

# Medallia

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## 2022 Global Impact Report



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It always seems impossible  
until it's done."

—

Nelson Mandela

# CEO Letter



**LESLIE STRETCH**  
President and CEO

**Our mission is to help organizations create a culture that values every person and every experience.**

And right now, Medallia is the only company currently positioned to help the world's leading enterprises meet the new demands of their employees and customers at scale.

Yet, we still face many challenges. Over the last two years, the global community has continued to be affected by the pandemic, as well as a worrying uptick in environmental disasters, economic upheaval, and social injustice.

Despite these existential threats, I am hopeful that brighter days lie ahead — if we continue to do the work. That's why we remain as committed as ever to making a positive impact on our people, our customers, and the world.

We believe that everyone working at Medallia should enjoy an experience that enriches their life. We also believe that in producing a portfolio of cloud technology solutions, we should be aware of our actions and their impact so that they contribute positively to our planet, society, and our communities' wellbeing.

By listening to our customers, we've added more solutions to our portfolio to help them meet their customers and employees where they are. We have also ramped up our efforts to produce inspirational content from our in-house experts to help experience management leaders outshine their competition, culminating in the recent launch of our new video channel, Experience Now.

By listening to our employees, we've delivered a remote-first culture, increased access to reproductive care, mental health support, and more. We also have not waned in our efforts to create a more diverse and inclusive culture, which includes establishing a new employee resource group to help improve accessibility for people with disabilities.

Although there is more work to be done, I am proud that our Medallians are passionate about moving the world in the right direction, as evidenced by our increased philanthropic contributions to help tackle global problems like climate change, racial inequity, LGBTQ+ rights, and refugee crises around the world, as well as individual volunteer time spent with non-profit organizations.

We want to be known as a company that does the right thing. As I wrote last year, I am mindful that we want to achieve more. But as many of the world's leaders would say, we must start somewhere. We will continue to lead by example and take action quickly, with policies and practices that promote ethics and integrity, diversity and inclusion, environmental responsibility, and social impact.

A handwritten signature in black ink that reads "Leslie Stretch". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

**LESLIE STRETCH**  
President and CEO  
September 2022

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# Safe Harbor

This Global Impact Report contains forward-looking statements that are based on our current plans, considerations, and determinations regarding environmental, social, and governance matters relating to Medallia. These forward-looking statements include, for example, the quotations of management, current strategies, and the impacts of COVID-19 on our business, 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 Global Impact Report to vary, and the impact could be significant. All forward-looking statements in this Global Impact 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 Global Impact Report, except as required by law.

# About This Report

We are excited to share our second Global Impact Report with you. This report seeks to identify and understand the social, environmental, and governance factors that impact our organization and conversely how we shape and impact the environment and society around us. This report has been prepared in accordance with the Sustainability Accounting Standards Board's (SASB) [Software & IT Services Sector Standard](#), version 2018-10. The reporting period is fiscal year 2022, which covers February 1, 2021 to January 31, 2022, unless otherwise noted. To successfully deliver against our purpose as a business that can and should be a force for good, we must remain focused on innovation, hard work, and serving others. It also means leading with our values in our products and solutions, and in how we treat people and the planet we share. To this end, we at Medallia are dedicated to leaving the world better than we found it, and to creating powerful products and delivering services that empower others to do the same.

We welcome your thoughts and questions at [esg@medallia.com](mailto:esg@medallia.com).





## COMPANY BACKGROUND

Medallia is the pioneer and market leader in customer, employee, citizen, and patient experience. As the No. 1 enterprise experience platform, Medallia Experience Cloud is the experience system of record that makes all other applications customer- and employee-aware. The platform captures billions of experience signals across interactions including all voice, video, digital, IoT, social media, and corporate-messaging tools. Medallia uses proprietary artificial intelligence and machine-learning technology to automatically reveal predictive insights that drive powerful business actions and outcomes. Medallia customers reduce churn, turn detractors into promoters and buyers, create in-the-moment cross-sell and up-sell opportunities, and drive revenue-impacting business decisions, providing clear and potent returns on investment. For more information, visit [www.medallia.com](http://www.medallia.com).

Since our last report, we have been acquired by Thoma Bravo. Becoming a private company has allowed Medallia to benefit from the operating capabilities, capital support, and deep sector expertise of Thoma Bravo – one of the most experienced and successful software investors in the world. This milestone in Medallia's history underscores our commitment to constant innovation, expansion, and value creation. To learn more about the acquisition, read our [press release](#). ESG continues to be a growing part of Thoma Bravo. For more information, view their [ESG report](#).

# Medallia

**Founded:** 2001

**Global Headquarters:** [Pleasanton, California](#)

**Number of Employees:** 2,660

**Number of Customers:** 2,100+

**Implementation Rate:** 100%

**Number of Experiences Analyzed:** 7.5 Billion+

# Our Core Values

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## Helping people be the best at what they do.

We believe that every experience is a memory that can last a lifetime. Whether had by employees or customers, experiences shape the way people feel about your company. Experiences also greatly influence how likely people are to advocate, contribute, and stay. That's why we're committed to helping organizations create a culture that values every person and every experience — a commitment shared by everyone who joins our team.



Every Experience Matters



Always Be Innovating



Fiercly Customer First



Trust and Respect



All Belong Here



Talent is Everywhere



Success from Sustainability





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“Of course, we want to be known for the innovative and world-class technology we’ve built. But even more, we want to be known as a company that does the right thing.”

LESLIE STRETCH | President and CEO

# 1

## Social Impact

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We seek to be a company that does the right thing, and in doing so, to have a positive impact on our employees, customers, and the broader communities in which they live and work. We are dedicated to cultivating an open, inclusive, and collaborative environment where employees can not only do their best work but also be proud of their workplace. We do so by striving to create an equitable internal environment and a more equitable society externally — through listening, understanding, and addressing the unique needs of different communities, including those we know are typically underserved and underrepresented.

# Medallia.org

We are committed to helping create a world where everyone has a voice. Our social and civic impact arm [Medallia.org](#) helps us make that happen by partnering with mission-driven organizations serving the most vulnerable.

## OUR STORY

In 2017, a few passionate Medallians started Medallia.org to fuel their calling for giving back. They saw a desire within their fellow Medallians to support their communities even more and amplify the impact of those already doing so. Since then, this force has expanded to include Medallians across departments, levels, around the world.

In 2019, [Medallia joined Pledge 1%](#) (a global coalition of companies dedicated to giving back) to set up Medallia.org and embed social impact into our DNA, leveraging our superpowers — product, people, and capital powers — for social good.

# Our Story

## PRODUCT

We bring the transformative power of our product into the hands of social impact organizations working to solve the world's biggest problems. We are also a member of [#ImpactCloud](#), a coalition of cloud companies committed to enabling nonprofit digital capacity at scale.

## PEOPLE

We make employee volunteerism and fundraising easier than ever through streamlined policies and processes, and a dedicated Medallia.org Team to support in making giving-back opportunities come to life. These include three days of Volunteer Time Off per calendar year and Voting Time Off to support Medallians who are unable to vote outside normal working hours.

## CAPITAL

We offer monetary support to nonprofits focused on diversity and inclusion, as well as those providing frontline relief during emergencies. We [partnered with Tides Foundation](#), a leader in corporate philanthropic strategy and management, to launch our Medallia.org Fund.



# Supporting Our Community Virtually

As we became a remote-first company, we innovated to ensure we could continue our community support virtually. That is why we partnered with Alaya by Benevity in 2021 to provide our employees all of our volunteering and fundraising opportunities in a one-stop shop platform. In addition, we adjusted our annual 2021 Global Week of Giving — a week dedicated to giving back across our global offices — to be fully virtual.

This allowed us to host over 20 events by partnering with 16 nonprofits impacting 20 countries. Over 620 Medallians engaged during GWG — through skill-based volunteering, donating, fundraising, and purpose challenges (day-to-day actions to promote sustainability and wellbeing).

Their impact was vast — from helping review resources for refugees from Afghanistan, to helping redesign donor surveys for a homeless shelter in the Bay Area, to doing mock interviews with high school students from minority ethnic backgrounds in East London.



# Supporting Our Community Virtually

All this has helped us increase our employee volunteerism by 60%, fundraising by 111%, and countries impacted by 288% since September 2021\*. Participation in our social impact initiatives is positively associated with employee engagement and retention:

- **Engagement** — Our employee survey called Voice of Medallia (VoM), showed higher scores for all VoM engagement outcomes among Medallians who volunteer and donate compared to all employees. Feelings of belonging were also significantly greater among employees who participated in our social impact initiatives.\*\*
- **Retention** — Rates of attrition were 32% lower among employees who participate in our social impact initiatives compared to those who did not.\*\*\*

\*Alaya by Benevity was fully implemented in September 2021. This analysis compared our hours volunteered and amount fundraised in USD monthly by Medallians in FY21 (February '20 - January '21, before implementation) vs. September '21 - June '22 (after implementation).

\*\*This analysis compared our VoM results on January '21 for Medallians who volunteered or donated compared to all Medallians. VoM engagement outcomes include “Medallia is a great place to work,” “I plan to be with Medallia this time next year,” “I trust Leslie and his leadership team,” “My work is meaningful,” and “I feel like I belong at Medallia.”

\*\*\*This analysis compared the percentage of departed employees among those who participated in our social impact initiatives and those who did not from September 27, 2021 to July 11, 2022.

# Our Impact

In fiscal year 2022, we have donated over \$1.1M in product-value, volunteer hours, and funding to support over 50 nonprofits globally. Medallians worldwide accomplished this by donating our best-in-class technology, volunteering over one thousand hours, and donating and sponsoring organizations impacting our local communities.

// As the pandemic rapidly increased the needs for our services, Code for America partnered with Medallia to build out the infrastructure to help more low-income and underserved communities get access to services such as the Supplemental Nutrition Assistance Program (SNAP), unemployment (EDD) and free tax filings. Medallia allowed us to listen to our clients and employees to ensure this rapid scale was implemented with empathy.



**ELENA FORTUNA**  
Director of Client Success at [Code for America](#)



// Leading the effort for Medallia's partnership with The Trevor Project — to work together to end LGBTQ+ youth suicides — is the greatest honor of my professional experience so far."



**BRIDGET HALL**  
Education Services Solutions Manager at Medallia



// We understand that nonprofit services have been directly impacted by COVID-19 pandemic this past year at a time when many individuals seek help from local community groups. Support from Medallia helped our nonprofit Grant Partners emerge stronger from this time of uncertainty and better serve their communities."



**EVA CAMP**  
CEO of Full Circle Fund



# Our Strategic Focus on Marginalized Communities

While we empower Medallians to give back to any cause they are passionate about, we ensure every strategic initiative is focused on supporting marginalized communities and identities that are typically underrepresented in business. As a company that values every experience, we're committed to helping create more equitable experiences across technology, healthcare, education, and humanitarian aid. That is why we have already taken action in the following ways:

## PRODUCT

[The Department of Veteran Affairs is using Medallia](#) to route crisis alerts, specifically for suicide and homelessness, to provide early intervention for Veterans in need within minutes. Taking lessons from the VA, we are deploying this technology to help our customers listen, monitor, and act upon signals from their own customers and employees who indicate a crisis. In addition, we created our first Customer Equity Advisory Council, bringing together our customers who are passionate about using data and feedback to create more equitable customer and employee experiences.



# Our Strategic Focus on Marginalized Communities

## PEOPLE

We partner with nonprofits like Full Circle Fund and their “[Healthy Communities in a Post-Covid World](#)” [accelerator](#) to support communities of color in areas with Medallia’s biggest footprint. In addition, we worked with Future Frontiers where our UK Medallians provided 1:1 coaching for young students from disadvantaged backgrounds.

## CAPITAL

We continue to be a [Bronze Sponsor of The Trevor Project](#), the world’s largest suicide prevention and mental health organization for LGBTQ young people. We also continued our annual Juneteenth grants, which are grants selected by our Black-at-Medallia Employee Resource Group to support racial justice nonprofits. In fiscal year 2022, we deepened our relationship with [Black Girl Ventures](#), [Code 2040](#), and [Generating Genius](#) to help create more diverse pipelines into the technology industry.

We will continue to foster industry-leading partnerships, leverage our grants and technology, and learn alongside our technology peers to further our commitment to equity.



# Diversity, Equity, Inclusion, and Belonging

Everyone brings different life experiences to the table, and we embrace them all. It makes us a stronger, smarter company. We encourage people to bring their whole selves to work each day, which is why we founded our Diversity, Equity, Inclusion, and Belonging (DEIB) practice in 2016.

The DEIB team's mission is to confront inequality and take action to combat the systemic barriers that have plagued the tech industry. We do this by creating a culture where everyone is seen, heard, and respected in every part of our business — internally and externally. We seek to ensure that all people who interact with Medallia understand that we are a product to serve everyone.

“Confronting inequality takes more than words; it takes action. We are committed to driving change, creating more equitable environments where people from all backgrounds can thrive.”

## **LESLIE STRETCH**

President and CEO, Medallia



# Workforce Diversity

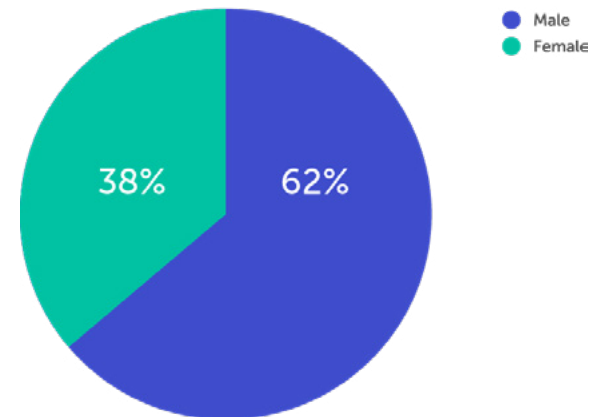
We publish our diversity data to be transparent about where we are today, and to hold ourselves accountable to our representation goals. In 2020, we set forth clear progressive goals to grow our Black employee population in the United States to reflect U.S. Census data by 2023. We have been making progress toward these goals, exceeding our first two years' goals of 3% and 6% Black employees in the US by February 2021 and February 2022, respectively. We also seek to increase representation of women and underrepresented minorities in leadership roles. We are committed to ensuring the population of our company better reflects society.

In order to ensure progress toward these goals, we've instituted slating goals for talent acquisition, and report monthly on the diversity of our candidate pipeline. We also invest in talent partnerships to help ensure we're connecting with talent from all backgrounds, and provide training for interviewers and hiring managers on mitigating bias in the talent acquisition process. We've also expanded our investments in education, development, and community for all employees to ensure a rewarding environment. You can read more about all these programs below.

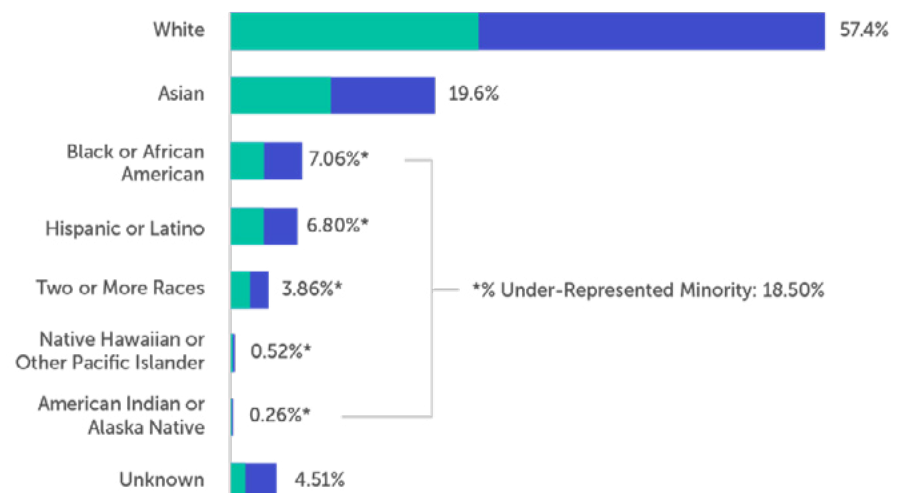
You can follow our journey on [our Diversity page](#), where we share monthly updates about how our workforce demographics are changing over time.

## All Medallia

GENDER

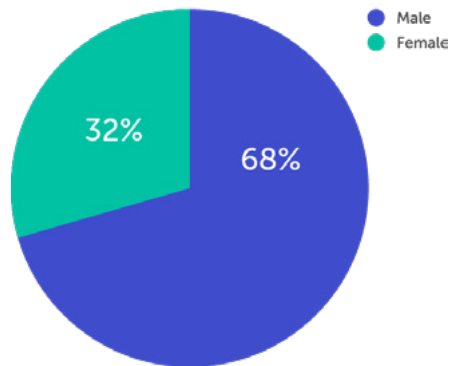


RACE / ETHNICITY

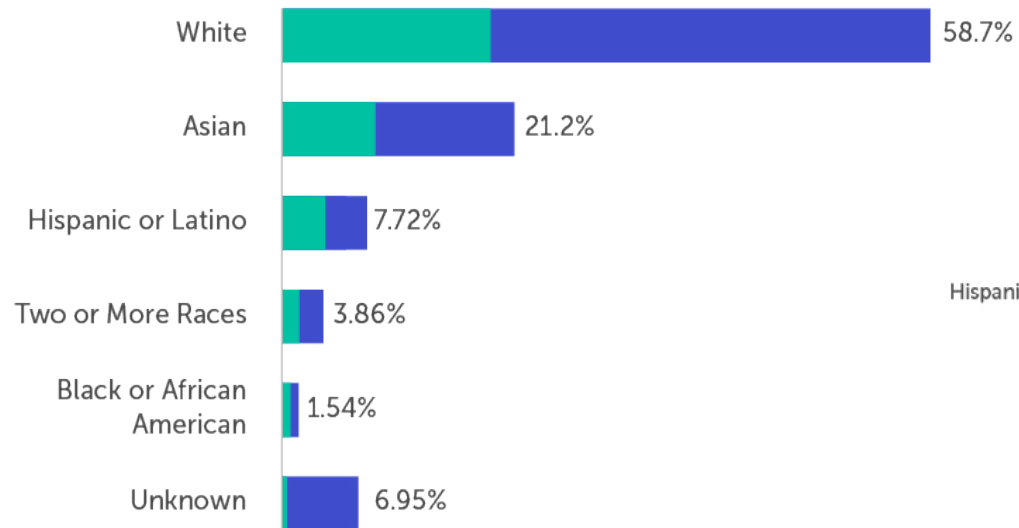


# Workforce Diversity

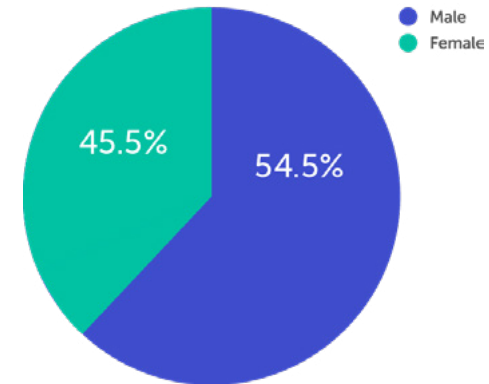
## Gender: Leadership



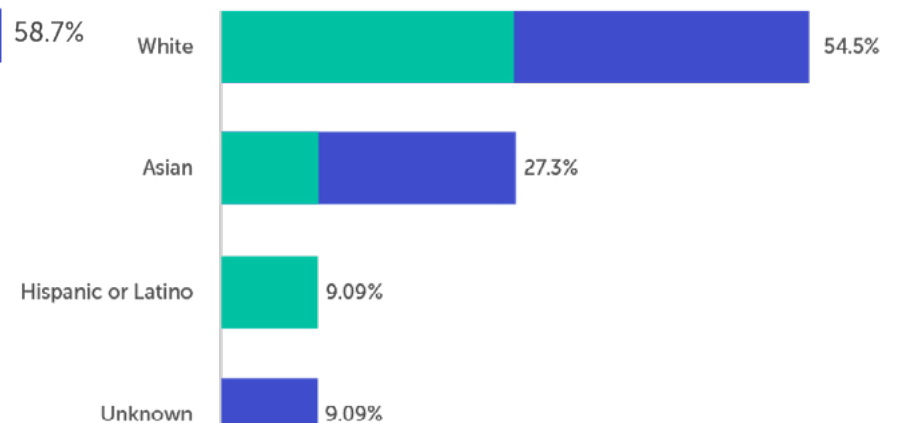
### RACE / ETHNICITY



## Gender: Executives



### RACE / ETHNICITY



# Diversity, Equity, Inclusion, and Belonging

## Education and Ongoing Dialogue

In order to promote an inclusive environment that fosters belonging and equity, we deliver meaningful interpersonal education and dialogue opportunities on DEIB topics to all Medallians. We offer an interactive on-demand eLearning solution that delivers impactful diversity, equity, and inclusion training to Medallians at any time, which includes courses, microlearning, and an extensive library of resources. We also invest in global instructor-led training on topics including allyship skills, anti-racism, and managing unconscious bias for all Medallians.

We also put the development of our employees first by way of mentorship, coaching, ERG-led workshops, and an ongoing town hall series featuring industry and subject matter experts who focus on historically left out groups. These powerful open forums create opportunities for Medallians to be in community with one another, sharing stories, unpacking learned behaviors, and building empathy while also learning from experts on topics that may feel uncomfortable.

## Our Communities

Our DEIB practice sponsors ten global and officially chartered Employee Resource Groups (ERGs). These Medallian-led communities are formed in support of different under-represented social identities (e.g., ethnicity, gender, LGBTQ+) and life experiences (e.g., veterans, parents) and are open to all employees. The purpose of holding space for ERGs and fully supporting them is in recognizing that every experience matters while acknowledging that not all experiences are the same. We believe in creating an environment where everyone belongs and our ERGs help drive this value. These communities are empowered with an annual budget to drive initiatives that often include, education, philanthropy, talent partnerships, mentoring, events, community building etc. Our ERGs are encouraged to give back through Medallia's Employee Resource Group Gift Matching program.

In 2022, we launched an Executive Sponsorship program for our global ERGs. This program is tied to our executive bonus plan. Through this program, executives spend time each quarter with the community they sponsor for development, mentorship, and coaching. This builds on our ERG Leader Recognition program, introduced in 2021, designed to recognize and compensate our community leaders for their valuable contributions to our culture.

# Our Communities



## Asian Pacific Islanders at Medallia

The mission of our API@Medallia ERG is to promote an equitable employee experience for our Asian Pacific Islanders community and allies through knowledge sharing and community outreach



## AWOS

Accessibility Without Stigma is committed to providing a supportive space focused on accessibility for people with disabilities, allyship, and education. Our goal is to empower and inspire those supportive of inclusive accessibility and their allies to embody excellence within the workforce and their communities.



## BAM

Black at Medallia is focused on cultivating and elevating the Black experience at both Medallia and the communities we serve as a collective voice within the diversity strategy at Medallia. We empower Black voices through advancement, contribution, education, and outreach/partnership initiatives.



## LatinX

LatinX Voices seeks to immerse Medallians with the Hispanic/LatinX community values while continuing to recruit and develop a diverse top talent pipeline.



## Medley

As Medallia's cross functional Diversity Council, Medley's vision is an inclusive environment for Medallians of all backgrounds to participate fully and grow without constraints.



## Parents@

Parents at Medallia brings awareness to the balancing act of working parenthood while providing community and support to help parents integrate their work with family life.



## Q-Field

Q-Field aims to create a safe space for LGBTQ+ Medallians and our allies to build community, exercise authenticity, and advocate for marginalized identities.



## Vets@

Vets at Medallia is a community for all Veterans (U.S. and International) as well as anyone who has military family members or friends. Our goal is to give a voice and give back to members of the Veteran community by advocating for Veteran causes, recruiting, and giving back to the community.



## WIT

Women in Tech's mission is to support and connect women in tech at Medallia to each other and with the broader community. We support recruiting, engage with youth and knowledge share through events, conferences, and volunteering. We also empower our members by providing grant opportunities to explore further education for career growth.



## Women@

Women@ Medallia is dedicated to empowering and developing one another through education (and laughter!), with a focus on gender equality. Our goals include celebrating one another, fostering relationships across Medallia, creating a place of listening, support, and empowerment, and welcoming others from diverse communities (including outside of Medallia) to form connections and drive collaboration.

# Our Partnerships

We believe that talent is everywhere. That's why we partner with nonprofits and public benefit corporations that focus on connecting companies with great talent from a variety of backgrounds. We proudly partner with:

## AFROTECH™

[AfroTech](#) is the definitive conference that brings leaders in technology and business together to exchange ideas and build a strong Black tech community.



The national [Black Virtual Career Fair](#) (BVCF) is set on providing career advancement and leadership opportunities for Black professionals through virtual career fairs that streamline the recruitment process and target a growing audience of talented Black professionals.



[BreakLine](#) is an education and employment company that builds an affordable path to compelling careers for high potential individuals, including Veterans, women, and underrepresented minorities. Their programs combine skills-based training with professional networking and connect participants directly with hiring managers.



[Lesbians Who Tech & Allies](#) is the largest LGBTQ professional community in the world — committed to visibility, intersectionality, and changing the face of technology and most importantly, the only organization that centers on LGBTQ women, women of color, and non-binary leaders.



[Year Up's](#) mission is to close the opportunity divide by ensuring young adults gain the skills, experiences, and support that will empower them to reach their potential through careers and higher education.

# Commitment to Equal Pay

Medallia is committed to equal pay. This means we commit to having no statistically significant differences by gender or race for employees doing substantially similar work.

We made our first public commitment to equal pay by signing the Glassdoor Equal Pay Pledge in 2017. In 2019, we became one of 13 inaugural signatories to the California Pay Equity Pledge. To fulfill these commitments, we partner with [Syndio](#), a workplace equity platform specializing in pay and opportunity equity. In 2022 we published our first [UK Gender Pay Gap](#) report, and we are currently undergoing our first third-party review of our equal pay analysis.

While the pay gap and equal pay analysis both deal with pay disparity at work, they are not the same issue.

- The pay gap (unadjusted gap) is a measure of the difference between groups' average earnings across an organization as a whole, over a fixed time period, regardless of role or seniority. Even if an employer has an effective equal pay policy, it could still have a gender pay gap, e.g. if the majority of women are employed in lower-paid jobs.
- Equal pay (adjusted gap) means that people performing equal work, or work of equal value, must receive equal pay, contractual terms, benefits, bonuses, reward schemes, pension payments, etc.





# Commitment to Equal Pay

Our global adjusted and unadjusted median gaps for gender and race for our FY22 analysis are as follows\*:

	Unadjusted Mean Gap	Unadjusted Median Gap	Adjusted
<b>Gender Gap</b>	2.04%	-4.35%	1.2%
<b>Race Gap (White vs Non-White)</b>	7.74%	6.97%	-0.5%

The average unadjusted gaps above reflect that on average, not accounting for differences in role, seniority, or location, male and white employees earn more. However, the adjusted gaps show that once role, seniority, and location are taken into account, these gaps are greatly reduced, with no statistically significant differences in pay by gender or race. This is consistent with our commitment to equal pay, which focuses on comparing pay for employees doing substantially similar work.

While we remain committed to equal pay and are proud of our achievements there, understanding our unadjusted pay gaps also shines a light on an important opportunity to focus on the distribution of social identities across different roles, both within our company and in society. We will continue to challenge ourselves to ensure fairness and use our beliefs to guide and inspire our actions.

\*This analysis considers the gross annual base salary of all full time employees who have shared their demographic information globally.

# Corporate Benchmarking and Commitments

As part of our efforts to ensure a fair and equitable environment for all, we participate in the [Human Rights Campaign Foundation's](#) Corporate Equality Index (CEI), a national benchmarking tool on corporate policies and practices pertinent to lesbian, gay, bisexual, transgender, and queer employees. Since 2018 and for the fifth consecutive year, we have earned a perfect score on the CEI and the honor of being named one of the Best Places to Work for LGBTQ Equality.



Additionally, we're proud to work with customers who share our values. In 2021, Medallia signed on to the McDonald's Mutual Commitment to Diversity, Equity, and Inclusion. By signing the pledge, we have committed to an annual survey to share our progress towards a more equitable future through a DEI strategy inclusive of aspirational representational goals, education & training, and diverse supplier spend and partnerships.

In 2019, we became a member of [CEO Action for Diversity & Inclusion](#), the largest CEO-driven business commitment to advance diversity and inclusion in the workplace. By signing the CEO Action Pledge, Leslie Stretch committed Medallia to support an open dialogue on diversity and inclusion, implement and expand unconscious bias education, and share best known successful (and unsuccessful) actions.

# Supplier Diversity

Medallia works to create mutually beneficial business relationships with diverse suppliers that strengthen the communities in which we operate. We are committed to the inclusion of small, minority-owned, women-owned, disadvantaged/disabled, Veteran-owned, and LGBTQA businesses for the purchase of goods and services and supporting our customers in achieving their own corporate diversity goals.

Our Diversity Policy was developed in collaboration with supplier diversity experts and is reported on an annual basis. We track and report Tier 1 certified diverse suppliers in the United States and monitor activity with these suppliers against internal goals. Our goal is to reach 15% of addressable spend with certified diverse suppliers, and as of fiscal year 2022, we have achieved 13%.

Medallia's Procurement Department and their business partners are strongly recommended to identify and include diverse suppliers in the procurement process when new sourcing events occur. Diverse suppliers that are competitively priced, reliable, and aligned with our strategic business model should be considered as one of the finalists. Any exceptions to Procurement's recommendation to award the new business to a diverse supplier who meets the criteria must be approved by the CEO.

To support this effort, Medallia's Procurement Department works with organizations such as DeltaPoint Partners and Diverse Supplier Development Corporation to identify and engage certified diverse suppliers.

# Our People

## Medallia's approach to Human Capital Management (HCM)

We believe the strength of our workforce is one of the most significant contributors to our success. We are committed to a respectful, rewarding, diverse, and inclusive work environment that allows our team members to develop and grow with Medallia.

In 2021, we gathered feedback from our global organization through quarterly pulse surveys. We heard from 72% of our global workforce in which our employees shared the following:

**84%** believe Medallia is a great place to work

**85%** feel supported during the COVID-19 pandemic

**75%** feel like they belong at Medallia

### Attract

We don't just accept difference — we celebrate it, welcome it, and recognize the value it brings to our customers and employees. We encourage people to bring their whole selves to work each day, and hiring the whole person starts with diversity and inclusion. We seek candidates from a wide range of backgrounds and experiences to join our team. To support our recruitment efforts, we partner with a

variety of organizations focused on diversity. Learn more about these programs in the Diversity, Equity, Inclusion, and Belonging section of this report.

### Listen and Take Action

We enable a culture of listening and acting on feedback to continuously optimize employee experience and engagement. Our technology enables us to measure employee experience in all areas including onboarding, work-life balance, benefits, growth and development, and manager relationships. We use the feedback from our employees to understand what is driving employee engagement and which investments we need to make to improve.

Our employees have a voice, and their feedback is humanized with video, text, and speech. By integrating Medallia's Experience Platform across key moments in the employee lifecycle, every department is mobilized by getting the right insights to the right people, creating a culture of accountability and trust across all levels of the organization.

### Retain (Total Rewards - Compensation, Benefits, and Global Mobility)

We offer a competitive compensation and benefits plan, using compensation surveys and global benefits data to benchmark

our packages in each of our locations. Our compensation program is designed to ensure that each component attracts, motivates, and retains high-performing employees. We also publicly committed to pay equity in 2017 (learn more on pages 24-25).

Our benefit packages aim to encourage employees to bring their whole selves to work by focusing on the wellbeing pillars of mental, physical, and financial health. At the core, our benefit packages include health care, retirement plans, life and disability insurances, comprehensive mental health support, and wellness programs. We provide all employees with support in their fertility and pregnancy journey through Maven Care, and offer a minimum of 24 weeks leave for birthing parents and a minimum of 12 weeks leave for non-birthing parents, fully paid, in all locations.

Medallia also has a history of supporting flexible working and international relocations. Under our temporary remote working policy, Medallians may work outside of their country of employment for a maximum of 90 working days per rolling 12 months, in locations where they hold the right to work. We have supported many Medallians to permanently relocate internationally at their own request, ensuring we retain valued employees through their chosen career trajectory.

# Our People

## Wellness in a Remote World

Programs to support mental health & wellness are available to every employee, 24/7. We are proud to offer programs that both nurture and support mental health through Modern Health (a global platform of therapists, coaches, and extensive digital content), and our Employee Assistance Program.

Our health providers offer regular live and on-demand webinars and free podcasts. Recent topics include:

- Promoting inclusion in the workplace
- Healing communities
- Allyship across identities
- Taking care of your family and yourself
- Stress and burnout
- Connecting mind and body for healthier living
- Navigating global crises
- Supporting women's mental health
- LGBTQIA+ and family building

In addition, employees have unlimited access to their digital content and courses, and their live group sessions (Circles). Modern Health's curated network of expert coaches and therapists can help in every step of one's journey towards wellness goals.

## Grow

Feedback sits at the heart of our product, our employee experience, and everything we do. We are proud of the diverse pool of talent we have at Medallia and our goal is to support them to reach their full potential. We believe that a continuous feedback and coaching philosophy drives enhanced performance, greater transparency, and better results. We have the following programs to support our employees to grow their careers at Medallia.

### • Quarterly Check-in Performance

**Reviews:** In order for Medallians to accelerate their performance and grow professionally, we believe in the power of providing real-time, continuous feedback and coaching combined with formalized touchpoints throughout the year via quarterly check-ins, leading up to the year-end review conversations.

### • Internal Promotion and Mobility:

We strongly support internal promotion and mobility opportunities for our employees. Promotions and internal transfers are evaluated based on individual achievements and business needs. In order to ensure all promotions are fair and equitable, clear assessment guidelines are established and reviewed among key stakeholders to ensure

consistency across the organization.

Additionally, leaders are encouraged to offer stretch assignments to employees who wish to develop new or different skill sets through training and on-the-job learning experiences. We have created and published internally career ladders for specific roles and job levels for a majority of the roles within the organization to set clear expectations around competencies and required proficiencies for each role. We encourage employees to create formal career development plans and hold regular career aspiration conversations with their managers, and also offer formal mentorship opportunities as another resource for continued growth.

To support learning and development of our employees, we offer

- A robust tuition reimbursement program for all full-time employees globally.
- Our Professional Services employees have designated learning days every quarter to ensure that they can intentionally take time to focus on their professional development. We also partner with external vendors to provide additional professional development content.

# Our People

## Supporting our Employees Through the COVID-19 Pandemic

When the COVID-19 pandemic began, we immediately took action to protect and support our employees. We closed our offices globally, allowing our employees to work from home. We extended home-office reimbursements to empower our employees to set up work spaces in their homes.

Our Global Benefits team introduced both new and updated wellness programs to support our employees, including updated benefit plans, increasing awareness about how to access our mental health programs. We also scheduled live, interactive, and on-demand sessions with carefully selected providers to offer additional support and resources on topics such as stress and anxiety management, coping during uncertain times, managing work, and childcare disruptions. We also launched a new virtual fitness benefit, encouraging employees to remain physically active.

We introduced additional support programs for employees who needed more flexible work arrangements to care for their young children or other family members. Flexible time off was awarded for employees who needed to support homeschooling. Additionally, we offered resources for people managers to guide and support their teams in a virtual-office environment.

## Taking Action in a Remote-First Environment

- Crowdsourcing and implementing ideas to tackle pervasive ideas impacting our workforce
- Quarterly Global Mental Health Days
- Sabbatical program for highly tenured team members
- Focus Fridays to reduce end-of-week meetings
- Time dedicated to investing in personal and professional development.

# 2

## Environmental Impact

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We are committed to minimizing the impact of our activities on the environment. As a SaaS-based company, we already have a relatively low environmental footprint.

We consider environmental consequences across our products and services. We look at our environmental impact just as we do our software — as an aspect of business in which we must strive for continuous improvement.

As we continue to grow and adapt to a post- pandemic world, we hold a special interest in ensuring our new and existing spaces remain committed to preserving our global environment. Our goal is to minimize our impact on the environment and conserve valuable resources when possible. We strive to pursue innovation that raises the bar, and we take responsibility for the impacts of our business.

# Environmental Impact



## Efficient Cloud Operations

Our software cloud is managed by modern orchestration frameworks and containerization technologies that separate the application tier from the underlying infrastructure. This allows for flexibility while maximizing resource utilization of available hardware. This is unlike traditional setups where servers are typically dedicated to perform single functions.

Our infrastructure-as-a-service providers combined with our orchestration technologies allow us to scale capacity on demand for peak workloads and then scale it back down, thus releasing them for other use or simply powering them off when not needed.

To reduce waste, we dual purpose our standby hardware by running all our research and development workloads on them. This ensures we are not running any idle capacity that is wasting power and cooling in any data center.

In addition, we minimize travel-related carbon footprint by leveraging “remote hands” services for day-to-day activities in our data centers. Travel only happens when it’s absolutely necessary. Our standardized blueprint is replicated in every data center we operate within. By taking an infrastructure-as-code approach, data center hardware is automatically bootstrapped or upgraded to desired specs without the need to be physically present.



# Environmental Impact



## Medallia's Data Centers

We do not own and operate our own data centers. We partner with best-in-class secure, green data center providers. We rent co-located space and power from these providers to host our hardware and software platform. Colocation strategy helps build economies of scale since we add to the multiplier effect with several companies running in that data center also having similar green initiatives. Data center providers are able to innovate faster and pass on the benefits to all their tenants at the same time. We also leverage infrastructure-as-a-service cloud providers for some of our technology offerings worldwide. Our primary partners in this space take sustainability and corporate social impact seriously and are committed to 100% renewable energy use.

Please refer to our primary data center providers' ESG reports for further details:

## Medallia's Data Centers

[Equinix's ESG Report](#)

[Oracle Cloud's ESG Report](#)

[Digital Realty's ESG Report](#)

# Environmental Impact



## Recycling Hardware

We partner with certified agencies that follow secure logistics and extend the productivity and useful life of technology through redeployment, remarketing, employee sale, and charitable donation programs. Our recycling partners follow rigorous processes, third-party audits, and their own global compliance policies to forward proper material handling and environmental stewardship. They employ secure, responsible, no-landfill recycling. Electronic equipment is converted to reusable components or commodity-grade materials for reuse in new products.



## Renewable Energy Commitments

We ensure that our primary data center and infrastructure-as-a-service partners are publicly committed to the use of 100% renewable energy while deploying best-in-class data center energy efficiency technologies, innovations, and strategies for reducing energy consumption.



## Medallia Offices

All of our global office space is leased. Our corporate headquarters in Pleasanton, California is LEED Platinum and Energy Star certified. We strive to maintain a low carbon footprint and implement sustainable practices across all locations. For example, all of our priority sites (office locations that account for more than 60% of our full-time-employees as of FY22) have LED lighting, HVAC operational control, Green Building certifications, bike parking and showers, and EV charging stations.

# Environmental Impact



## Transportation

We are proud to offer a remote first environment. When we reopened our offices, we provided the flexibility for employees to choose whether they work from home or use a local office space on a daily basis. Further contributing to our efforts of maintaining a low carbon footprint, we choose office spaces close to public transportation options, which allow many of our employees to commute in a green manner.



## Office Equipment, Recycling, Composting, and Supplies

We implement composting programs whenever possible to minimize the environmental effects of our organic waste, and we offer recycling in all of our global offices. All of our employees use laptop computers, which consume less energy than desktop computers and minimize the need to print paper for meetings. We have a recycling program for older laptops, where older laptops still in working condition are donated to communities in need. This means we keep usable technology in the hands of those who can put it to use, and we keep potentially hazardous materials out of the world's landfills. We ensure that the majority of our paper office supplies are made from recycled or recyclable materials.

# 3

## Governance Impact

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Effective corporate governance is essential for long-term value creation. Our corporate values also provide the foundation for our approach to governance.

Diversity and inclusion are values embedded in our culture and fundamental to our business. We believe that a Board composed of directors with diverse backgrounds, experiences, perspectives, and viewpoints improves the dialogue and decision-making in the boardroom and contributes to overall Board effectiveness. The members of our Board bring a variety of backgrounds, qualifications, skills, and experiences. We believe our Board is uniquely positioned to effectively guide and oversee our strategy, operations, and growth in the experience management space.

# Corporate Governance Practices

## Board Independence

- Majority independent Board
- All committees are fully independent

## Additional Board and Committee Practices

- Risk oversight (we have a clear Code of Business Conduct and Ethics, see page 42 of this report)
- Robust stock ownership guidelines
- No employment agreements with named executive officers
- Full compliance with California AB 979 and SB 826

# ESG Oversight

Our management has created and implemented an organization-specific approach to ESG that is rooted in corporate strategy and the company's performance.



# Data Privacy and Security

We treat security and privacy as top priorities in all aspects of how we do business, from how we build our products, to how we design our organization, to how we protect our physical and digital assets. Our Information Security Management System (ISMS) is built around the ISO 27001 standard. Our product offers enterprise-grade security features and controls that are required to operate by the highly regulated and security- and privacy-conscious industries that our customers serve.

Security and privacy are also part of our culture. All employees are required to complete security awareness and privacy training upon hire and again annually. We also offer specialized training and awareness programs for different teams. For example, our Security Champions program has empowered technical teams for the past four years to nominate members (all engineering teams are required to nominate one), to go through an extensive three- to six-month secure engineering program. We also routinely publish awareness notifications to the company and hold awareness events with competitions and prizes.

Our security program is routinely audited not only by many of our customers, but also against some of the most stringent industry benchmarks. We hold certifications in ISO 27001, ISO 27017, ISO 27018, ISO 27701, HITRUST, FSQS (Financial Services Qualification System), and FedRAMP High authorization. We are also HIPAA-compliant. We are measured annually in order to retain these certifications. Finally, each year we complete a SOC 2 Type II audit and issue a report to our customers.

We embrace privacy as a human right and don't sell personal data. We support the world's best brands to configure customer experience programs that champion privacy as a core feature, allowing companies to collect feedback without fear that rights will be violated. Our privacy features and controls go above and beyond the requirements of major regulatory frameworks such as GDPR, CBPR/PRP, and CCPA. Our platform allows customers to handle data subject requests, privacy rights, and privacy elements on the platform such as data masking. Our Board is updated on our security and privacy programs as needed.

Topics discussed with the Board may include updates on material changes to our privacy policy and our data protection agreements, and status updates on table top exercises within Medallia to discuss, review, and prepare for privacy and cybersecurity issues.

For additional information, please refer to the [Privacy Policy](#) and [Data Security and Compliance](#) sections of our website.

# Ethics and Compliance — Operating with Integrity

Every Medallian is responsible for upholding our high ethical standards and complying with all relevant laws and regulations. Our culture of compliance is supported by Medallians who are dedicated to:

- Cultivating a culture of integrity
- Establishing proper standards and controls
- Creating awareness of and advising on ethics and compliance issues
- Developing and implementing relevant and accessible training materials
- Continuous risk spotting and assessment, including through data analysis
- Conducting independent investigations into ethics and compliance violations
- Monitoring ethics and compliance issues and, where appropriate, reporting to regulatory authorities
- Remediating ethics and compliance gaps and violations

# Code of Business Conduct and Ethics

Medallia has a Code of Business Conduct and Ethics that applies to all of our employees, officers, and directors, including our Chief Executive Officer, Chief Financial Officer, and other executive and senior officers. Our Code of Business Conduct and Ethics includes standards that are designed to deter wrongdoing and to promote, among other things:

- Honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships
- Full, fair, accurate, timely, and understandable disclosure in reports and documents that we file with, or submit to, the government and in other public communications
- Compliance with applicable governmental laws, rules, and regulations
- The prompt internal reporting of violations of the code to appropriate persons
- Accountability for adherence to the code

Our Code of Business Conduct and Ethics includes an enforcement mechanism designed to ensure prompt and consistent enforcement of the code, protection for persons reporting questionable behavior, clear and objective standards for compliance, and a fair process by which to determine violations.

The full text of our Code of Business Conduct and Ethics is posted on the [Corporate Governance—Governance Documents](#) portion of our website. We intend to disclose future amendments to, or waivers of, our Code of Business Conduct and Ethics, at the same location on our website.

Our compliance expectations apply to all Medallians, and to our suppliers and contractors, and extend to the highest levels of the company.

We have an open door policy and anonymous reporting hotline, and all Medallians are encouraged to raise issues, ask questions, and report concerns. We take seriously the obligation to investigate and remediate these reports.





# Code of Business Conduct and Ethics for Partners and Suppliers

## Partners and Suppliers

Our partners and suppliers are also expected to review, understand, and comply with the policies set forth in our [Code of Business Conduct and Ethics for Partners and Suppliers](#). This code of conduct should be viewed as the minimum standards we expect from our partner and supplier community and is not intended to reduce, replace, or limit any other legal or contractual obligations that they may otherwise have, including that they may have to Medallia.

We are firmly committed to providing a healthy and safe work environment in which all individuals are treated with respect and dignity, without regard to race, religion, color, sex, pregnancy, national origin, age, physical or mental disability, military or covered-Veteran status, marital status, sexual orientation, family medical leave, gender identity, or any other classification protected by applicable law. Every individual has the right to work in a professional atmosphere that is free of violence and bullying, that

promotes equal employment opportunities, and where discriminatory practices, including harassment, are prohibited. We require suppliers to promote policies and practices that prohibit violence, bullying, discrimination, and harassment consistent with our Code of Business Conduct and Ethics for Suppliers and Partners and applicable local law.

Partners and suppliers must also uphold the human rights of workers, and to treat them with dignity and respect as understood by the local and international community. Partners and suppliers are prohibited from engaging in human trafficking, slavery, servitude, forced or compulsory labor, forced child labor, and all other trafficking-related activities. Partners and suppliers must comply with applicable labor and employment laws, rules, and regulations. For more information about our Modern Slavery Statement, please see [here](#).



# Our Policies and Training

## Policies

We have various policies in place that support a positive workplace culture and legal compliance. Upon hire, all Medallians are required to review and acknowledge an employee handbook and/or our Code of Business Conduct and Ethics and Global Anti-Corruption Policy. Our employee handbook and our policies provide a guide to Medallians so they know their rights and responsibilities, the expectations for a healthy and safe environment, and how to access company resources.

## The Good Medallian Training Program

Our Good Medallian training program is our way of promoting certain Medallia policies to our global workforce. It is our way of maintaining the highest standards of workplace conduct across our workforce. Our Good Medallian training program consists of three courses:

- Code of Conduct
- Preventing Harassment and Discrimination
- Anti-Corruption and Bribery

The Good Medallian training is assigned to all Medallians upon hire and thereafter on an annual basis. Any US-based Medallian who is promoted from an individual contributor position to a supervisor position is also required to complete a supervisor-specific course on preventing workplace harassment. We regularly audit for training completion to ensure our employees have tools and knowledge to successfully fulfill the responsibilities of their role in a way that aligns to our Code of Conduct.

## We Listen

We have dedicated resources within our People and Culture Team focused on addressing workplace concerns and fostering a healthy and inclusive working environment for all Medallians. We have a variety of easily accessible reporting channels available, including an online form, to ensure everyone's voice is heard. We are committed to promptly investigating and addressing any concerns reported.

# Appendix

## Sustainability Accounting Standards Board (SASB) Index

This report has been prepared in accordance with the Sustainability Accounting Standards Board's (SASB) Software & IT Services Sector Standard, version 2018-10. The reporting period is fiscal year 2021, which covers February 1, 2020 to January 31, 2021, unless otherwise noted.

CODE	METRIC	RESPONSE
<b>Environmental Footprint of Hardware Infrastructure</b>		
TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	We do not have this information.
TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	We do not have this information.
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Please refer to Medallia's Data Centers on page 33.
<b>Data Privacy and Freedom of Expression</b>		
TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Please refer to our <a href="#">Privacy Policy</a> .
TC-SI-220a.2	Number of users whose information is used for secondary purposes	Please refer to our <a href="#">Privacy Policy</a> .
TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	No material monetary losses as a result of legal proceedings associated with user privacy.
TC-SI-220a.4	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Medallia does not publicly report this information as it is confidential.
TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	We are not aware of any countries which subject Medallia to monitoring, blocking, content filtering or censoring of data. As of the publication of this report, Medallia has not received any National Security Letters or FISA court orders, and we have not been subject to any gag order by a FISA court.
<b>Data Security</b>		
TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Medallia does not publicly report this information.
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cyber security standards	Security certifications are renewed annually, SOC 2 reports are run annually and shared on an as needed basis. Security and privacy risks are reviewed with the board annually and executive steering team quarterly. For more information, please see <a href="#">Data Privacy Protection</a> .

## Sustainability Accounting Standards Board (SASB) Index

CODE	METRIC	RESPONSE
<b>Recruiting and Managing a Global, Diverse and Skilled Workforce</b>		
TC-SI-330a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	As of January 31, 2022, we had 2,660 employees globally of which 1,528 were located in the United States and 1,132 were international employees or 57% were in the US and 43% were internationally.
TC-SI-330a.2	Employee engagement as a percentage	Medallia's engagement score for the last fiscal year shows that 51% of our workforce is engaged or highly engaged.
TC-SI-330a.3	Percentage of gender and racial/ ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Please refer to Our People section of the report on page 28.
<b>Intellectual Property Protection and Competitive Behavior</b>		
TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti- competitive behavior regulations	No material monetary losses as a result of legal proceedings associated with anti- competitive behavior regulations.
<b>Managing Systemic Risks from Technology Disruptions</b>		
TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	Medallia does not publicly report this information.
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Medallia manages business continuity risk as part of ongoing security audits, however, these items are not publicly reported.

# Thank You!

We welcome your thoughts and questions at [esg@medallia.com](mailto:esg@medallia.com).



## About Medallia

Medallia is the pioneer and market leader in customer, employee, citizen and patient experience. The company's award-winning SaaS platform, Medallia Experience Cloud, is becoming the experience system of record that makes all other applications customer and employee aware. The platform captures billions of experience signals across interactions including all voice, video, digital, IoT, social media and corporate messaging tools. Medallia uses proprietary artificial intelligence and machine learning technology to automatically reveal predictive insights that drive powerful business actions and outcomes. Medallia customers reduce churn, turn detractors into promoters and buyers, create in-the-moment cross-sell and up-sell opportunities and drive revenue impacting business decisions, providing clear and potent returns on investment.

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