

# Connecting People, Creating Community

DIVERSITY, EQUITY AND INCLUSION 2022

**anaplan**



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# A letter from our Interim Chief People Officer

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## Welcome to Anaplan's first Diversity, Equity and Inclusion Report.

Diversity, equity, inclusion, and belonging are vital to our business and the way we live our values every day. Our business is built on the power of connection and collaboration. We believe that connection and collaboration are only possible when all voices are heard, diverse perspectives are represented, and everyone feels they belong.

Since joining Anaplan in 2021 as the company's first Chief Diversity & Inclusion Officer, the inclusion, equity, and belonging (IEB) team and I have worked tirelessly with our stakeholders to define our strategy, build a foundation for reporting, and create a culture of accountability. Now, as interim Chief People Officer, telling a comprehensive story about who we are as a workforce is a top priority, and this report plays a key role in that. We can't build Anaplan's workforce of the future until we ground ourselves in who we are today.

Publishing this first report represents a major step forward as it establishes Anaplan's commitment to transparency. This report outlines the framework for our strategy and highlights our programs. It shares a snapshot of where we stand today and will serve as a benchmark for future reports. Statements and plans are important, but action is the only way forward, and accountability is the only way things get done.

There are clear areas for improvement and areas where we are innovating. Increasing the representation of women and people of color in our workforce is imperative to our business. To strengthen the diversity of our talent pipeline, we are introducing new initiatives and expanding on successful programs that widen our reach and increase engagement with emerging and historically underrepresented groups. Retention and building an innovative employee experience are also critical focuses. We recently conducted our first employee engagement survey to learn more about our employees' experiences and get feedback on their needs so we can build a culture where everyone feels they belong. We are at the beginning of our IEB journey and still have a lot of work to do, but I am proud of our progress so far. Anaplan's leadership team and I are committed to this work because it's the right thing to do—for our employees, our communities, our customers, and our business.

I'm excited to share this report with you and continue building a sustainable inclusion, equity, and belonging strategy at Anaplan.



**Sherika Ekpo**  
Interim Chief  
People Officer

# Introduction

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This report reflects our commitment to communicate our progress, fully and transparently, in making our company a more diverse and inclusive one. Our IEB strategy is organized into three key pillars: People, Culture, and Partners. Our report is organized around this framework, and the data below shares a snapshot of where we stand at the end of January 2022, which will serve as a benchmark to which we'll compare ourselves in future reports. We plan to share year-over-year comparisons in the data to understand trends, identify gaps, and evaluate our strategy and programs.



# People

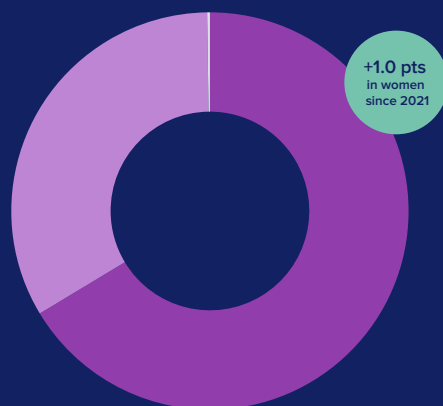
## Workforce representation data

Building a diverse and inclusive workforce requires us to understand our people. This starts with the data. Using the Anaplan platform, we created a workforce representation dashboard for the IEB team to analyze trends and disparities and enhance accountability throughout the organization.

The following data shows where we are right now, including a look at gender across our global workforce and race and ethnicity breakdown for all employees in the US only, due to differences in regional definitions.

### Workforce Representation by Gender

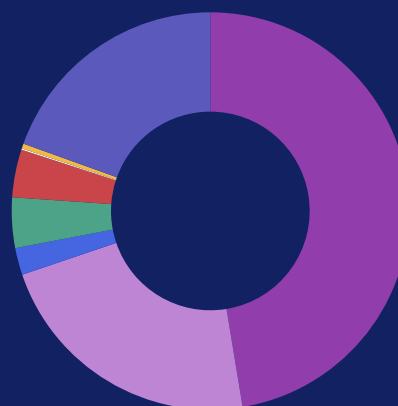
Global as of January 31



- 66.4% Men
- 33.4% Women
- 0.2% Non-binary

### Workforce Representation by Race/Ethnicity

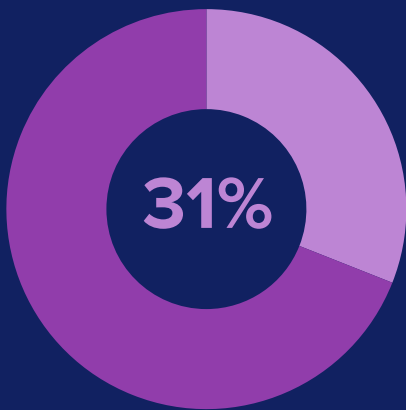
United States as of January 31



- 47.4% White
- 22.4% Asian
- 2.2% Two or more races
- 4.10% Black or African
- 3.9% Hispanic or LatinX
- 0.10% American Indian or Alaska Native
- 0.40% Native Hawaiian or Other Pacific Islander
- 19.50% Not Declared or Declined to Identify

## Gender Diversity in Management

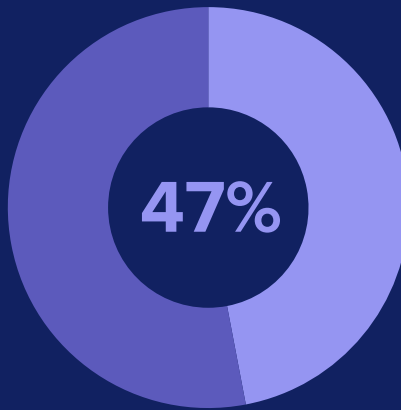
as of January 31



■ 69% Men  
■ 31% Women

## Ethnic and Racial Diversity in Management

as of January 31



■ 53% White  
■ 47% Non-white\*

To increase accountability across our organization and inform this report, we used our own platform to create an IEB dashboard using real-time workforce data so we can continually track and analyze our progress between reports. We plan to make this dashboard available to our global leaders and integrate it into our quarterly business review reporting so that progress against our IEB strategy is a shared goal and expectation for which all leaders are responsible.

\* Diversity metrics for certain of our Executive Management team are unknown. \*\* Non-white includes directors and U.S.-based members of our executive management team who self-identify as one of the following: (1) Hispanic or LatinX, (2) Black or African American, (3) Native Hawaiian or Pacific Islander, (4) Asian, (5) Native American or Alaska Native, and (6) two or more races.

# Gender Pay Gap

Anaplan is dedicated to data transparency and open dialogue around our progress to achieve equal pay. Our leadership team has developed a framework of policies and programs to identify disparities and opportunities for improvement. We perform regular equal pay assessments using our own platform to ensure we are using accurate and real-time compensation data. Twice a year, we conduct compensation adjustments that are aligned with our promotions and merit cycles to identify and address significant gaps to ensure equitable, competitive compensation.

We comply with local regulations where we operate to report the gender pay gap at a country level, including the United Kingdom and France. We recognize that the current reporting regulation for the UK and France is that of a binary gender pay gap, looking exclusively at those who have identified themselves as male or female.

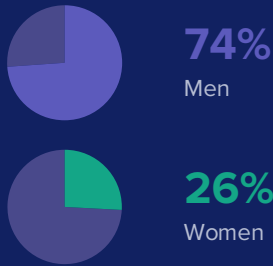
Anaplan is committed to supporting our transgender and non-binary employees. Although the current regulations do not make provisions for all gender identities, we want to acknowledge that we are working towards gender equity for all historically underrepresented groups.



# Gender Pay Gap Results

## UK

On 5 April 2021, Anaplan UK employed **468** men and women.



### Mean hourly

Men earn **21.9% more** than women



### Mean bonus

Men earn **52.4% more** than women



### Median hourly

The median difference between men and women is **16.8%**



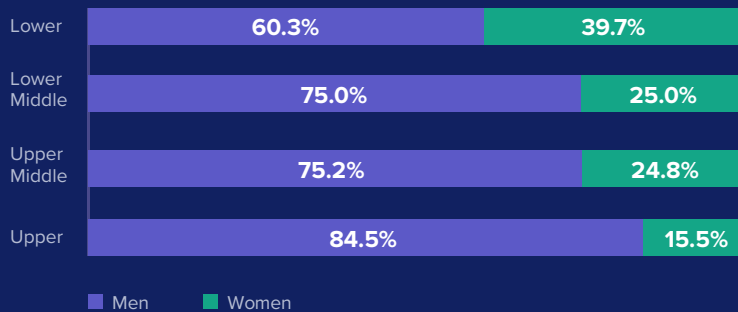
### Median bonus

The median difference between men and women is **44.4%**

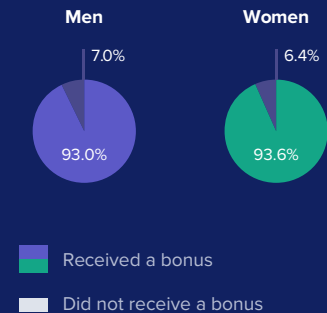


The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings.

### Gender representation by percentage



### Proportion of men and women receiving a bonus



The results of our second gender pay report show a gender pay gap of 21.9% of hourly rates and a bonus pay gap of 52.4%. Our gender pay gap is driven by a predominantly male employee population, and the 2.2% increase in male employees in the highest-paid quartile compared to 2020 explains the rise in the mean gender pay gap. Our gender bonus gap is driven by those in

higher quartiles receiving a higher bonus amount relevant to their scope of role and level within Anaplan. Any new starters at the time when the data was captured would not have received a bonus payment, which is why it shows a small percentage not receiving a bonus.

[Read our 2021 UK Gender Pay Gap.](#)



## Gender Pay Gap Results

### France

The French Gender Pay Gap index is calculated each year out of 100 points and based on four indicators for companies with up to 250 employees:

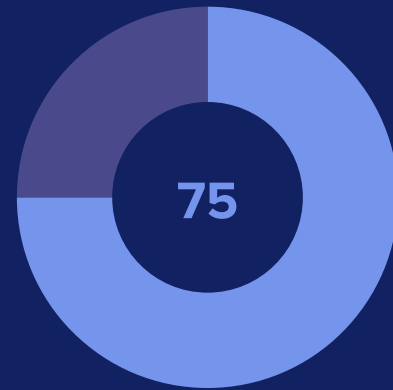
1. The pay gap between women and men
2. Differences in the distribution of individual increases and promotions
3. Increases upon return from maternity leave
4. Top management parity

Our 2022 score was 75/100, down from 94/100 the previous year.

The primary driver of Anaplan's overall decrease in score was the 13.2% pay gap between women and men, primarily due to the variance in commission payments. This difference is purely driven by high-performing individuals, of which the average appears to be women. However, if we removed the commission rates, which vary year on year, and looked at base pay only, the gender pay gap between men and women is only 0.3%.

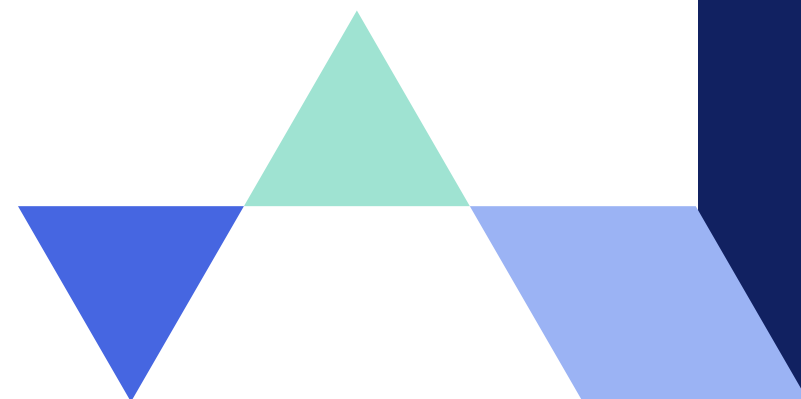
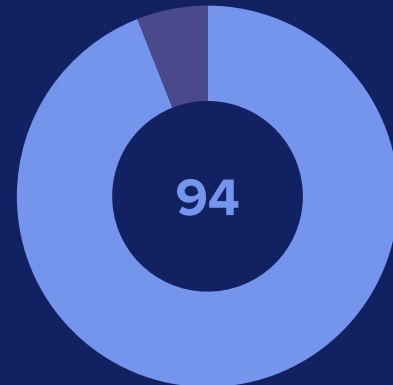
### French Gender Pay Gap Index

2022 Score



### French Gender Pay Gap Index

2021 Score



# Emerging talent

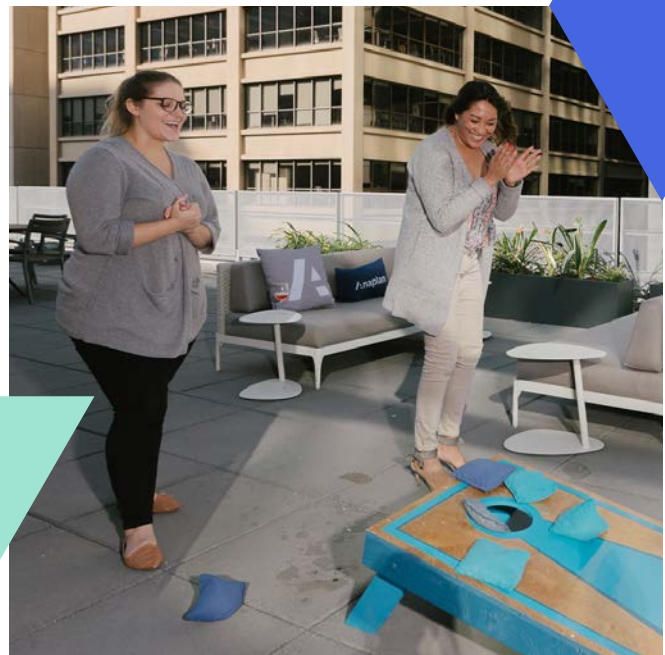
Anaplan is investing in building a strong base of emerging and diverse talent that can transition into senior roles, reducing our dependency on external talent and increasing the retention of knowledge, which benefits our customers and our business. We choose partners like United Negro College Fund (UNCF) and tools like SeekOut and RippleMatch to help us expand our reach and engagement with emerging and historically underrepresented groups to strengthen our pipeline of diverse talent.

In the summer of 2022, Anaplan's Americas Internship Program welcomed prospective graduates in computer science, engineering, or related fields in a 10-week engineering internship. These aspiring engineers received hands-on training, elevated support, and mentorship. In alignment with our goal to strengthen our pipeline of diverse talent, 64% of intern and entry-level hires are from a historically underrepresented group and 52% receive financial aid for their college education or are eligible for a Pell Grant.

Removing barriers to entry is a key priority for Anaplan's emerging talent team. We are creating a new job architecture within our Global Technology Organization by removing the title 'Graduate' from our new hire entry-level positions and replacing the title with 'Associate.'

By moving away from the term 'Graduate', we can expand beyond our partnerships with universities to hire the next generation of Anaplaners, allowing us to explore channels outside of universities to fuel our emerging talent positions. We will continue to build relationships with universities but will not be reliant on these connections as we continue our journey to becoming not only an employer of choice but a more equitable and inclusive company from the ground up.

To learn more about our emerging talent and other career opportunities at Anaplan visit our [careers page](#).

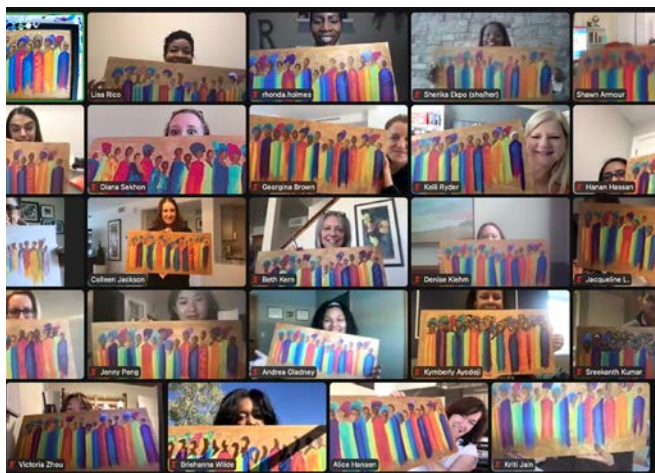


# Culture

## Creating Community

### Employee Resource Groups (ERGs)

Central to building a culture of belonging is creating opportunities for community and connection. Anaplan's ERGs are grassroots and employee-driven, providing opportunities to network, celebrate, provide support, drive awareness, and advocate for change. In 2021, Anaplan expanded to seven ERGs and formalized leadership for each group.



## **Thrive**

Thrive's mission is to support disabled Anaplan employees and provide training and support so that inclusive working is our standard.

## **Anaplan Pride**

Anaplan Pride's mission is to celebrate and enhance our inclusive culture, create ally networks in the workplace, and launch other exciting initiatives, such as acceptance and diversity training.

## **Asiaplan**

Asiaplan's mission is to promote and provide awareness of Asian culture and diversity, create a safe and supportive space for Asian employees, and connect people to foster a sense of community within the company.

## **Black Employees of African Descent (BEAD)**

It is BEAD's mission to create a safe space and network for Black employees globally; advocate for the inclusion, hiring, development, and promotion of Black employees; and share the culture and achievements of Black people worldwide.

## **LatinX**

LatinX's mission is to create a safe space and network for LatinX employees globally; advocate for the inclusion, hiring, development, and promotion of LatinX employees; and share the culture and achievements of LatinX people.

## **Neurodiversity Network**

The Neurodiversity Network's mission is to raise awareness and acceptance of neurodiversity, provide support for Anaplan employees who are neurodiverse or have a neurodiverse child or family member, and enable and support Anaplan to be a neurodiverse inclusive employer.

## **Women's Interest Network (WIN)**

It is WIN's mission to build an open, diverse, and inclusive community; provide opportunities to learn and grow professionally; and empower women in Anaplan with connections and resources.





## Ambassadors are broken into functional teams to help organize our efforts.

### **Anaplan Culture Team**

The Anaplan Culture Team (ACT) ensures our culture lives in every corner of the company through company-wide events and programs that drive A-Shaped Behaviors and Anaplan's values. One of the ACT's biggest accomplishments this year was the launch of #AnaplanLOVE Day, a quarterly global culture day during which employees come together to put our culture into action and create new sparks of belonging with each other. The ACT also includes an outreach team that represents Anaplan's culture to external partners to nurture and drive a more diverse talent pipeline.

### **A-Shaped Ambassador Program**

To foster community and belonging among all Anaplan employees, the A-Shaped Ambassador Program (ASAP) brings together employees from each region and organization to help inform and implement our IEB strategy. Ambassadors participate in a year-long commitment, undergo training to strengthen their cultural competency, and work to ensure our values live in every corner of Anaplan.

### **Facilitators**

Facilitators undergo Train-the-Trainer workshops to lead discussions with people managers about recognizing bias and working actively to prevent bias from affecting decisions and team dynamics. They also facilitate anti-bias training for managers and new hires.

### **Advisory Board**

Ambassadors come together to share opinions and ideas, participate in focused workshops to aid research and prototyping, and work closely with ACT and the IEB team in launching new programs, such as our Belonging Playbook.

## Advancing Belonging at Work Playbook





Fostering belonging within our culture is critical to our growth and success. As we developed our belonging strategy at Anaplan, we wanted more evidence-based practices to ensure impact but struggled to find actionable insights that bridged research with the business world.

To address this gap, Anaplan partnered with the Center for Equity, Gender and Leadership at Haas School of Business, University of California, Berkeley to develop the **Advancing Belonging at Organizations** playbook. Although we're at the beginning of our belonging journey, this playbook is helping us **put our commitment into action** and take steps to integrate belonging into the entire employee lifecycle.

In addition to applying the strategies within Anaplan, the playbook is available as a free resource to help any equity-fluent company or leader enhance belonging within their organization. We also hosted a **virtual launch event** of the playbook with a panel discussion featuring external experts from Google Cloud and Ancestry to share insights on how they are advancing belonging within their own organizations.



## Five drivers that foster belonging

Anaplan Value	Belonging Driver	Strategic Play Example
 <b>Tenacious</b>	Inclusive Work Environments	Communicate and model values, principles, and expectations
 <b>Inclusive</b>	Connectivity Opportunities	Employee Resource Groups (ERGs), #AnaplanLOVE Day, Slack channels
 <b>Open</b>	Organizational Values & Principles	Help employees connect our values, mission, and purpose to their day-to-day work
 <b>Collaborative and Creative</b>	Acknowledgment & Accountability Structures	Provide positive reinforcement for employees' creativity and offer recognition for jobs well done
 <b>Authentic</b>	Work-Life Boundaries	Provide information on self-care, FTO/PTO, and welfare benefits that will allow employees to continue being their real and best selves



We also launched the Belonging Center at **Anaplan Live!**, our annual customer event, in San Jose, California, to introduce the playbook with an interactive experience. By engaging our customers, partners, and guests in Anaplan's values and culture, we strengthened their sense of belonging to the broader Anaplan ecosystem.



# Employee well-being and advancement

To attract and retain top talent, we offer market-competitive compensation and benefits that inspire ownership and help our people achieve and build what matters most to them, personally and professionally. To learn more, visit our [careers page](#).



Compensation packages are designed to drive performance aligned with our company goals and values.



Our health and welfare benefits programs support employees and their families, especially for the moments that matter the most.

- Employees who are or plan to become parents or caregivers can take advantage of equitable parental and caregiver leave, backup child and adult care support, and benefits for family-forming services, such as fertility care or adoption services.
- Our employee assistance programs provide access to numerous resources, including expanded mental health benefits and legal and financial planning support.
- Anaplan provides company-wide paid days off for well-being and no-meeting days.
- Our teams have the flexibility to work remotely or from our offices. Anaplan provides employees with a remote working stipend, office equipment loans, and reimbursement for phone and internet services to facilitate continued connectivity and productivity.

Our benefits offerings continue to evolve with current affairs to accommodate all of our employees.



## Employee development

Anaplan offers training and development opportunities to empower employees to drive their career progression.



We offer **management training courses and tools** for new managers and experienced people leaders to build empathetic and agile leaders who manage for growth.



The **Anaplan Academy** provides employees with opportunities to build technical and data fluency skills on the Anaplan platform through on-demand and live courses with experts. Learn more about the **Anaplan Academy**.



**AnaplanGO** provides a dynamic onboarding experience, helping all new hires become immediately immersed in Anaplan's culture and company. From learning about our customer journey and values to meeting key leaders and teams, AnaplanGO ensures employees are set up for success at the start of their tenure. Anaplan also provides additional department-specific onboardings for sales, customer success, and R&D.

# Partners

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## Paradigm for Parity®

Anaplan is a member of Paradigm for Parity®, a coalition of CEOs, senior executives, and business academics committed to addressing the corporate leadership gender gap. Anaplan is committed to increasing the representation of women in leadership and combating the gender gap within the tech industry. We pledge to ensure women and non-binary or gender non-conforming individuals have a seat at every table and have their voices heard. We truly believe actively tackling bias in recruitment is a step towards bridging the gender pay gap.



## United Negro College Fund

Supporting our communities is fundamental to our growth, and we are especially proud of our commitment to creating equitable access to education and data skills opportunities. Anaplan has partnered with the UNCF, whose mission is to build a robust and nationally-recognized pipeline of under-represented students who become highly-qualified college graduates. The UNCF provides its network of 37 historically Black colleges and universities with a range of support that enables them to keep their academic programs strong and tuition affordable.





### **The Achieve Institute**

Anaplan partners with the Achieve Institute to provide a professional development program for employees who identify as women to support and strengthen their leadership abilities. The Women Achieve at Anaplan program provides participants with the tools and techniques of the Achieve System™ to create a mindset and approach that help them show up strong in the workplace and make their mark as high performers. The Women Achieve at Anaplan program launched in November 2021 with a cohort of women across the global organization to support and strengthen their leadership abilities. The duration of the six-month program includes 1:1 coaching, group coaching sessions, and e-learning modules. The second Women Achieve cohort launched in June 2022.



### **The Center for Equity, Gender and Leadership, Haas School of Business, University of California at Berkeley (EGAL)**

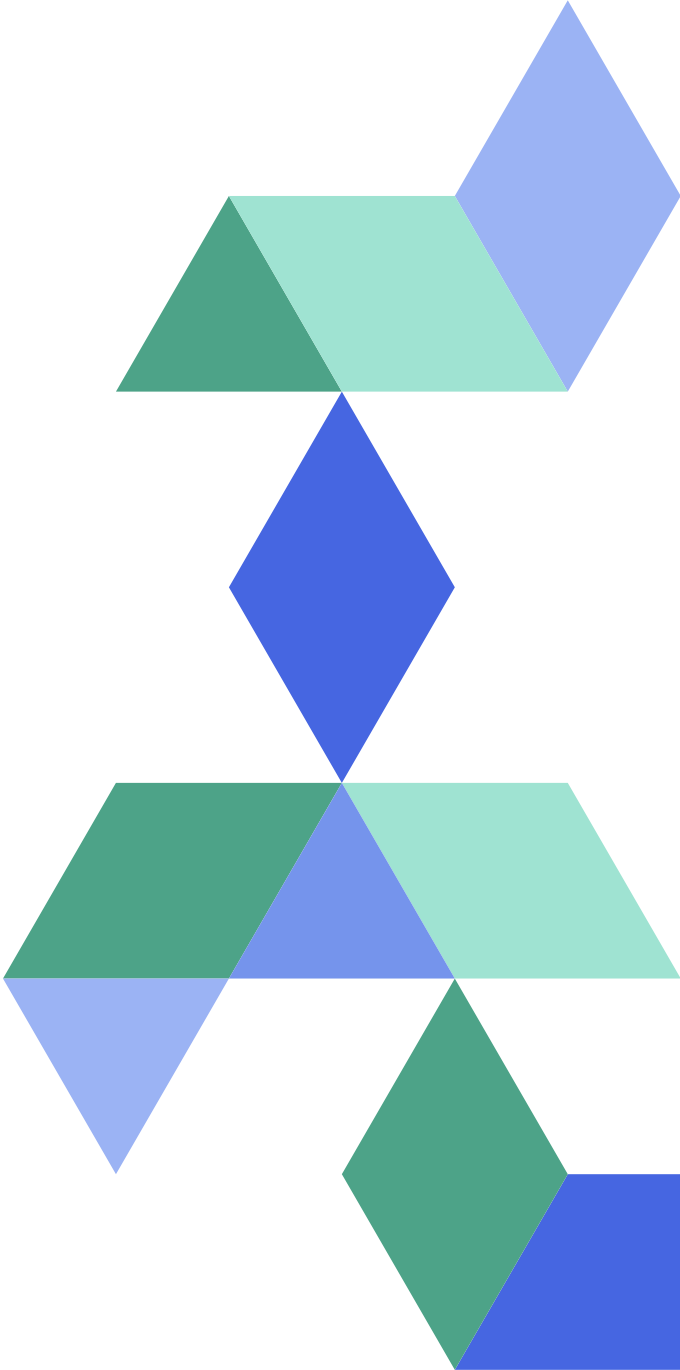
Anaplan partnered with EGAL to create the Advancing Belonging at Organizations playbook to help us enhance our belonging strategy with research-backed strategies, applications, and measurement tools. The EGAL team also worked with our Inclusion, Equity and Belonging team at Anaplan to provide a framework that could be used to develop our supplier diversity program. They performed industry research on existing supplier diversity programs and met with internal stakeholders to create a framework based on our specific needs.

# ESG Impact at Anaplan

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While this report focuses on our IEB initiatives and data, it's important to note that IEB is a key component of our company's environmental, social and governance (ESG) strategy. As a values-led and inclusion-focused company, our success is not only defined by our business performance, but by our company character. This includes operating ethically; maintaining the trust of our employees and customers; and doing our part to leave a positive impact on people, society, and the planet.

[Learn more about ESG at Anaplan.](#)



# Be part of the change

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We continue to accelerate our inclusion efforts with our mission statement in mind.

“Building a future where connected leaders and teams constantly adapt, transform, and reinvent their businesses.

Learn more about how you can contribute and drive change with us.

[Explore careers.](#)

## Equal Employment Opportunity

Anaplan is proud to be an Equal Employment Opportunity and Affirmative Action Employer. All qualified applicants will receive consideration for employment without reference to race, religion, color, national origin, sex, sexual orientation, gender identity, age, status as a protected veteran, or status as a qualified individual with a disability.

## Accessibility and Accommodations

Anaplan is committed to ensuring that our employment process is open to all individuals. If you have a disability or special needs and require assistance applying for an open position, you may email [peopleoperations@anaplan.com](mailto:peopleoperations@anaplan.com).



**Anaplan's fiscal year 2022 is February 1, 2021 to January 31, 2022.**

**Statements made referring to 2022 reflect this time period.**

This Diversity, Equity and Inclusion Report contains forward-looking statements that are based on our current plans, considerations, and determinations regarding environmental, social, and governance matters relating to Anaplan. These forward-looking statements include, for example, the quotations of management and current strategies and plans, and reflect management's best judgment based on factors currently known, and involve risks and uncertainties. Many of these factors relate to matters that are beyond our control and are changing rapidly. Significant variation from the assumptions underlying our forward-looking statements could cause our actual results set forth in this Diversity, Equity and Inclusion Report to vary, and the impact could be significant. All forward-looking statements in this Diversity, Equity and Inclusion Report are based on information available to us as of the date hereof. We undertake no obligation, and do not intend, to update the information contained in this Diversity, Equity and Inclusion Report, except as required by law.