Values in Action

Exploring the 'why' and the practical application

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What's the value of a value?

The Kevel values reflect who we are and who we aspire to be as a company. We have values as a way of highlighting the things that are most important for us so that we're successful as a business both in what we do and how we do it.

We believe that every Keveler can use this list of values when interacting with teammates, making tough decisions, and prioritizing day-to-day and strategic items alike. Without our values, we default to what's expected and can sometimes go astray, so we believe in the power of centering values in everything that we do. Many of these values have been around since our company's existence and we continue to evolve and shape them so we're staying true to this purpose.

While the values haven't changed significantly in that time, people have internalized them in different ways. We put this framework together to provide insight into what each of our values mean, the "why" behind them, and what they look like in practice. We're excited to have this as a starting point and we look forward to adding more expressions on a regular basis!

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Be Open

We believe we're better when we're willing to share the full context of a situation, an experience, or a challenge. When people know that there's no hidden meaning or agenda, they can make better decisions and work better together.

WHAT IT MEANS

- Sharing context, information, and updates– especially when it's not easy

- Creating an environment where we can be authentic through psychological safety

- Taking responsibility for actions and outcomes

HOW WE EXPRESS IT

- We share progress on company metrics, no matter what

- We contribute to open-source software projects

- We present our learnings at public forums (user groups, conferences)

- We maintain our slack/email history to learn from past experiences rather than having it auto-delete after a period of time

- We maintain publicly accessible documentation

- We have difficult conversations, even when it's uncomfortable
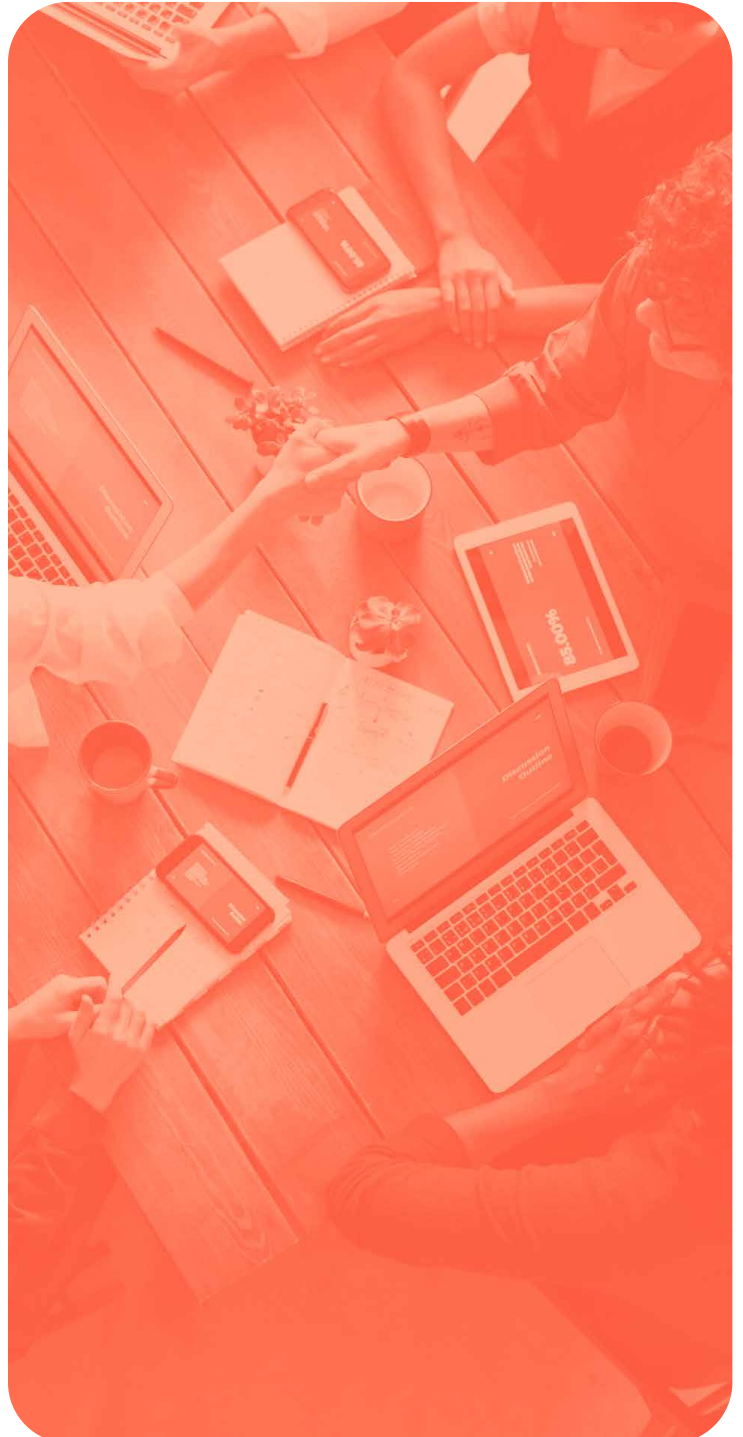
We Delight Our Customers

We want to bring joy and excitement through moments of delight to our customers. For us, that means the people that buy our services outside of our walls as well as our internal users and teammates.

WHAT IT MEANS

- **Finding new and novel ways to deliver value in ad tech**
- **Anticipating needs before being asked**
- **Delighting customers both internal and external to Kevel**

HOW WE EXPRESS IT

- We deliver features based on the current and future market
- We routinely and continuously ask for customer feedback
- We deliver on deadlines and timelines
- We explain and share when difficult situations arise
- We routinely wear the customer hat when evaluating situations and experiences
- We connect on a human level with our customers

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Embrace Diversity

We embrace diversity both because it's better for business and because it's better for society. We know research shows that diverse teams produce better outcomes and we accept our responsibility for using our power as an employer for good.

WHAT IT MEANS

- **Understanding how a diverse team achieves better outcomes**

- **Building structures that promote fairness, inclusion, and equity**

- **Approaching our day-to-day knowing not everyone thinks, learns, or works the same way**

HOW WE EXPRESS IT

- We proactively build candidate pipelines to include women and people of color for our open positions

- We establish metrics and use data to measure the success of our diversity, equity, and inclusion efforts internally

- We have a total rewards philosophy and a third-party compensation database that minimizes subjectivity in pay decisions

- We build internal policies and structures, such as performance standards, that are consistent and fair to reduce bias

- We cultivate an environment where people can bring their whole selves to work

- We invite people to share their individual identities with one another through affinity groups and cultural connections

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Deliver Innovation

To move beyond what's accepted as "just the way it is," we have to develop creative solutions to the challenges we're facing. We strive for innovation in our approach to work across the company.

WHAT IT MEANS

- **Solving for many, not for one and making those solutions customizable**

- **Experimenting, taking risks, and learning from the results**

- **Challenging the status quo in our approach to problem solving, process creation, and company operations**

EXAMPLES

- We try things out through testing, shipping, and iterating

- We build new products to position Kevel for the customers of today and for the customers of tomorrow

- We don't rely solely on industry standard practices or "it's always been done that way" when evaluating new solutions

- We start with understanding the purpose and responding to it

- We patent where we can

- We take risks to try new solutions that will help our internal and external customers
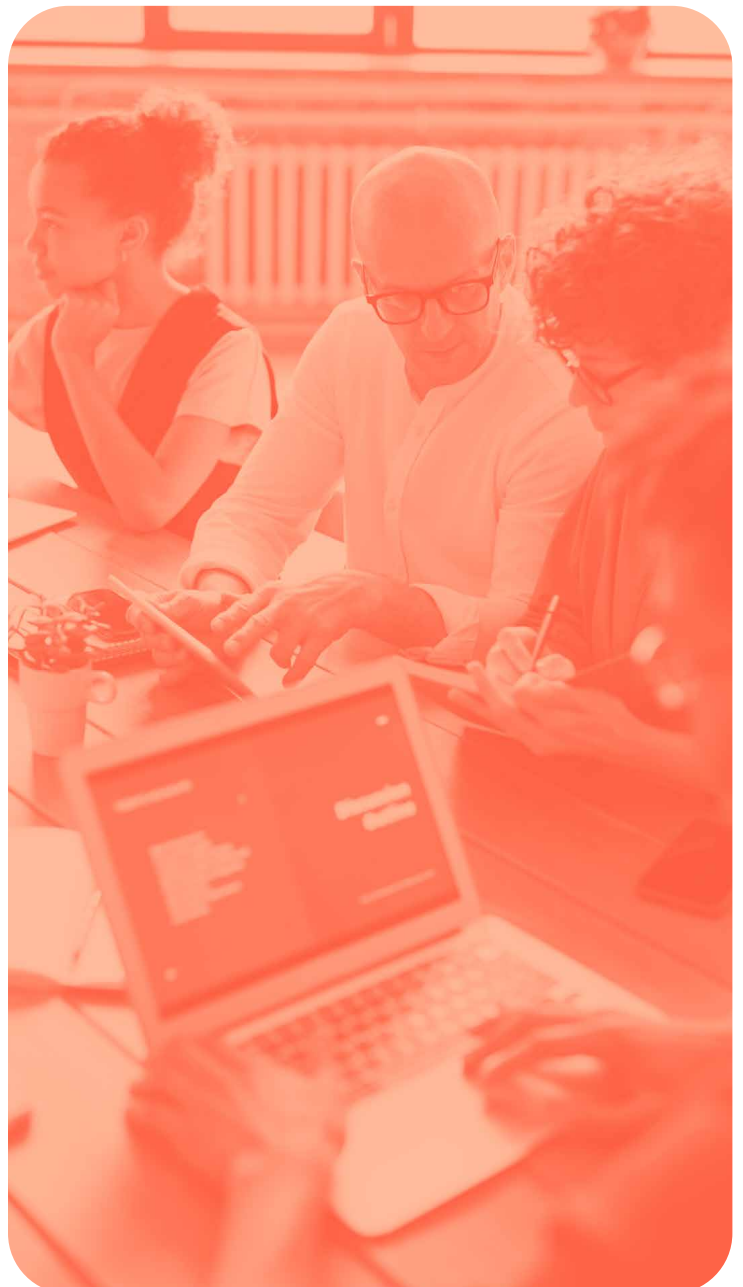
We are all adults

We believe in creating structures and processes that allow people to work the way that they work best. We want to minimize bureaucracy and red tape in favor of creating an environment that fosters both professionalism and humanity in how Kevelers interact.

WHAT IT MEANS

- **Trusting our teammates and assuming good intentions**

- **Working autonomously based on how we work best as individuals and teams**

- **Communicating expectations and clarifying as appropriate**

HOW WE EXPRESS IT

- We trust others to deliver on outcomes in the ways that work for them–and we deliver on what we commit to

- We ask for help when we are stuck or unsure how to proceed

- We provide input and feedback about decisions being made, but if a decision is made that we don't agree with, we register our concern and work to move forward productively

- We treat people with respect and kindness, and we lead with empathy, even when having difficult or challenging conversations

- We ask questions with genuine curiosity, assuming good intent

- We act like owners at Kevel when making individual decisions around finances
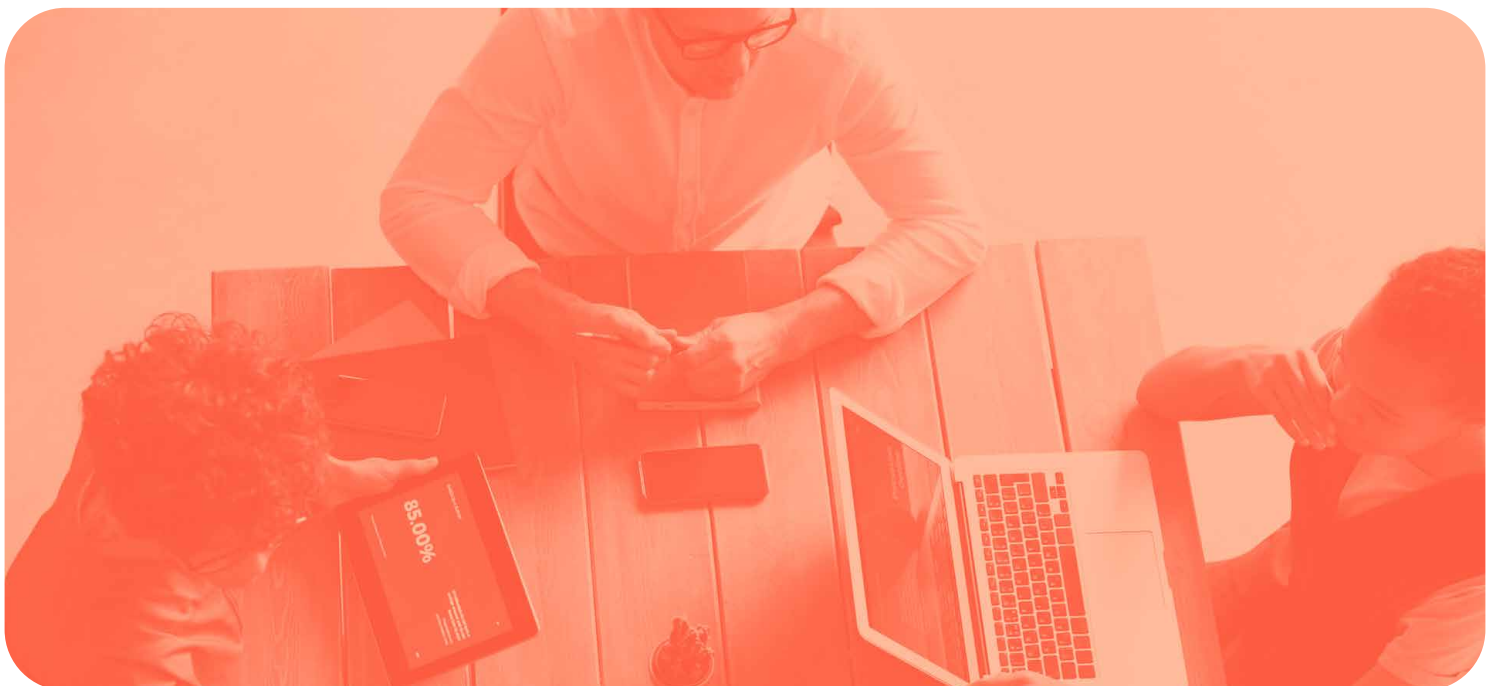
Make the Internet a Better Place

We believe that what we do is making the internet better for everyone, one step at a time. We use this as a north star to guide our practices in support of something bigger than ourselves.

WHAT IT MEANS

- **Providing simple, easy to use tools for companies at all scales**
- **Helping companies we work with to drive revenue and be successful**
- **Prioritizing speed, openness, and transparency**

HOW WE EXPRESS IT

- We provide transparent pricing and don't arbitrage

- We respect end user privacy

- We work with values-aligned businesses and aren't afraid to turn away when we are misaligned

- We're bringing the capabilities of tech giants to smaller companies around the world

- We act as a leader for better advertising

- We stay neutral in our customer selection processes: we don't sign exclusive contracts and we don't favor one customer over another
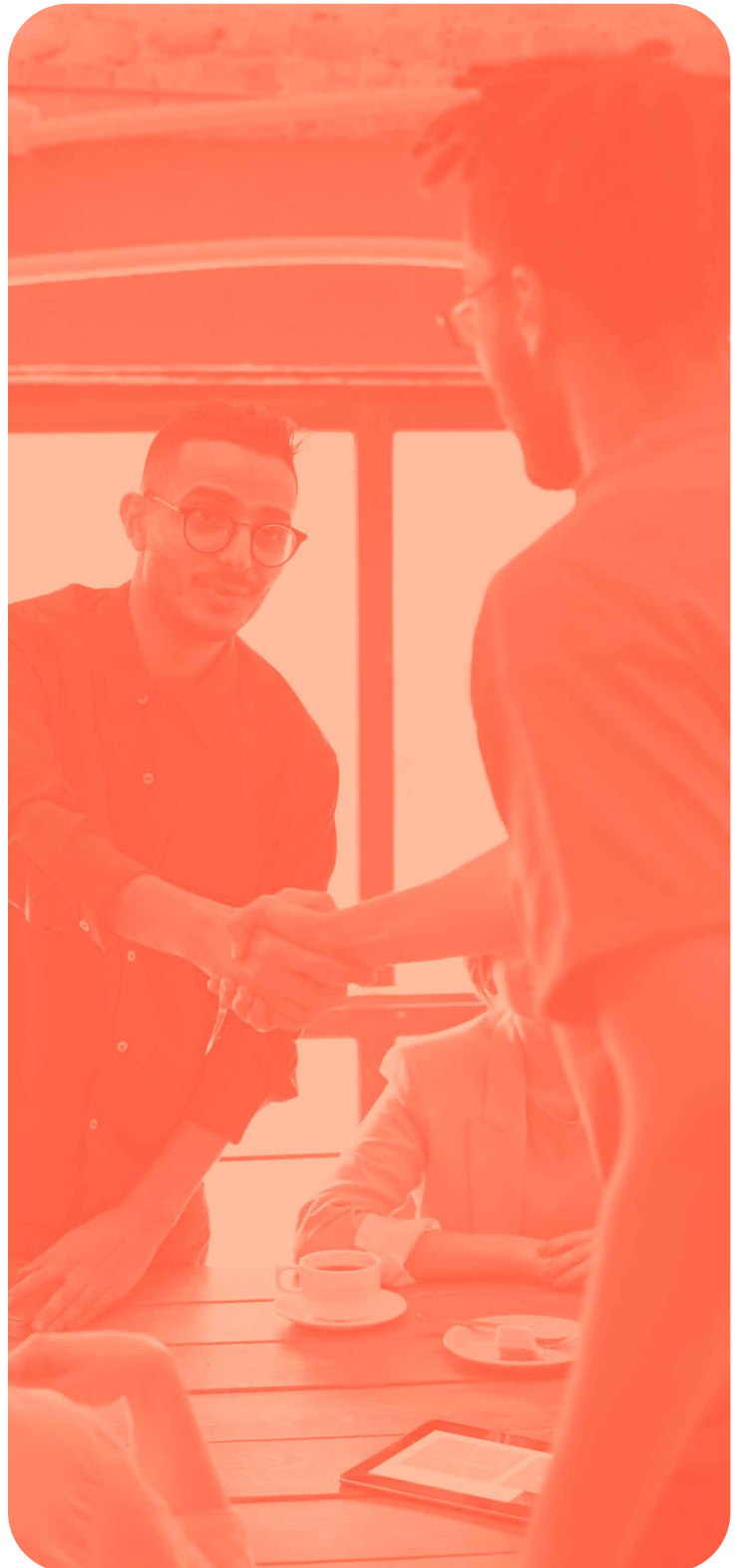
Always Be Crushing

We focus on delivering value in everything that we do. Kevelers find new ways to add value to the various systems, practices, and philosophies that we're responsible for. We don't just execute, we crush it.

WHAT IT MEANS

- **Spreading optimism**
- **Digging deeper beyond what appears on the surface**
- **Communicating and showing gratitude for achievements**

HOW WE EXPRESS IT

- We recognize when people are both delivering on outcomes and going above and beyond their expectations

- We serve as role models for others, both internally and in the broader ad tech space

- We proactively raise our hand and volunteer when we see a need

- We ignore silos and work to remove them when we see them appear

- We seek to connect our work to company outcomes and ask for clarity when we're not sure what fits

- We consistently and transparently apply high standards both to ourselves and to others both in what we commit to and in how we do it as a team