Qlik® is paving the way to Active Intelligence – a state of real-time, up-to-date data and analysis that accelerates understanding, decision-making and action. Together with our customers and partners, we endeavor to drive positive, sustainable change throughout the world.
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Data has truly become the lifeblood of everyday personal and professional life across the globe. Universally it’s agreed that data’s volume and complexity will only grow in the coming years. Making sense of data – truly understanding its value and how to better analyze it for smarter and more impactful decisions linked directly to actions – will be a key focus for businesses and citizens alike for the foreseeable future.

Today there are huge gaps in both company and individual abilities to consume, transform and analyze data for action. Closing these gaps to improve decision making and helping to solve some of the world’s most challenging problems is at the core of everything we do at Qlik. We’ve made great strides this past year in bringing solutions to the market, both through acquisition and innovation, that close these gaps. These include our continued leadership in data literacy, debuting the industry’s first data literacy as a service offering, along with delivering the industry’s first true end-to-end data integration and analytics platform.

Over the past year we’ve fully integrated our Attunity acquisition, which brought us market leading change-data-capture and data management automation capabilities, and pulled these features into our Data Integration platform. This platform, which also includes our Qlik Catalog, helps organizations automate and better organize, prepare, transform and deliver real-time quality data to their entire organization for analysis. This is a game-changing solution that can manage any type of data from any source. This allows customers to truly leverage the cost-effectiveness and scale of the cloud and SaaS to bring more data to more employees when they need it for impactful decision making.

The past year has seen also tremendous growth in our philanthropic work with the launch of Qlik.org. Starting last year, the Qlik.org charter evolved to focus on helping to drive positive change in the global climate crisis through data. This year we expanded our award-winning work with cornerstone
partners like Medair, C40 Cities and the United Nations to help create real impact for global populations that in one way or another feel the effects of climate change.

The other major societal shift taking place this past year focused on diversity and race relations. Although I am certainly proud of Qlik’s culture, for every organization there is continuous work to ensure the fostering of a safe and inclusive environment for employees, customers and partners alike. Qlik has been on a journey this past year to take an honest look at our culture, and identify areas where we could improve our diversity and inclusion. Over this year we executed multiple staff-wide trainings to help employees identify inherent bias and established multiple Employee Resource Groups to more directly support our LGBTQ+, Latino and Black communities.

I am encouraged by the enthusiasm and feedback we are receiving so far and look forward to the continued growth we will all achieve together to make Qlik the best environment possible for all our employees around the globe.

COVID-19 has put data at the center of every major decision these days – from governments trying to manage public health and safety while evaluating re-opening our economies, to businesses trying to manage through tough times while preparing for the return to work. We’ve connected our customers – across every industry – to share best practices and solutions. Qlik.org also took on an increased significance due to the new realities brought on by COVID-19. Working with partners such as Direct Relief and the Private Sector Roundtable, our teams played and will continue to play an instrumental role in supporting global efforts to respond, recover and rebuild from the crisis.

As we responded to the crisis, the health and safety of everyone in our global Qlik community was, and remains, a top priority even as we continue to provide superior service to our customers and partners.

We are fortunate that we have a large, broadly distributed workforce that has given us built-in business resiliency and redundancy. We deployed our business continuity plans allowing our personnel to use secure, remote technology to support our customers. Our support team is based around the globe and we have not seen any disruptions in customer support. We have also been able to provide a full range of consulting services to our customers remotely.

Though a challenging year, through it all our commitment to our customers, partners, employees – and vision for a data-literate world – has never wavered. We value your continued partnership and look forward to continuing to support you in the months and years ahead.

The health and safety of everyone in our global Qlik community remains a top priority even as we continue to provide superior service to our customers and partners.
Everything we do within our Qlik Corporate Responsibility program is designed to establish immediate impact and value with partners derived from the use of data and analytics. We also look to set those partners on track for success for years to come. This has been — and always will be — the simple purpose that defines our goals as we now focus our vision beyond 2020.

This past year, we accomplished considerable work with partners by helping them launch major and exciting programs. We are very proud to have ignited significant conversations, generating solutions for global sustainability and humanitarian efforts. With an active commitment to environmental and socioeconomic issues, Qlik launched Qlik.org to tackle challenges ranging from climate change, population displacement and water conservation. With Qlik.org, we expand
our ability to leverage data and transform it into meaningful action across the globe to create a sustainable, data literate world within all sectors of business and society.

Qlik is proud to support hundreds of nonprofits around the globe with software, training and services. In 2019, Qlik donated software to numerous organizations in support of their mission and worked with others to present on the importance of sustainability. This year brought an unprecedented challenge in the form of the COVID-19 global pandemic. Within the period of a few short days, we not only needed to reorient our operations to allow our staff around the world to work-from-home, we also felt a moral imperative to find ways to apply our advanced capabilities to help address the burgeoning crisis.

In addition, we were able to harness our capacity to directly address some of the most pressing challenges this crisis has brought upon the world. In collaboration with Direct Relief, a renowned NGO focused on global health issues, we developed and deployed a series of technology-based tools that provided healthcare workers with essential capabilities.

These included:

• Developing data-driven analytics and solutions to facilitate the provision of personal protective equipment (PPE) to safeguard health workers
• Collaborating with infectious disease epidemiologists, technology companies and public agencies to use aggregated mobility data to support the COVID-19 response.

We are very proud of our response and the resilience of the Qlik team in these trying times. Together we showed that even when confronted with unanticipated challenges and extreme circumstances we rose to the occasion and showed the world what Qlik can do.

As we look forward to the important work ahead to address our world’s largest challenges, we do so with a vision to involve more customers and partners, especially more young people, in order to deepen our commitment to a sustainable future for every person and our planet.

Thank you for your support of our work. We look forward to working together as we build the “world we want.”
Thought leadership and innovation are foundational in creating value for our customers and stakeholders.

Innovation

Innovation is central to Qlik and is a shared responsibility throughout our organization. The most direct way to measure our success with innovation is through our products. This is done by counting the number of ideas that are turned into desirable products that our customers need. The difficulty or complexity of our clients’ problems pose no barriers to our innovative process. In fact, we often seek the biggest challenge our clients face in order to design products to solve it.

Historically, many of our innovative ideas have been developed into products and features. For example, we were the first to provide end-to-end data solutions from collection to insightful analysis. While our conversion rate of ideas to products is qualitatively high, we have been actively working over the last three years on ways to quantify our progress. These innovation measures will complement our existing KPIs around quality, turn, productivity and velocity.

Qlik Labs

We take pride in our expert research and development teams and the innovative solutions they bring to the table. We took our R&D to the next level by adding a senior executive in 2019 to foster engagement and build tools to serve our customers directly. Regardless of the size or complexity of the problem, Qlik Labs is committed to finding the optimal solution to all data and analytical needs. We are confident in our solutions because we create them in partnership with our clients. This open collaboration lets us know our customers are getting exactly what they need, and lets them know their unique and nuanced needs will be met.

The Power of Data Integration

Our track record for innovative ideas speaks for itself. We were the first to market with end-to-end solutions for data integration and analytics. In May 2019, we completed our largest acquisition by purchasing Attunity in order to deliver these complete solutions. With Attunity’s data management solutions combined with Qlik’s data analytics and customer collaborations, our ability to innovate and meet customer needs has never been greater.

With the acquisition of Attunity to offer enterprise-wide data integration, we further our mission of turning raw data into actionable insights by combining its data integration platform with Qlik’s cutting-edge analytics. We accomplish this by utilizing Attunity’s experience and expertise for data warehouse automation and managing and creating data lakes with real-time data collection. From there we can create business-ready data catalogs and provide analytic applications for our clients using the most up-to-date and relevant data, allowing them to make decisions based on current, real-world conditions.
Save the Children

In September 2019, Qlik partnered with Save the Children, a charitable organization working to protect and enrich children’s lives through programming, emergency response, and advocacy. With donations and fundraising as the primary revenue sources, Save the Children suffered from siloed data, preventing them from viewing their outreach efforts in real time. Qlik, partnered with Microsoft Azure, was able to provide real-time data integration software with data lake and warehouse storage capabilities, creating a powerful combination that helped address disconnected data.

Innovation and Thought Leadership

It is difficult to stand out in the noisy and fragmented data analytics market. This is why we rely on innovation and thought leadership to rise above that crowded marketplace and establish ourselves as a top service provider. We are frequently asked for input on how analytics and business intelligence technologies can create real value, as well as how our customers can leverage that added value to solve emerging business problems.

A strategic priority

Thought leadership demonstrates how we make a difference for our customers and the world by addressing current issues and anticipating future needs. It is essential to inspire current and future employees at our company. It demonstrates how we make a difference for our customers and the world by addressing current issues and anticipating future needs. It also helps our functional organizations achieve their own goals: the sales team has an easier time selling, marketing has communicable and appealing content, and the customer success team helps customers unlock business value. As a result, everyone at Qlik works with a sense of pride and purpose. Led by Drew Clarke, the Chief Strategy Officer, and Rick Jackson, the Chief Marketing Officer, the strategy management and marketing teams are primarily responsible for thought leadership, articulating who we are and how we are recognized from bringing out technology to market.

Activities and measures

We use several methods to benchmark our success. We measure our marketing share of voice by examining Qlik’s engagement through search mechanisms such as Google, Twitter, and other platforms. These indicators tell us how well our solutions are performing. We also conduct programs and surveys with our target audience and our existing customer base.

Environmental, social, governance performance

Our corporate responsibility strategy is structured around helping generate long-term value for customers and for Qlik. From an economic perspective, companies and organizations have used our solutions to drive stronger economic value for themselves and for their customers or constituents. We also have several examples of public sector organizations using our platform to create positive social impacts, such as crime prevention and pandemic modelling, and of numerous customers leveraging our technology to reduce environmental impacts, including water consumption and waste generation. By engaging organizations with our Corporate Responsibility Program, we are able to help them accomplish their missions in addition to generating more understanding in the market for our differentiated solutions.

Thought leadership demonstrates how we make a difference for our customers and the world by addressing current issues and anticipating future needs.
In 2019, we displayed the power of big data management and integration with leading analytics and business intelligence at Vancouver International Airport. The airport uses Qlik analytics solutions to optimize how people move through its facilities by streamlining security, preventing points of congestion, and preparing facilities before busy times, among other goals. To accomplish this, the airport deployed a system of applications from Qlik Analytics and Real-time Data Flow to capture passenger data, ranging from number of bags to layover times, and then analyzed that data to provide valuable insights.

A data literate world

Our bold vision of creating a data literate world has led us into new areas in 2020 and beyond. As a result, we’ve established three domains as part of our intellectual footprint.

The first revolves around data proliferation. As we look at market trends, data is increasingly generated by devices, sensors, machinery, cars, and other vehicles. In 2019, we displayed cutting-edge thought leadership regarding discovery through big data with the purchase of Attunity. This merger brought together the leading provider of data integration and big data management software solutions with the market’s leading analytics and business intelligence platform, accelerating enterprise ability to turn raw data into actionable insights across the organization through real-time analytics. This powerful combination of analytics and data management is fast becoming the gold standard that customers demand from their data solutions provider.

The second aspect of leading through data and analytics is the architecture of decision-making itself and the execution of a decision. Decisions are made now by human beings, as well as by humans connected with other humans through a network economy. At Qlik, we see the human being as the cognitive intersection between data and analytics. This year we also purchased CrunchBot and its experienced team of AI professionals to help users more easily and regularly inject data and insights into workflows. This kind of automation makes data analytics an everyday collaboration and decision-making tool.

Our third area of emerging innovation and thought leadership is related to new technologies in artificial intelligence and machine learning. While automated data intelligence can augment human decision-making in general, business decisions will remain with human beings. However, the consequences of each business decision — such as the actions taken as a result — are becoming increasingly automated. Once each decision is made, it can trigger a series of machine-driven actions, accelerating the execution of the human-led decision.
process. This strengthens our goal of spreading data literacy by providing augmented intelligence to our users to solve problems in real-time.

Customer Value

Our holistic approach to creating customer value involves helping organizations build a data-driven culture to maximize their return on investments in people, technology, and the process as a whole. We call this approach Data Literacy as a Service. Customer-centric thinking goes beyond providing a product; we help customers realize their individual and unique goals and become data literate. We see ourselves as a partner, helping to drive our customers’ business outcomes and accelerate their impact, rather than merely being a retailer.

Roles and responsibilities in delivering customer value

As a customer-centric organization, we consider user experience and customer success in everything we do. As we develop all our products, we seek to define an explicit customer value proposition for each function or capability. Qlik has many departments that are integral to creating and supporting a great user experience and the perception of the product value. This starts with the design and development of our product roadmap by the R&D organization. Our product marketing and strategic marketing organizations are responsible for conveying the value of the technology. They also use the voices of our customers to articulate how Qlik technology can be leveraged to deliver this value in the real world. As customers and organizations become aware of our solutions, our sales organization engages with them, either as a direct sale by Qlik sales employees or indirectly through our partners.

Once a customer is signed, our Customer Success Organization focuses on helping them adopt and utilize our platform and align it with their priorities. Roberto Sigona, our Customer Success Officer, drives the agenda to further improve our customers’ experience, removing silos and improving the way we measure outcomes. Customer support is also a crucial element of overall customer success. If our customer commitments break down, issues can be addressed in two ways: first, via a product request through our customer support system, which offers a comprehensive, well-documented process to resolve support issues; second, for issues that do not concern technical support, customers can email or call us directly.
**Advancing customer value**

We are passionate about creating impact and therefore constantly challenge the status quo. In 2019, we continued to work on keeping our customer promise: to be easy to work with, deliver rapid time to success, and provide innovative solutions. In May, we released our enterprise SaaS offering for data analytics. Our SaaS offering allows customers to immediately take advantage of our technology, as the software can be used via our cloud, instead of having to create their own infrastructure environment first. This solution accelerates the time to insights and impact, reduces infrastructure and management overhead costs, as well as enabling rapid scalability.

**Analytics is only as valuable as the range and quality of the data used.**

Analytics is only as valuable as the range and quality of the data used. Customers often struggle with easy, yet governed access to all the right and relevant data they need to make informed decisions. Thus, Qlik invests heavily in solving data availability, cataloging, and access challenges head-on, with a full data integration platform offering. This platform allows companies to establish data pipelines from multiple raw data sources, including legacy systems, into modern cloud-based data warehouses. The goal of this data pipeline is to have a robust infrastructure and process for delivering timely, relevant, actionable data to analytical tools and platforms, which helps business decision-making, growth, and transformation.

Qlik’s technology can be deployed anywhere with a modern, multi-cloud architecture, providing data on-demand to all users with enterprise-grade security and governance. This allows Qlik’s customers maximum flexibility in their choice of how, where, and when they want to use Qlik’s technology without being locked into one infrastructure.

**Measuring our success**

Data also leads the way at Qlik when measuring the value we create for our customers. The first sign of positive customer value perception is when our customers are willing to enter into a dialogue regarding the benefit they receive from our solutions. Numerous customer case studies illustrate our success with this metric. We use our top customers, which are usually large, global organizations, as a benchmark. If we can manage to advance their business with our solutions, we are confident in our ability to do so with other customer segments.

A second indicator is the adoption and utilization of our platform, which we measure through on-premise usage statistics and on-cloud loading statistics. Third, we measure customer satisfaction via the rates for maintenance renewals for our on-premise products, and new and continued subscriptions to our on-cloud products. This is the ultimate test as customers who do not receive the value they expect will discontinue their services.

We also ask customers directly for their feedback on our technology and how it helps them achieve their business goals. Surveying our customers enables us to learn more about their perception of Qlik. Customers’ responses have been very positive and describe Qlik as “innovative,” “differentiated,” and as being a “trailblazer.” Standing out from our competitors is particularly relevant when operating in a crowded analytics marketplace. Through platforms including “Qlik Community” and “Qlik Nation” we are able to mobilize our customers and partners while giving back to them. The platforms create a platform to engage as well as offer excellent support and services to the members. Qlik Nation uses a points-based system to encourage participants to take part in various “challenges” such as writing product reviews, completing surveys, or reading blog posts. Qlik Nation members can then
Measures of Positive Customer Value Perception

**INDICATOR 1**
Our customers are willing to enter into a dialogue regarding the benefit they receive from our solutions.

**INDICATOR 2**
The adoption and utilization of our platform, which we measure through on-premise usage statistics and on-cloud loading statistics.

**INDICATOR 3**
Customer satisfaction via the rates for maintenance renewals for our on-premise products, and new and continued subscriptions to our on-cloud products.

redeem accumulated points in various ways such as for Qlik swag, gift cards, and free consulting hours. We are further working on humanizing the world of customers through these platforms as well as talking to people via social media channels.

We also value recognition from our partners and analysts regarding our offerings. In 2019, we were recognized for the following:

- DBTA 2019 Best CDC Solution
- DBTA 2019 Best Data Integration Solution
- BARC’s The BI Survey 2019: #1 for Customer Experience and Performance Satisfaction
- Gartner recognized Qlik as a Magic Quadrant Leader for the 10th year in a row in Analytics & BI and as a Challenger for Data Integration Tools

To learn more about how we’re recognized, please visit our website.
AN INTERVIEW WITH

Itamar Ankorion
Senior Vice President, Technology Alliances

Itamar, you joined Qlik in May of 2019 through their acquisition of the data integration company Attunity, resulting in the newly formed Qlik Data Integration division. How do you use this new division at Qlik to better serve customers?

Looking at what Qlik has done in terms of both diversifying the offerings we bring to market and then helping customers with their broader journey through modern analytics, we start with capturing available data and making it ready for analytics, and then add meaningful analytics of that data. This end-to-end solution reinforces our goal of creating a data literate world as well as helping our customers get faster answers to their problems. By aligning data integration and data analytics with customer innovation, we are providing them with the agility needed to adapt to customer needs and changing markets.

While at Attunity you were the Chief Marketing Officer. What is your new role at Qlik?

While at Attunity I oversaw global marketing, strategic alliances, product management, and corporate development. After the acquisition, my focus shifted to two main areas at Qlik. I managed Qlik’s data integration business, helping to bring these products to market as part of the Qlik portfolio. The second and my current focus is on technology partners and alliances for Qlik. In this role we’re building an ecosystem of technology partners that complement our platform to provide more value to our customers. We also focus on aligning our efforts with a few, strategic technology partners that are shapers of the industry, including AWS, Microsoft, and Google, among others, which provide innovation platforms for data analytics. We aim to improve the overall value to customers through these partnerships by ensuring our products and teams can work in tandem with these industry shapers.

How does Data Integration solutions help Qlik deliver value to its customers?

Attunity brought Qlik from just a data analytics company to a data integration and data analytics company. Qlik was already well established as a top data analytics provider, however analytics are only as useful as the data that’s provided. Data integration is another segment of the software market that helps transform and make data available where and when it’s needed.

Attunity was a very innovative company in providing data integration technology that enables the acceleration of data availability, especially in the context of analytics in the cloud, to reduce the time it takes to produce analytics and deliver value. By combining this end-to-end service of data integration and analytics, we can better serve our customers.

We aim to improve the overall value to customers through these partnerships by ensuring our products and teams can work in tandem with these industry shapers.
AN INTERVIEW WITH

Drew Clarke
Chief Strategy Officer

Drew, you are in charge of Qlik’s corporate strategy. How does Qlik’s corporate vision, strategy, and goals align with its approach to corporate responsibility?

As we look at a world with a proliferation of data, we ask how we can use that data to make actionable decisions to improve whatever our clients are working on. We’re in the business of taking data to information and then to analytics, insights, and results to achieve targeted outcomes. This is how we can best create a “data literate world.”

When we think about our place on this earth, the impact we’re having, and our own responsibilities as a global citizen, we ask: how can we harness data and turn it into action, into something that we, globally, can be doing better? There is a strong correlation between the business we’re in with the technology we use and our role as a global citizen. We all have choices for how we spend our time, so I choose to be part of a company that’s making a positive difference.

How does corporate responsibility help Qlik stand out in a crowded and noisy analytics space?

First, people have a choice as to where they want to work, and our Corporate Responsibility Program is a big reason they choose to bring their talents to Qlik. Corporate Responsibility helps us, through our platform and our people, connect with our colleagues in the industry and with our users.

In October of 2019 and in partnership with C40 Cities, we launched multiple data-driven dashboards in the C40 Knowledge Hub. These dashboards, known as Data Explorer applications, cover topics ranging from air quality to clean energy, and are built on our data analytics platform. They illustrate key data points for cities within the C40 network, as well as those combatting climate change by providing real-time, local data while also monitoring global trends of these issues.

What is the potential for emerging technologies — such as artificial intelligence (AI) and machine learning, IoT, and Big Data — and business models such as the collaborative or sharing economy to contribute to social and environmental good?

First, let’s talk about some underlying technological trends. As we discussed, every device now provides information. At the same time, following Moore’s Law, computation is continually getting cheaper, faster, and more capable. There’s also a phenomenon called microservices, or software “containers,” where software is broken into smaller and smaller pieces that interoperate together. Think of it as building a Lego castle, and swapping out parts to upgrade a part of the castle, rather than rebuilding it from scratch.

So, with microservices, ubiquitous computation, and data everywhere, our customers are able to quickly and efficiently assemble new business models. For example, one of our customers, a large fast-food franchise, is integrating data on buying habits with weather and other local data to build a platform for franchisees to be able to run micro-campaigns for specific opportunities. Say, for example, it’s going to be particularly cold one day and there’s a relevant demographic trend that suggests this particular franchise location should run a hot-drink special. In another industry, a pharmaceutical customer can use Bluetooth technology on your smartphone to measure specific radioisotopes to record levels of drugs in patients’ bloodstreams to verify whether patients are taking their regular medications to stay healthy.

These technologies are being applied for social and environmental good. For example, our customer mesur.io...
is collecting data on soil moisture content to use water more efficiently on agriculture and golf courses. That’s a whole new company that’s been created around more efficiently using our limited resources.

In your role, how do you drive sustainable change through the Qlik ecosystem?

The operative word here is “sustainable.” There can be a lot of short-term benefits, but how do we drive truly sustainable change? One of the challenges we’ve recognized in the world is making use of continually proliferating data. This is the concept of data literacy — how to read, work with, analyze, and argue with data. We see this as necessary to participating in this aspect of our economy and the world.

With this concept of data literacy, we can start to look at the ecosystem of our partners, systems integrators, consulting companies, customers, and employees (among others) to ensure that they are all making relevant solutions for the world. We want to share “the art of the possible.” The world and its people are increasingly interconnected. As companies and technologies change, as people move to different companies or retire and stay engaged in serving their communities, we want them to think about their language of literacy to make a difference, and to share that language with others. We see this idea of democratizing data literacy as a defining theme of our ability to drive sustainable change.

One of the challenges we’ve recognized in the world is making use of continually proliferating data. This is the concept of data literacy — how to read, work with, analyze, and argue with data. We see this as necessary to participating in this aspect of our economy and the world.
Responsible Global Citizenship
We are committed to take on the specific responsibilities that come with operating in the technology sector and to engage in good practices governing our business processes. This section covers our material topic of responsible business and information technology (IT) practices, as well as systemic risk management. A strong governance based on policies that are conducive to fair and ethical behaviour, simultaneously strengthens the resilience of our company as well as trusted relationships with our customers and other stakeholders. We are passionate about helping organizations improve their social and environmental impact and take pride in being a conscientious citizen.

Responsible Business Practices

Being a responsible company is rooted in our culture and reflected in everything we do.

**Transparent internal and external communication**

Qlik was a public company when it was acquired by Thoma Bravo in August 2016. Now, as a privately held company, even though we are no longer required to disclose details about our financial performance to the public, we have kept our commitment to transparency with our customers, partners and employees through frequent and timely communications. In addition, we discuss our corporate strategy and performance as well as the market and the positioning of our products in forums such as analyst events and at QlikWorld, our annual customer and partner conference.

In order to represent our products and services in the market, our partners must understand our corporate direction, and our product roadmaps. Therefore, we foster close relationships with our partners and support them in communicating our vision in the market which results in a unified ecosystem that drives sustainable change as well as to financial strength and stability. As a basis for relationships of mutual trust, we also expect transparent and ethical communication from our partners as per our Qlik Partner Code of Conduct.

To maintain an open dialogue and a high level of transparency with our employees, we periodically hold town hall meetings to update them on our performance as well as strategic plans. We also conduct frequent employee listening forums with senior management and surveys including quarterly Moodtracker® surveys to gauge the sentiment of the global employee population.

Read the Qlik Partner Code of Conduct.

Access Qlik’s legal policies, including our privacy policies and the UK Modern Slavery Act.
Ethical behavior and responsible business conduct are the basis of our business success.

**Business ethics**

Ethical behavior and responsible business conduct are the basis of our business success. It is part of the fabric of our company and espoused through our Core Values.

Our commitment to business ethics and running a responsible company is documented through a well-established and in-depth compliance program that nurtures a culture of ethical behavior throughout the company. The cornerstone of our compliance program is the Qlik Code of Business Conduct which reflects our Core Values and provides a framework to help guide us in a business environment that becomes more complex every day. The Qlik Code of Business Conduct forms the basis of the shared commitment we make with our employees, officers, members of our board and contractors who perform work on our behalf to operate in compliance with applicable laws and with the utmost integrity. We are committed to an open door policy where people are free to raise issues and have made available a Whistleblower Hotline where people can raise issues anonymously.

Since 2010, Qlik has required employees to certify their knowledge of and adherence to the Qlik Code of Business Conduct. In 2019, each new employee and every active employee was required to spend about an hour watching educational videos and answering related questions. In our 2019 certification process, approximately 95% of our employees completed this training which included all employees which joined Qlik as part of the Attunity acquisition.

Each year, we also review the “Code” to ensure that it remains reflective of the purpose and comprehensiveness of ethics issues. We enhanced the policies to include the issue of use of social media as ethical concerns have become more prevalent in the business world and we determined that employees needed some guidelines around their use of social media at Qlik. The updated “Code” was relaunched using a series of videos featuring our Chief Legal Officer, Deborah Lofton, and our Chief Executive Officer, Mike Capone, discussing the changes and their importance.

Additional policies and procedures which cover specific topics in more detail form an integral part of our compliance framework. Examples are, our policy on anti-corruption and our Qlik Partner Code of Conduct.

**Compliance with our ethics programs**

We believe that training is key to ensure compliance with our policies and procedures, and we track the number and percentage of our employees who have taken this training.

95% of our employees completed the Code of Business Conduct training.
Keeping a record of the number of investigations that have resulted from employees raising issues either through their managers, Culture and Talent, or through our anonymous hotline as well as any litigation matters, also gives us indications regarding potential compliance or ethics concerns.

Qlik did not receive any fines or non-monetary sanctions for non-compliance with any laws or regulations in 2019.

Responsible IT Practices

Information technology (IT) is at the core of both our operations and our offerings and is thus a focal part of our impacts on the world as well as our compliance program.

Customer data protection and privacy

As a data integration and data analytics platform, Qlik views ensuring data protection and privacy not only as a crucial part of its compliance with respective laws but also as a key differentiator to grow the customer base, based on trusted solutions.

Qlik has three main goals regarding customer data protection and privacy:

a) to ensure that Qlik, as a company, complies with all data protection and privacy regulations;

b) to ensure that Qlik’s products and services comply with these regulations; and

b) to help our customers with their data protection and privacy journeys.
The EU General Data Protection Regulation (GDPR) heralded a new era of privacy regulation. Since the more stringent rules and significant penalties under GDPR apply, companies focus on using trusted vendors. Qlik vets its own vendors from a privacy and security perspective to ensure they have relevant protections in place to protect data. We are committed to our compliance responsibilities within our own organization as well as in delivering products and services that empower customers and partners in their efforts to meet regulatory needs.

Our GDPR compliance program is comprised of gap analyses, multiple stakeholder consultations, designating Privacy Champions in each department, and instituting new policies and processes. We also investigate any grievances sent to our dedicated email address, privacy@qlik.com.

We established a data protection and privacy mindset throughout the organization and fully integrated GDPR principles and data protection in our daily processes through various means including employee training. With the support of consultants, we constantly test and refine our ability to protect data.

**Product roadmap, IP stewardship, and other IT-related policies**

Our product roadmap is visible not just as a process we follow, but as a delivery on our commitments. We build each of our products with a data privacy first mentality and leverage industry best practices in our solutions. Our customers have come to expect use cases, blueprints, and best practices for working with our platform. In addition to this guidance, we provide technical support and bug fixes for our customers whenever problems arise. We publicly articulate our own policies around the turnaround time for capabilities and responses to queries, which supports us in delivering on our promises, and creates a culture of honoring our customer commitments.

A range of policies help us in our governance regarding specific areas of responsible IT practices, such as our External Cookie & Privacy Policy, Internal Employee Privacy Policy, and HR data policy. These policies are developed and launched by our IT and Legal departments but are the responsibility of each department. As such, a comprehensive training schedule accompanies each policy.
AN INTERVIEW WITH

Mike Potter
Chief Technology Officer

As CTO you are not only responsible for advancing technology, but also for it to happen in line with data protection laws. What do you consider the core of your strategy regarding responsible IT management?

We have adopted the principle of developing products with a data protection and privacy first mentality. This principle informs our decision-making and is integrated in all our processes. Our goal is to provide a governed process that enables analytic freedom within an organization. This means that the right people get access to the right data at the right time. We are a big advocate of the notion of data literacy and positive data culture within organizations. Therefore, our software offering is designed to take all these aspects into account.

Where have you set your focus regarding data protection and privacy in the past year?

The level of scrutiny data is under these days is very high. With the advancement of cloud computing and Software as a Service (SaaS) solutions as well as stricter data protection laws, such as GDPR, the issue of data sovereignty has become more prevalent, and thus one of our focus areas. Data sovereignty is a legal requirement which designates that data is subject to the regulations of the country in which it is collected or processed and must stay within its borders. Therefore, our solutions need to consider different country-specific laws. We aim to support our customers to navigate through the complexity of meeting regulatory needs all around the world.

What were your key accomplishments in 2019?

We have always had the strongest analytics platform in the market, as Qlik gives our customers a peripheral vision to the data to see other relationships and insights, reducing infrastructure costs as well as speeding up the scalability. Shortly after the release, we had our offering audited by an external party with regards to our management of data and have received the SOC 2 Type 1 certification in June, followed by the Type 2 certification in November. The successful and efficient execution of the audit process makes us proud and demonstrates our ongoing commitment to data protection.

What other actions are you taking to execute on responsible IT management?

We focus on further improving our compliance with data protection laws by different means. We have an active program in place to have our governance process audited and accumulate certifications, such as ISO 27001. To continuously improve the level of confidence, we conduct penetration testing on a regular basis. Further, we adopt the latest technology regarding cloud-services, micro serviced architecture and orchestration technology.
Managing our Human Capital

Our employees are our most important assets and contribute a significant amount of their time and energy to make a difference. We work to create a positive, supportive culture to set free our collective human intelligence. We all have choices for how we’d like to spend our time and where we work, and that’s why Qlik is a company that’s dedicated to making a difference. Our five core values articulate and nurture this culture.
Our Core Values

Challenge

Qlik is a place for creating impact — not for protecting the status quo. We challenge assumptions and respectfully guide others at all levels of our organization to consider new ideas and alternative paths. Every day, we strive to keep our customer promise: be easy to work with, deliver rapid time to success and provide innovative solutions.

Move fast

Qlik helps people to discover fast insights and make effective decisions. It’s a dynamic world operating at a rapid pace, but we know momentum is more powerful than motion, and leadership is more valuable than speed. Great ideas need wings and landing gear to be successful. At Qlik, we pause with purpose to consider when to act with urgency — and when to take more time to gain the clarity that acting with vision and purpose requires.

Be open and straightforward

We know openly sharing appropriate information builds clarity and benefits everyone. So, at Qlik, we first seek to understand. In an effort to foster continuous learning, we listen receptively to feedback when it’s given and actively seek it when it’s not. We have the confidence to provide input, ideas and advice to others regardless of their role. Straightforward communication means speaking respectfully — with no agenda other than creating clarity and understanding.

Take responsibility

At Qlik, we take responsibility seriously and interpret it broadly. We are committed to addressing customer needs and concerns. We hold ourselves accountable for what we do — and don’t do. We reach back to help someone else move forward and mentor others as part of our learning culture. As global citizens, we take responsibility for more than ourselves. We donate our personal and professional time to Change Our World, the Qlik corporate responsibility initiative. Together, we’re striving to touch one billion lives for the better.

Teamwork for Results

Our aspirations are too great to act alone. We are results-driven people, building a culture of inclusion. We are humble enough to rely on others and trustworthy enough to deliver when others count on us. We value expertise beyond our own and proactively seek ideas, support and advice from our colleagues. We treat others as we want to be treated and offer assistance when needed.
Everything we do is aimed at creating an impact through leveraging data. For us to be at our best, our employees need to be at their best. Thus, our Culture & Talent department is structured in a way to best leverage the resources and skills needed to continuously scale our business model in an efficient and effective way.

Talent Management

Our people are the foundation of how we create value as a whole — without them, we would not be able to drive sustainable change. For us, responsible growth starts with ensuring a highly skilled and motivated workforce. This is the reason we have programs designed to successfully recruit, develop, and engage our employees.

**Hiring Qlik’s workforce**

We organize the recruitment of new employees in-house. Our recruiters have a wide range of sourcing avenues available to them. These include referral bonuses, budgeted agency support, direct hiring through website partnerships, and an enhanced LinkedIn package that taps talent across LinkedIn’s networks. We also engage a mandatory 5-touch-point interview selection process. A requirement of this process is to involve a minimum of five interviewers for each candidate. The interview panel must unanimously agree on a candidate before an offer can be made and consists of the hiring manager, potential peers as well as the manager’s manager.

Beyond this, we use a core process called “Select for Qlik” that makes sure we find the right talent for every vacant position. Our interviews consist of an evaluation of the candidates’ job-related competencies, as well as how candidates exhibit our Core Values. To assess a candidate’s qualifications, interviewers...
use specific interview guides for each Core Value, that contain different questions and follow-up queries related to the value.

**Continuous learning at Qlik**

Our employees’ learning journey already starts in the hiring process with training for new hires. Qlik, for example, maps out job profiles and descriptions to competencies. Then, through our internal learning management system (LMS), we provide competency-based training so that employees are equipped with the learning they need both for onboarding and for their continuous growth. We focus not only on training that enhance employee's skills that will help them perform their current role, but also provide a range of e-learning and in-person opportunities for complementary competencies that will help them with their professional development during their entire tenure at Qlik. These additional learning opportunities range from Qlik-specific proficiencies to general soft skills such as managing performance, interview skills, change management, mentoring fundamentals, and project management aptitude.

**Our learning framework**

At Qlik, we pursue the motto “Development for Everyone, Everywhere.” We recognize that people learn and acquire knowledge in different ways and that it is not always easy to schedule time for learning opportunities. Our learning framework is designed to make continuous learning easy and fun, which means that development and training should be accessible to everyone, relevant and readily available. With initiatives like “24-for-U”, which afford employees the option of one full day of paid learning time per year for any development activity of choice, Qlik also ensures that employees that are short on time can invest in their professional growth. In 2019, over 21% of Qlik’s employees used their 24-For-U Day, totaling 505 days.

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**OUR LEARNING MOTTO:**

**Development for Everyone, Everywhere**

Our **24-for-U** initiative affords employees with the option of one full day of paid learning time per year for any development activity of choice.
To advance our workforce across the globe, we offer various forms of learning opportunities. Our learning framework encompasses a range of on-demand learning courses, videos and reading materials, podcasts, mentoring and coaching. For example, we have a partnership with Skillsoft, a world-class platform featuring 6,000 learning assets. Additional training is available through our Green Line learning paths, Continuous Classroom, and Qlik Education & Development. We also enable formal education by offering tuition reimbursements for certain college courses and through our partnership with Cleary University which offers Qlik employees online degrees/certification at reduced tuition.

Personal development also calls for greater awareness of self and others, so we invested in CliftonStrengths, Myers Briggs Type Indicator (MBTI), and 360° feedback tools. 278 individuals took assessments, and an additional 188 associates participated in the instructor-led workshops for a total 713 hour investment.

In all, we conservatively estimate that there was over 4,500 hours of learning resulting from one-on-one and group mentoring amongst Qlik’s employees. This personal and team coaching is available to all Qlik employees.

During talent reviews, gaps are identified at the individual level and steps are defined to close them either via internal programs or third-party programs. We also identify skills gaps and close them with our training activities when we change our products or notice trends in the industry. Through various insight learning programs, we have helped individuals to gain greater awareness of their strengths while encouraging them to take responsibility for accessing learning through all of Qlik’s programs. We also require our workforce to participate in mandatory compliance trainings, such as code of conduct training, anti-harassment training and privacy and cybersecurity training. In 2019 specifically, almost all of our employees had access to all our trainings, indicating 45,769 hours of training total, averaging approximately 19 hours of training per employee per year.

Developing leadership

Competent leaders are crucial to a company’s success. Therefore we invest in leadership at every stage of a leader’s journey among others through hands-on experience. Qlik offers two distinct learning experiences:

- **Launch into Leadership** is a virtual and interactive program to support transition into first-time leadership.
- **Leadership Coaching** provides every Qlik leader with fundamental coaching skills as well as one-on-one coaching by a certified Executive Coach.

In 2019, our Launch into Leadership program saw 34 leaders develop over a three month period — ultimately completing 1,224 hours of learning. Our Leadership Coaching program launched in October 2018, and we enrolled 188 leaders in 2019. As of year-end 2019, 1,170 hours of training were completed. The program is mandatory for all people leaders at Qlik. We’re proud of our leaders’ commitment in learning how to become the best leaders they can be.

Reviews for employee development

Employees at Qlik are encouraged to take responsibility for their own professional development and as part of that to build an individual development plan with their manager. In 2018, we introduced Qlik Conversations, moving away from annual, retrospective assessments and evaluation processes to continuous development and support throughout the year. The emphasis of Qlik Conversations lies on aligning team and individual goals and on continuous conversations geared toward growth and performance. More frequent, natural interactions between leader and team member, creating clarity, instilling trust and ensuring stronger engagement are encouraged. The review process includes a minimum of eight conversations per year. It enables requesting and giving feedback across the entire organization in order to gain a more robust and balanced picture of performance.
Dedicated learning guides are available to all employees, and in 2019 approximately 75% of our associates utilized these opportunities. In addition, in-house written learning courses created by specialist instructional writers are provided, using core development content such as mentoring, change management, recruitment and interview techniques, for example.

**Mentoring and team building**

Qlik is committed to creating a culture of continuous learning that aligns our talent with and supports the achievement of our organizational goals. Our Qlik Mentoring program aims to maximize our employees’ potential by making the most of known strengths and tapping into new skills. Our mentoring program is available to all team members worldwide, and 16% of our workforce are in active mentoring relationships. Benefits of mentoring are the exchange of knowledge, the opportunity to enhance internal networks, promoting two-way communication, cross-functional work, as well as personal and professional development. We regularly ask for feedback on our mentoring program. Participant feedback has confirmed that mentoring is beneficial for both the mentor and the mentee. Besides one-on-one mentoring, we also offer a group mentoring program called Qlik Mentoring: Connect and Learn. This program is composed of a series of live online sessions led by respected Qlik leaders, internal subject matter experts and carefully chosen external experts. These sessions are accessible to all employees and provide learning opportunities on a range of business topics in line with Qlik’s strategic direction. We conducted 8 group mentoring sessions in 2019, which had a total viewership of 2,303. In all, we conservatively estimate over 4,500 hours of learning resulting from one-on-one and group mentoring amongst Qlik’s employees.

**MENTORING AND TEAM BUILDING: Group Mentoring Sessions**

One-on-one and group Mentoring amongst Qlik’s employees in 2019.

2,303 participated in eight group mentoring sessions in 2019.

4,500 hours of learning
Diversity and Inclusion

In 2019, we developed our new diversity and inclusion strategy, based around 4 pillars:

- **Educate:** We worked with outside consultants and used courses to train over 250 people managers to discover and change unconscious biases, and held an in-person workshop for 35 of our executives.

- **Listen:** Lead by 2 of our executives, we hosted 5 separate listening forums where we asked our employees what diversity meant to them and how they would like to see it implemented at Qlik.

- **Strategy:** We added diversity and inclusion to our strategic focus by recruiting and retaining more diverse and inclusive people.

- **Employee Engagement:** Four new employee resource groups (ERGs) were formed around our diversity and inclusion efforts, including women in technology and LGBTQ+ inclusion, and more ERGs supporting our Black and Latinx employees have since been formed.

We are dedicated to creating a diverse and inclusive global workforce to both better represent and serve our diverse customer base. In 2019, we were proud to have a global team of almost 2400 employees spanning 25 countries and 49 offices. To ensure our teams always have access to a diversity of perspectives, we are continuing to invest in the hiring of diverse candidates for our positions. To aid this, our US office administers an Affirmative Action plan that focuses on placement goals for hiring women, minorities, veterans and individuals with disabilities. The purpose of the placement goal is to increase utilization of qualified women and minorities in job categories where they appear to be statistically underrepresented in comparison to their availability in the pool of qualified candidates.

We also recognize the value of diverse perspectives from age and experience. To capture this diversity, we hire early-career talent for internship and entry level positions to contribute to the diversity in thought at Qlik. For example, we continued to attract early in career individuals through a Co-Op program and Summer Intern program. The Co-Op program rotates students every four months in our Research and Development Department. The intern program places students during the summer months in our Finance, Marketing, Inside Sales, and Services Departments.

As a way to foster a data literate talent pool, we continued our Academic Grant program, where academic institutions can have access to Qlik technology at significant discounts. Through this program, we drive data literacy and experience into the future workforce at universities around the world. We also host multiple hackathons each year; for example, the deCODE Hackathon connects top engineering students with engineers from high-growth companies for two days of rapidly prototyping data transformation solutions. Hackathons like deCODE give students a chance to code with engineers on real projects. Of course, while Qlik pursues an external focus on early in career individuals, we also promote from within the company whenever possible.
**Qlik’s Global Workforce**

Disclosure of this information at Qlik is voluntary.

### Gender

- **Female**
  - Directors & Above: 75%
  - Managers: 73%
  - Non-Managers: 70%
  - Technical Staff: 75%

- **Male**
  - Directors & Above: 25%
  - Managers: 26%
  - Non-Managers: 3%
  - Technical Staff: 3%

- **Did not disclose**
  - Directors & Above: 1%
  - Managers: 27%
  - Non-Managers: 22%
  - Technical Staff: 22%

### Age group

- **Up to 30 years old**
  - Directors & Above: 75%
  - Managers: 73%
  - Non-Managers: 64%
  - Technical Staff: 67%

- **31–50 years old**
  - Directors & Above: 62%
  - Managers: 70%
  - Non-Managers: 18%
  - Technical Staff: 18%

- **Over 50 years old**
  - Directors & Above: 37%
  - Managers: 27%
  - Non-Managers: 18%
  - Technical Staff: 15%

### Racial/ethnic group

This self-reported data only reflects Qlik’s U.S. operations. Due to legal restrictions, racial and ethnic data is not collected outside the U.S.

- **Asian**
  - Directors & Above: 1%
  - Managers: 17%
  - Non-Managers: 13%
  - Technical Staff: 5%

- **Black or African American**
  - Directors & Above: 9%
  - Managers: 6%
  - Non-Managers: 3%
  - Technical Staff: 13%

- **Hispanic or Latino**
  - Directors & Above: 6%
  - Managers: 6%
  - Non-Managers: 3%
  - Technical Staff: 19%

- **White**
  - Directors & Above: 4%
  - Managers: 13%
  - Non-Managers: 3%
  - Technical Staff: 13%

- **Other / Not Disclosed**
  - Directors & Above: 1%
  - Managers: 1%
  - Non-Managers: 4%
  - Technical Staff: 1%
Our new Diversity and Inclusion strategy is based around 4 pillars:

- **Educate**
- **Listen**
- **Strategy**
- **Employee Engagement**

**An inclusive atmosphere**

Our goal for inclusion is to ensure all our employees feel they belong at Qlik and that their perspectives are heard and respected. As part of our efforts to consistently achieve this goal, we host an enhanced recognition and years of service program, named “Inspire” by team members through an all-inclusive vote. This program reinforces our values-based recognition philosophy by allowing team members at all levels to recognize each other for exemplifying any of our five Core Values. Each recognition award comes with a point value, which team members can redeem for merchandise or gift certificates from a variety of retailers around the world. Inspire also allows us to celebrate Qlik team members achieving service anniversaries through a social feature where team members can congratulate one another through text or video messages.

We also believe listening is essential in building an inclusive atmosphere, and Qlik offers many programs that help employees find their voice. In 2019, our CEO and Chief People Officer travelled around the world to conduct Listening Forums with small groups of Qlik employees, where employees talk freely, and executives listen diligently. During Town Hall meetings, our Executive Team takes time for Q&A sessions, during which employees can ask question or provide suggestions. We expect all leaders to hold regular one-on-one meetings, team meetings, and frequent performance discussions. We conduct regular employee surveys, including the quarterly Moodtracker pulse, focus groups, and voting polls which enable us to listen to each and everyone of our employees. Team members also have a voice in shaping the future of our products through the Product Ideation platform, which encourages them to suggest and vote on the next product features to be implemented.

**Fair compensation and treatment**

We believe that salary history should not be considered for determining compensation. Rather, compensation decisions should be based on the value of the position to the organization, the skillset and experience of the job candidate, competition in the market and other bona fide business factors. Qlik also realizes that asking for salary history during the recruiting process can perpetuate pay disparities that perpetuate the gender pay gap. To address this, we implemented a global policy prohibiting our recruiters from asking for salary history from prospective
candidates for any reason. This policy helps to ensure offers are competitive with market data and reduces the potential for gender pay inequality. We are always reviewing compensation structures across job functions to ensure we are identifying and resolving any pay gaps.

Qlik is committed to being an equal opportunity employer and to providing employees with a work environment free of unlawful discrimination and harassment. We have a Code of Business Conduct and supporting local policies such as the US Equal Employment Opportunity and Anti-Discrimination Policy, Workplace Anti-Harassment and Anti-Retaliation Policy, and Policy Prohibiting Retaliation, which prohibit workplace harassment and unlawful discrimination. All employees undergo compulsory code of conduct training at the time of hire and annually thereafter. Many take additional periodic anti-harassment training in accordance with applicable laws. Our Open-Door Policy also promotes an open atmosphere between management and staff. In addition, our Whistleblower Policy provides avenues including, but not limited to, a Whistleblower Hotline, for employees, officers, and members of the Board of Directors to raise concerns while being protected from reprisals or retaliation. These measures are consistent with the highest levels of industry standards and have created a culture in which our employees can thrive without fear of discrimination, harassment or retaliation.

Flexible work

At Qlik, we pride ourselves on our flexible work schedule and our remote work program, which allows team members to better manage their work-life balance. Our written flexible time and telecommuting policies back this, and as an example of how they are utilized, in 2019, 20% of Qlik’s workforce reported working remotely. Additionally, for office-based team members, Qlik continues to encourage individuals to access work location flexibility as they need to.

In addition, we offer generous paid and unpaid time-off programs that supplement any available statutory entitlements.

NGO STORY

Maternity Foundation

Maternity Foundation is an NGO in Denmark focusing its efforts on safe pregnancies and childbirth. In 2015, the foundation launched its “Safe Delivery App” with modules, animated videos, drug lists, and action cards provided to healthcare workers across the globe. The Maternity Foundation captures and analyzes the app usage data through Qlik. By capturing and reporting this important information, they are able to update their partners, such as Save the Children, the American Red Cross, and the United Nations Population Fund to increase their impact and help millions of women access a safer childbirth.
AN INTERVIEW WITH

Kevin Hanegan
Chief Learning Officer

What is Qlik’s strategy for professional development and training? Is there anything unique Qlik does regarding its training efforts?

Our goal surrounding professional development and training is to foster a culture of continuous learning. We look at the entire employee lifecycle, from onboarding to retirement, and identify opportunities where training can benefit the individual as well as the company. This training could be planned for a future position or delivered to address immediate issues. To accommodate different learning styles, we offer training through different delivery methods including virtual classrooms, face-to-face, role-playing, among others. By continually updating, supplementing, adding, and tweaking our training offerings, we have created a skill development ecosystem where employees and managers can interact with, provide feedback on, and even create the exact training they need, when they need, delivered in a method they’re comfortable with.

How does Qlik identify what training is needed, and when that training should be administered?

We take a data-informed approach to identifying what training is going to help our employees, our clients, and in turn the company. This allows us to tie organizational goals, such as acquiring new clients, to specific trainings, such as sales training. While we rely on data to determine what training is needed, this is not a “one size fits all” approach. We collaborate with our clients to identify their goals and strategize on how to best accomplish them. We then use data and analytics to determine what training is necessary for the client, as well as our employees to better serve that client.

How do you evaluate if a specific training program is working as intended?

We continuously seek feedback from our managers to see if the training program changed the employee’s behaviour. For example, if we train our sales force on a new methodology and no one uses it, their behaviour hasn’t changed and indicates that the training was unsuccessful. We also evaluate if the employee is more productive after the training. We look to see if the individual becomes an “influencer” in their role, using their new knowledge to improve their performance in their own function, as well as those around them.

What direction do you see Qlik’s professional development and training programs going? What are some elements to training that Qlik is trying to improve?

We seek to continuously keep people engaged with training, where they are consistently improving their skills and knowledge. This is why we are investing in experiences and content that engages people. For example, from a content perspective, e-learning has a bad reputation but provides unparalleled remote access. We took the e-learning format of providing 24/7 access to lectures and papers and gamified the content to increase engagement with the material and improve understanding. This turned a static learning experience into a dynamic and interactive one. We are continuously seeking this kind of innovation, where we can bring adult learning into the 21st century.
AN INTERVIEW WITH

Kathi Kaplan
Senior Vice President, Marketing

How have you used your position as a marketing SVP to improve diversity and inclusion efforts at Qlik?

That’s a good question. Traditionally people may think that marketing and diversity and inclusion (D&I) have little overlap, however I felt I could use my skills and experience to help develop our D&I programs, so when I was asked to lead the charge I happily accepted. Prior to 2019 we lacked a formal D&I strategy, so our first step was to establish the strategy and create programs that would benefit the company. While there are some “best practices” for corporate D&I programs, our efforts are more focused on starting a conversation than providing an answer. One of our goals is to get all Qlik employees comfortable with participating in and discussing diversity and inclusion efforts, at all levels of the company. To accomplish this, we structured our approach around four pillars: education, listening, strategy, and employee engagement, as discussed earlier in the report.

What would you say is the biggest accomplishment of the new D&I program?

In 2019 we introduced new training programs addressing unconscious biases, and while this is not unique to Qlik, it paved the way for us to develop a framework and in turn a model on decision making. This model helps people make better decisions overall, as well as makes it easier to identify and address biases. We feel this model is very powerful and our Chief Learning Officer, Kevin Hanegan, is developing a proprietary course on unconscious bias, decision making and the brain. We will continue refining the decision making model and associated curriculum and are excited to share it with our employees and clients.

Were there any new efforts around hiring or promoting for diversity?

Our primary effort was to reach out to new audiences with our job openings. Our recruiting organization sought out and posted jobs on diversity sites in an effort to reach and hire underrepresented individuals. We also try to support women in the technology sector by sponsoring our female employees to attend technology conferences. Our goal here is to discover best practices for the company, as well as provide opportunities for career growth for the employees that attend. We also offer mentorship programs for women in technical universities. We feel this is an important step for fostering D&I in our future workplace by developing a diverse talent pool now. Q
Nurturing Qlik’s Ecosystem
The innovations that allow our customers to transform their businesses also improve society by creating value for the communities and impacting organizations that we serve. We believe leading with data is a unifying concept across an organization, and data literacy is not just critical inside one organization — it has the ability to unify people at all levels, and across all of their spheres of interaction.

External Relations

In addition to virtual engagement, Qlik also hosts QlikWorld, an annual conference, where we interact with our largest customers and other stakeholders to address any concerns as well as gather general feedback on Qlik’s products and services. As we move to a monthly subscription-based model, we are taking action to place an appropriate emphasis on the customer experience. This is one of many reasons behind our decision to create an Office of Customer Success in 2018. The objective of such a decision is to bring customer value and relationship management under one executive umbrella, ensuring cohesion of communications and demonstrating our commitment to our customers.

Customers and support services

For Qlik customers, options regarding support services include the Support Portal and Enterprise Support. The Support Portal includes customized guidance and a knowledge library, while the Enterprise Support option enables fast and direct access to Qlik experts 24/7 along with other value-add services.

Another resource for Qlik customers is the Qlik Continuous Classroom. This online learning platform initiated 2 years ago provides training on a live and on-demand basis. While Qlik charges for this service, we provide a free curriculum containing demonstrations tailored to users who are either using Qlik’s software capabilities or who are building applications within Qlik software.

A key performance indicator (KPI) we use at Qlik to measure our progress in the arena of customer engagement is by the number of our customer references. We have a customer reference director responsible for each of our regions (North America, Europe, Middle East, Africa, and Asia Pacific). These directors and their teams collect and help the marketing and sales teams utilize customer video testimonials, case studies, and presentations regarding the utilization of Qlik’s products.

Qlik Luminaries and Customer Advisory Council

Another special stakeholder group of Qlik’s is the Qlik Luminaries, who are customers, partners and enthusiasts that are also recognized business intelligence (BI) innovators in their respective fields and are passionate about Qlik’s
mission and products. Qlik Luminaries create and contribute to knowledge sharing in the BI space, such as blogs, white papers, reviews, articles, videos, etc. We work with our Luminaries on creative ways to utilize Qlik solutions that contribute towards overall data literacy and ultimately create positive, sustainable change.

More narrowly, our Customer Advisory Council consists of a group of customers who are or have been consistent customers of Qlik and/or utilize Qlik in a specific manner to share their perspectives and feedback on Qlik’s products. While we do invite a small group of customers to participate in these working sessions, we value feedback from all our customers.

**Software Grant Program**

The primary avenue through which Qlik invests in communities is through our extensive ecosystem, specifically through our Software Grant Program. Organizations can apply easily through an online application where they must detail how they would apply Qlik’s products, a timeline for their project, and how the proposed application could impact results and further the organization’s mission.

To qualify for our grant program, applicants must be a not for profit or charity institution focused on humanitarian or disaster relief, global health NGOs, or working towards a sustainable future for our planet and vulnerable populations. Organizations driven by a political agenda, higher education institutions, or healthcare providers are not eligible for our grant program but may be involved as a supporting partner organization.

Grant recipients are leveraging Qlik’s software in a variety of ways, such as through impact, inflow, and outflow analysis. The ability to measure an organization’s impacts or analyze different types of expenses is powerful in the efficient development of any organization, and nonprofits with sometimes limited funds especially appreciate the opportunities our software grant program allows them.

One example of this partnership is with the Great Ormond Street Hospital Children’s Charity (GOSH Charity). The

All of our sustainability efforts align with the United Nation’s Sustainable Development Goals, which include making sustainability a core business KPI for Fortune 5000 companies. We had the opportunity to present this work as strategic partners of the UN Framework Convention on Climate Change (UNFCCC) at COP25 in Madrid, Spain. Qlik, along with C40 Cities, Deloitte Belgium, and International Maize and Wheat Improvement Center (CIMMYT) launched multiple conversations with a presentation on how data and analytics is helping our partners solve the climate crisis.

To help make a difference, please visit Qlik.org.
GOSH Charity harnesses our data analytics tools to optimize fundraising campaigns, and saves 15 days’ worth of time and resources per campaign. By utilizing GeoAnalytics’ mapping capabilities with Qlik Sense, GOSH Charity is able to identify the best opportunities for fundraising to support the hospital and their important global research on childhood illnesses and diseases.

Qlik’s Corporate Responsibility grant program was also recognized in Gartner’s Magic Quadrant analysis. We are humbled to be recognized for work that is valuable to our company and our mission but understand the need to constantly improve and innovate within such a program.

**Employee volunteering**

In addition to opportunities for employees to engage their values at the office, some employees choose to go above and beyond by participating in our nonprofit Supporter Trips. Employee travelers from all countries, departments, and backgrounds participate. All trip expenses for the selected employees are paid by Qlik; the employee travelers fundraise the equivalent of their travel costs for the trip for the partner charity, and Qlik matches all funds raised. In 2019, Qlik employees traveled to Bali, Indonesia, to solve ocean plastic pollution, Blantyre, Malawi to support programming for orphans and vulnerable communities, and Madrid, Spain to attend and support the Qlik sponsorship and presentations at COP25.

Qlik views the world as a global community in which we are deeply involved. Investing in this community, through programs ranging from software grants to data literacy education, is part of our DNA.

**Partnering with organizations**

Our ability to drive stronger outcomes is one of the reasons we partnered with the United Nations. We are the primary data platform for the UN’s Sustainable Development Goals (SDGs), a collection of 17 global goals set by the United Nations Development Programme as part of their 2030 Agenda for Sustainable Development. The SDGs are further broken down into 169 broad and interdependent targets, and key to measuring the success of the SDGs is to track progress along each of these targets. To date, there have been more than 100 Qlik apps published and are in use within the UN SDG platform on both administrative and substantive topics. As our CEO, Mike Capone, has said, “Unlocking the power of the UN’s vast and varied data sources through analytics is vital in the effort to effect real and sustainable global change.”
Environmental Stewardship

One of the reasons we strive for transparency in our business performance is that it doesn’t only affect our own triple bottom line. Although we are measuring and reporting our own relatively limited social and environmental impacts, our products can be used by our customers and software grant recipients to mitigate their negative impacts, and extend their positive impacts, far more broadly. In this way, our technology serves as an opportunity multiplier that can drive sustainable change throughout our larger ecosystem — change that can be orders of magnitude more impactful than what we are able to do as a standalone company.

We are working to lead by example to help our customers understand how they can magnify the good that they can do using Qlik technology. We are building a Qlik dashboard of the social and environmental impacts and key performance indicators described in this Impact Report.

We have already begun helping our customers magnify their positive impacts. For example, we built a UN travel planning dashboard, aimed at reducing carbon emissions from air travel. This app, developed in Qlik Sense®, uses data to better understand and highlight the negative aspects of air travel. However, it goes beyond just reporting on carbon emissions, and provides granular information to show where impacts are greatest and where efforts should be directed.

Qlik.org

In March 2019, we bolstered our Corporate Responsibility program with the launch of Qlik.org, which is the next step in our commitment of leveraging our software, culture, and people to transform data into meaningful action across the globe. As we continue our successful program, we aim to increase clarity with recipients regarding expectations, an important step to crafting an initiative around measurement, and provide more and effective training that enables recipients to become self-sufficient. Qlik’s work with these recipients is a cornerstone of our Corporate Responsibility program and we value each applicant and recipient.

In recognition of our work and that of our partners, Qlik received numerous awards and recognition including those from the Better Society Awards, the National Technology Awards, Insight in Fundraising Awards, as well as a finalist in the Global Good Awards.
Waste

As a technology company, Qlik acknowledges the creation of electronic waste through our operations. Our global operations decommissioned approximately 500 laptops, of which some were given or sold to charities at a discount, while others were recycled. In our two largest locations of King of Prussia, United States and Lund, Sweden, recycling companies came on site to collect equipment for disposal. Through our materiality process, we discovered that waste is indeed a relevant topic for Qlik and our business operations. We therefore plan to discuss and implement measurement and tracking infrastructure regarding Qlik’s produced waste.

Energy

As a moderately sized software company, our energy consumption is modest and consists mostly of electricity usage in our 49 offices around the world. In 2019 we calculate that we used ~5900 MWh of electricity, resulting in ~1500 metric tons of GHG emissions.

Over the last three years, we have been actively reducing our office space across all our operations. This helps create leaner operations, reducing expenses, consumption, waste, and our overall impact on the environment and climate. Despite our acquisition of Attunity, which included an additional 22,000 ft² of office space, we have seen a 15% decrease in our total office area.

Despite our efforts to reduce energy consumption and emissions, we are showing a positive trend across the last 3 years. While not intended, we believe this is due to our improved and expanded data collection processes. By performing more inclusive and extensive data collection for carbon calculations, we achieve both a more accurate picture of our footprint and can better identify opportunities for improvement moving forward.

Qlik Customer highlights

In 2019, Deloitte Belgium announced a goal of reducing its emissions by 25% and offsetting the remaining 75% by 2021. Since 70% of the company’s emissions are attributed to their car fleet, a focus on sustainable transportation was key. With an ambitious target, Deloitte also needed a way to ensure the project remained on track, and that senior management could view progress on-demand. The team also wanted an effective way to engage employees in the program, and illustrate how their choices would affect the company’s emissions. To address these needs, Qlik developed a metrics dashboard called Mobility@Deloitte, which leverages real-time transportation data to create highly visual infographics and reports for end users. Mobility@Deloitte is a great example of combining our clients’ business knowledge with Qlik’s data analytics expertise to accomplish our shared goals.
About This Report

Corporate Responsibility has always been an essential part of Qlik’s core values, and Qlik has had an active Corporate Responsibility program since 2010.

As a first step to reporting on our Corporate Responsibility efforts, we recently performed an extensive materiality assessment to identify the key environmental, social, economic, and governance topics that concern our stakeholders, impact the world, and drive sustainable, long-term value creation.

Potentially material topics were selected by referencing international frameworks such as the GRI Standards. The degree of relevance of each potential topic was assessed along three materiality dimensions:

- Degree of Stakeholder Concern, by surveying customers, employees, and other stakeholders on the relevance of each topic to Qlik
- Impact on Long-Term Value Creation, by surveying Qlik senior management on the potential for each topic to impact Qlik’s ability to create sustainable long-term value
- Impact on Sustainable Development, by researching and analyzing the potential positive and negative impacts of Qlik’s business activities on each topic
- After extensive analysis of the potential topics that were ranked highly on all three dimensions, followed by detailed discussion with a representative set of Qlik senior management, we determined the following categories and topics to be material to Qlik’s corporate responsibility strategy
The topics we deem most material to our stakeholders, to our impacts and to our ability to create long-term value are:

<table>
<thead>
<tr>
<th>MATERIAL TOPIC</th>
<th>SUBTOPIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation &amp; Leadership</td>
<td>Innovation</td>
</tr>
<tr>
<td></td>
<td>Thought leadership</td>
</tr>
<tr>
<td>Customer Value</td>
<td>Customer satisfaction</td>
</tr>
<tr>
<td></td>
<td>Customer perception of product value</td>
</tr>
<tr>
<td>Digitalization</td>
<td></td>
</tr>
<tr>
<td>Responsible IT Practices</td>
<td>Customer data protection and privacy</td>
</tr>
<tr>
<td></td>
<td>IT infrastructure and resilience</td>
</tr>
<tr>
<td>Responsible Business Practices</td>
<td>Compliance and business ethics</td>
</tr>
<tr>
<td></td>
<td>Governance and transparency</td>
</tr>
<tr>
<td>Diversity &amp; Inclusion</td>
<td>Diversity, flexibility, equal opportunity, and non-discrimination</td>
</tr>
<tr>
<td></td>
<td>Diversity in the technology sector</td>
</tr>
<tr>
<td></td>
<td>Gender compensation equality</td>
</tr>
<tr>
<td>Talent Management</td>
<td>Professional development and training</td>
</tr>
<tr>
<td></td>
<td>Talent recruitment and retention</td>
</tr>
<tr>
<td>External Relations</td>
<td>Stakeholder engagement</td>
</tr>
<tr>
<td></td>
<td>Community investments</td>
</tr>
<tr>
<td>Environmental Stewardship</td>
<td>Waste and recycling</td>
</tr>
<tr>
<td></td>
<td>Energy efficiency and renewable energy use</td>
</tr>
</tbody>
</table>
Management Approaches

Innovation & leadership

Innovation and thought leadership are material to Qlik’s customers, employees, and community members as the management of these topics directly contributes to the development of Qlik’s data-driven offerings. The Chief Technology Officer (CTO) is responsible for managing this topic and does so by an advanced “Ideation Program” that includes Qlik employees, customers and partners. The CTO evaluates this approach by monitoring the number of product ideas that are transformed into releasable products in the form of a conversion rate.

Customer value

Customer value is material to Qlik’s customers because of its contribution to the company’s ability to differentiate from competitors in the dynamic and fragmented business analytics technology marketplace. The Customer Success Officer is responsible for managing customer satisfaction and digitalization as they relate to customer value. Management of this topic includes driving customer success, education, support and consulting services, as well as developing a clear vision of how Qlik must progress in this area. Qlik evaluates its management of customer satisfaction through customer surveys and in person dialogue at our annual customer conference, “QlikWorld,” using the results to drive product ideation and development.

Responsible IT practices

Responsible IT practices are material to Qlik’s customers, partners, and the communities in which we operate because privacy breaches threaten Qlik’s continued business operations and customer satisfaction. Qlik’s internal IT department, as well as its Product Development department, maintain and develop Qlik products and infrastructure and are responsible for the management of this topic. Qlik manages this topic through several policies aimed at protecting intellectual property (IP) such as the External Cookie & Privacy Policy. Data protection management is assessed by the Qlik Legal Department.
Responsible business practices

Responsible business practices are material to Qlik’s employees, management, and communities as this topic is foundational to Qlik’s corporate culture. Qlik manages its compliance and governance through the Qlik Code of Business Conduct and policies such as the Anti-Corruption Policy. The Chief Legal Officer is charged with monitoring the management of this topic and assesses the management approach through the annual review of the Code of Business Conduct.

Diversity & inclusion

Diversity and inclusion are material to Qlik’s employees because a safe, comfortable working environment is necessary for a productive and valued workforce. Qlik manages this topic with its Equal Employment Opportunity and Workplace Anti-Harassment and Discrimination policies. Qlik evaluates its management of diversity and inclusion by continuously tracking diversity metrics such as age and gender of employees in various positions. Qlik also measures its management of gender compensation equity by conducting surveys such as the Great Places to Work survey and voting polls. The management approach of these topics is evaluated by leaders within Culture & Talent and other business teams.

Talent management

Talent management is material to Qlik’s customers and employees because a highly trained and motivated workforce facilitates responsible growth. Qlik’s CPO manages this topic through participation and by communicating the importance of ethics and compliance training to employees. The CPO evaluates the management approach by tracking employee training hours and monitoring employee turnover and other job performance metrics.

External relations

External relations are material to the communities in which Qlik operates, its employees, customers, and partners because it is crucial to Qlik’s ability to create long term value for all parties impacted by the company’s business operations. The Global Head of Corporate Responsibility is responsible for overseeing stakeholder engagement initiatives. Programs such as “Corporate Responsibility Champion” and “Volunteer Day” encourage employees to engage with other Qlik stakeholders, while online communities like “Qlik Nation” facilitate regular and effective communication with customers and partners. Qlik evaluates its management of this topic through stakeholder surveys and feedback, while tracking the number of events held annually and which stakeholders attend.

Environmental stewardship

Environmental stewardship is material to Qlik’s role as a global corporate citizen. We value and understand the importance of minimizing our environmental impact and recognize climate change as a global threat. While Qlik does not have manufacturing operations or specialized infrastructure requirements, energy efficiency remains an important pillar of responsible business for Qlik. Qlik is currently building a dashboard of social and environmental impacts and related KPIs to help parties in its ecosystem manage this topic more effectively. Qlik will also assess its energy efficiency management based on GHG emissions, including Scope 3 emissions from business travel.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Accounting Metric</th>
<th>Unit of Measure</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental footprint of hardware infrastructure</td>
<td>(1) Total energy consumed (2) % grid (3) % renewable</td>
<td>GJ/MWh</td>
<td>Qlik consumed 5900 MWh of grid electricity in 2019.</td>
</tr>
<tr>
<td></td>
<td>(1) Total water withdrawn (2) water consumed, % in water stressed areas</td>
<td>Thousand cubic meters, %</td>
<td>Qlik does not currently collect this data</td>
</tr>
<tr>
<td></td>
<td>Discussion on integrating environmental needs into strategic planning for data center needs</td>
<td>Discussion &amp; analysis</td>
<td>See Environmental Stewardship section</td>
</tr>
<tr>
<td></td>
<td>Description of policies for behavioral advertising and user privacy</td>
<td>Discussion &amp; analysis</td>
<td>We are not an advertising technology company, so our use of advertising is limited to standard lead generation efforts that is comparable to most mid market enterprise software companies.</td>
</tr>
<tr>
<td></td>
<td>Number of users whose information is used for secondary purposes</td>
<td>Number</td>
<td>We are not an advertising technology company, so our use of advertising is limited to standard lead generation efforts that is comparable to most mid market enterprise software companies.</td>
</tr>
<tr>
<td></td>
<td>Amount of monetary losses from legal proceedings with user privacy</td>
<td>Reporting currency</td>
<td>None.</td>
</tr>
<tr>
<td></td>
<td>(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure</td>
<td>Number, Percentage (%)</td>
<td>None.</td>
</tr>
<tr>
<td></td>
<td>List of countries where products or services are subject to government-required monitoring, blocking, content filtering, or censoring</td>
<td>Discussion &amp; analysis</td>
<td>None.</td>
</tr>
<tr>
<td></td>
<td>(1) Number of data breaches, (2) percentage involving personally identifiable information(PII), (3) number of users affected</td>
<td>Number, Percentage (%)</td>
<td>Qlik takes data privacy and security very seriously and has a robust privacy and security program in place consistent with industry practice.</td>
</tr>
<tr>
<td></td>
<td>Approach to identifying and addressing data security risks, including use of third-party cybersecurity standards</td>
<td>Discussion &amp; analysis</td>
<td>Qlik has a layered approach to security that includes, but is not limited to, the following: 24x7 security monitoring and network, application and host security controls. For more information, visit Qlik.com/trust.</td>
</tr>
<tr>
<td>Topic</td>
<td>Accounting Metric</td>
<td>Unit of Measure</td>
<td>Response</td>
</tr>
<tr>
<td>-------</td>
<td>-------------------</td>
<td>-----------------</td>
<td>----------</td>
</tr>
<tr>
<td>Recruiting &amp; Managing a Global, Diverse &amp; Skilled Workforce</td>
<td>Percentage of employees that are (1) foreign nationals and (2) located offshore</td>
<td>Percentage (%)</td>
<td>None in the US</td>
</tr>
<tr>
<td></td>
<td>Employee engagement as a percentage</td>
<td>Percentage (%)</td>
<td>Between 71% and 73% throughout 2019</td>
</tr>
<tr>
<td></td>
<td>Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees</td>
<td>Percentage (%)</td>
<td>See Diversity and Inclusion section</td>
</tr>
<tr>
<td>Intellectual Property Protection &amp; Competitive Behavior</td>
<td>Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations</td>
<td>Reporting currency</td>
<td>None.</td>
</tr>
<tr>
<td>Managing Systemic Risks from Technology Disruptions</td>
<td>Number of (1) performance issues and (2) service disruptions; (3) total customer downtime</td>
<td>Number, Days</td>
<td>Our multicloud SaaS offering has resiliency architected in at each layer. The service disruptions and downtime can be found at <a href="https://statusqlikcloud.com">https://statusqlikcloud.com</a></td>
</tr>
<tr>
<td></td>
<td>Description of business continuity risks related to disruptions of operations</td>
<td>Discussion and Analysis</td>
<td>The biggest risk is our reliance on cloud providers like Azure and AWS. We believe these are tier 1 vendors and the risks are consistent with our service level objectives of high availability</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity Metric</th>
<th>Unit of Measure</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Number of licenses or subscriptions, (2) percentage cloud-based</td>
<td>Number, Percentage (%)</td>
<td>We are a private company and do not disclose this information. A material portion of our business is subscription and SaaS based.</td>
</tr>
<tr>
<td>(1) Data processing capacity, (2) percentage outsourced</td>
<td>Number</td>
<td>We utilize the top 3 cloud providers for the vast majority of our data processing requirements.</td>
</tr>
<tr>
<td>(1) Amount of data storage, (2) percentage outsourced</td>
<td>Petabytes, Percentage (%)</td>
<td>We are a private company and do not disclose this information.</td>
</tr>
</tbody>
</table>
The Global Reporting Initiative (GRI) provides the world’s most widely used framework for sustainability reporting. The GRI Standards offer a structured format to coherently and comprehensively share information about material issues, performance metrics and the management of sustainability-related issues within the organization. The reporting principles for defining report content and quality have been applied throughout the information collection and report development process.

All disclosures in this report are based on the 2016 edition of the GRI Standards. For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.
### GRI 101: Foundation (2016)

### GRI 102: General Disclosures (2016)

<table>
<thead>
<tr>
<th>102-1</th>
<th>Name of the organization</th>
<th>Qlik Technologies Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>102-2</td>
<td>Activities, brands, products, and services</td>
<td>Qlik’s vision is a data-literate world, where everyone can use data and analytics to improve decision-making and solve their most challenging problems. Qlik provides an end-to-end, real-time data integration and analytics cloud platform to close the gaps between data, insights and action. By transforming data into active intelligence, businesses can drive better decisions, improve revenue and profitability, and optimize customer relationships.</td>
</tr>
</tbody>
</table>
| 102-3  | Location of the headquarters | Qlik Technologies Inc.  
211 South Gulph Road  
Suite 500  
King of Prussia, PA 19406 United States  
Phone: +1 (888) 828-9768 |
| 102-4  | Location of operations | In 2019, Qlik had offices in 25 countries in North America, Europe, Australia, Asia, the Middle East and Africa. Qlik’s Partners are located in over 100 countries. |
| 102-5  | Ownership and legal form | Qlik is privately owned by the private equity firm Thoma Bravo. |
| 102-6  | Markets served | Qlik does business in more than 100 countries and serves over 50,000 customers around the world. |
| 102-7  | Scale of the organization | At the end of 2019 we had ~2,400 employees globally, more than 50,000 customers and are active in more than 100 countries. |
| 102-8  | Information on employees and other workers | See Diversity & Inclusion section on page 31 |
| 102-9  | Supply chain | Qlik’s supply chain is simple: External contract employees provide some programming support, and professional services organizations provide specialized assistance for legal, accounting, management consulting and related services. |
| 102-10 | Significant changes to the organization and its supply chain | In 2019, Qlik announced the acquisition of Attunity. |
| 102-11 | Precautionary principle or approach | While Qlik carefully considers a range of risks and opportunities in its decision making processes, it does not explicitly apply the precautionary principle. |
| 102-12 | External initiatives | None currently. We anticipate joining one or more in the coming year, including Climate Neutral Now from the UNFCCC |
| 102-13 | Membership of associations | Private Sector Roundtable on Global Health Security Boston College Center for Corporate Citizenship NetHope (organization of IT professionals for the nonprofit industry) MIT SolveAssociation of Government Accountants Healthcare Information and Management Systems Society |

**STRATEGY**

| 102-14 | Statement from senior decision-maker | See CEO Letter on page 4 |

**ETHICS AND INTEGRITY**

| 102-16 | Values, principles, standards, and norms of behavior | See Responsible Business Practices on page 19 |

**GOVERNANCE**


**STAKEHOLDER ENGAGEMENT**

| 102-40 | List of stakeholder groups | Ownership group, joint venture partners, employees, tenants, regulators, and the local communities. |
| 102-41 | Collective bargaining agreements | No collective bargaining agreements with Qlik’s employees are in place. |
| 102-42 | Identifying and selecting stakeholders | We identify stakeholders as part of our materiality process and through formal and informal discussions with senior management and other interested parties. Stakeholders are selected by assessing the degree of interest they have in Qlik’s operations, and the degree to which they influence our decision making. |
| 102-43 | Approach to stakeholder engagement | We engage our stakeholders through a variety of mechanisms, including regular business-related meetings, discussions of joint ventures and partnership agreements, employee engagement surveys and roundtables, and strategic planning with senior management and the ownership team. |
| 102-44 | Key topics and concerns raised | The Material Topics section is based on results from our engagement with internal and external stakeholders. |
REPORTING PRACTICE

| 102-45 | Entities included in the consolidated financial statements | All data presented in the report represents all Qlik operations, unless explicitly noted otherwise. |
| 102-46 | Defining report content and topic boundaries | The data presented here represents Qlik in its entirety at the end of 2019. The content of the report is based upon material topics (which includes consideration of Stakeholder Inclusiveness, Sustainability Context, Materiality, and Completeness) and boundaries are limited to the Qlik organization. For more information, please see About This Report on page 42. |
| 102-47 | List of material topics | See Material Topics section on page 43. |
| 102-48 | Restatements of information | None. |
| 102-49 | Changes in reporting | No changes |
| 102-50 | Reporting period | January 1 to December 31, 2019 |
| 102-51 | Date of most recent report | A Corporate Responsibility Report was published in 2019, for calendar year 2018. |
| 102-52 | Reporting cycle | Annual reporting |
| 102-53 | Contact point for questions regarding the report | Julie Kae  
Global Head, Corporate Responsibility  
Julie.Kae@qlik.com |
| 102-54 | Claims of reporting in accordance with the GRI Standards | This report has been prepared in accordance with the GRI Standards: Core option. |
| 102-55 | GRI content index | See page 48 |
| 102-56 | External assurance | This report was not externally assured. |

Topic-specific Disclosures

INNOVATION & LEADERSHIP

GRI 103: Management Approach (2016): Innovation & Leadership

| 103-1 | 103-2 | 103-3 | See Management Approaches section on page 44 |

Innovation and Thought Leadership

Non GRI | We are actively developing ways to quantitatively measure our progress. These innovation measures will complement our existing KPIs around quality, turn, productivity, and velocity. See page 8 for more information. |
### CUSTOMER VALUE

<table>
<thead>
<tr>
<th>GRI 103: Management Approach (2016): Customer Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>103-1</td>
</tr>
<tr>
<td>103-2</td>
</tr>
<tr>
<td>103-3</td>
</tr>
</tbody>
</table>

#### Customer Perception of Product Value

<table>
<thead>
<tr>
<th>Non-GRI</th>
</tr>
</thead>
<tbody>
<tr>
<td>See Customer Value section on page 12</td>
</tr>
</tbody>
</table>

#### Digitalization

<table>
<thead>
<tr>
<th>Non-GRI</th>
</tr>
</thead>
<tbody>
<tr>
<td>See Thought Leadership section on page 10</td>
</tr>
</tbody>
</table>

### RESPONSIBLE IT PRACTICES

This topic corresponds to the GRI Standard “418 Customer Privacy.”

<table>
<thead>
<tr>
<th>GRI 103: Management Approach (2016): Responsible IT Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>103-1</td>
</tr>
<tr>
<td>103-2</td>
</tr>
<tr>
<td>103-3</td>
</tr>
</tbody>
</table>

#### GRI 418: Customer Privacy (2016)

<table>
<thead>
<tr>
<th>418-1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaints concerning privacy and losses of customer data</td>
</tr>
<tr>
<td>See Responsible IT Practices section on page 21</td>
</tr>
</tbody>
</table>

#### IT Infrastructure and Resilience

<table>
<thead>
<tr>
<th>Non-GRI</th>
</tr>
</thead>
<tbody>
<tr>
<td>See Responsible IT Practices section on page 21</td>
</tr>
</tbody>
</table>

### RESPONSIBLE BUSINESS PRACTICES

This topic corresponds to the GRI Standard “419 Socioeconomic Compliance.”

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>103-1</td>
</tr>
<tr>
<td>103-2</td>
</tr>
<tr>
<td>103-3</td>
</tr>
</tbody>
</table>
### DIVERSITY & INCLUSION

This topic corresponds to the GRI Standards “405 Diversity and Equal Opportunity,” and “406 Non-discrimination.”

#### GRI 103: Management Approach (2016): Diversity & Inclusion

| 103-1 | See Management Approaches section on page 45 |

| 103-2 | |

| 103-3 | |

#### GRI 405: Diversity and Equal Opportunity (2016)

| 405-1 | Diversity of governance bodies and employees | See Diversity and Inclusion section on page 31 |

| 405-2 | Ratio of basic salary and remuneration of women to men |

Our remuneration policies include periodic benchmarking exercises where we analyze our compensation policies and data, look at potential gender or other demographic imbalances, and make adjustments where needed. Our compensation policy is intended to be merit based, focused solely on roles, responsibilities, experience and performance with no consideration given to gender, age, ethnicity or any other factor. We are confident that there is no systemic difference in pay scales due to gender or other demographic metric. These remuneration policies were designed, developed, and reviewed by a multicultural team of various beliefs and gender identities.

#### GRI 406: Non-Discrimination (2016)

| 406-1 | Incidents of discrimination |

Qlik treats this data as confidential company information.

### TALENT MANAGEMENT

This topic corresponds to the GRI Standard “404 Training and Education.”

#### GRI 404: Training and Education (2016)

| 404-1 | Extent of training and education | See Our Learning Framework section on page 27 |

| 404-2 | Programs for skills management and lifelong learning | See Our Learning Framework section on page 27 |

| 404-3 | Performance reviews and career planning | See Reviews for Employee Development section on page 28 |
## EXTERNAL RELATIONS

This topic corresponds to the GRI Standards “203 Indirect Economic Impacts” and “413 Local Communities.”

### GRI 103: Management Approach (2016): External Relations

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>103-1</td>
<td>See Management Approaches section on page 45</td>
<td></td>
</tr>
<tr>
<td>103-2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>103-3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### GRI 413: Local Communities (2016)

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>413-1</td>
<td>Local community engagement, impact assessments, and development programs</td>
<td>See External Relations section on page 37</td>
</tr>
</tbody>
</table>

### GRI 203: Indirect Economic Impacts (2016)

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>203-1</td>
<td>Infrastructure investments and services supported</td>
<td>See External Relations section on page 37</td>
</tr>
</tbody>
</table>

## ENVIRONMENTAL STEWARDSHIP

This topic corresponds to the GRI Standards “302 Energy” and “305 Emissions.”

### GRI 103: Management Approach (2016): Environmental Stewardship

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>103-1</td>
<td>See Management Approaches section on page 45</td>
<td></td>
</tr>
<tr>
<td>103-2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>103-3</td>
<td></td>
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</table>

### GRI 302: Energy (2016)

<table>
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<th>No.</th>
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<tbody>
<tr>
<td>302-1</td>
<td>Energy consumption</td>
<td>See Environmental Stewardship section on page 41</td>
</tr>
</tbody>
</table>

### GRI 305: Emissions (2016)

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
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<tr>
<td>305-2</td>
<td>Indirect (Scope 2) emissions</td>
<td>See Environmental Stewardship section on page 41</td>
</tr>
</tbody>
</table>