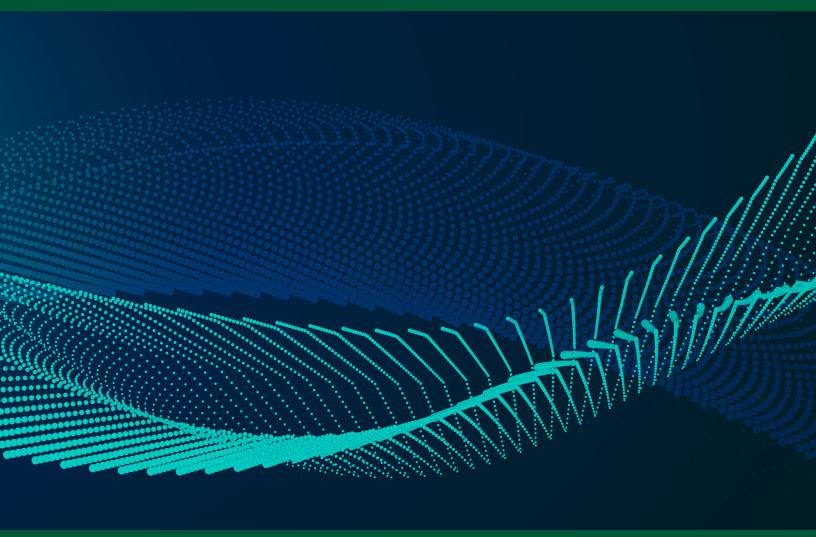# BRAND SAFETY AND SUITABILTY STRATEGY GUIDE

A ROADMAP TO BRAND SAFETY & SUITABILITY EXCELLENCE INCLUDING BEST PRACTICES AND WORKSHEETS

Sponsored by MMA's SAVE - Future of Brand Safety Council

SAVE
BRAND SAFETY COUNCIL

WHATS INSIDE

The Brand Safety and Suitability Strategy Guide is an educational tool for senior marketers informed by peer best practices and designed to help marketers create a brand safety framework. Our vision is that you can use the Guide to deepen your knowledge of brand safety and suitability challenges, formulate proactive responses as new threats emerge while creating a resilient infrastructure within your organization to deal with them. The Guide will help you do the following:

- Create and implement a brand safety strategy.
- Refine, adjust, and evolve an existing strategy.
- Establish baselines, protocols, and gather lessons learned.
- Share best practices and actionable insights with your organization and team(s).

The Guide will demonstrate the benefit and organizational value of establishing and maintaining a proactive brand safety and suitability strategy, along with transparent communication and accountability among relevant stakeholders.

The Guide was created by marketers, for marketers with the sole purpose of offering guidance and disseminating best practices for brand safety. It was written with the support of the **MMA** in conjunction with members of MMA's Future of Brand Safety Council, SAVE.

HOW TO USE THIS GUIDE
Use the Guide as a resource to help you create a brand safety and suitability strategy for your organization. If your organization already has a brand safety and suitability strategy, consult the Guide for insight to help you improve and augment it going forward. Use it to spark new ideas to help you remain informed and proactive, and continue to iteratively build on best practices in a changing landscape.

We have included relevant worksheets to assist you as you assess your needs and build your individual approach and solution accordingly. Consult the worksheets to assess where you are on the brand safety spectrum. Share the exercises with your team(s) and begin to identify stakeholders who will be responsible for each part of the strategy you build. However, as brand marketing leaders, your leadership and proactive engagement are critical to managing the continuously evolving brand safety landscape.

This Guide would not have been possible without the participation of the marketers and brands listed on this page.

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Brand Safety: These two words have reset the way marketers think about the digital landscape. The risks and consequences of ads appearing in inappropriate environments have become a topic of media coverage and public conversation, as well as a target of online activists.

At the heart of the brand safety debate is the role of advertising in funding content and services and the subsequent impact on society. Brand safety is also an acknowledgment of the responsibility we have as marketers to ensure we carefully consider where we direct our advertising, and whether it aligns to our personal, professional, and corporate values.

With brand safety came the concept of brand suitability: which ensures that a marketer's messaging is aligned with content that is not only safe, but consistent with the brand's corporate values, priorities and risk tolerance levels.

The MMA's Brand Safety and Suitability Strategy Guide provides critical guidance for marketers on how to navigate brand safety, from understanding the issue to identifying standards and values to managing and audit for compliance—and respond if an incident occurs.

It's important to note that brand safety and suitability is not something to just "set and forget." It requires constant diligence and vigilance, especially with emerging challenges in new media environments and risks around inappropriate collection and use of data.

A few key steps from the MMA Playbook that will benefit your brand, customers, and society include establishing who in your organization is ultimately responsible for brand safety; encouraging everyone in your organization who works in marketing, with media, or the public to read this material; and developing a culture of brand safety.

Joshua Lowcock
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EXECUTIVE SUMMARY

The digital advertising ecosystem has experienced significant growth in recent years largely fueled by increased user adoption and advances in advertising technology (ad tech). The result is a confusing and often non-transparent media supply chain that makes marketers susceptible to increasing reputational and operational risks. However, there are resources—tools, tactics, and technologies—available to help you manage external and unpredictable threats to your brand and your business. The practice of brand safety and suitability has emerged as an important and evolving discipline that encompasses creating policies and managing controls to proactively mitigate risk typically associated with paid media investment and the application of third party data.

Brand safety and suitability is oftentimes discussed in the same context as fraud and viewability because they all impact brand health through investment in the paid media marketplace. For the purposes of this Guide, the focus will be on brand safety and suitability as it relates to marketers' alignment with paid and owned advertising content. By owned, we're referring to branded and/or sponsored content that appears on the marketer's "owned" media channels.

New threats arise each day and drive the need for a thoughtful and tactical strategy. Establishing a comprehensive framework and strategy involves the dedicated commitment, buy-in, understanding, and participation of a variety of internal and external stakeholders. Championing the best practices involved in maintaining brand-safe inventory and protecting your brand from harmful exposures is a formidable task, but a necessary one for most businesses today.

The MMA's Brand Safety and Suitability Strategy Guide will help you devise a robust strategy for your organization. If your team is starting from scratch, the Guide and associated worksheet exercises and assets will help you get started. If your company already has a framework for brand safety, it will help you expand your knowledge and consider adopting new tactics.

The work of brand safety and suitability is never really finished. It requires constant vigilance as the digital ecosystem continues to evolve at a rapid pace, making continuous learning in this area a critical need. For this reason, all marketers need a brand safety ambassador to champion the value of brand-safe controls to relevant stakeholders within your organization and beyond. All of the best practices in this Guide will support your efforts to drive a positive brand reputation and lifetime value—the cornerstones of your business.

For the sake of brevity, we will sometimes refer to "brand safety and brand suitability" as "brand safety". In chapter 1, we'll define the two terms.

WHAT IS BRAND SAFETY AND SUITABILITY AND WHY DOES IT MATTER?

WHAT IS BRAND SAFETY AND SUITABILITY AND WHY DOES IT MATTER?

ABOUT THE CHAPTER
This chapter addresses why marketers need to take brand safety and suitability seriously and establishes a working definition of both concepts.

WHAT YOU'LL LEARN
You'll learn what's at stake for your organization and helpful context for understanding the brand safety and suitability landscape.

Brand safety and suitability is a relatively new focus area for marketers as brands look to protect their most valuable assets— brand reputation and potential customer lifetime value. As a result, marketing and advertising industry trade groups, third-party monitoring organizations, media buying and planning agencies, ad tech and marketing technology (martech) vendors, social platforms, publishers, and a host of other stakeholders in the digital advertising ecosystem have advanced their vision of brand safety and suitability.

A WORKING DEFINITION OF BRAND SAFETY
For the purposes of this Guide, here is a working definition of brand safety:

Brand safety is the practice of ensuring marketer's advertising appears in media environments that avoid alignment to content that is generally accepted across the industry as objectionable (see: **GARM Brand Safety Floor + Suitability Framework PDF**) and could cause user harm, distress, or fund illegal activity, all with the growing possibility of leading to reputational risk for brands. Within brand safety practice, it is also common to actively mitigate advertising fraud, viewability, piracy and ensure data privacy considerations are accommodated. Applying a brand safety strategy and framework with the clear principles and controls across all media channels, and in some cases data providers, will help deliver a consistent user experience that reflects the marketer's values. Continuous monitoring will identify any infractions for immediate resolution, resource conservation and further risk mitigation.

Brand safety issues are a direct threat to marketers. Research by **The CMO Council** indicates that half of consumers would walk away from brands if their ads appear adjacent to inappropriate digital content or content that doesn't align with their values. In addition, a **Harris/DoubleVerify poll** reports that 87% of consumers feel brands are responsible for ensuring appropriate adjacencies and two-thirds will likely stop using a brand's product if viewed next to false, objectionable, or inflammatory content. Marketers' investments in audience targeting and automated, programmatic media buying increase their vulnerability markedly.

Brand suitability builds on the practice of brand safety, by ensuring that publishers, platforms, data providers and other advertising ecosystem players operate their businesses in a manner that is consistent to marketer's corporate values, priorities and risk tolerance levels. The **GARM Brand Safety Floor + Suitability Framework PDF** can be used to help brands determine their risk level for specific types of content.

There's no silver bullet to ensure digital advertising content is 100% brand-safe 100% of the time, but there are strategies, tools, and tactics marketers can implement to reduce their risk. Brand safety and suitability is complex and nuanced, which means one universal "standard" does not apply to all brands. In addition, the use of available controls varies by platform and publisher. The challenges pose risks for all marketers regardless of size, but all can take proactive steps to mitigate risk.

While nuances exist among them, there are broadly acknowledged best practices designed to protect brand marketers' reputations from harmful and unsavory content that their advertisements could potentially, and unintentionally, appear adjacent to.

Of course, it's nearly impossible to discuss the concept of brand safety without having an understanding of why such a thing exists in the first place. What gave rise to the need for something called brand safety?

This isn't a simple question and it doesn't have a simple answer. For years before the rise of digital media, marketers worked hard to select the print publications and television shows that would be appropriate for their brands to appear in. Of course digital technology, social, and shareable media radically changed the landscape. The pervasiveness of user-generated media, automated ad placement, audience-based media buying and targeting, social media platforms, and a variety of constantly evolving technologies, many informed by machine learning and AI, have contributed to the rise of brand safety and suitability as a critical issue for marketers, and one that must be reckoned with.

BUILDING AN APPROACH UNIQUE TO YOUR BRAND

Marketers, agencies, tech providers, and journalists can mean very different things when they talk about brand safety and suitability. This Guide views the concept as an umbrella term for when ads appear in unsafe or unsuitable environments that encompass ad fraud and illegal activity, as well as when ads appear in non-brand-safe environments. Different brands have different levels of risk tolerance, so one brand's non-safe environment may be perfectly acceptable for a different brand. It's helpful to view brand safety and suitability on a continuum as you build a strategy to mitigate risk and assure preparedness not only for incident situations, but over the longer term.

It's not just about what content is safe – marketers must determine what is suitable for their brand. Suitability is about corporate values and risk tolerance. Ensuring your brand is not aligned with terrorism is being brand safe. Ensuring your brand is not aligned with a controversial public figure is making sure your marketing is brand suitable.

Each marketer needs to determine what's "brand-safe" and brand "suitable" for their brands. Broadly speaking, no brand wants to be near content advocating harm or damage to society. And everyone might agree that terrorism and hate speech are not appropriate. More specifically, if you're an airline, you don't want to be near crashes. Handling the category "shoot" or "shooter" may prove challenging for sports-related brands. There are multiple dimensions of brand safety, and each brand must understand its own risk profile. Taking this a step further, a marketer needs to identify the specific areas that are uniquely intolerable for their brand(s). These decisions will often require engaging with other stakeholders in the organization including Public Policy, Risk, Corporate Communications and executive leadership.

If a marketer's brand values align closely with sustainability, for example, and the marketer is called out on a specific incident, it must decide how it will handle such an incident. If, for example, a marketer's brand mission is aligned with sustainability and it takes a position on a specific issue in the public domain and is subsequently called out for that position, it needs to establish a protocol for how to handle such a situation in advance of its occurance.

Generally, brand safety describes controls that stakeholders throughout the digital ad supply chain use to protect marketers' reputations from the harmful effects of objectionable content that may appear next to their advertising and branded content (sponsored content). Such negative adjacent content may injure brand reputation, alienate consumers, significantly impact return on investment, and affect brand value over the long term.

This hard-to-police content can range from comments made on videos by members of pedophile groups to suicide and self-harm images and videos content. Live streams of violent beatings, shootings, and massacres, as well as pornographic content are examples of negative content from which marketers seek to distance themselves. Demanding a more transparent and safe digital supply chain is part of the solution, along with active engagement on the part of marketers to create tools, processes, and procedures to ensure brand safety within their organizations.

Therefore, there is no one-size-fits-all brand safety and suitability standard applicable to all marketers. It's necessary to understand the risks and your organization's risk tolerance, and to make informed decisions on that basis. As part of that journey, it is vital to reach a consensus with internal and external partners on brand safety and suitability strategies and have briefings on a regular basis.

MATTERS OF TRUST
Wherever paid and owned media is in play across all parts of the marketing and media supply chain, brand safety should be top of mind. As a concept and set of practices, brand safety and suitability revolves around protecting brand reputation and the relationship between brands and consumers. Trust, of course, ultimately impacts customer lifetime value, which in turn influences ROI. Left unaddressed, brand safety and suitability issues can have bottom-line implications.

Small or large, it really doesn't matter whether your ad budget is $10,000 or $100,000,000—every dollar counts. All it takes is one screen shot of a cringe-worthy instance where your ad shows up next to questionable content to tarnish your brand reputation and damage consumer trust.

WHY BRAND SAFETY?
Brand safety and suitability practices have emerged, in part, as a response to concerns about poor quality, non-premium publisher environments and associated ad placement. Prior to digital advertising, standards that facilitated brand safety stemmed from the regulation of advertising for alcohol, pharmaceutical products, and sugary beverages, as well as marketing to kids. As new channels emerged, regulators were unable to keep up and "brand safety" risk became more prominent as a result. Brand safety has always been important, but has become more so with the dominance and scale of programmatic and social media and their use of sophisticated algoritms which are not easily regulated. Brand suitability emerged as a focus for marketers because alignment in these publisher enivronments is more than just being brand safe. Brands are associated with the content they are adjacent to, and that has potential ramifications for the brand.

The infrastructure that enables the delivery and placement of ads and content includes ad networks and exchanges, agency specialists, publisher platforms, data analytics, and other types of providers that must be considered within the context of brand safety. The complexity of the ad buying and placement process, and the technology that supports it, continue to grow, making dedicated initiatives, best practices, and resources to ensure brand safety even more essential.

Brand safety requires your organization's commitment to preparedness, as well as continuous education, monitoring, assessment, and risk mitigation. Marketers need to develop a comprehensive strategy and tactical response. Brand safety can be proactively managed, and this Guide will show you how.

The bottom line is this: Brand safety matters. Activate brand safety efforts in your organization to help minimize brand risk and safeguard media investment. These efforts will complement and enhance ad verification and monitoring for brand alignment, fraud, viewability, and transparency. They will also contribute to third-party vendor compliance and remediation initiatives.

While fraud and brand safety are inextricably intertwined, this Guide will not address the intricacies of fraud, nor is it a reference tool for fraud remediation.

KEY TAKEAWAYS
- Develop a working definition of what brand safety and suitability means in your organization.
- Understand the context and origins of "brand safety and suitability" and why it's important.
- If Marketers fail to think through and implement a strategy, then they risk eroding consumer trust and face diminished brand equity and customer lifetime value.

STAKEHOLDER ROLES & RESPONSIBILITIES

ABOUT THE CHAPTER

Identify and understand the roles and responsibilities of potential internal and external stakeholders who are responsible for brand safety and suitability.

WHAT YOU'LL LEARN

Recommendations for the stakeholders who are involved and responsible for formulating and managing your organization's brand safety and suitability strategy.

Stakeholder roles and responsibilities will vary across small, mid-size, and large brands; no two marketing organizations look or behave the same way. Start with internal stakeholders and identify the individuals and teams who should be responsible for, engaged with, and/or consulted on brand safety and suitability. After you consider internal stakeholders, then identify external partners, experts, and consultants. Assign clear roles, responsibilities, and accountability along the lines of a RACI model (Responsible, Accountable, Consulted, and Informed).

It's okay if you don't have a dedicated brand safety officer – most companies don't have one, though it's a trend to keep an eye on. But you do need to establish who will ultimately be responsible, which stakeholders will be involved, and the roles they will play per RACI or a similar model. It's not advisable to completely outsource brand safety to an agency; marketers must take the lead role.

Three key points to consider:
- You will need an operating or governance model to organize and bring disparate groups of people together. These individuals must have clear roles and responsibilities.
- Identify an individual who is in charge of this group—most likely the person who oversees your brand's paid media investment.
- Keep oversight of the process and mechanics internal—don't delegate to the agency.

Depending on your company, here are the potential **internal stakeholders** you should consider:
- CMO and leaders on the CMO's team.
- Legal team, which may include risk and privacy compliance depending on your organization.
- Media team.
- Data team
- Social Media team.
- Public Relations, Corporate Communications, Public Affairs teams.
- Privacy and Compliance teams.

Here are potential **external stakeholders** you should consider:
- Agency partners.
- Industry trade organizations to which your company belongs.
- Publishers and ad networks.
- Adtech and martech providers, including demand-side platforms and supply-side platforms.
- Media/Tech platforms.
- Media partners (paid and organic).
- Third-party consultants and experts.

IDENTIFY THE PLAYERS AND MAKE THEM ACCOUNTABLE

To put a finer point on it, during a brand safety incident, anyone who has skin in the game in your supply chain must be informed and engaged—consider these parties as you identify stakeholders. Establish clear roles for brand safety incident planning, communication, and accountability. Decide how you will keep appropriate stakeholders informed and the appropriate cadence. Consider defining a single point of contact to manage the conversation with stakeholders and investigate an incident when it happens.

While organizational structures vary, from a top-line perspective, brand safety and suitability should be part of the CMO and marketing team's agenda since it's their mandate to protect and preserve brand integrity. In short, brand safety and suitabilty should be "owned" by the marketing organization and leaders of paid and owned media. The communications and PR teams, along with risk leaders, are also key.

A small group of "owners" who represent paid and owned media should comprise a core team. Assign additional team members and include support functions to play key roles in properly supporting decisions and minimizing risk. Ensure roles and responsibilities facilitate ongoing communication and sharing among the team once you agree on your strategy. It may be useful to conduct occasional tabletop exercises to ensure that everyone knows what to do in the event of an actual brand safety and suitability incident.

External stakeholders, including agency and tech vendors, and outside counsel should play a support role to advance the agenda. However, their input should not constitute the "plan."

KEY TAKEAWAYS
- Identify the right internal and external stakeholders, create lines of accountability.
- Stakeholder roles and responsibilities are based on your business model; each marketer is different.
- Don't outsource issues to partners; internal accountability is critical, particularly in the event of a brand safety incident.

WORKSHEET A: RESPONSIBILITY ASSIGNMENT MATRIX

Guidance: The goal of this exercise is to think through the most appropriate internal and external stakeholder responsibility for each brand safety and suitability activity using a responsibility assignment matrix called RACI— Responsible, Accountable, Consulted, Informed.

Identify all the activities (or tasks, objectives, etc.) related to your brand safety and suitability efforts and list them on the left- hand side of the matrix. Identify all your internal and external stakeholders and list them along the top of the matrix. Then, for each cell in the matrix, determine the participation type of the stakeholder in relation this activity. Are they...

- **Responsible:** Stakeholders who must do the work complete the activity/task/objective. Could be more than one person.
- **Accountable:** Where the buck stops—stakeholder who is ultimately answerable for the successful completion of the activity. Should be only one person.
- **Consulted:** Typically subject matter experts whose opinions are sought to improve decision making. Two-way communication.
- **Informed:** Stakeholders who must be updated on the progress and completion of the task. One-way communication.

Establishing a framework like this one is a best practice. Every organization is different; what's the RACI model for yours?

Illustrative Actions	Stakeholder 1	Stakeholder 2	Stakeholder 3	Stakeholder 4
Action 1: Define your company's definition of brand safety and suitability	R	A	C	I
Action 2: Review unsafe content categories and establish a position				
Action 3: Determine where budget for brand safety initiatives goes				
ACTION X: ...				

DETERMINE YOUR BRAND SAFETY STANDARDS

ABOUT THE CHAPTER

There are various categories of content that may be considered "unsafe" or "unsuitable" to your organization, including categories you may have assumed your brand could never appear adjacent to.

WHAT YOU'LL LEARN

How to identify and think about your brand's level of tolerance for unsafe content and determine what is "unsafe" or "unsuitable."

Developing a brand safety and suitability strategy requires the discipline of identifying and defining your organization's brand values at the outset in order to determine the level of tolerance for unsafe content. This requires careful and frequently painstaking deliberation, and adjustments must be made as real-time events warrant. Strategically, it's a matter of where you want to invest your brand equity.

For example, what is your organization's tolerance threshold for politics, gun violence, sexual content, or news? What is acceptable for your brand? Where is your brand on the spectrum? If a media partner indicates that its content is 99% brand-safe, is that acceptable? What are the risks to your company if your ads run next to content that is not acceptable to your customers? You need to consider these questions carefully. Map your level of tolerance with your brand's mission.

DETERMINE COMFORT LEVEL

Comfort levels with third party content may differ by company or by brand, but there are accepted content "floors," or broad areas, in which few marketers would feel comfortable. For example, few would feel proximity to terrorist videos, pirated content, pornographic and explicit sexual content, hate speech, or acts of aggression is acceptable. Below is an example of a "brand floor" framework that defines levels of risk by content type:

CONTENT CATEGORY	High Risk	Med Risk	Low Risk
Adult & Explicit Sexual Content	- Suggestive sexual situations requiring adult supervision/approval or warnings - Full or liberal Nudity	- Dramatic depiction of sexual acts or Sexuality issues presented in the context of entertainment - Artistic Nudity	- Educational, Informative, Scientific treatment of sexual subjects or sexual relationships or sexuality
Arms & Ammunition	- Glamorization /Gratuitous depiction of illegal sale or possession of Arms - Depictions of sale/use/distribution of illegal arms for inappropriate uses// harmful acts	- Dramatic depiction of weapons use presented in the context of entertainment - Breaking News or Op-Ed coverage of arms and ammunition	- Educational, Informative, Scientific treatment of Arms use, possession or illegal sale - News feature stories on the subject
Crime & Harmful acts to individuals and Society, Human Right Violations	- Depictions of criminal/harmful acts or violation of Human Rights	- Dramatic depiction of criminal activity or human rights violations presented in the context of entertainment - Breaking News or Op-Ed coverage of criminal activity or human rights violations	- Educational, Informative, Scientific treatment of crime or criminal acts or human rights violations - News feature stories on the subject
Death, Injury or Military Conflict	- Depiction of death or Injury - Insensitive and irresponsible treatment of military conflict, genocide, war crimes, or harm resulting in Death or Injury - Depictions of military actions that glamorize harmful acts to others or society	- Dramatic depiction of death, injury, or military conflict presented in the context of entertainment - Breaking News or Op-Ed coverage of death, injury or military conflict	- Educational, Informative, Scientific treatment of death or injury, or military conflict - News feature stories on the subject
Online piracy	- Glamorization /Gratuitous depiction of Online Piracy	- Dramatic depiction of Online Piracy presented in the context of entertainment ' - Breaking News or Op-Ed coverage of Online Piracy	- Educational, Informative, Scientific treatment of Online Piracy - News feature stories on the subject
Hate speech & acts of aggression	- Depiction or portrayal of hateful, denigrating, or inciting content focused on race, ethnicity, gender, sexual orientation, gender identity, age, ability, nationality, religion, caste, victims and survivors of violent acts and their kin, immigration status or serious disease sufferers, in a non-educational, informational, or scientific context	- Dramatic depiction of hate speech/acts presented in the context of entertainment - Breaking News or Op-Ed coverage of hate speech/acts	- Educational, Informative, Scientific treatment of Hate Speech - News features on the subject
Obscenity and Profanity, including language, gestures, and explicitly gory, graphic or repulsive content intended to shock and disgust	- Glamorization /Gratuitous depiction of profanity and obscenity	- Dramatic depiction of profanity and obscenities presented in the context of entertainment by genre - Breaking News or Op-Ed coverage of profanity and obscenities Genre based use of profanity, gestures, and other actions that may be strong, but might be expected as generally accepted language and behavior	- Educational or Informative, treatment of Obscenity or Profanity - News feature stories on the subject
Illegal Drugs/Tobacco/e-cigarettes/Vaping/Alcohol	– Glamorization /Gratuitous depictions of illegal drugs/abuse of prescription drugs - Insensitive and irresponsible content/ treatment that encourages minors to use tobacco and vaping products & Alcohol	- Dramatic depiction of illegal drug use/ prescription abuse, tobacco, vaping or alcohol use presented in the context of entertainment - Breaking News or Op-Ed coverage of illegal drug use/prescription abuse, tobacco, vaping or alcohol use	- Educational, Informative, Scientific treatment of illegal drug use/prescription abuse, tobacco, vaping or alcohol - News feature stories on the subject
Spam or Harmful Content	- Glamorization /Gratuitous depiction of Online Piracy	- Dramatic depiction of Spam or Malware presented in the context of entertainment - Breaking News or Op-Ed coverage of Spam or Malware	- Educational, Informative, Scientific treatment of Spam or Malware - News feature stories on the subject
Terrorism	- Depiction of terrorist actions that are disturbing, agitating or promotes harmful acts to others or society - Terrorist content requiring a viewer advisory - Insensitive and irresponsible treatment of terrorism/ related crimes	- Dramatic depiction of terrorism presented in the context of entertainment - Breaking News or Op-Ed coverage of acts of terrorism	- Educational, Informative, Scientific treatment of terrorism - News feature stories on the subject
Debated Sensitive Social Issue	- Depiction or discussion of debated social issues and related acts in negative or partisan context	- Dramatic depiction of debated social issues presented in the context of entertainment - Breaking News or Op-Ed coverage of partisan advocacy of a position on debated sensitive social issues	- Educational, Informative, Scientific treatment of debated sensitive social issues and related acts including misinformation - News feature stories on the subject

Source: **GARM: Brand Safety Floor + Suitability Framework**

On the other hand, some marketers may want to avoid news and politics completely, while for others news and politics are core to their audience engagement strategy. Likewise, some marketers would avoid non-pornographic sexual content completely that some sexual health brands might think is fine. A wine or spirits brand, for example, would choose not to appear in the context of "alcohol abuse" or "drug abuse."

From a practical standpoint, taking the time to complete your own content risk assessment will help you to craft appropriate insertion order language and related terms and conditions (T&Cs) language for media buying to convey to your media partners your expectations and thus allow you to hold those partners accountable. To ensure that, thoroughly review all T&Cs with your media agency or third parties. This approach will also be useful in your ongoing assessment of your team's efficacy in mitigating brand safety and suitability risk and demonstrate to your key-stakeholders how you're thinking about these types of content and your risk tolerance around each.

KEY TAKEAWAYS
- Determine your brand's comfort level with specific kinds of content. Identify and establish standard categories of possible content that would be harmful to your brand.
- Generate thought starters and prompts for the types of content and terms that would not be appropriate for your brand.

WORKSHEET B: RISK TOLERANCE BY UNSAFE CONTENT

Worksheet Guidance: The goal of this exercise is to help you identify and determine your organization's tolerance for unsafe content – essentially, its risk tolerance. Where is your brand on the brand safety spectrum? Think through where your organization is with respect to unsafe content categories.

Channel	Tolerated? (Yes/ Partially/ No)	If tolerated partially, in what form?	Implication of decision (pros/cons)
Crime & harmful acts			
Arms & ammunition			
Terrorism			
Adult & explicit content			
Death or injury			
Online Piracy			
Hate speech and acts of aggressions			
Military conflict			
Obscenity & profanity			
Illegal drugs			
Spam or harmful content			
Tobacco/cigarettes/vaping			
Sensitive social issues			

What's "unsafe" or "unsuitable" for your brand? Complete the exercise above and specify your brand's risk tolerance level for different types of unsafe content using the following three options: "Tolerated in all forms," "Tolerated Partially" i.e. in low and/or med and/or high risk forms, or "Not tolerated at all". Align the levels with your brand values. Ask questions such as: What is my brand's level of tolerance for words like "terror," "guns," and "terror plot?" Is my brand willing to advertise on channels where content associated with "gun violence" appears?

NOTE: (Publish 4A's "Brand Suitability Framework" with this exercise for quick reference as a companion guide).

WORKSHEET C: RISK TOLERANCE BY CHANNEL

Worksheet Guidance: The goal of this exercise is to rank your brand's willingness to advertise and risk tolerance on various social media channels/platforms. Complete the chart below with respect to the channels that are relevant for you:

Channel	Tolerated? (Yes/No)	Additional Consideration. If Yes (any limitations?)	Implication of decision (pros/cons)
FB right hand-rail ads			
FB newsfeed ads			
Instagram feed stories			
FB Audience network			
Twitter newsfeed ads			
YouTube			
Reddit			
Non-paid platforms			
Publishers			
Ad Networks			
...			

RESOURCES AND BUDGETING FOR BRAND SAFETY & SUITABILITY

RESOURCES AND BUDGETING FOR BRAND SAFETY AND SUITABILITY

ABOUT THE CHAPTER

Identify the internal and external resources you will need to establish, maintain, and augment your organization's brand safety and suitability strategy.

WHAT YOU'LL LEARN

How to determine the costs associated with managing brand safety internally using existing capabilities, resources, and skillsets, as well as external partners/vendors.

First, acknowledge brand safety and suitability as an operational expense that will hit your marketing budget. Brand safety and suitability tools and resources help you monitor your advertising. The amount you invest in brand safety and suitability is specific to your brand, but it is also a human resource and out-of-pocket expense. The investment typically lives in the marketing budget. If your company is already thoughtful about reputational risk, this expense can be positioned as a worthwhile investment in supporting that.

Take the example of a large Fortune 500 firm that has an equal balance in the amount it invested in brand safety and suitability and the amount it recovered by deploying brand safety solutions. The cost wound up as a net neutral expense. As this marketer reduces its brand safety infractions, the question is this: What's the value of the risk averted? If the marketer hadn't invested in brand safety, the question becomes this: What's the cost associated with that risk?

Begin with your media operation. Start a conversation with the media team and media agency of record. Discuss your requirements and protocols for monitoring brand safety and suitability. Most importantly, establish common ground on what needs to be monitored.

RESOURCES YOU CAN USE

Determine the types of vendors and tools you need.

- Do you have the internal resources and talent to proactively monitor and manage the vendors and tools?
- Do you feel confident selecting one or more vendors? Some vendors focus on fraud and viewability and have added brand safety—do they have the experience of monitoring brand safety on a real-time, ongoing basis?

Analyze the costs associated with brand safety and suitability as an operating expense within your media budget. Know that relying solely on an agency is not enough; seek one or more third parties to help. But only pay for what you need. Costs can add up quickly and even be duplicative, so start with a firm understanding of what your internal media team and external media agency have in place. Is it enough to satisfy your brand's risk tolerance? If not, can platforms and publishers offer solutions as part of your media commitment? Pay close attention to negotiating the details, as some of these safeguards do not come for free. Ensure you know what you're getting, and that the insertion orders are clearly outlined.

Does the risk of an infraction (negative content alignment, out of geography, etc.) require unique oversight by way of advanced offerings that only a third-party adtech vendor can provide? Many times, monitoring can be coupled with fraud and viewability monitoring through a single vendor.

Keep in mind that third-party adtech costs are typically CPM-based (CPM stands for cost-per-thousand) and, if applied to your media budget, may reduce the amount of working media that hits the market, so consider treating it as an operational expense. The benefit of ensuring unsavory placements from a reputational standpoint will more than cover the investment in a monitoring solution. Solutions range from pre-bid to post-bid. There are multiple brand safety monitoring solutions with CPMs ranging from $.05–$.15, be sure that you understand these cost implications in advance of selecting a vendor in this space.

Finally, as a rule of thumb, pursue Industry-certified solutions that have broad support. This isn't a one-size-fits-all gambit; sometimes, you need multiple levels of control. While third-party verification providers may solve for one issue, you may still need a separate contextual firm, for example. This is a rapidly emerging space, so review your vendor-based solution needs routinely, with a bias to more integrated solutions and emerging threats.

MEET QUARTERLY AND ASK QUESTIONS

It is a best practice to meet with vendors quarterly to review performance and costs against benchmarks that you can easily set to gauge progress and performance. You can also get an understanding of any new products that are launching. Regular check-ins with your media partners should be conducted on a similar timeframe.

Ultimately, it is likely that the value of brand safety and suitability infractions blocked will more than offset the investment in a monitoring solution. However, when assessing the budget, ask the following questions:

- What are the specific costs you will incur to properly manage brand safety and suitability?
- What internal resources are needed? What external tools and vendors are needed?
- What are the estimated capital expenses?
- What are the estimated operating expenses? These may include full-time talent, internal and external costs, subscription fees, and vendor management.

KEY TAKEAWAYS

- Identify the expenses associated with acquiring the right brand safety and suitability tools; only pay for what you need.
- Understand that brand safety and suitability is an operational expense that will come from the marketing budget.

BRAND SAFETY TOOL SELECTION & ASSESSMENT

BRAND SAFETY TOOL SELECTION & ASSESSMENT

SAVE
BRAND SAFETY COUNCIL

ABOUT THE CHAPTER
This chapter looks at non-paid tools you should consider using to ensure your brand safety and suitability standards are being met.

WHAT YOU'LL LEARN
Identify non-paid brand safety and suitability solutions such as inclusion listing and exclusion listing that don't require using an outside vendor.

DEPLOY 'FREE' TACTICS & TOOLS—INCLUSION LISTS, EXCLUSION LISTS, AND MORE
There are plenty of options for smaller marketers that may not have the resources to bring on a third-party viewability resource, and there are many things big and small brands alike can do in the course of daily operations. Examples include deploying inclusion lists, exclusion lists, keyword blocking, contextual and content targeting, and audience targeting to ensure your brand assets are not being deployed next to user-generated content. **Ads.txt** is a method for publishers and distributors to declare who is authorized to sell their inventory, improving transparency for programmatic buyers. Make sure partners buying on your behalf adopt referencing ads.txt with their buys. Marketers should work with their agencies to identify and deploy these tactics with ongoing monitoring.

While working with third-party vendors may indeed be necessary to implement your full brand safety and suitability plan, there are also non-paid solutions you can pursue. For example, there are tools to set up and manage your campaigns— think of these as defensive tactics. You can include terms you want to target or you can exclude terms you want to negatively bid against. Exclusion listing specific terms means you want to avoid serving ads against these terms. The lists you create are a means of proactively managing your bidding and buying. Also be strategic and break tools down by channel, as in the examples below:

Digital, Search, and Social
- **Inclusion List:** Lists of sites the advertiser deems safe.
- **Exclusion List:** Lists of sites the advertiser deems unsafe that need to be blocked.
- **Keyword blocking:** A list of words (as opposed to sites) marketers want to block ads from appearing next to. For example, a hotel company might choose to block the words "disaster" and "terror attack." While keyword blocking and filtering are useful, there are a few things to consider. Be careful you are not blocking everything (e.g., blocking "shooter" would also block "shooter" in sports; instead, you can block the shooter's "surname"). Don't block something just because it's controversial. Think about what's being funded and what your advertising investment is going toward. If your brand advertises on a cable network and a story about a terrorist network breaks, you would be funding journalism, not terrorism. It may be best to monitor keywords through your brand safety and suitability tools instead of blocking.

Be cautious about where and how you apply these tools. The best practice is to update all lists quarterly, and more frequently as events warrant. Keep in mind that exclusion lists are only one line of defense, not a holistic solution.

Additional digital tools / control measures
- Audience targeting can be used help minimize exposure to unsuitable content and sites.
- Content targeting can be used to help ensure your brand appears alongside suitable content environments.

Digital Purchasing Considerations
- Buy from a private marketplace (**PMP**) that's more likely to consist of brand-safe sites..
- Use **Ads.txt** for programmatic media buying. This is considered a secure method for publishers and distributors to indicate who is authorized to sell their inventory, improving transparency for programmatic buyers. Ads.txt supports the following types of supplier relationships:
  - Domain owners that sell on exchanges through their own accounts.
  - Networks and sales houses that programmatically sell on behalf of domain owners.
  - Content syndication partnerships where multiple authorized sellers represent the same inventory.

In addition, use **App-ad.text** for apps and **Ads.cert** is digitally signed so you know they are legitimate.

Social
Consider placements that can be subject to user-generated content such as:
- Facebook right-hand rail ads.
- Facebook newsfeed ads.
- Instagram feed Stories.
- Facebook Audience Network (ads that appear on the network have limited safety controls).
- YouTube.
- Reddit.

All channels—Broadcast, Print, Digital, and Social
Create lists of content and category exclusions and negotiate them into your media purchasing agreements, such as the following topics:
- Adult
- Misinformation
- Derogatory
- Downloads and sharing
- Weapons
- Gambling
- Violence
- Suggestive
- Profanity
- Alcohol
- Drugs
- Tobacco
- Politics
- Religion
- Tragedy
- Transportation Accidents
- Sensitive social issues

Content label exclusions:
- General Audience
- Audiences with parental guidance
- Teens and older audiences
- Mature audience
- Audiences not identified or labeled

Print

Avoid print media titles containing articles with content unsuitable for the brand. If there is a question regarding the content of the magazine or articles, request to review article content prior to placing advertising.

Broadcast TV/Connected TV/Radio/etc.

Prepare a blacklist of programming based on suitability of content. If there is a question on content, request an option to vet the programming before airing. This is particularly important considering the rapid growth of ad supported CTV.

STANDARDIZE YOUR APPROACH

Marketers must evaluate the risk of brand safety and suitability on a channel-by-channel basis and employ "tools" as standard guidance when they run campaigns.

Marketers should ensure quarterly reviews and updates to inclusion lists/exclusion lists/keywords blocked, and request reports from media providers that include detailed placement-level tracking.

All of these tools should be in place with an agency or as part of the marketer's buying guidelines. Consider audience and content targeting in the planning stages of a campaign. Work with agency partners or media sellers (if purchasing directly) to set up inclusion lists and exclusion lists and keyword targeting. Define content and category criteria based on campaign positioning and target audience.

KEY TAKEAWAYS

- There are tools and tactics you can use that do not require a paid third-party viewability vendor.
- Build content and category exclusion lists for all media channels and review them on a regular basis.
- Don't block something just because it's controversial; think about what's being funded and what your investment is going towards.
- Outline and confirm the points above prior to choosing a vendor.

WORKSHEET #D: IDENTIFY THE TOOLS YOU WANT TO USE AND HOW

Worksheet Guidance: The goal of this exercise is to identify non-paid solutions and operationalize them as additional tools to manage brand safety and suitability. In the exercise below, identify a non-paid tactic and whether or not you will include it in your strategy, on which channel is it applicable, how to apply it, and who will be responsible for managing it.

For example, what (non-paid) tools/tactics are you currently using such as inclusion lists, exclusion lists, and keywords blocking?
- In which media channels do you deploy these tools?
- Who is responsible for each tool, per channel, if something goes wrong? Identify the internal and/or external stakeholders.
  - What is the protocol or process for halting media? Who is the ultimate decisionmaker for halting media?
  - Which stakeholders need to be informed of a "pause" in media? What is the protocol or process for starting up again? Who needs to be informed?

Tools & Tactics	Included in strategy? (Yes/No/TBD)	Requires Vendor? (Y/N)	Applicable in which Channels (web, mobile, search, social, print, TV, radio.)	How to apply in each channel	Stakeholder responsible
Inclusion Lists					
Exclusion Lists					
Keyword Blocking					
Programmatic Purchasing using Ads.TXT					
Domain level exclusion					
Category exclusion					
Content label exclusion					
...					

BRAND SAFETY VENDOR SELECTION & MANAGEMENT

ABOUT THE CHAPTER

This chapter addresses the considerations that go into the selection and management of brand safety and suitability related vendors.

WHAT YOU WILL LEARN

How to assess, manage, and evaluate vendors based on your needs and their performance. Many of the topics and principles discussed in Chapter 3 will also be relevant inputs for this part of the process.

The vendor evaluation and selection process is part and parcel of creating a sustainable brand safety and suitability strategy. Putting a specific process in place will help your organization enforce brand safety standards uniformly and measure brand safety compliance holistically across your entire digital media investment. While there are many solution providers in the market and the landscape can be confusing to navigate, we have broken the process down into a manageable flow.

THE BASICS: AD VERIFICATION VENDORS

You will establish and enforce brand safety standards through a mix of third-party verification services, manual input and tools (internal to your brand or agency-managed), and the use of native brand safety safeguards that can be activated within walled garden platforms and publishers.

When shopping for vendors, look for the following standard ad verification capabilities:

- **Pre-Bid Ad Blocking:** The ability to identify non-brand inventory, pre-programmatic bid.
- **Post-Bid Ad Blocking:** The ability to remove an ad from a non-safe environment, post bid.
- **Ad Monitoring:** Reporting on ads in non-safe placements when blocking isn't possible.
- **Keyword Avoidance List Management:** Exclusion of URLs and pages containing non-brand safe language from the pool of suitable ad inventory.
- **URL Inclusion List Implementation and Management:** Application of a finite list of sites deemed appropriate for ad placement.

The following are inputs that your brand must develop and customize for the technology provider to enforce. Often, ad verification vendors, agencies, and holding companies may have existing standards lists you may use as a starting point. Other factors like (1) sites or apps that are historically high-performing and/or (2) meet specific traffic or usage requirements can also be used to develop initial inclusion list and can be further customized.

You should also consider including the following tools in your vendor selection process to proactively manage brand safety:

Internal Brand/Agency Managed Tools

- Keyword Avoidance Lists (By Language)
- URL Inclusion List
- Mobile App Inclusion List
- Do Not Buy Lists
- Corporate Ethics Code Considerations *

*For example, if your company has a strong stance on diversity and inclusion, you will need to ensure that Keyword Avoidance and Do Not Buy Lists take this into account. Contextual targeting tools can also aid in this process.

External Walled Garden Tools
- **Publisher Content Inclusion lists:** Categories of content, URLs, Videos, etc. unique to the platform that can be used to create platform-specific inclusion lists.
- **Content Category Exclusion Lists:** Platform-specific categories of content that can be omitted from a buy if deemed non-brand safe.
- **Creator Channel Inclusion Lists/Exclusion Lists:** Categories of content creators and channels unique to the platform that can be used to create platform-specific inclusion lists.
- **Human Monitoring & Manual Review:** Walled garden platforms offer varied levels of human review implemented for enforcement of community standards. These reviews can minimize the inclusion of non-brand safe content from pools of monetizable inventory.
- **AI/Machine Learning Algorithms**.

CONDUCT A NEEDS ASSESSMENT

First, conduct a needs assessment. Analyze your portfolio and audiences to determine the scope that your approach to brand safety and suitability may require from a potential technology provider. There are specific questions and considerations a brand can use to determine the specific set of protections that will be required.

Examining your media mix, messaging, and audiences is a great place to start. Along with the brand's general tolerance levels for safety outlined in Chapter 3, the following types of questions will guide the level of customization that may be required:

- Is your business highly consumer focused with a need for broad audience reach or are you marketing largely to business decisions makers? Or a mix of both?
- Does your product or service require more stringent and conservative enforcement of brand safety and suitability (e.g., a CPG brand focused on moms) or does it have the flexibility to be more lenient (e.g., an eSports brand marketing first-person shooter games)?
- What percentage of your overall media investment is digital and social in nature and can perhaps be managed at the platform level?
- What percentage of your digital spend is programmatic and warrants a third-party ad verification partner?

More on media mix and volume
Large marketers that maintain a high volume of decentralized, programmatic media investment are ideal candidates for a holistic ad verification vendor that also has brand safety capabilities. However, smaller marketers that place the majority their digital media investment in the form of direct-to-publisher deals and/or walled gardens (i.e., social platforms) may find that a mix of internally managed manual tools are sufficient. Tools such as do not buy lists, URL or app inclusion lists, and native brand safety and suitability tools within those walled gardens may also be deployed without using an agency or ad verification vendor depending on what each individual platform allows.

Establish and agree upon safety thresholds
Similar to thresholds for other ad verification measurement components like viewability and fraud, it is important to establish an agreed-upon percentage threshold for acceptable volumes of non-brand safe impressions, as there is currently no single way to ensure 100% compliance. For example, marketer might choose an agreed-upon tolerance of a maximum of 2% non-brand-safe impressions to align with other benchmarks for viewability and fraud, or it may choose to make them more aggressive or less aggressive.

Once an ad verification partner is in place and can monitor compliance across your investment, these agreed-upon thresholds can be (1) communicated to publishers and platforms that place ads on your behalf, and (2) used by the ad verification vendor to identify non-compliant partners or operational issues that may be causing the non-compliant percentages.

AD VERIFICATION VENDOR MARKETPLACE

Currently, there are a handful of major players and a host of other emerging technologies and startups offering various capabilities in the ad verification space. There are also smaller providers with niche capabilities around fraud and contextual targeting that can be complementary to your brand safety and suitability tech stack. Most recently, industry consolidation has resulted in smaller players with distinct capabilities (e.g., contextual targeting) being absorbed into larger ad verification companies.

In addition, there are scenarios in which a brand may choose to employ a mix of multiple ad verification partners and technologies to meet their objectives. For instance, a partner may offer attractive pricing and an integration with a critical walled garden social platform, but lack the contextual targeting technology needed to implement a keyword avoidance list effectively. In that case, an ancillary partner may be considered. It's important to understand each vendors capabilities and continually monitor those capabilities as new threats emerge and consolidation likely continues.

DEVELOP RFP CRITERIA

Always establish criteria for an ad verification RFP before engaging vendors. The criteria should consist of weighted categories aligned with the pre-established thresholds for brand-safe impressions, your specific media mix, and general ad volume pre-determined internally, or in conjunction with your agency, along with qualitative data about your business and general brand safety tolerance. Examples of weighted criteria can be found in Worksheet E below.

MANAGING SAFEGUARDS & MARKETER INPUTS

While ad verification technologies are critical to ensuring brand safety and suitability at scale, the manual and brand-specific inputs that power these technologies and guide brands' approach to safety in walled garden/social environments are also key drivers of success.

Tools like inclusion lists and exclusion lists, keyword avoidance lists, and the brand's understanding of placements within walled gardens should be assessed and revised at a regular cadence. This will ensure the brand is always maximizing access to the largest pool of brand safe and suitable inventory while also staying up-to-speed with frequent changes in these digital environments that may require quick, ad hoc pivots in the day-to-day approach such as the following:

- The dynamic and unpredictable nature of tragic events such as school shootings, catastrophic hurricanes, and other negative news.
- New inventory that has been now deemed brand safe and suitable due to third-party ad verification integrations with walled gardens.
- Changes in your own business and positioning in the marketplace that may create new sensitivities that should be factored into the approach.

ONGOING MANAGEMENT

Once vendors are selected and integrated, proactive management of their reporting and capabilities is key. The more hands-on the brand can be with their understanding and optimization of the reporting and tools the ad verification partner can provide, the better. Essentially, the ad verification vendor is not placing the buy, but rather is offering an objective third-party assessment of how well your agency or buying arm and partners are adhering to your standards. Maximizing brand safety and suitability is a team sport that works best when the brand, agency, and ad verification partner are working in concert to execute against the brand's approach, continually protecting and maximizing the digital media investment.continually protecting and maximizing the digital media investment.

KEY TAKEAWAYS

- Align internally to the brand's needs and expectations around brand safety and suitability. Level setting around the key principles first will help to better direct the search for the ideal partner(s).

- The vendor selection process is complex but within your control. Break the process down into steps and stages, include all relevant stakeholders, document protocols, and establish clear criteria and parameters.

- Whether you are a small company or a large enterprise, you should have a point of view and agreed-upon approach to brand safety and suitabiity for the business. Many of the recommended tools and processes can be scaled up or down as needed.

- Management of brand safety vendors and tools requires regular check-ins and updates because the tools and technologies used to monitor brand safety and suitability can shift as the digital landscape and needs of the business evolve.

WORKSHEET E: RFP CRITERIA TO CONSIDER

Worksheet Guidance: Whether you're in the process of hiring a new vendor for a brand safety and suitability technology or replacing an existing one, below is a list of possible criteria to consider per vendor when doing your assessment (refer to section "Develop RFP criteria" above in this chapter for more info). Understand your budget and perform a cost-benefit analysis to help you make decisions.

Criteria	Vendor 1	Vendor 2	Vendor...
Key product differentiators			
Pricing models (flat fee, CPM..)			
Account/Client Support			
Relevant Integrations			
Reporting/Analytics			
Brand Safety Methodology			
Industry Accreditations			
Product Roadmap/ Innovation			
Approach to Video			
Approach to Social/ Walled Gardens			
Approach to Display			
What is covered (investment spend, impressions...)			

CRISIS MANAGEMENT PROCESS

SAVE
BRAND SAFETY COUNCIL

ABOUT THE CHAPTER
Prepare for an incident before it hits. Brand safety incidents are inevitable, but proactive brands have protocols in place. .

WHAT YOU WILL LEARN
Learn how to deploy an action plan and process to minimize your brand's exposure to potential fallout.

A brand safety incident is inevitable. It can result from any number of things—a series of tragic events in the news, cultural bias, religious or political extremism, verbal missteps, proximity to offensive content, or taint by association. Association is equating a brand to the context in which they are placed. This may create positive or negative connotations for the brand. From a media and marketer standpoint, the concern is that when your ad appears alongside any of those things, the perception is that your brand(s) and company are associated with those things. Likewise, special interest groups may call your brand(s) out on their stance around one or more issues that spark an incident.

To maintain a healthy brand reputation, your brand safety and suitability strategy needs a robust incident management process. While it's tempting to adapt an existing incident communications strategy, brand safety issues arising from marketing and media efforts require a dedicated plan for your organization that includes both internal and external stakeholders.

BLUEPRINT FOR INCIDENT COMMUNICATION
First, before triggering an incident response, be sure the issue in question is actually a valid incident that impacts your brand. If it is, determine its severity. In some cases, you may not need to escalate and trigger the entire process.

If you determine it is a valid incident, adhere to a rapid response model by giving one team the autonomy to make decisions after an incident occurs. This group might be comprised of stakeholders from the agency, media, and corporate communications teams. Agree at the outset on who is responsible, accountable, consulted, and informed (the RACI model).

Probe what the implications for brand and business health would be of pausing the media plan. Brief the CMO's leadership team and representatives of the legal, risk, compliance, analytics, and social media teams as needed. Determine whether the issue meets your brand's parameters of a business-critical situation.

Below are steps in the brand safety incident management process:

Step 1: Put Out The Fire
If it's determined that the issue is something that may put your brand(s) at risk, work with the team(s) running your media to pause any/all activity that could have caused it. If the specific source is known, pause this media. If the specific source is not known, pause any media that may be causing the issue.

Err on the side of caution in the short term when details and root causes may be unknown. Ensure that all relevant stakeholders whose business may be impacted by your decision are aware that you may need to make decisions like this from time to time.

Step 2: Internal and External Communications Part I
After pausing media, reach out to internal and external stakeholders. Internal messaging should explain that the

offending media was paused. External messaging to publishers should indicate that any media deemed at risk was temporarily paused while a mutually agreeable solution is pursued.

Internal Stakeholders
- Communications Team
- Brand / Marketing Teams
- Risk Mangagement
- Leadership, C-Suite

External Stakeholders
- Publishers, Platforms, Agencies, Partner Vendors
- Consumers
- Shareholders
- Board
- VCs

Ideally, a message to consumers, shareholders, board members, and financial backers will not be necessary, but if significant media attention is drawn to the situation, your communications team should take the lead.

Maintain close coordination between key stakeholders to probe into and understand the cause of the issue and develop future precautions. Alert appropriate teams to reactivate the media once you have confidence this can be done safely.

Step 3: Understand the Source of the Problem
If the source of the offending media is not immediately clear:
- Reactivate any "safe" media that was turned off.
- Identify media partner(s) with unsafe content.
- Ensure brand safeguards (negative keywords, content exclusions, etc.) are functioning properly.

Work with your media buying team(s) and publisher partners to understand how the incident happened and what safeguards or protocols can be implemented to prevent it from happening in the future. This is a real opportunity to learn and also validate that you have the right safeguards in place.

Ask the following key questions:
- Was the incident preventable?
- If so, how?
- If not, is this a media partner you want to continue working with?
- Are any other media buys vulnerable to a similar situation?
- Does your company have sufficient safeguards in place?

Step 4: Identify the Potential Impact
Evaluate the fallout from negative press and consumer distress over the incident. Ask the following key questions:
- What is the impact to the health of the brand if the media remains active?
- What is the business impact of pausing the media?
- Will this result in a temporary or permanent loss of an otherwise effective media partner?

- Will this result in a reassessment of the vendor(s) your organization works with?

Conduct an assessment by gathering all available information from agency teams, published reports, publisher partners, and examples of other marketers who may also be affected. Ask the following key questions:
- Is the situation affecting other brands, or only mine?
- Will returning to this publisher have a negative impact on my brand's image?
- Is the offending media partner critical to the campaign's success?
- Can my brand survive without this publisher in the short/mid/long term?
- Are there committed dollars at stake?

Step 5: Determine an Action Plan
While your action plan is unique to your company, a best practice for balancing brand health and business impact is to ask the following question:

How much risk are you willing to accept if you think the media has benefits for the business?
For example, what happens if you pause media on a major channel like YouTube? What happens if you don't? What is the impact?

There are different levels of risk tolerance and aversion. Do you have a long-term solution so that media can be reactivated? What data do you need to decide to reactivate? How much risk are you willing to tolerate to keep that media channel going?

Ask the following key questions:
- What steps can my media buyers take to ensure this never happens again?
- What steps can the publisher take to ensure risk mitigation?
- Is any partner uniquely critical to my brand's success?
- Can target audiences be found on other channels?
- How might a shift in media partners impact performance?

Step 6: Internal and External Communications: Part II
You will have a better understanding of the situation after working with media buyers, publishers, and communications team members. Align on internal messaging to offer a detailed explanation of what happened and the cause. Explain what additional measures were implemented and how there is an ongoing process in place for monitoring.

If media has been reactivated, clarify the steps that were taken to ensure brand safety. If media remains paused, outline the existing process and what's needed prior to a reactivation. Offer ongoing updates if the situation remains uncertain.

Offer a brief, curated recap of the internal message points to publishers. Ideally, the communications team has already handled the impact on consumers and shareholders via press inquiries.

BRAND SAFETY INCIDENT SUMMARY

While a brand safety incident is always unpleasant, if you are prepared and have a process in place, it can be addressed quickly and strategically. Follow the seven steps listed below to minimize damage, keep all parties informed, and prepare your company for future instances:

7 Steps to Minimize Impact

1. Collaborate with the relevant teams to pause the content in question.
2. Disseminate critical information to alert key stakeholders how you are addressing the issue and that an investigation has begun.
3. Partner with the communications team to craft an external statement.
4. Get an understanding of where the problem originated, why and how it happened, and determine the impact on brand health and the business.
5. Formulate an action plan on how to move forward, if at all, with impacted media partners.
6. Determine the impact of reactivating or pausing media indefinitely on brand and business health.
7. Once a thorough plan is developed, share details, rationale, and next steps with all relevant stakeholders.

KEY TAKEAWAYS
- Craft a brand safety incident plan for and with relevant stakeholders. Align and get buy-in around the plan, communicate roles and responsibilities clearly, and ensure accountability for them.
- Identify the root cause of the problem and discuss how it could have been prevented. Communicate findings to relevant stakeholders.
- Manage internal expectations regarding next steps and what criteria need to be met in order to return to advertising on the platform(s) at issue.
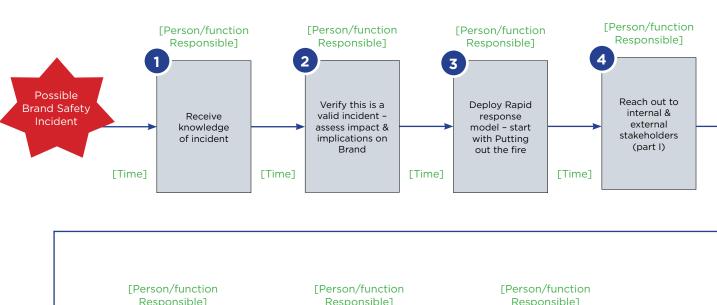
WORKSHEET F: BRAND SAFETY INCIDENT TRACKING

Worksheet Guidance: Implement an incident report system whereby brand safety incidents are documented, tracked, and archived to build an intelligence hub. This also helps you gather the info you need to decide whether you need to proceed with hitting the panic button or not. Refer to the template below
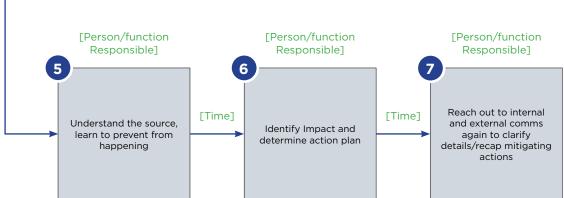
Who are You?*	Agency
Incident Date *	[ ] 📅 12 AM 00
Brand Safety Incident *	(None)
Site Name/Incident URL *	[ ]
Description *	[ ]
Advertiser/ Client Name *	[ ]
Device	(None)
Your Name *	[ ]
Your Email *	[ ]
Agency Name *	(None)
Campaign Name	[ ]
Campaign Flight Start Date	[ ] 📅 12 AM 00
Campaign Flight End Date	[ ] 📅 12 AM 00
Advertisers Impacted / Identified	[ ]
Media Type *	◯ Display ◯ Mobile ◯ Search ◯ Social ◯ Video
Date Notified *	[ ] 📅 12 AM 00
Associated Incident Number	[ ]
if external, how was it notified	[ ]
Has brand responsed publicly?	[ ]
if yes, link to the response	[ ]
Has spend been paused?	[ ]
if Yes, on platform only or entire campaign?	[ ]
date paused	[ ] 📅 12 AM 00
Spend Paused? if not, why not?	[ ]
3rd Party Brand Safety verificaton enabled? *	[ ]
if yes, list partners	⬤ [ ] ◯ Specify your own value: [ ]
3rd Party verification enabled? if not. why not?	[ ]
who was responsible for Brand Safety? *	[ ] agency, media/tech/platform partner.
Agency Brand Safety Liaison Notified *	[ ]
Liaison Notified Date	[ ] 📅 12 AM 00
Advertiser Protection Bureau Notified	[ ]
APB Notified Date	[ ] 📅 12 AM 00
Screenshot attached	Choose File

WORKSHEET G: BRAND SAFETY INCIDENT MANAGEMENT PROCESS FLOW

Worksheet Guidance: The process map below illustrates an incident process scenario. Determine the person and/or function responsible for each step in the process. Identify the time range between each of the steps. For example, about how long after being alerted to a brand safety incident should it take before the person with knowledge of the incident communicates with internal and external stakeholders about the issue? Establish estimated times for each step in the process.

[Person/function Responsible]

[Person/function Responsible]

[Person/function Responsible]

[Person/function Responsible]

Possible Brand Safety Incident

1 Receive knowledge of incident

2 Verify this is a valid incident – assess impact & implications on Brand

3 Deploy Rapid response model – start with Putting out the fire

4 Reach out to internal & external stakeholders (part I)

[Time]   [Time]   [Time]   [Time]

[Person/function Responsible]

[Person/function Responsible]

[Person/function Responsible]

5 Understand the source, learn to prevent from happening

6 Identify Impact and determine action plan

7 Reach out to internal and external comms again to clarify details/recap mitigating actions

[Time]   [Time]

GOVERNANCE & PERFORMANCE MANAGEMENT

SAVE
BRAND SAFETY COUNCIL

ABOUT THE CHAPTER

You have KPIs and processes in place to measure your marketing effectiveness—and you also need them for your brand safety and suitability strategy. This chapter addresses the role and importance of governance and performance management protocols.

WHAT YOU'LL LEARN

How to establish a performance management protocol for ongoing oversight and monitoring. Understand stakeholder responsibilities and best practices for holding agency partners accountable for ongoing performance and maintenance.

WHY ESTABLISH A PROCESS FOR MANAGEMENT?

You've built a case for why brand safety and suitability matters and are aligned on who is responsible for ensuring your company is protected. This includes the development of standards for your company and identifying the budgets, systems, and resources needed to oversee these efforts. Finally, all relevant parties have been included in the development of a brand safety incident management strategy and plan.

So where do you go from here?

Ongoing analysis of the industry, news, and events will ensure your strategy remains up to date, while quarterly scorecard assessments will keep agency partners accountable and attuned to your brand safety requirements

KEY STAKEHOLDERS: ONGOING ROLES & RESPONSIBILITIES

Once you have established who the stakeholders are by department (i.e., Media, Social, PR, Corporate Communications, Security & Privacy, Legal, etc.), formalize this committee and socialize the members' roles to internal teams. Clarify their responsibilities to accomplish the following five things:

1. Align on their respective piece of brand safety and suitability and the metrics they are responsible for monitoring (refer to Chapter 2 where we established who the stakeholders are).
2. Establish and maintain KPIs and holding people accountable to them, the thresholds, exclusion lists and inclusion lists , etc. (refer to Chapter 5), as well as documenting and sharing the KPIs with the company at large.
3. Selection of brand safety and suitability monitoring partner (refer to Chapter 5).
4. Work with legal counsel to embed brand safety and suitability guidelines into partner contracts.
5. Ongoing check-ins with vendors/partners (refer to Chapter 6).

Through monthly/bi-monthly committee meetings to review performance, discuss industry insights, internal developments, and case studies for future reference and consideration, this group will be responsible for summarizing these insights and recommended optimizations, as well as inserting them into C-Suite reports (Quarterly Business Reviews, Marketing Meetings, etc.).

PERFORMANCE MEASUREMENT

Viewability, ad fraud, and brand safety are a triumvirate. The industry standard thresholds are a general guide for marketers, publishers, agencies, and vendors to adhere to and benchmark against. For viewability, that standard is 70% as established by the IAB and MRC. For ad fraud, invalid traffic rate thresholds for bot traffic ranges from 5% for desktop display, to just 1% for in-app video and display. For brand safety, there is a **zero** threshold for unsafe brand impressions. Still, marketers must first define what brand safety means to them and their business.

Accountability should be established with agency partners to hold them accountable for delivery, such as penalizing remuneration by overall performance based on:

- KPI Program [Quality & Visibility].
- Savings Validation [of Media Costs].
- Service Assessment [Brand Safety Management].

Monitor activity as outlined below:

VIEWABILITY	AD FRAUD	BRAND SAFETY
70% Industry standard as established by IAB and MRC	Invalid Traffic Rate Thresholds (Bot Traffic) ranges from **5% for desktop display to just 1% for in-app video and display**	Zero threshold for unsafe brand impressions brands must first define what Brand Safety means to them and maintain ongoing updates to these parameters.

INDUSTRY INSIGHTS

Keeping your company informed on the topic of brand safety and leveraging insights from other companies or case studies in the news are important steps to staying ahead of the curve. As such, stakeholders should lean on resources that can keep them abreast of timely insights on this topic. Sample tools can include the following:

- Industry trade publications.
- Google News Alerts.
- Agency Alerts
- Industry Associations.
- Social Media Listening Tools.

KEY TAKEAWAYS

- Governance begins with aligning stakeholders on KPIs, benchmarks, and performance management.
- Establish protocols for ongoing stewardship and responsibility for performance and stick with them.
- Remain engaged in ongoing monitoring and assessment. To maintain relevancy, revisit your KPIs, metrics for brand safety and suitability, performance management tools, and processes on a regular basis.

WORKSHEET H: KPIS DASHBOARD

Worksheet Guidance: Complete a dashboard for brand safety and suitability with your brand's KPIs as outlined below. Set the target and measure the actual results on a monthly basis. Use a dashboard like this to assess your efforts or vendor performance.

KPI	Unit	Montly Target	Monthly Actual
Total number of campaigns	#		
Total number of media partners	#		
Total Impressions	#		
• Brand safe impressions	#, %		
- Breakdown by channel	#, %		
- Breakdown by ad format (display, video..)	#, %		
• Non-brand safe impressions	#, %		
- Breakdown by channel	#, %		
- Breakdown by ad format (display, video..)	#, %		
- Breakdown by failed reason (failed by black-list, keyword, unsafe content...)	#, %		
• Breakdown of unsafe content failures	#, $		
Brand Safety Savings (mainly with vendors)	$		
• Blocked	$		
•Flagged	$		

WORKSHEET 1: SERVICE AGREEMENT AND TERMS & CONDITIONS

Worksheet Guidance: Refer to description / guidance in links below

Once Brand Safety and Suitability KPIs and parameters have been put into place, it is important for this to be legally documented in either MSA agreements or the Terms and Conditions (T&Cs) set forth with agency and/or media partners.

Working with legal counsel to embed these will further assist you in protecting your marketing efforts and partner performance. Below are samples of both MSA and Terms and Conditions where your custom brand safety language should be included:

- Sample Master Service Agreement (ANA): **https://www.ana.net/miccontent/show/id/ii-media-buying-services-agreement-template-2018**

- Sample Digital Marketing Terms & Conditions (IAB): **https://www.iab.com/guidelines/standard-terms-conditions-internet-advertising-media-buys-one-year-less/**

THE FUTURE OF BRAND SAFETY?

ABOUT THE CHAPTER

We identify and highlight evolving trends that will impact brand safety and their implications for marketers.

WHAT YOU'LL LEARN

Key trends must remain top-of-mind to inform your evolving brand safety and suitability strategy. Keeping an eye on ever- shifting trends will help you improve and adjust your strategy as tech solutions and approaches to brand safety change.

Brand safety and suitability needs to be an intrinsic part of every marketer's business, regardless of size. It is a continually evolving discipline and it requires a commitment to continuous iteration, education, and communication within your marketing organization, as well as outside of it. Stakeholders on the communications, media, and social teams, along with agency partners, platforms, publishers, and technology vendors need to be engaged in the dialogue.

The value of continuous education on brand safety and suitability tactics, strategy, best practices, and technical solutions cannot be overemphasized. As you develop and champion resources used to tackle the challenge internally and externally, your stakeholders will become more knowledgeable. Adopt a brand safety mindset and keep key stakeholders engaged and monitoring to ensure your company gets what it has paid for. Education, vigilance, accountability, and engagement are important.

4 KEY TRENDS

Brand safety is situated within the landscape of ad fraud, social media, and much more. Look out for and keep an eye on trends that will impact your evolving strategy. Educate yourself and your team to get ahead of the curve on the following four key areas:

#1: Data and Privacy

The cloud over consumer data privacy and security is only going to grow. Questions about data and privacy have forced providers at all points in the media supply chain—from tech vendors and agencies to platforms and publishers—to rethink their use of data. Data security and privacy issues are top concerns among consumers and they're not going away. Data privacy represent a major risk for brand safety and suitability in the future as calls for regulation grow stronger. Here are questions you should be asking:

- What is your policy on data activation, governance, and compliance?
- How would you rate your organization's level of sophistication?
- How are you monitoring and evaluating your partners on these issues? ? What is your policy for non-transparent vendors in light of emerging state legislation that holds the marketer accountable for vendors' data practices?
- Do your partners have any outstanding data issues that could harm your brand's reputation?

#2: Brand Safety and Suitability in Mobile In-App and OTT Content

Increasingly, brand safety stewards, experts, and marketers will turn their attention to mobile in-app and OTT (over-the-top TV) content. Mobile and streaming video content are vulnerable. Watch for standards bodies within industry trade groups and others to articulate stances and recommendations on brand safety in these contexts. Look for commentary from thought leaders and tech vendors proposing new solutions to address it.

#3: Increased Attention on Influencer Content, Fake Influencers, Trolling, Deep Fakes, Bots, and Association
Over the last decade, influencers have set up shop on social media platforms and flexed their viral muscle. Marketers associate with influencers for a reason, but when influencers' relationships and content occasionally become tainted, there are repercussions for your brand's reputation. In fact, the consequences can be disastrous. Given the increasing sophistication of the influencer ecosystem, marketers need to become more proactive in reviewing and vetting the criteria influencers must meet.

Given influencers' considerable pull, marketers must stay on top of a newer challenge—the rise of trolling, bots, fake attacks on brands, fake influencers, and fake reviews. A fake mob can, en masse, "thumbs down" a brand's video on YouTube and post negative comments just for the disruptive pleasure of doing so. An action like this gives the perception brands have done something wrong when they didn't.

#4: The Rise of Brand Responsibility
The nature of the brand safety and suitability conversation is changing with subtle but perceptible shifts tipping the focus more toward brand responsibility. Increasingly, marketers will need to be attuned to brand responsibility and must align their values with their role in advocating for or against, or participating in, larger societal issues and consumers growing desire and ability to hold brands more accountable for their decisions.

For example, as mass shootings, hate crimes, and human trafficking continue to unfold at a record pace globally, what is a market or brand's responsibility? The debate extends beyond whether content is brand-safe; it goes to the question of what exactly is being funded? Which organizations are funding it? And what platforms are involved in disseminating the efforts of bad actors propagating negative content with seemingly evil intent? Marketers will need to confront these issues and create protocols for how to handle them. The increase of online activist groups and their causes represents a direct threat to brands and marketing organizations.

#5: Uncertainty Over the Internet as a Sustainable Marketing Vehicle
Regulation, consumer concerns over personal data usage, and brands' adjacency to objectionable and inflammatory content and fake news don't bode well for the future of the web as a secure marketing platform. Tactics for restoring consumer and marketer trust in the medium will need to emerge to mitigate this trend.

Continuous education is paramount for brand marketers and their closest partners. As marketers develop and champion in-house resources for handling brand safety, they will become more become accustomed to engaging with and confronting brand safety challenges head-on.

5 DYNAMICS THAT REQUIRE A COMMITMENT TO EVOLVING YOUR BRAND SAFETY AND SUITABILITY STRATEGY

Once you've got the brand safety flywheel going, there are some things outside your organization that the team needs to keep an eye on. Do the following:

#1: Track Regulatory & Governance Developments
Stay abreast of regulatory developments and governance issues that could impact your brand safety and suitability strategy. What does your organization need to know? Is new legislation emerging? Have leading trade organizations or governing bodies offered new accreditations? How will the role of platforms and publishers evolve as a result of changes in legislation and governance?

#2: Monitor Tech Developments

As technology advances, so will tech solutions that address brand safety. What new solutions are on the horizon? It's important to stay on top of major developments as you go down the vendor selection path. Are you on top of these and do you participate in industry working groups and initiatives? How are these advances expected to impact brand safety and your organization's ability to manage it? What is the timeframe for anticipated adoption? Monitoring tech advances is a great assignment to task a junior team member with.

#3: Keep an Eye on Resources

Carefully evaluate the resources (skills, FTEs, capex, and operating expenses) that you will need, as you would with anything else in your business, to proactively plan the future phases of your brand safety and suitability strategy and related costs.

#4: Closely Track Changing Perceptions of Brand Safety

Become a brand safety "expert" and dig in to shifting consumer perceptions and behavior changes. Do you have a handle on what types of content might be unsafe in the future? Are new categories of "unsafe" emerging? Track brand safety crises (your own and those of other brands); conduct a post-mortem analysis and identify "lessons learned" and areas for improvement. Finally, evaluate how other marketers in your industry are adapting to changing notions around brand safety.

#5: Cultivate Internal Governance

Form a core group that will establish, lead, and have accountability for a brand safety and suitability strategy. Large marketers may even model the framework on a Centers of Excellence model. No matter the size of your organization, use best practices to ensure brand safety remain top-of-mind.

CONCLUSION

While no one can guarantee with 100% certainty that all of your content is brand-safe, we hope this Guide and its worksheets have offered you a good start for developing best practices for your organization. If you're farther along on the brand safety spectrum, engage with the useful insights provided to plant seeds for the next stage of development in your organization's strategy.

KEY TAKEAWAYS

- Brand safety is not a "set it and forget it" gambit; continuous education and strategic investment are critical even after you build an initial strategy. The strategy evolves.
- Stay abreast of changing trends so you can serve as a champion and change agent within your team and organization. Engage with industry working groups to deepen your knowledge.
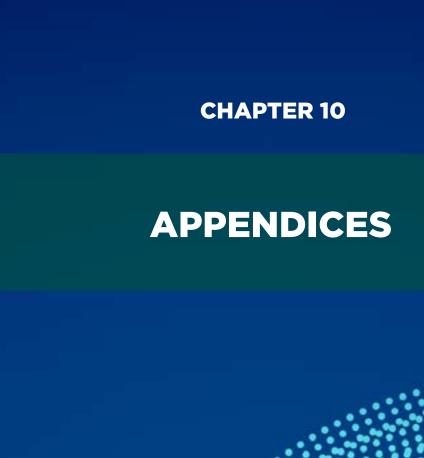
WORKSHEET J: PROACTIVE MANAGEMENT OF KEY TRENDS

Worksheet Guidance: List key trends you see playing out in each category. Identify who in the organization is responsible for navigating these trends and their implications, list the implications on the brand in terms of threats and opportunities, and indicate the steps the brand needs to take to mitigate risk or leverage opportunity.

Use the template below to track the 5 Dynamics discussed in Chapter 9. For example, who's responsible for tracking all developments in the following areas: Regulatory & Governance, New Tech Partners & Tools, Resource Cultivation, Expenses & Training, Changing Perceptions of Brand Safety, and Internal Governance?

Category	Trend	Who is Responsible	Implication on brand (Threat and/or opportunity)	Steps being taken to mitigate threat/leverage opportunity
Regulatory & governance				
Technology				
Resources/ capabilities/ skills needed				
Other				

CHAPTER 10

APPENDICES

BRAND SAFETY RESOURCES

EBAY
https://www.ebayads.com/2020/06/02/brand-safety-our-continued-commitment-to-you/
https://www.ebayads.com/advertising-policies/united-states-ad-policies/
A safe environment and quality audiences will always keep your brand protected on eBay. As an eCommerce platform, we're naturally free of controversial and offensive content. With 80% of our users logged in, you can rest assured that your eBay campaign will connect you to real people with real purchase intent.

FACEBOOK
The Community Standards Enforcement Report (CSER) shares metrics on how Facebook and Instagram are doing at preventing and taking action on content that goes against their Community Standards, which define which define what is and is not allowed in their community. The report is published quarterly to effectively track our progress and demonstrate their continued commitment to making Facebook and Instagram safe and inclusive.

GOOGLE
GoogleYouTube's #1 priority is our responsibility to protect our viewers, creators and advertisers while preserving the openness of our platform. Our Advertiser Friendly Content Guidelines help you understand which individual videos on your channel are suitable for advertisers.

IBM WATSON ADVERTISING
AI is defining the next gen of advertising - but we have to make sure it doesn't perpetuate bias. That's why IBM Watson Advertising is working with the IAB to establish practices & standards to identify & reduce bias in AI for marketing.

KARGO
Kargo is committed to providing the industry with clean, fact-based, performant, and brand safe supply. We have a team of publisher development managers reviewing the performance of our marketplace, while our partnerships with leading third-party verification vendors and cybersecurity firms monitor our supply to ensure we are upholding quality standards. Visit kargo.com/brand-safety to learn more.

PINTEREST
https://business.pinterest.com/brand-safety/
As a home for inspiration, Pinterest has high standards when it comes to safety, because you can't feel inspired if you don't feel safe. Ads play a big role in helping people create a life they love, on a platform where audiences are welcoming of brands. Research tells us that for advertisers, it pays to show up in a more positive and safe environment.

SNAP
https://support.snapchat.com/en-US/a/brand-safety
Snapchat was created as a tool to make people feel comfortable expressing themselves. Snapchat is deliberately built differently than traditional social media, in ways that make it much safer for our community and our partners. We want to create amazing new ways to communicate, while cultivating a vibrant community where being yourself is both fun and safe. This means creating simple creative tools and simple rules for what's okay and what's not. This also means taking swift action against offenders, whether that's removing a Story and sending a warning, or deleting an account permanently.

TEADS

https://info.teads.com/us/teadsbrandsafety.org

Teads guarantees responsible media at scale by partnering with quality publishers, prebid blocking universally unsafe content, implementing brand suitability parameters, and monitoring brand safety with 3rd party verification partners. As a founding member of the WFA's Global Alliance for Responsible Media, we are constantly striving to improve the standards for brand safety and suitability, both through technological solutions and human oversight.

TIKTOK

https://www.tiktok.com/transparency/ | https://www.tiktok.com/safety

TikTok is a home for creative expression through videos that create a genuine, inspiring, and joyful experience. It's on us to make sure that everyone feels safe and secure to authentically express themselves on our platform; and that includes the thousands of brands who have chosen TikTok as a place to engage their audiences. We strive to create the most trusted environment for brands, built on a foundation of safety, accountability and transparency.

TWITCH

Twitch is an interactive livestreaming service that strives to be the safest, most inclusive place for creators, viewers and brands to create and participate in live entertainment. We have policies in place that address what is acceptable on the service, including bans on harassment, hateful conduct and certain types of sexual content. We have a number of policies and controls for marketers, such as quality standards, the ability to allow or block content categories, and contextual targeting and exclusion. We are continually evolving our policies, technologies and reporting tools that balance user expression while ensuring a safe and positive experience for all members. Over the past year we have made numerous updates to our **Community Guidelines** to further clarify content policies on sexual or potentially harmful content, including updates to Nudity & Sexual Content Policy, Hateful Conduct & Harassment Policy, Violence & Threats Policy, and an industry-leading Off-Service Policy that confidentially protects the community from severe off-service abuses. Read our **Global Transparency Report** for details on our blended approach to content moderation that combines Twitch's technology solutions with the efforts of Twitch content moderation professionals, community moderators and individual user reports, to help enforce Community Guidelines.

TWITTER

https://business.twitter.com/en/help/ads-policies/brand-safety.html

Twitter's purpose is to serve the public conversation, and when everyone feels safe to share their voice, great conversations can happen. Twitter is constantly striving for a safer environment for everyone - people and brands - through a robust set of policies, products, and partnerships

YAHOO

https://adspecs.yahooinc.com/pages/policies-guidelines/yahoo-ad-policy

Yahoo takes a consumer and customer-first approach to digital advertising, enabling dynamic controls to manage brand safety at scale. Yahoo's proprietary brand safety solutions accurately identify impressions that should be avoided; or advertisers can leverage one of the many integrated brand safety partners of their choosing. Additionally, with Yahoo's robust targeting tools, transparent supply path optimization, and supply of premium and exclusive O&O content, advertisers have the tools to minimize exposure to harmful content.

Comprised of over 800-member companies globally and 15 regional offices, the MMA is the only marketing trade association that, brings together the full ecosystem of marketers, martech and media companies working collaboratively to architect the future of marketing, while relentlessly delivering growth today. Led by CMOs, the MMA helps marketers lead the imperative for marketing change – in ways that enable future breakthroughs while optimizing current activities. The MMA is committed to science and questioning and believes that creating marketing impact is steeped in constructively challenging the status quo encouraging business leaders to aggressively adopt proven, peer-driven and scientific best practices, without compromise. The MMA invests millions of dollars in rigorous research to enable marketers with unassailable truth and actionable tools. By enlightening, empowering and enabling marketers, the MMA shapes future success, while also propelling business growth.

MEMBERS INCLUDE:
 1-800-Flowers.com, Adobe, Activision Blizzard, Ally Financial, AppsFlyer, AT&T, Bank of America, Campbell's, Chipotle Mexican Grill, Chobani, Choice Hotels, Clear Channel Outdoor, Colgate Palmolive, CVS Health, Diageo, Dunkin' Brands, eBay, E*TRADE, Ford, General Motors Company, Google, GSK, Hilton Worldwide, IBM Watson Advertising, Kargo, Kroger, L'Oreal, Major League Baseball, Marriott International, Match Group, Mastercard, McDonald's, Merkle, Meta, MillerCoors, NBCU, Neustar, Peloton, Pinterest, Roku, Salesforce, Samsung, Snap Inc., Target Inc., The Coca-Cola Company, The Walt Disney Company, T- Mobile, Twitch, Twitter, Uber, Unilever, Universal McCann, Vibes, Visa, Walmart, Waze, Yahoo! and many more. The MMA's global headquarters are located in New York with regional operations Asia Pacific (APAC), Europe/Middle East/Africa (EMEA) and Latin America (LATAM).

For more information see www.mmaglobal.com.

Links to other work and resources by MMA
   • Marketing Attribution Think Tank (MATT): https://www.mmaglobal.com/matt
   • Data in Marketing Think Tank (DATT) https://www.mmaglobal.com/think-tanks/datt
   • Marketing Organization Structure Think Tank (MOSTT) https://www.mmaglobal.com/think-tanks/mostt
   • SMARTIES Award Program: https://www.mmaglobal.com/smarties