



PagerDuty

Inclusion, Diversity, & Equity at PagerDuty

Annual report 2022

At PagerDuty, we seek to empower and enable Dutonians of all backgrounds to become champions, facilitators and practitioners of Inclusion, Diversity and Equity (ID&E) everywhere. Regardless of identity, it is important that all our employees feel welcome, safe and heard.

Our ID&E mission:

To activate the potential of all Dutonians through systemic and programmatic equity, sustainable community development, and life-altering learning experiences.

Our ID&E vision:

A people-first, data-driven organization where power is equitably distributed across the mosaic of Dutionian identities.

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Jennifer Tejada

PagerDuty CEO



We release PagerDuty's third annual Inclusion, Diversity and Equity (ID&E) report amidst a challenging economic backdrop, a volatile geopolitical environment and continued societal upheaval, as we emerge from the pandemic. Underrepresented communities are often disproportionately impacted in periods of disruption and displacement. More than ever, a new mindset and operating model are required to close equity gaps in the workplace. It is insufficient for organizations to simply acknowledge the existence of inequality; employees rightfully insist that inclusion and equity are fully integrated into business strategy. The simple existence of company programs that promote diversity does not close the gap unless leaders systematically fund, manage and measure program impact in accountable ways. The role of companies and leaders now extends beyond business to support the progression of a more equitable world.

We pride ourselves on being intellectually honest in reflecting on and learning from our progress in hiring, retaining and promoting a diverse and inclusive workforce and leadership. The percentage of both non-white and women Dutonians in our senior leadership, including technical leadership, increased from 2021 to 2022 after both came under pressure amidst "The Great Resignation" in 2021. These improvements are the result of a systematic focus to identify and attract diverse candidate slates for all positions and to develop and retain talent within our organization. Our "distributed by design" hybrid work model and our global reach enable us to attract the best, most diverse talent from anywhere and the use of technology removes bias in recruiting and candidate evaluation. We also improved our pay equity, fully achieving gender parity and moving within a single cent between white employees and underrepresented groups in comparable roles.

We continue to augment our leadership and development efforts with an emphasis on ID&E and unconscious bias in programs ranging from our new employee onboarding to executive leadership development. We revamped our guidance regarding internal career progression and made it more accessible to all Dutonians and developed a Career Accelerator Program in partnership with Historically Black Colleges and Universities, as well as Hispanic-Serving Institutions. All of this work is influenced by feedback from our employee base.

In the coming year, we aspire to raise the bar within our ID&E training and development series, build inclusive leadership with accountability to diverse representation and establish a universal mindset of ID&E within PagerDuty.

We dedicate our efforts in memory of Phylcia Jones (PJ), a special Dutionian who passed away August 28, 2022. PJ was one of PagerDuty's most influential ID&E leaders. She was not only a vocal and visible advocate of our Array Employee Resource Group, she was an expert practitioner of compassionate accountability and allyship, from which both PagerDuty and I personally benefited. She held all of our executives to an incredibly high standard, coached us in allyship, built bridges, engendered trust and connected us with influential leaders to make our programs more effective.

PJ "met us where we were" when it came to these efforts, but was never content to let us stay there – pushing us forward, individually and collectively. In the coming year, we will redouble our efforts to achieve progress that PJ, along with the rest of PagerDuty, can be proud of.

A handwritten signature in black ink, appearing to read "Jennifer Tejada". The signature is fluid and cursive, with a large loop at the end.

– Jennifer Tejada (she/her), Chairperson & CEO

Roshan Kindred

PagerDuty Chief Diversity Officer



If you ask a Dutionian what makes PagerDuty a great place to work, an overwhelming number will say it's the people.

Our inclusive culture and our commitment to live our core values, like #RunTogether and #BringYourself is genuine, informs our work and engenders trust. It's what originally drew me to PagerDuty. Today, it fuels my passion and dedication to increase diverse representation at all levels of the organization, creating inclusive spaces of belonging and conducting data-driven analysis to identify, address and amplify employee sentiment and inequities. In doing so, we better serve and grow the innovative mosaic of Dutionians we employ around the world, so they, in turn, can delight our customers. This level of change is not easy, nor can it be achieved by the actions of a single individual or program.

While our culture is agile and growth-minded, to establish an organization that is truly inclusive, diverse and equitable, we need our leadership to openly carry the message that an ID&E mindset begins with an individual and personal commitment to support this work. That is why our key initiatives in 2023 will focus on upskilling to establish a universal understanding of an ID&E mindset; and to create strategic mechanisms of accountability, starting with our executive leadership, to ensure we achieve the outcomes that will drive the change we expect. In life, we know that people who can see their potential and know what they're capable of, do great things. That's why we are committed to building an inclusive culture of belonging within our hiring practices, retention programs and culture, to ensure representation and opportunity exist for all. I invite you to read why PagerDuty is a great place to work and thrive.



– Roshan Kindred (she/her), Chief Diversity Officer

“ At PagerDuty, People first is one of our core tenets. We are committed to creating an inclusive workplace built on the idea that diversity is not only welcomed, but celebrated, and our employees are reflective of the customers and partners we serve. We believe everyone should have an equal opportunity to contribute, grow, be recognized for their accomplishments and participate in the company's success.”



Joe Militello
Chief People Officer

Introduction

“Not everything that is faced can be changed,
but nothing can be changed until it is faced.”

James Baldwin
American writer

At PagerDuty, our vision is to build an equitable world where we transform critical work so all teams can delight their customers and build trust. Fulfilling our vision requires that we listen, diagnose and understand our strengths and our challenges before we can move to address them. As we reflect back on our ID&E mission – to activate the potential of all Dutonians through systemic and programmatic equity, sustainable community development and life-altering learning experience – and reference it against the global events of 2022, we are resolute in our ongoing commitment to foster an inclusive and equitable culture where Dutonians of any background and viewpoint can engage, learn, belong and grow.

This year's report presents insights gathered as we listened to our employees and the impact of our programs, some of which are works in progress, as this type of change takes time and a commitment by all to evolve. Our approach, based on qualitative and quantitative analysis, provided the necessary space to get comfortable with the unknown and the unexpected, by living our core values, taking a stance on issues that aligned with our values and soliciting and acting on employee feedback to help drive change. We remain steadfast in our vision of an equitable world and we recognize that there's always more to do.

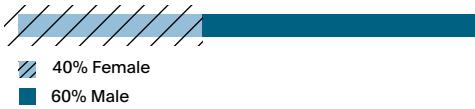
In 2022, PagerDuty continued to globalize, expanding its employment hubs to include Portugal, Chile and Japan. To reflect the diverse customer communities we serve, we need all Dutonians to participate in the conversation to drive change. Thus, we launched the ID&E Ambassador program to help understand and cultivate each region's cultural norms and customs into the PagerDuty culture. Though the program is still nascent, we've already seen cultural and operational benefits. The program provides tips and tools on how to effectively familiarize ourselves with the communities in every region we serve and to develop our global mindset of inclusion and belonging.

We know that people and culture are our secret sauce. We recognize that the unique experiences and perspectives of our employees give us our competitive edge to remain the most innovative, efficient and trusted digital operations management partner for our customers. Our culture is the force that binds Dutonians and drives our success – it guides how we make decisions, respond to daily experiences and connect with those around us. It's why, year after year, we are recognized as a great place to work and thrive.

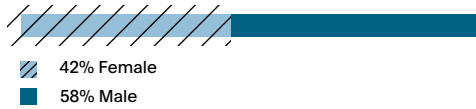
Representation

Gender

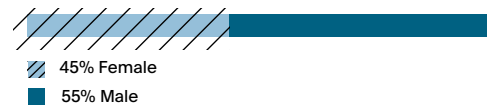
Global gender: Entire company



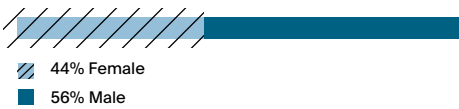
Global gender: People managers



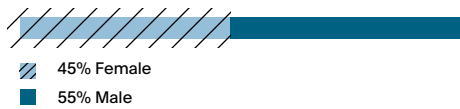
Global gender: Senior leaders (VP+)



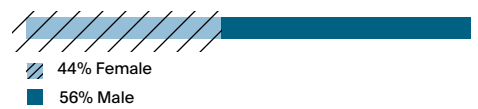
US gender: Entire company



US gender: People managers

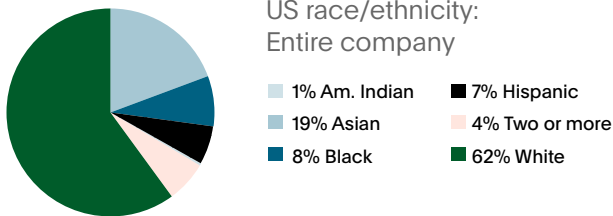


US gender: Senior leaders (VP+)

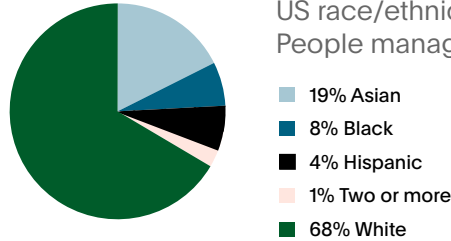


Race/Ethnicity

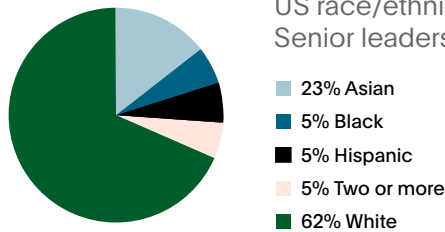
US race/ethnicity: Entire company



US race/ethnicity: People managers

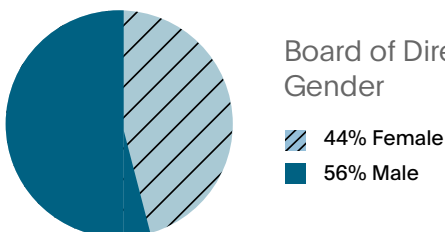


US race/ethnicity: Senior leadership (VP+)

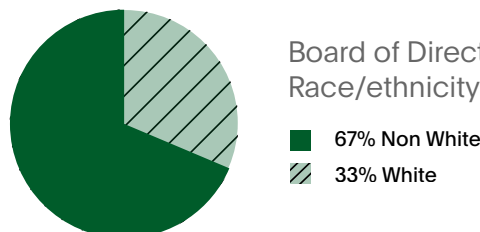


Board of Directors

Board of Directors: Gender



Board of Directors: Race/ethnicity



We recognize that gender and race/ethnicity doesn't fully capture the intersectionality of our identities. Thus, we offer Dutonians the opportunity to voluntarily self-identify. At PagerDuty, we encourage Dutonians to bring their authentic selves and to celebrate their identities, including all Dutonians who identify as women, men, non-binary, genderqueer/gender-non-conforming or are unsure/questioning their gender identity. While this data doesn't represent our entire organization,



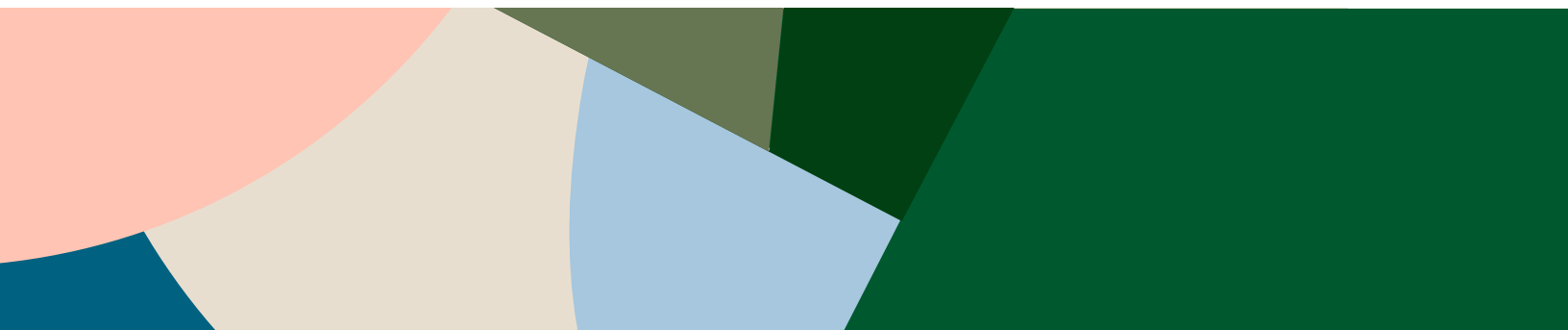
“For me what makes PagerDuty such a great place to work is one of our company values: #BringYourself. The fact that it's a company value really sets the stage – when you join as an employee, you know you can bring whoever you are to work, you don't have to change in any way and you can celebrate who you are. There are many, many avenues where you'll be able to raise your voice if that's what you want to do.”



Diego Chow
Sr. Admin Assistant

Dutonians have self-identified as:

- 9%** LGBTQ+
- <1%** Transgender
- 6%** people with disabilities
- 2%** veterans (U.S. only)
- 40%** caregivers to children
- 3%** caregivers to adults
- 19%** non-native English speakers



Talent retention

To retain and develop exceptional talent, we must continue to deliver equitable and rewarding global employee experiences that bring together individuals with different perspectives to create an environment where they collectively can innovate.

In 2022, we took a strategic approach to scale our culture by creating a sense of belonging and inclusion, focusing on employee advancement and driving retention. We streamlined our feedback processes and implemented listening tools and feedback training to equip our managers with the resources they needed to continue building inclusive teams. We offered company-wide forums, intimate focus groups and team development sessions to ensure that our leaders and employees were provided with developmental resources to further nurture inclusive spaces of belonging.

As a result, we have seen significant progress in the retention of our Latine communities. While retention of Black and Women communities was slightly behind our annual goal during “The Great Resignation,” we made mid-year adjustments to offer targeted focus groups for women and women of color, to better understand the needs of these employee experiences to help us improve retention. In Q1 2023, we will scale our employee-led affinity group, Women in Sales and Support (WINS) into an Employee Resource Group (ERG), ELEVATE. Elevate will provide support to our women communities through its commitment to career development and sponsorship opportunities.



Enriching the employee experience

To further enrich our employee experience, we launched the Culture and Strategy team in Spring 2022. Our Culture and Strategy team focused on increasing employee engagement throughout the employee lifecycle through intentional listening, activating our company values and practices and communicating our employee value proposition to employees, customers and partners.

Our listening strategy revealed an opportunity to improve how we capture employee data and feedback. Rather than having an annual Inclusion Survey, we incorporated ID&E and demographic questions into each quarterly survey, enabling us to pulse on ID&E more frequently. The ability to review the data by demographics enabled us to develop action plans for specific demographics having statistically different experiences and hold ourselves accountable for driving equitable engagement across the company. We then launched focus groups with our ERGs to further understand their experiences and amplify the voices of Dutonians to our leadership.

As we move forward, we will leverage our Internal Employee Engagement Survey scores to measure, track and hold ourselves accountable to equitable experiences across the company. We will continue to strengthen the sense of belonging and connection employees feel with one another and PagerDuty through strategic programs delivered to our internal teams. As we scale, we will increase our focus on ensuring that culture is integrated into our globalization and acquisition planning.

Investing in our people

As part of our continuous commitment to growth and development, we expanded our investment in employee and team developmental experiences at PagerDuty. Spearheaded by our People Development team, Dutonians and teams were offered opportunities for growth and development through our MindGym upskilling and development experience. Our leaders were offered additional opportunities to upskill on ways to improve inclusivity and belonging.

MindGym is a leading learning content partner that translates behavioral science principles into a unique set of experiences, products and tools to drive company-wide behavior change. Through our partnership with MindGym, we offer a range of development tools to effectively educate Dutonians on how

to navigate their career journey through self-reflection, safe opportunities to practice new leadership skills and conversations with their leaders about personal development needs and goals.

In 2022, participation in our ID&E development courses declined slightly year over year. We attribute this to the competing ID&E priorities and limited capacity to support multiple ID&E initiatives simultaneously. Through our quarterly pulse on ID&E data, we quickly ascertained the areas of concern, made the necessary shifts and offered targeted programming to teams who scored below the benchmark. As a result, 85% of attendees in Q2 and Q3 found the courses impactful and 55% indicated the desire to take additional training to advance their team's growth and development. In 2023, we will continue to offer instructor-led and self-paced individual sessions to support our endeavor to build a universal mindset for ID&E.

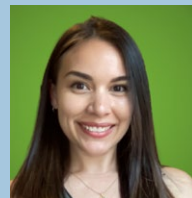


Inclusion program highlights

In 2022, we undertook several programs to improve inclusivity. Some notable program highlights include:

- **Our ID&E Ambassador Program**, which provides a global perspective on cultural and business norms for every region within our offering;
- **Sounding Board**, a 1:1 Coaching Program with 360 feedback for senior leaders (pilot);
- **The Dutionian Experience** (our employee onboarding program) included new ID&E and Imposter Syndrome sessions along with offerings for APJ and EMEA;
- **The Executive Leadership Development Series (ELDS)** was offered for the first time with a focus on emotional intelligence and global awareness;
- **We added a GROW section** to the PagerDuty internal newsletter which makes employee development accessible for all Dutionians;
- **We revised our Career Architectures** to help Dutionians better understand their opportunities for career mobility.

“There are a lot of things that make PagerDuty a great place to work. Number one for me is the product – we have an amazing product that our customers love and consider to be critical infrastructure for their business. Secondly, I would say it’s our commitment to ID&E. This company is led by a woman CEO, we have great representation amongst our board, our managers, and our policies – it literally permeates through everything we do. Lastly, PagerDuty’s commitment to wellness demonstrates the value placed on well being.”



Karen Neov
Sr. Program Manager

Talent acquisition

Inclusive hiring

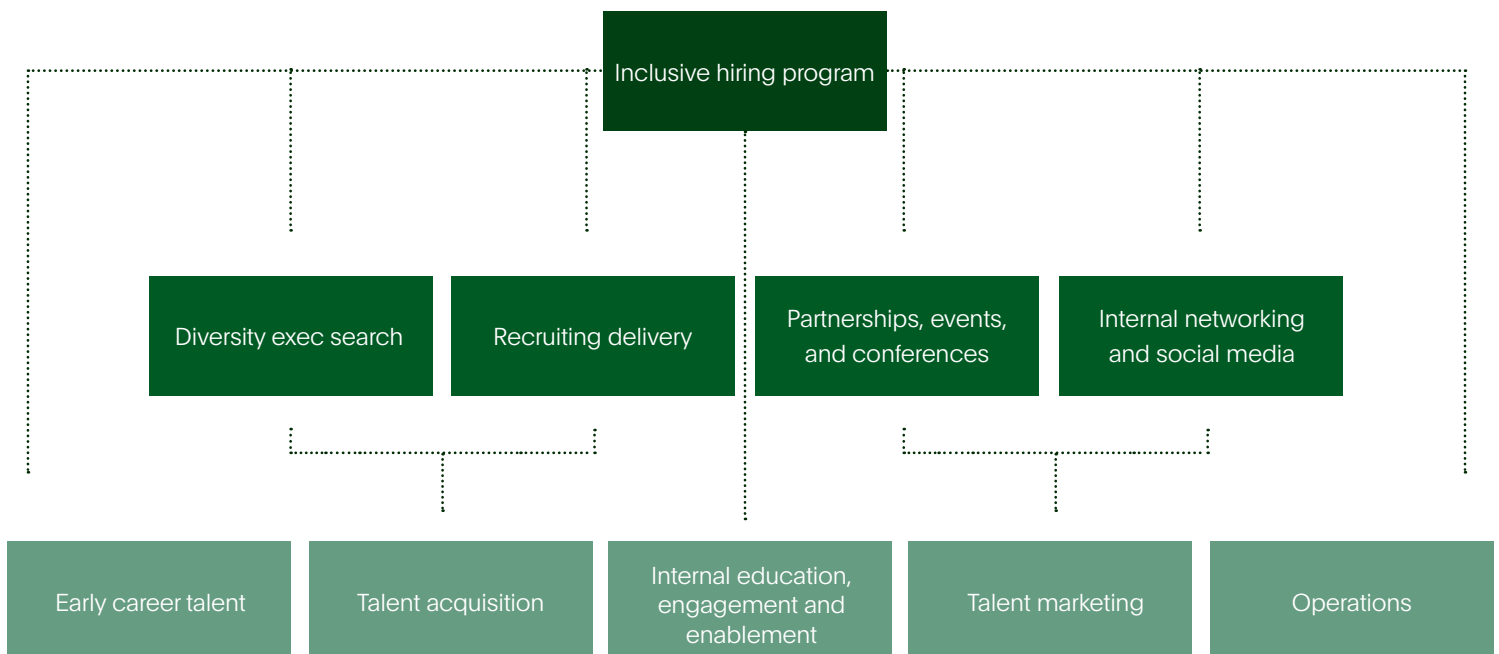
PagerDuty's ID&E strategy includes improving access, representation, career and equitable opportunities for all. Our inclusive hiring program supports this goal through a multifaceted approach to attract, source and hire diverse talent. The talent market remains extremely competitive and because we care about building a representative workforce, we are intentional in our approach to identifying diverse candidates.

Inclusive hiring program mission and vision

Our inclusive hiring mission statement is as follows: PagerDuty unleashes the power of inclusive hiring through a fully embedded program where creating a culture of innovation, equity and belonging is at the heart of our strategy. We are intentional about breaking down access barriers, creating equitable recruiting systems, maintaining operational excellence, emphasizing candidate-centric processes and promoting strong internal awareness around potential biases.

Five inclusive hiring workstreams

Our program focuses on five key workstreams to identify strategies & initiatives to foster inclusion. This year we have evolved not only our recruiting processes and systems, but also the inclusive hiring program itself. We believe that inclusive hiring is a foundational component of establishing a universal mindset of equity and belonging.



1. Early career talent

This workstream focuses on engaging early career talent from diverse backgrounds through our Career Accelerator Program (CAP). CAP provides holistic professional development experiences for emerging talent by offering opportunities for candidates with non-traditional backgrounds to jump-start their careers. This year, our team prioritized building a pipeline of underrepresented minority talent through strategic partnerships and career fairs. These partnerships include Hackbright, Flatiron School, Codepath University and Fullstack Academy, as well as Historically Black Colleges & Universities (HBCUs), including Alabama State University, and Hispanic-Serving Institutions (HSUs).



CODEPATH*ORG



// FLATIRON SCHOOL

2. Talent acquisition

The Talent Acquisition workstream is responsible for upholding the daily recruiting practices that increase diverse hiring and promote inclusive interview practices. Our team has enforced requirements to provide a diverse slate and created an inclusive sourcing strategy for every role. This year, we created a sourcing framework called "FutureDuty" to help recruiters build a bench of underrepresented talent. Additionally, we have set the standard for virtual interviewing and onboarding, providing greater flexibility and equity. All candidates are invited to take interviews remotely and we have provided teams with training and resources to work in a distributed environment. We have also reduced the number of interview steps and revised candidate requirements to help ensure that we do not deter applications from qualified diverse candidates.

3. Internal education, engagement and enablement

Through education, this workstream is responsible for driving overall visibility and engagement in our internal ID&E programs & practices. This year, our team introduced a new model to better serve Duttonian communities and enhance our inclusive decision-making processes. Through the formation of the Paving the Road for Inclusive Spaces of Meaning (PRISM) Advisory Council, our team has worked to inform employees, recruiters and candidates of ID&E goals and best practices. We have also created and promoted interview training to help avoid bias and bolster inclusion and every manager receives hiring training as part of managing Duttonians. Additionally, every interviewer receives a reminder to take the Duttonian interviewer training as part of their interview invite. Together, these changes help drive inclusivity during our talent selection process.

4. Talent marketing

This workstream utilizes talent marketing strategies and materials to attract diverse talent and build a pipeline through strategic partnerships. Our team regularly produces content in the form of blogs, ICiMS videos, webinars, listicles, employee spotlights and articles to share our culture through accessible and relatable employee stories. Highlighting the diversity of our employees this way demonstrates to candidates that they too can bring themselves and build a career here at PagerDuty. Our team has also invested in organizations such as Women Who Code, People of Color in Tech (POCIT), Out 4 Undergrad, PowerToFly and Latinas in Tech to reach a more diverse slate of candidates.



OU OUT FOR UNDERGRAD

POCIT
PEOPLE OF COLOR IN TECH

PowerFly

PagerDuty is celebrated as an inclusive workplace across the industry and this year is recognized as one of Fortune's Best Workplaces for Women.



5. Operations

The Operations workstream is focused on implementing the right tools, systems and processes to create an equitable recruiting experience for all candidates. By examining end-to-end operational processes, this team helps to ensure an equitable candidate experience across the board. Key initiatives include implementing Zoominfo to help recruiters identify diverse talent from different demographic regions and continuously enhancing the accuracy of reporting & metrics across our locations.

People investment

Pay equity

At PagerDuty, pay equity remains a priority regardless of how well we are doing compared to others. Our global gender and US race/ethnicity weighted pay gap averages are consistently strong; however when looking outside of PagerDuty, “wage gaps across gender, race and ethnicity in 2021 were profound” (Institute for Women’s Policy Research, 2022). Therefore, we continue to redefine and elevate our pay practices and policies to ensure our pay philosophy is built on the foundation of equity.

In 2020, we committed to publishing our adjusted weighted pay gap in our inaugural Diversity report and today we continue to share this data with the hope that it will inspire other companies to join the charge to accomplish pay equity. While the adjusted weighted pay gap is a snapshot in time and only one data point that is impacted by many factors, it helps us understand if our pay, diversity representation, attrition and hiring practices are equitable and effective. Representation and pay equity are not mutually exclusive and we continue to focus on both by:

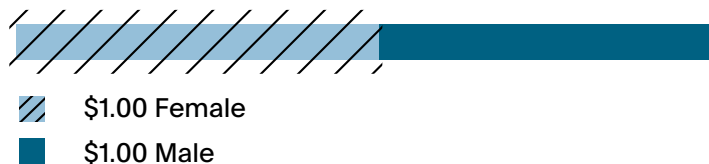
1. Educating our managers to make non-biased pay decisions;
2. Providing resources and tools to our recruiting teams that help them guide hiring managers so that they make informed hiring pay decisions;
3. Accelerating our pay transparency journey so that employees understand their pay and trust that they are being paid fairly and equitably.

Pay equity impact

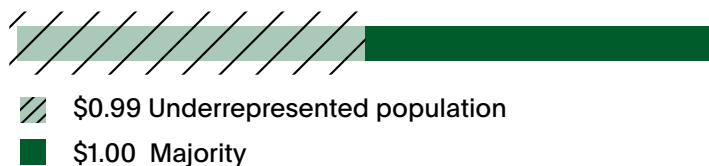
Over the past twelve months, we have ramped up the compensation team’s resources and tools and begun cross-functional discussions to align our pay equity strategy with diversity representation. While the “Great Migration” had a significant impact on most companies’ ability to attract and retain diverse talent, we maintained pay equity by making informed decisions around compensation strategies. We implemented more frequent pay equity studies that compare the earnings of employees doing similar work as we hired, promoted and attrited employees in a fast-paced, high-growth environment with a very competitive talent market.

PagerDuty continues to provide an equitable workplace by fairly and equitably paying employees regardless of gender, ethnicity, race and age. For all Dutonians doing similar work with a similar scope of responsibility, women globally earn, on average, one dollar (\$1.00) for every one dollar (\$1.00) that men earn and underrepresented minorities (race/ethnicity) in the US earn, on average, ninety-nine cents (\$0.99) for every one dollar (\$1.00) that the represented majorities (race/ethnicity) earn. While we are proud of the progress we’ve made to narrow the pay gap for underrepresented communities, we continuously work to achieve pay equity.

Global gender pay equity



US underrepresented minority pay equity



Our pay equity strategy is aligned with our objective to deliver value to all stakeholders in our business, including but not limited to our employees and the communities we serve. Achieving pay parity requires action, focus and intentionality. We understand that there are factors beyond PagerDuty’s control that contribute to pay gaps, such as occupational segregation among the candidate pool. Nonetheless, in FY24 we will advance our efforts to ensure pay equity within all demographics and hold ourselves accountable to remove any barriers to career growth for employees in underrepresented groups.

Pay transparency

In the last 12 months, we have made great strides on our pay transparency journey. At PagerDuty, we define pay transparency as ensuring that all Dutonians are educated on our pay philosophy, compensation practices and strategies. Pay transparency is aligned with PagerDuty's compensation philosophy: to have fair and equitable pay practices built on a culture of trust and transparency. In FY24, Dutonians will have visibility into their own base salary range for their respective role. This will provide Dutonians with a greater understanding of how they are paid and help them feel more connected to their contributions to PagerDuty's success.

Our people managers are crucial drivers of our pay transparency journey as they are on the frontline making decisions and having conversations with Dutonians on pay. As such, we have continued to equip our people managers with training and resources to help us achieve our vision of pay transparency. We implemented on-demand, interactive training for people managers to learn more about their role and impact on compensation at PagerDuty. We also created and deployed a live Compensation Role Playing training that provides our people managers with a safe space to practice having compensation and career conversations with their teams.

“Our goal here at PagerDuty is to make sure that hiring is as inclusive as possible. That means we follow a structured interview process, that we conduct anti-bias interview training and we work with amazing organizations like Latinas In Tech and Women who Code to reach historically underrepresented talent.”

Alaina Hyde
Program Manager



Social impact & community investment

Company-wide, we continue to deliver on our commitment to investing in our communities with a focus on equity, philanthropic support in underserved communities and external social reform and initiatives. Additionally, over the last year, we've continued to build the foundation for a cohesive Environmental, Social and Governance (ESG) program, which will continue to drive diversity throughout our organization, including our employees and vendors.

Our Employee Resource Groups (ERGs) have also increased their philanthropic efforts in partnership with PagerDuty's Social Impact arm, PagerDuty.org, as described in more detail below. Despite a year of extreme adversity on a global scale, we have continued to prioritize investments in the communities where we live and serve. We made significant progress in honing our equity framework and practices to invest in community organizations and underrepresented change leaders.

Social impact

Our core values are exemplified through the partnership between our ID&E and Social Impact team, PagerDuty.org. PagerDuty.org mobilizes the company's resources—technology, people, funding and voice—to help organizations deliver on their mission when every moment matters and drive impact. As we continue to deepen our trust-based and participatory approach to our partnerships, we've tailored our philanthropic support to best serve our partners' goals and needs. With respect to our grantmaking, this approach means we offer unrestricted and multi-year funding, entrusting our partners to apply funds where and how they are most needed. Over the last year, we continued to invest in two key areas: time-critical health and climate equity.

Time-critical health

Every year millions of people in low- and middle-income countries die because of lack of access to quality healthcare. As a digital operations platform that helps organizations manage urgent, mission-critical work, we have a unique capability to help healthcare organizations achieve operational efficiencies and prioritize resourcing health services. This is why PagerDuty launched the PagerDuty.org Fund in 2019 and committed to making long-term investments in time-critical health with a goal of reducing inequities in healthcare and improving health outcomes for marginalized communities. Since 2019, we've distributed \$2M in unrestricted funding anchored in trust-based

approaches to organizations like Trek Medics International, Nexleaf Analytics and SIRUM that are connecting people in under-resourced settings to the critical healthcare they need.

At no other time has the need for equity in healthcare been more evident than during the COVID-19 pandemic, when vaccines were developed and approved with unprecedented speed. Experts widely recognized that vaccine equity – equitable, safe and trusted access to vaccines – was the only way to end the pandemic. Yet, vaccine availability globally was highly unequal. In response, PagerDuty.org deployed \$1M to close the global vaccine equity gap. Our partnership and funding were instrumental in helping our partners respond nimbly to the needs of their communities, especially as vaccine guidelines and policies shifted rapidly. One of our partners, Mobile Pathways, used our investment to deploy scientifically accurate and culturally resonant vaccine information to 880,000 people, which is three times the size of the initial outreach goal.

Going forward, we will continue investing in tech-forward organizations working to reduce delays and inequities in healthcare and improve outcomes for underserved populations. By partnering with these organizations, we aim to help them respond rapidly, reach people faster and save lives.





3. Community-led solutions can solve multiple problems at once and transform health, economic and social outcomes because they are built by people with lived experience of the problems;
4. We can add the most value by showing up, listening and investing in activities and organizations working to change inequitable social systems from the ground up.

Applying these learnings, we launched our climate equity fund in 2022 with initial investments in organizations that are actively building solutions to the climate crisis. One of our partners, OpenAQ, empowers communities globally by harmonizing, sharing and using open air quality data to advocate for clean air solutions and policies. Another partner, The Solutions Project, supports grassroots organizations in the U.S. on the frontlines of the climate crisis to build a thriving world by providing grants and media training and serving as a platform to amplify the voices of frontline leaders.

To celebrate Earth Month, we also mobilized PagerDuty employees to learn about our climate equity partners through educational panels and volunteer activations in partnership with EnviroDuty, our climate-focused Affinity Group. These early investments will anchor our climate-focused work in the year ahead by prioritizing community-led initiatives, elevating frontline leadership and addressing root causes for systems change.

Climate equity

Climate change is the most urgent and complex challenge we face as a global collective, but the catastrophic effects of a changing climate are disproportionately felt “first and worst” by economically and socially marginalized communities around the world. These communities typically contribute the least to climate change yet are rarely consulted, invested in, or trusted to build solutions that put them at the center of healing and thriving. In 2021, we decided to make climate equity the second focus of our strategic philanthropy. We engaged in a deep learning process to understand the needs and how we can bring our “full spectrum” approach (technology, people, funding and voice) to make a difference in support of climate equity.

We learned that:

1. Investing in climate equity means educating ourselves about a multi-faceted issue that is connected to economic safety, affordable housing and equitable access to healthcare and education;
2. Despite being an intersectional issue, in 2022, only 2% of global philanthropic giving focused on climate equity and less than 1% of giving is directed to community-led groups according to the ClimateWorks study, “Achieving a just and sustainable economic recovery”;



Employee resource groups

PRISM, a program offered under our cultural development pillar, is our company-wide offering designed to advance inclusivity, equity and belonging at PagerDuty by empowering Dutonians to authentically belong in our culture. The foundation and success of the cultural development pillar is built upon the PRISM platform, comprising of Employee Resource Groups (ERGs), an Advisory Council and a Day for Change initiative, which was birthed as a result of the George Floyd murder, where we offer Dutonians an opportunity to take action and support the Black community through different forms of activation such as peaceful protesting, voter engagement and education. Since launching "Day for Change" in 2020, we've witnessed an uptick in social activations across the regions where we live and serve our customers. To further support our impact reach, we will expand our Day for Change initiative to empower all Dutonians to #TakeTheLead in supporting the needs of underrepresented communities, enacting incremental change and ultimately shaping the Dutonian and customer experience.

In the spring of 2022, PRISM transformed to provide ERGs with increased opportunities to support our diversity goals and to create structure, consistency, transparency and global scalability. While the components of PRISM are independently impactful, meaningful organizational change comes from connecting these initiatives through our culture. This is the future of PagerDuty ID&E.



Array: To level the playing field for Black/ Latine employees by cultivating and celebrating a diverse and inclusive global work environment at PagerDuty, so that we can continue to attract talent that represents our diverse customer base.



illuminate: To support and empower Asian and Pacific Islander employees by creating a safe and inclusive space for the A/PI community and promoting cultural and social awareness at PagerDuty.



PageAble: To unite Dutonians with visible and invisible disabilities or chronic medical conditions, their families, friends and allies. We aim to cultivate an inclusive culture where all employees feel empowered by their different abilities and talents.



PatriotDuty: To promote & support a veteran presence through recruitment programs, career opportunities, internal education, and community outreach.



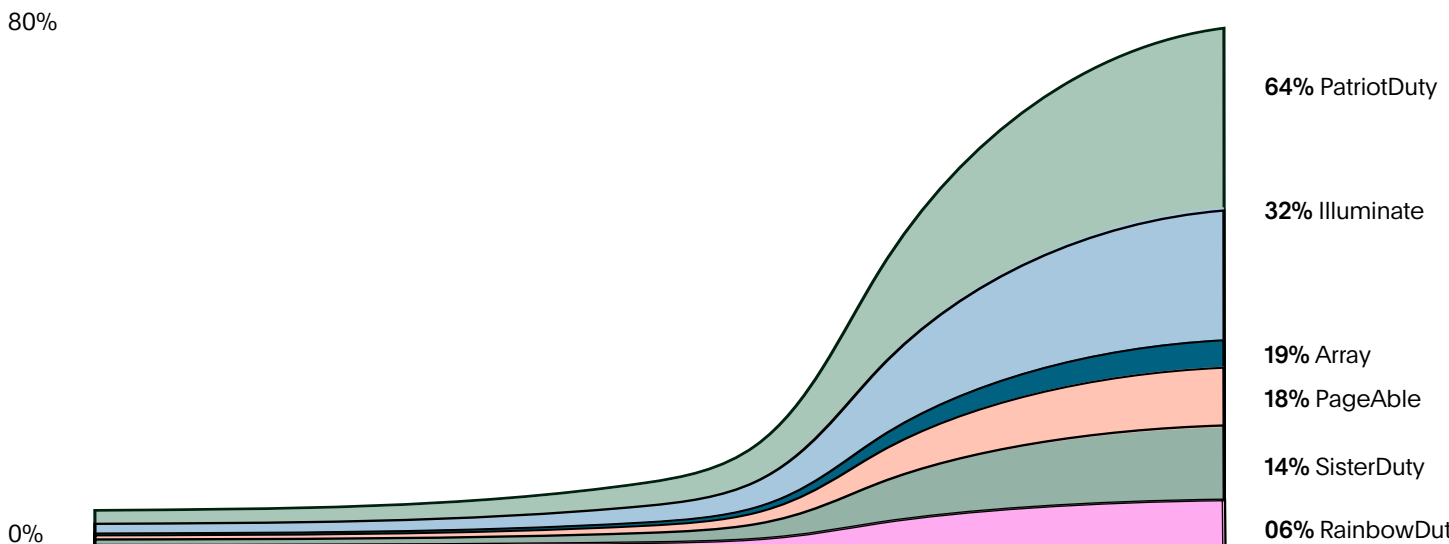
RainbowDuty: To promote a positive, collaborative, and inclusive environment for all employees regardless of gender identity or sexual orientation.



SisterDuty: To create a safe space for women, non binary folks, agender, genderqueer Dutonians of SisterDuty.

Note: Given our growth, the Array ERG will split into two independent ERGs representing the Black and Latine communities separately.

2022 ERG membership growth YOY



PRISM activation

To achieve alignment and impact, PRISM relaunched in Q2 and PagerDuty.org partnered as a key stakeholder to codify Social Impact as a key pillar of the renewed activation framework.

- ERG members volunteered a total of (560) hours to mentor underrepresented students in tech, support environmental justice, learn about key issues affecting marginalized communities and build community.
- We raised a total of \$10,628 to support the Transgender & LGBTQ+ community, advocate for reproductive justice & equal access to healthcare and support organizations advancing climate equity.
- In addition, we have partnered with our Social Impact team to deliver:
 - 10 volunteer events.
 - 4 fundraising campaigns (3 including a match).

Last year, PagerDuty.org partnered with PRISM to pilot a new ERG Grantmaking program, enabling ERGs to make small investments in community partners. To support the growth of this initiative, this year PagerDuty.org introduced Equitable Grantmaking Training to our Community Responders and ERG Leads. Our unique grant-making program empowers Dutonians with an annual budget from the PagerDuty.org Impact Fund to rally their communities around causes they care about and invest in organizations through a trust-based approach. By trusting Dutonians to be responsible stewards of the PagerDuty.org Fund, we empower them to lead in their communities and help democratize the philanthropic investment decisions of our Fund. Our leading-edge training shared best practices, guiding principles, defined criteria and operational processes enabling Dutonians to distribute grant budgets equitably to community partners.

This training invests in and educates ERG leads as stewards and decision-makers of PagerDuty's philanthropic fund and empowered Dutonians to:

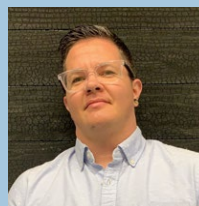
- Be active and engaged citizens who contribute to building the equitable world we at PagerDuty envision together;
- Drive impact from a variety of levels, teams, roles and regions and foster our people-first culture;
- Deploy corporate funds, volunteer support and other resources to drive community impact and social impact storytelling based on issues that matter to ERG members and colleagues.

This year, in partnership with our Community Responders—PagerDuty's global council of employee social impact champions—ERGs worked to advance equity in our communities, to invest time, funds and skills to support mentorship programs:

- **Empowr – Array:** In January 2022, Black mentors held a career panel and micro mentoring session and deployed funds to help uplift the black community by creating the school-to-career pipeline.
- **Tech Girls Movement Foundation:** Our Sydney/Melbourne team continued this multi-year partnership by supporting future leaders in STEM through mentorship and by judging the Tech Girls annual competition which connects, excites and exposes hundreds of girls to the possibilities of a future career in the technology industry.
- **City Year Mentorship:** Beginning in September 2021, 10 Dutonians across teams and tenure mentored City Year AmeriCorps members as part of our partnership with City Year San José/Silicon Valley and Chief Customer Officer, Manjula Talreja. Together they're helping to expand educational equity and professional opportunities for underserved students across the U.S. and abroad.
- **CareerVillage:** This team works to democratize access to career information and advice for underrepresented youth. In the past year, 40 Dutonians contributed 80 pieces of advice on the platform – reaching hundreds of thousands of students as they embark on their career journeys.

In Q1 of FY24, the PRISM platform will debut a new ERG, Elevate, which aims to foster a more inclusive and equitable community at PagerDuty where women are empowered to own and excel in their career development.

“Joining PagerDuty, I had the option to choose the pronouns I wanted to use. This was a foreign concept to me, but it set the stage for my entry into PagerDuty and acceptance of my true self. As a RainbowDuty member/lead, I hope that everyone feels just as accepted as I do.”



Abbott Brannon
RainbowDuty

Creating a great place to belong

We recognize that everyone has been impacted by the pandemic differently, but one common thread is that many knowledge workers have dispersed from our office locations and hiring has broadened to include the brightest minds with few limitations of geography.

This became an inspiration for PagerDuty to establish the “PopUp” program within our distributed-by-design model to bring company resources to communities with significant employee presence. These cultural events are half-day sessions that allow us to host business updates, executive roadshows, guest speakers, team-building activities, social impact events and informal social gatherings with Dutonians in a given region.

These events bring cross-sections of the company together, breaking down silos and providing opportunities for networking within the organization and access to leadership. These sessions have provided an opportunity to re-engage, or experience for the first time, what it really means to be a Dutionian.



“When I joined PagerDuty I was hungry for a community to call my own. Shortly after starting, I was introduced to SisterDuty – a group of people with extremely varied backgrounds, personalities, and opinions, but all dedicated to building a sense of belonging & achieving parity in all areas of life. I’m fortunate to now be a leader within this ERG, serving our members to create change and encouraging each one to #TakeTheLead when we see an opportunity to improve our world.”



Margaret McAleese
SisterDuty

Conclusion

Building an inclusive, diverse and equitable organization requires a commitment from every Dutonian to take measurable action to evolve their mindset in an ever-changing world. In 2023, we will launch the annual Dutonian Accountability Plan which consists of two components:

1. A mechanism to build a universal mindset of ID&E
2. Accountability towards how we achieve our diverse representation goals

The ID&E mindset component consists of quarterly upskilling to support how to recognize bias, become an ID&E ally and support a global sense of belonging. The accountability component, which is a collaboration between our CEO, Jennifer Tejada, our Executive Leadership and the ID&E team, will establish the business imperative for diverse representation within each business unit and set goals for how they will support achieving this. Our newly developed diversity scorecard will measure our progress and ensure we take the necessary actions to achieve our goals by the end of our fiscal year (January 2024). These tenets will help us effectively address gaps in how we view ID&E as an organization and serve as the north star for what we report in our fourth ID&E report.

We believe that establishing and taking the action needed to develop a universal ID&E mindset is the responsibility of every Dutonian. It is how we will establish meaningful change as an imperative. Much like our peers, we are still learning. Establishing inclusion and belonging in a global, agile and growth-minded organization that is distributed-by-design is complex – but the outcomes are rewarding. ID&E is how we will continue to innovate ahead of our competitors. It is how we remain the employer of choice. We invite you to walk the path with us on this journey.



“Our commitment to having an inclusive and equal workplace where you can #bringyourself is global. Thus, as we expand to new locations, ID&E comes front and center in our growth and expansion strategy. As the GM of a new location, I’m very proud to see company-wide endorsement, support, and passion for these initiatives.”

João Freitas
GM & Engineering Site Lead

About PagerDuty

PagerDuty, Inc. (NYSE:PD) is a leader in an always-on world, organizations of all sizes trust PagerDuty to help them deliver a better digital experience to their customers, every time. Teams use PagerDuty to identify issues and opportunities in real time and bring together the right people to fix problems faster and prevent them in the future. Notable customers include Cisco, DocuSign, Doordash, Electronic Arts, Genentech, Shopify, Zoom and more. To learn more and try PagerDuty for free, visit www.pagerduty.com. Follow our blog and connect with us on [Twitter](#), [LinkedIn](#), [YouTube](#) and [Facebook](#). We're also hiring, visit <https://www.pagerduty.com/careers/> to learn more.

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