



**/LiveRamp**

2022

# Environmental, Sustainability, and Governance Report

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**Scott Howe**  
Chief Executive Officer

## Customers, colleagues, partners, and shareholders:

At the end of our 2021 fiscal year, we released our inaugural Environmental, Sustainability, and Governance (ESG) report. In the last 12 months, the report was key for us to set rigorous benchmarks on how we run our business, holding us accountable for continuous improvement, and to one of our core values: **“Above all, we do what’s right.”**

In order for our industry to increasingly limit environmental impact, it is fundamental that we promote standards and guidelines to keep ourselves—and our industry—in check. Setting these guidelines with the aspiration to surpass those benchmarks challenges us to raise the bar higher, year after year.

LiveRamp is more than a business. We are some of the brightest, most brilliant minds at work today who intrinsically feel inspired to make a positive impact on our communities, our industry, and on others—while maintaining a minimal carbon footprint in where and how we work, and how we deliver value to our customers. Over the past year, we’ve made incredible strides in diversity, inclusion, and belonging (DIB). DIB is and will always continue to be a core focus for us, woven into our values, our operations, and our people. Among other accomplishments, we launched GreenRamp, our first business resource group (BRG) focused on sustainability.

We share the results of our annual ESG efforts with you as a testament to our value, **“We say what we mean and do what we say.”** Looking at the year ahead, the path that we’ve laid is a solid foundation for our continued efforts to surpass the high benchmarks we’ve already set for ourselves and the industry.

Scott Howe

A handwritten signature of Scott Howe in black ink, written over a horizontal line. The signature is stylized and cursive.

# About LiveRamp

Business overview

Our guiding values

Approach to sustainability

About this report



About LiveRamp /  
**Business Overview**

**LiveRamp aspires to make it safe and easy for companies to use data effectively.**

As the leading data enablement platform, LiveRamp helps companies and their partners better connect, control, and activate data to transform customer experiences and generate more valuable business outcomes. Our fully interoperable infrastructure delivers end-to-end addressability for the world's top brands, agencies, and publishers, and our neutral and open approach ensures that our clients can select from best-in-class partners and technology to meet their specific needs. Our platform allows brands and their partners to deliver innovative products and exceptional experiences. LiveRamp connects people, data, and devices across the digital and physical world, powering the people-based marketing revolution and allowing consumers to safely connect with the brands and products they love.

LiveRamp helps ensure companies can access, use, and unlock the value of owned and ethically acquired data, regardless of current or future ecosystem changes. As a result, we continue to provide unmatched value to our customers. The numbers below reflect LiveRamp's growth across revenue, size, geography, and overall business throughout FY22.

\$529 million  
revenue

1,300+  
associates

Global presence  
in 14 countries

900+ direct  
customers

We accredit much of this growth to our suite of core offerings, which centers on making data safe and easy for businesses to use. Our Safe Haven platform powers customer intelligence, engages customers at scale, and creates breakthrough opportunities for growth by meeting the following business needs:

### **Identity resolution**

A first-party data strategy is critical. We help our customers bring in data from across identity spaces to develop and maintain the best possible view of their customers with both stored and derived attributes.

### **Data activation**

LiveRamp offers over 600 turnkey destinations for omnichannel targeting, measurement, and analytics across digital and TV while ensuring compliance, neutral discoverability, and international reach.

### **Measurement**

Now companies can create targeted, people-based campaigns backed by measurement that show impact. Our customers receive support in safely onboarding their data and leveraging LiveRamp's unique identifier to make every ad impression addressable and accountable.

### **Data collaboration**

LiveRamp's Safe Haven provides privacy-conscious and configurable collaboration across customer organizations and external partners to build audiences, activate data, and access actionable insights.

### **Data marketplace**

Our Data Marketplace provides simplified access to global data from the world's top providers, easily activated across technology and media platforms, agencies, analytics environments, and TV partners. With LiveRamp, customers can search and find the right data and employ innovative strategies to improve campaign performance.

## Business Overview

LiveRamp offers the modern enterprise full control of how data can be accessed and used, focusing on these core values:



### Durable, people-based identity

The most scalable and sustainable identity solution in the market, we help our clients maintain addressability in a world without third-party cookies and translate identifiers that move between all platforms, including TV.



### Next-generation privacy

A leader in advanced encryption technology and secure multiparty computation, we protect sensitive data and prevent re-identification.



### Extensive integrations

We offer hundreds of pre-built and API-based integrations with the most popular tools and widely used publisher platforms so you can seamlessly power your tools with data.



### Open and interoperable solutions

Our application-agnostic solutions can be configured in a variety of ways to meet your specific objectives and can be easily connected to existing enterprise technology.

## Our guiding values

At LiveRamp, we believe in our own exceptionalism. We don't aspire to be good or even great—we hustle to be the absolute best in all we do. We hire exceptional people, challenge them to accomplish exceptional things, and win exceptional results for our customers. We do this through six guiding principles:

### **Above all, we do what's right.**

We see the world through the lens of our customers and do what's best for them. We embrace debate in the search for truth. We prioritize long-term value over personal ambitions.

### **We say what we mean and do what we say.**

We combine candor with kindness, and we hold ourselves accountable for setting and achieving big, scary goals.

### **We respect people and respect time.**

We believe that exceptional results are achieved by exceptional people, and we believe that exceptional people possess high character, in addition to high intellect—there's no tolerance for selfishness. We also respect time (both ours and our customers') by automating and optimizing wherever possible.

### **We love our customers.**

Our customers are our reason for being. We seek to understand the world first through their eyes, recognizing that their success means our success. What does winning mean to our customers? What keeps them up at night? How can we help? These are the essential questions we are laser-focused on solving.

### **We empower people.**

We believe that people perform best when given power and freedom, and we respect the judgment of those closest to the work. We trust our people to do the right thing and avoid unnecessary rules and bureaucracy.

### **We get stuff done.**

We prioritize progress over perfection. We give grace for errors of action, provided we learn and get better. We always surface our challenges.



About LiveRamp /

# Our approach to sustainability



At LiveRamp, we believe data has the power to change the world. Making meaningful connections can transform humanity, and as a company, we do not sit apart from society. We believe that investing in our employees and the communities where we do business is foundational to building an exceptional corporate culture and driving long-term business success. Our number one company value is, **Above All, We Do What's Right**. This mindset extends across all areas of our business. We are committed to enabling data to be safely and securely used anywhere it's needed, advancing innovation, and empowering people to create a better and more sustainable future for us all.



## Our Approach to Sustainability

Our board has an active role in the company’s overall strategies—including sustainability—and regularly reviews our data privacy, security, and human capital strategies. The Audit/Finance Committee reviews the company’s policies quarterly with respect to data ethics, IT security, and cybersecurity. The Governance/Nominating Committee reviews and reports to the full board at least semi-annually with regard to ESG matters of corporate responsibility and sustainability, including potential long- and short-term trends and impacts to the company’s business.

The company’s management team—subject to oversight by the board—structures, monitors, and adjusts our policies on data privacy, data security, and human capital. Each year, senior management reviews our long-range business plans. These plans consider long-term sustainability implications and the ability to meet customer needs related to sustainability issues.

At an operating level, the following senior managers have ultimate responsibility for critical areas of our sustainability initiatives:

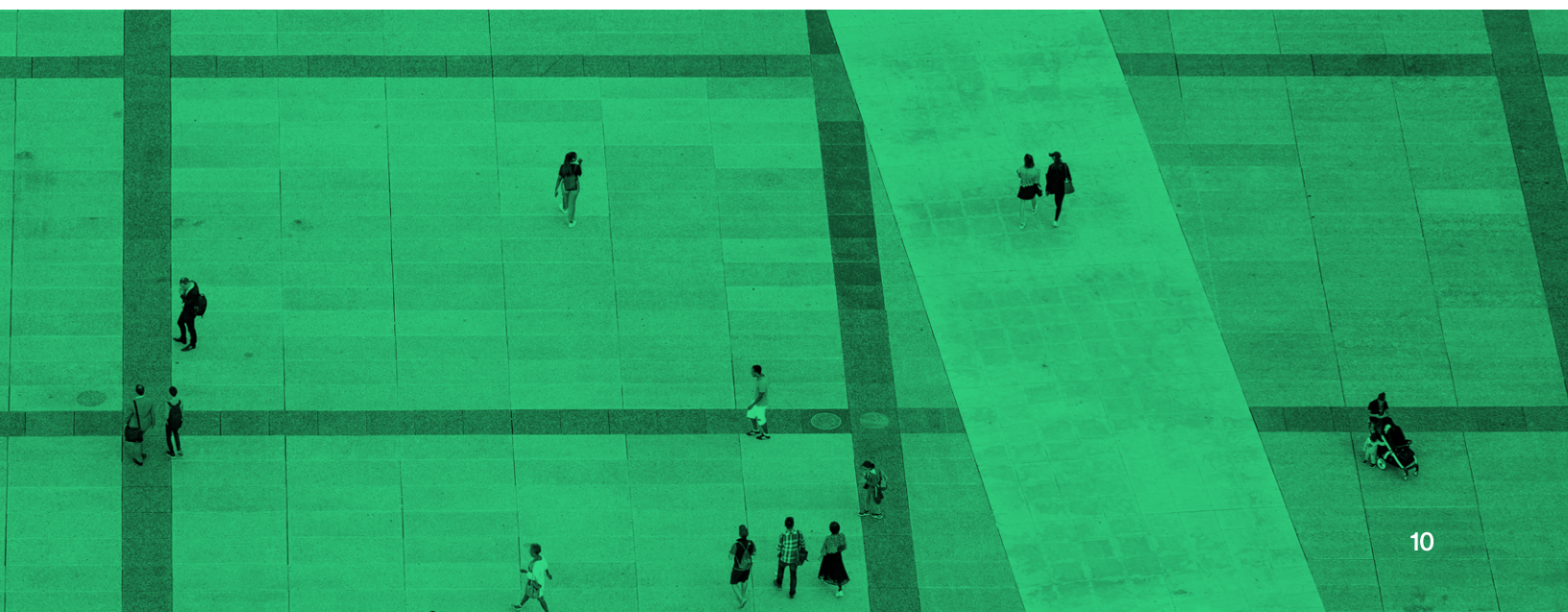
**Governance and ethics:** Chief Ethics and Legal Officer

**Data security:** Chief Information Security Officer

**Data privacy:** General Counsel and Global Chief Data Ethics Officer

**Human capital:** Chief People and Culture Officer

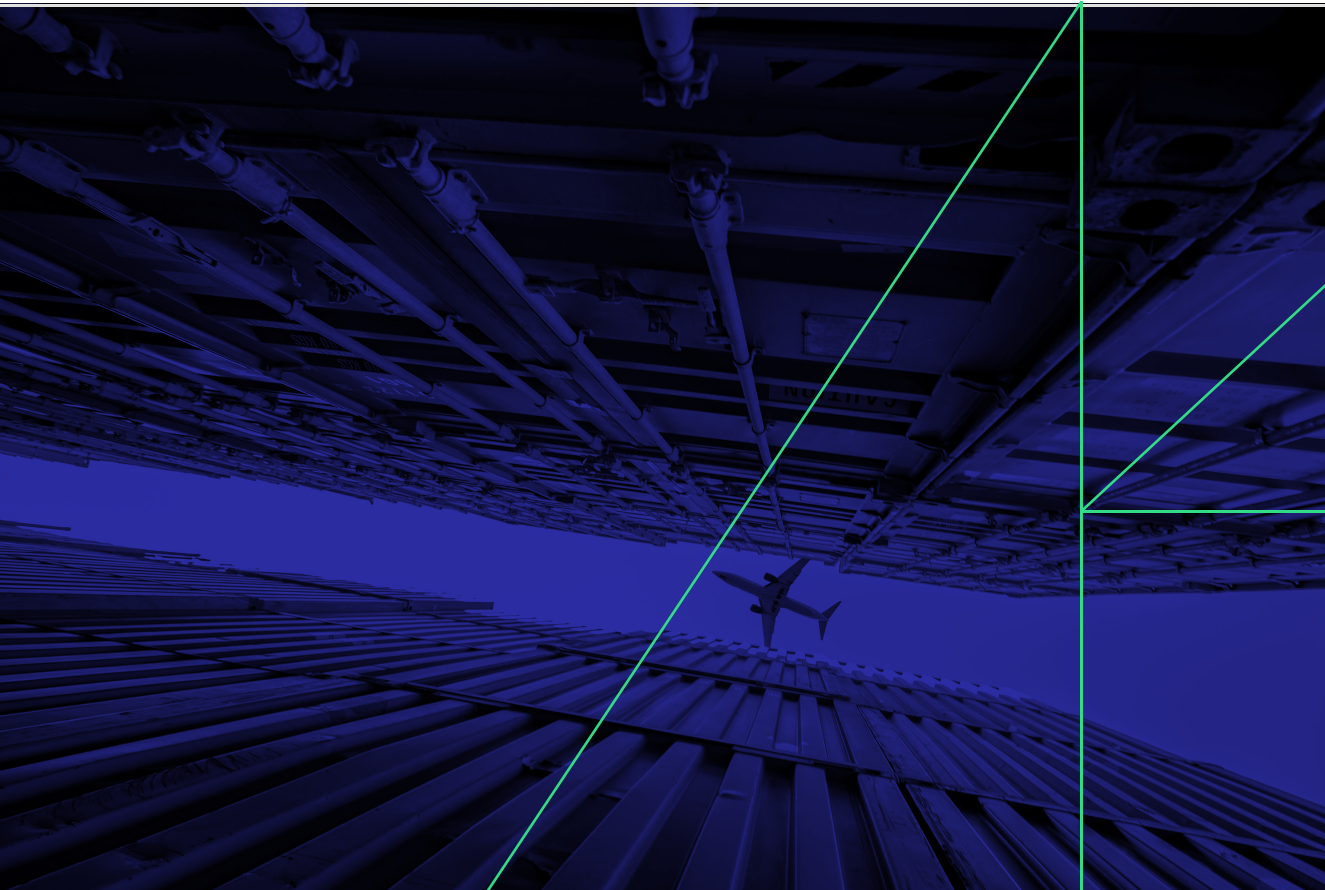
**Community:** LiveRamp Leadership Team



# About this report

We strive for clarity and transparency in all of our communications. Disclosures in this report are informed by stakeholder feedback along with reporting frameworks, including the Sustainability Accounting Standards Board (SASB) for the software and IT services standard. We look forward to obtaining feedback from our stakeholders and building on the initiatives outlined in this report as we continue to develop our practices and disclosures in the future.

Unless otherwise noted, this report covers LiveRamp's global operations for the 2022 fiscal year, spanning April 1, 2021 to March 31, 2022.



# Our customers

Data ethics and security

## Data ethics and security

At LiveRamp, we believe that a culture of accountability is essential to success in a data-driven world—made more complicated by increasingly advanced uses of data—and is the only path to driving business value long-term. Data privacy (known as data ethics at LiveRamp) and security are intertwined.

We believe that trust is the foundation of all relationships. To build the trust of those we serve, LiveRamp is committed to stewarding our data and our customers' data, putting consumer privacy first, and protecting our data systems from external threats. Ensuring that we safeguard and protect the data we are entrusted with from misuse or unauthorized access, as well as protecting the privacy of partners and customers, is critical to our success. **Through the application of data ethics, we are committed to diligently working to detect and prevent uses which are neither just nor fair, and ensuring that permitted uses of data create value for all stakeholders.**

Our world-class data ethics program, led by our Chief Data Ethics Officer, strives to lead the business and our partners and customers with policies and guidelines that ensure we operate in compliance with jurisdictional laws, co-regulation developed with and by industry self-regulatory groups, and our own rigorous standards for ethical practices. We also have a strong focus on honoring consumer requests.



We have a **permanent opt-out** option. When used, we incorporate a high level of identity resolution to find all information associated with that individual. This not only prevents us from distributing any information we have associated with that individual going forward, but also deletes all past activity.

## Data ethics and security

We understand that protecting people's data is at the foundation of enabling our customers and partners to build exceptional experiences and relationships with their end customers. Led by our Chief Information Security Officer, we leverage our best-in-class security infrastructure and program, which are designed to reduce risk in alignment with business goals by establishing and leading the execution of a comprehensive security strategy. Security protects the information and physical assets of LiveRamp by establishing and executing on a security framework (policies, standards, and processes). The security team works in collaboration with business leads to deeply understand business risks and changes, foster accountability for security, and strengthen the partnership between security and business leaders.

The security program aligns strategies to business goals by:

- Developing, implementing, and enforcing the cybersecurity framework
- Continuously monitoring and assessing security processes and systems
- Detecting and responding appropriately to security incidents
- Taking appropriate steps to prevent the occurrence or reoccurrence of any such incidents
- Integrating with risk and compliance stakeholders at enterprise and division levels





Our customers /

## Data ethics and security



### Training

All employees—in the U.S. and worldwide—including executives, product development teams, sales staff, and client teams under our LiveRamp Global Privacy Education and Certification program are required to complete data ethics and cybersecurity training, both as new hires and on an annual basis. All contractors who have access to our systems are also subject to our training. Role-specific training (such as HIPAA training for our health care workforce and high-level security training for our developers) is also given. We also conduct incident response tabletop exercises with department leaders and developer security training covering OWASP Top 10, which is one of many security frameworks.



### Additional oversight

In addition to our Chief Data Ethics Officer and Chief Information Security Officer, LiveRamp has an executive-level committee that oversees our enterprise risk-management program that ensures senior management and board oversight for data ethics, security, and internal audits. This committee reports directly to the Audit Committee of the Board of Directors at all of their meetings. There is also a Security Action Committee of executives that meets quarterly to discuss security risks and initiatives.



### Internal audits

LiveRamp has made significant investments in software and tools that allow us to better monitor and assess our systems. The security of the data on our systems is assessed continuously, including performing regular penetration testing and phishing campaigns.

Our customers /

## Data ethics and security



### External audits

In addition to internal audits, LiveRamp uses external audit firms and external certifications for several key areas, including:

- Data ethics
- Security
  - SOC2 Type 2
  - ISO 27001 (EU)
  - HITRUST
  - 20+ client security assessments per year
  - Various risk assessments for LiveRamp
  - Third-party penetration testing

LiveRamp is also assessed extensively by potential and current clients. In 2021, we had 11 full audits by our clients and completed to satisfaction almost 300 client surveys.



### Certifications

All our systems in the EU are ISO 27001 certified.



### External standards

LiveRamp delivers privacy-conscious solutions that honor the best practices of leading associations, including the Digital Advertising Alliance's (DAA's) ICON and AppChoices programs, the Interactive Advertising Bureau (IAB), the Data & Marketing Association (DMA), and the Advertising Research Foundation (ARF), NIST 800-53, NIST CSF, ISO 27001, HITRUST, SOC2, FISMA, and HIPAA.



# Our people

Attracting and retaining talent  
Training, development, and engagement  
Recognition

Our people /

# Attracting and retaining talent

LiveRamp employs more than 1,300 people worldwide, enriching our team and customers with a wide range of relevant industry, technical, and linguistic backgrounds.

LiveRamp aspires to make it safe and easy for companies to use data effectively—and needs brilliant people to make it happen. We believe that brilliance exists everywhere and accept applications from candidates from less-traditional backgrounds and locations—including those without formal higher education credentials. Rather than focus on “pedigree,” we are more interested in how people approach problems, how they collaborate with others to reach goals, and how quickly they learn when presented with new information. With our commitment to diversity, inclusion, and belonging (which will be discussed in depth later in this report), we strive to make LiveRamp an inclusive, collaborative environment where exceptional talent is nurtured and championed and everyone can bring their full selves to work. Our people solve important problems and work collaboratively with our customers to power their success.





Our people /

## Attracting and retaining talent

We attract and retain employees with learning and development opportunities that support career growth and advancement opportunities, employee engagement initiatives that foster a strong, inclusive company culture, and competitive compensation and benefit programs.

We assess our human capital opportunities and needs on a continuous basis and focus on building the individual capabilities of our employees to facilitate achieving the overall goals of our organization. We aggregate and analyze critical human capital metrics, including employee engagement and retention, to monitor the success of our strategy and to make adjustments accordingly.

With our focus on diversity, inclusion, and belonging, we make sure we have inclusive hiring practices that support a diverse workforce by requiring our U.S.-based recruiters, hiring managers, and interviewers to be trained on unconscious bias and inclusive interviewing. Our recruiters source from varied methods, and all positions are posted in a variety of diversity-focused job boards. We also have recruiting partnerships with a range of higher education institutions, including HBCUs. In 2021, we implemented a new strategy to help us feed our early talent pipeline by hosting hack-a-thons at numerous colleges, including Howard University, to identify potential new hires. We also updated our hiring process in order to be able to offer jobs within 72 hours of meeting a candidate, which has assisted us in being able to hire the best talent.

## Attracting and retaining talent

### Total rewards

Our compensation programs are designed to be market competitive and internally equitable to attract, retain, motivate, and reward a high-performance workforce.

LiveRampers are exceptional and deserve the most comprehensive health, well-being, and financial programs necessary to live their best lives. Our goal is to help them be the best they can be, not only at work but in their personal lives as well. We offer all full-time employees industry-leading benefits, including:

### Globally:



**Learning Perks** is a new program launched in FY22 that gives LiveRampers a stipend of \$2,500 USD (or local equivalent in the region's currency) per year for personal and professional development. It can also be used to pay off student loans.



**Our partnership with Carrot Fertility** helps make fertility and family-forming care accessible and affordable to all, including adoption assistance.



**Global THRIVE! days** are four additional days per year given to employees to focus on balance and well-being.



**Business Travelers' insurance/assistance.** Our partner, International SOS, provides resources for LiveRampers traveling internationally on company business to feel safe and secure. These resources include physicians, multilingual coordinators, and more.

## Attracting and retaining talent

### In the U.S.:



**Flexible PTO** enables employees to achieve work/life balance.



**Employee stock purchase plans (ESPPs)** are available to full-time U.S. employees at select times of the year. Our ESPP gives the opportunity to purchase LiveRamp stock at a 15% discount every six months.



**Backup child and elder care** through Bright Horizons offers LiveRamp families high-quality care for children and adults/elders when plans change.



**Pet insurance** is available for those with feathered, furry, or scaled family members.



**Remote work** enables employees to choose when and where they work.



**Flex Perks** gives U.S. LiveRampers the opportunity to be reimbursed up to \$1,500 USD per year for expenses incurred against a variety of well-being options, from museum memberships to fitness classes.



**Mental Wellbeing programs** include the Employee Assistance Program that provides LiveRampers with up to five live therapy sessions and unlimited text therapy through Talkspace for free.



**Legal assistance** through our partnership with Rocket Lawyer enables LiveRampers to access vetted professionals to assist with personal legal needs.

These additional benefits are available to our U.S.-based employees with similar benefits in certain global regions:

- Medical, dental, and vision health care plans
- Mental health support
- Pre-tax flexible spending accounts
- Health savings account
- Group term life and AD&D insurance
- Voluntary life insurance
- Long-term care/whole life insurance
- Short- and long-term disability plans
- Family and medical leave
- Retirement savings plan with 100% employer match up to 6% of compensation; available to all LiveRampers, including part-time employees and interns, plus the ability to make after-tax contributions and in-plan Roth conversions
- Monthly subsidy of \$75 for commuter and/or parking expenses
- Accident insurance and critical illness insurance
- Breast milk shipping
- Business travelers insurance and travel assistance
- Leaves of absence (maternity disability, parental bonding leave, short-term disability, military leave, personal leave, bereavement)

# Training, development, and engagement



## Training

We see career development as the process of developing the skills and mindsets needed to meet short- and long-term career goals, and we are committed to ensuring every LiveRamp employee has access to career development resources and support. LiveRamp offers both general and function-specific training programs to support our global workforce to develop the skills and mindsets needed to meet their goals.

Our general trainings include content like the onRAMP New Hire Experience (newly revamped to better align with our distributed workforce in 2021) and LiveRamp University to educate LiveRampers (and customers) on our products. We also offer workplace skills-based training, such as Meetings Th@t Work, for planning and leading effective and inclusive meetings and Feedback as Fuel for equipping managers and individual contributors to have constructive conversations that lead to meaningful change. We have function-specific programs in place for our sales, product, and engineering teams. We also offer a wide variety of on-demand content via our global LiveRamp Learning Hub.

We know that our culture comes from the top down, so we also offer extensive leadership training. All people managers participate in our Manager Essentials program within their first three months as a manager at LiveRamp. This four-part series helps managers understand their role, the associated responsibilities and expectations, the compensation structure at LiveRamp, labor laws, and how to guide the development of direct reports.

Our Leading@LiveRamp signature leadership development program is also offered globally to all people managers within their first year as a manager at the company. This six-month-long program builds empowered leaders who deliver consistency, quality, and exceptionality across the management community.

## Training, development, and engagement

### Development

All employees are expected to participate in an annual career conversation with their manager, as well as quarterly check-ins. In 2021, we introduced a new set of tools to help LiveRampers drive their career development journeys. They include a self-assessment to help understand the different career development options available, an individual development plan template to use with their manager to set steps to help move ahead on using our 70/20/10 model of learning and growth (70% experience/20% exposure/10% education), and a development planning guide to help understand how to set goals and build a plan. We also revised our Career Conversation Guide to improve how our people managers host their annual career conversation with their direct reports.

### Engagement

We know that to keep our people happy, they need to feel supported and heard. In addition to regular one-on-one meetings and quarterly manager check-ins, LiveRamp undertakes an anonymous people survey twice a year that is sent to all employees globally. We are happy to report that the response rate of our last survey was 90%. We take the feedback seriously so we can address any concerns that are raised.

**We are delighted to share that 9 of 10 LiveRampers agreed with the following statements:**

1. I am treated with respect and dignity
2. My manager encourages an environment where individual differences are valued
3. I am satisfied with my ability to choose when and where I work

**And an average of 8 out of 10 employees shared:**

1. I feel a sense of belonging at LiveRamp
2. I feel satisfied with the recognition or praise I receive for my work

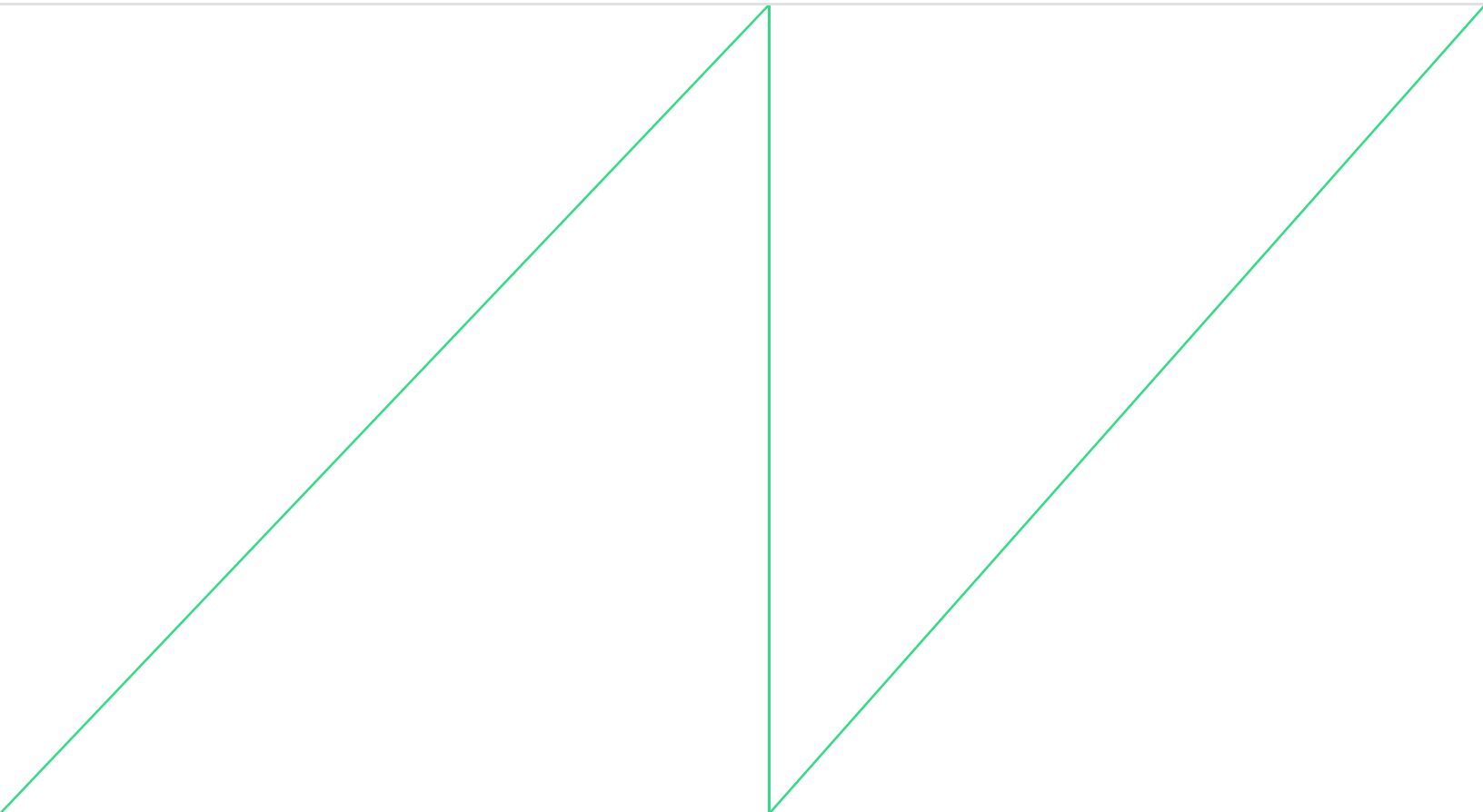
91%

of LiveRampers say that LiveRamp is a great place to work, compared to 57% of employees in a typical U.S.-based company\*

\*Great Place to Work 2021 survey

## Recognition

Since 2016, LiveRamp has either qualified for or been certified as a Best Place to Work. Additionally, LiveRamp has been listed among the 100 Best Companies to Work for by Fortune every year since 2018. In 2021, LiveRamp was recognized on Fortune's Best Workplaces in Technology and Best Workplaces in the Bay Area lists.



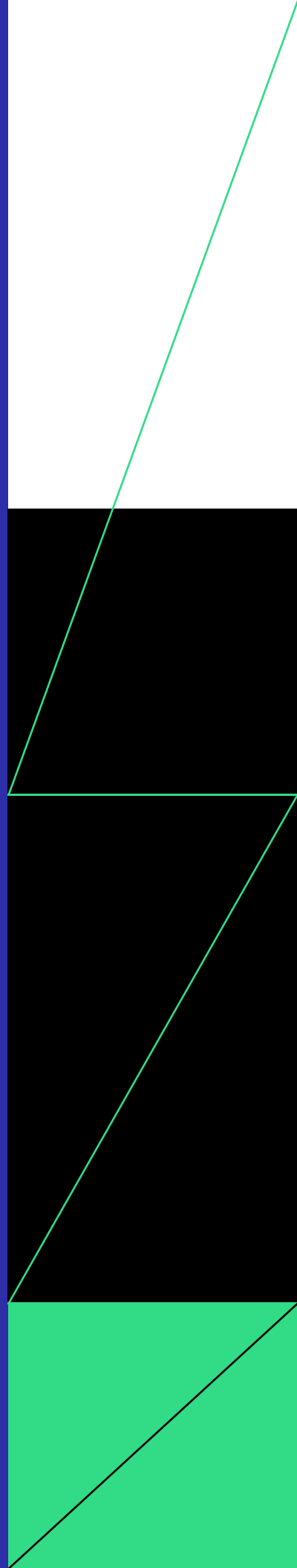


# Diversity, inclusion, and belonging (DIB)

Workforce

Product and customers

Community



# Our team and company do not sit apart from society

Issues of equity, inclusion, and belonging are as relevant at LiveRamp as they are in the broader communities and industries in which we work. That's why our team's diversity, inclusion, and belonging efforts are a cornerstone of our innovative culture. We approach this work with focus, humility, and a growth mindset. By ensuring we maintain an emphasis on creating a work environment where all are welcome and can thrive, we'll catalyze our progress toward being an exceptional company and building an equitable future for all.

At LiveRamp, we believe there are three core pillars of diversity, inclusion, and belonging:



## Workforce

to ensure we are a place where all can thrive, with a focus on those from underrepresented backgrounds.



## Products and customers

to build products for customers of all backgrounds and capabilities, reducing inequities and serving a wider variety of business needs.



## Community

to enable people to use their time, talent, and treasure to benefit the external places we live and work.

These pillars reflect the intricate relationship of diversity, inclusion, and belonging—both internally and externally. To be effective, we believe all three must work together harmoniously for an environment that is equal parts diverse, encouraging, and accepting. Creating a welcoming and inclusive workplace where colleagues feel a sense of belonging leads to better outcomes for our employees and business.

To support and oversee our efforts, our DIB team grew from being our Head of Diversity Strategy & Programs to a team of four, including our newly hired Head of Global Responsibility, who is responsible for driving the delivery of DIB programs, the social impact strategy (philanthropy, sustainability, tech for good), and the employee experience. Our board of directors works with the leadership team through the development and evaluation of concrete, strategic action plans to prioritize and drive accountability around diversity and inclusion.

As part of these efforts, in 2021 we introduced our DIB five-year commitments that include:

### **Workforce**

- ✔ Lay the groundwork for DIB
- ✔ Enable all LiveRampers to thrive
- ✔ Diversify our workforce and leadership

### **Product and customers**

- ✔ Advance equitable product development
- ✔ Contribute to industry-wide impact
- ✔ Mobilize our product and people

### **Community**

- ✔ Leverage our financial assets to advance equity and inclusion
- ✔ Serve the community
- ✔ Inspire the next generation of technology leaders



Diversity, inclusion, and belonging /

## Workforce

At LiveRamp, every employee is a guardian of DIB.

We believe that individuals do their best when they not only bring their full selves to work, but feel as though they truly belong. By ensuring we maintain an emphasis on creating a work environment where all are welcome and can thrive, we'll catalyze our progress toward being an exceptional company and building an equitable future for all. In FY22, we worked to benchmark and understand where we stand in regard to becoming an equitable workplace for protected classes and people from historically excluded communities. Those efforts included participating in the Black Equity Index and Disability Equality Index.

Diversity, inclusion, and belonging /

## Workforce

Our vision is that every talent program and benefit for LiveRamp employees recognizes and reinforces the value of inclusion, divergent thinking, and creative perspectives, aspiring to create equitable systems for all LiveRampers to thrive. We make sure that our efforts are working via LiveRamp's biannual people survey.

We seek out brilliant people from all backgrounds to add to our culture. Our recruiting efforts are focused heavily on this strategy, and we developed partnerships with organizations that serve underrepresented groups from which we could hire.

**Our partners include:**



In addition, all U.S. LiveRampers are required to complete unconscious bias and diversity awareness training annually. As a firm, we have active participation from senior leaders and provide financial sponsorship for events like SF Pride, and we encourage attendance and involvement in events that support diversity.



Sharawn Tipton



Jessica Shapiro

In FY22, we're proud that we welcomed two strong women leaders to our C-suite.

Sharawn Tipton, our first woman Chief People Officer, joined LiveRamp in December 2021, and Jessica Shapiro joined in March 2022 as our first woman Chief Marketing Officer. We're proud that almost 50% of LiveRamp's leadership team positions are held by women.

## Workforce

All employees at LiveRamp are empowered to engage in opportunities supporting the causes and communities they care about the most. Employee resource groups (ERGs) and business resource groups (BRGs) are voluntary, employee-led groups that foster a workplace where employees of all identities can experience belonging. They receive dedicated funding and offer personal and professional development opportunities. Each also has an executive sponsor who works in service of the group's goals and mentors each ERG's leadership team. In the past year, the leadership of these groups has grown and diversified greatly. LiveRamp is currently in the process of expanding our BRG and ERGs to also have external partnerships. Currently, we have eight ERGs and one BRG:



AAPI@LiveRamp



BADGE@LiveRamp



Equal@LiveRamp



LatinX@LiveRamp



Military@LiveRamp



Mosaic@LiveRamp



RampAbility@LiveRamp



Women@LiveRamp

Some programs of note that were spearheaded by our ERGs include:

- **Women@LiveRamp** and the DIB team held a panel entitled, "Passion to Purpose," where women LiveRamp leaders shared their insights on the realities of being women leaders in a male-dominated industry and how their experiences and inspirations have prepared them to be the leaders they are today.
- **Women@LiveRamp** also developed small networking groups to give women the opportunity to bond with each other over similar circumstances and/or interests, in addition to developing a mentorship program to be piloted at the beginning of FY23 (more below).
- **Military@LiveRamp** held a panel entitled, "The Impact of War: Challenges for Veterans and their Families." The panel was moderated by a LiveRamp who was a military spouse and featured panelists of LiveRampers who had served in the U.S. Navy and Marine Corps, discussing their experiences as veterans and veteran spouses and how their years of service impact their lives today.
- **MOSAIC**, our group focused on building a supportive and inclusive culture for our European and APAC offices, creates a space for global employees to feel empowered to share, celebrate, and educate each other about their culture, identity, and life experiences. FY22 was a very busy year of activities and events, including a virtual quiz of African flags to celebrate the African Cup of Nations, with the winner eligible to make a donation to their charity of choice. The group also held a virtual panel during Women's History Month, with both internal and external speakers discussing how to improve the quality of life for women in the workplace.

## Workforce

### Mentorship

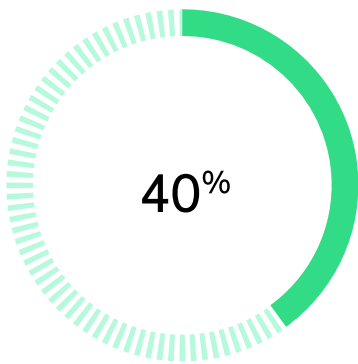
We are very proud to share that at the beginning of 2022, LiveRamp, through the hard work of the **Women@LiveRamp ERG**, launched a pilot mentorship program with a mission to guide up-and-coming LiveRampers by supporting their diverse career paths and empowering them to own their careers. This initial pilot program involves a cohort of ten pairs who were matched based on what the mentees sought to achieve through their mentorship—whether it was general guidance or looking to alter their career path. Based on the feedback from the first group once the initial three months of the program concludes, Women@LiveRamp will also look to expand this program to the entire company. Initial feedback has been overwhelmingly positive, including a mentor who shared that it has also made them reexamine their own career.

“This program is about people understanding their own strengths and mapping their own paths. If someone has a passion for a certain area but does not have expertise in that area, this lets them build that road map.”

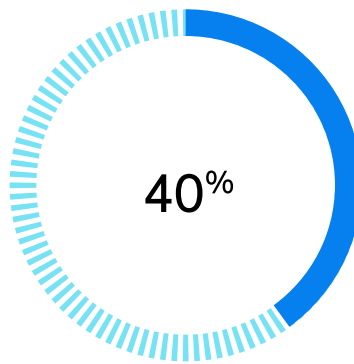
**Stephanie Nigh**, Senior Director, Head of Global Infrastructure & Operations and Co-Founder of the mentorship program

## Workforce

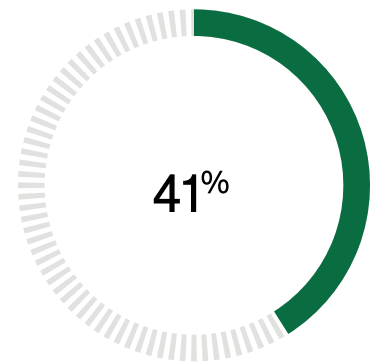
Our FY22 efforts toward diversifying our workforce across levels have resulted in meaningful increases in representation:



40% of LiveRamp's workforce identify as female —a 1% increase



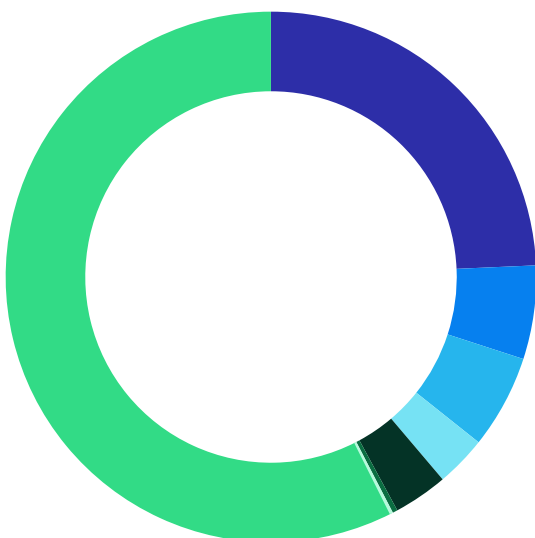
40% of our U.S. team identifies with an underrepresented racial background—a 5% increase



41% of global people leaders identify as female —a 4% increase

## U.S. team demographics

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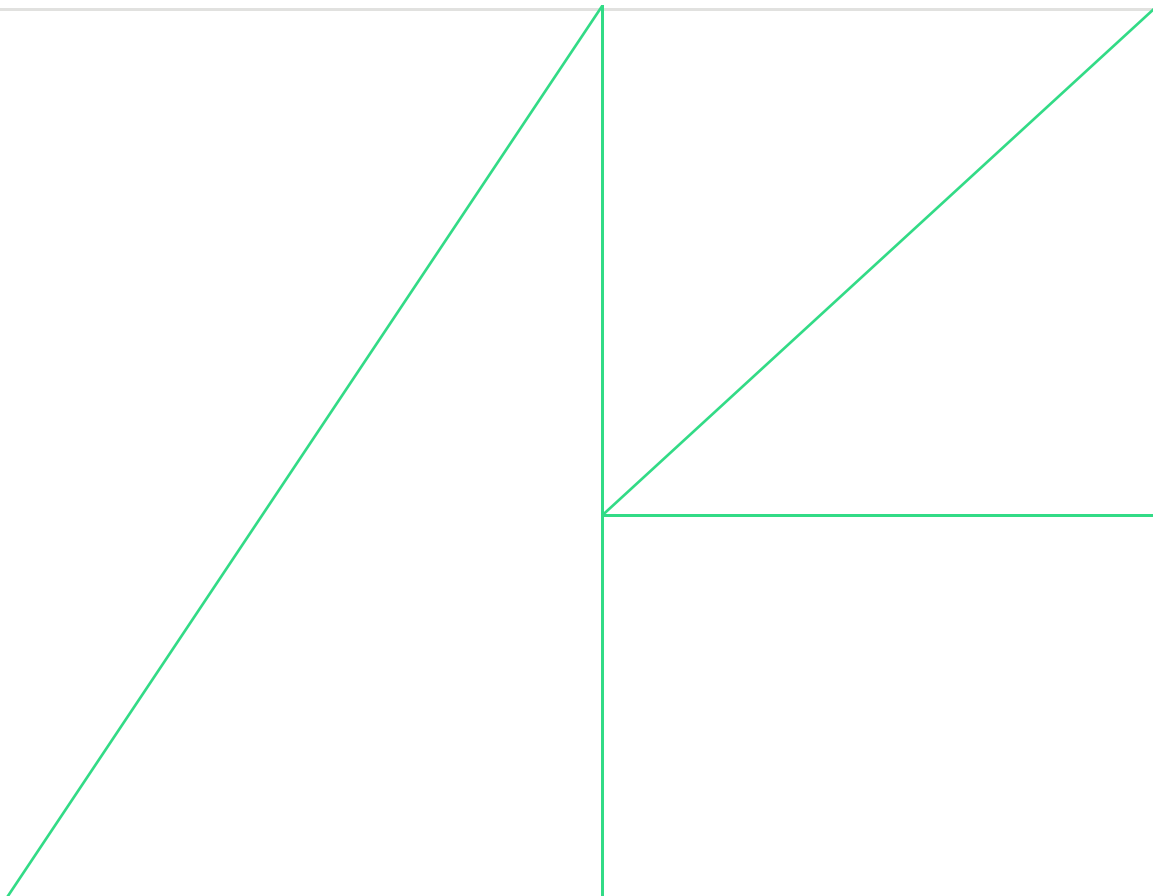
- 57.5% White
- 24.3% Asian
- 5.7% Hispanic or Latino
- 5.7% Black or African American
- 3.1% Two or more races
- 3.3% Did not disclose
- 0.2% Native Hawaiian or other Pacific Islander
- 0.2% American Indian or Alaska Native



## Workforce

### Pay equity

LiveRamp is committed to the principle of equal pay for equal work and seeks to ensure that our employees are paid equitably. Pay equity is reviewed when an employee is hired or promoted and is part of our annual pay review process. It is determined according to business unit, role, geography, years of industry-related experience, performance, and tenure. Where a discrepancy might be identified, we address it. LiveRamp also uses a third-party resource to conduct an annual review of our pay levels across similar job families, levels, and locations to ensure that there is not just internal equality, but that our pay scales also meet or exceed market rates. We continue to enhance our internal processes and metrics to proactively address pay discrepancies and educate our managers on how to ensure pay decisions are free from bias. We also implemented internal governance controls to review pay decisions quarterly to ensure consistent and equitable treatment across all functions and locations.



## Product and customers

Extending DIB efforts to product development and how we service customers is a social responsibility with implications on the bottom line. We recognize that inclusive workplaces produce better business outcomes. By bringing a more diverse group of voices and feedback to our data connectivity platform, the product itself has improved and will serve a larger customer base more accurately. DIB is woven into LiveRamp's product offering—including our identity-based solutions. Some examples of how we have implemented DIB into our product offerings include rethinking exclusionary terminology associated with products; making products accessible to all, especially people with varying capabilities; and enforcing policies to prohibit clients from using services to discriminate once the product is presented outside of the organization. We also strive to contribute to our industry-wide impact by elevating the voices and presence of underrepresented leaders at LiveRamp-sponsored events and accelerating the impact of social sector organizations through our **Data for Good** and **Partners for Good** programs.



## Product and customers



### Data for Good

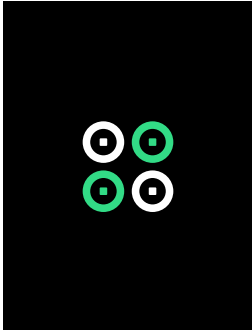
In addition to powering better customer experiences, we believe that data, when harnessed for good, can be used to solve some of society's biggest challenges and shape our world for the better. As part of the Data for Good program launched in 2019, we partner, on a pro-bono basis, with companies who leverage data for social good. In FY22, we partnered with organizations such as St. Jude's, the Ronald McDonald House, the Ad Council, and Color of Change.

Our most significant partnership is with Public Democracy, a data solutions and market intelligence company on a mission to develop better data and more meaningful AI systems that reflect users' values, support their priorities, and allow them to better share in the value of the data they create. They are also our first certified Public Benefit Corporation partner. Some of the projects LiveRamp has collaborated on with Public Democracy include those trying to combat voter disinformation and mitigating COVID-19 vaccine hesitancy.



### Partners for Good

Connections have the power to change the world. We strive to make meaningful connections with partners and customers to unleash a wave of innovation and amplify awareness for a variety of causes. Our voice and position at the intersection of marketing, data, and technology allows for greater visibility of philanthropic efforts. Examples of organizations we partner with are Alliant, who recently expanded their support of nonprofit organizations' efforts at discounted pricing with exclusive nonprofit variables for analytic solutions and ShareThis, who donates 20% of the proceeds generated from the activation of any Data for Good audience segment, from animal welfare, social justice, and climate change, to a rotating selection of nonprofit organizations that align with these causes.



### Supplier diversity and inclusion

As part of our ongoing business operations, LiveRamp embraces the opportunity to be an equitable consumer. We recognize the institutionalized bias and inequities that permeate our society and therefore must be influencers of change and uphold fiscal integrity through sourcing to an innovative and diverse supplier base. LiveRamp is a customer of choice for businesses owned by historically excluded groups, and we enable their success by ensuring representation through opportunity, fairness, and mutually beneficial partnerships.

In February 2021, LiveRamp banked \$15 million in cash reserves to OneUnited Bank and Southern Bancorp, financial institutions supporting historically underserved communities. We recognize that the lack of access to financial resources and services negatively impacts a continuously widening wealth gap in the U.S., which has disproportionately affected minority and Black communities. LiveRamp is in a fortunate position to be able to prioritize diverse banking relationships as part of our larger efforts around diversity, inclusion, and belonging, and in leveraging the power of data to deliver better economic and social outcomes for all.

Although LiveRamp does not currently have a public program in place, we are actively creating a supplier diversity and inclusion program with an anticipated launch date later in 2022. We recently joined [Techscale.org](https://techscale.org) and are performing an assessment of our existing supplier base to understand where our diversity status baseline metrics stand today. We have done an initial baseline of our spend, but we are not ready to share this information publicly. We look forward to sharing our program soon.

## Community

At LiveRamp, we believe DIB extends beyond the workplace. LiveRamp is focused on data-centric initiatives with the power to positively impact underserved communities. LiveRampers support countless organizations and we help amplify our collective impact through annual donation matching and by publicizing unique volunteer opportunities. We have several programs, including LiveRamp.org, to support the interests of LiveRampers and activate their passion, talent, and time to make impactful change in our communities.

LiveRamp.org mobilizes our people, products, and ecosystem to take action for the good of humanity. By leveraging the technology and people across our company and ecosystem, we can build better connections for a better future. We do this by donating our technology, investing in our employees and the causes that matter most to them, raising the profiles of our clients and partners, and supporting data-centric initiatives. We believe we can make a difference by putting our time, talent, and treasure to work to positively impact underserved communities. In FY22, we fundraised for over 100 organizations.



## Community

**As global citizens, we are affected by human rights violations in the world, and as people who believe in doing what's right, LiveRampers also raised \$25,000 for the Ukrainian relief efforts in just two weeks.**

LiveRamp's commitment to community also includes wanting to inspire the next generation of technology leaders. We strive to collaborate with organizations that are focused on tackling diversity gaps in technology by providing exposure and resources to enhance students' technical skills and by promoting internships and full-time placements.

This past year, some of the organizations we partnered with included:

- **CodeHouse**, where LiveRamp was an industry partner for their Scholars Initiatives. This initiative mentors, prepares, and invests in Black, Latinx, and Native American students who have their sights on a career in the tech industry and are enrolled in their first year of college at one of the five participating HBCUs: Clark Atlanta University, Howard University, Morehouse College, North Carolina A&T State University, or Spelman College.
- **DisabilityIN** is an organization working to help achieve disability inclusion and equity in businesses where LiveRamp is a corporate partner. Last year, we participated in their NextGen Leader Initiative by having LiveRampers serve as mentors for two recent college graduates with disabilities as they navigated the transition from college to the workforce.
- **Girls Who Code** is an organization working to close the gender gap in technology and change the image of what a programmer looks like. Girls Who Code has programs including clubs for 3rd-12th graders to explore coding, summer programs to teach high school students to code and provide exposure to tech jobs, and college programs to help their alumni succeed and build a community with other women in tech.



SuitUp Zoomers

## Diversity, inclusion, and belonging / Community

This year, LiveRamp partnered with SuitUp and Givsky to compete in a unique, exclusive volunteer day where they led teams of students who played the role of Chief Marketing Officer for a day to tackle a real-world business challenge. The students and LiveRampers collaborated in an effort to network, brainstorm, and record a Shark Tank-style business pitch for a one-day virtual business competition aimed at giving a unique experience to underserved, underrepresented, and under-resourced students from across the U.S.. LiveRamp volunteers were assigned teams of 5 to 15 students and were tasked with creating a digital and social media campaign that highlighted and celebrated the importance of women’s voices and their impact on American history and culture with Fenty Beauty. Each pitch was delivered live to a panel of judges from a real corporation where the winning team received a cash prize. LiveRamp executives also served as judges for the competition. The students enjoyed it so much that many have connected with some of the LiveRampers to be their ongoing mentors.

“It was inspiring and very energizing to participate in SuitUp and see the energy from the students coming up with innovative ideas we'd never have thought about!”

Marie Furdere, Director of Activation Products

# Environmental sustainability





We are still at the beginning of our environmental sustainability journey, but are well on our way to identifying and implementing best practices for our industry.

LiveRamp has made great progress in advancing employee awareness of environmental sustainability. An internal business resource group, GreenRamp, was formed in early 2022 to create a forum for sharing sustainability commitments and climate change awareness and to promote environmental advocacy. The Board of Directors for this BRG is led by a cross-section of the company, including our Head of Global Responsibility, General Counsel and Chief Privacy Officer, GM of Technology, Head of Workplace Operations, Head of Productization, and Assistant General Counsel & Head of Data Ethics, EU, as well as three non-executive LiveRampers from various teams across the company.

**GreenRamp is focused on:**

- 1** Educating LiveRampers through meetings up to 12 times per year, discussions via Slack, and campaigns to encourage LiveRampers to be more green-conscious
- 2** Commitments LiveRamp can make around its own environmental impact
- 3** Contributions LiveRamp can make to organizations already doing the work in our communities

## Environmental sustainability /

LiveRamp's current sustainability efforts span several areas. As we do not own any of our buildings, when leasing and building out real estate, we prioritize green buildings that are centrally located and commuter-friendly and incorporate sustainable elements throughout all aspects of the design and construction process. We have recycling and composting programs in all of our global offices, energy and resource conservation programs, and public transportation support programs.

Most importantly, we transitioned the vast majority (currently about 80%) of our data hosting to the cloud. This significantly reduces our physical data center footprint. We purposely selected Google Cloud as our provider of choice, as they are currently carbon neutral with a goal of running on carbon-free energy by 2030. LiveRamp continues to make a positive impact on carbon emissions as an industry leader in federated learning and distributed data collaboration use cases, allowing us to preserve privacy without requiring underlying data to move or be consolidated. As a result, we have been able to reduce data storage requirements and overall energy consumption through these advanced technologies.

We are looking forward to sharing many new initiatives in the future, as LiveRamp is committed to the following goals:

**1** Sharing our sustainability vision and respective policies for the next five years.

**2** Implementing a dashboard that represents key data points, including tracking of scope 1, 2, and 3 carbon emissions and KPIs for environmental sustainability in line with standard reporting metrics.

**3** Focus on responsible energy management, reduction of carbon emissions, efficient use of water, and reduction of waste entering landfills.

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We also are looking to set science-based targets in the near future. We have engaged a partnership with Goodera, an international sustainability consultant and technology firm that will help us set KPIs and create a dashboard to monitor our progress. As our journey progresses, we are committed to transparency regarding our environmental sustainability through public disclosures and via our website.

# How we operate

Ethics and compliance

Why sustainability matters

LiveRamp has a steadfast commitment to maintaining the highest standards of business and professional conduct and compliance. A consistent effort to uphold strong values and make the right choices in how we conduct business is critical to earning the trust of our customers and other stakeholders.

## Ethics and compliance

LiveRamp's commitment to **doing the right thing** for the right reasons remains constant. It is the cornerstone of our company's success. Our [Codes of Ethics](#), which is posted on the LiveRamp website and can be found in the Employee Handbook—which each LiveRamper receives when joining—contains guidelines for conducting business with the highest ethical standards. LiveRampers are expected to become familiar with these policies, which are reinforced through annual code of conduct training that all employees must sign off on. These trainings are to be used as a road map for when employees are unsure which decision or action is appropriate in tough situations. These policies, combined with LiveRamp's core values and guidance from LiveRamp leaders and human resources employees, help LiveRampers choose the right course of action day to day.

Our Chief Ethics and Legal Officer has managerial responsibility for our anti-corruption and business ethics programs. We maintain established programs to assess and address risk areas for corruption, such as conflicts of interest and bribery. We also set out our principles for the protection of human rights, including anti-discrimination and anti-harassment, diversity, and health and safety.

## Whistleblower program

LiveRamp is committed to an environment where open, honest communications are the expectation, not the exception. Open communication is a hallmark of the LiveRamp culture: anyone who suspects unethical or inappropriate behavior is encouraged to use internal reporting channels or our independent ethics hotline without fear of retaliation. As detailed in our code of ethics, confidential reports can be made directly to our HR or legal departments, or through our anonymous, third-party-operated reporting service, which is available 24 hours a day, seven days a week, 365 days a year. Employees, contractors, suppliers, and community members can submit a report online or call toll-free from anywhere in the world. LiveRamp strictly prohibits reprisals or retaliation against anyone who, in good faith, files an ethics complaint.

The hotline reports are automatically directed to the Chief Legal Officer and chair of the Audit Committee of the Board. Suspected violations of our Codes of Ethics or company policies are brought to the attention of our Chief Ethics and Legal Officer (or the Chief Financial Officer if the complaint is related to financial, accounting, or auditing matters). All allegations are investigated and tracked until resolved, and appropriate action is taken based on the findings. Material issues involving a violation of regulation, law, or the Codes of Ethics are reported to the Board's Audit Committee. The Chief Ethics and Legal Officer provides annual compliance updates to the Board of Directors and interim reports to the Audit Committee throughout the year.

## Why sustainability matters

As LiveRamp works to create a positive impact on the world and the communities that surround us, we recognize that doing what's right goes beyond our workplace. We're proud to have an ecosystem of partners, customers, and employees who have agreed to walk with us on this journey of humble improvement, working to better the workplace and the world for the greater good.

LiveRamp continues to look forward to how we can foster change that matters. Doing more with data is only the beginning.

**/LiveRamp**

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