

SALSIFY

Equity, Diversity, and Inclusion (ED&I) Report

Leading with Equity

Letter from

Colleen Habeski, Chief People Officer

The events of 2020 have been significant, and will forever shape our future. For the vast majority of us, we hadn't experienced — nor had prepared for — a pandemic before. A pandemic that continues today, stealing time from those we love and changing how we go about our day-to-day lives; all while highlighting the dark health inequities that plague low-income communities and communities of color.

We were reminded of the horrendous racial inequities afflicting Black, Latino/a, Asian, and various communities of color in the U.S. and globally. Additionally, we witnessed firsthand the efforts and laws passed--both domestically and internationally —to erase voting rights, trans rights, LGBTQ+ rights, women's rights —basic human rights.

These injustices were brought front and center, with news flooding all of our televisions and media channels as we worked from home each day. These events forced discussions in our schools, workplaces, and among our social groups on the inequities of the social systems in place to support education, criminal justice, the workforce, and healthcare.

As a leadership team, we took time to deeply reflect and listen to our community. Our employees have taught us to be resilient, take stock of where we are in our lives and what is most important, and take the time to LISTEN, LEARN, UNLEARN, and CHALLENGE. We're proud of the culture we have created at Salsify these past few years, the successes we've seen, and the battles we've overcome, but we must acknowledge our shortcomings.

As an organization, we've failed to prioritize ED&I the same way we prioritize other aspects of the business. As a result, our community doesn't reflect the diversity that makes up the communities that we live and work in, and we haven't done enough to make meaningful changes in the right direction.

We are committed to changing.

We have a significant opportunity in front of us to do things differently. We must create a Salsify community that reflects the global community in which we live. We must commit to the efforts required to ensure that ED&I is a priority for us. We've taken these lessons to design our new ED&I strategy and approach.

Our new ED&I approach is focused on the following four aspects: attraction, recruitment, retention, and development; with a strong focus on equity, intersectionality, culture, and leadership being at the heart of everything we do.

This inaugural "ED&I: Leading With Equity" report is an important first step in our process. This report takes a critical look at the current state, both from a quantitative and qualitative perspective, and sets goals for what we want the future to be.

Meaningful change will take effort and dedication from us all. It will not happen overnight, but we're committed to both immediate and long-term action toward an even more equitable, inclusive, and diverse workplace for everyone at Salsify.



LISTEN. LEARN. UNLEARN. CHALLENGE.

05 Our ED&I Strategy

06 Where We Are Today

18 How We Will Get There

20 Investment in Employee
Resource Groups (ERGs)

23 Our Journey Forward

16 Where We Want To Be

Table of Contents

Our Commitments

Building Trust and Transparency: We're starting by taking a look in the mirror to understand where we are today. The demographic of our own workforce, where must we improve, and what systems, practices, policies we must change. We're committing to understanding and sharing it with our current and future team members and customers

Prioritizing Intersectionality: We're committed to understanding the multiple dimensions of identity and social systems, and how they intersect and relate with one another. We're looking at how racism, genderism, heterosexism, ageism, religious background, and other dimensions of identity intersect and relate to ensure that we're not tokenizing or generalizing and that we're creating systems inclusive to all.

Representation and Retention: We've changed the way we view and speak to representation. We'll take a holistic approach and commit when it comes to diverse representation. We're committed to building a community that values and respects all aspects of identity and applying an intersectional lens. We refuse to only focus on representation, we'll equally focus efforts on retaining diverse talent.

Create a Culture of Inclusion: We're committed to seeing yearly improvement of inclusion index scores by our diverse teams at all levels.

Learning and Development: We're creating spaces for learning and training on important topics and issues that will help foster a community of inclusion.



Our ED&I Strategy



Why did we go from diversity and inclusion (D&I) to equity, diversity, and inclusion (ED&I)? Why are we prioritizing intersectionality?

Equity is a critical lens through which we'll examine our existing systems, processes, and policies to continue to enhance opportunities to achieve success. Without a focus on equity, our well-intentioned diversity initiatives would be disingenuous. Ensuring that we as a community create and uphold practices and policies that are equitable is essential to the sustainability of our investments.

Intersectionality considers different systems of oppression, and specifically how they overlap and are compounded. By approaching our ED&I work through a lens of intersectionality, we become more effective in fighting injustice.

Through the lens of equity and intersectionality, we're refusing to build an ED&I strategy that leaves people out and/or has the potential to disproportionately harm certain individuals in the workplace.

Building an Intersectional ED&I Approach:

- ▶ Using an intersectional lens in our attraction, recruitment, retention, and learning and development programs and policies.
- ▶ Strengthening our inclusive culture to empower people to be their authentic selves, feel like they belong, have courageous conversations respectfully, and develop genuine relationships.

Throughout this report, you'll see this shift in strategy reflected. While we'll continue to focus on areas that have been—and continue to be—important to our people, such as well-being and inclusion, we are reorganizing our efforts across four priority areas to enact even greater change and deliver lasting impact.



Where We Are Today

Salsify's 2020 Workforce
Representation

Our Community

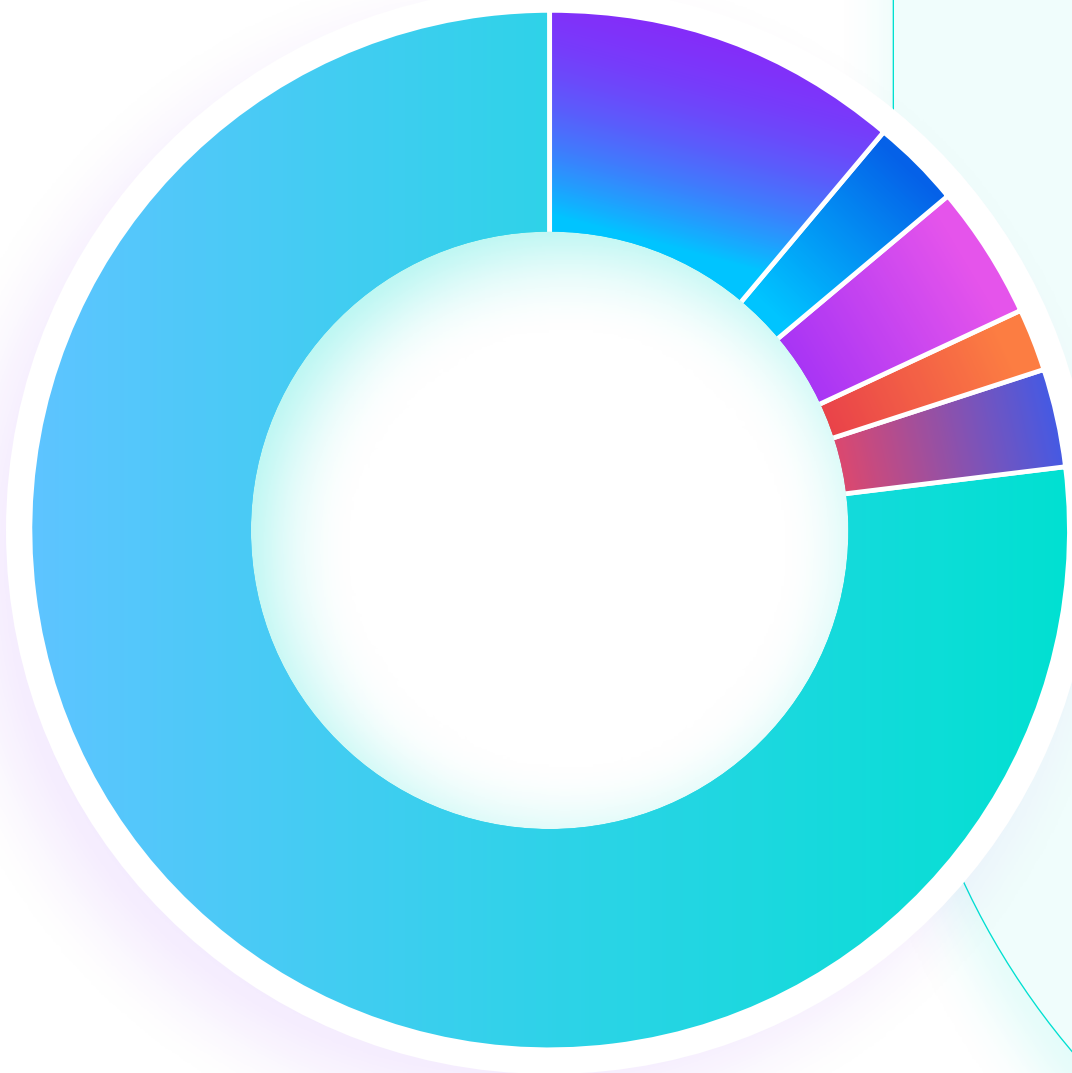
Data to Build ED&I

Yes, we love data. We know how important metrics can be in charting a path forward, promoting transparency, and holding each other accountable. However, data cannot, and will not, be the only basis for determining our course of action. The experiences of our people are an equally important aspect of this report and the work that lies ahead. Many of our people have shared their stories with us — some of which are included in this report — and for that we thank them. Their journeys remind us that behind each data point, there’s a unique human experience. Their voices and sentiments, as well as the data and insights from this report, will guide us as we continue to grow together.

Data allows us to identify and tackle complex opportunities across the company, including how we support our people. We’re committed to analyzing and measuring our programs, policies, and investments around ED&I to identify opportunity areas, set goals for improvement, and track our progress over time.

We’re sharing our findings around ED&I with the entire organization in our first report — and now, for the first time, externally. We believe providing this level of transparency ensures we remain accountable for our goals and actions.

We round to one decimal place throughout the report. This rounds the population of certain racial/ethnic groups to 0.0%, though the actual total of these employees is greater than zero.



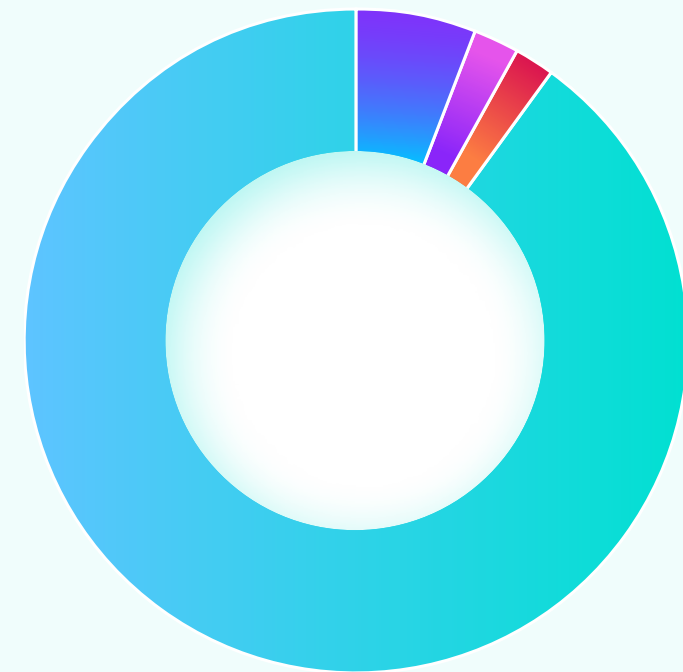
Race/Ethnicity
(U.S. Workforce Only)

American Indian or Alaska Native	0%
Asian	11%
Black	3%
Hispanic or Latino	4%
Native Hawaiian or Other Pacific Islander	0%
Prefer Not To Disclose	2%
Two or More Races	3%
White	76%

Representation by
Ethnicity in the U.S.

Ethnicity By Level Breakdown

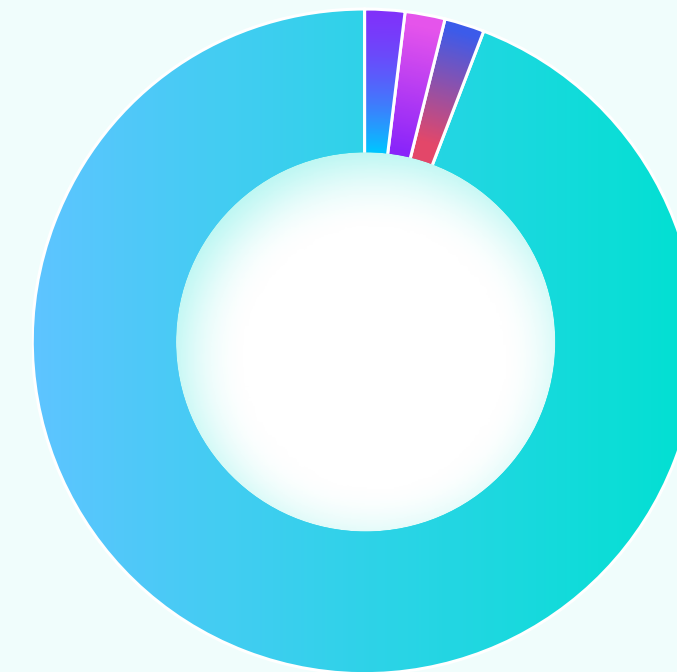
Leadership*



American Indian or Alaska Native	0%
Asian	6%
Black	0%
Hispanic or Latino	2%
Native Hawaiian or Other Pacific Islander	0%
Prefer Not To Disclose	2%
Two or More Races	0%
White	89%

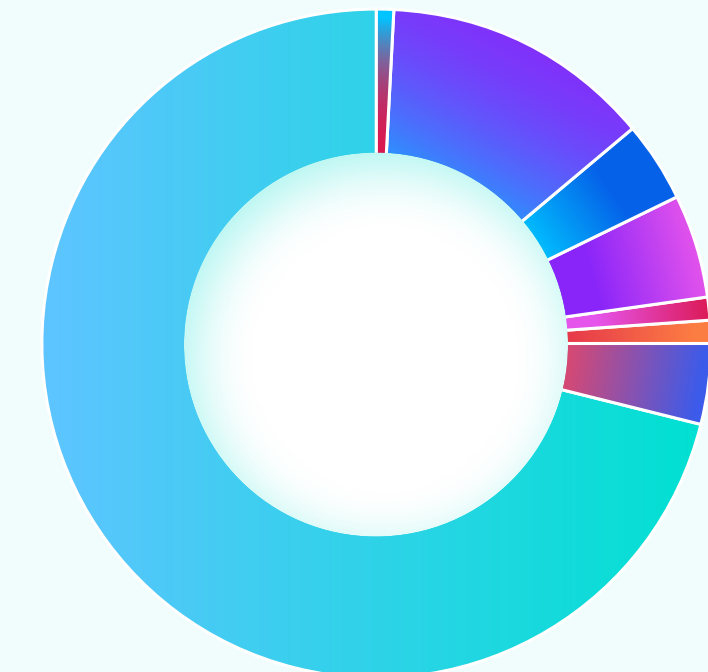
*In this report, we are defining senior leadership as Director level and up.

Managers



American Indian or Alaska Native	0%
Asian	2%
Black	0%
Hispanic or Latino	2%
Native Hawaiian or Other Pacific Islander	0%
Prefer Not To Disclose	0%
Two or More Races	2%
White	94%

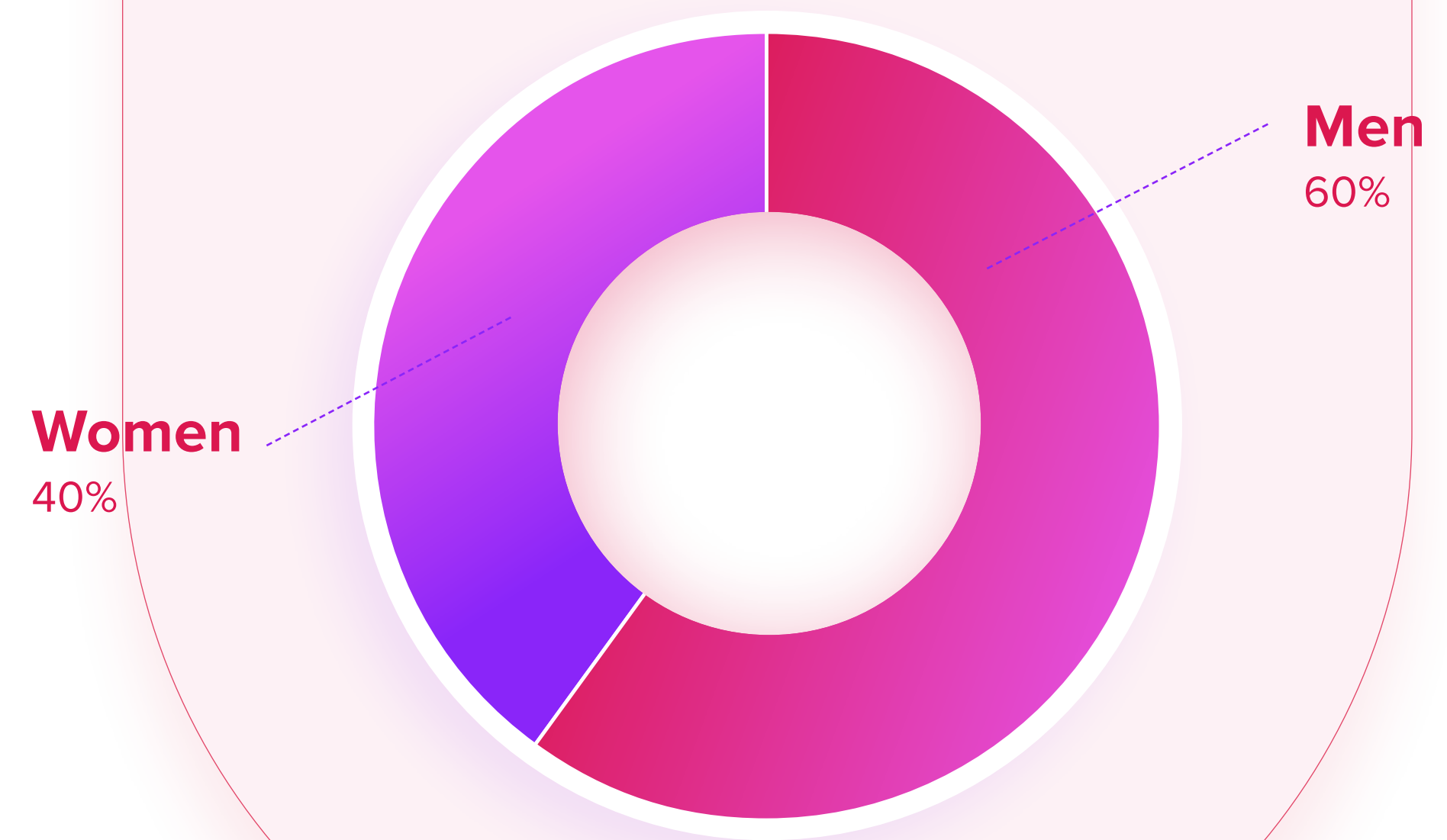
Individual Contributors



American Indian or Alaska Native	1%
Asian	13%
Black	4%
Hispanic or Latino	5%
Native Hawaiian or Other Pacific Islander	1%
Prefer Not To Disclose	1%
Two or More Races	4%
White	71%

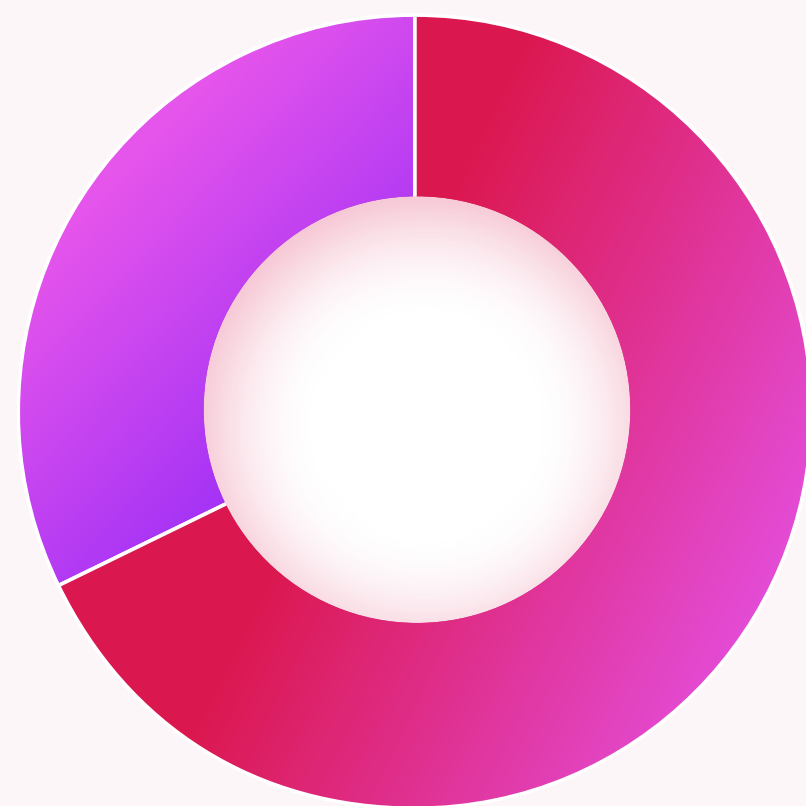


Today's Gender Distribution - Company Wide



Global Gender By Level Breakdown

Leadership



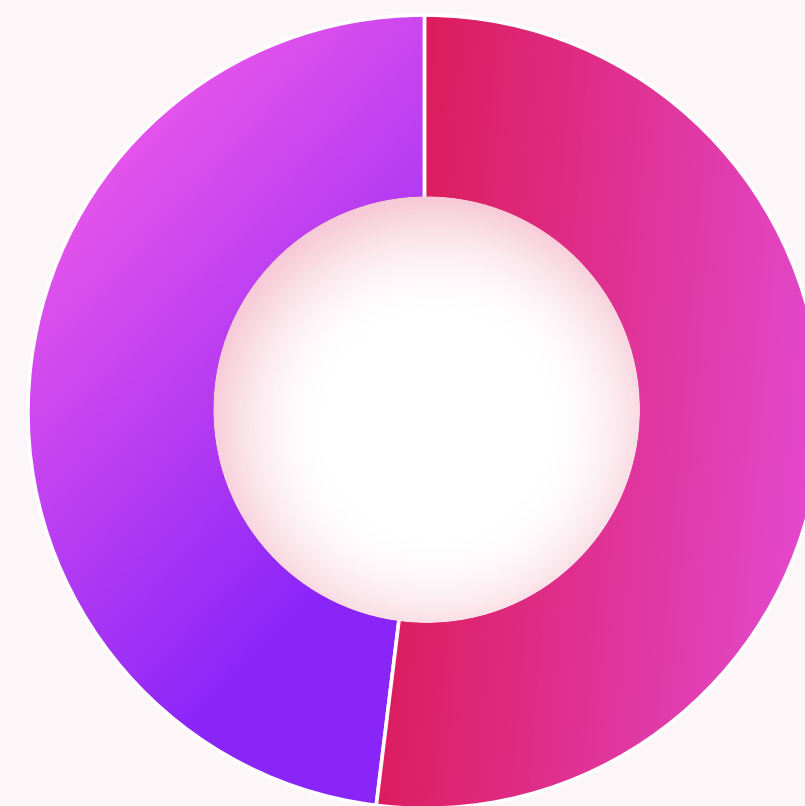
Men 68%

Women 32%

Non-Binary/Gender 0%

Non-Conforming

Managers



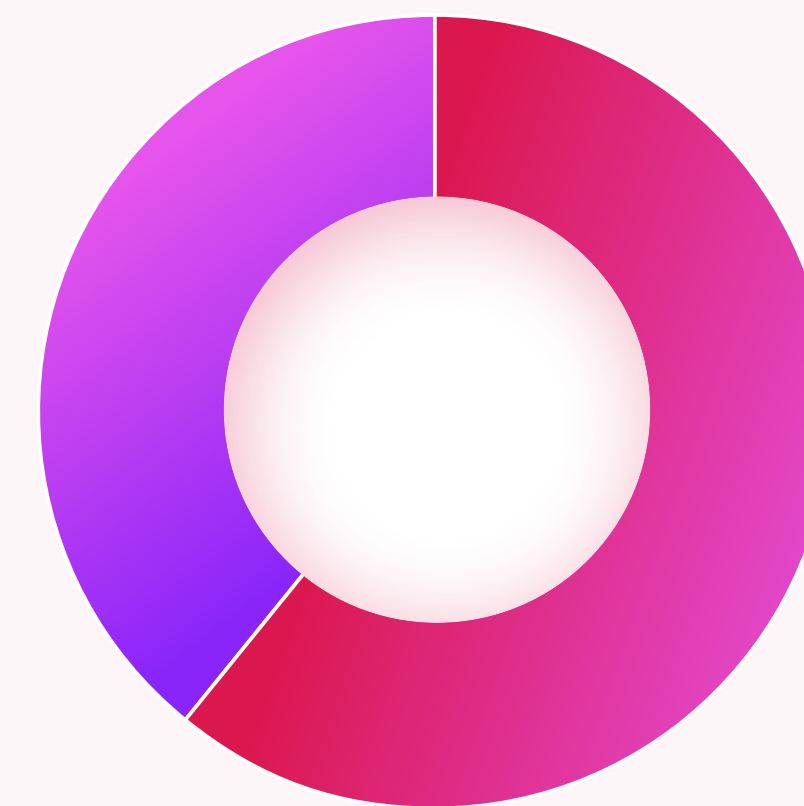
Men 52%

Women 48%

Non-Binary/Gender 0%

Non-Conforming

Individual Contributors



Men 61%

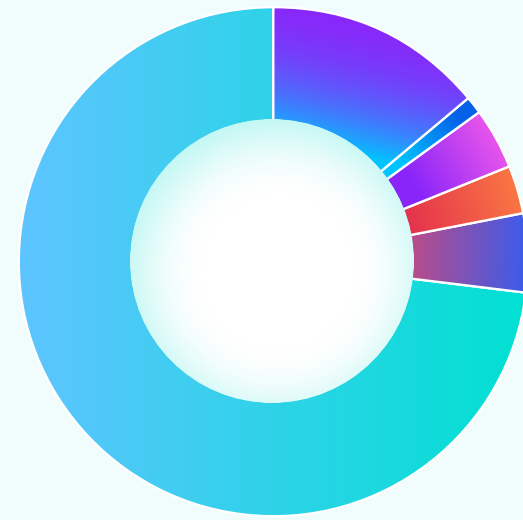
Women 39%

Non-Binary/Gender 0%

Non-Conforming

Ethnicity by Team

U.S. Racial Diversity
(Engineering)

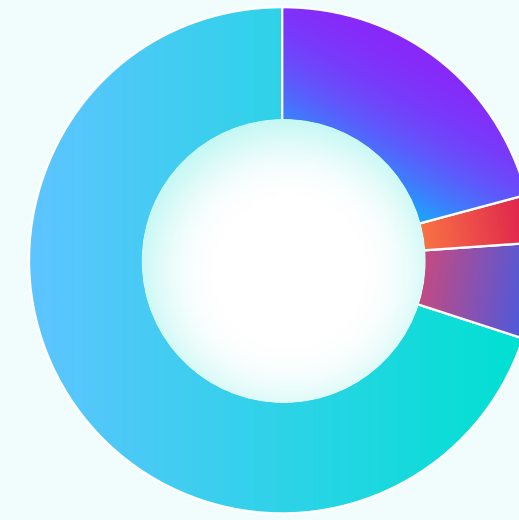


American Indian or Alaska Native	0%
Asian	14%
Black	1%
Hispanic or Latino	4%
Native Hawaiian or Other Pacific Islander	0%
Prefer Not To Disclose	3%
Two or More Races	5%
White	73%

Global Gender Diversity

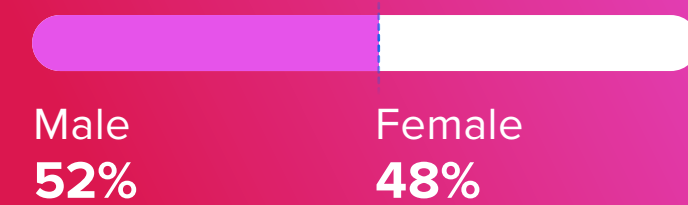


U.S. Racial Diversity
(Product)

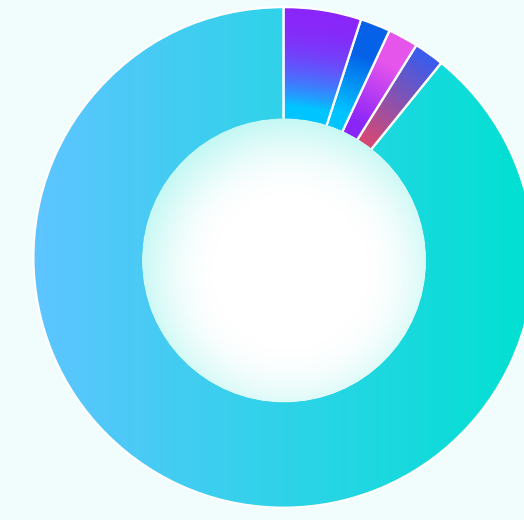


American Indian or Alaska Native	0%
Asian	21%
Black	0%
Hispanic or Latino	0%
Native Hawaiian or Other Pacific Islander	0%
Prefer Not To Disclose	3%
Two or More Races	6%
White	70%

Global Gender Diversity



U.S. Racial Diversity
(Sales)

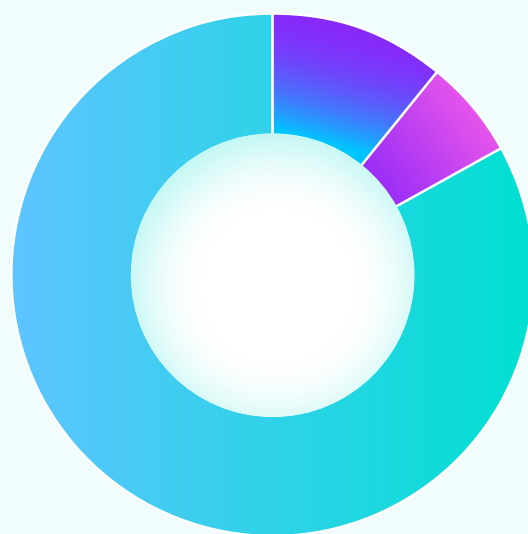


American Indian or Alaska Native	0%
Asian	3%
Black	3%
Hispanic or Latino	2%
Native Hawaiian or Other Pacific Islander	0%
Prefer Not To Disclose	0%
Two or More Races	3%
White	89%

Global Gender Diversity



U.S. Racial Diversity
(Enablement + Partners
& Alliances)



American Indian or Alaska Native	0%
Asian	11%
Black	0%
Hispanic or Latino	6%
Native Hawaiian or Other Pacific Islander	0%
Prefer Not To Disclose	0%
Two or More Races	0%
White	83%

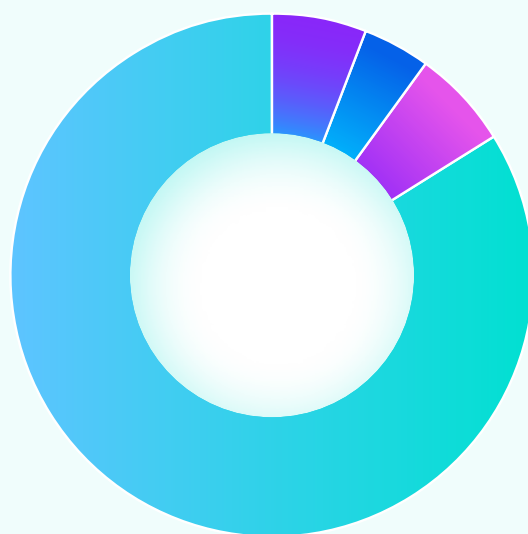
Global Gender Diversity



Male
47%

Female
53%

U.S. Racial Diversity
(Customer Success)



American Indian or Alaska Native	0%
Asian	6%
Black	4%
Hispanic or Latino	6%
Native Hawaiian or Other Pacific Islander	0%
Prefer Not To Disclose	0%
Two or More Races	0%
White	83%

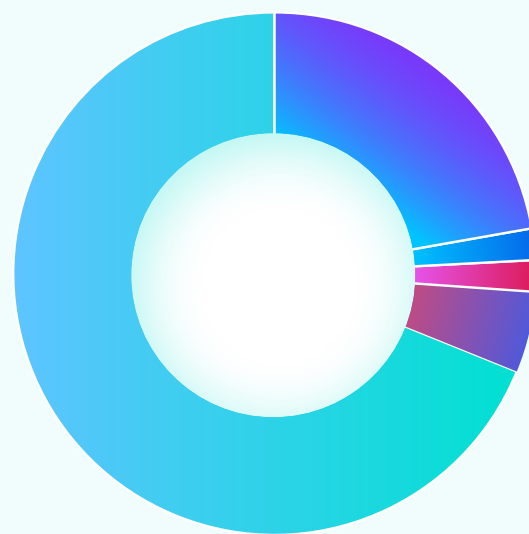
Global Gender Diversity



Male
38%

Female
62%

U.S. Racial Diversity
(G&A)



American Indian or Alaska Native	0%
Asian	22%
Black	2%
Hispanic or Latino	0%
Native Hawaiian or Other Pacific Islander	2%
Prefer Not To Disclose	0%
Two or More Races	5%
White	68%

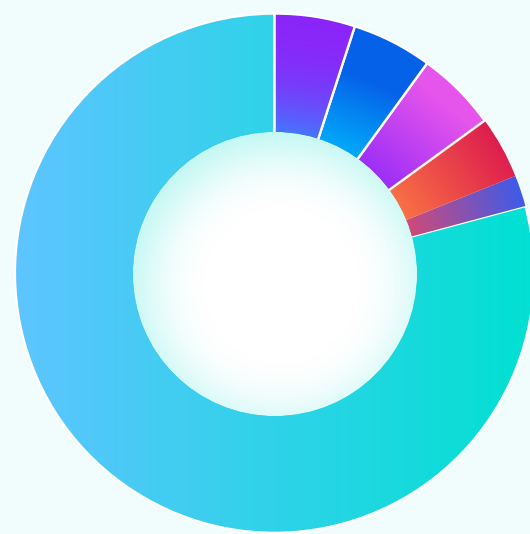
Global Gender Diversity



Male
64%

Female
36%

U.S. Racial Diversity
(Marketing)



American Indian or Alaska Native	0%
Asian	5%
Black	5%
Hispanic or Latino	5%
Native Hawaiian or Other Pacific Islander	0%
Prefer Not To Disclose	4%
Two or More Races	2%
White	79%

Global Gender Diversity

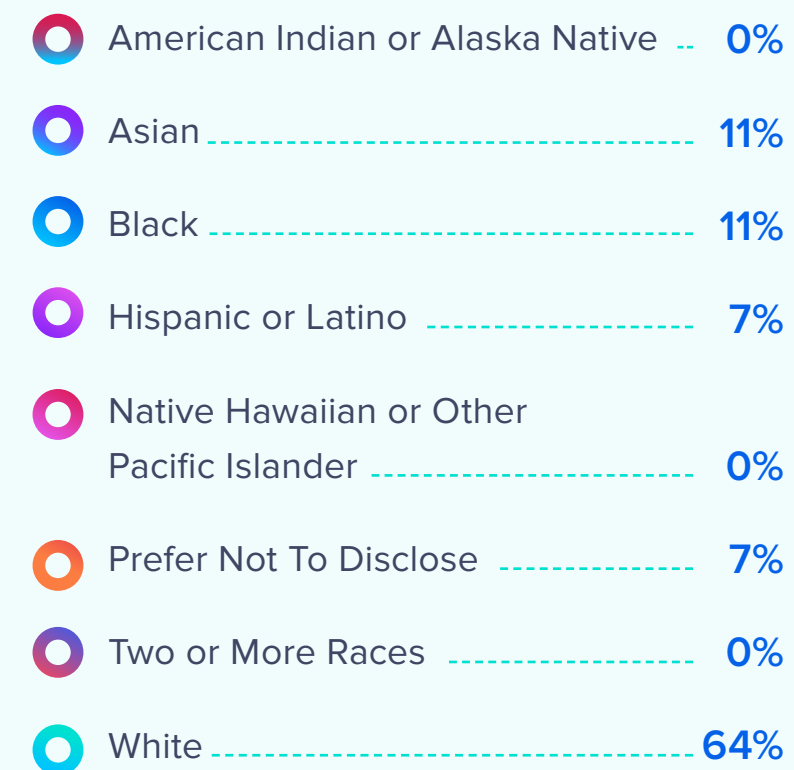
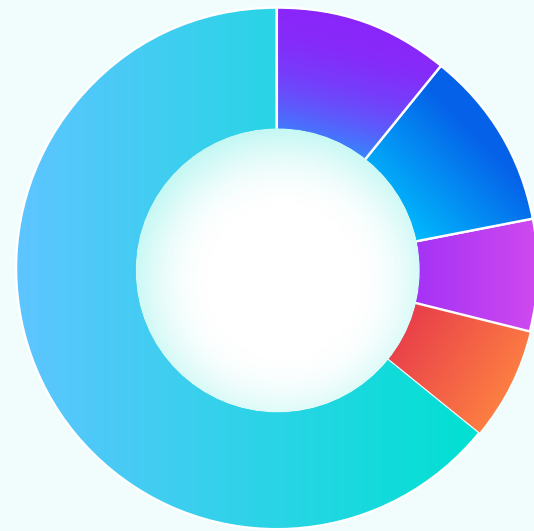


Male
49%

Female
51%

Ethnicity by Team

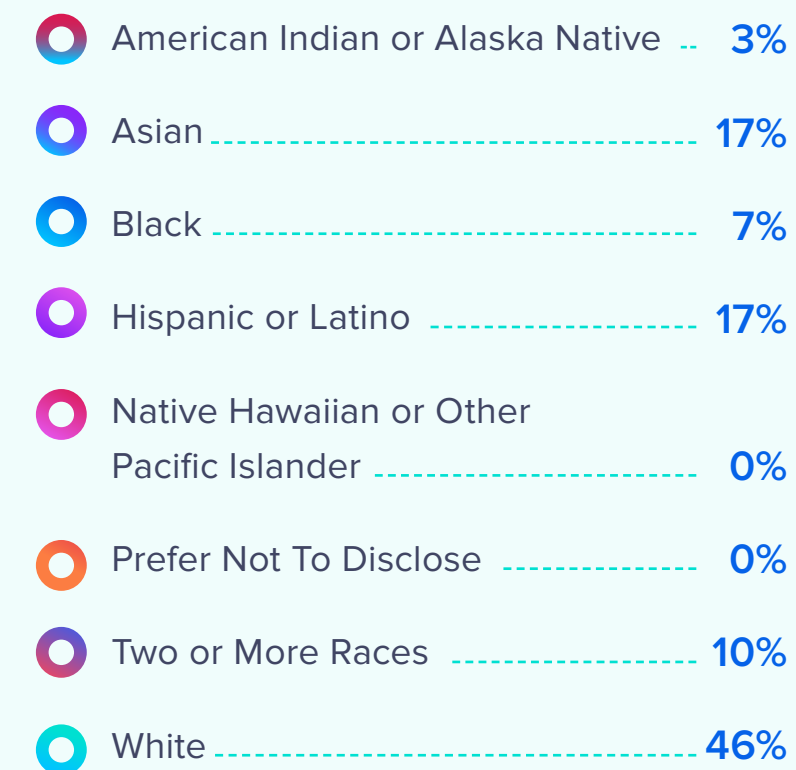
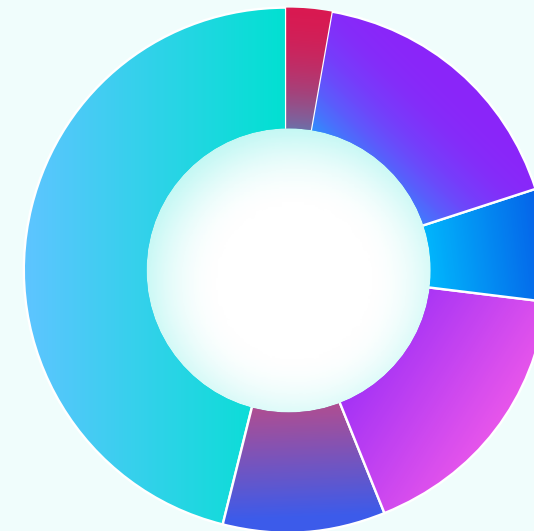
U.S. Racial Diversity (People Experience)



Global Gender Diversity



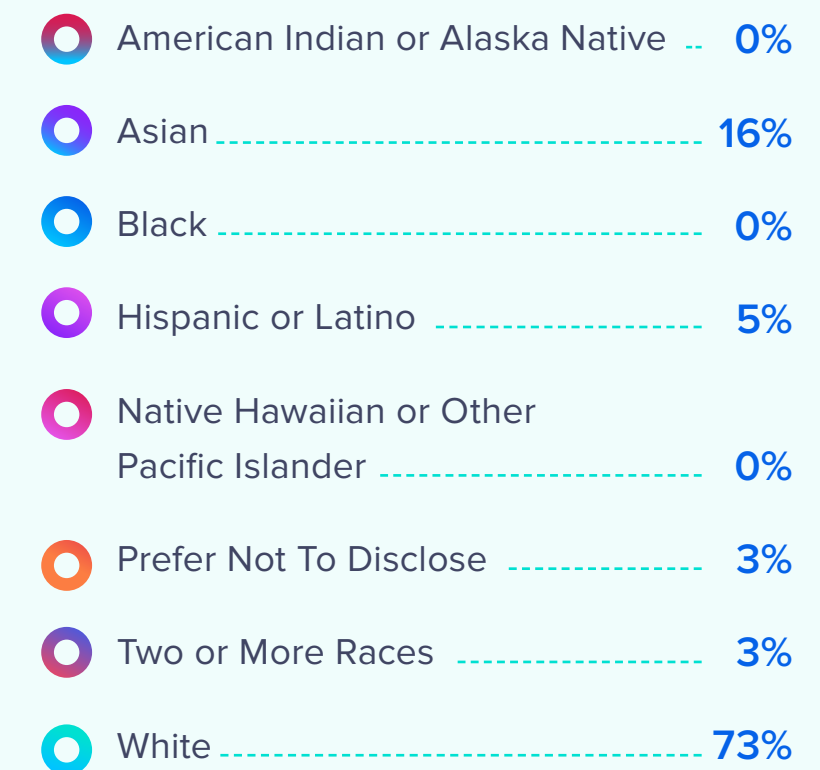
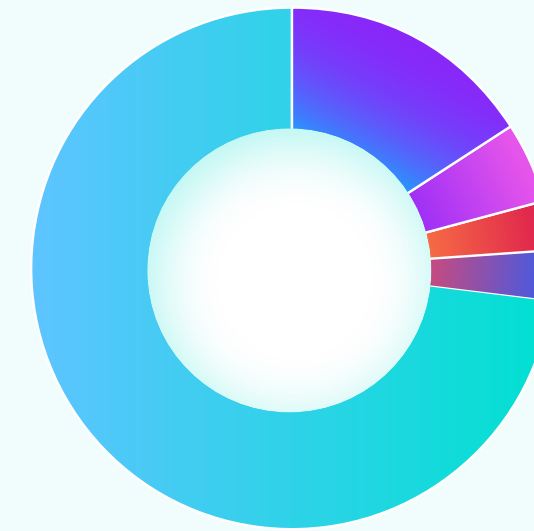
U.S. Racial Diversity (Support)



Global Gender Diversity



U.S. Racial Diversity (Services)



Global Gender Diversity



Self-Reported Categories

Reporting on gender, ethnicity, and age data helps us track progress on our diversity efforts over time, but they don't paint a full story. When thinking about diversity, we have to think about intersectionality — the many layers of identity people carry with them.

By collecting self-reported data, we're able to better understand how employees identify. In 2021, we launched our first-ever Inclusion Survey. This self-reported survey is anonymous and voluntary, and this year, we expanded the categories to include military veteran status and disability. 65% of our global employee base chose to self-identify. Of those who chose to self-identify:

25%

25% indicated that English is not their native language

7%

7% people/ persons are with disabilities

38%

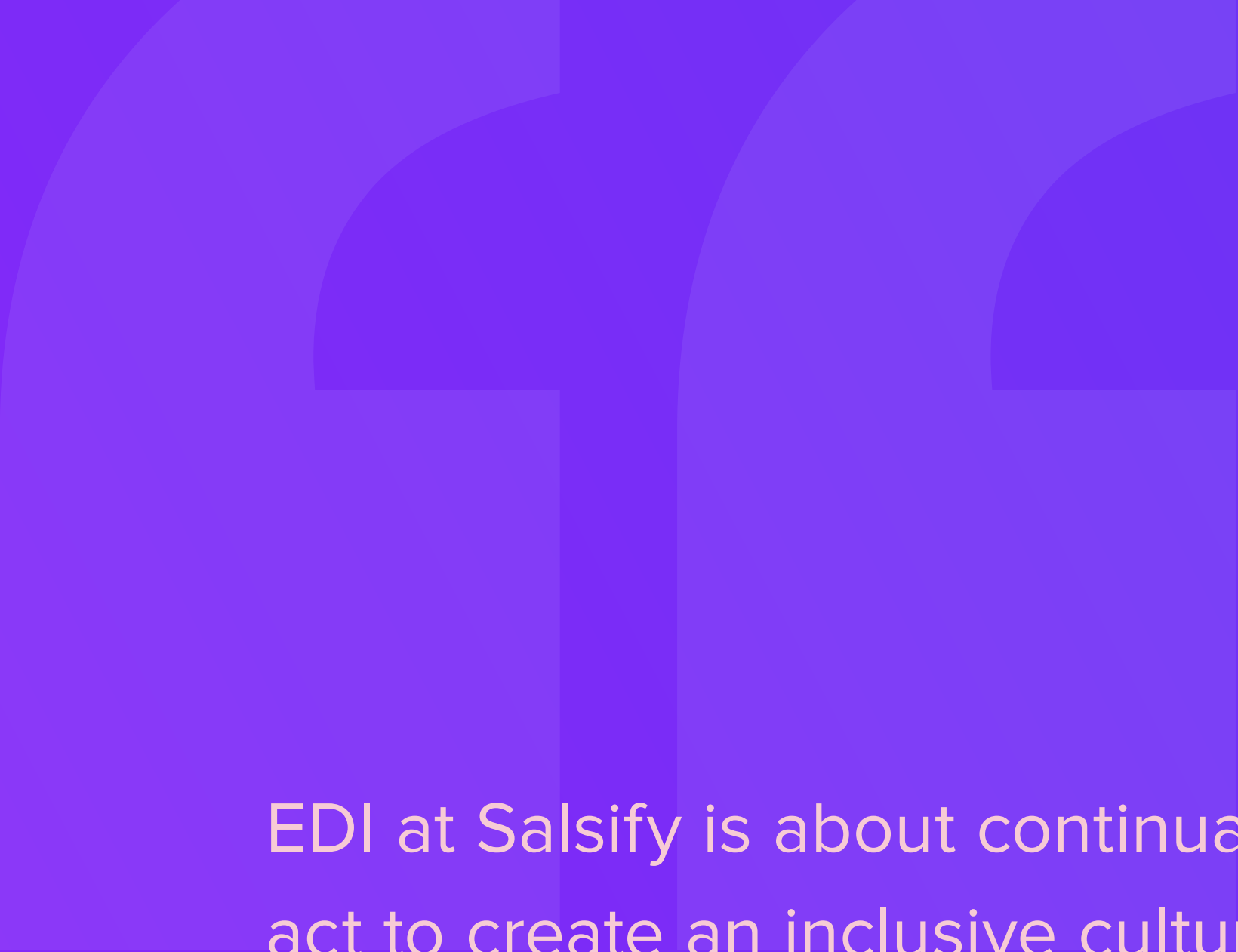
38% are parents (partnered/or single)

14%

14% are members of the LGBTQIA+ community

3%

3% identified as transgender



EDI at Salsify is about continually challenging ourselves to speak openly and act to create an inclusive culture where people from diverse backgrounds feel respected, heard, and feel like they have a safe environment for their personal growth and where they can reach their potential.

Josh Silverman
VP, PXM Product Management

Building a Salsify that is reflective and inclusive for all

We strive to cultivate a workplace where people feel empowered, included, and valued. We understand that people aren't defined by "checking the box" and people aren't defined by one dimension of their identity.

Our ED&I goals are focused on greater inclusion and representation of gender diversity, BIPOC (including but not limited to Indigenous Peoples, Asian/ Asian American; Black or African/ African American; Hawaiian or Pacific Islander, Hispanic or Latin(o/a/x), and Middle Eastern, or North African backgrounds), LGBTQIA+, those with differing abilities, those having military experience, and more underrepresented groups at every level of our workforce.

Investing in Diversity

- ▶ By the end of 2024, senior leadership positions in the U.S. workforce will be at least 20% POC and senior leadership globally within each department will be at least 30% female or nonbinary.
- ▶ By the end of 2024, the representation of POC in our U.S. workforce will increase to 30% — with at least 7.5% Black representation and at least 7.5% Hispanic/Latin(o/a) representation.
- ▶ Achieve year-over-year improvement in overall workforce representation of historically marginalized and underrepresented communities. This includes but is not limited to: women, gender non-conforming, nonbinary, those with disabilities, Black, Latin(o/a), Multi-racial, veterans, neurodiversity, and other historically underrepresented groups in tech.



Culture, Inclusion, and Belonging

- ▶ Developing a range of global racial equity and inclusion education programs for all Salsify employees
- ▶ Parental leave - Salsify has increased our parental leave policy to provide 10 weeks of leave at 100% pay for any new parent. This applies for birth or adoption.
- ▶ We made mental health a priority and added Talkspace as a benefit. Any employee, spouse, or dependent over the age of 13 can make use of Talkspace. Along with Talkspace we have brought in speakers for discussions on mental health and to provide tools for employees to be able to help themselves through stressful times.
- ▶ Expand the demographic data we track by the end of 2021. Give employees the opportunity to voluntarily self-identify data such as disability, LGBTQIA+, and military experience, first-generation identity.

Accountability and Transparency

- ▶ Annually release our racial and gender diversity data and ED&I initiatives.
- ▶ Provide breakdowns of our workforce that include attrition and hiring data by underrepresented groups and where we are on our four-year plan. Provide transparency on hiring and leadership disparities and progress made toward stated goals.

Expanding pathways to tech for underrepresented talent

- ▶ Working with external partner organizations to build community and provide resources to groups historically excluded from the tech industry.
- ▶ We launched our partnership with Hack.Diversity, a talent provider that partners with employers to tap into the full potential of the talent landscape by bridging Black and Latin(/a/o) technologists into the field and helping organizations evolve systems-wide practice to drive retention and promotion of that talent. In our first year, Salsify welcomed 5 interns to our Engineering team.
- ▶ We continued our partnership with Resilient Coders. Resilient Coders recruits young people of color from Boston and the surrounding area to train in software engineering, website development, and app design with a 14-week tech bootcamp. Resilient Coders strives for social justice through economic empowerment, and in the opportunity for meritocracy in tech by training people of color for high-growth careers and connecting them with jobs. In 2022, we are prioritizing identifying additional talent partners.



In June 2021, we rolled out a new tool, Textio, to help Salsify write and post inclusive job descriptions. Effective July 1, hiring managers will be responsible for filtering their job descriptions through Textio before kicking off recruitment for new positions. The goal is that every job posting on our website has achieved a score of 80 or more.

Textio is an augmented writing tool that allows leaders to write and update job descriptions to be as language-inclusive and neutral-toned as possible.

This new step will edge us even closer to meeting our ED&I goals as we scale globally.

How We'll Get there

Attraction + Recruitment 2020 actions vs 2021

It's critical that our recruitment strategy directly reflects Salsify's strategic priorities as we continue to hire at scale. As such, we've made a tremendous amount of progress around bringing equity into the recruiting process and continue to seek partnerships that will benefit our programming and hiring priorities going forward.

Investment Areas & Improvements Made to Date:

- ▶ Sourcing talent from underrepresented groups for our open and upcoming positions.
- ▶ Investing in a sourcing artificial intelligence (AI) tool in Q3 that will expedite our ability to identify and engage this talent in addition to LinkedIn Recruiter and Entelo.
- ▶ Creating a transparent and optimized candidate experience to ensure each candidate is set up for success throughout the interview process.
- ▶ Conducting interview training to bring awareness to our hiring values and characteristics of what success looks like at Salsify, and how we make educated hiring decisions.
- ▶ Posting our roles on job boards that are targeting forums and communities from which we're interested in hiring.
- ▶ Using Textio, which enables us to write more inclusive job descriptions.

Rose Pino, Head of Talent Acquisition



Development

In 2021, we released a new required virtual course on Unconscious Bias for all Salsify employees. This course is also a requirement in new employees onboarding. We also launched and facilitated unconscious bias training for the entire organization. Through the curriculum, employees were equipped with an understanding of how biases show up at Salsify, and how to address and mitigate biases both internally and externally.

In addition to our training workshops, we launched our Community Conversations series. This series is designed to invite all employees to engage in tough dialogue with the intent of walking away with better understanding and actionable steps to be an ally. We held events that addressed key ED&I themes in the past year, including actionable allyship, intersectionality, and more.

Going forward, we're committed to investing in the learning development of people managers and leaders to serve as ED&I champions. In 2022, we'll be investing in racial equity training. Through the racial equity curriculum, employees will be equipped with the tools needed to better understand racism, anti-racism, intersectionality, and actionable allyship.

ED&I Resources Library

This online resource will live on MySalsify, and provide employees with access to the library including topics such as defining equity, diversity, and inclusion; mitigating unconscious bias; allyship; intersectionality; identity; and power and privilege. In addition, we introduced key concepts and guides to help managers and employees have healthy, essential, and sometimes uncomfortable conversations.

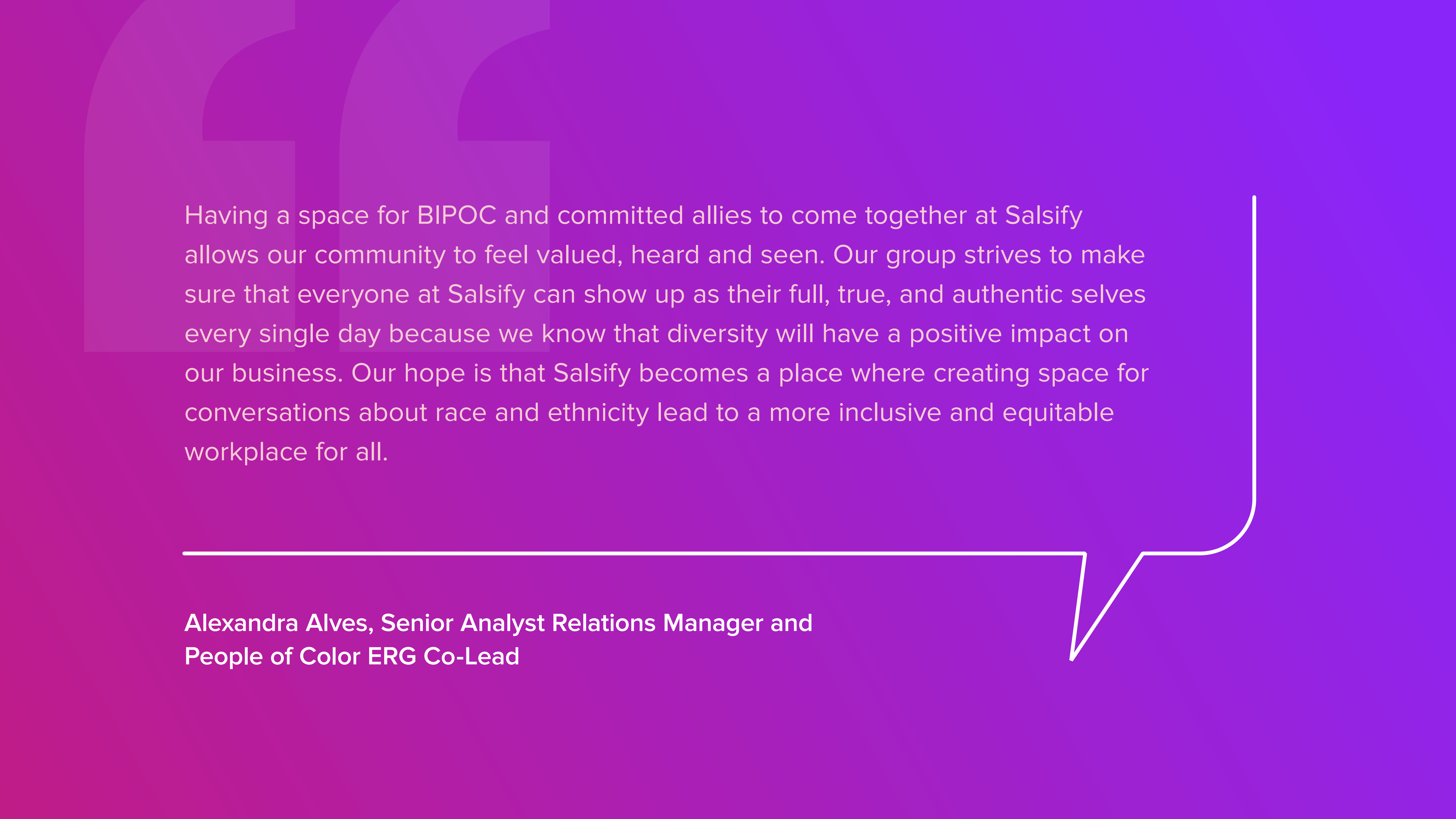


Retention

Progress towards our ED&I goals relies on intensifying our efforts that result in the increased promotion, advancement, and retention of underrepresented groups. As of date, when it comes to our efforts to retain underrepresented talent, we have room for improvement. Addressing retention is not about a single program or initiative. Retention efforts are entwined with recruitment, development, advancement, culture, inclusion, and leadership. We are focused on identifying and addressing systemic issues that perpetuate retention challenges, while also making efforts to hear from our community to better understand how we can do better.

Investing in Our Employee Resource Groups (ERGs)





Having a space for BIPOC and committed allies to come together at Salsify allows our community to feel valued, heard and seen. Our group strives to make sure that everyone at Salsify can show up as their full, true, and authentic selves every single day because we know that diversity will have a positive impact on our business. Our hope is that Salsify becomes a place where creating space for conversations about race and ethnicity lead to a more inclusive and equitable workplace for all.

**Alexandra Alves, Senior Analyst Relations Manager and
People of Color ERG Co-Lead**

Our Employee Resource Groups (ERGs)

Our ERGs are voluntary, open to all employees, and are based on shared characteristics or life experiences. These employee-led groups aim to build community, connection, share information, increase cultural awareness, assist in recruiting and retaining diverse talent, and strengthen our employees’ professional and personal growth. This past year, we have watched as our ERG groups have led meaningful and powerful discussions on important issues and topics. They’ve prioritized building spaces for learning, bravery, and diversity of thought and action. Although we can’t name them all, below are a few notable moments from each ERG.

LGBTQ+@Salsify: For Pride Month, the group leveraged the month-long celebration to talk about the importance of intersectionality and bring awareness to important and often forgotten LGBTQIA+ history.

POC@Salsify: made a commitment to bring awareness to topics and issues such as allyship, anti-Asian racism, multi-racial identity, Afro-Latinidad history, gender identity, and more. For Juneteenth celebrations, the group compiled a list of resources for employees to support Black-owned businesses as part of the company’s Juneteenth commitment to support Black-owned businesses by “hosting” a company lunch on us.

Women@Salsify: For International Women’s Day, the group led a powerful panel discussion that discussed the importance of mental health and the continued challenges women face in tech.

In 2021, we were recognized by Comparably for the following awards:



Best CEOs for Diversity 2021



Best CEOs for Women 2021
(Small & Midsize Companies)



Best Product & Design Teams
of 2021 (Large Companies)



Best Places to Work in
Boston 2021

Awards

Going Forward

This journey will not be easy. We'll celebrate the accomplishments along the way and meet the obstacles with determination, transparency, and open communication.

Our journey forward is committed to ensuring everyone feels included and has equal and equitable opportunities to thrive, enabling safe spaces for our employees to support their individual success and organizational resilience in a fast-changing world.

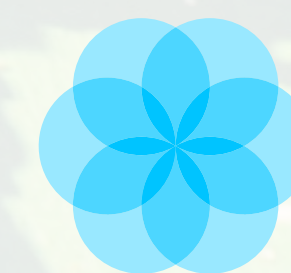
We'll continue to build with and for underrepresented and historically marginalized groups, to co-create solutions to address racial equity, gender equity, and accessibility from experts and leaders around the world. We'll continue to hold ourselves accountable. Outside of this report, we'll be transparent with all members of the community on our goals and actions.

In 2022, we're excited and eager to bring awareness to anti-racism concepts, designing toolkits to equip our people managers to become ED&I champions, and working with local and global organizations committed to ED&I.

We're so excited to have you join this journey and we look forward to the continued transformation of our corporate community.



[For more info, Click Here](#)



SALSIFY