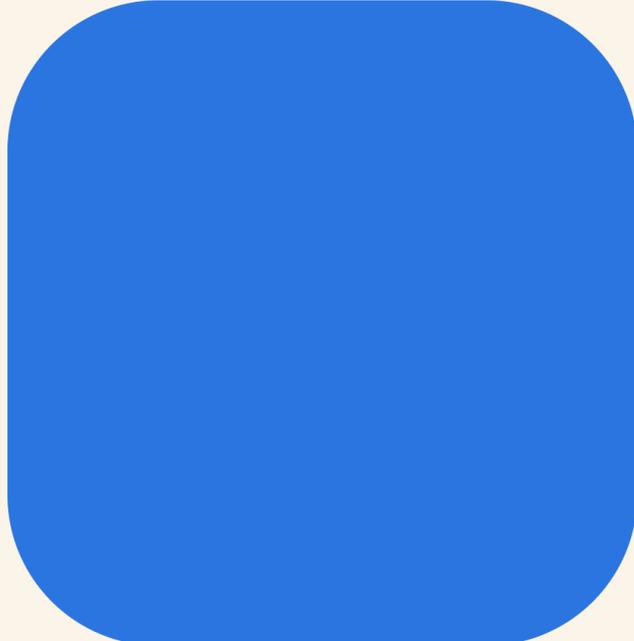




**workiva**

# **Human Capital Management Statement**



# Human Capital Management Statement

## We Stand Behind our People and our Culture

We stand behind our people and our culture. Our employees are key stakeholders in our company, so we are always listening and working to continuously improve. Our core value of inclusion guides us in our efforts to make Workiva an even better place to work for everyone. According to the 2021 Great Places to Work Trust Index Survey, employees said:

- 95% of employees say it is a great place to work
- 97% say that our facilities contribute to a good working environment
- 97% agree that when you join the company, you are made to feel welcome
- 96% say that management is honest and ethical in its business practices
- 96% of employees are proud to tell others that they work here
- 96% agree that people care about each other here

We seek to provide an open environment of belonging, where all employees have the freedom to associate, which includes the right to associate with each other to discuss the terms and conditions of employment in accordance with the local laws. Workiva provides multiple options for employees to report issues, including anonymous surveys, an ethics hotline and our continuous improvement program where we collect, evaluate and implement our employees' feedback and best ideas.

## Intentional, Visible Leadership to Increase Timely & Transparent Communication

Our CEO hosts company-wide bi-weekly All Company Check-in meetings, Quarterly meetings, and employee Town Halls at each office location. To further support transparency across the company, a Q&A session is a regular part of each meeting. Employees are encouraged to ask questions of the Executive Leadership Team. These questions are not filtered and are answered on the spot, fostering a culture of open communication and transparency.

## Bi-Annual Engagement Survey:

Our bi-annual engagement survey results help us improve our employment practices with a focus on impartiality, fairness and equity. In our most recent survey, more than 90% of employees said they feel:

- treated fairly regardless of sexual orientation (98%)
- treated fairly regardless of race (97%)
- treated fairly regardless of gender (95%)
- treated fairly regardless of age (96%)
- their manager supports a culture of inclusion (96%)

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- their manager is committed to and supports diversity (96%)
- people care about each other (95%)
- DE&I is a priority for Workiva (94%)

## ALWAYS ON Listening:

Our interactive communications channels encourage and empower employees to innovate and collaborate openly. Through Slack communities and our intranet, called Connect, employees are constantly sharing best practices and new ideas. In fact, in 2020 alone, employees shared 19 million Slack messages across nearly 2,000 channels, and participated in more than 1,000 donut chats - where two to three employees are randomly matched up to connect and share ideas on any topic at all. We even have a Slack channel that allows employees to submit product ideas, requests for new features and other innovative ideas to our leadership teams. Additionally, we have The Continuous Improvement System that acts as an anonymous suggestion box for employees to share ideas or concerns about activities or behaviors that are not consistent with Workiva culture or our high standards of conduct.

Workiva's Ideation to Incubation (I2I) process makes sharing innovative ideas easier. I2I is an internal Workiva program designed to accelerate the process of taking new solution ideas to the market. Think of this process as Workiva's very own "Shark Tank." The I2I team is led by the COO and tasked with making investment decisions for the company in order to successfully commercialize new solution ideas. If an employee has an idea for a new solution that can leverage our platform AND drive additional revenue, this is the forum to make the pitch.

## ESG at the Highest Level of Governance:

In April 2021, Workiva hired a head of Environmental, Social and Governance (ESG) to escalate our global ESG strategy. We have finished our stakeholder engagement and materiality assessment to determine our ESG strategy, governance, and forward-looking goals. Employees were identified as a key stakeholder for the company. Strategy, goals, policies and practices are affirmed by an executive management group called the ESG Task Force who report to the Nominating Governance Committee of the board of directors.

Advancing Trust & Belonging is a strategic pillar of our ESG strategy and we are focused on key material issues including: Diversity, Equity, Inclusion & Belonging, Employee Engagement, and Employee Health and Well-Being. These issues will be presented within the ESG report to the Nominating and Governance Committee.

Workiva cultivates a work environment that encourages fairness, teamwork and respect among all employees. To help us uphold a culture of belonging, we are focused on making meaningful progress in three important areas:

- Cultivating a workplace where all employees are comfortable bringing their best, authentic selves to work.

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- Integrating DE&I into the fabric of our culture where all employees are empowered to contribute to our progress.
- Monitoring and analyzing our DE&I data and metrics to ensure accountability.

## Commitment to Intentional Recruitment & Fair and Equitable Hiring Practices

Due to our deliberate actions, since we started reporting diversity demographics in Q3 2020, we've improved gender diversity by 2.5% company-wide and 4.5% across leadership positions as of Q4 2021. In this same time, employees from under-represented minority groups increased by 3.6% in the U.S., and 7.3% across leadership positions in the U.S. In 2021, 54% of global new hires self-identified as female, and 31% of U.S. new hires self-identified as underrepresented minorities. Please note, race/ethnicity data is not available outside of the U.S. in compliance with the General Data Protection Regulation (GDPR). That said, approximately 80% of Workiva's employees are located in the U.S. as of Q4 2021.

Our Talent Acquisition team regularly partners with Employee Resource Groups (ERGs) at Workiva to discuss recruitment strategy, open discussion for new ideas, and ask for help in recruiting from their networks. Workiva held a Women in Tech "Candidate Sourcing Jam," co-sponsored by the Talent Acquisition Team and Women in Tech (WIT) ERG. The WIT group added value to the recruitment process by bringing their voice and personal perspective to the table. Ultimately the group helped fill the Senior Software Engineering pipeline by identifying 42 female candidate leads.

A Workiva data scientist recently led the charge on her team to create a hiring rubric, complete with competencies for interviewees. This created a shared understanding of the hiring goal for employees on the interview team, mitigated unconscious bias, and was a huge win for growing diversity. Her work inspired the Engineering team to create a similar script for the spring intern hiring round, and it's been an immediate improvement in facilitating consistency across teams. For her work, this employee received multiple nominations for our internal, company-wide "Innovate Everywhere award." At our last All-company meeting our head of HR awarded the Innovate Everywhere award to her and announced we would be adopting her approach across all Workiva roles and departments!

In 2021 we launched Interview training certification to teach U.S. hiring managers best practices for interviewing and acquiring talent, including EEOC, related laws to prevent discrimination, and Affirmative Action.

## Commitment to Ongoing DEI Training & Development

We recently rolled out an interactive Inclusive Leader Training program that focuses on unconscious bias and creating a culture of belonging. To date, we have trained nearly 500 employees at the manager and above levels with plans to reach all Workiva employees by the end of the year.

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In April 2021, we were thrilled to host Karen Catlin as a keynote on the Better Allies Approach during Celebrate Diversity Month. We asked employees to share their top takeaway from the event for a chance to win one of 25 signed copies of Catlin's book.

Also in April 2021, we rolled out a new interactive, company-wide intranet to Connect our employees across the globe. As part of this launch, we elevated our DE&I content with a robust site dedicated to education, connection and celebrations. Each ERG has a site and Slack channel making it easy for members and allies to come together.

Voices of Change Advancing Leadership (VOCAL) is a company-wide program designed to advance the conversation around gender diversity. Each quarter an impactful business topic is announced and three components are released over the quarter. These components include a presentation from a Workiva leader, an e-learning such as a TED talk or online course, and then small groups discussions are scheduled. Each group is formed with employees from different teams, offices, levels and has a distribution of gender. The cross-functional groups provide the opportunity for employees to gain diversity of perspective and thought. The goal of VOCAL is to discuss, share knowledge and advance thinking and actions.

This year, we also introduced a company-wide DE&I video, which is posted on our Intranet and now part of our new hire onboarding program. We want all employees to know that DE&I is more than an initiative – it's part of who we are.

## Commitment to Building Connections, Executive Pipeline & Allyship:

At Workiva, our Employee Resource Groups (ERGs) provide employees with a space for building connections, resource sharing, vulnerability, and helping each other. Our seven ERGs connect employees around a shared identity:

- Connected Nomads (foster and encourage inclusion, communication, and collaboration among Workiva's remote employees)
- Ethnic Diversity in Tech (lead and actively support company-wide diversity initiatives that foster teamwork, collaboration and communication among all races and ethnicities in order to ensure inclusion, equal opportunity, and success)
- It Takes a Village (be an advocate for caregivers and their allies that connects, educates and empowers its members, fostering a safe and inclusive workplace that enables employees to be their whole selves)
- Rainbow (foster inclusion by providing an inter-sectional platform in which to share experiences and further discussion surrounding the LGBTQ+ Community)
- Veterans in Tech (a community providing supportive resources for veterans at Workiva and creating a safe community that promotes vet-related initiatives and awareness in the workplace)
- Women in Tech (supporting women in R&D, IT, and other technical roles at Workiva)
- Women in Sales (elevating peer women in sales & those that support them through education, mentorship, and best practices in sales and leadership)

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In addition, we share micro-lessons each week, helping employees learn more about diversity, equity and inclusion topics. And, through continued content across our intranet, Slack channels and virtual events led by our ERGs, we bring DE&I conversations to the table on a regular basis.

The stories shared and connections made in these groups have been courageous and inspirational. From the Connected Nomads providing tips on working from home, to the It Takes a Village group providing home-schooling tips and a place of refuge for caregivers to vent, share and learn how to balance, to the Ethnic Diversity in Tech having a special meeting after the George Floyd protests by sharing their stories, these are a couple of the ways the ERGs have helped our employees through this year.

Additionally, all ERGs have increased their membership and engagement over this past year. From February 2020 to February 2021, membership to every one of our ERG Slack channels increased by significant amounts:

- Connected Nomads - 45% increase in Slack membership
- Ethnic Diversity in Tech - 83% increase in Slack membership
- It Takes a Village - 49% increase in Slack membership
- Rainbow - 59% increase in Slack membership
- Veterans in Tech - 47% increase in Slack membership
- Women in Sales - 48% increase in Slack membership
- Women in Tech - 53% increase in Slack membership

## Leader Sponsor Program

For the second year in a row, we hosted a Leader Sponsor program in 2021. The Leader Sponsor program promotes diversity in leadership and is a great example of how we implement equity at Workiva. The program focuses on preparing and highlighting the work of high performing women and diverse professionals to recognize and equip them for leadership roles to move up the organizational ladder. In this program, we are intentional in pairing up high performing proteges and high profile sponsors who are from different backgrounds and experiences to learn from and help each other. This program pairs 10 proteges with 10 leadership sponsors. The proteges were chosen for their performance, leadership potential, and display of Workiva values and principles. The sponsors were chosen as leaders in the company who have the ability to help accelerate these particular employees. The program kicks off with a workshop by an external expert in the field and will continue for the next 12-months.

## Women of Workiva Leadership Academy

This year-long program is a unique opportunity for high-performing, high-potential, senior-level women to come together to drive their leadership skills forward. The academy helps prepare a pipeline for senior leadership succession, increases retention, and elevates the reputation of Workiva.

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This program is intended for mid-career to highly experienced women of Workiva, primarily at the Director level and above. In 2021, 34 women leaders were selected for this elite program, which is hosted by a third-party vendor.

## Commitment to Transparent and Equitable Pay

We've built our workplace on principles of truth, trust, and transparency. We believe that equitable compensation is a key component of an inclusive work environment.

Our compensation decisions are guided by our philosophy to pay for relevant skills, capabilities, and performance as demonstrated by results, living our values, and leadership principles. This approach allows us to be both competitive and equitable.

To establish competitive compensation, we participate in compensation surveys administered by unaffiliated consulting firms, to help ensure compensation elements are appropriately aligned in the markets where we compete for talent. To ensure compensation decisions are equitable, we align position in job range to long-term, consistent performance, capabilities, and internal equity.

As Workiva grows, our need for formal practices has led to the development of departmental and company-wide pay for performance reviews. In 2021, we launched the first company-wide performance and annual compensation review. This approach links compensation decisions to performance in a consistent way across the company.

We're confident that these robust processes and analyses are an important guard against statistically significant compensation gaps. Employees can raise pay-equity concerns through contacting our Human Resources Department via an email alias or their leader.

Below are some additional examples of our ongoing commitment to pay equity:

- External offers are based on internal equity and market data, not candidate compensation
- Workiva scored 85% in the category, "People here are paid fairly for the work they do" in the Great Places to Work survey; the top 100 companies score was 79%
- We include requests for feedback related to compensation in our exit interviews to ensure we are aware of trends

## University Partnerships

In 2020, we recruited a total of 184 interns, and of the 79 that were eligible and graduating in 2020, 51% were converted to full-time Workiva employees. Workiva's 2021 summer intern class was the most diverse in the company's history with 49% self-identified as females and 43% self-identified as underrepresented minorities. We have continued broadening university recruitment efforts, growing our partnerships with Historically Black Colleges and Universities (HBCUs), women's colleges, tribal colleges, and other minority-serving institutions (MSIs). In past years we have attended events at Howard University and North Carolina A&T.

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We partner with universities through career fairs, student groups, professor relationships, and tech talks. We have four core universities that we partner with:

- Iowa State
- University of Illinois at Chicago
- Arizona State
- University of Colorado at Boulder

Workiva also utilizes Yello and WayUp for recruitment activities. This software allows us to be intentional with how we reach diverse candidates, and gives Workiva a platform to host our own events and invite students from across the nation.

We're also expanding our talent pipeline through partnerships with multicultural organizations such as:

- The National Society of Black Engineers
- Society of Hispanic Professional Engineers
- Women in Science & Engineering
- National Association of Black Accountants
- Grace Hopper
- Power to Fly

In 2021, Workiva was a sponsor of the Grace Hopper Celebration. We sponsored 15 scholars to attend the conference. Each scholar was connected with a Workiva volunteer and sent the audible book "Atomic Habits". Additionally, 61 Workiva employees attended the conference. Anyone from an intern to our own COO was able to join. The Women in Tech ERG coordinated a Slack room takeover to share their experience and perspectives learned from the event. Workiva had great outcomes from the conference.

- 96 attendees signed up for one-on-one conversations with a fellow Workiva employee
- Received over 150 applications to current openings, primarily in early career opportunities
- Identified 28 people we'd like to follow up with for current and future roles
- Two Workiva employees hosted a session called "Crack the Code to Technical Interviewing"

Workiva also has an ongoing partnership with Power to Fly, a women-led organization, focusing on empowering underrepresented talent across all races, ages, ethnicities, sexual orientations, abilities, veteran statuses and gender identities. They provide resources for employment, upskilling, and job seeking. Workiva has our own branded page where we post additional resources, events, and all of our job postings. We also have access to the Power to Fly database which allows us to source candidates from a diverse pool.

Workiva is piloting apprenticeship programs to help underrepresented groups get training and provide industry experience.

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As part of our overall strategy, our Talent Acquisition teams dedicate time and resources to maintain a University Scorecard that allows us to measure the impact we get from our events and partnerships. This scorecard helps Workiva understand where we can focus our efforts to ensure we grow and maintain a diverse pipeline of prospective Workiva employees.

Additionally, our Learning and Development team provides several programs through both e-learning and live learning opportunities. Workiva employees completed 13,254 hours of e-learning in 2021. Our New Manager Training Program seeks to further develop skills for our people managers. Each participant completed 18 hours of self-paced learning, and 21 hours of live learning in 2021.

## Employee Well-being & Mental Health

Throughout the COVID-19 pandemic, Workiva has been intentional about taking care of our employees.

- Paid 100% of employees and essential workers through COVID-19. This includes facilities and café staff when our offices were closed
- Instituted a remote work allowance to cover costs incurred by employees for office supplies or furniture while setting up a suitable and comfortable workspace in their home.
- Provided COVID vaccination clinics at our headquarter office for Workiva employees and their families. We helped more than 200 people get fully vaccinated. Employees were thankful that the company stepped in to accelerate the availability of the vaccine.
- Added multiple company-wide holidays to support employee wellness, and give everyone a chance to take a break and reset during this stressful time.

Mental health is of great importance to Workiva. We increased resources to focus on employee mental and emotional well-being.

- Monday Meditations: A member of our Total Rewards team has led short, mindfulness meditation practices every Monday since August 2020 to encourage employees to give meditation a try and consider making it part of their daily routine.
- Wellbeing Wednesday: Weekly posts on our intranet focused around physical health, mental health, lifestyle and social habits.
- Free Mental Health Counseling through Employee Assistance Program.
- A Degreed (our learning platform) pathway for all employees called Well-being through COVID-19, which contains 50+ new articles/resources around mental health available to all employees.
  - Mental Health in the Midst of a Pandemic: Developing the skills to respond better to the challenges impacting our mental wellness during a pandemic.
  - Working and Schooling From Home: Managing stress and workload while parenting, working, and teaching from home.
  - Rhythms & Routines: Overview, tips and resources in creating a routine to benefit your mental wellbeing.

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- For our Europe employees who experienced lockdown, we mailed out 250 well-being kits to promote health and wellness at home -- along with a note of encouragement from our leadership team.
- In the U.S., donation of PTO policy exists for employees to donate PTO to another employee if needed.

To learn more about how we stand behind our people and culture, we encourage to visit our website at <https://www.workiva.com/about/our-sustainability>.