Outbrain

DIVERSITY, EQUITY & INCLUSION POLICY

Our long term and sustainable success depends on our creativity and ability to work together.

This policy is an evolving document that represents Outbrain's continuous dedication to fostering a diverse, equitable, and inclusive workplace. It invites all employees to align with our business objectives and embrace diversity by challenging existing norms, habits, and procedures to ensure inclusivity. We aim to tap into the collective intelligence and leverage the power of diverse perspectives, ultimately driving greater success for our company and making a meaningful impact in society. This document also provides a framework for implementing specific actions.

Outbrain acknowledges that there are inequalities in our society and that some of the existing norms, habits, and procedures are not inclusive to everyone. We acknowledge that these problems are systemic and can't be changed easily or all at once, but organizations like ours can help improve social tendencies to better society. Therefore, at Outbrain, we are committed to never losing sight of these inequalities and will do our part to level the playing field, closing the gap and creating a safe and welcoming environment for everyone.

- **Inclusive teams** make **better decisions 87% of the time**

- Decisions made by **diverse teams deliver 60% better results**

- Business with gender balance at the **executive level are 21% more likely to outperform competitors**

- **Companies in the top quartile for racial and ethnic diversity** are **35 % more likely to have financial returns** above their respective national industry medians.

Source: Mckinsey & Company 2020 – Diversity wins: How inclusion matters.

All Outbrainers and those supporting our activities - whether you're on the board, a team leader, a new hire, a partner, a client, or a vendor - are encouraged to see diversity as a reality and not as a challenge. Different backgrounds and ways of thinking are invaluable to Outbrain's culture, its growth, and its ability to adapt to changing environments. By contrast, a homogenous group of people sharing similar biases and limited perspectives may jeopardize sustainability, creativity, and innovation.

We are committed to rethinking norms, habits, and procedures across the company. Recognizing that actions can have unforeseen consequences, we can accept there will be mistakes along the way. But, we will work to create a safe environment where we aim for progress and are open to learning. This document marks one step of a long but rewarding journey – one we hope you will all join us on, with respect, empathy, and curiosity.

Defining DE&I and Related Terms

Diversity, equity, and inclusion can be defined and spoken about in many different ways. At Outbrain, this is how we interpret them:

Diversity: People are different from one another on multiple dimensions and in different contexts. This can be based on experiences, ethnicity, culture, age, language, gender, sexual orientation, socioeconomic status, abilities, neurodiversity, education, eating/dietary preferences, ways of working, family status, and political views.

Equity: Every individual begins from a unique point and therefore allocating attention, support, resources, and opportunities may be necessary to create a level playing field. Equity acknowledges that some individuals or groups may require additional support or accommodations to overcome systemic disadvantages and achieve true equality.

Equity is different from equality! Equality refers to the idea of treating everyone the same, regardless of their circumstances or needs. In the context of equality, everyone is seen as having the same starting point and is subject to the same rules and regulations. However, this approach does not address the inherent disadvantages or barriers that certain individuals or groups face due to systemic inequalities.

Inclusion: Establishing a company culture and environment that is accessible, welcoming, and navigable to all.

Related terms

New Ways of Working: Encompasses strategies, approaches, and techniques that enable the separation of work-related processes from physical office spaces, enabling greater flexibility and adaptability. This includes approaches like hybrid work models, fully remote work arrangements, and having global employees situated in geographically diverse locations compared to their core team.

Empathy: The ability to "step into the shoes" of another person, in good faith to understand their feelings and perspectives; then use that knowledge to guide our actions with care and compassion.

As a global company, we will be proactively working on: Building a diverse and inclusive team across all of our global offices.

a. We recognize that diversity alone is not enough; we will continue to strive to create an inclusive environment where everyone feels welcome, safe, respected, and valued for their unique contributions, and sees growth opportunities.

b. We are dedicated to providing equitable opportunities for contribution, career growth, advancement, learning, and development for all team members and candidates from traditionally underrepresented groups.

c. We are constantly working on giving our team members the necessary tools to reach their full potential as individuals and professionals.

d. We recognize the importance of New Ways of Working, allowing for increased flexibility, collaboration, and access to talent regardless of geographical boundaries. By evaluating this approach, we seek to foster a more agile, inclusive, and efficient work environment that meets an evolved workplace reality that benefits companies AND their employees by challenging existing norms.

How are we doing this?
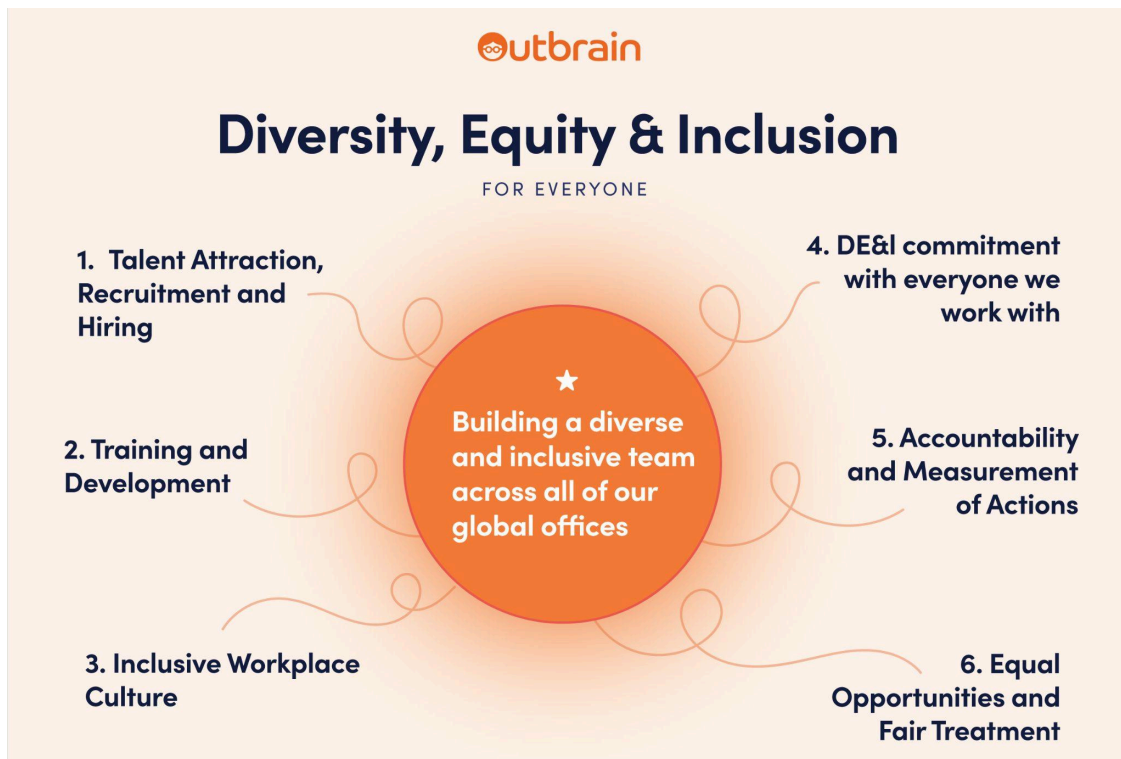
1. Talent Attraction, Recruitment and Hiring

a. We embrace employer branding that is appealing to a diverse pool of candidates.

b. We will actively seek out diverse talent through various channels, including for example evaluating opportunities to reach diverse professionals during the hiring process.

c. We will keep improving our recruitment practices to ensure that diverse candidates have hiring opportunities.

d. We will continue to enhance our hiring and onboarding processes to mitigate bias and discrimination.

e. We will evaluate all candidates on their qualifications, skills, and potential; understanding that individuals start from different points in life and face various circumstances that can impact their career progress.

2. Training and Development

a. We will strive to provide ongoing diversity, equity, and inclusion training to all employees, including P&C, managers, and leaders, to foster awareness, understanding, and empathy.

b. We aim to offer professional development opportunities that actively promote diversity and inclusion, such as mentorship programs, leadership training, and training programs specifically addressing biases.

c. We will actively encourage employees to participate in both internal and external diversity and inclusion initiatives to enhance their knowledge and contribute to the broader community.

d. We will monitor the outcomes of these efforts to ensure their meaningful contribution to creating a more diverse, equitable, and inclusive environment.

3. Inclusive Workplace Culture

a. We will foster a workplace culture that embodies our definition of DE&I.

b. We aim to promote open communication, actively encouraging Outbrainers to speak with and seek guidance from their P&C Business Partner on concerns related to DE&I.

c. Our objective is to create an inclusive experience for every Outbrain employee, taking into account their role, New Ways of Working, and other factors.

 d. We intend to provide access to resources to empower our Employee Resource Groups (ERGs) or affinity networks. Our goal is to offer support and networking opportunities, allowing these groups to serve as platforms for underrepresented individuals to share their experiences, and insights, and engage in more meaningful interactions. Examples of such groups include Outbrainers for Equality and the Women Empowerment Group.

e. During difficult global events, we will continue to foster an inclusive and supportive environment for all employees. We understand that these events can have a significant impact on individuals, both personally and professionally. In such challenging times, we

encourage open and respectful dialogue. We actively promote empathy and understanding, encouraging employees to listen and learn from one another's experiences. We are committed to maintaining open lines of communication, and keeping employees informed about any relevant updates or resources available. We actively monitor the situation and guide to ensure the safety and well-being of our employees.

4. Equal Opportunities and Fair Treatment

a. We will strive for an environment where all employees have equal access to opportunities, benefits, and resources, regardless of their background or identity.

b. We will put guidelines in place to maintain fair and transparent performance evaluation processes, striving for zero tolerance towards bias or discrimination.

c. To promptly address formal complaints related to discrimination, harassment, or unfair treatment, and take appropriate action to resolve them, we invite Outbrainers to use [Syntrio Anonymous Reporting web portal](). Incidents related to DE&I could be reported under any of the following categories Discrimination, Employee Relations, Harassment, Hostile Work Environment, Work Retaliation, or Workplace Violence.

d. We will encourage the use of respectful and inclusive language and communication throughout the organization.

5. Accountability and Measurement of Actions

a. We will regularly review and assess our diversity, equity, and inclusion efforts to identify areas for improvement and clear goals.

b. We will work alongside our leaders and managers to promote diversity and inclusion within their teams and build an inclusive work environment.

c. We will regularly communicate our progress and achievements in diversity, equity, and inclusion to all stakeholders (e.g., newsletters, survey results, town halls).

6. DE&I's commitment to everyone we work with

We will actively seek out and collaborate with partners that uphold the same values as us regarding diversity, equality, and inclusion. This applies to publishers, advertisers, and vendors we work with or seek to work with, as well as any other partners in different areas of the business.

This Diversity, Equity, and Inclusion Policy will serve as a foundation for our ongoing commitment to creating a workplace that celebrates diversity, ensures equity, and fosters inclusion. We encourage all employees to embrace and actively contribute to our inclusive culture, as we believe that diversity is a strength that drives our success.

Questions

If you have any questions about this Policy, please contact dei-council@outbrain.com