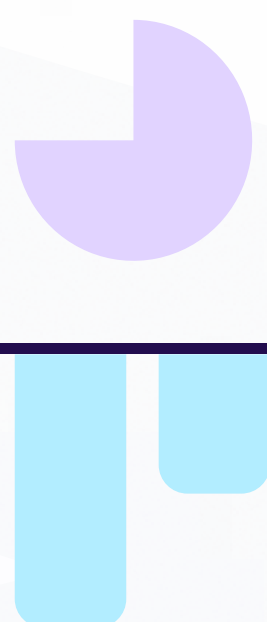


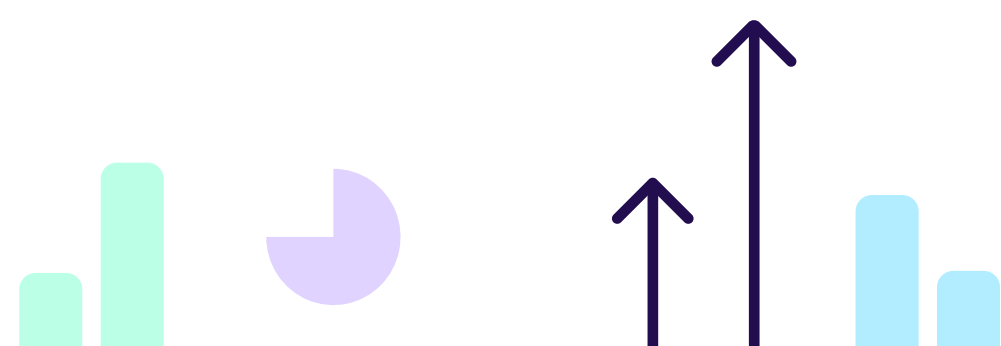


# Gender Diversity Report 2023



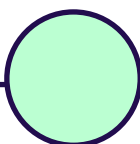


# Table of Content



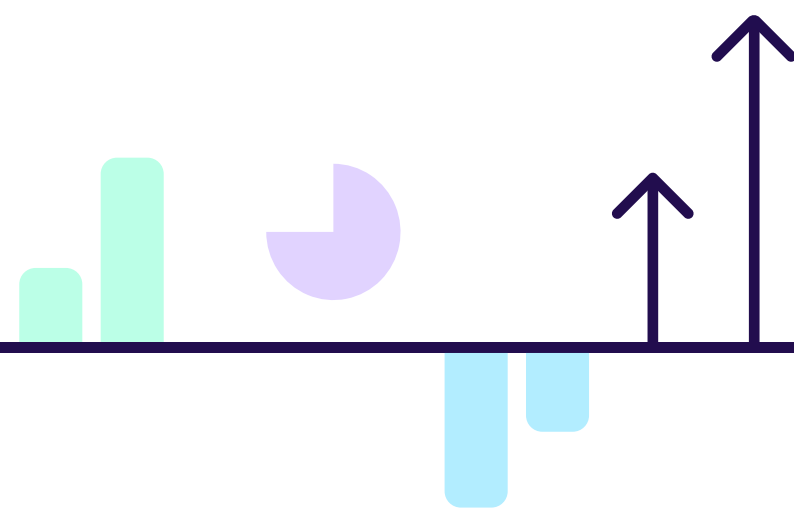
**For the 2024 Gender Diversity Report, the focus will be streamlined to highlight the most significant data, trends, and benchmarks to ensure clarity and emphasize critical insights. This approach will prioritize a concise presentation of key findings over extensive narratives.**

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# Introduction



AppsFlyer is dedicated to fostering a culture of diversity, equity, inclusion, and belonging (DEIB). This report outlines our efforts and progress over the past year, emphasizing the importance of gender diversity in driving innovation, equality and business success.

## Methodology

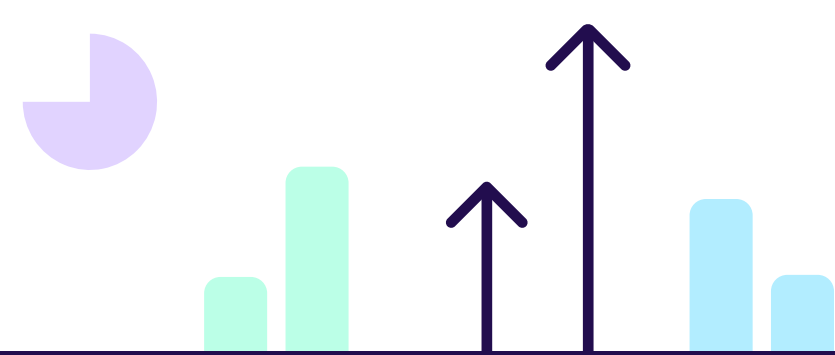
This report presents data collected from January 1, 2023, to January 1, 2024, aligning with our fiscal year for streamlined analysis and planning. This adjustment from previous reporting periods means that comparisons with prior years may differ.

Our data reflects an evolving workforce, offering insights that inform our DEIB strategies and initiatives efforts. Each statistic serves as a starting point for deeper inquiry and our commitment to continuous improvement in creating an inclusive workplace. The standardized collection period enhances consistency and clarity, guiding our future strategies and initiatives.



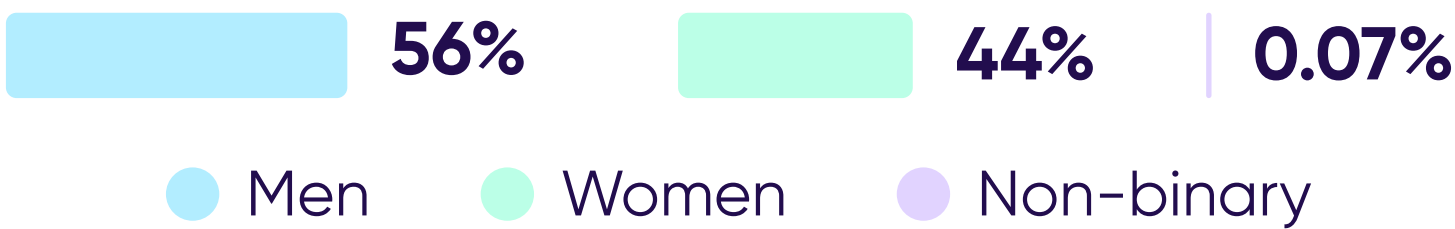


# Key Findings

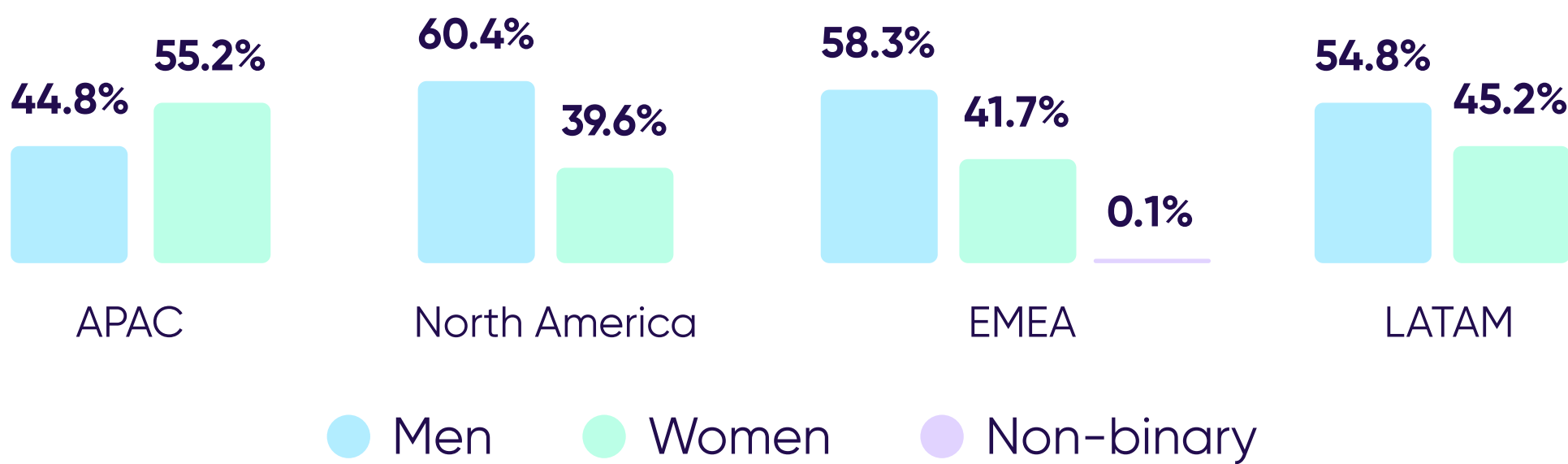


The 2023 Gender Diversity Report presents AppsFlyer's commitment to creating an inclusive, equitable, and diverse workplace.

## Global Workforce Composition



## Regional Gender Distribution

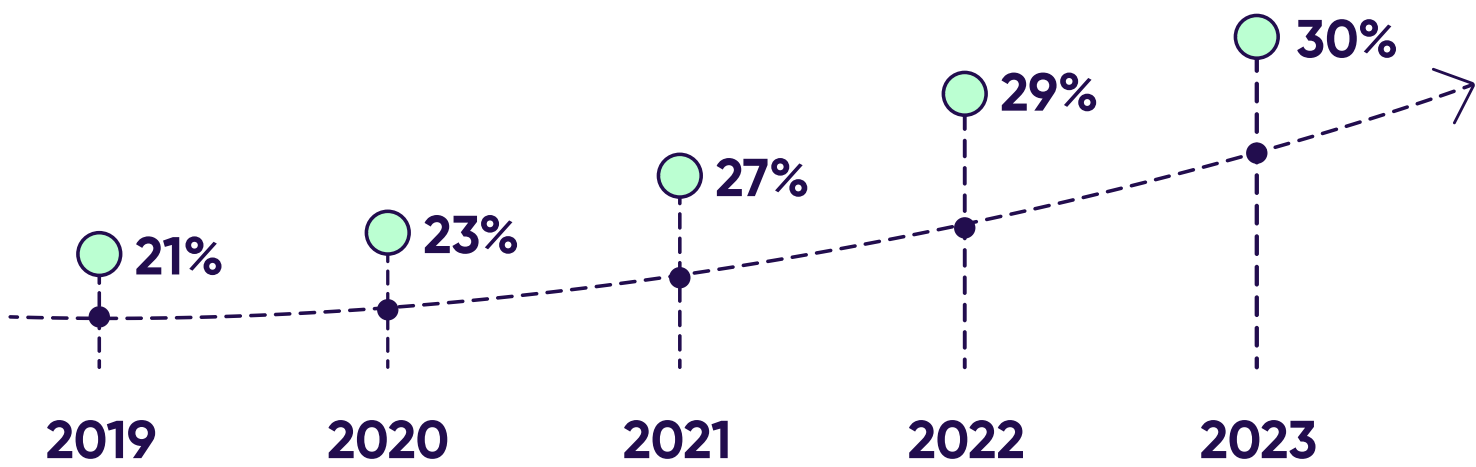


## Women in Leadership Roles



Target Marker Goal **36%** women in senior leadership by 2025

## Women in Tech Roles

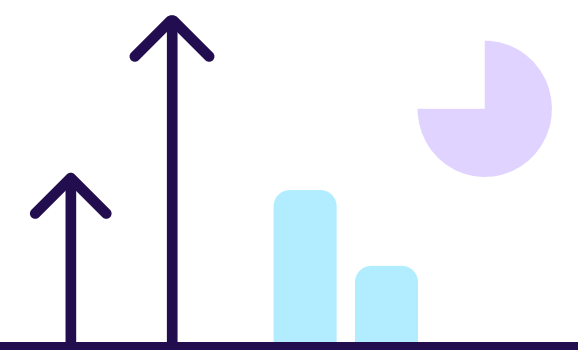


## Hiring and Recruitment





# Message from Our CEO & Co-founder



Change is an ongoing journey. It's a dedication to continuous improvement.

I am excited to share our 2024 Gender Diversity Report, which highlights our relentless pursuit of a truly inclusive workplace.

At AppsFlyer, diversity is a cornerstone of our strategy, fueling innovation and enhancing decision-making. Our people are our most valuable resource, and by embracing varied perspectives and experiences, we drive our success.

This report celebrates the significant strides we've made thanks to the collective efforts of our team. Over the past year, we have focused on cultivating an inclusive culture, refining our recruitment processes, and supporting career growth for all employees. These initiatives reflect our deep commitment to creating a dynamic and diverse workforce.

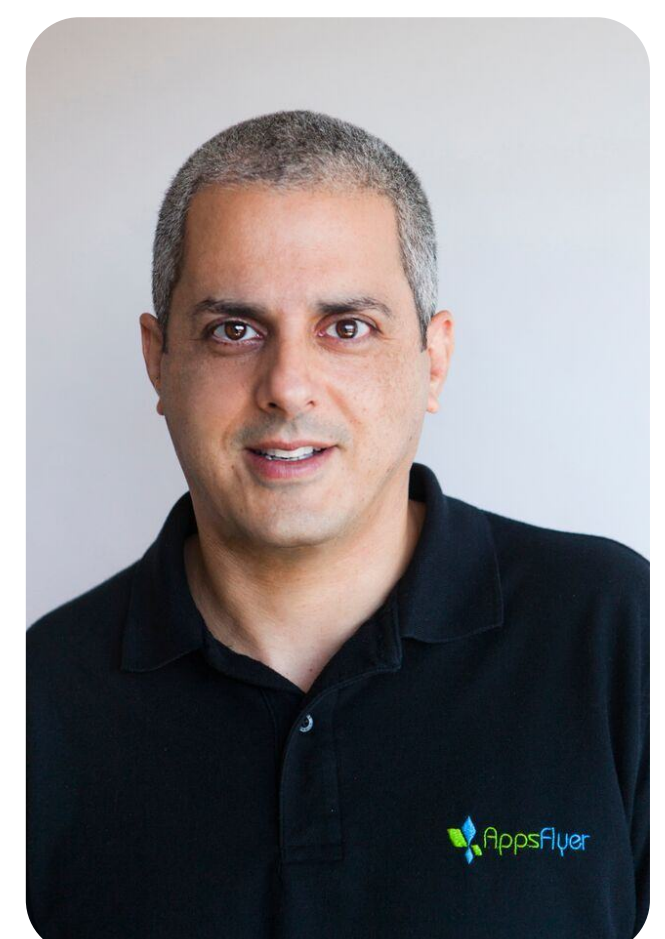
While we have made considerable progress, we are also aware that there is always room for growth. Our journey toward inclusivity is ongoing, and we are dedicated to continuously improving our practices. We strive for transparency, sharing both our achievements and the areas where we can enhance our efforts.

Our vision for a better, safer digital experience begins with fostering a supportive and inclusive work environment. We will keep investing in programs and guidelines that promote diversity, equity, and inclusion, ensuring every employee feels valued and empowered to contribute.

Looking ahead, AppsFlyer is committed to advancing our diversity initiatives and setting new industry standards. Together, we will continue to build a workplace where everyone can thrive, driving our collective success forward. This is fundamental to our vision, guides our efforts, and drives our future.

Sincerely,  
Oren Kaniel  
CEO & Co-founder

*Oren Kaniel*





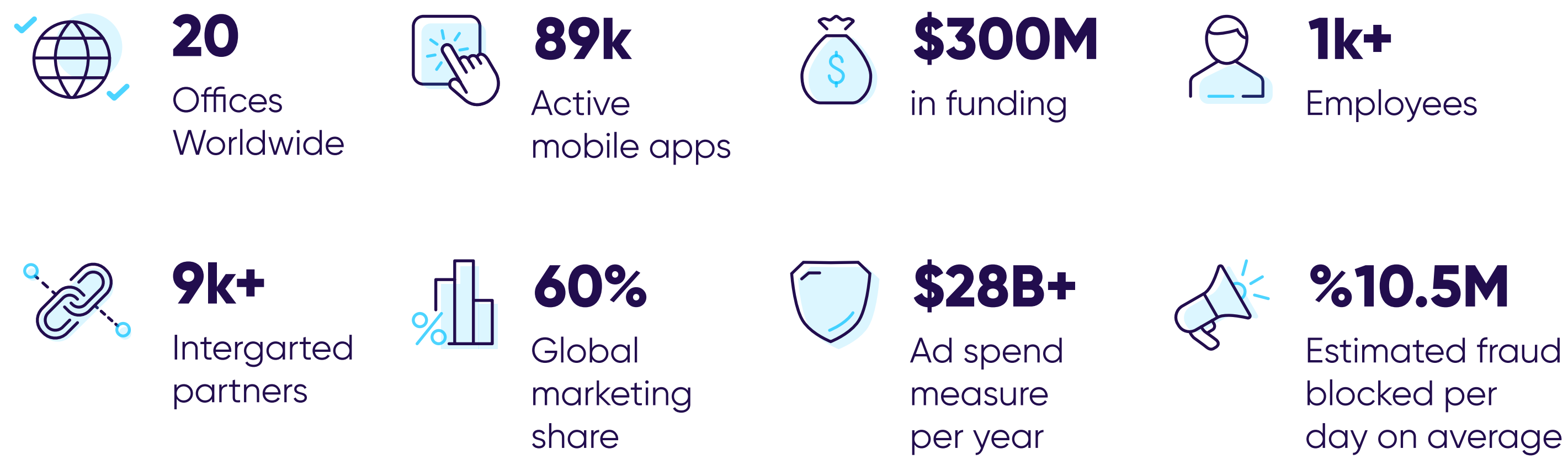
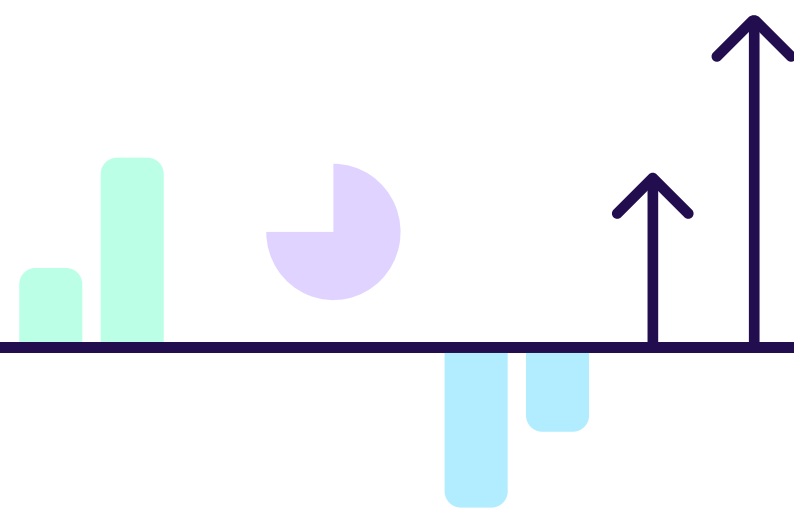


# **AppsFlyer at a Glance**





# About AppsFlyer

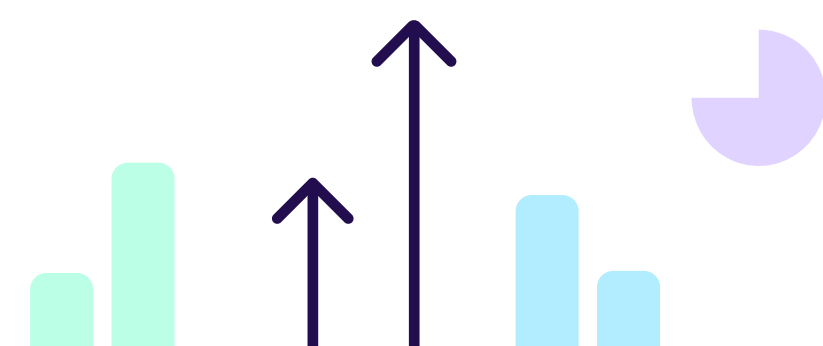


## Our Investors





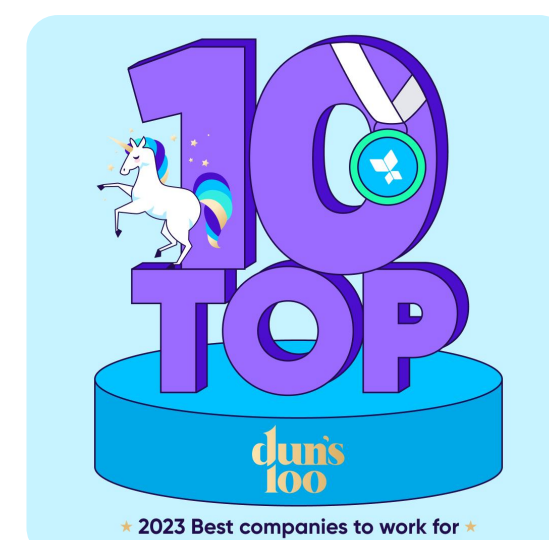
# Industry Recognition



As an industry, it is important for us to unite and actively strive towards transforming the ecosystem to foster greater diversity.

**Dun's 100** the Standard of Achievements – Top 10: Best place to work & best company leading diversity, equity and inclusion.

**The Dun's 100** rankings present the leading companies in a range of economic sectors and accurately and professionally reflect the business reality in Israel.



## Great Place to Work US

AppsFlyer North America is a Great Place to Work. 99% of employees at AppsFlyer North America say it is a great place to work.



**AppsFlyer Ltd**  
Updated October 2022.



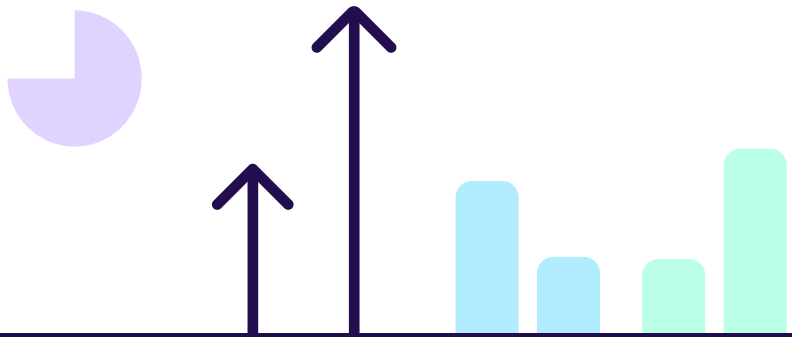
Employees say  
this is a great  
place to work

## LinkedIn

Top Companies 2023: The 25 best workplaces to grow your career in Israel. Backed by unique LinkedIn data measuring different elements of career progression.







## People by Gender

44%

Women



56%

Men



0.07%

Non-binary



## Generational Diversity Metrics

1%

Baby Boomers



15%

Gen X



79%

Gen Y



5%

Gen Z



Ave. Age **36.4**

In 2023 AppsFlyer Welcomed

**135**

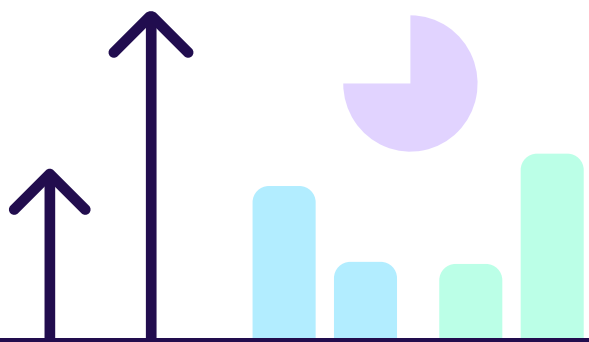
New AppsFlyer Babies from All Families

# Representation by Gender

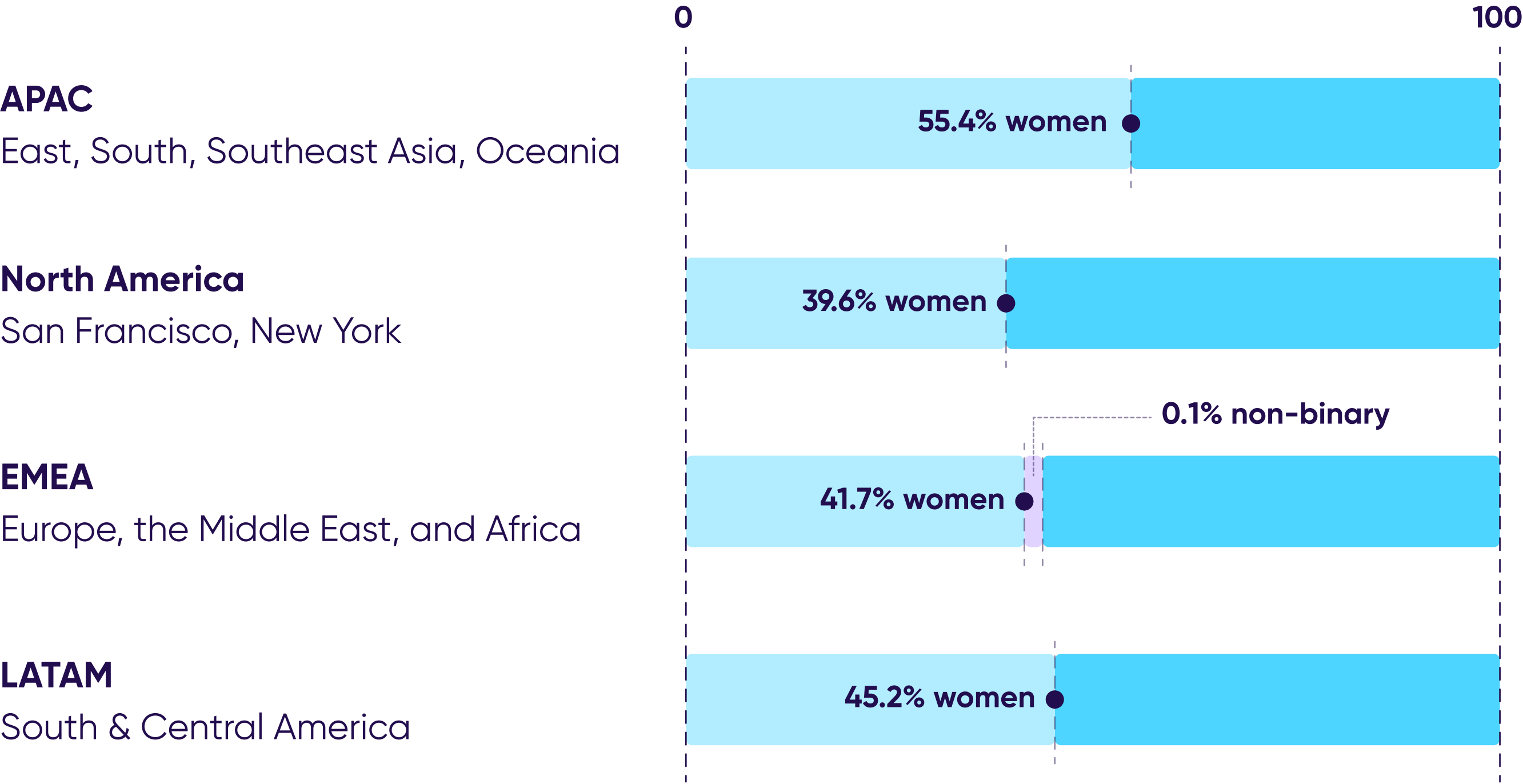




# Global Gender Diversity Breakdown

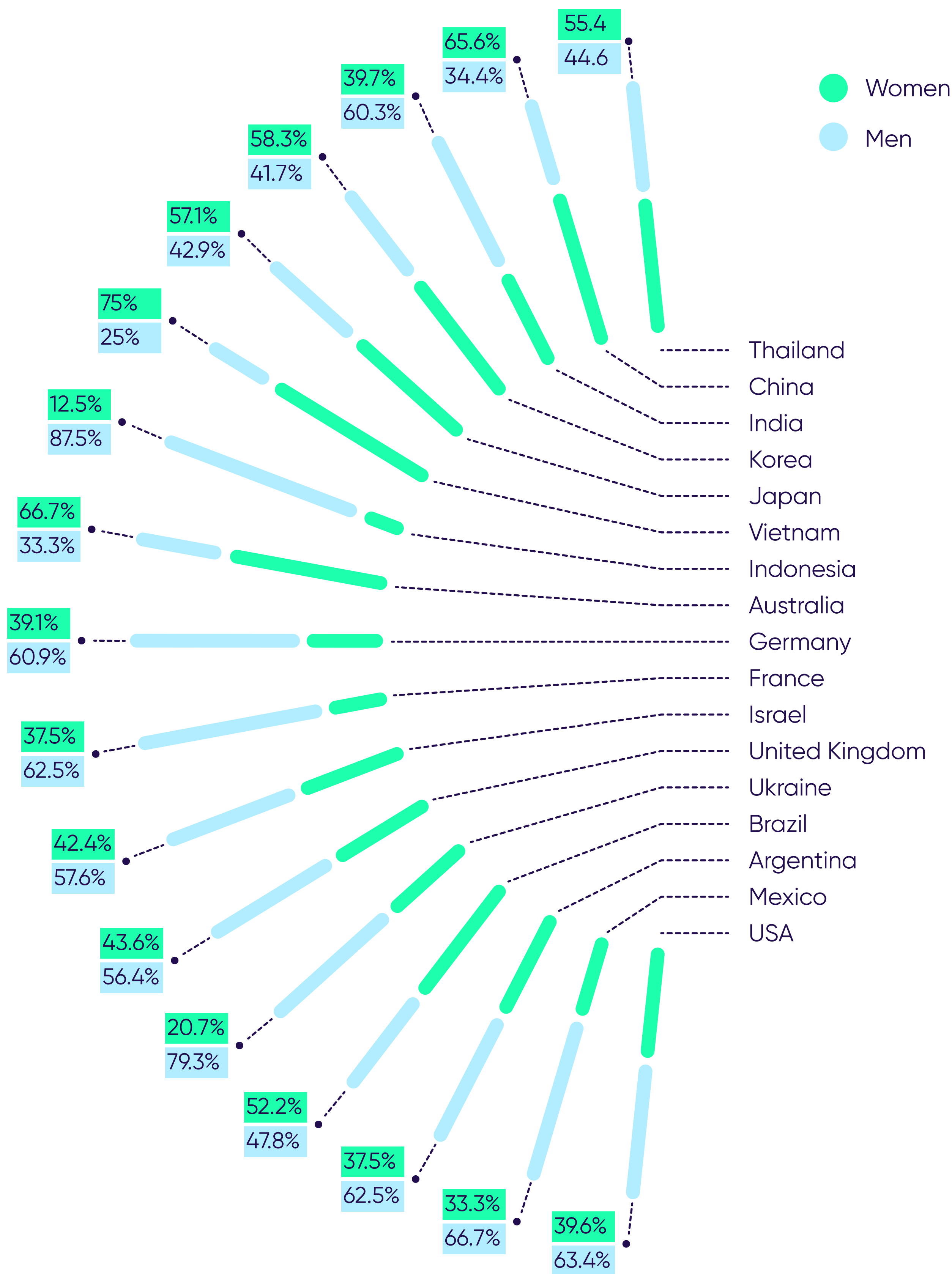
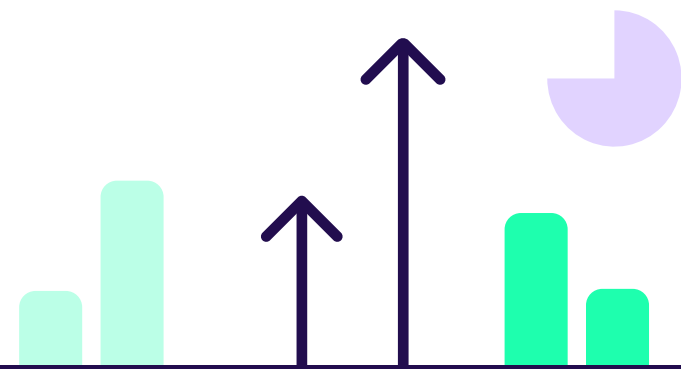


## Representation by Gender Across AppsFlyer Regions



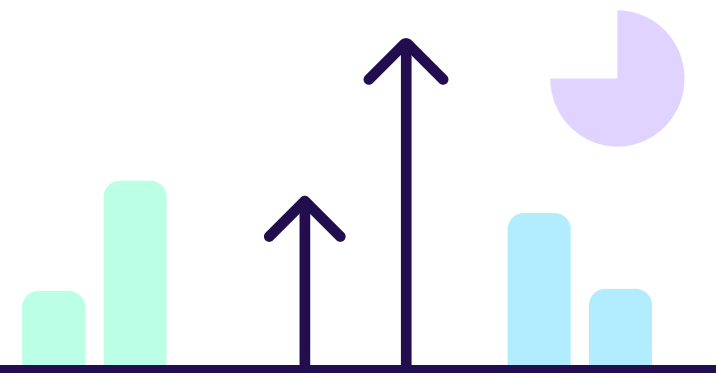


# Global Gender Diversity Breakdown





# Global Gender Diversity Breakdown



## Insights

### APAC

The region shows positive growth in women's representation, due to successful diversity policies and cultural shifts towards greater gender equality in workplaces

- **Thailand** saw an increase from **51.2%** to **55.4%**, showing a relative change of **8.2%**, reflecting successful gender diversity hiring and inclusion strategies
- **China** continued its upward trend with a modest increase from **63.7%** to **65.6%**, a relative increase of **3.0%**
- Our new office in **Vietnam** entered the analysis with a robust **75%** women workforce, setting a high benchmark for diversity from its inception

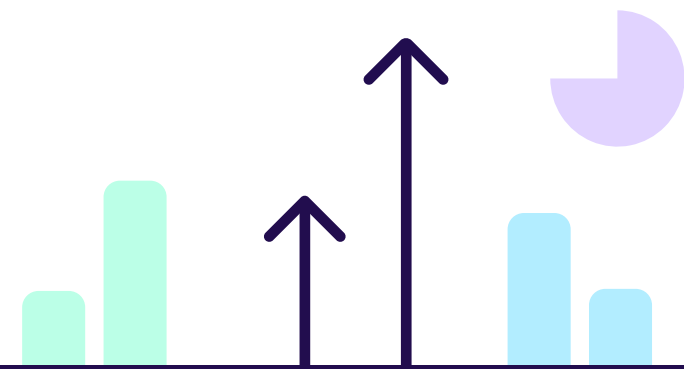
### EMEA

- **France** made the most dramatic improvement, nearly doubling its percentage from **18.2%** to **37.5%**
- **The Ukraine** site is the only R&D site outside Israel, although our people have been spread throughout central Europe due to the war. Our efforts are to meet the changes that come with the needs on the ground
- **Israel**, in 2023, a third of those employed in high-tech positions and in the market were women (Israeli Innovation Authority, 2024)

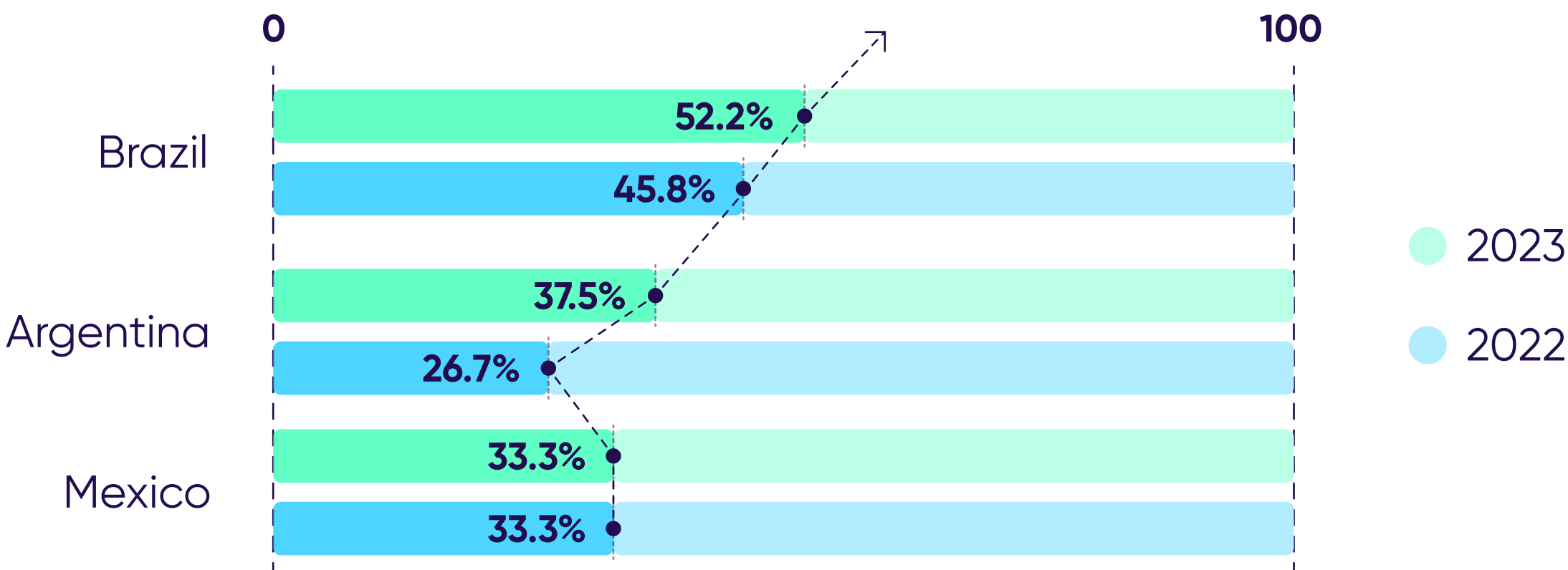
### North America

- In the **United States**, the rate of women employed in the high-tech industry stood at **36.5%** in 2023
- Women in Tech and STEM Workforce in the U.S. (*The World Bank, 2023*)

# Global Gender Diversity Breakdown



## LATAM



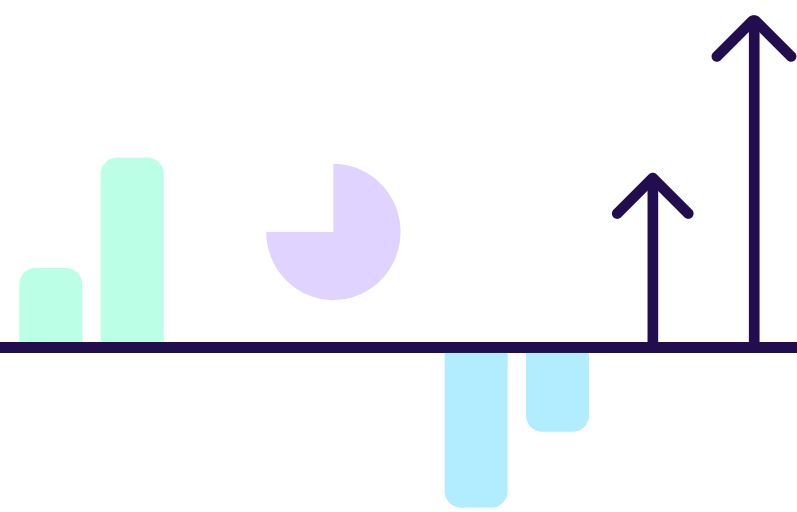
- **Brazil** has demonstrated a notable advancement in gender diversity within the tech sector, with women's representation increasing to **52.2%** from **45.8%**, a significant leap above the national industry benchmark of **30%** reported by the Brazilian Institute of Geography and Statistics (IGBE)
- This **14.0%** relative increase highlights Brazil's successful initiatives and commitment to enhancing gender inclusivity, surpassing local industry averages
- **Brazil and Argentina** both showed substantial improvements, with relative changes of **14.0%** and **40.5%**, respectively. Mexico maintained stable female representation, with minimal to no change



Representation by Gender

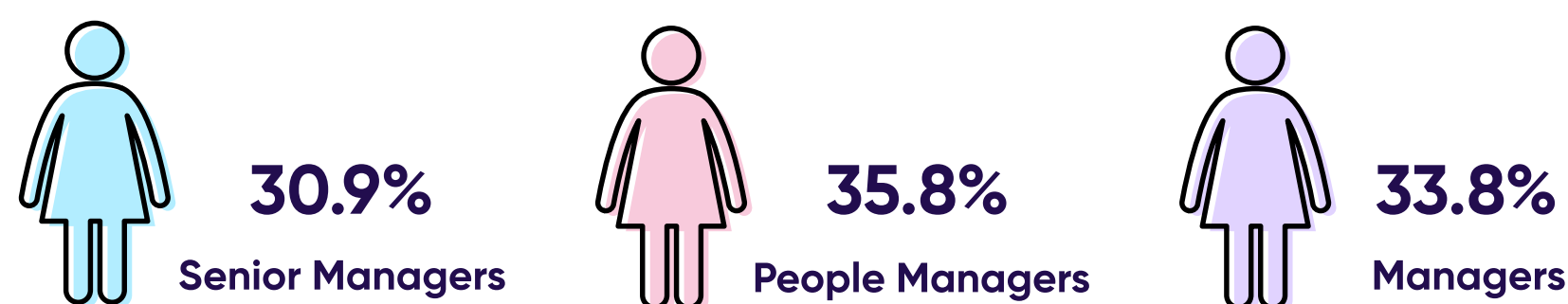


# Women in Leadership



The presence of women in leadership roles is not only a marker of progressive organizational culture but also a fundamental driver of innovation, financial performance, and comprehensive decision-making. As we delve into the dynamics of gender diversity within our leadership structure, this chapter provides a detailed analysis of the current status of women across various management levels, from team leads to senior executives.

We aim to uncover trends, compare them against industry benchmarks, and identify actionable insights to further enhance gender diversity in leadership within our organization. This examination serves as both a reflection of our current landscape and a blueprint for our commitment to cultivating an environment where diverse leadership thrives.



We aim to reverse the downward trend and achieve **36%** representation of women in all leadership roles and **33.3%** in senior leadership by 2025.

Our strategies to support this goal include expanding leadership training programs and enhancing recruitment practices.

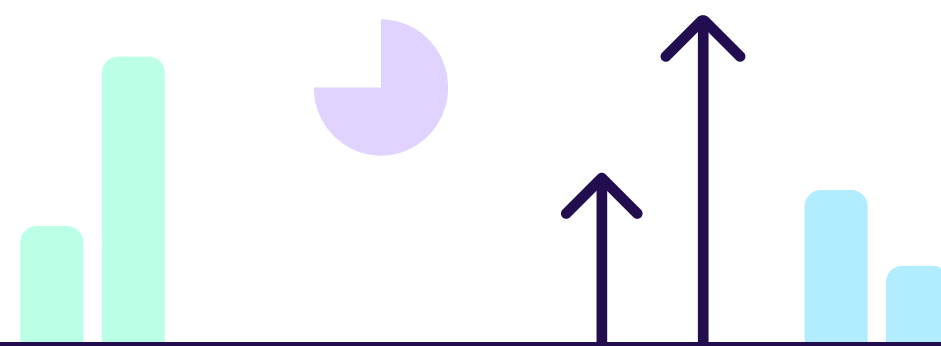
## Leadership Learning



Our commitment to developing our managers is our testament to enriching our people at all levels and at all points of their career journey.

To foster professional and personal growth, we have launched leadership development programs specifically for women and mentorship pairings with senior leaders. These efforts aim to build a robust pipeline of female leaders.

# Women in Tech Roles



Historically, women's representation in tech roles has been significantly lower than men's, reflecting longstanding industry biases and barriers to entry.

However, our concerted efforts over the past few years have yielded promising results.

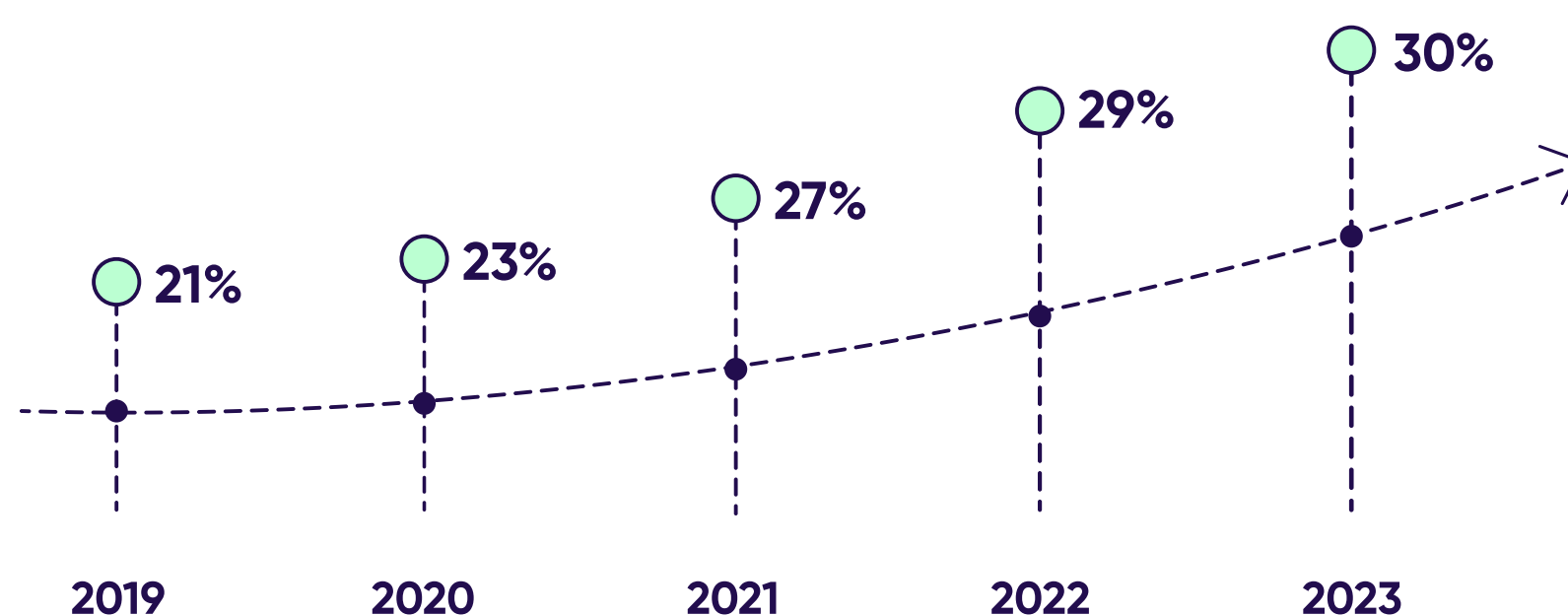
By implementing targeted recruitment strategies, fostering an inclusive culture, and providing robust support and development programs, we have seen a marked increase in the number of women entering and thriving in tech roles.

This progress is not only a testament to our commitment to diversity but also highlights the tangible benefits of a diverse workforce, including enhanced innovation, improved financial performance, and better decision-making.

## 30% AppsFlyer Delivery Women

According to The World Bank Report 2023 , women make up less than a third of the world's workforce in technology-related fields.

We are committed in continuing our progress towards increasing women's representation in tech roles.



### The Percentage of Women in R&D and Product Roles Has Increased Year on Year for the Past 5 Years

*In Israel- the relative share of women among all the jobs in R&D positions increased to 26% in 2023. (Israeli Innovation Authority, 2024)*

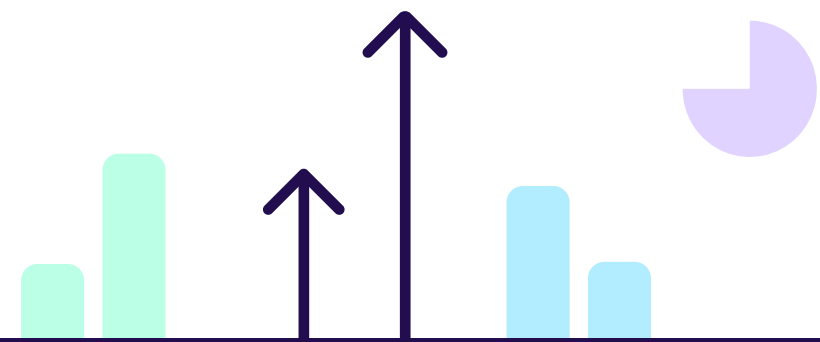
## 56% AppsFlyer Analysts Women

A significant 56% of analysts at our company are now women, reflecting a dynamic shift towards greater inclusivity in a traditionally male-dominated field. This statistic highlights a significant cultural shift within the tech industry and underscores the growing impact of diverse perspectives in data analysis and decision-making.

*\*Analysts: All jobs including "analyst"*

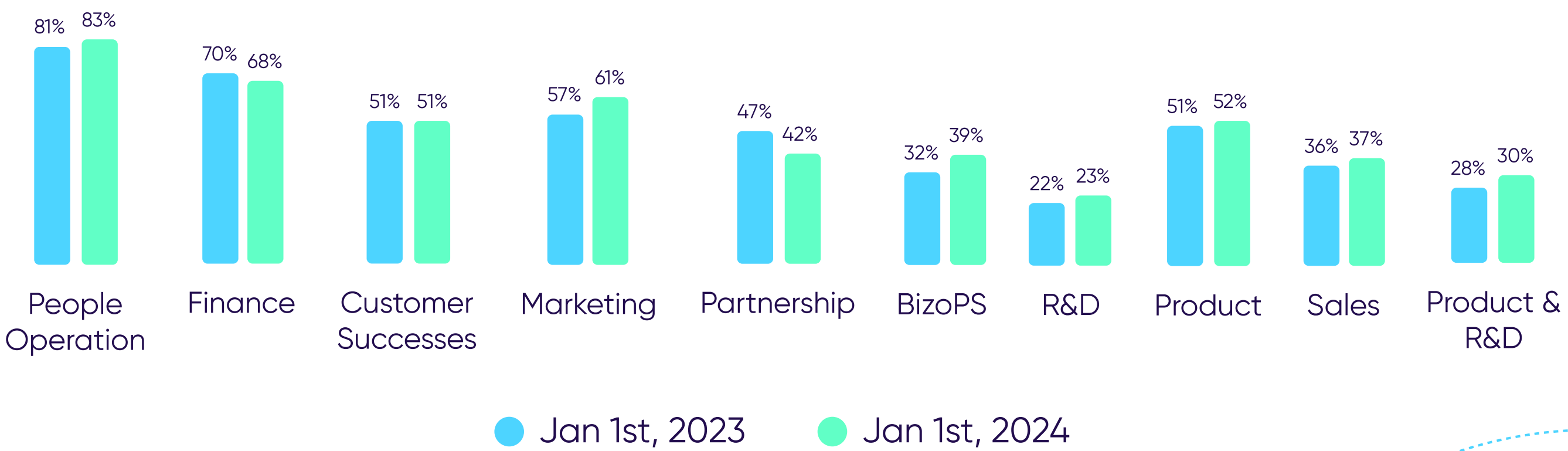


# Women Across Strategic Business Units



Efforts to enhance gender diversity across our strategic business units have brought about a variety of results, highlighting both significant achievements and ongoing challenges. The following section examines changes in gender composition within specific business units from January 1st, 2023, to January 1st, 2024.

Historically, cultural differences and biases have led to a predominance of men in tech roles and sales, while people-oriented roles like HR and Talent have seen a higher representation of women. Understanding these trends is crucial as we strive to balance gender representation across all business units.



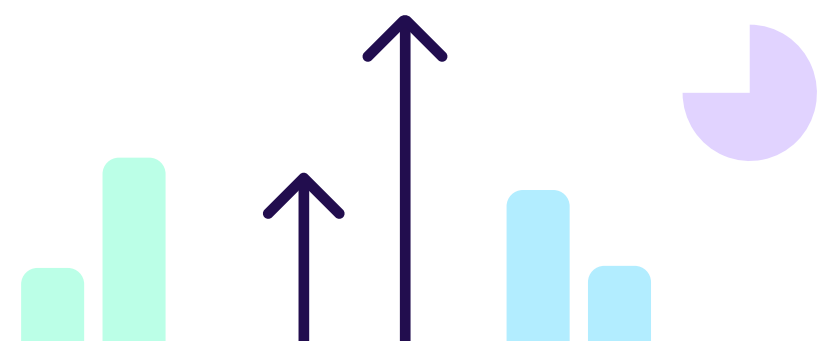
## People Operations

Our HR, Talent, CSR & People experience, People data and facilities divisions, continues to lead in women representation. Currently, these units boast a high representation of women. This prevalence is attributed to the critical skills related to people management and interpersonal dynamics that many women bring to these roles.

While this reflects people-oriented areas, it also highlights the need for greater gender balance. We recognize the importance of having diverse perspectives and are actively working to increase the balance in these units. By encouraging more men to pursue careers in HR, Talent, and People Operations, we aim to ensure a more balanced workforce that benefits from a wider array of skills and viewpoints.

This strategic initiative is part of our broader commitment to fostering an inclusive culture where all employees can thrive, regardless of gender, in roles traditionally dominated by one gender.

# Women Across Strategic Business Units



## BizOps

Demonstrated the most significant growth in gender diversity, with the percentage of women increasing from **32%** to **39%**, marking a **21.9%** improvement.

## Sales

Saw a slight increase in women representation, from **36%** to **37%**. While modest, this growth reflects ongoing efforts to break down traditional gender barriers in sales roles, which have historically been male-dominated.

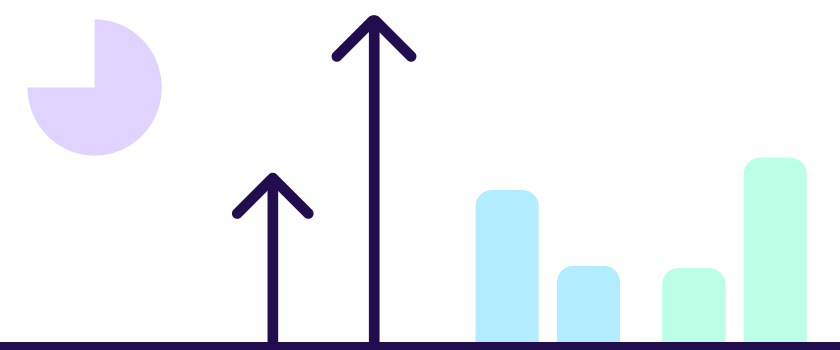
## Partnerships Development

The unit experienced a decline in women’s representation. This decrease resulted from organizational changes within our strategic units of 2023. We are actively working to balance the percentage of women as part of our broader diversity and inclusion strategy, and continuing organisational changes. Following by our recruitment and promotion policies, we aim to create a more equitable environment that encourages and supports female talent in the Partnerships unit.

These insights emphasize the importance of tailored diversity strategies that address specific challenges and leverage opportunities within each business unit. By continuing to monitor, evaluate, and adapt our approach, we remain committed to achieving a balanced and inclusive workforce that enriches our company culture and drives our business success forward. In response, we are reassessing our recruitment and promotion strategies.



# Full-Cycle Talent Acquisition



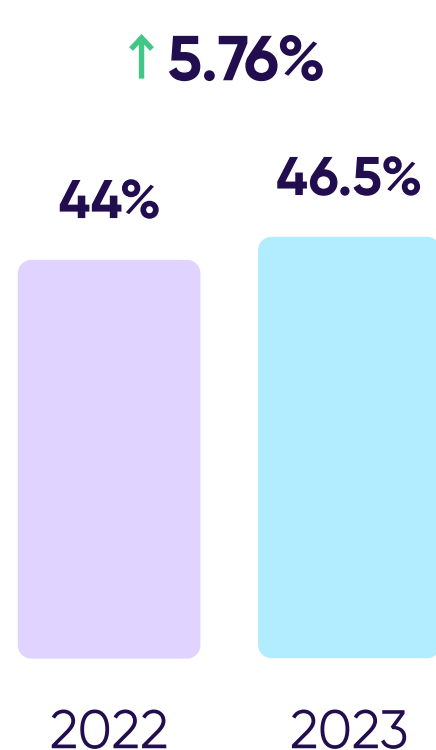
In today's global economy, workforce diversity is not just an ethical imperative but a crucial competitive advantage. As the gatekeepers of talent, our Talent Acquisition (TA) team is pivotal in promoting gender equality and enhancing diversity throughout our talent pipeline. Our hiring practices shape the diversity of our workforce, directly impacting our organizational culture and success.

## Inclusiveness and Educational Programs

During 2023 Our TA team has engaged in comprehensive professional development programs, including workshops and joint activities with community leaders, aimed at understanding the challenges faced by underrepresented populations in the tech industry. These initiatives included:

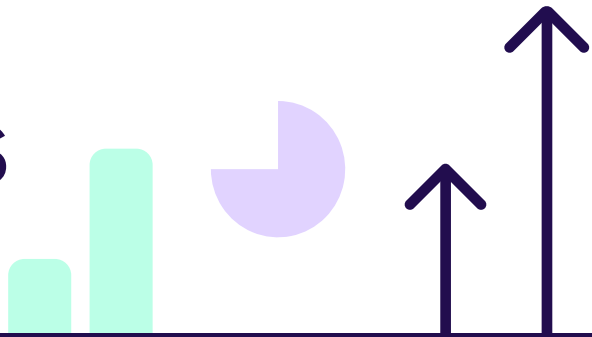
- **Unbiased Training:** Workshops designed to educate recruiters and hiring managers on recognizing and mitigating unconscious biases in the recruitment process
- **ERGs and Community Engagement:** Collaborative efforts with community leaders to gain firsthand insights into the barriers faced by underrepresented groups
- **Practical Tools:** Providing recruiters and hiring managers with the tools and knowledge needed to effectively assess and support candidates from diverse backgrounds

### New Hires by Gender



Our commitment to enhancing gender diversity is evident in the positive trends observed in new hires and the stabilization of female representation in our departures. As we continue to navigate the complexities of the global market, the insights from our talent acquisition reflect our dedication to inclusivity and strengthen our competitive advantage in the industry.

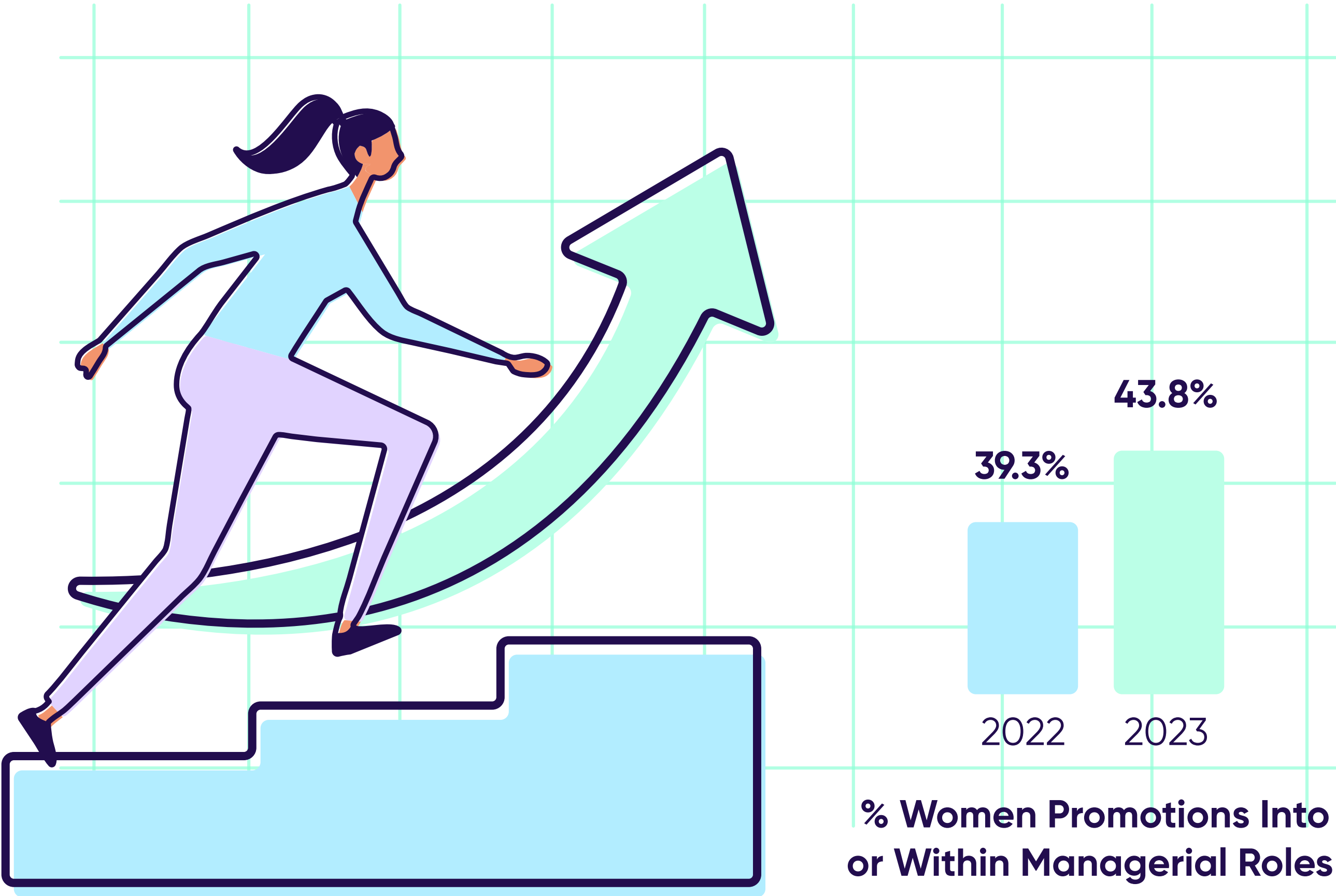
# Driving Growth and Career Opportunities



As a company that values its people as a cornerstone of success, we recognize the importance of professional growth and self-development in our employees' lives. We prioritize professional growth as a core KPI and are proud to report a significant increase in promotions.

## Professional Growth Initiatives:

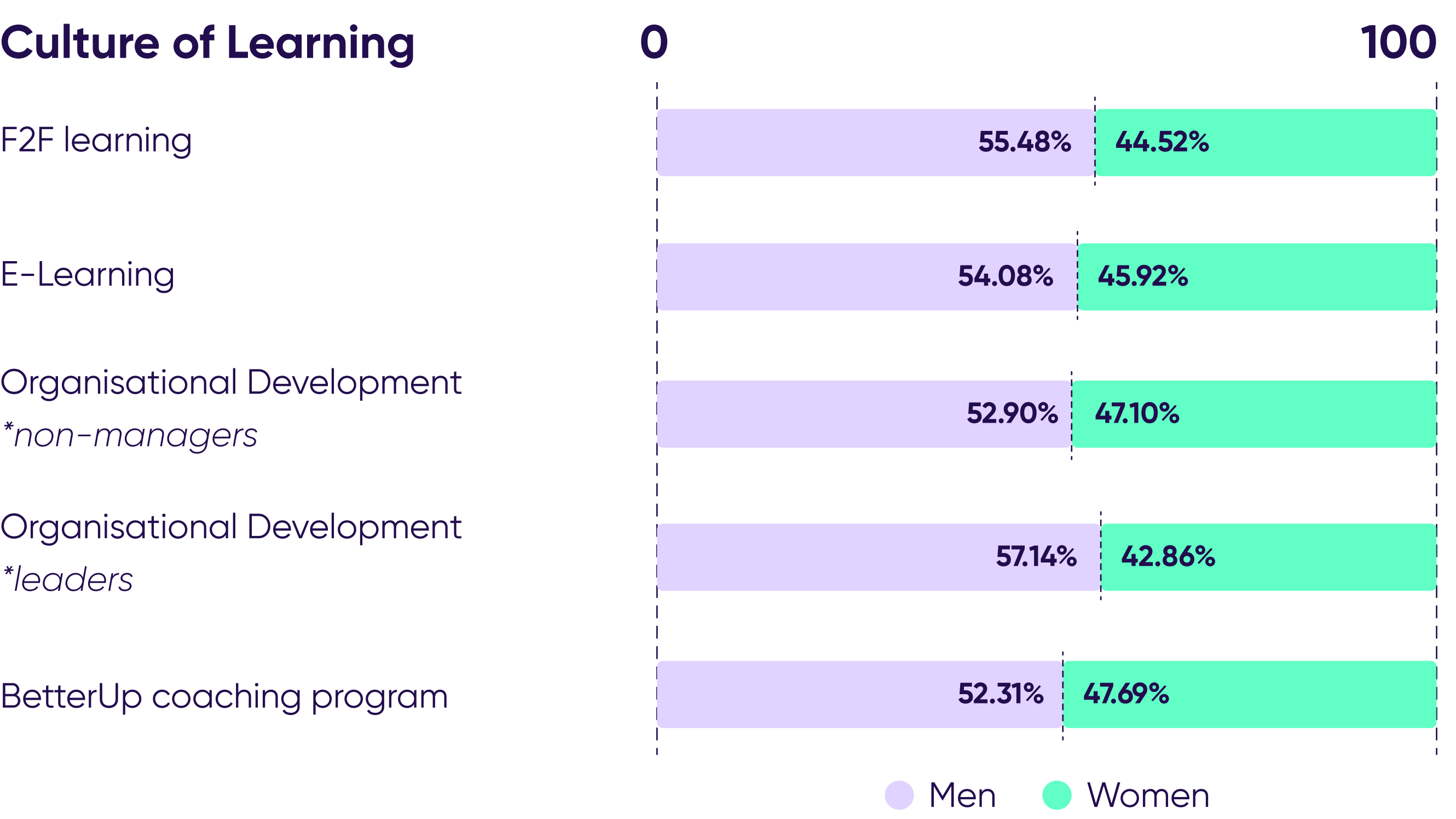
AppsFlyer **Internal Mobility Approach** is aimed at supporting our people's career paths and ensuring their long-term success and fulfillment in our organization. In 2023 **44%** of all internal moves were awarded to women.





## Nurturing Talents: Learning and Development

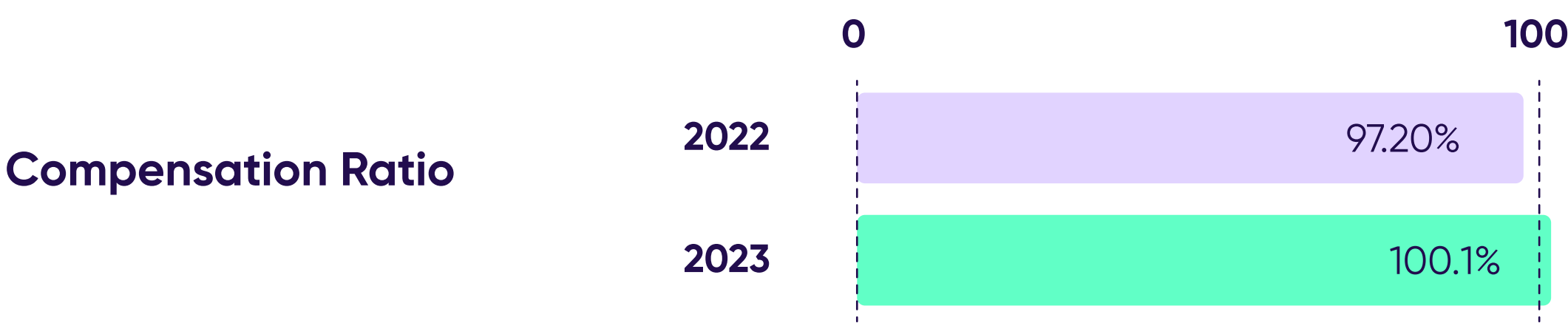
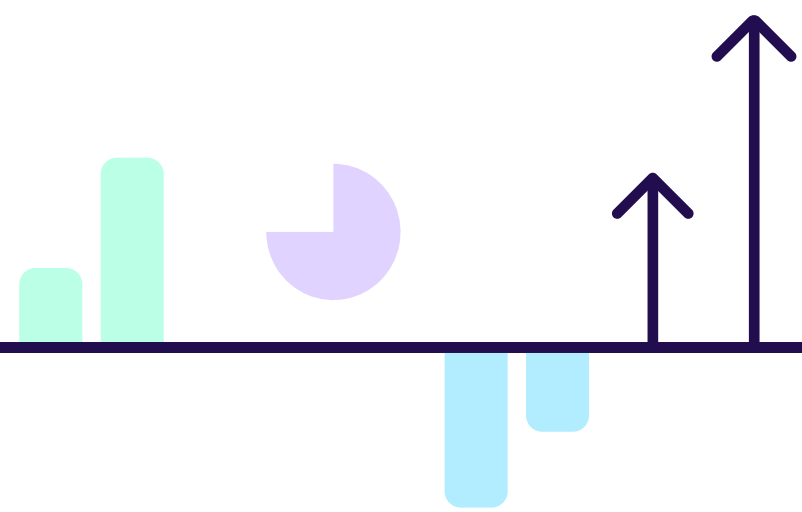
As a company that values its people as a cornerstone of success, we recognize the importance of professional growth and self-development to our employees’ lives and drive a culture of continuous growth and learning.



BetterUp is the first Human Transformation Platform that scales whole-person behavior change, integrating into your flow of work to boost organizational performance and measurably impact key business outcomes. With behavioral science, analytics at scale, and evidence-based coaching to affect growth, we bring human transformation to organizations and self-actualization to people worldwide.

Our commitment to developing our managers is our testament to enriching our people at all levels and at all points of their career journey. To foster professional and personal growth, we have launched leadership development programs specifically for women and mentorship pairings with senior leaders. These efforts aim to build a robust pipeline of female leaders.

# Fair and Competitive Pay



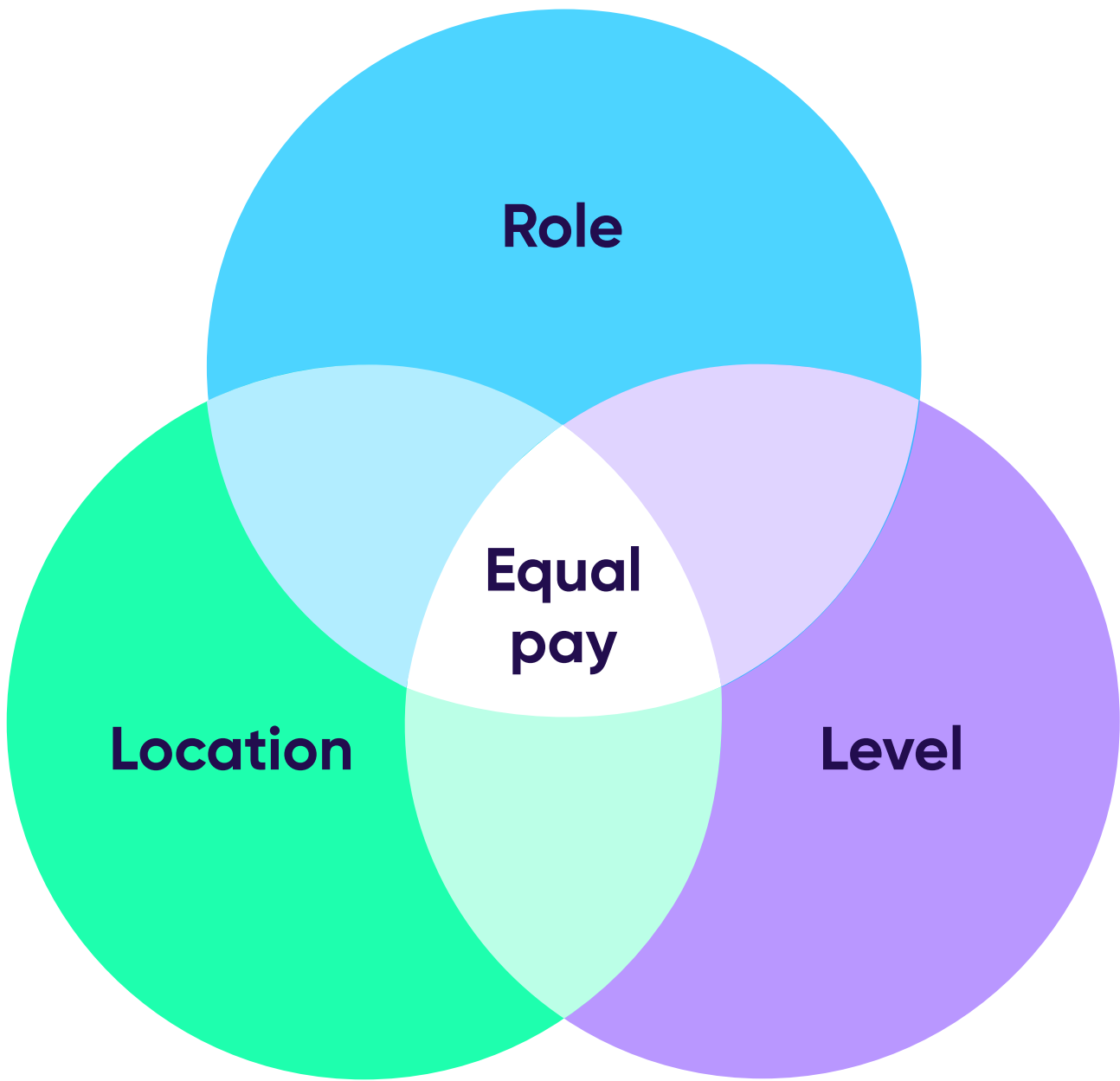
\*A compensation ratio of **100%** means we are paying fairly and competitively to the market based on the unique combination of role, level, and location.

## Compensation Philosophy

At the core of our company lies a deep commitment to valuing our people, reflecting our people-centric culture. Our compensation strategy aims to lead the industry in fairness and adaptability, responding proactively to market changes.

Our approach is data-driven, rooted in detailed analyses of internal and external market data, tailored to each specific role and career phase. We conduct annual reviews of our compensation practices for all eligible employees to ensure our pay structures are state-of-the-art and recognize individual contributions effectively.

A key part of our annual review includes gender pay audits to identify and correct any pay disparities, affirming our commitment to equity across all levels of the organization.

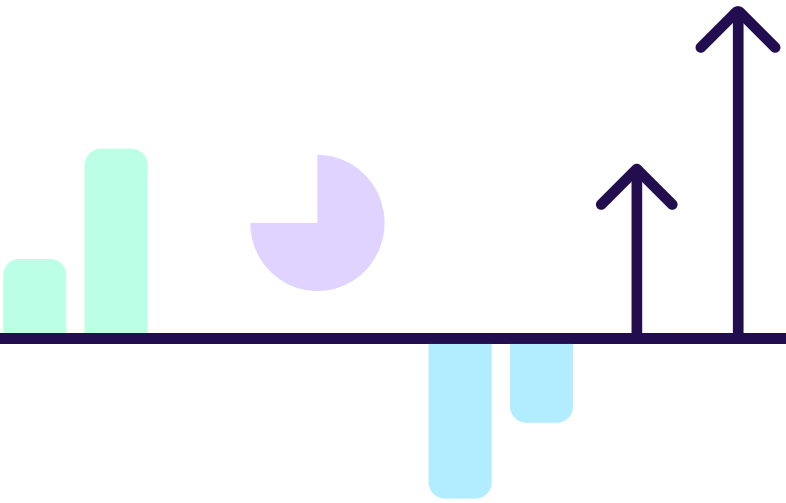




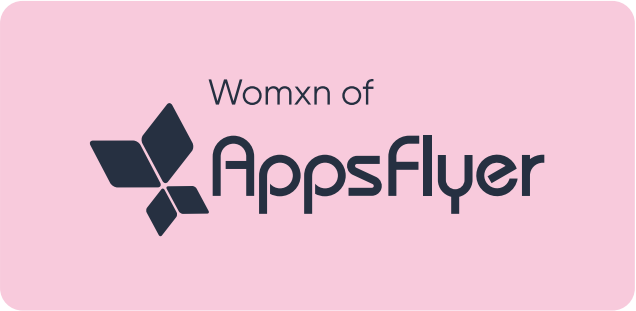
# Inclusive Culture







## Womxn of AppsFlyer Employee Resource Group (ERG)



Championing gender inclusivity by creating female-centric communities across global offices, this initiative supports professional development, networking, and mentorship tailored to the unique cultural contexts of each location, enhancing career paths and personal growth.



## AppsFlyer Women's Month

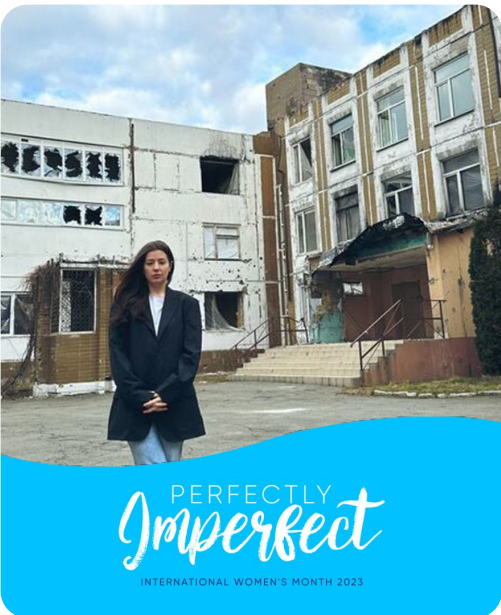
As we push for diversity, strive for gender equality, during AppsFlyer Women's Month, under the theme of Perfectly Imperfect, we invited 5 women from across the company, one from each region. to share their Perfectly Imperfect moments and take the stage on the AppsFlyer LinkedIn page. AppsFlyer's LinkedIn page has over 100K followers, having this platform and sharing it with the women of AppsFlyer was a great idea. We didn't imagine where it would take us and the impact it would create.



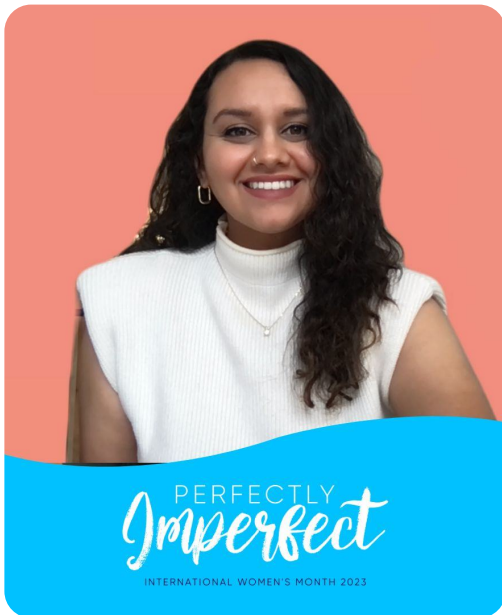
Annisa Tiara,  
Regional Marketing  
Manager, APAC



Camila Carneiro,  
Director of Partner  
Development, LATAM



Anastasiia Maliei,  
People and Operations  
Site Manager, EMEA



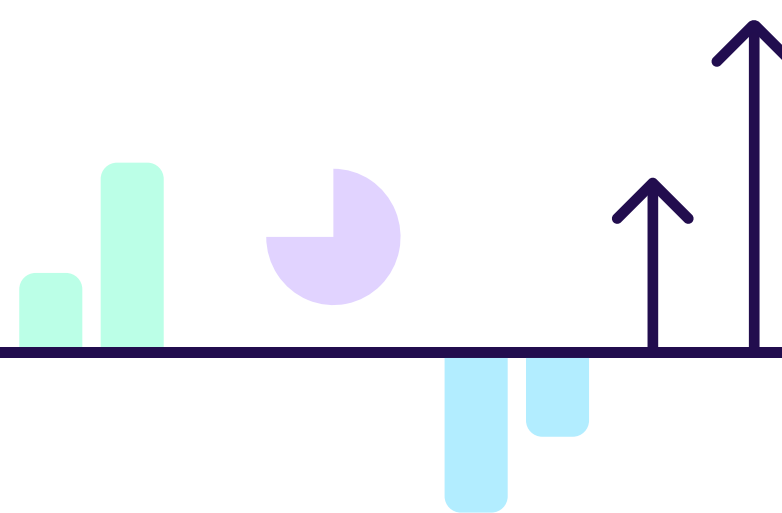
Priyam Kulkarni,  
Senior Field Marketing  
Manager, NA



Liron Or,  
Head of CSR & People  
Experience, IL



# Gender Inclusive Culture



## Hybrid Workplace

Embracing a hybrid work model, AppsFlyer allows employees to work from the office three days a week and from home for two. This flexibility supports diverse working styles and life commitments, promoting a balance that enhances productivity and employee satisfaction.

## New Parents - Supportive Transition Policies and Initiatives

### Gender-Equal Parental Leave Policy

We deeply value the families of our people and are committed to supporting them through major life transitions like parenthood. Our comprehensive parental leave policy is designed to accommodate the diverse needs of all parents across the company. Recognizing the importance of support during the early stages of parenthood, we offer a generous leave policy that applies equally to all parents, irrespective of gender. This includes birthing and non-birthing parents alike, ensuring that every new parent has the opportunity to spend crucial time with their newborns without the pressure of immediate return to work.

This policy reflects our commitment to creating a supportive and inclusive workplace where family needs are respected and accommodated. By providing equal leave to all parents, we aim to foster an environment where all parents feel equally empowered to prioritize their family responsibilities, promoting gender equality and helping to break down traditional caregiving roles.

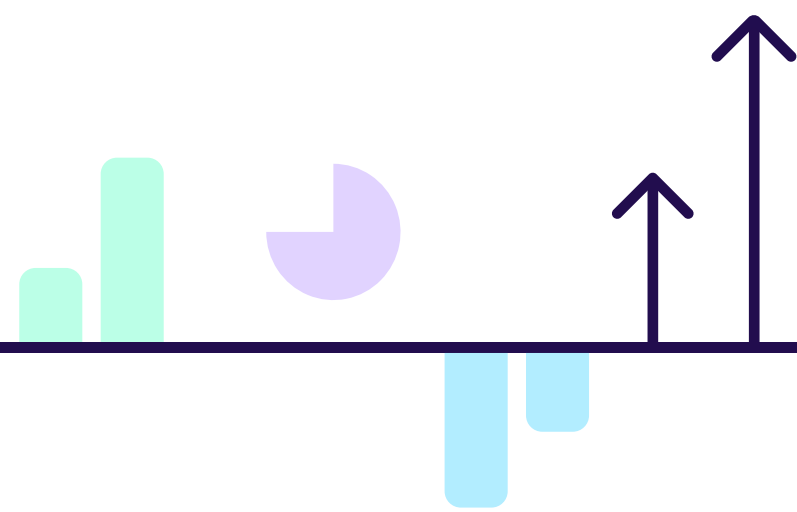
Our parental leave policy is adaptable to the unique cultural and legal landscapes of the various countries in which we operate, ensuring that we meet and exceed local standards where possible. This global approach allows us to support our diverse workforce consistently and fairly, reinforcing our dedication to our employees' well-being worldwide.



**Nurturing Stronger Family Bonds**



# Gender Inclusive Culture



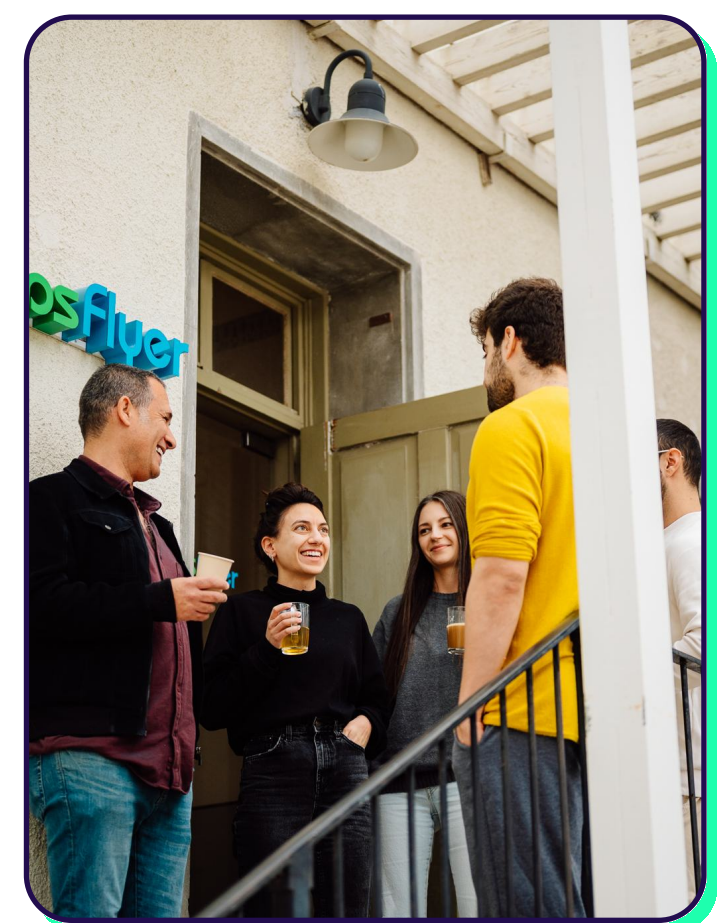
## AF Born



In sites with a high number of newborns, we facilitate parental clubs as a pillar of support for those embarking on the journey of parenthood, emphasizing holistic well-being and personal experiences. The AF Born community serves as a hub for new parents to interact and bond. Adaptable to each country's unique cultural landscape, the offerings range from casual brunches to infant development workshops, educational talks, and fitness sessions. Open to all caregivers on parental leave, this community champions connection and support.

## Returning to Work

AppsFlyer is dedicated to ensuring a smooth transition for primary caregivers returning to work after parental leave. To facilitate this, we offer a unique program where primary caregivers can return to work at 80% of their usual capacity while still receiving their full monthly salary for the first year following the birth. This policy applies to all full-time positions, supporting parents in balancing their professional responsibilities with family life during this critical period.



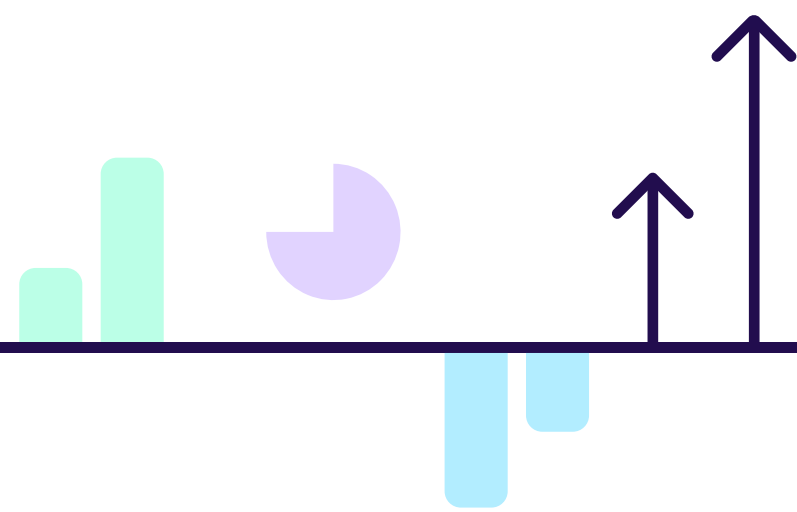
## Mentorship for Returning Parents



Recognizing the challenges of re-entering the workforce after maternity leave, AppsFlyer has established a mentoring program. Upon their return, employees are matched with a mentor who has recently navigated the same transition. This relationship is supported by our local HR teams and lasts for three months, providing a valuable resource for new parents as they readjust to the workplace dynamics.



# Gender Inclusive Culture



## Facilitating Comfort for Nursing Mothers



In alignment with the WHO Code on breastfeeding, AppsFlyer actively facilitates an accommodating environment for nursing mothers. We provide a private wellness space specifically designed to enable breastfeeding and pumping at work, ensuring privacy and comfort for mothers.

## Inclusivity for LGBTQ+ Parents

AppsFlyer champions equality for all parents, regardless of their gender identity or sexual orientation. LGBTQ+ employees receive the same parental leave benefits as their colleagues, underscoring our commitment to inclusivity and equal rights. This policy ensures that all intended parents, including those in the LGBTQ+ community, are supported equally under our parental leave regulations.



## Grandparents Leave

AppsFlyer values the essential role grandparents play in the early days following a grandchild's birth. To honor this, we provide five days of grandparent leave within the first three months after a grandchild is born. This allows grandparents to offer their support when it's most needed, without the worry of work commitments. Our policy acknowledges the significance of multi-generational care in supporting family dynamics.

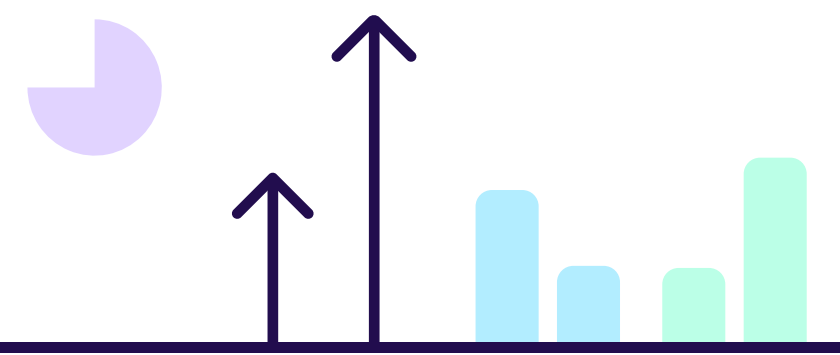


# Women in Action





# Advancing Gender Equality by Empowering Girls and Women



## AppsFlyer Women In Action

Believing firmly in the power of role models to catalyze ambition, we bolster our women to be beacons and a role model to the younger generation. We foster mentorship opportunities and support sustained initiatives to advance gender equality. Such endeavors not only craft a more equitable society but are also engines driving corporate ingenuity and industry advancement.

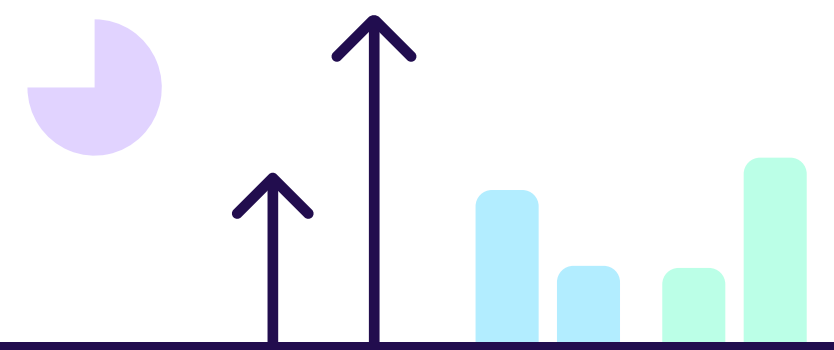
In 2023, **55%** of AppsFlyer's volunteers were remarkable women who played a key role in our community and educational programs and initiatives.

Through our mentorship, teaching opportunities, and leadership development programs, we have equipped over 2000 teenage girls with the tools for personal and professional growth, setting the stage for them to be the leaders of tomorrow.





# Advancing Gender Equality by Empowering Girls and Women



## Championing Safer Internet for Girls

The safety and security of children online is a top priority at AppsFlyer. Acknowledging that a significant segment of internet users are children, we accept the need to protect these young digital citizens. And teach them how to embrace technology and use it wisely. The establishment of the Max Fund is a testament to our journey to foster a digitally secure environment for children.



A concerning **58%\*** of girls have experienced online harassment, registering at **16%\*\*** higher than their male counterparts.

To counter this alarming trend, our proactive approach and partnerships with professional organizations seek to empower girls to craft and disseminate innovative solutions for online safety, transforming them into agents of change among their peers.

*\*UNwomen- Creating safe digital spaces free of trolls, doxing, and hate speech*

*\*\*Pew reasearch center- The State of Online Harassment*

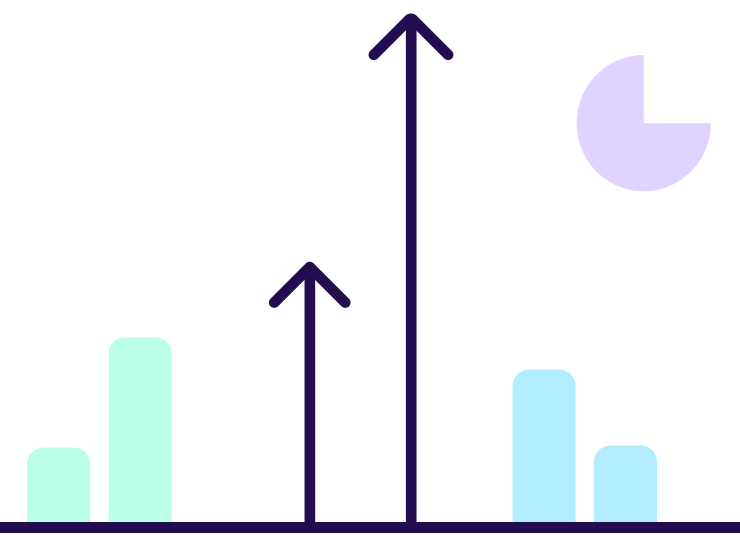
## Queen B

Queen B's mission is tailored to augment STEM skills among teenage girls and students, our groups at the Technion- Israel Institute of Technology. Is about more than technology, it is about exposing teen girls to the concept of safety online through AppsFlyer women. By implementing nonformal project-based learning the group participants not only learn but act and create their futures.





# Conclusion and Looking Forward - Reflecting on Achievements and Setting Future Diversity Goals



As we conclude this year's Gender Diversity Report, we recognize our journey toward a truly inclusive workplace is both ongoing and evolving. At AppsFlyer, our commitment to gender diversity transcends traditional aspirations; it is woven into the fabric of our organizational DNA and stands at the core of our strategic objectives.

This report does not merely recount our past initiatives but underscores our unwavering commitment to deepen and expand these efforts. Our dedication is to not just maintain but actively enrich the diversity within our teams. It is this diversity that propels our innovation, fuels our growth, and enhances our resilience in a competitive global landscape.

Looking ahead, we are poised to introduce new diversity benchmarks that reflect our ambition to lead the industry not just in numbers, but in the richness of perspectives and ideas. We aim to cultivate an environment where every employee, regardless of gender, can thrive and contribute to their fullest potential. This is not just a goal but a fundamental aspect of our business strategy, essential for sustained success.

In the coming years, we plan to:

- Expand our leadership development programs, tailored specifically to foster diverse leadership at all levels
- Enhance our recruitment strategies to ensure a broader representation of talent
- Continue to refine our policies and practices to support and promote women across all areas of our business, particularly in technology and leadership roles

The insights gained from this year's report will guide our strategies as we move forward, ensuring that our diversity initiatives are both impactful and sustainable. We invite all our stakeholders, including our employees, partners, and community members, to join us in this vital endeavor.

As we set these future goals, we remain committed to transparency and accountability in our diversity journey, ensuring that AppsFlyer not only grows as a business but also leads as a champion of inclusive excellence. Together, we are crafting a future that is not only diverse but equitably so, ensuring a workplace where everyone is empowered to succeed.



Lisa Zaythik-  
CPO, AppsFlyer