



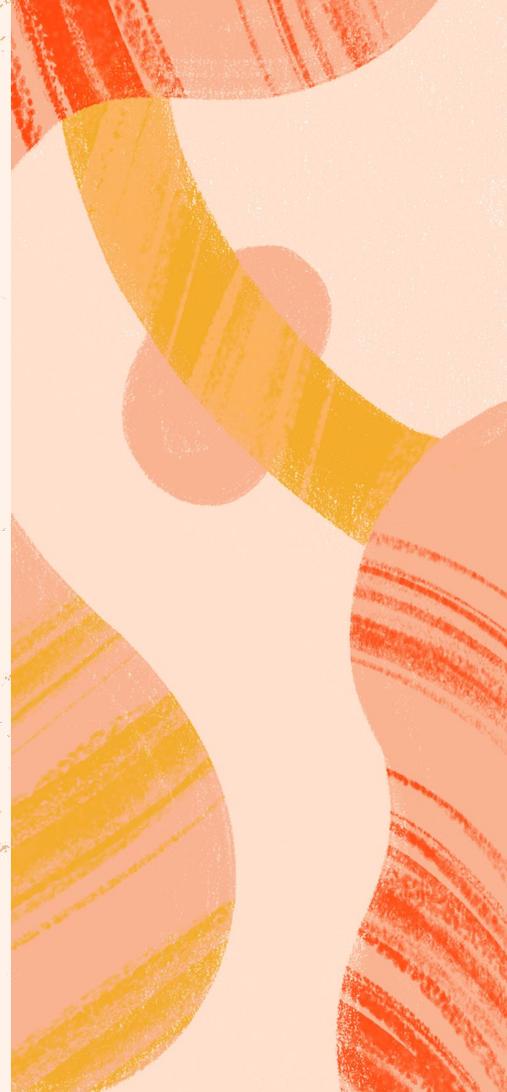
Diversity, Equity, Inclusion & Belonging Annual Report

APRIL 2022



Table of Contents

1. Introduction: A Note from our Chief People Officer
2. How We're Defining and Measuring DEIB
3. 15Five Diversity
4. 15Five Equity & Inclusion
5. 15Five Belonging
6. Creating Customer Transformation in DEIB



A Note from our Chief People Officer

In the time since we published our [2021 DEI report](#), 15Five has continued our commitment to and investment in building a diverse, equitable and inclusive company:

- In January of 2022 we hired a Sr. Director of Diversity, Equity, Inclusion and Belonging to formally develop, grow and measure our DEIB programs and initiatives.
- We completed several major benchmarking initiatives, including a compensation study and equity & inclusion analysis of our current handbook and benefits.
- We invested in Talent Acquisition, expanding our team and implementing new tools and processes designed to help us diversify our talent pipeline.
- We expanded our data collection and reporting to include representation data for disabled employees, veterans, and parents/full-time caregivers at all levels of our organization, and added a section specifically focused on belonging to our engagement survey.
- We continued our focus on employee and manager training, offering a wide variety of learning opportunities to provide awareness and education on multiple aspects of DEIB and allyship.
- And, as end users of our own suite of products and services, our People & Culture team contributed to product design, development, and end-user testing in order to better enable our customers to build diverse, equitable and inclusive workplaces of their own.



A Note from our Chief People Officer

We are proud of this foundational work and how it will enable us to grow our DEIB program in the upcoming year. In this report, we've shared our philosophy on DEIB and how we'll be measuring and holding ourselves accountable to progress. We celebrate our bright spots, acknowledge our areas of opportunity, and share the next steps on our journey to becoming an organization where every employee can truly be and become their best self.



DEIB

What, Why, and How

Defining DEIB



Diversity

Diversity is made up of the numerous human attributes that differentiate people from each other.



Equity

Equity is about treating people fairly. It's not the same as equality, which is treating everyone exactly the same.



Inclusion

Inclusion is made up of the behaviors that proactively recognize, respect and welcome diversity.



Belonging

Belonging is a mental and emotional state of feeling seen, valued, and supported for your uniqueness. "Belonging is the opposite of fitting in." ~ Brene Brown



Our Philosophy

15Five is committed to building a diverse team that represents a variety of backgrounds, perspectives, and skills. The more inclusive we are, the more our culture comes to life, and the better we can fulfill our purpose of helping people achieve their true potential at work.

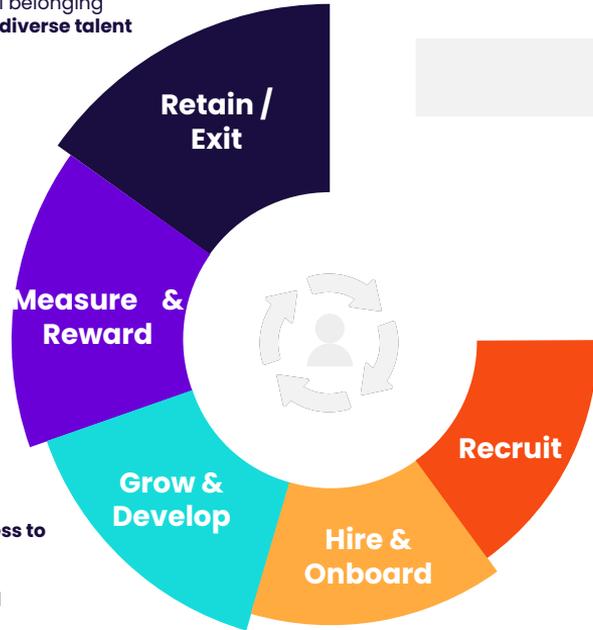


What does excellence look like?

- Engagement surveys measure **equity in the employee experience** and feelings of organizational belonging
- Retention programs **retain high-quality, diverse talent**

- Tools, templates and training support **unbiased reviews**
- Leadership calibrates compensation for **fairness and equity**
- **Benefits programs** proactively work to support employees of all genders, ages, abilities, family configurations, and lifestyles

- Employees are provided with **equitable access to growth** opportunities, development and promotions
- **Diversity of representation** is measured and prioritized at all levels of the organization



DEI&B isn't only about hiring diverse talent.

It's about designing each aspect of the employee lifecycle to ensure that formal and informal programs, policies and processes support equity, inclusion and belonging.

- Targeted recruiting efforts **attract qualified, diverse candidates** and ensure a diverse pipeline
- Tools and techniques **minimize unconscious bias** in the hiring process
- Hiring managers look for **"culture add"** instead of "culture fit"

- Managers **build and sustain a team culture** of inclusion and psychological safety
- ERGs create opportunities for **meaningful connection** and community
- New hire training **sets clear expectations** regarding values, behaviors, and treatment of colleagues



Measuring DEIB

Measuring DEIB

Diversity

Diversity is measured by collecting and analyzing demographic information.

This data is typically collected and stored in an HRIS.

The concepts of DEIB vary widely from country to country and culture to culture, as do laws and customs that govern the collection and storage of DEIB data.

15Five excludes employees outside of the US from demographic reporting, but includes all global employees in equity, inclusion, and belonging metrics.

Typical Data Points (US):

- **Gender**
- **Age**
- **Race/Ethnicity**
- **Disability***
- **Veteran Status***
- **LGBTQ+**

Less Typical:

- Immigrant Status
- Education Level
- English as a Second Language
- **Parent/Caregiver***
- Geographic Diversity



Measuring DEIB

Equity & Inclusion

Equity and Inclusion are measured by comparing demographic representation throughout the employee lifecycle, pre-hire to retire.

Analyzing E&I also includes a thorough review of benefits plans, employee handbooks, reasonable accommodations processes, and other HR policies to ensure equitable and inclusive treatment of all employees.

This data may involve integrations between talent acquisition, performance management, learning management, HRIS, and other systems.

Typical Data Points:

- **Candidate Pool** (Gem, Lever, self-reported data)
- Intern Pool
- **Interview Diversity**
- **Offer Diversity**
- **New Hire Diversity**
- **Promotion Diversity**
- **Performance Calibration**
- **Pay, Bonus & Equity Grant Calibration**
- **Current Leadership Demographics**
- **Succession Pipeline Diversity**
- Mentor/Sponsor/Coaching/Job Rotation Program Diversity
- Career Development/Leadership Development Program Participation
- **Voluntary and Involuntary Terminations**
- Rehires/Boomerangs
- **Benefits Audit**
- **Employee Handbook Audit**
- Recognition on the Corporate Equality Index, Disability Equality Index, etc.

Less Typical:

- Social Network Analysis
- Recognition Demographics (i.e., who is winning MVP, Employee of the Year, etc., awards?)
- Public Representation of the Company (e.g., Media articles, interviews, who is asked to represent 15Five at public events?)



Measuring DEIB

Belonging

Belonging is qualitative and is measured through sentiment surveys and other tools designed to capture how employees feel at a given point in time.

This data may involve integrations between employee sentiment, employee engagement, HRIS, and other systems.

Typical Data Points:

- **Self-Reported Employee Sentiment Survey Data**

Less Typical:

- Social Network Analysis
- Communication Network Analysis
- Benefits Usage (Are all employee demographics using parental leave, PTO, and other benefits designed to support work/life integration?)
- Social Media Mining (Glassdoor reviews, etc.)
- ERG Membership/Events Participation



15Five Diversity

US FTE Only as of April 1, 2022

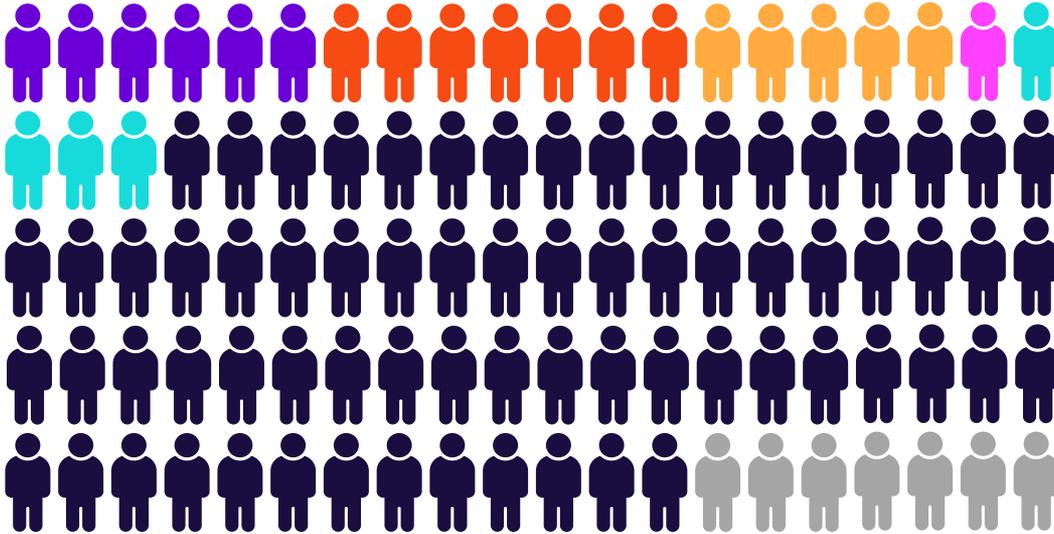
15Five Diversity: Gender



US Tech Sector: 74% men, 26% women



Five Diversity: Race & Ethnicity



6% are Asian

7% are Black or African American

5% are Hispanic or Latino/a/e

1% are Native American or Alaskan Native

4% are 2 or more races

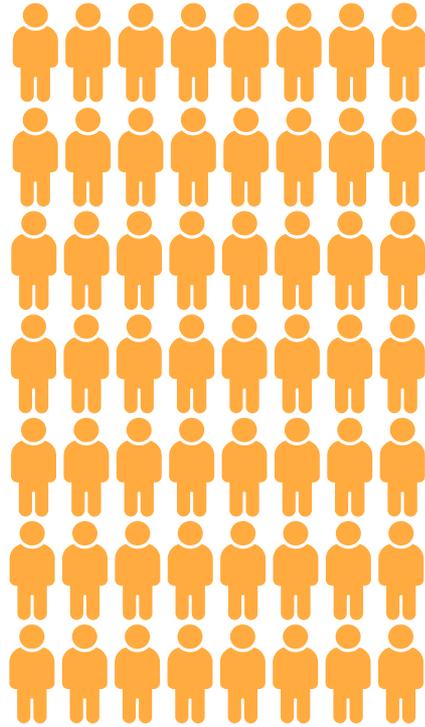
70% are White

7% have not disclosed

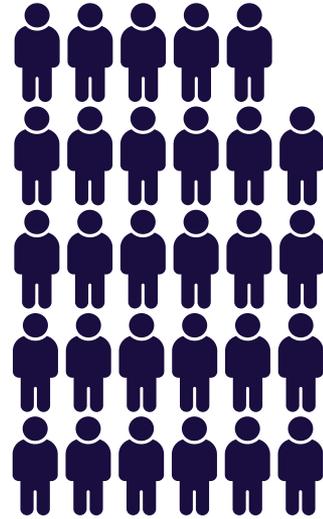
US Tech Sector: 61% white, 39% other races and ethnicities



15Five Diversity: Age



56% are 25-34 years old



35% are 35-44 years old



6% are 45-54 years old



1% are 55 years old or older



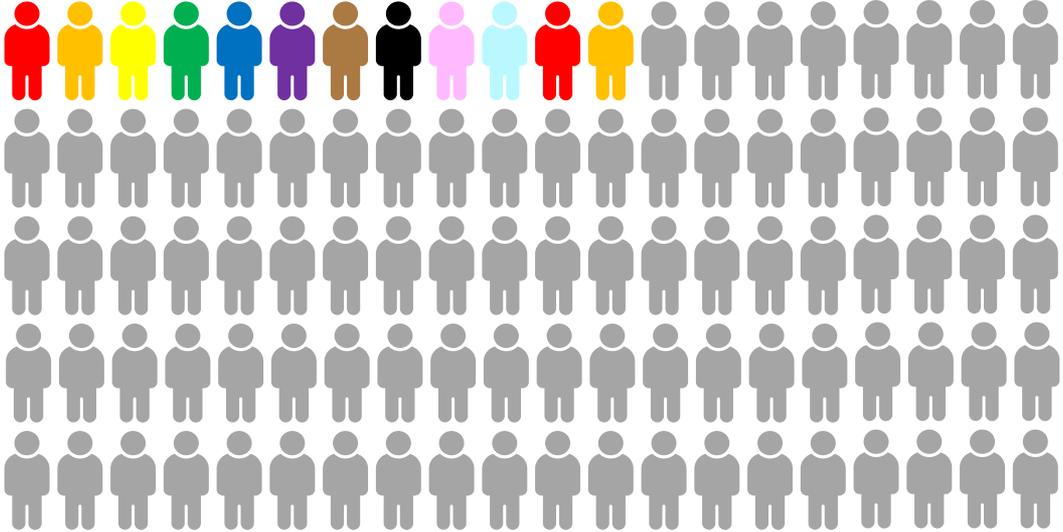
1% are 24 years old or younger



US Tech Sector: 46% under 40, 54% over 40

Five Diversity: LGBTQIA+ Orientation

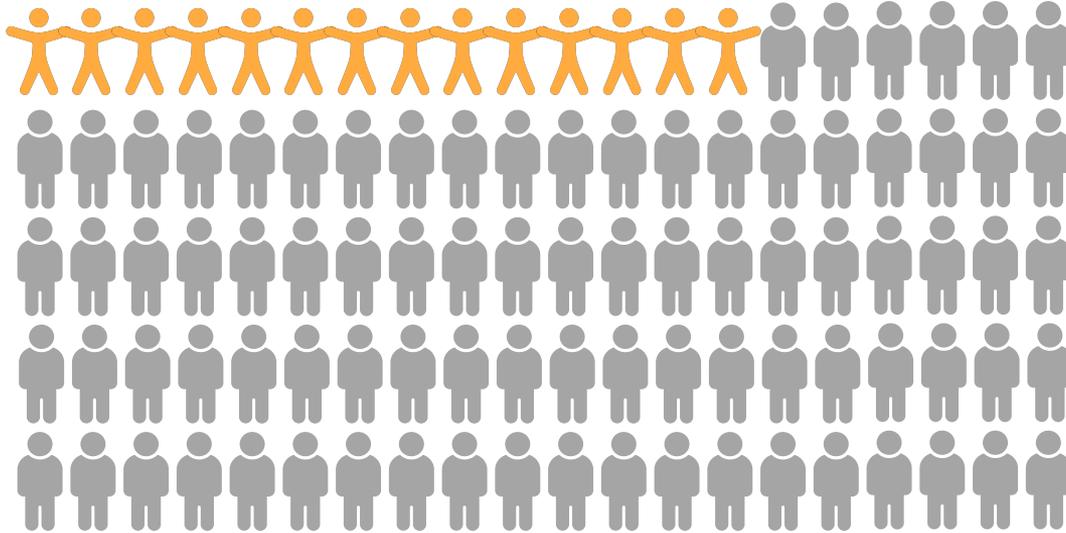
12% are LGBTQIA+



US Gallup Estimate: 5.6% of US adult population identifies as LGBTQIA+

15Five Diversity: Disability

14% have disclosed Disabilities

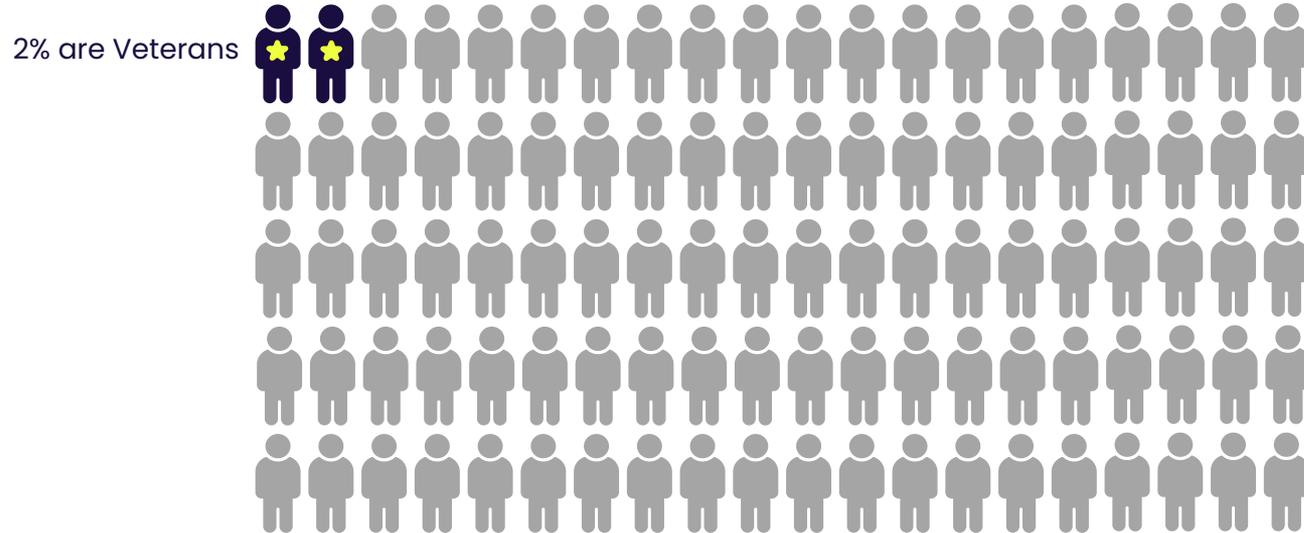


OFCCP Disability Employment Target: 7%



Did you know? This icon represents universal access and digital accessibility.

Five Diversity: Veterans

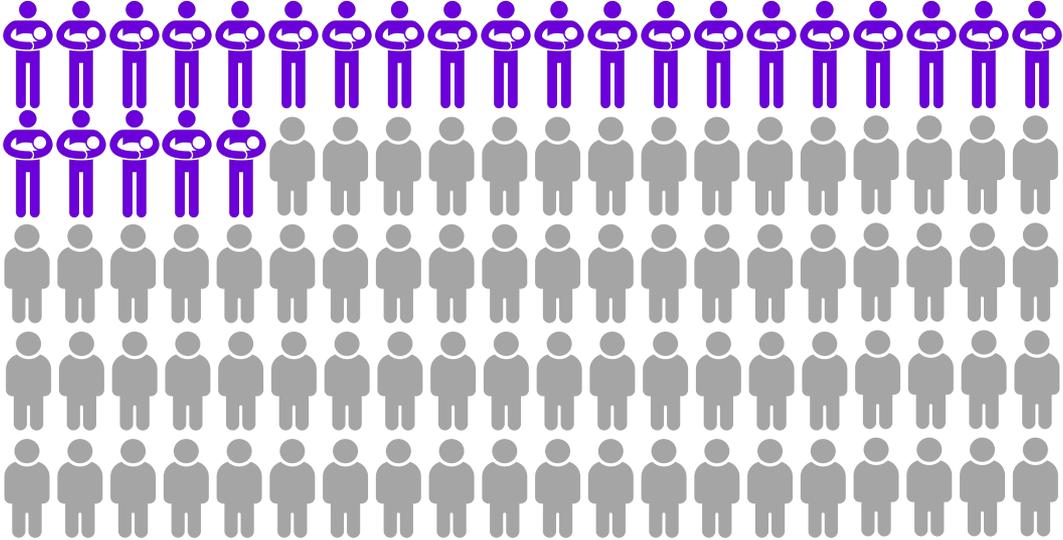


VEVRAA Employment Target: 5.7%



15Five Diversity: Parents & Caregivers

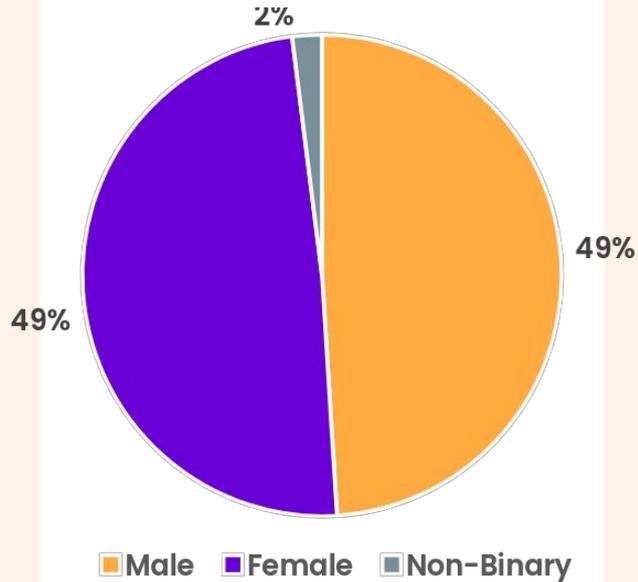
25% are parents or full-time caregivers



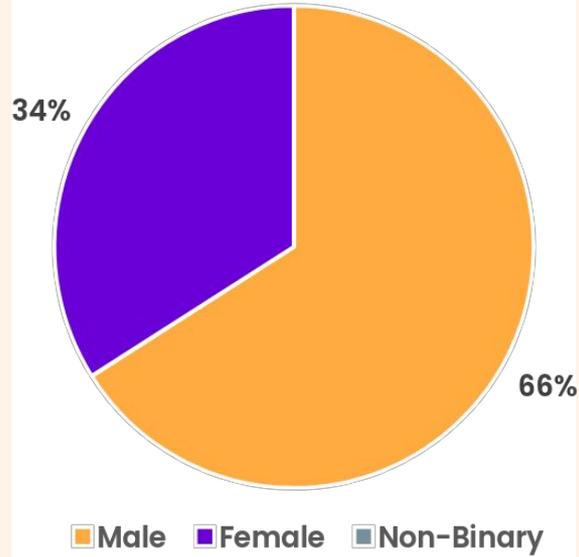
US Bureau of Labor Statistics: 41% of US labor force is comprised of working parents

Gender by Level

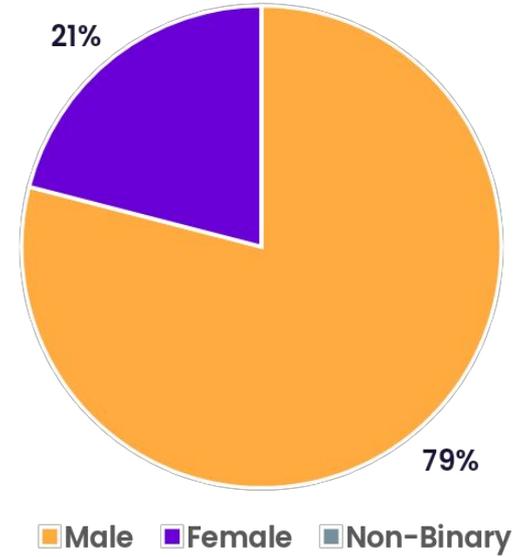
All Employees



Manager & Above



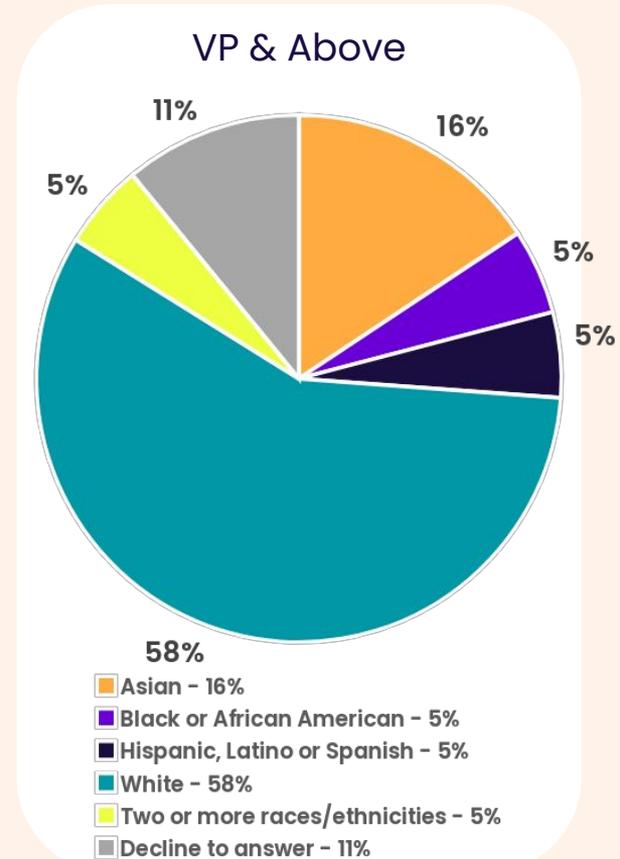
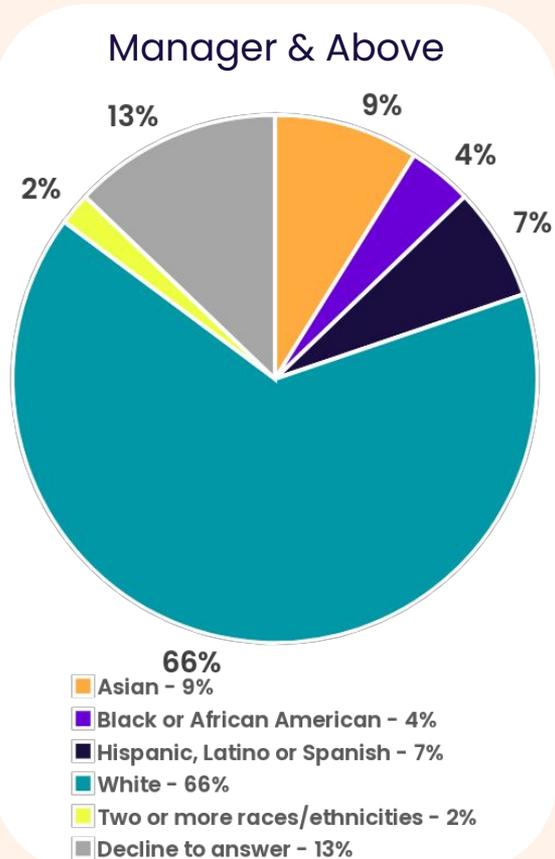
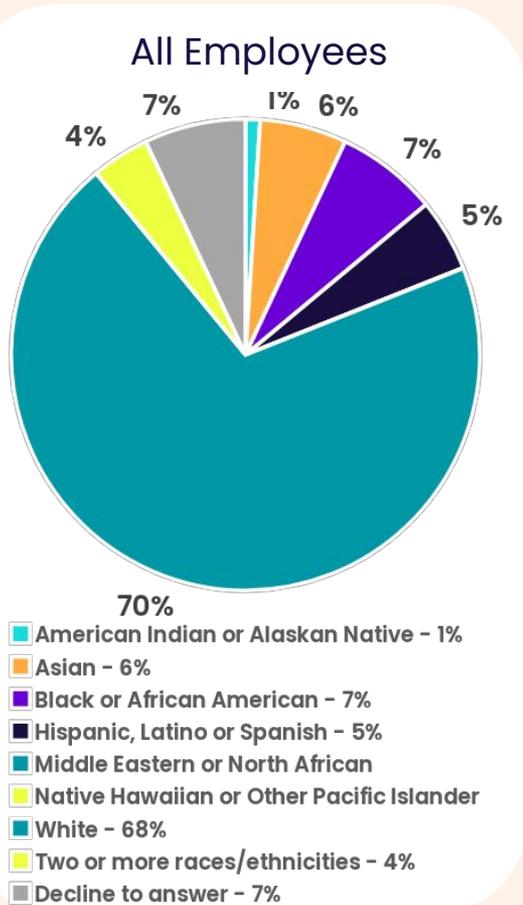
VP & Above



US Tech Sector Women in Management: 30%

US Tech Sector Women in Exec Management: 20%

Race & Ethnicity by Level



US Tech Sector Race/Ethnic Diversity in Mgt: 23%

US Tech Sector Race/Ethnic Diversity in Exec Mgt: 17%

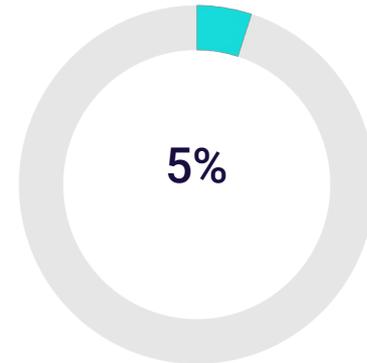
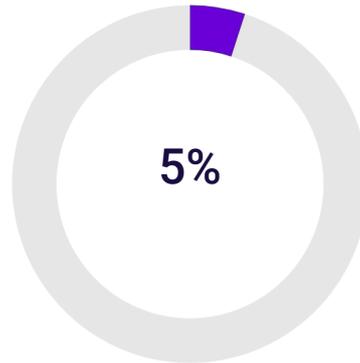
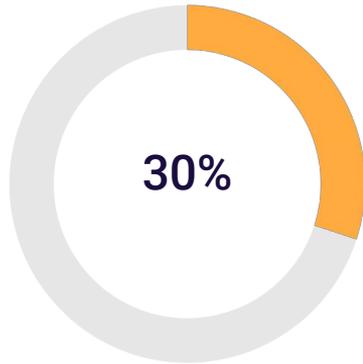
Other Diversity by Level

Are Parents or Full-Time Caregivers

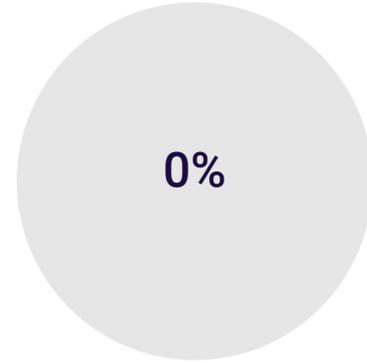
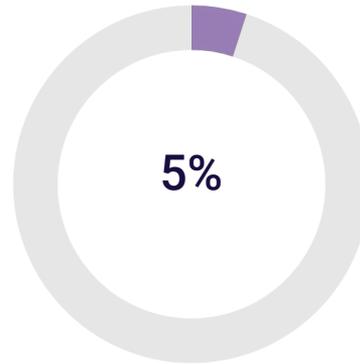
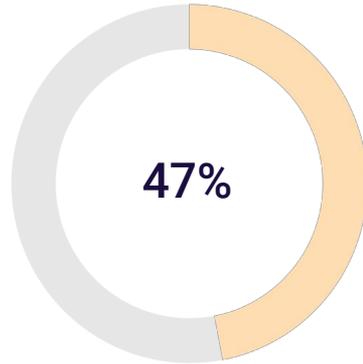
Identify as LGBTQIA+

Have Disclosed Disabilities

Managers & Above



VPs & Above



Diversity Insights

Bright Spots

- Strong representation of women across 15Five (49%) and at the Manager level (34%)
- Racial and ethnic diversity improves at VP level and above (opposite trend of most organizations)
- Above average representation of LGBTQIA+ people at all levels
- Above average representation of disabled people overall
- Parents and caregivers are well-represented in leadership, especially at executive levels
- Self-ID campaign improved the overall completion rate of our diversity data, with notably fewer employees declining to disclose

Areas of Opportunity

- Overall, we are underrepresented in racial and ethnic diversity as compared to both the tech industry and the US labor force
- Women hold fewer leadership roles, especially at the senior leader level (VP and Above)
- Self-ID is an ongoing effort and additional campaigns may be needed



What's Next? Diversity

We've implemented a new diversity pipeline tool to measure and improve top-of-funnel diversity and passthrough rates

We've expanded our diversity sourcing strategy to partner with more targeted professional and industry organizations

We're partnering with hiring managers to ensure diverse candidate slates for key positions and all leadership roles



Belonging

April 2022 Engage Survey Results

15Five Belonging

In our most recent employee survey, we asked a few questions about our 15Fivers' sense of belonging at work.

Overall, our employees reported a high degree of belonging (83%), comfort in discussing difficult issues (86%) and giving feedback to their managers (87%).

The biggest opportunity for us is to increase employees' confidence that their voices are being heard in the decision-making process and to improve communication about organizational changes that impact people's day-to-day work lives.



Belonging Insights

Bright Spots

- The following groups reported higher-than-average belonging scores:
 - Women
 - LGBTQIA+ employees
 - Parents & Caregivers
 - Veterans
- Parents & Caregivers scored above average on all 5 questions
- Black & African American employees scored much higher than average on discussing difficult issues and representation in decision-making

Areas of Opportunity

- Our Hispanic/Latine, Asian, and Disabled employees reported below average feelings of belonging
- There is a strong desire for greater representation in decision-making across most groups



What's Next? Belonging

Focus on Communications

Communication concerns are common for companies to experience as they grow past the 150-employee mark. Addressing them will not only help current employees feel more connected, it will also enable new employees joining 15Five to get up to speed more quickly. Recommended actions include:

- Changes to all-company weekly meeting (in progress)
- Internal-only podcasts (in progress)
- Focus on communications from the top, down
- Managers focus on listening, and intentionally and visibly sharing feedback from the bottom, up
- Greater focus on skip-level 1:1s to enable directors and VPs feel more connected to ICs and help ICs feel seen and valued

Expanding and Evolving our ERGs

Building out our ERG program while aligning our ERGs under a common structure and framework will help people be more cross-functionally connected and demonstrate ongoing executive support of diversity and inclusion



Equity & Inclusion

January 2021 – April 2022

Equity & Inclusion Programs and Initiatives

In early 2022 we completed a comprehensive compensation study, including the development of a compensation philosophy, job leveling matrix, and a first-ever company-wide bonus program which resulted in 75% of team members receiving a total cash increase and 60% receiving an equity top-up.

Combined with our use of 15Five's Perform platform, which is designed to mitigate bias in the performance review process, and our rigorous performance calibration process, this new comp plan is a big step forward in ensuring fair and equitable compensation for all of our employees.

In addition, we conducted a benchmarking review of our current HR programs, policies and processes against the criteria for the [Disability Equality Index](#) and the [Corporate Equality Index](#), and have established a roadmap to improve our alignment with their inclusive best practices.

Finally, we have kept our commitment to investing in DEIB education for our employees and managers, Multiple workshops, panel discussions, boost activities, guest speakers and eLearning courses were offered in 2021 - Q1 2022, highlighting numerous aspects of diversity.



What's Next?

Equity & Inclusion Programs

We're investing in our managers by providing training to improve the goal-setting, coaching and feedback conversations they have with their teams.

We have a continued focus on pay equity and compensation transparency, and will evaluate both on an ongoing basis.

We'll continue building manager and employee understanding of DEIB-related topics and issues through targeted learning opportunities.

And we will continue an annual analysis of 15Five's position with respect to national benchmarking indices. As our headcount & revenue qualify us to participate, we will apply for awards and recognition.



Creating Customer Transformation in DEI&B

January 2022 – April 2022

Customer & Product

Our Focus on DEIB extends to our customers and our HR Superstars community, providing 15Five's customers (and future customers!) with the tools to build more diverse, equitable and inclusive workplaces.

Contributions to panel discussions, webinars, blog posts, and our HR Superstars podcast demonstrate 15Five's commitment to DEIB and our expertise in this area.

We "drink our own champagne," beta-testing new product features, using our own products and services, and contributing to the design and development of Transform skills intensives and product vision types.

