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This is our company’s first DEI report, fulfilling one of our core values – transparency. By shining a light on our progress and where we can improve, we become better equipped to take action. Aside from DEI being the right thing to do, we also believe it leads to higher performing teams, and better products and services. This report offers a detailed overview of our company’s diversity and representation, how we measure equity, how we assess inclusion and belonging, and where we don’t hit the mark.

FARREN ROPER
Diversity, Equity, & Inclusion Lead
DIVERSITY

+ 35.1% of our organization is made up of women, a growth rate of +29% since 2019 and +8% growth rate year over year
+ 7.4% of our organization is made up of URMs*, a growth rate of +35% since 2019 and +4% year over year.
+ We have partnered with Historically Black Colleges and Universities (HBCUs) and organizations that build trust in diverse communities over time
+ We have rolled out a mentorship program matching over 100 students with Qualtrics mentors

EQUITY

+ In our most recent review, we have global gender pay equity and our global pay equity ratio between men and women is 1:1

INCLUSION AND BELONGING

+ We have employee resource groups building community with the following underrepresented groups: women, URMs, people with disabilities, veterans and our LGBTQIA+ workforce
+ We launched unconscious bias training and anti-racism training
+ We launched our DEI solution on our Qualtrics platform to enable ourselves and our customers to measure and improve the Inclusion and Belonging experience among employees
+ We are aligning to WCAG 2.1 AA standards for accessibility

* URMs are defined as employees of African or African American, LatinX or American Indian, Alaska Native, Native American and Pacific Islander descent.
CHAPTER 1
DEI vision and mission
**Our mission**

We will use our people, processes, and technology to reduce or eliminate both conscious and unconscious bias from our organization and we’ll become a guiding light for our customers to do the same.

**Our vision**

We see for ourselves representation that matches the world around us and inclusion that far exceeds it.
Representation matters

Making progress, but more to achieve — in 2021 we made it one of the company’s big bets to increase the total representation of women and URMs in the company.

INCLUSION AND BELONGING

We have set a goal that by the end of 2021, 40% of our workforce will be made up of women and/or URMs.

Our goals for representation of women are across our global workforce.

Our goals for representation of URMs are for our US workforce.

Numbers do not always tell the full story, but here’s a snapshot of the representation in our company.

*We used 1 and 3 three year growth rates as a basis of comparison.*
Women (global)

We measure the representation of women across the globe as well as women in leadership.

Representation of women is calculated as women as a percentage of our total workforce population. Leadership is defined as any person at the leadership level L5+.
Overall women and women in leadership

35% is made up of women, a growth rate of +29% since 2019 and +8% growth rate year over year

29% of our leadership is made up of women, a growth rate of +36% since 2019 and +9% year over year

Although we are reducing the gap, we have more to do to create more gender representation parity in our organization.
Gender representation at Qualtrics

![Graph showing gender representation at Qualtrics from 2016 to 2020. The graph indicates a gradual increase in female representation and a decrease in male representation over the years.](image-url)
Spotlight

Jillian
Engineer

Jillian is an alumnus of the University of Connecticut and started her career with Qualtrics.

Jillian found work/life balance as an engineer at Qualtrics

I knew I had to have the job at Qualtrics when I spoke to my interviewer about the culture. Since I was 5 or 6 I loved computers, and I was my family’s go-to IT person, but I really had no interest in coding. In 11th grade, my favorite teacher convinced me to take her Computer Science class and the rest is history. My favorite part of coding is the amount of creative problem solving I get to do. Every day is a new challenge, and it pushes me to work harder and smarter. At Qualtrics, I’m encouraged to grow as a person outside of work, as well as in my role.
Underrepresented minorities

URMS AND URMS IN LEADERSHIP

We measure the representation of URMs in the US as well as URMs in leadership.

Representation of URMs is calculated as URMs as a percentage of our total US workforce population. Leadership is defined as any person at the leadership level L5+.

- 7.4% of our organization is made up of URMs, a growth rate of +35% since 2019 and +4% year over year.
- 5.4% of our leadership is made up of URMs, a growth rate of +15% since 2019 and +2% year over year.
WHAT WE ARE DOING

Although we have seen some growth, there continues to be opportunity and we have increased our efforts to attract URM talent and to find ways to ensure we are fostering a growth and development culture. An important part of attraction includes partnerships with nine Historically Black Colleges and Universities (HBCUs) and mentoring early in career.
We are continuing to be intentional to invest and increase our funnel of diverse talent through external partnerships with communities, including Afrotech, Fairstream, FairyGodboss, Women in Tech, and Techqueria.

We have rolled out diverse hiring best practices to our talent acquisition team and manager community, based on the principles of, amongst other things, limiting bias and hiring for ‘culture add’. We have created and implemented rubric-based interviews in relation to our values on TACOS (Transparency, All-in, Customer Obsessed, One Team, Scrappy).

Our university team continues to invest in ‘early in career talent’ and in 2020 we established our Qualtrics mentorship program which matches students from diverse backgrounds with Qualtrics mentors. To date, 127 students from HBCUs, Hispanic Serving Institutions, and some other predominantly diverse universities and organizations were matched with Qualtrics mentors.
Blazing trails and breaking barriers as an account executive

Every day at Qualtrics, I have the opportunity to drive meaningful impact through empowering voices internally and helping push diversity, inclusion, and equity forward. One thing I love about Qualtrics is that there is this grit and determination in the air that you just can’t ignore. When I first started, I saw the opportunity for the autonomy to just go create and make things happen. Three years later, that statement has proven itself even more. I’ve been stretched, challenged, and even trusted with opportunities that came earlier in my career than I expected. It’s evident that regardless of your experience and tenure, Qualtrics will bet on you if you’re ready. I’ve had my ups and downs, but at every step I’ve had great co-workers, mentors, and leaders supporting me and I couldn’t be more thankful.

Tiffany
Account executive

Tiffany is an alumnus of Oklahoma State University and started her career at Qualtrics. One of her most favorite things to do is travel.
CHAPTER 3

Pay and promotion equity
Equity

We use an *independent 3rd party* to review our gender pay equity. In our most recent review, we have global gender pay equity and our global pay equity ratio between men and women is 1:1.

Pay Equity: Compares what women are paid versus their similarly situated male coworkers, “controlling for” or “statistically adjusting” for factors such as job, seniority, and geography. Often referred to as “equal pay for equal work.”

What we are doing

We will continue to measure for equity in our pay, performance, and promotion processes on an ongoing basis and continue to verify equity independently.
CHAPTER 4

Inclusion
Inclusion

We want everyone to bring their whole selves to work.

Our Employee Resource Groups play a vital role in creating a culture of inclusion. These are entirely run by our staff with the support and backing of the company.
Q& Able empowers all employees, regardless of their ability, to succeed by promoting accessibility in physical and online spaces for employees and clients with mental, intellectual, and/or physical disabilities.

Laura
Senior specialist, renewal operations

Laura is an alumnus of BYU and started her career here at Qualtrics. A lover of skydiving, Laura also is a big enough garlic fan that she could be considered an anti-vampire.

“The need for accessibility and community in a successful work from home experience cannot be overstated. Multiply this importance by all the other “from home” experiences that people currently have and it becomes clear how critical continued growth in awareness around accessibility is. As businesses around the world are now planning what a return to the post-COVID environment looks like for their teams and their customers, understanding the opportunities and limitations for accessibility that they currently have will need to play its part in making those business-critical decisions.”
QPrize makes Qualtrics a welcoming place to work for members of the LGBTQ+ community.

Ilan
Proposal Manager

Ilan is an alumnus of Florida International University and started his career at Qualtrics. Ilan is currently learning German!

"The fact that Qualtrics is also a great ally to the LGBTQIA+ community was also particularly attractive to me as a gay man. I’m very involved with diversity, equity, and inclusion initiatives within Qualtrics, especially within my department. As an immigrant and a member of the LGBTQIA+ community, it is very rewarding to be able to share my experiences and learn about others’ experiences surrounding this subject. You will always learn something new by talking to a diverse group of people, and being able to do this at work means that I can see experiences from other perspectives."
QSalute creates community, camaraderie, connection, and mentoring for all veterans and their families to find success in the civilian world, starting at Qualtrics. They seek to recruit and develop Veteran talent. In 2020, Qualtrics was recognized as #2 on the Military Friendly’s top 10 list.

“

I started participating in QSalute, Qualtrics’ community for former and current military. It continues the camaraderie that many experienced when they were active duty. Few have experienced a job where you didn’t know if you would be alive tomorrow because of it. QSalute gives members and their allies an opportunity to talk, to listen, to be heard and understood. Semper Fidelis.
I joined MosaiQ, which is our employee resource group for people of color, and actually spearheaded a storytelling initiative called ‘Humans of Qualtrics’ storytelling series. I did this for Asian American Pacific Islander Heritage Month this year. The purpose was to amplify the voices and stories of Qualtricians of color and help more people feel like they belong here. The coolest thing is seeing Humans of Qualtrics continue on for Hispanic Heritage Month, and hopefully for many more to come!
WLD (Women’s Leadership Development) has a mission to empower all women at Qualtrics to globally thrive through attracting and developing top talent and elevating the voices of all women.

Lori is an alumnus of Indiana University and started her career at Macmillan Computer Publishing.

I am here to fund cancer research. The creative way I get to do it now, at the intersection of tech and sport is a gift that would only be possible at Qualtrics. I serve on the Working Moms’ committee of Women’s Leadership Development and there is a direct line of feedback between new moms going out or coming back from leave and improving parental support and maternity leave policies. My favorite thing about Qualtrics is the way people are always growing and learning through book clubs, resource groups, and sharing common interests. It’s truly a family in the way we support one another to become our best selves.
Mitigating bias and being anti-racist

UNCONSCIOUS BIAS

We have offered unconscious bias training globally and are requiring all existing and new employees to take this training in order to recognize the impact that bias can have on true inclusion.

ANTI-RACIST

We stand against violence, hate, injustice and systematic racism and affirm our position as a company that is anti-racist. To support this, we have created an anti-racism policy and delivered anti-racism training to all global employees.

Here’s how we will continue to move forward.

1. Invest in our employee resource groups.
2. Elevate the stories of our people.
3. Work on behavioral and structural change to mitigate bias and be an anti-racist organization.
CHAPTER 5

Using our technology as a force for good
We believe that inclusion is inherently measurable and developed a DEI Solution as part of our EmployeeXM offering. Using our own solution designed by our I-O psychologists, we measure the belonging experience between majority and underrepresented groups at Qualtrics. Our solution analyzes operational data (e.g. demographics) and experience data (e.g. feelings and sentiment) to provide us with a view on the sense of belonging across different intersectional groups. We also provide our business leaders with insights to the key drivers on how to improve the belonging experience in their teams. This is part of our goal of ensuring that DEI is an accountability shared by all and is embedded into our Employee Experience.
We acknowledge the needs of customers with disabilities and have a multi-year investment into assistive technology that caters to the needs of those who need assistance for vision, hearing, cognitive learning, and mobility. We will follow the universal standards outlined in WCAG 2.0 AA to the extent possible with a goal of eventually meeting WCAG 2.1 AA standards.
Thank you for taking the time to read our DEI report. Our ultimate goal is to push for progress by being transparent to our employees, customers, stakeholders, and more. We are grateful for all of those who are making such big strides in DEI, both within and outside of our company. Moving forward, we will continue to share the actions we are taking to make improvements and our results in creating a company and world that is welcoming to all.