

2020 REPORT

DIVERSITY, EQUITY, AND INCLUSION



STORJ

CONTENTS

1	Letter from our CEO
2	Introduction
4	History of Diversity at Storj
6	DEI at Storj Now
11	Storj Leadership DEI Action Plan
12	Commitment to Training
14	Additional Company-wide Efforts
19	Accountability
20	Looking Forward
20	Conclusion
23	Appendix A: Metrics Report
35	Appendix B: Hiring Practices Guide
47	Appendix C: DEI Council Charter

LETTER FROM OUR CEO

Storj is pleased to present its first Diversity, Equity, and Inclusion (DEI) Report.

Making progress on issues of DEI is a [moral imperative for our industry](#)—in particular for startups. Storj has made a commitment to DEI at the highest levels, both as a core value and as a structured [set of initiatives](#).

We've done this partially because it's the right thing to do, however, a plethora of studies have shown the positive impact of DEI on corporate and [financial](#) performance and [innovation](#). While this shows us embracing diversity is the smart thing to do, it doesn't necessarily mean it's the easy thing to do.



Our experience has shown it takes sustained effort, leadership, and initiatives across all parts of a company to make meaningful progress in improving representation within your organization. As you'll see in this report, Storj's initiatives encompass hiring practices and policies, onboarding, compensation, training, mentoring, and—critically—measurement and metrics. As an open source, decentralized company, our core values include transparency and openness. We believe in the broad sharing of information and results, even when those results aren't what we want them to be. We strive to be rigorous about measuring

the impact of these efforts on the diversity of our team, with a special attention to people in engineering and leadership roles. We also strive to be rigorous about measuring the extent to which underrepresented people feel welcomed, heard, empowered, and comfortable expressing their identity. We work to rigorously detect bias (conscious or unconscious) in compensation, equity, promotion, and hiring.

This report, therefore, not only outlines what we're doing and why we're doing it, but also presents the good, bad, and ugly of our results to date. In doing so, we hope learning about our experiences and results will help inspire and educate others in the industry. More importantly, we hope it will keep us internally honest.

While I am inspired by the progress we've made, and I am grateful for the efforts and passion of so many people at Storj, it's clear we still have a lot of work ahead of us.

Of course, we welcome feedback, comments, criticism, and suggestions.

Special thanks are due to the members of our DEI council for their dedication in driving many of these initiatives, and to the members of the executive team and the board who have embraced our DEI as top level initiatives. I'd also like to thank Katherine Johnson, our Chief People and Legal Officer, for her continued leadership in this area.

Ben Golub

Storj CEO and Executive Chairman

INTRODUCTION

Our values include being Secure, Together, Open, Resolute, Empowered, and Different. DEI principles cut across each of these values and are baked into our core culture to create the most diverse, equitable, and inclusive company we can. We hope that with each DEI report we produce, we foster discussion with other tech leaders and professionals to help create a more diverse, equitable, and inclusive industry.

This report focuses largely on initiatives implemented this past year, which are described in the body of the report. Our team make-up, including analysis of the impact of our efforts over the past year as demonstrated by the diversity of our current team, hiring, and representation in leadership and management, among other metrics are captured in [Appendix A](#), the DEI Metrics Report. We see strong indicators of a positive impact our recent initiatives are having, related to hiring, promotions, compensation equity, and measures around diversity awareness, professional development, and inclusion.

Key findings include that, among all the Storj team members who provided the relevant data:

- * 58% of people hired in the period (4/1/20-3/31/21) are people of color
- * 54% of people hired in the period are women
- * 46% of managers and directors are women
- * 45% of managers and directors are people of color
- * 33% of the c-suite are Black or African-American
- * More than 25% of engineers are People of Color
- * 13% of team members are LGBTQ+

While recognizing there is always room for improvement, we are especially proud of changes to our hiring practices put in place after an analysis of our processes to identify potential vulnerability to bias. The Hiring Practices Guide, which highlights measures to address those vulnerabilities, is included in [Appendix B](#). The charter to Storj's Diversity, Equity, and Inclusion Council is included as [Appendix C](#).

INTRODUCTION (CONTINUED)

About Us

Storj uses innovative technologies to make data storage more private, secure, affordable, and reliable. The company's open-source cloud storage platform utilizes unused disk drive space and bandwidth to create a secure network for developers, operations teams, companies, and others in need of secure cloud storage. The Storj leadership team is led by Ben Golub, former CEO of Docker, and includes individuals with a unique mix of experience in storage, distributed systems, cryptocurrency, open source software, startups, and established companies.

Our mission is to enable the decentralized future, and our vision is to be the storage layer for the decentralized internet. Accomplishing this means building a team equipped and empowered to succeed. At the close of Q1 '21, we are a global company with 63 team members across more than 50 cities in 14 countries. As a primarily remote-first company since our inception in 2014, Storj's culture has been based on transparency, inclusion, and open communication.

Storj is known for its strong token and corporate governance, with year over year Objectives and Key Results (OKRs) committed to accountability in these and other areas. Progress against governance OKRs was made last year with the addition of independent Board director, Brian Lillie, and Advisory Board members Mairtini Ni Dhomhnaill and Lorine Pendleton, the three of whom also form our Audit Committee. A notable accomplishment includes the completion of independent financial audit reports, a significant achievement for a private company with its own digital token.

HISTORY OF DIVERSITY AT STORJ

At Storj, our diversity council, supported by leadership, drives our DEI efforts. The council, originally named the Diversity and Inclusion Council, formed in February 2019. The council recognized that it was important to grow our culture intentionally as we grew. The Council strove to be more equitable in the performance review process, bring in a more diverse pool of candidates, and develop junior team members into leaders and diversify leadership. The Council created a charter to capture its priorities and goals. While these have evolved, key themes remain the same:

- * We seek applicants from underrepresented and historically marginalized groups, which include BIPOC (Black, Indigenous, People of Color), women, LGBTQ+, people from lower income backgrounds, and people with disabilities. We value the vast experiences and insights diversity brings.
- * We strive to create a culture of inclusion and fairness for all. We are committed to anti-racism, anti-misogyny, anti-homophobia, anti-transphobia, anti-ableism, and oppose other forms of oppression and “isms,” at overt or microaggressive levels.
- * We provide equitable opportunity for professional development and advancement.
- * We stick up for one another. We address it when we see someone being treated as less-than.

HISTORY OF DIVERSITY AT STORJ (continued)

In 2019, the Council added “Equity” and renamed itself the Diversity, Equity, and Inclusion Council (“DEI Council”), driven to promote and put into action:

- * Diversity = the range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.
- * Inclusion = involvement and empowerment, where the inherent worth and dignity of all people are recognized. An inclusive company promotes and sustains a sense of belonging; it values and practices respect for its team members’ talents, beliefs, backgrounds, and ways of living.
- * Equity = fair treatment, access, opportunity, and advancement for all people. It involves removing barriers that impede participation of individuals who are under-represented in our industry.

We’re fortunate to have a vibrant and active DEI Council. Our DEI Council hosts bi-monthly meetings open to all, where ideas originate that impact everything from Storj’s response to historical social and political events to how to address isolation in a pandemic. The DEI Council provides a vital voice to our organization and provides ideas that create great opportunities for change, improvement, and impact within and outside the company.

Starting in 2020, we expanded our DEI efforts at Storj by creating a roadmap for the future, defining our key initiatives, focusing on metrics and reporting, starting a mentorship program, and implementing structural change to help eliminate bias in our hiring practices. The DEI Council also updated its charter, which is included here as [Appendix C](#).

DEI AT STORJ NOW

As a remote-first company, it's important to gather together in person when we can. Storj hosts several All Company Weeks for collaborative work and team building. At an All Company Week in Utah in September 2019, all Storj team members present contributed ideas to improve diversity and inclusion at Storj. Small groups answered these two questions:

- i) What are we doing/can we do to stand out to applicants from underrepresented backgrounds?
- ii) What are the three most important things we can do to increase diversity and inclusivity before the next All Company Week?

The responses provided the basis for the DEI Council's roadmap. The roadmap comprises suggestions made at the All Company Week and ones that were fleshed out or introduced in DEI Council meetings.

The suggestions grew into the following initiatives:

1. Metrics & Accountability / Reporting
2. Hiring Practices
3. Mentoring & Community Outreach
4. Website
5. Workspace
6. Executive Level Leadership
7. Thought Leadership

The Roadmap & Key Initiatives

The roadmap was presented at an All Company Week in Atlanta in January 2020. While some of the areas identified above fell squarely within a team's ambit (e.g., the Marketing team "owns" the website), other initiatives required a cross-functional effort. To increase the likely success of a project, three key, cross-functional, initiatives were identified to focus on. They were deemed high priority based on the number of responses that fell into these three categories, which were Metrics, Hiring, and Mentoring. For these high-priority initiatives that didn't have a clear department home, we called on everyone in the company to take part in them:

- * Metrics & Reporting to design metrics to report on the impact of DEI initiatives at Storj
- * Hiring Practices to create an interview and hiring guide to increase diversity and minimize the impact of bias in hiring
- * Mentoring to develop a mentoring program to support all employees and promote inclusivity throughout the company

At least one lead and one executive sponsor for each of the above were identified, and teams formed around them to support the efforts. At the Q1 2020 All Company Week, leadership suggested that contribution to company culture be included when individuals work on goal setting, and that it can be measured by participation in the initiatives. This message was reiterated during goal setting and performance review and management training for managers and their direct reports.

Key Initiative: Metrics & Reporting

The basis for the first of the three Key Initiatives, Metrics & Reporting, is that you can't fix what you can't see. We also recognize that being transparent about our company's demographics keeps us accountable for our priorities and goals. Therefore, we analyzed and are reporting the make-up of our team, as self identified, by gender, ethnicity, sexual orientation and gender identity, disability, age, and geographic location. For accountability in areas such as retention and promotions, we analyzed these metrics across other factors such as a presence at the C-level and in company leadership roles. We also looked at the identity of team members in engineering roles. We intend to track these figures year over year, to measure the impact of our efforts. We also expect to gather additional metrics that give us visibility into roadblocks and progress, and will include them in future reports. Storj's DEI metrics are reported in [Appendix A](#).

Key Initiative: Hiring Practices

The second Key Initiative, Hiring Practices, is intended to enhance diversity and promote equity and inclusion across the hiring process. We sought to accomplish this in two ways: 1) identify and eliminate barriers that may hinder applicants from underrepresented groups, and 2) proactively engage individuals of underrepresented backgrounds or identities to increase their presence in our candidate and employee pool.

A cross-functional team set out to analyze each step of our hiring process to identify areas vulnerable to unconscious bias. They came up with steps or controls to minimize bias. These are detailed in the Hiring Practices Guide, included here as [Appendix B](#). Some highlights include:

- * Job Descriptions - company-wide training that was recorded and posted for viewing shows how certain language in job descriptions may discourage people from underrepresented groups from applying. Now all job descriptions are required to go through a review by the DEI Council to apply guidance from the training.
- * Recruiting - we increased our use of certain job boards to reach more women and underrepresented people of color and sought to spread the word about DEI in action at Storj.
- * Hiring Process - we recommitted to or revised these measures:
 - * Hiring teams that are intentionally composed of team members to ensure candidates see, engage with, and have their candidacy reviewed by people of diverse backgrounds
 - * Anonymized homework assignments, consistent with our approach laid out in [How we built an IT hiring process that curbs bias](#) (The Enterprisers Project, Sept. 2019)
 - * Avoiding “groupthink” by collecting written feedback, visible only to Recruiting and the Hiring Manager; instructing teams not to discuss candidates outside of the final hiring sync; making sure no single person is involved in all stages (initial interview, homework review, and final interview)
 - * Planning and conducting interviews informed by research on hiring bias, including standardizing questions in interviews, so all candidates are asked the same questions

Key Initiative: Hiring Practices (continued)

Storj has made commitments -- both public and internal -- to certain hiring standards including the Rooney Rule and the Parity Pledge.

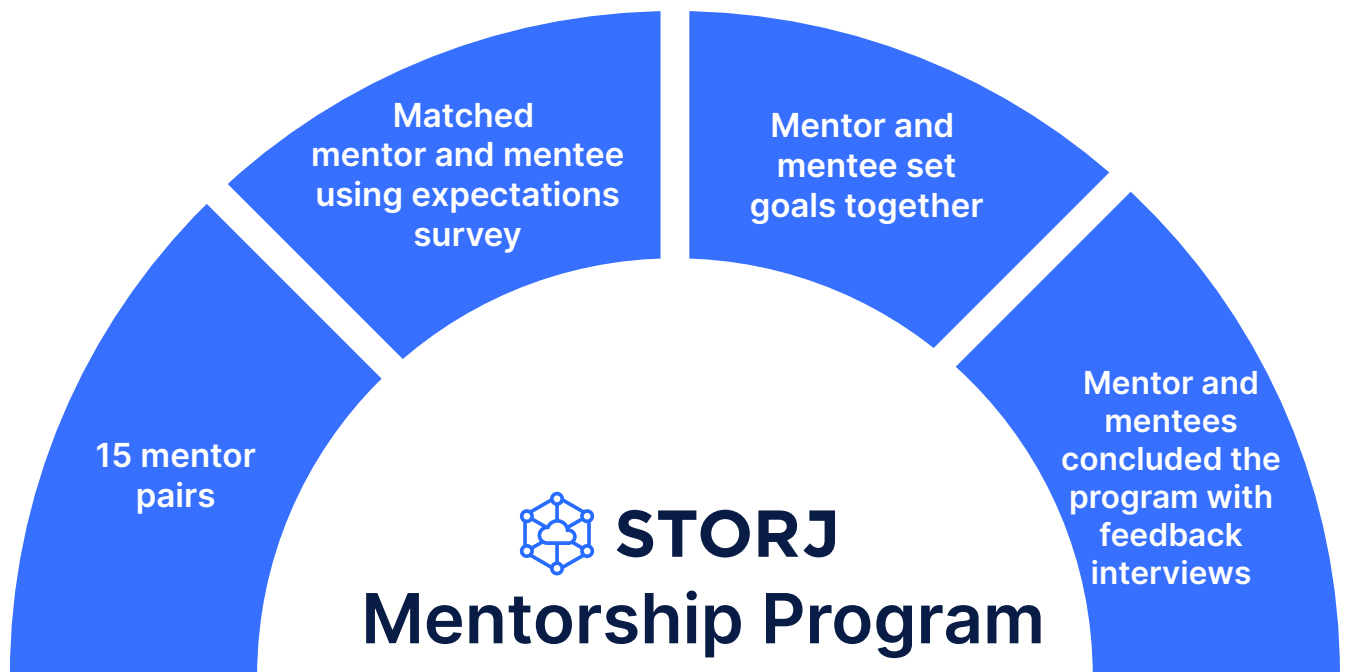
The Rooney Rule

Established in 2003 by the National Football League (NFL) and later popularized by President Barack Obama's first-ever White House Demo Day in 2015, which spotlighted innovations to accelerate diversity in tech, the Rooney Rule seeks to increase opportunities for underrepresented people. While the level of commitment varies from company to company, the underlying goal is to consider seriously at least one job candidate from an underrepresented background. Last year, Storj's executive team pledged to double the commitment by interviewing at least two underrepresented people of color for every position before an offer is extended to a person from a non-underrepresented background. The People Ops team tracks compliance with the commitment, including how far in the hiring process every candidate progresses who self-identifies as coming from an underrepresented background.

The Parity Pledge

[Parity.org](https://parity.org) focuses on corporate leadership, recognizing that there are significant gender and racial parity gaps to overcome and that diversity at the highest levels is critical to overcoming those gaps. Like the Rooney Rule, the Parity Pledge seeks to increase opportunities for underrepresented people. The pledge holds businesses accountable to seriously consider at least one qualified woman and person of color for each open role at the VP level and above. In 2020, Storj's executive team doubled down on its commitment, as with the Rooney Rule, by ensuring that at least two women are interviewed for every position before an offer is made to a person from a non-underrepresented background. People Ops continuously tracks and reports to senior leadership and the Board on execution of the Rooney Rule and Parity Pledge.

Key Initiative: Mentorship Program



Another key initiative of 2020 was our Mentorship Program. Mentorship is a learning relationship between a more senior person and a person looking for professional guidance and insight. Informal mentoring happens all the time through teamwork, projects, code reviews, and pairing sessions. However, formal mentorship provides a structured way for employees to further develop their skills and abilities. It is our goal at Storj to provide ongoing support for our team to learn, grow, and stay engaged. This program allows us to do that and stay focused on our DEI goals. Although we have had some mentoring pairings in the past, this was the first time that mentorship was addressed as a DEI initiative, with structured company-wide support and check-ins to identify ways to enhance the program going forward. Thanks to Mentorship Program leads and participants, we had a strong start in 2020 and continue growing our participation in 2021.

STORJ LEADERSHIP DEI ACTION PLAN

At Storj, diversity, equity, and inclusion is a top-down initiative with everyone at the company—especially Storj leadership—involved in making the company an inclusive workplace. The leadership team is committed to supporting internal DEI initiatives along with those in our industry and has created a Storj Leadership DEI Action Plan to guide this effort.

The Storj leadership team has employed policies to create and continually support its diverse team. As described above, for every open position, the company follows a double Rooney Rule and double Parity Pledge, requiring at a minimum two women and two underrepresented people of color to be interviewed for a role before an offer is extended to any candidate. The leadership team also called for an analysis of the company's referral program to understand whether it improves the company's diversity initiatives, with results suggesting that employee referrals historically have helped increase diversity at Storj. This is likely attributable to Storj's company-wide focus on diversity. Likewise, transparency and discussion about the pitfalls of homogeneity of referral programs helps keep the focus on using the referral program to increase, not decrease, diversity on our teams.

To improve representation at Storj and within the broader tech industry, Storj leadership also supports industry initiatives that are aligned with our commitment to DEI. The company supports The Giving Block and its Crypto for Black Lives initiative, with the CEO and other executives adding to that support through voluntary matches and donations.

In addition, Storj's leadership team has taken measures to ensure BIPOC are fairly and equitably compensated. The company has a salary transparency program that outlines clearly what employees make based on their role, level, and the cost of living for their area. Storj's salary transparency initiative and how it was rolled out is featured in this [article on TLNT.com](#). At least once a year, the company audits employee compensation to identify and address any race- or gender-based disparities. The same evaluation is conducted to ensure parity of stock options grants which are issued at hiring and across the company annually.

Commitment to DEI initiatives extends to the highest levels of our organization. The Storj Board of Directors formed a DEI working group to support the Company's DEI initiatives and emphasize the importance of DEI as a shared, company-wide objective. Recognizing the importance of "tone from the top," the working group helped organize a presentation on how diverse teams drive innovation, which was presented by our founder, Shawn Wilkinson, and independent director, Brian Lillie, at the All Company Week in Q4 2020. The pair shared research on the impact of diversity on the bottom line, and Shawn discussed his own personal stories of seeking funding as a Black founder of an early-stage startup. The recording is available on our internal Confluence site, and is used in orientation to emphasize how and why diversity matters at Storj.

COMMITMENT TO TRAINING

Outside of Storj, diversity training took a hit in 2020. In September, then-President Trump issued a broad executive order restricting diversity training by federal agencies, the military, government contractors, and recipients of federal grants including academic and nonprofit organizations. Diversity training was the subject of criticism in some media. The tech industry mulled its role in addressing systemic racism.

Simultaneously, Storj doubled down on its own ongoing DEI efforts. We brought in experts to help raise awareness of obstacles to inclusion. We created our own training on practices that promote DEI, including inclusive job descriptions and candidate interviews. We explained how our hiring process was revised to be more equitable. (These training sessions were recorded and are now shared with everyone involved in hiring).

While structured training is important, we believe it should be buttressed by visible and action-oriented commitment. As in prior years, in 2020, Storj reinforced its dedication to social justice and equality. In addition to company donations and matches to support these efforts, [our CEO expressed Storj's unequivocal commitment to the Black Lives Matter movement](#). Storj team members shared how we put into practice [our continued DEI efforts](#), discussed [how salary transparency can help mitigate unconscious bias](#), and warned of the [danger of microaggressions](#). Additionally, at [Open Core Summit, we analyzed the role of ethics in combating institutional racism](#).

As part of our efforts to create an inclusive culture at Storj, we hold regular training sessions that focus on DEI topics. Four such training sessions were held in 2020:

- * In Q1 '20, the leadership team received intercultural agility training & development led by [Alisha Gelhar](#), which focused on overall awareness of intercultural dynamics and leadership skills to bridge cultural differences across increasingly diverse teams. The training incorporated Intercultural Development Inventory (IDI) assessments paired with intercultural communication training tailored to the distribution and diversity of our teams.
- * In Q2 '20, during an All Company Week, all team members participated in Understanding Diversity: LGBTQ+ People and Allies in the Workplace, led by [Briana Edwards](#) and [Rosanna Rizo](#). This participatory, ally development program was designed to promote acceptance and support of our LGBTQ+ community. One

COMMITMENT TO TRAINING (continued)

element of the training included suggestions for how to use gender pronouns and why they matter. Since the training, Storj hiring teams have made a point to introduce themselves in interviews with their pronouns, which has been noted by candidates as signaling an inclusive environment. The training was followed by an open discussion on race moderated by the head of People Ops. That discussion prompted a subsequent training on BIPOC allyship.

- * In Q3 '20, Storj invited [Jodi-Ann Burey](#) to lead a seminar on Allyship in Action, which covered key concepts such as anti-racism, white privilege, racial microaggressions, and different types of allyship, and provided tools for action. It took place at a time of significant unrest following the killing of George Floyd by Minneapolis police. The talk empowered us to continue dialogue on hard topics through a difficult time.
- * In Q4 '20, during an All Company Week, [Erin Meyer](#) led a seminar based on culture mapping that analyzes how culture influences international collaboration. Erin tailored the talk to the geographies represented across Storj, and focused on how to improve communication, give feedback, and be aware of diverse cultural approaches in projects that span the globe.

Storj recognizes the importance of selecting topics and presenters who bring special insight and can help further our goal of promoting diversity, equity, and inclusion. Selecting presenters and topics can be challenging, since not everyone will agree with the diverse viewpoints our trainers bring. We choose training topics based on suggestions across the company with input from the DEI Council. We find most of our trainers through referrals by our team members. Typically, the company executes non-disclosure agreements with the trainers who share their materials for our review before the scheduled training. This allows us to identify materials that might not be aligned with our values and enables us to provide feedback to the trainers, who can tailor the talk to our particular needs. We have found this to be an effective way to maximize relevance, but recognize we are not a homogeneous group, and perspectives necessarily will vary. We also conduct surveys to solicit feedback and suggestions we can incorporate into subsequent sessions.

ADDITIONAL COMPANY-WIDE EFFORTS

Storj aims to lift up and empower every employee and customer, including those who have historically been underrepresented in our sector.

Know Your Exec/Colleague Series

In late 2019, the Storj Executive Team asked how they can better support and be involved in the DEI Council. The Council suggested that the Executive Team be the subjects of interviews to provide engagement, counsel, and insight about their professional paths and involvement in progressing DEI values. In each of these hour-long interviews, team members interviewed members of the executive team, starting with our CEO, Ben Golub; our CSO/founder, Shawn Wilkinson; our CTO, JT Olio; and our COO, John Gleeson. The DEI Council has expanded these interviews to feature the fascinating personal stories of team members, including an interview of Yingrong Zhao, Software Engineer, by Jocelyn Matthews, Community Manager. These interviews will continue through 2021 with scheduled interviews of Paul Ford, who joined Storj as Chief Marketing Officer this year, Jennifer Johnson, Software Engineering Manager, and Katherine Johnson, CPLO.

The Know Your Colleague series seeks to increase engagement and overall inclusion by providing opportunities for personal connection between our team members while emphasizing the importance of “tone from the top” when it comes to diversity. As a remote-first company, we are intentional about promoting connections and advancing inclusion and engagement. We look forward to continuing these interviews and their continued impact bringing a global team closer together.

Brunch N’ Learn Series

The DEI Council recognizes training as an essential part of personal and professional development, and helps provide tools and knowledge designed to bridge gaps. In 2020, the DEI Council hosted a series of Brunch N’ Learns, which serve as economic empowerment workshops for the entire Storj community

ADDITIONAL COMPANY-WIDE EFFORTS (continued)

- * Storj Economic Model - In line with our company value of being Open, Storj is committed to the free and open sharing of information including our finances. In the Storj Economic Model Brunch n' Learn, COO John Gleeson described the company's financial modeling. This provided employees with insight into how their work impacts the company's future.
- * Storj Equity - this workshop helped explain basics on equity in the company, which employees receive when they join Storj and on an ongoing basis in the form of yearly refresh options grants.
- * STORJ Token Salary Program & Ledgible Tax Program
 - * The STORJ Token Salary Program allows Storj team members to receive some of their pay in the STORJ utility token. This program provides Storj employees the opportunity to learn more about STORJ and participate in the network.
 - * The Ledgible Tax Program - In addition to the STORJ Token Salary Program, participants receive education, access, and help with the Ledgible Tax Program.

Creating Connections

Many of us at Storj have always worked remotely, but as the pandemic wore on, we felt the strain of our own four walls. Our All Company Weeks, for example, have been virtual, rather than the preferred (and always eagerly anticipated) in-person events where we mingle and talk with coworkers. Though we do our best to make All Company Weeks a chance to connect with coworkers, it is difficult to recreate the feel of an in-person event online. So, to keep us grounded through the pandemic, we looked for opportunities for connection.

In April 2020, as the pandemic became the new normal, we started holding 1:1 meetings with every team member across the company. These meetings were designed to remind each other that we're in this together, to look for ways the company could support its team members, and address requests to reduce hours or otherwise adapt to circumstances presented by the pandemic. The company's unique approach to weathering the pandemic was featured in a podcast "[How to Lead Your Company Through Uncertainty](#)" with the head of People Ops.

ADDITIONAL COMPANY-WIDE EFFORTS (continued)

Recently, we've been using Donut.com to provide more opportunities for individual interaction. This service provides a jumping-off point for connection and conversation. Random topics can give the effect of bumping into someone at the watercooler and help provide a sense of normalcy. Donut.com also nudges two people who maybe don't work in the same area to take a moment to chat and make a new connection.

Formalizing Reviews, Professional Development, & Manager Training

In 2020, we focused on providing structure, resources, and tools in areas that help to develop all of our team members. The following were implemented as a result:

- * **Trakstar** - Implementation of employee performance software provides a consistent framework for goal setting and providing feedback that is documented and balanced with peer reviews and a four-eyes approach. A standardized approach to reviews also enables us to identify high performers who might not be self-promoters.
- * **Udemy** - Each team member received a license to Udemy for Business, a learning platform with topics to gain skills and develop professionally. This resource helps build confidence by providing access to thousands of courses on various topics including SMART goals, which are required of all team members.
- * **Manager Training** - Also new in 2020 was an in-house 9-week people management training course that leveraged Udemy classes with sessions led by executives and managers. The trainers shared first-hand insights from their experiences including lessons they've learned from mistakes and challenges. Topics included, among others, effective communication, conflict management and leadership skills. The small group setting provided an opportunity for new or upcoming managers to connect with company leaders, see how company values are applied in practice, and create reliability in our approach to people management company-wide.

Consistent with our approach to solid governance and best corporate practices, additional training sessions in the year covered topics such as regulatory compliance and crisis management.

ADDITIONAL COMPANY-WIDE EFFORTS (continued)

Implementing New Hire Orientation

In 2020, Storj implemented a ten-hour orientation for new hires in their first week. The agenda includes an hour on DEI to describe much of what is in this report, including our initiatives and roadmap. We take this time to learn from our new hires about what has worked well at their prior employers and how they want to engage with DEI efforts at Storj. Additionally, the orientation provides an hour-long meet and greet for the new hire(s) with senior leaders and a casual, company-wide welcome that is always well attended. These additions to our new hire orientation highlight our interest in an inclusive and transparent culture.

Measuring Engagement & Soliciting Feedback

Critical to the success of any DEI program is collecting feedback on how employees feel about their experience at a company. We collect input and feedback by measuring employee satisfaction and engagement on an ongoing basis. In 2020, we conducted engagement surveys soliciting anonymous feedback once in Q1 and again in Q4. The surveys included questions relating to Feelings about the Company, Work Environment & Culture, Management & Leadership, and Personal Growth & Morale. Specific questions, for example, related to respondents' feelings toward their colleagues and manager, how frequently they receive feedback and recognition for their work, and whether they view compensation at Storj as fair and transparent. A version of these surveys has been given to Storj team members since 2018. In 2020, we added voluntary questions about the respondent's identity to identify correlations that may help us learn where to focus efforts especially around inclusion and equity.

To assess employee satisfaction, we include an employee net promoter score (eNPS) question that asks whether the person taking the survey would recommend working at Storj. Since 2018, eNPS has been included in the Company's OKRs. For 2020, the target eNPS was 30. It was far surpassed, with a Q1 eNPS average score of 42 and a Q4 average score of 55. In 2019, the respective scores were 42 and 50. To challenge ourselves, we increased the targets for 2021 for overall engagement and added ones for participation in the surveys. We are pleased that the trajectory is upward, but do not take it for granted. 2020 was a year of great change and stress for many. It takes a concerted effort to keep engagement high and

ADDITIONAL COMPANY-WIDE EFFORTS (continued)

DEI in the foreground when other things tug at our attention. We still have a long way to go, but we are optimistic that our focus on DEI will continue to benefit the whole company and be seen for its value add.

Additional efforts to collect feedback on the employee experience include exit interviews for departing employees, anonymous feedback through Get Niko where team members post questions or comments for management, and responses are viewable by all at Storj, and weekly open office hours where anyone can come with questions or feedback for the People Ops team.

ACCOUNTABILITY

Storj maintains a statement of Values and Proof Points to guide us. Recently, DEI was added as a proof point to our value of being different. Specifically: “Diversity, Equity, and Inclusion is at the core of our company. We push ourselves to be creative, progressive, proactive, and collaborative in furthering DEI at Storj.” We regularly revisit our Values and Proof Points to ensure we are living by them. Of course, we go beyond just discussing the Values and Proof Points and openly share progress on what we do to live up to them and how we can do better.

Accountability is key to ensure our DEI principles manifest to action. The company’s bonus structure is based on accomplishing our OKRs, including, among others:

- (i) setting and meeting DEI goals annually including publishing this report;
- (ii) achieving measurable increases in diversity in employee base and leadership;
- (iii) conducting internal audits on compensation including measuring gender and ethnic parity, promotions, and retention; and,
- (iv) ensuring established protocols like Rooney Rule and Parity Pledge are followed.

At quarterly executive off-sites, progress against OKRs is a standing agenda item. Progress also is reported at the board level and company-wide at our week-long off-sites. If progress is lagging, the measurements don’t change but, instead, we identify blockers and strategize how to reach our goals.

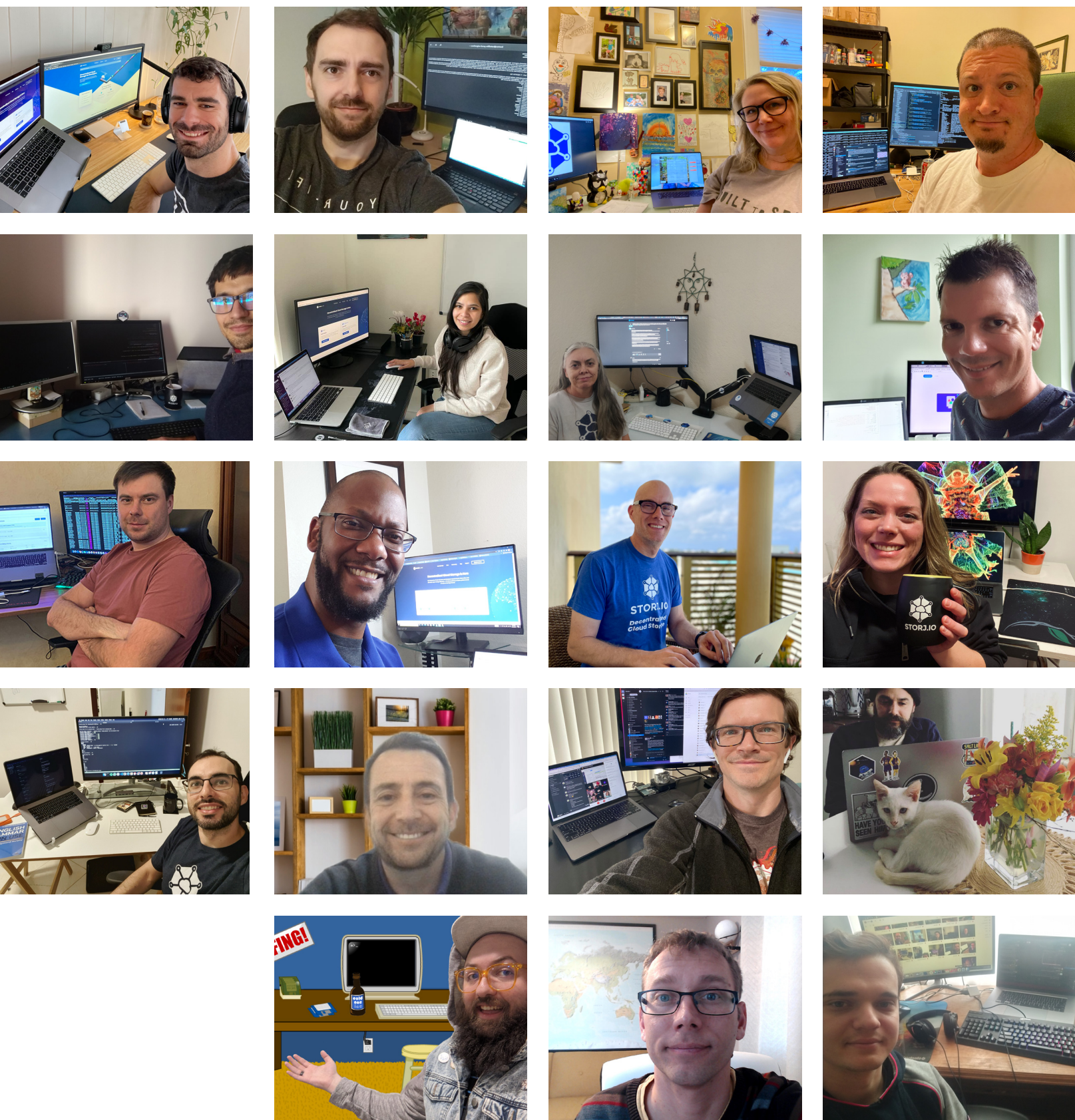
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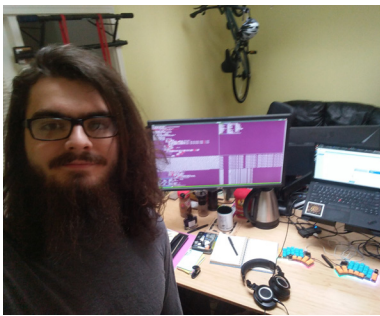
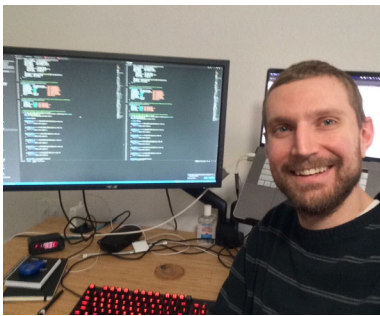
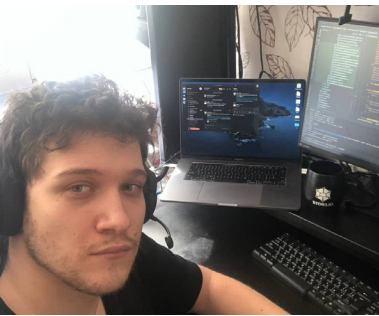
The past year has been a significant time of change at Storj. We built on the foundation set down by the original Diversity & Inclusion Council. We established a framework to mature our DEI efforts at the same time benefiting the entire company with formalized support and development opportunities for all our employees. We listened to each team member's ideas and put suggestions into action in the form of our Key Initiatives. We measured our progress against those initiatives, and continue assessing ways to build on what we've started.

Looking ahead, we are excited about developments such as our first formal internship program, expanding our hiring and retention efforts, refining mentoring and onboarding/orientation programs and efforts to connect with a broader community, focusing on building leaders from within, and continually pushing ourselves to find ways we can make Storj the most diverse, equitable, and inclusive environment possible.

CONCLUSION

While we celebrate the progress we've made, we recognize there is much more to do to achieve our goals. Indeed, we anticipate that our work in progress may never be finished. This report represents where we are at this point in time. Our aim here is to openly and transparently share this information so we can encourage others to do the same and receive feedback on how we can do better.





APPENDIX A: METRICS REPORT

As noted in the DEI Annual Report, this Appendix is provided to give a snapshot of the makeup of our team as of March 31, 2021, and highlight year over year changes. As described more fully below, we recognize we are limited by a small sample size because of our employee base and varying response rates. With continued growth and ongoing publication of this report, we look forward to having more robust data for future reports.

Collecting the Data

In our human resources information system (HRIS), Storj team members can provide data about their identity at any time. They are invited to provide information relating to gender, race, LGBTQ+, disability, and veteran status, and others. For gender, race and ethnicity, and LGBTQ+ questions, an option to self-identify is provided.

Questions we ask our team members relating to their identity and experience are voluntary, and access to the data is limited to three HRIS administrators at Storj. Challenges in collecting the data include cultural barriers, differing understanding of terms, and privacy concerns. We regularly discuss the purpose of collecting the data and measures we take to address these concerns.

Sample Size & Challenges

We have tried to provide data here that accurately represents where we are as a company as of the end of Q1 '21, and highlights changes year over year. As of March 31, 2021, our team size was less than seventy people, resulting in a relatively small sample size. Challenges to obtaining meaningful data include that during the relevant time period, we transitioned to a new HRIS and a separate SaaS to pull data from the HRIS but which did not initially have APIs for custom data. Therefore, to obtain certain data such as gender or race, we would have had to use the definitions that are standard in the HRIS but which we found limiting or otherwise not ideal. For example, the only options for gender were male and female, and race was listed under a "Job" tab as opposed to "Personal" tab where other personally identifying information appears.

We worked with both providers to create custom fields for Storj that are designed to be inclusive. We hope that our feedback will encourage our HRIS and others to provide more inclusive options for gender, and to ask for race and ethnicity only under the "Personal" tab so more people may feel comfortable sharing that data.

If a field is blank, by choice or oversight, we do not count it. We rely on our team members to

self-identify voluntarily for the categories of data presented here. Unless specified otherwise, we base percentages only on the people who responded. Response rates for key data points are provided below.

Response Rates

For each category of information sought, response rates varied, with 98% answering questions relating to gender identification, 83% for race and ethnicity, 48% for LGBTQ+, 75% for disability, and 54% for military experience.

As noted above, the data provided in this Metrics Report is based strictly on the responses team members provide in the HRIS. We never guess, assume, assign, or verify any piece of information sought or provided, relying entirely on our team members to provide the data they wish to share. Except as specified, percentages are based only on the number of people who provided their data.

Understanding the Terms “People of Color” and “Underrepresented People of Color”

At Storj, as based on the technology industry generally, “Underrepresented People of Color” include American Indian or Alaska Native, Black or African American, Hispanic or Latino (also referred to in this report as Latinx), and Native Hawaiian or Other Pacific Islander. “People of Color” also includes Asians who, while not underrepresented in tech overall, are underrepresented in management in US companies.

Describing Leadership

Strictly for utility (and because we believe everyone at Storj is a leader in their own right), we use “leadership” here to refer to anyone in a manager role or above. We believe it is useful to examine who is in the most senior levels within our organization and therefore also look at the composition of the c-level separate from managers and directors.

Defining Engineering Roles

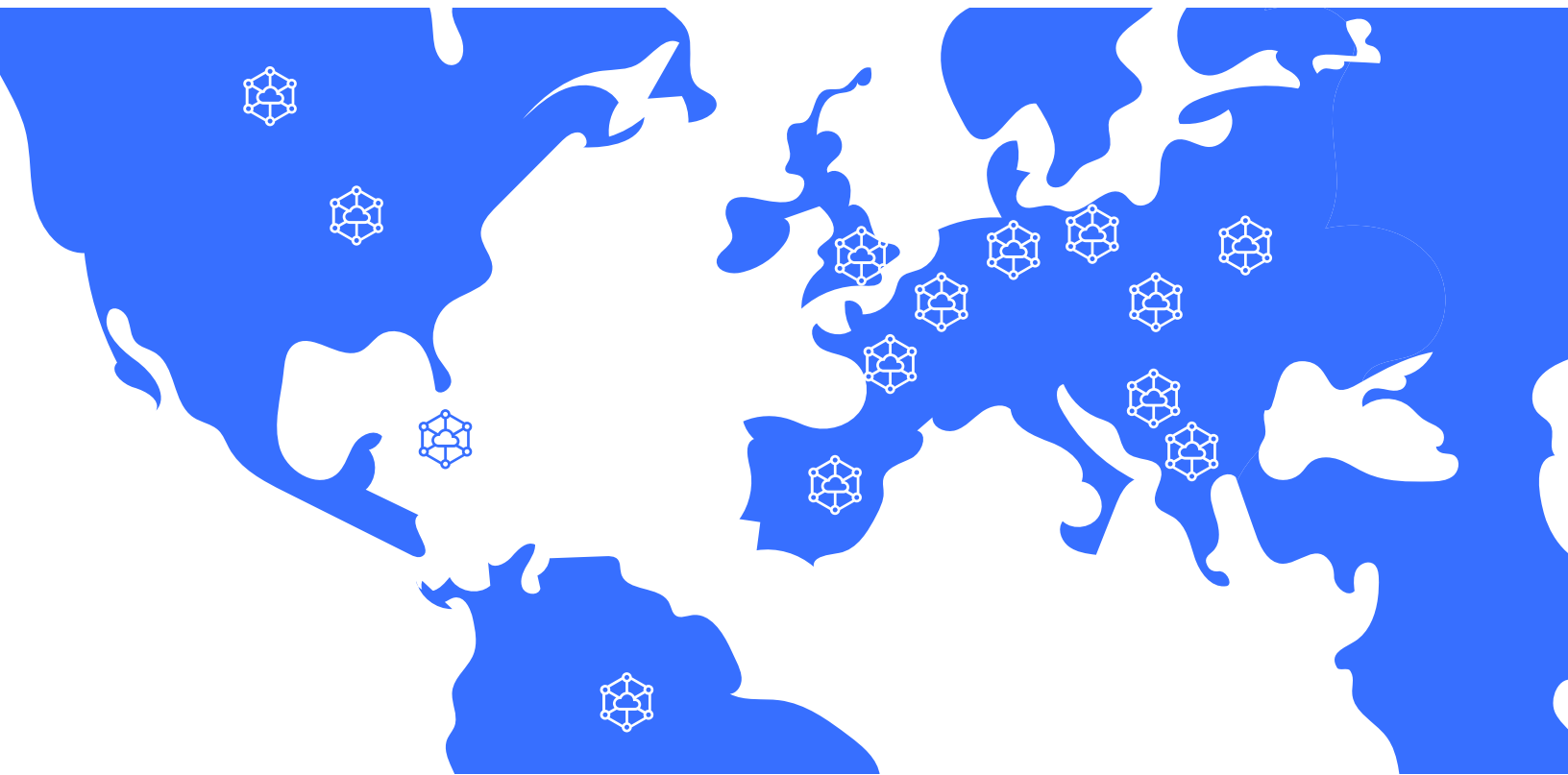
Almost until publication of this report, we described the demographic make-up of people in “technical roles.” We have chosen, just recently, to instead use the term “engineering roles” since we recognize [there are problems inherent in referring to people and roles as technical v. non-technical](#), particularly in a technology company. Technical ability, of course, is a continuum, and many people in what we think of as non-technical roles use technical skills daily. The people who are in “Engineering Roles,” as the term is used in this report, are the engineers who work on our Engineering, Strategy, and Product teams.

Overview of Metrics Reported

The data reported here is as of 3/31/21 unless otherwise specified:

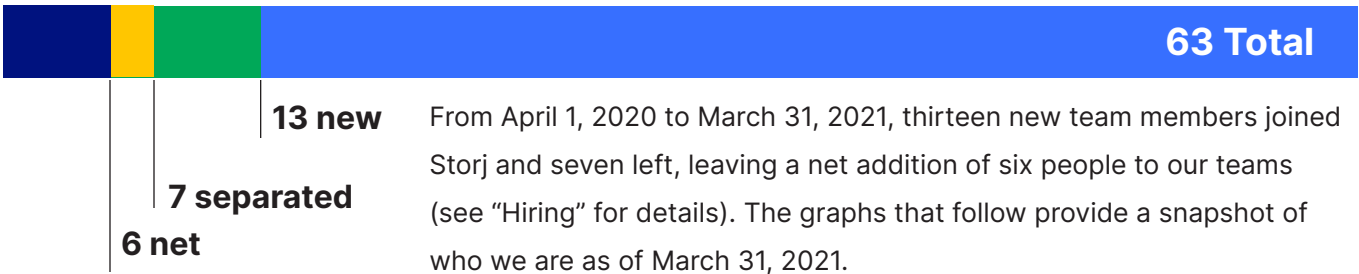
- a snapshot of our team by geography and size (p. 26)
- workforce by gender and by race & ethnicity (p. 27)
- team members who are LGBTQ+, living with a disability, and veterans (p. 28)
- highlights of representation in leadership and engineering roles (p. 29)
- C-level by gender and by race & ethnicity (p. 30)
- directors & managers by gender and by race & ethnicity (p. 31)
- engineering roles by gender and by race & ethnicity (p. 32)
- contractors, employees, & EORs including contractors by gender, race & ethnicity (p. 33)
- independent board member and advisors added (p. 33)
- highlights of hiring from 4/1/20-3/31/21 (p. 33)
- hiring by gender and by race & ethnicity (p. 34)
- attrition by gender, race & ethnicity, and tenure (p. 34)

Our Global Team



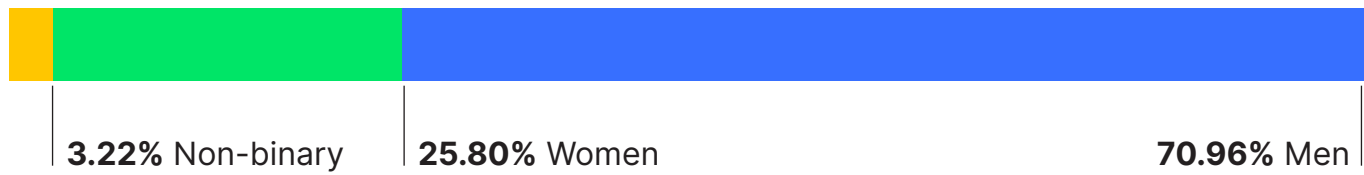
As of March 31, 2021, Storj has 63 team members across three continents and 15 countries. Approximately 68% of our team members are in the Americas, and 32% are in Europe. Altogether, our team members speak over a dozen different languages.

Storj is headquartered in Atlanta, with pockets in Salt Lake City, Silicon Valley, New York, Minneapolis, Austin and other US cities, as well as Brazil, Bulgaria, Canada, Cayman, Estonia, France, Germany, Macedonia, Poland, Russian Federation, Spain, Ukraine, and UK.

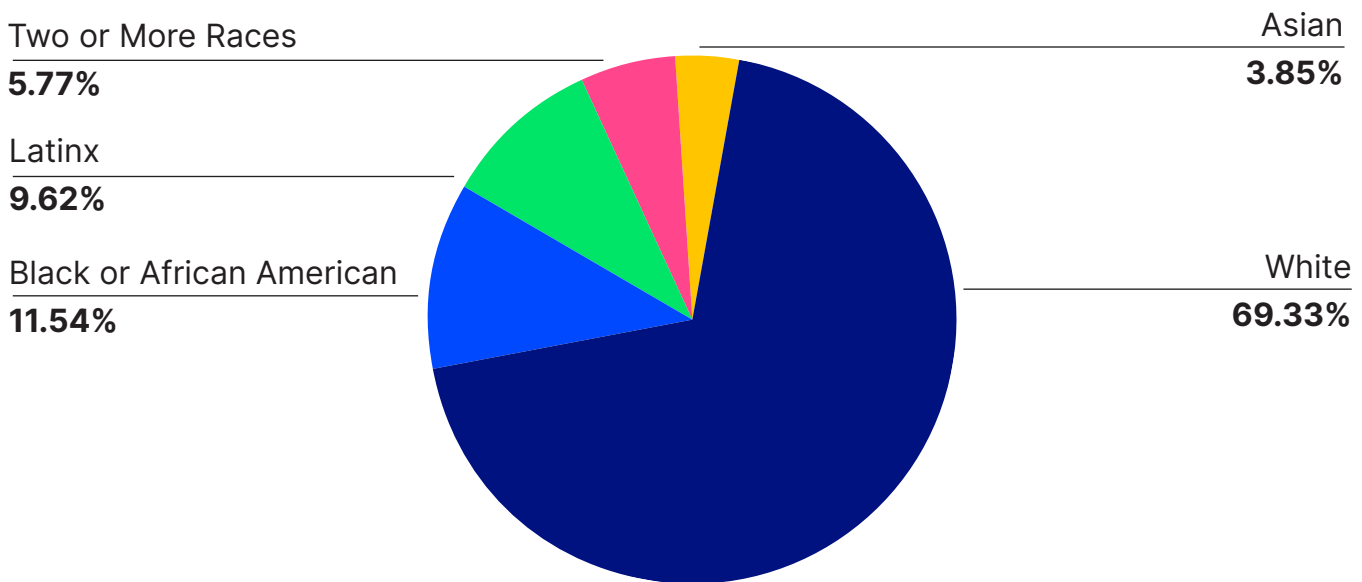


From April 1, 2020 to March 31, 2021, thirteen new team members joined Storj and seven left, leaving a net addition of six people to our teams (see “Hiring” for details). The graphs that follow provide a snapshot of who we are as of March 31, 2021.

Workforce by Gender



Workforce by Race & Ethnicity



With respect to gender, just over 3% of people who responded are non-binary, while almost 26% are women and approximately 71% are men. With regard to race and ethnicity, of the respondents, over 30% are People of Color, with more than 20% being Underrepresented People of Color.

Sexual Orientation & Identity

Of all respondents, just over 13% are LGBTQ+. We are proud of our LGBTQ+ representation at Storj. We also recognize the [need to continually build inclusivity](#) and create an environment where our team members feel safe and valued. We will stay focused on these efforts and keep measuring their effectiveness through check-ins, engagement surveys, and relationship building.

In an early group of responses, one person answered the question “Are you LGBTQ+,” saying that it depends where on the [Kinsey Scale](#) you draw the line. Another person responded “Not at this time.” Fair enough. (These responses are grouped as not LGBTQ+). Going forward, we will look at the specific question we are asking and whether we should reframe it.

Disability

Of all respondents, less than 3% reported having a disability. We recognize there is a [disability gap in tech](#) that needs to be addressed. We look forward to focusing more on this going forward including making cultural changes to reduce stress that is unhealthy for all but can be especially dangerous for certain disabilities.

Military Experience

Approximately 3% of respondents reported being a veteran. We value the diversity of experience that veterans bring, and recognize there is room for increased recruitment efforts to bring those skills in-house.

Representation in Leadership & Engineering Roles

Storj is proud of its racial diversity in leadership and in engineering roles. Of those reporting gender and race:

- * Of six people at the C-level, two are Black or African-American and one is a woman.
- * 46% of all managers and directors are women and more than 40% are People of Color (Black, Latinx, and two or more races).
- * Almost 30% of leaders (exec., director, or manager) in engineering roles are women.
- * Almost 30% of leaders (exec., director, or manager) in engineering roles are People of Color.
- * More than 25% of our engineers are People of Color, with 16% being Underrepresented People of Color.

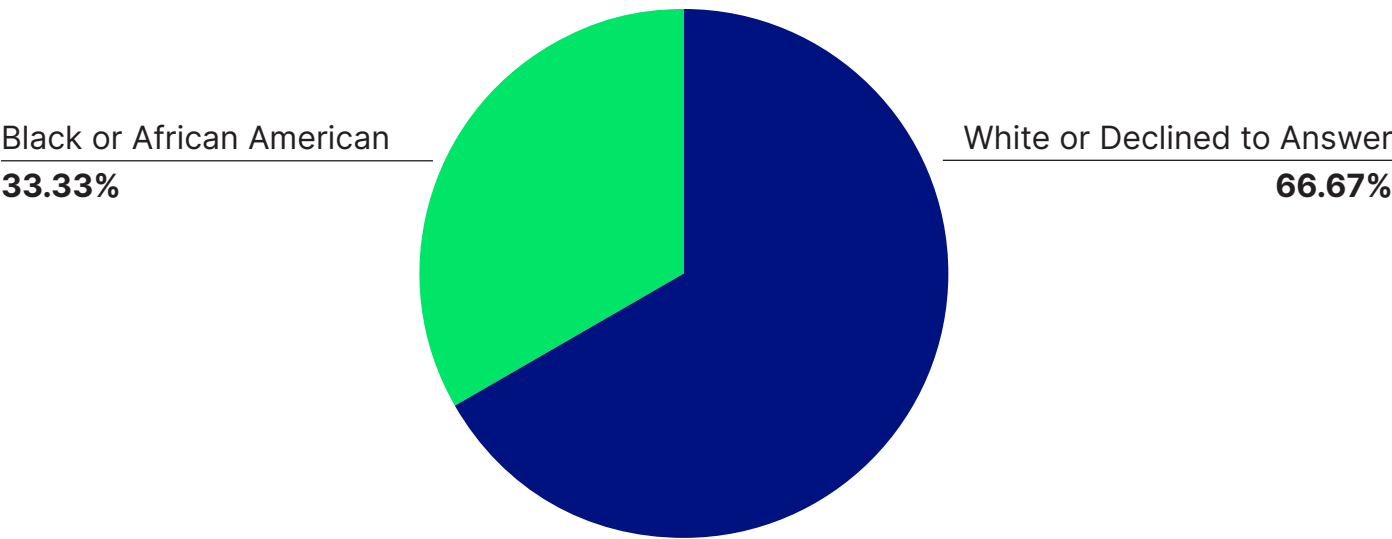
In other areas, we are lagging. Just one woman sits at the C-level. Men hold more than 80% of all engineering roles. We know that there is room to do better. It is important for us to increase the number of women in senior leadership and engineering roles and to continue increasing the presence of People of Color, in particular Underrepresented People of Color, across the board. As additional women and People of Color are brought into leadership and engineering, we believe more will see themselves, and ultimately be, in those roles.

Representation in Leadership

C-Level by Gender



C-Level by Race & Ethnicity

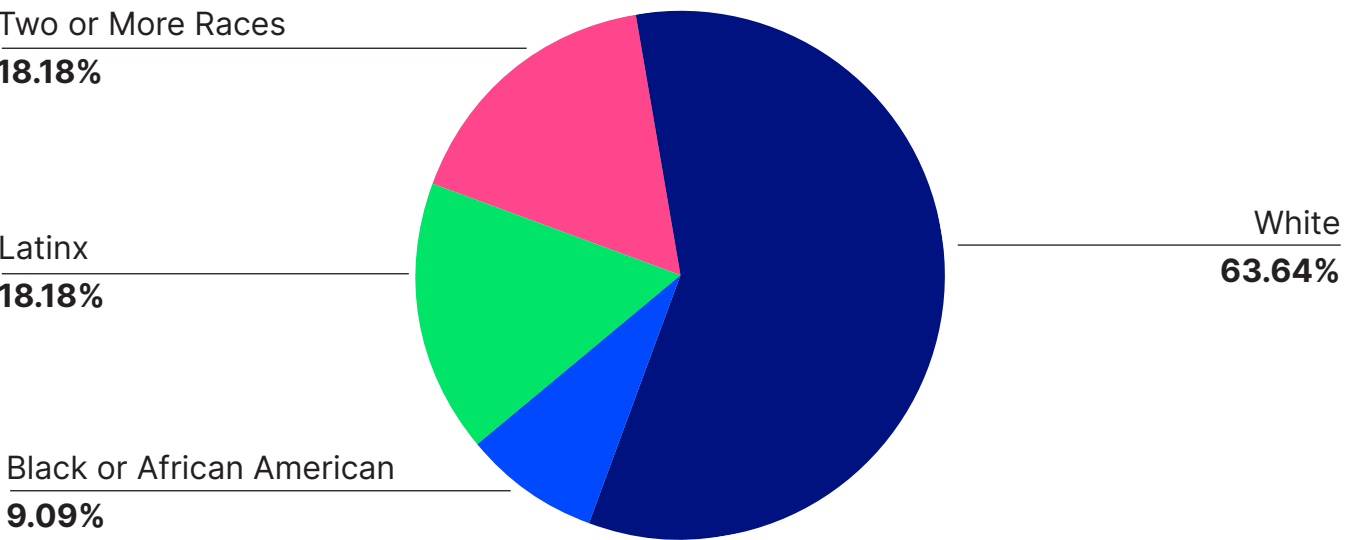


Representation in Leadership (continued)

Directors & Managers by Gender



Directors & Managers by Race & Ethnicity

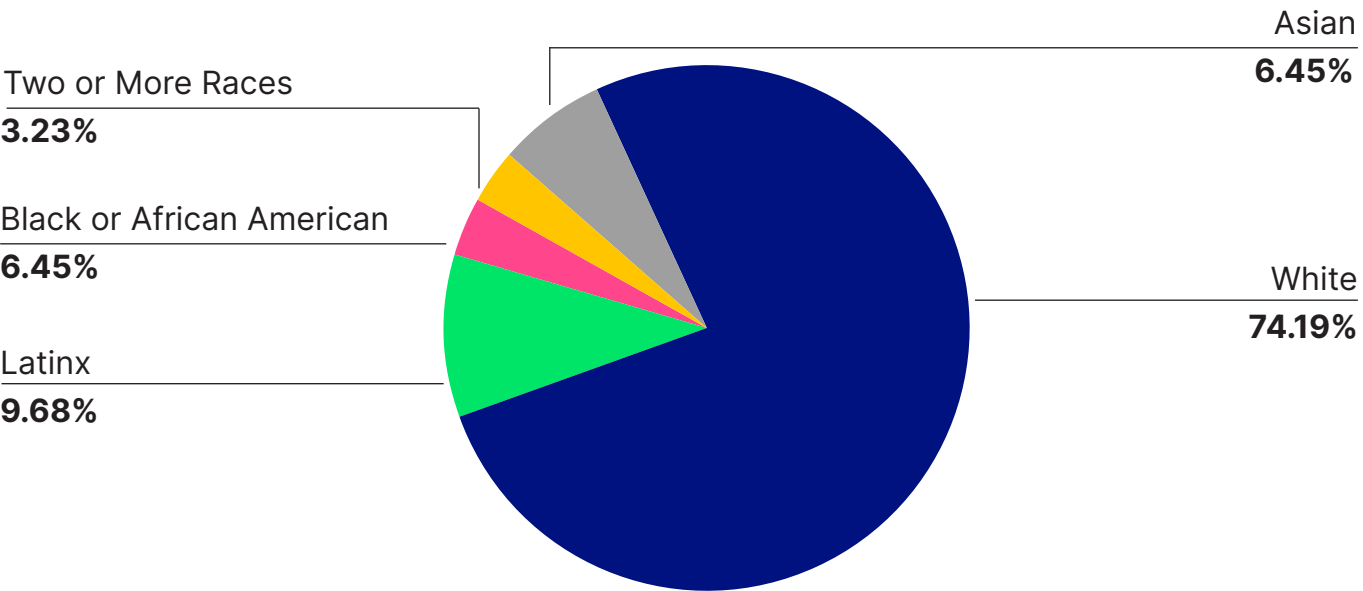


Representation in Engineering

Engineering Roles by Gender



Engineering Roles by Race & Ethnicity



Contractors, Employees, & EORs

As noted in the DEI Report, we include contractors, US based employees, and international employees hired through employers of record (EOR) as team members. Sixteen of the team members included in the metrics are contractors. Twelve team members are employed through EORs. The remainder are US based employees hired directly by Storj.

Of those reporting, 27% are People of Color, and more than 90% are men. We recognize that contractor roles sometimes can lead to full time employment. It is our goal to increase the gender balance in the team of contractors we engage.

Board Member & Advisors added in 2020

In 2020, we were fortunate to add independent board member, [Brian Lillie](#), and two new advisors, [Mairtini Ni Dhomnaill](#) and [Lorine Pendleton](#).

Hiring (April 1, 2020 - March 31, 2021)

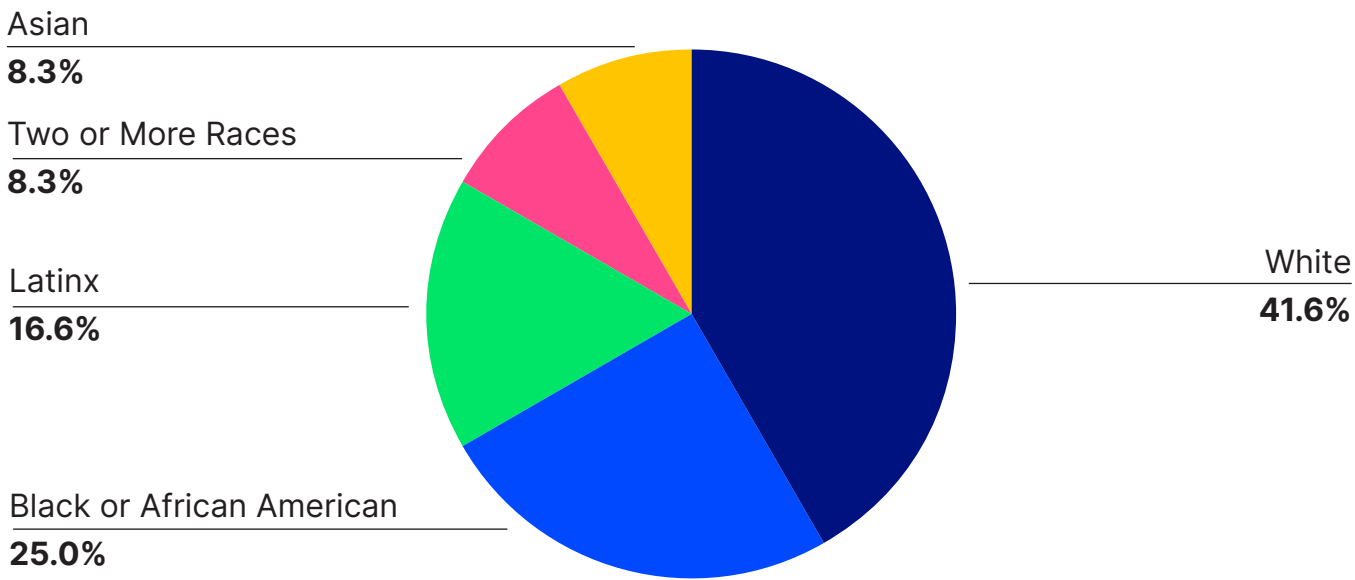
As described in the DEI Report, significant changes were made to our hiring process last year. We believe that we have seen the impact of those efforts in the hires made in the period reported here, and have strong indications that the positive trend will continue. Of the hires reporting in the period, 54% are women, 58% are People of Color, and 42% are Underrepresented People of Color. We plan to continue and expand on the measures we put in place to increase diversity in the pipeline of candidates, minimize bias in hiring, and create an inclusive environment where all new hires are equipped to succeed.

Hiring (continued)

Hiring by Gender



Hiring by Race & Ethnicity



Attrition (April 1, 2020 through March 31, 2021)

Attrition by Gender: 28.5% of team members who left in this period were women.

Attrition by Race & Ethnicity: No self-identified people of color left in this period.

Attrition by Tenure: 21 months was the average tenure of employees who left in this period, with a total range of 18-26 months.

APPENDIX B

Storj Hiring Practices Guide 2020

Purpose & Background

This document, the Storj Hiring Practices Guide (the “Guide”), outlines certain steps we take at Storj to enhance diversity, equity, and inclusion in hiring. Building a diverse, high performing team is critical to our success, so it’s imperative that our hiring be fair, effective, consistent, and as free from bias as possible. We anticipate that the guidance will change over time but always with an eye to increasing excellence and diversity on our teams.

This Guide results from an analysis of our hiring to identify processes that may be blockers to building a diverse team. It describes steps we can take to help promote inclusion and eliminate bias.

The hiring process is broken down into these principal steps:

1. Opening a Role & Determining Compensation
2. Drafting the Job Description
3. Posting the Job & Building the Candidate Pipeline
4. Planning and Conducting Interviews
5. Selecting a Candidate
6. Making an Offer

This Guide describes the steps we take to promote inclusion and minimize bias in each of the steps listed above. We are always open to suggestions for how we can further improve these efforts. Please contact People Ops with suggestions or attend one of our weekly open office hour sessions to provide your feedback.

Opening a Role & Setting Compensation

Storj's values of being Secure, Together, Open, Resolute, Empowered, and Different call for us to have a fair and equitable compensation structure. In 2019, the Company implemented its approach to Compensation at Storj, which laid out the Company's data-driven approach to providing a transparent and fair approach to compensation. We believe this structure offers a strong competitive advantage in seeking and securing highly-qualified talent.

A critical aspect of our salary policy includes using an independent third party that surveys other start-ups similarly situated in industry and capital raised. Each position we open aligns to a particular job code and level across companies in our industry. When a new role is opened, People Ops works with the Hiring Manager to complete a job requisition form that identifies the position title, job code, and corresponding salary and equity, among other information such as key responsibilities and the interview team.

The New Requisition Form is completed before a job description for a role is posted, so compensation for a role is established before any candidate is interviewed, ensuring that compensation is based on the role, not on any individual candidate.

To establish the level for a given role, People Ops works with the Hiring Manager to discuss the role and expectations and reference the company's internal career ladder, which describes expectations in the areas of day-to-day work, efficiency and initiative, communication and leadership, and impact. Together they select a level that corresponds to base salary and equity, which establishes compensation for the role. This is documented in a form that goes to the Hiring Manager, executive over the organization, Chief People Officer, and Chief Executive Officer for signing.

DEI NOTE: Storj is deliberate in its efforts to reduce subjectivity and ensure fairness in compensation and benefits. The company's philosophy and approach to compensation is documented in our Compensation Policy. In addition, our commitment to simultaneously adhere to salary transparency and protect the privacy of our employees was captured in [this article](#) on compensation at Storj.

Drafting the Job Description

The job description (“JD”) for any given role plays an essential part in the hiring process. JDs are the first source of information for a candidate to decide if a role aligns with their skill set and interests. JDs typically provide prospective candidates with a first impression of our company. They communicate our mission, vision, values, and style. They help establish recruiters’ and interviewers’ expectations of a role and what, or who, we are looking for. With such critical roles to fill, it’s imperative that our JDs encourage -- not dissuade -- qualified candidates from all backgrounds to apply. Storj has provided training on reducing bias in the drafting of job descriptions, which is available for anyone in the hiring process to review. A link to this training is provided to everyone involved in hiring when a position is opened.

Below are some of the guidelines used when creating job descriptions:

- * Begin the job description with an overview of the company and position. This reduces uncertainty by establishing context and expectations.
- * Use neutral, straightforward descriptions rather than gender-coded, particularly masculine-coded words like “hacker,” “ninja,” “wizard,” “dominant,” or “aggressive.”
- * Limit the number of qualifications you require and only list your “must-haves.” Research indicates women in particular may hesitate to apply unless they are confident they meet all qualifications, even if some are simply listed as “nice to have.”
- * Avoid corporate jargon which may alienate qualified people from different professional backgrounds or work experiences.
- * Emphasize your company’s commitment to DEI and the actions you’ve taken to meet those commitments.
- * Point out benefits such as parental leave and childcare to encourage parents or soon-to-be parents to apply.
- * Highlight opportunities for career growth, mentorship, training, and development.
- * Emphasize the impact the candidate will have in their individual role and in the company at large.

DEI NOTE: Because we know some language can have the unintended effect of discouraging applicants from underrepresented backgrounds, each job description is reviewed and revised by the DEI Council before it is ever posted online. The Council is guided by research and training on inclusive job descriptions, which is available to everyone at Storj.

Posting the Job & Building the Candidate Pipeline

DEI-focused Job Boards and Platforms

Job Postings are how we get open positions in front of potential candidates. In addition to listing open positions on the Storj Careers Page and other widely-used job boards such as LinkedIn, Indeed, and Glassdoor, Storj from time to time also partners with various, DEI-focused job boards.

DEI NOTE: Our use of these boards is an intentional and direct effort to increase the diversity in our candidate pool, thus helping us “widen the net” and get our listings in front of as many qualified potential applicants as possible. Storj has utilized job boards and services such as Jumpstart, People of Color In Tech, Include.io, HireTechLadies, RemoteWoman, and Women Who Code. Storj periodically assesses return on investment to determine which job boards are most effective, and exercises its discretion in deciding where to post.

Reviewing Active Applicants

“Active Applicants” are candidates who apply directly to a position either from our [Careers Page](#) or an online job board. These candidates make up the bulk of all candidates in the pipeline. Due to our product, tech stack, work culture, and other key elements, Storj enjoys a strong competitive advantage when it comes to hiring.

DEI NOTE: One critical point to consider is that building and maintaining the candidate pipeline is the risk of bias. Typically, the Hiring Manager over the position conducts the initial resume review, though it is common (and often helpful) for others to be active in this stage as well, so long as the Hiring Manager helps reviewers understand, objectively, what we are looking for and make sure it aligns with the qualifications as described in the JD. For example, if the JD does not require a candidate to have a Bachelor’s Degree (which it shouldn’t unless there is a clear correlation between attaining such a degree and being able to successfully do the work), then candidates shouldn’t be eliminated for not having that degree.

Posting the Job & Building the Candidate Pipeline (continued)

Sourcing for Passive Candidates

Regardless of the number of Active Applicants, it is important to conduct a proactive search for “Passive Candidates” who are not actively applying to jobs but have the desired skill set or other important qualifications. This focused approach can identify qualified candidates who may not be aware of open roles at Storj. While all candidates are reviewed primarily on their skills and experience, sourcing Passive Candidates allows the recruiter and hiring manager to bring greater diversity into the pipeline.

DEI NOTE: Storj strives to be intentional and proactive to minimize bias and increase diversity. Where other companies encourage policies such as name-blind resume reviews -- a genuine effort to reduce bias -- Storj specifically seeks out the individually unique elements of each candidate, believing that people should not worry that their core identity erodes opportunities. Though we do engage in a name-blind homework assignment -- placing emphasis on the quality of work [rather than on the person](#) -- the initial stages in the process offer clear opportunities to ensure pipeline diversity.

Employee Referrals

Leveraging internal referrals is often one of the best ways to build a high-performing team. Since our employees are immersed in the day-to-day operations and demands of their respective teams, they are well suited to judge what would qualify someone to succeed in the role.

In building a strong candidate pipeline, we consider ways to expand opportunities for us to find strong candidates and for those candidates to learn about Storj. Employee referrals are strongly encouraged and rewarded through our Employee Referral Program. Such candidates, of course, are held to the same standards as other candidates.

DEI NOTE: We are cognizant that where a company lacks diversity, referral programs may risk increasing homogeneity. We encourage our employees to consider this risk and strive to build a team that more properly reflects our diverse communities and customers. This should be reiterated whenever the Employee Referral Program is discussed, such as during orientation and in periodic reminders about the program.

Posting the Job & Building the Candidate Pipeline (continued)

Rooney Rule & Parity Pledge

In 2020, Storj formally adopted its commitment to increasing diversity and inclusion by adhering to the Rooney Rule and Parity Pledge, which calls for at least one underrepresented person of color and one woman to be interviewed for senior positions before an offer of employment is made. Storj doubled down on these commitments by calling for at least two underrepresented people of color and two women to be interviewed. Additionally, these commitments apply to all positions at Storj, not just senior positions. People Ops tracks its commitment to these pledges and reports regularly to leadership on progress against these goals. For some roles, Storj works with outside recruiters and organizations to help increase a diverse pipeline of candidates.

Evaluating Candidates

All in all, Storj takes a holistic approach when evaluating candidates. For those who are early in their career and have limited work history, we consider life experience as well. In other words, attending “top tier” universities and interning with Fortune 50 companies are not the only signs of success. Demonstrating tenacity in the face of life’s challenges also suggests a person has certain skills (e.g., flexibility, determination, and the ability to “think outside the box”) that are critical to a start-up’s success.

DEI NOTE: Opening the criteria beyond the limited considerations of academia forces us to be more open-minded about what success at Storj can look like. For candidates who are further along in their career, we likewise consider not just their tenure, but also what skills they may have acquired while stepping off the career ladder (e.g. raising a family, travel sabbatical, etc.). By viewing the whole picture, we bring a richer depth and breadth of experience to the Storj team.

Planning and Conducting Interviews

Job interviews are the central focus of the hiring process. Simply put, if we want to hire the best people, we need to conduct the best interviews. Not only are we gathering information about our candidates, our candidates are gathering information about us. It's imperative, therefore, that our interviews are engaging, honest, and thorough. Additionally, while the Company website speaks to our perspectives on DEI, our true commitment to and manifestations of DEI are first revealed throughout the interview process.

Each step of our interview and hiring process is outlined below:

Initial Hiring Sync

Effective job interviews hinge on the hiring team's preparedness and shared expectations. We have two Hiring Sync checkpoints to ensure every person on the hiring team is aligned: one before interviewing begins, and one after all Final Interviews have occurred.

Before interviews begin, the Head of People Ops meets with the Hiring Manager to select a hiring panel for each role, with an eye to ensuring representation of team members from different backgrounds and levels. This helps demonstrate our commitment to diversity and shows that we value the contributions diversity of all kinds brings. It also can have a positive effect on a candidate's engagement and sense of belonging.

Once the Hiring Team is determined, the Recruiter over a role schedules an initial Hiring Sync with that group to:

- * Ensure everyone is familiar with the interview process and their respective roles therein.
- * Establish understanding and expectations for the role and from the candidate.
- * Discuss relevant questions and talking points for the interviews.
- * Share pointers for conducting successful interviews and minimizing bias.

Planning and Conducting Interviews (continued)

For consistency and accountability, a standard agenda is followed in every Initial Hiring Sync. The same document is used to take note of any salient points discussed in the meeting and serves as a review sheet throughout the hiring process. It links to the JD, notes the role each person on the Hiring Team plays, describes key functions of the role, what we are looking for in candidates, provides a link to any homework assignment, and may contain some sample interview questions.

DEI NOTE: Throughout the entire process, Storj interviewers should never engage in trick “gotcha” questions. It is appropriate to be thorough when asking about a candidate’s experience and qualifications, but our intent should never be to paint a candidate into a corner. Regardless of how well-prepared the interview is, it can never properly simulate the actual work environment. Therefore, it’s imperative that we set the candidate up for success rather than push them towards failure.

Recruiter Screen

The Recruiter Screen is the first interview in the process. It is led by the recruiter over the position whose main purpose is to “sell” the opportunity, uncover relevant experience and skill-set, and discern if the candidate is qualified enough to move to the next stage of the process.

DEI NOTE: Compensation is discussed at each initial screening call the recruiter has with the candidate, so that all applicants receive the same, transparent information. Aside from the Recruiter Screen, all other interviewers are instructed not to discuss compensation, thereby enabling them to focus on the role and company culture and avoid legal and other pitfalls such as asking about a candidate’s prior or current compensation.

Planning and Conducting Interviews

Initial Team Interview

The second interview, called the Initial Team Interview (formerly the Technical Screen), allows for members of the Hiring Team to provide more detail into the day-to-day activities of the position and operations of the team. The ultimate goal is to gain an understanding of the candidate's experience, abilities, and interest to discern if the candidate is qualified enough to move to the Homework Stage.

DEI NOTE: By the end of the Initial Team Interview, the candidate should be aware of the emphasis Storj places on culture and inclusion. When evaluating candidates, it is important to remember that Storj is a global company with people of many different backgrounds, experiences, and identities. The ability to communicate and interact effectively with others in such an environment is critical to success at Storj. Interviewers are encouraged to inquire about the candidate's experiences in diverse environments and opportunities they've had to contribute to DEI efforts inside or outside of work.

Homework Stage

True to its name, the Homework Stage consists of an at-home assignment that is relevant to the position. It is designed to give the most accurate indication of a candidate's work style and technical on-the-job abilities. Likewise, it should give the candidate perspective on the kind of work we do at Storj.

The homework is built to be engaging, relevant, and equitable. JT Olio, Storj's Chief Technology Officer, [published a blog](#) which sheds light on the homework process. In summary:

1. The candidate is invited to an interview-specific Slack channel through which they may converse openly with the team throughout the assignment. The team operates as a support resource which answers questions, provides additional insight and direct, etc.

While the tasks and format will vary according to the position, it is always expected that the homework review panel is engaging, present, and communicative throughout the process. The homework review panel is made up of a diverse set of employees who are best able to give a thorough and informed review of the specific assignment.

Where possible, the candidate is assigned a randomly-chosen pseudonym in the Slack channel. By giving the candidate a pseudonym, the emphasis is placed on the work performed, not the person who's doing it. (Some homework assignments contain and require face-to-face interactions and presentations and therefore are not suited to pseudonymous work.)

Planning and Conducting Interviews (continued)

2. The homework is created in house and should:
 - a. Be clear and concise, but with appropriate complexity and challenge
 - b. The assignment must not require extensive additional existing knowledge that is unlikely for the candidate to have. It is fair to require some research, but only where the needed information is readily available.
 - c. Be representative of the day-to-day work and problems the candidate is likely to face
 - d. Provide the opportunity for communication between the candidate and the homework review panel
 - e. Be able to be completed by our target candidates in eight hours or less
3. In light of the time and effort required to complete the homework, Storj compensates each candidate \$500 in STORJ tokens for making a submission.

DEI NOTE: The time allotted for homework completion is out of careful consideration of candidates' existing work and responsibilities. Storj recognizes the inherent effort required by the homework and does not seek to add additional demands and undue stress that would disincentivize them from completing the assignment, especially given the frequent imbalance women face in having greater family responsibilities in addition to their paid work. Therefore, we try to build in flexibility as needed, while still providing guidelines about how long we expect it should take for candidates to complete the homework. Typically this period is eight hours in total, with one week to provide a written submission.

Final Interview

If a candidate's homework submission receives positive reviews from the team, the next step is the Final Interview, typically conducted by three people representing different organizations across the company. They are encouraged to draft questions in advance of the meeting and designate each person who will handle a line of questions or topics in the interview.

DEI NOTE: Establishing the questions in advance and identifying which person will lead particular areas of discussion ensures that candidates have as close to the same experience and level of engagement in their interviews as possible. We do this to avoid the hiring trap where interviewers may connect more with people who look like them or have similar backgrounds. We strive to ensure that all candidates receive the same level of engagement by implementing controls such as prepared questions and structured interviews. Of course, interviewers are not restricted to only the questions they have prepared in advance, should the need arise to delve further into a line of discussion. We hope these guidelines, however, standardize the process to the extent feasible to ensure fairness in the process.

Planning and Conducting Interviews (continued)

Feedback Survey and Final Hiring Sync

Following the Final Interview, the interview panel completes a short survey to collect written feedback. The Hiring Manager has access to view the responses as they come in.

As soon as possible after the Final Interview, and at least within 24 hours, a Final Hiring Sync is held where every person on the Hiring Team is present to provide their feedback, round-robin style, with the Hiring Manager always going last.

DEI NOTE: Throughout the process and written into standard People Ops artifacts such as the initial hiring sync agenda and the introduction to a Slack channel for each role to discuss process, the Hiring Panel is instructed not to discuss the candidate with each other or any person other than the Hiring Manager until the Final Hiring Sync. This is designed to avoid “group think,” which can unfairly impact underrepresented candidates, particularly if the candidate is an employee referral who is not an underrepresented person in tech.

Approving the Offer Letter & Making the Offer

After the Final Hiring Sync, once the Hiring Manager has decided to make an offer, the Hiring Manager and Head of People Ops meet with the candidate to extend the verbal offer and provide details on compensation and benefits. Candidates are provided the written offer letter and given time to review it. During this time, the candidate is given the chance to meet with additional team members to answer any questions and learn more about the company and opportunity.

DEI NOTE: In the offer call, the Head of People Ops should review with the candidate Storj’s approach to transparent and equitable compensation, including our use of external data to establish compensation thereby eliminating lengthy salary negotiations that may unfairly benefit some candidates over others. We recognize that not all candidates are familiar with certain compensation or benefits Storj offers such as generous equity and unlimited paid-time off. The Head of People Ops shares these and comes prepared to explain basics of equity, including describing the initial grant as well as our annually recurring refresh grants, so the candidate can make an informed decision about the offer.

Storj Labs Mission & Values

We believe in being mission- and value-driven, and are proud that our values are interwoven throughout our product and culture. Our mission and values serve as the foundation for decisions, policies, and product features made by Storj Labs. We are eager to share these with our friends and colleagues. Our mission is to build the decentralized future. Our vision is to be the storage layer for the decentralized internet. We value being:

Secure – We believe that security and privacy in product, process, and habit is key to everything we do.

Together – We inspire, execute, and celebrate as one team, with a commitment to trust, inclusion, collaboration, and accountability.

Open – We commit to the free and open sharing of software, information, knowledge, and ideas.

Resolute – We have the courage to do the right thing, even if it is not the easy thing. We resolve always to treat others ethically, with empathy, understanding, and trust.

Empowered – We empower our users to control their data, our teammates to do great work, and our community to build economic value.

Different – We think differently, act differently, and always look to make a difference.

APPENDIX C

Storj Diversity, Equity & Inclusion Council Charter

Purpose

The purpose of Storj's Diversity, Equity, & Inclusion Council (the "DEI Council") is to improve inclusiveness, seeking to ensure that opportunity, career advancement, wage equity, and access, is available to everyone equally. At Storj, the DEI Council provides opportunities to promote a culture of mutual respect and intersectional equality. Additionally, because strong leadership is imperative for the advancement of diversity, equity, and inclusion, the executive team has committed to championing our efforts and holding the company accountable.

Diversity is the range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.

Inclusion is involvement and empowerment, where the inherent worth and dignity of all people are recognized. An inclusive company promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living of its employees.

Equity was added to the DEI Council in 2019 to make explicit our aim to promote fair treatment, access, opportunity, and advancement for all people and to remove barriers that impede participation of individuals who have been underrepresented in our industry.

Priorities and Goals

- * We actively seek a diverse pool of applicants from historically marginalized groups and people who are underrepresented in tech, including—but not limited to—women, people of color, LGBTQ+, people with disabilities, first- or second-generation immigrants, and people from low-income backgrounds.
- * We are committed to anti-racism, anti-misogyny, anti-homophobia, anti-transphobia, anti-ableism, and opposes other forms of oppression and "-isms" within Storj, at either overt or microaggressive levels. We do not weaponize privilege, nor do we weaponize our support.

Priorities and Goals (continued)

- * We are committed to creating a more inclusive work environment for all people, recognizing the systemic, historic and ongoing marginalization of people who have been underrepresented in our industry.
- * Proactively identify and eradicate bias at every opportunity. This can include audits and reviews of our policies and practices to ensure they do not inadvertently disadvantage or marginalize team members from underrepresented groups or identities.
- * We identify opportunities to support Storj's diversity and inclusion efforts on a continuous and ongoing basis, and provide DEI-specific training at each quarterly All Company week in addition to targeted training throughout the year. We also seek out ways to build personal and professional connections between team members and provide access to leadership to ensure there are ample occasions for mutual feedback and for leaders to receive suggestions from team members and DEI Council members.
- * We will strive to ensure that Council members are from a diverse variety of backgrounds, perspectives and experiences. This includes people of different ethnicities, races, religions, genders, gender identifications, sexual orientations, physical abilities, age, education, social classes, and beyond. However, we also recognize that DEI work often falls to those who have already been disadvantaged by the patterns that work seeks to disrupt. For that reason, we actively seek means to reward such work and emphasize the shared responsibility for these efforts across the company.
- * We support efforts to identify speaking opportunities and training and professional development opportunities for underrepresented employees to build their networks and personal brands, expand their professional networks, build positive mentoring relationships and be empowered to speak about their work and more.
- * We stick up for one another. When we see someone being treated as less-than, we create safe and brave space, and practice active allyship. We amplify each other's voices, and perpetuate a culture of inclusion and empowerment for all.
- * We encourage company-wide participation in DEI work, encourage all of our leaders to embrace and demonstrate DEI principals in their "tone from the top," and seek opportunities to incorporate DEI values into our processes and practices, including supporting regular DEI-focused, company-wide training.

Meetings, Responsibilities & Communications

We hold DEI Council meetings bi-weekly and share responsibility for our meeting agenda and meeting notes. We use a DEI Slack channel to keep each other apprised of relevant news, articles, and training and other opportunities. The DEI Council has a standing spotlight for updates, events, news, and other relevant developments at the Company's All Hands meeting that takes place every other week.

Roadmap & Initiatives

On an annual basis, the DEI Council presents its roadmap for the year, including new and ongoing initiatives. The DEI Council also is responsible for producing an annual DEI Report, together with support across the Company, which should include key metrics that measure the impact of our efforts.

Membership

Membership

- * The DEI Council is open to all full-time, part-time, intern and contracted members of the Storj team.
- * Even though we are members of the DEI Council, we understand that being inclusive is a continual learning process, which will come with mistakes. We must be committed to accountability among ourselves for our actions, and constantly learn how to be more inclusive and equitable.

Time Commitment

- * The members of the council should plan two one-hour meetings per month as well as additional time on projects and initiatives of their choice, based on their availability and interest. Occasionally, we may need to hold more frequent meetings, depending on the projects the Council is running at the time.