NextRoll, our Jellyfish Culture Creature embodies our commitment to fostering a culture of openness and feedback. Through regular Global Town Halls, our leaders share updates on the company's status, project developments, and even host special guests. Prior to these meetings, Rollers have the opportunity to submit anonymous "Jellyfish questions," which our leaders pledge to address during the sessions or in subsequent follow-up communications.

Transparency is key to our leadership philosophy, and we believe in encouraging openness across all aspects of the company. By embracing transparency, we empower our team members to voice their thoughts and concerns, fostering an environment where everyone feels valued and heard.



THE WAY FORWARD



Ngozi Okeh, she/her
Director, Diversity, Equity, & Inclusion

The phrase, "When the going gets tough, the tough get going," encapsulates the spirit of our DEI journey in 2023. Our commitment to DEI work remained steadfast, and I'm proud to be part of a company that stayed focused on our goals at every turn in our journey. This comprehensive DEI report offers a transparent account of that journey. Thank you for taking the time to read it.

The resilience we demonstrated in 2023 aligns seamlessly with our company theme for 2024 — "unstoppable." This theme captures our collective drive to meet shared goals, amplify our impact, and forge ahead with an unwavering focus on fostering a truly inclusive environment. In the coming year, we will harness this unstoppable momentum, building upon the lessons learned and refining our strategies to create positive, lasting change within our organization.

We know without a doubt that greater diversity, equity, and inclusion make us a better company, enabling us to build better products and reach a wider audience. As we forge ahead, we recognize that our commitment to diversity, equity, and inclusion is not just a goal, but a fundamental value that shapes our culture and defines who we are as a company. We remain steadfast in our dedication to creating a workplace where everyone feels respected, supported, and empowered to thrive. By embracing diverse perspectives and championing inclusivity at every turn, we not only strengthen our organization but also contribute to a more just and equitable society. Together, let's continue to lead with compassion, empathy, and courage as we shape a brighter future at NextRoll and beyond.



PRIDE MONTH 2023

- Jun 08** **Pride Jeopardy**
12:15 pm PDT
- Jun 15** **Discussion Circle**
8:30 am PDT
- Jun 23** **External Speaker**
11:30 am PDT
- Jun 28** **Rainbow Bagel Making Class**
8:30 am PDT

RainbowRoll



Honoring All Who Served
★★★
**THANK YOU FOR
YOUR SERVICE
AND SACRIFICE.**
★★★

VETERANS DAY

RollVeterans



RollMigos Presents:

BOOK CLUB

From 15 to sign up will receive a copy!

THIS MONTH'S PICK:

You Sound Like A White Girl
by Julianna Arise

Book Discussions Scheduled for
• June 16th and July 7th •



Empowering women

**RollWomen's
Financial
Wellness
Workshop**

NextRoll



Gratitude Session 8/10/2023

- I'm grateful for the bit of sun we got today
- Grateful for my Grandmother
- Grateful for the opportunity to go back to school and work on my MBA - and for the healthy education environment to help make it financially possible
- Grateful to be able to travel again!
- Grateful for my awesome team who help support each other so our kids can do activities
- Grateful for connecting with friends this weekend from out of town
- Grateful both my girls are home before they go off to college
- Grateful for my awesome team who is always so supportive
- Grateful for Target and Amazon's having drive-up pickup - saves so much time
- Grateful for the cool weather last night after weeks of heat so I could get fresh air in my home
- I'm grateful for my awesome manager that always takes care of the difficult stuff
- I'm grateful for my local coffee shop that always having my oat latte ready when I get to the counter ☺
- Grateful for the half-day friYAY!
- Grateful to live near GG park for daily walks
- Grateful for my awesome team who is always so supportive

Hosted by
RainbowRoll

Virtual Presentation

**Intersectionality
and work-life
balance**

Tuesday
November 14th
11am PST

Guest Speaker
Graham Gallivan, LMFT

www.grahamgallivan.com

**CELEBRATING
HISPANIC
HERITAGE MONTH**

RollMigos



**CULTURE CLUB &
RAINBOWROLL PRESENT**

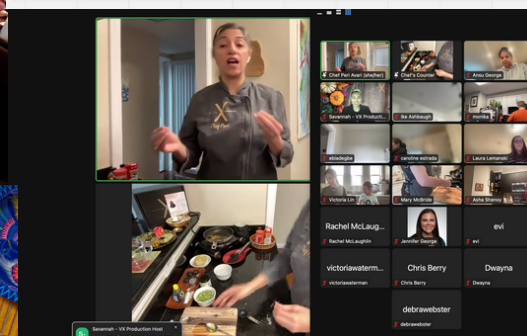
Bagel Making Class

Wednesday, June 28th @ 8:30am PST/11:30am EST
kits provided - limited to US Rollers

NextRoll

**WOMEN'S
EQUALITY
DAY**

26 AUGUST



**PRIDE MONTH
2023**

NextRoll presents

Ariel Tovlev
Guest Speaker



RollMigos

HISPANIC HERITAGE MONTH

WITH GUEST SPEAKER
JOURNALIST PAOLA RAMOS

GLOSSARY OF TERMS

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We've provided definitions for terms and acronyms referenced in our DEI Report. These definitions reflect NextRoll's understanding and approach as we share our insights and experiences in this area.

ROLLERS

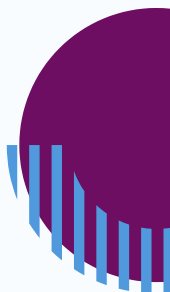
In our NextRoll community, we refer to all members as "Rollers," a term encompassing everyone from individual contributors to managers and executive leaders.

DEI

DEI stands for diversity, equity, and inclusion. Diversity refers to the presence of a wide range of human differences within a group or organization. These differences can include but are not limited to race, ethnicity, gender, sexual orientation, age, religion, socioeconomic status, disability, and cultural background. Equity refers to the fair treatment, access, and opportunities for all individuals, ensuring that each person has what they need to thrive. It involves recognizing and addressing systemic barriers and disparities to ensure everyone has an equal chance to succeed, regardless of their background or circumstances. Inclusion refers to the practice of creating environments in which all individuals, regardless of their backgrounds, identities, or characteristics, feel valued, respected, and supported. Ultimately, inclusion aims to create a culture where every individual feels empowered to fully participate, collaborate, and thrive.

UNDERREPRESENTED GROUPS (URG)

Defined as Black or African American, Hispanic or Latino, Asian, American Indian or Alaska Native, or Two or More Races. These groups are underrepresented in many workplaces, industries, and leadership roles due to historical injustices and systemic inequity.



GLOSSARY OF TERMS

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UNDERREPRESENTED MINORITY (URM)

Defined as Black or African American, Hispanic or Latino, American Indian or Alaska Native, or Two or More Races. We do not include Asians in the term URM. We use this term to specifically address the challenges faced by different groups in our industry. Here, "minority" is used to describe groups that are smaller in number compared to others. For instance, Asians are well-represented at NextRoll, so one of our goals is to increase representation of URM. This allows us to pinpoint areas where representation needs improvement more accurately.

CULTURE CREATURES

Our values are embodied by six Culture Creatures. Together, they represent what we stand for, our standards for the team, and how we'll reach our goals.

- Owl represents growth - We hire great people and help one another grow
- Dog represents loyalty - We do right by our customers and community
- Bee represents Innovation - We build innovative products that work for a lot of people
- Beaver represents resourcefulness - We do more with less
- Monkey represents fun - We take work seriously — not ourselves
- Jellyfish represents transparency - We are open and authentic

NBS

NBS stands for New Business Sales. Our NBS team focuses on acquiring new NextRoll customers. After assessing the diversity within our divisions, we identified a lack of gender diversity and set goals for improvement.

