

Diversity, Equity, & Inclusion





LiveWorld's Objectives for DEI



Picture is actual staff members

LiveWorld has a deep commitment to **diversity, equity, and inclusion (DEI)** for our business and our company culture.

This document defines what DEI means to LiveWorld and our clients, employees, job candidates, and shareholders. We believe that DEI supports a better business model and is in line with how we have done things for over 28 years. In this document, we will demonstrate LiveWorld's dedication to DEI, why we have this commitment, and how we implement it.



1)

Increase our value add and the competitiveness of our business with

- A wider set of lived experiences and perspectives
- Variety, which stimulates thinking and creativity



2)

Create a great working environment for our team.



3)

Make a significant effort not to discriminate

based on the following, which include, but are not limited to: race, color, ethnicity, national origin, religion, sex, gender, gender identification, sexual orientation, national origin, disabilities, and/or age.

We believe that DEI makes LiveWorld a more competitive business that is better able to deliver value to our clients, employees, shareholders, community, and country.

LiveWorld's Definition of DEI



We have always provided the resources our team needs to thrive, and we will continue to.

Diversity: Striving to have a workforce with a diverse set of backgrounds and lived experiences.

- **Diversity is recognizing the value add that occurs when we embrace the unique differences that a diverse set of backgrounds and lived experiences brings to the table.** This gives us a better understanding of our clients' diverse customer base, resulting in increased perspectives, ideas, and creativity.
- We recognize that diversity is not just about race or cultural differences. Diversity also includes age, gender identity, gender expression, disability, socioeconomic status, learning style, geolocation, and so on. With this understanding, **we seek to embrace the backgrounds and lived experiences of our staff to further the vision and goals of LiveWorld.**

The definition of DEI according to the Oxford Review is:

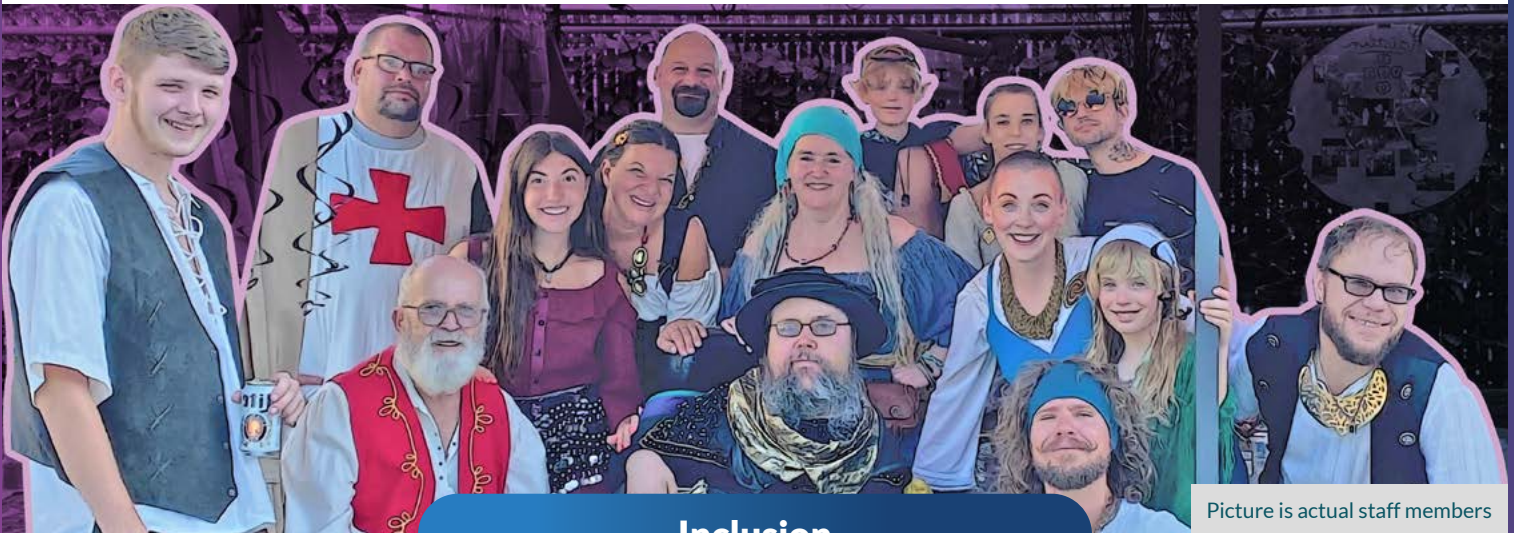
"DEI are practices and policies intended to support people who come from varying backgrounds and give them the resources they need to thrive in the workplace."



Equity

Working to enable each team member to bring forth their best contributions and abilities. This enables LiveWorld to better meet our business objectives and ensures that our team members have great work experiences.

- Equity means allowing for how people are different and enhancing their strengths and overcoming any challenges they may have to bring forth their talent and best work. This allows for equity of opportunity. LiveWorld provides the tools we feel our people may need to perform their best.



Inclusion

Picture is actual staff members

Making everyone on our team feel included in the LiveWorld experience.

- Inclusion is the idea that people operate more effectively and feel better when they feel included. There is great value when everyone is included in a culture that embraces the individuality of each team member while still understanding our collective value add to the whole organization. This allows us to create more value together than we can by ourselves.



At LiveWorld, DEI is Not:



- **Affirmative action.** Affirmative action is defined as a set of procedures designed to eliminate unlawful discrimination among applicants, remedy the results of such prior discrimination, and prevent such discrimination in the future. Some people believe these measures prioritize hiring, promotions, or adjust evaluations based on a person's protected class. Others disagree with that view.
- **Either way, it is not a part of LiveWorld's definition and approach to DEI.** We do not give preference in hiring, promotion, or evaluation based on a person's race, color, ethnicity, national origin, religion, sex, gender, gender identification, sexual orientation, national origin, disabilities, and/or age. Nor do we hire, promote, or evaluate under-qualified or lesser-qualified candidates on these bases.
- **Ideological, economic, and/or political models and views.** LiveWorld's definition and approach to DEI has nothing to do with ideological, economic, and/or political models and views including, but not limited to, capitalism, Marxism, democracy, authoritarianism, settler colonialism, oppressor/oppressed, or any others. Nor does our program in any way suggest endorsement of, or opposition to, any such views. It is simply our model to treat people fairly and inclusively, empower our team, and work to avoid discriminating against, or in favor of, anyone.
- **Our view of DEI at LiveWorld is generally consistent with DEI practices at our clients' and most fortune 500 companies** and is based on our founders' training at Apple, our collective experience at other large companies, and our training at LiveWorld.



How DEI Helps Us Optimize Our Business & Create a Great Working Environment

DEI is about how we treat people fairly by including, empowering, and embracing a wide range of qualified people. It is our deep commitment to the same that enables LiveWorld to better deliver value to each of our stakeholders: clients, employees, shareholders, community, and country.

Part of meeting our business goals and serving our community is fundamentally rooted in **employing and advancing people from all backgrounds**. In so doing, we commit to empowering people and treating them well and fairly, which results in better business. We can then offer solutions that are creative, principle driven, and intrinsically better for our clients. This is because we have a diverse staff with a wide range of backgrounds who work together to utilize their career and lived experiences to present and implement rich and diverse ideas.

According to a 2023 study by McKinsey & Company involving more than 1,200 firms worldwide,

“Companies with the highest racial, ethnic and gender representation are 39 percent more likely to financially outperform competitors.”

(Washington Post)

The CEO of JPMorgan Chase, Jamie Dimon, emphasized that DEI

“Initiatives make us a more inclusive company and lead to more innovation, smarter decisions and better financial results for us and for the economy overall.”

(Washington Post)



LiveWorld's Approach to and Implementation of DEI

Diversity

We try to cast a wide net when recruiting so **we can find fully qualified people from a wide variety of backgrounds and lived experiences.** When considering candidates, we are careful not to allow our own implicit biases to cause us to lean toward or away from someone because their background is like, or unlike, ours. It also means that while at our core, we are all just people and very much the same, we each bring unique backgrounds and experiences that we celebrate and try to benefit from.

Equity

We continuously strive to **build an internal culture that removes barriers that might inhibit individuals from bringing forth their best selves and contributions to LiveWorld's efforts.** This includes regular brainstorming sessions, one-on-one meetings with management, and cross-departmental meetings that allow individuals to participate in business strategy development.

Inclusion

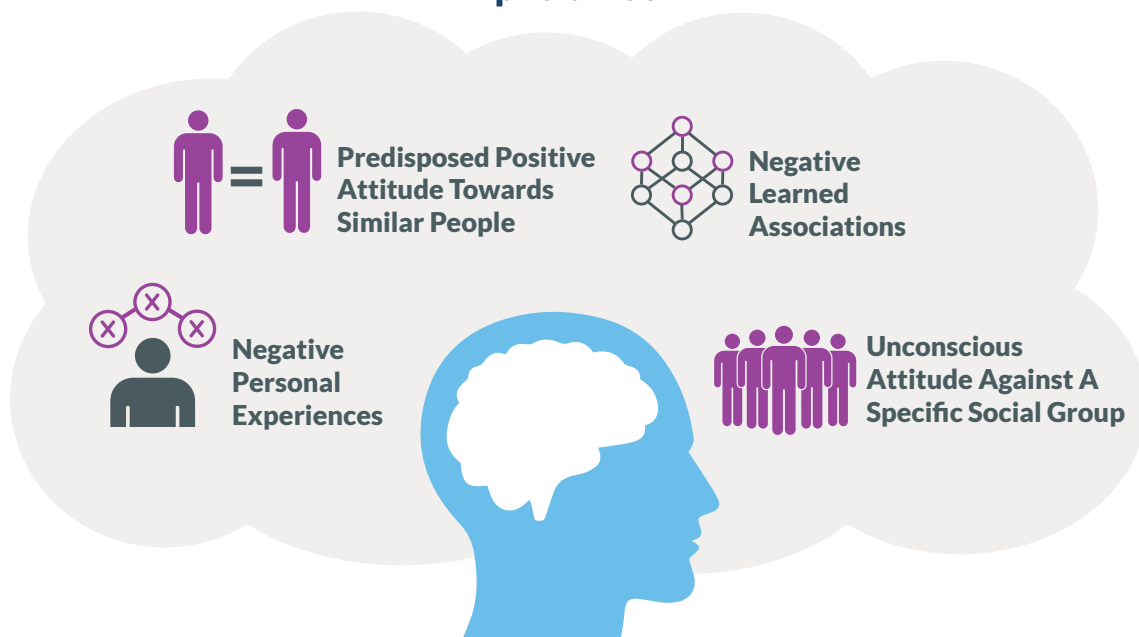
By nurturing an inclusive environment, **we empower our people to feel part of the team.** A core tenant of LiveWorld is that everyone can contribute to their specific areas and also across the company. Therefore, LiveWorld works to ensure that we neither discriminate against, nor favor, anyone due to implicit bias. Our culture and processes encourage everyone to contribute, ensures anyone can lead, and supports each person as they do. We are also committed to providing support to team members to ensure they can contribute.





Our Approach to DEI Allows Us to Address Implicit Bias and Cultivate a Rich Culture at LiveWorld with Growth and Opportunity for All Our Team Members.

Implicit Bias



Implicit bias: Implicit bias, as defined by the American Psychological Association, is “... known as **implicit prejudice or implicit attitude**, is a **negative*** attitude, of which one is not consciously aware, against a specific social group. Implicit bias is thought to be shaped by experience and based on learned associations between particular qualities and social categories, including race and/or gender.”

* In LiveWorld’s view, implicit bias is a predisposed attitude that can be negative or positive. Generally, it’s being predisposed toward people like oneself.

We all have implicit biases based on our experiences. We acknowledge that this is a part of being human. **But we want to understand human nature so it supports, rather than gets in the way of, our goals.** LiveWorld works to ensure that these implicit biases do not cause us to discriminate against or toward anyone.

LiveWorld Implementation Examples



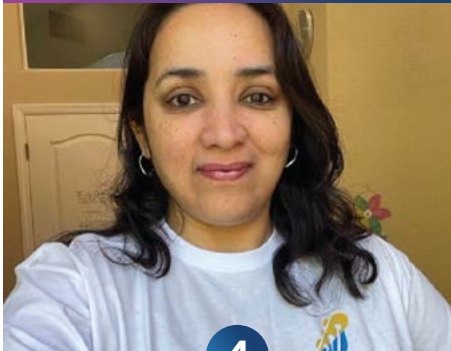
1

Cast a wide net in recruiting. We recruit / source across a wide range of geolocations, races, genders, cultural experiences, and nationalities.



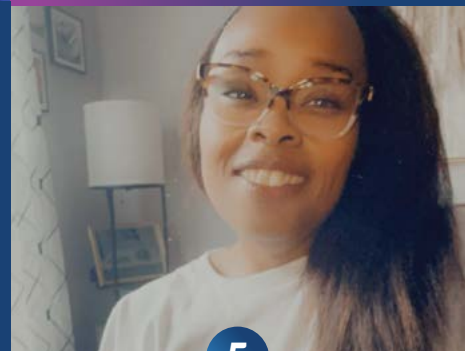
2

Contribution, not opinion. Regardless of their department and background, all team members can contribute to our organizational success.



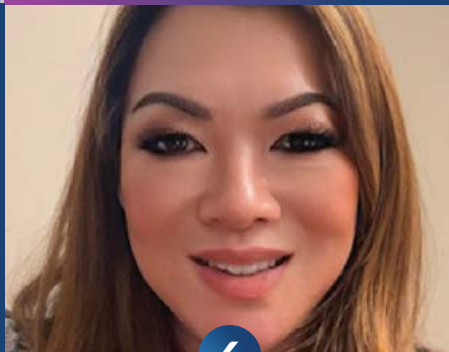
3

Leadership accountability. We support people leading based on their willingness and ability to do so, not their organizational authority. By doing this, we become more agile and create growth opportunities for the team.



4

Embracing different religions and holidays. Our company remains neutral regarding any specific religion or holiday. We appreciate the experiences of all individuals.



5

Self-Expression and self-identity. We respect our team members for who they are and the way they perceive themselves, including but not limited to gender identity/ expression.



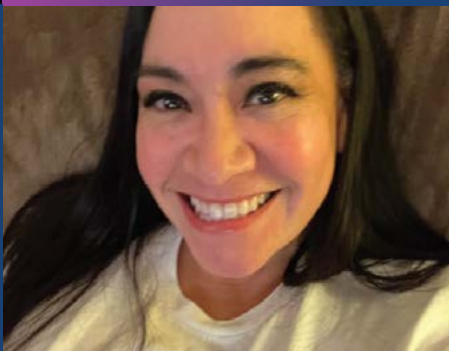
6

Reasonable accommodations. By providing the necessary tools, we enable our team members to bring their best selves to work.



7

Skill Development. By offering necessary trainings, we ensure that our team members have the equity of opportunity to showcase their unique business skills.



8

Remote Centric. To add to our team's diversity, we leverage our remote environment to hire individuals from anywhere in the country.

Pictures are actual staff members



The Strength and Value of Our Commitment



LiveWorld is committed to being a diverse, equitable, and inclusive business.

DEI is central to our Collaborative Velocity culture

- **Contribution**
- **Alignment**
- **Leadership**
- **Trust**

DEI supports our social-first strategies for staff/clients

- **Bringing diverse sets of people together**
- **Supporting a range of lived experiences**
- **Engaging our staff and clients' customers without bias**

When a person comes to LiveWorld, they embark on an empowering journey based on who they are, what each of us brings to the team, and what we gain and learn from our similarities and differences. When a client works with LiveWorld, we bring them the strength of our common commitment, the richness of our diverse backgrounds and lived experiences, and the greater value of a group effort where everyone is truly part of the team.



Our Diversity Data 2024

Locations



33 States and 12 Countries

Women



of employee
(70% of corporate)



in senior
leadership



of Board of
Directors

Persons of Color



of employees
(30% of corporate)



in senior
leadership



of Board of
Directors

Range of diversity including, but not limited to

- LGBTQ, gender identity/expression
- Disabilities, neurodiversity
- Religion and languages