

# Driving a Data Literate World

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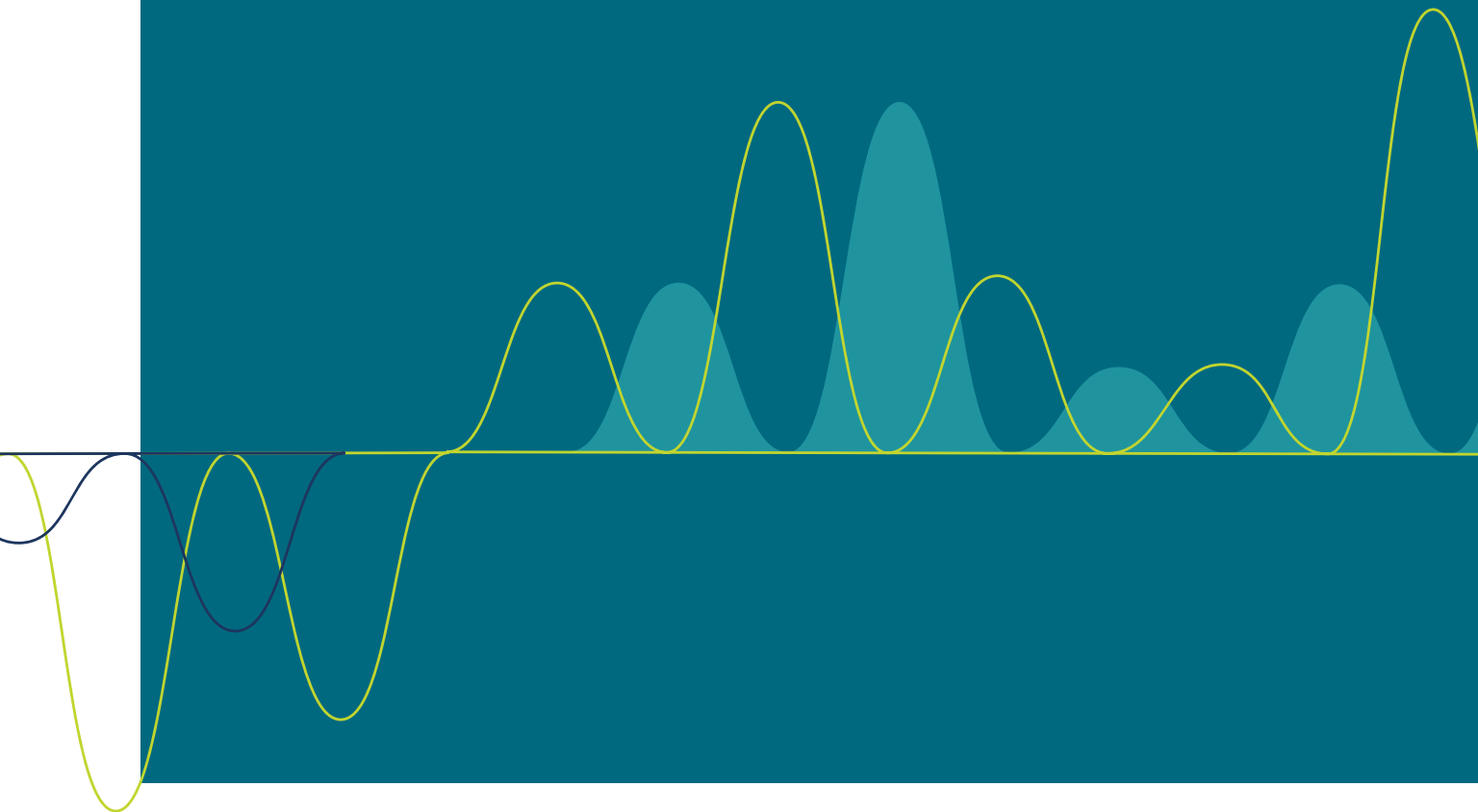
2018 IMPACT REPORT



**Qlik** Q<sup>®</sup>

LEAD WITH DATA<sup>™</sup>

**Qlik® empowers everyone within an organization to see the whole story that lives within their data. Through harnessing this collective intelligence of customers and partners, Qlik can drive a positive, sustainable change throughout its ecosystem and throughout the world.**



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# A message from the CEO

In last year's introduction, I talked about how Qlik's deep corporate responsibility roots, when combined with our core values, helped us in being both a strong company and an impactful global organization. I'm happy to report in 2018 we paid off on that commitment in significant and meaningful ways.

In our role as a responsible global citizen, we continued providing free software and services to hundreds of nonprofit organizations, including those like the United Nations, C40 Cities Climate Leadership Group and Medair that are helping address the wide variety of needs related to sustainability – be it increases in the need for human aid, assistance with refugee populations, or overall accordance with the Paris accords.

And just as we know data and the ability to apply it can drive substantial and sustainable change in the world for

collective good, we know it can have the same impact in an individual's life and career path. We call that data literacy, and it's an essential skill in the Fourth Industrial Revolution, empowering people to ask questions of data and machines, build knowledge, make decisions and communicate its meaning with others. Yet, our data shows only 24 percent of business decision makers are fully confident in their ability to read, work with, analyze and argue with data. That's the motivation behind our launch of the Data Literacy Project, a third-party community site aimed at making society fluent in data and placing data literacy at the heart of individual and organizational success. In partnership with leaders like Accenture, Experian, Cognizant and Plurasight, we launched the community to deliver the most accessible and comprehensive global data literacy educational resource ecosystem, and empower educational institutions globally to place data literacy into the mainstream curriculum.

In working with customers and partners, we know that a strong analytics strategy that delivers the most value from



Qlik is committed to making it easier to partner with us and to derive even more value from our partnership. This go-to-market evolution will create a more consistent revenue stream for Qlik, which in turn will allow us to simultaneously be consistently profitable and to continue investing in all the great employee and community initiatives outlined in this report. In lock step with this evolution is an enhanced focus across the company on customer success, with major investments in areas such as increased educational and consulting resources and expanded onboarding, all designed to help customers maximize their investments in data and analytics. Customers need to derive more value from data through analytics, and Qlik is now even more ready to enable rapid adoption and shorten time-to-insights for the entire organization across their entire journey from evaluation to delighted customer.

As I mentioned in closing last year's introduction, we are committed to being transparent about our successes and areas where we need to be better. We look forward to you continuing the journey with us. [Q](#)

data requires a strong foundational data strategy. Enabling that data strategy is crucial, and Qlik wanted to assume a bigger role in filling that need. In 2018 we augmented our product portfolio as part of this journey to becoming a true end-to-end provider with the acquisition of Podium Data. Podium, now branded as Qlik Data Catalyst, is a data catalog that helps organize all a company's data to make it enterprise-ready for analytics. This is a crucial aspect in any organization's goal of becoming data driven – knowing what data is available and making it ready for analysis so everyone can benefit from the power of data. We're excited about the value Data Catalyst will bring to both our customers and our strength as an independent and profitable vendor in a dynamic market.

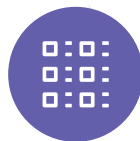
Our third major initiative in 2018 was the move to becoming a subscription business with a full SaaS deployment option. The importance of these moves to our ongoing success can't be overstated. Customers want to consume software and services at the level that makes sense for their business, and

## Major Initiatives in 2018



### DATA LITERACY PROJECT

Launched a third-party community site aimed at making society fluent in data



### QLIK DATA CATALYST

Acquired Podium Data, a data catalog that helps organize all of company's data



### SAAS DEPLOYMENT

Became a subscription-based business with a full SaaS deployment option



# A Vision for a Data Literate World

Our approach to corporate responsibility is centered on our belief in the power of data to transform business and improve society. We enable this by helping our customers manage and analyze large amounts of data, from multiple sources, and further scaling analytics out to large populations of end-users who benefit from access to insightful and impactful data analytics.

We see data literacy, the ability to read, write, understand, and make arguments with data, as central to accomplishing our goals. While machines easily read and write data, understanding and arguing with data requires human skills. The cognitive analytic capabilities of our tools augment this human element, and by linking these areas together, we can propel the world forward.



The role that analytics plays in organizational decision making is shifting from a momentary, discrete undertaking, to an always-on part of every decision-making process. The Qlik family of tools makes it possible to embed analytics throughout a team of people, from the C-Suite to everywhere in-between, and thus supports a true data-driven environment.

Qlik's products are designed to enable as many users in an organization as possible to have access to data, and to gain the ability to understand and work with it, so they can use it in their jobs. In this way, we have a broad impact on many organizations across the world — businesses, governments, and charities. Through both our commercial sales and in-kind software grants, we allow our customers and partners to be more efficient and profitable, and ultimately helping them achieve their strategic objectives. Providing Qlik technology builds the world's capacity to make better decisions based on data insights. Ultimately, we are global citizens who are unwavering in our mission to transform businesses and improve society.

### **A Responsible Agent of Change**

We are ultimately responsible to our stakeholders, which include employees, non-profit and academic software grant recipients, resellers, System Integrators, implementation partners, analysts, our ownership group, and most importantly our customers. We engage with them on an ongoing basis through a variety of mechanisms including customer roundtables, sales meetings, trade shows, technical meetings, and meetings with our non-profit partners. It is through these engagements that we learn about their interests in our organization and the topics that they deem important. These topics include quality products, user-friendliness, analytic capabilities, new product development cycles and philanthropy and software donations.

We organize our Corporate Responsibility Program around topics that we have deemed most important to our stakeholders, our impacts and our ability to create long term value. These topics are: Innovation and Leadership, Customer Value, Responsible IT Practices, Responsible Business Practices, Diversity and Inclusion, Talent Management, External Relations, and Environmental Stewardship. **Q**



# Innovating Value





Thought leadership and innovation are the engines that drive value creation for our customers and stakeholders.

## Innovation

At Qlik, innovation is everyone's responsibility. The simplest way to measure our success with innovation is through our products. That is, how many of our product ideas are delivered into releasable products that benefit our customers? Historically, much of our innovative ideas have already been developed into products and features. While our conversion rate of ideas to products is qualitatively high, we have been actively working over the last two years on ways to quantitatively measure our progress. These innovation measures will complement our existing KPIs around quality, turn, productivity, and velocity.

### Adding Capabilities Through Acquisition

Enterprise data strategies have evolved to rely heavily on the creation and utilization of collections of data. However, customers are realizing that these and other data sources aren't designed to easily and quickly deliver actionable information to the business user. To date, customers often lack understanding of even what data they already have and are left struggling to maximize their data's value.

To address this, in 2018, Qlik announced the acquisition of Podium Data (Now Qlik Data Catalyst®), an enterprise-grade data management company, thus enhancing customers'

ability to manage, prepare and deliver analytics-ready data across a diverse data landscape. This acquisition expanded Qlik's mission, moving beyond analytics to be a provider of solutions that democratize data for every user to create a more data literate world.

This acquisition allows Qlik to optimize its customers analytics strategies by providing a strong data platform. Qlik's multi-cloud capabilities and upcoming Associative Big Data Index are designed to help customers tap into their data, explore massive data volumes in any direction and discover new insights. With Qlik Data Catalyst, Qlik will provide customers with an expanding enterprise data management solution to transform their raw data into a governed, analytics-aware information resource. Together Qlik Data Catalyst and Qlik analytics will help break down bottlenecks and silos inherent in disparate enterprise data environments and expand the value of data throughout the enterprise.

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QLIK ASSISTING

# Emergency Medical Services

In 2018, the Fire Chief of the City of Surrey, British Columbia, and his staff with support from GINQO Consulting, deployed Qlik applications to map outbreaks of opioid overdoses in the community. The system enabled the team to conduct real-time surveillance with a significant volume of data to sift through anomalies and non-random signals. Through the system, a report was created to trigger when four cardiac events took place within an hour of each other within one kilometer. The Qlik system proactively sent email alert messages to all the local key stakeholders, including police, and regional health officials.

Once the system was in place, the department was able to analyze rates of overdoses over the last three years. The data showed that although overdoses were trending down, deaths rates remain on the rise, showing that the crisis still existed. With this new level of insight, the department theorized the lower overdoses rate could be a result of the population more commonly using Naloxone to head off overdoses.

## Thought Leadership

The data analytics economy is a noisy and fragmented marketplace. We rely on thought leadership to rise above that crowded marketplace and differentiate Qlik from our competitors. We are often asked to provide our perspective on how analytics and business intelligence technologies can create real value, as well as how our customers are leveraging that added value to solve challenging business problems.

### Thought leadership is a strategic priority

Thought leadership is essential to inspiring employees to work with our company, demonstrating how we're making a difference for our customers, as well as for the world. It helps our functional organizations achieve their own goals: the sales team has an easier time selling, marketing has content that they are able to articulate, and the customer success team helps customers unlock business value. As a result, our employees feel a sense of pride and purpose in working for Qlik.

Led by Drew Clarke, the Chief Strategy Officer, the office of strategy management team is primarily responsible for thought leadership; articulating who we are and how we bring our technology to market.

### Activities and measures

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

### Impact to society and the environment

Thought leadership is material to our corporate responsibility strategy. From an economic perspective, companies and organizations have used our solutions to drive stronger economic value for themselves and for their customers or

# Thought leadership is essential to inspiring employees to work with our company, demonstrating how we're making a difference for our customers, as well as for the world.

constituents. We also have several examples of public sector organizations using our platform for creating social good, such as crime prevention, and of numerous customers leveraging our technology to reduce environmental impacts, such as water and waste. By engaging organizations with our CR program, we are able to help them accomplish their missions in addition to generating more understanding in the market for our differentiated solutions.

## New directions for thought leadership

We've set a bold new vision to create a data literate world, which will lead us into new areas for thought leadership in 2019 and beyond. Given this context, here are three new domains in which we have begun to establish an intellectual footprint.

The first domain concerns the relatively new phenomenon of data proliferation. As we look at market trends, data is increasingly being generated by devices, sensors, machinery, and cars and other vehicles. Qlik is developing significant thought leadership around this idea of discovery through big data, and the technology and domain expertise around how these discoveries can enable new business insights.

Another side of analytics related to new technologies is artificial intelligence and machine learning. At Qlik, we see the human being as a cognitive intersection point between data and analytics. We will see this idea of cognition, artificial intelligence, and machine learning evolve, and our own thought leadership will shape how these trends are used to help advance people's data literacy and data leadership.

The third area of emerging thought leadership for Qlik is the architecture of decision-making itself and the execution that follows a decision. Decisions are made now by human beings, as well as by humans connected with other humans through a network economy. While automated data intelligence can augment human decision-making, these business decisions will remain with human beings; however, the consequences of each business decision — such as the actions taken as a result — are becoming increasingly automated. Once each decision is made, it can trigger a series of machine-driven actions, accelerating the execution of the human-led decision process.

## Customer Value

The first indication of positive customer value perception is whether our customers are willing to discuss the value they receive from our solutions. Our many customer case studies demonstrate our success on this metric. A second indicator is the adoption and utilization of our platform, which we can tell through on-premise usage statistics and on-cloud loading statistics. The third measure of success are the rates for maintenance renewals for our on-premise products, and continued subscriptions to our on-cloud products. This is the ultimate test: if customers are not receiving the value they expect, they can discontinue their services.

We also conduct surveys of our customers to learn more about what they think of Qlik. We ask for their opinions regarding our technology, and how it helps them achieve their business goals. Customers respond using terms like “trailblazer,” “innovative,” and “differentiated” — terms that are particularly relevant when operating in a crowded analytics marketplace.

# 3 New Directions for Thought Leadership



## DATA PROLIFERATION



## ARTIFICIAL INTELLIGENCE



## DECISION-MAKING

Industry analysts also view Qlik as a strong and differentiated solution provider and cite our CR program as a key source of that differentiation. For example, the leading industry analyst Gartner recently reported that “it is noteworthy that Fast Company magazine recognized Qlik as one of the Top 10 innovative companies for Social Good. Qlik’s Change Our World Corporate Responsibility (CR) program, launched in 2010, now provides free software and services for more than 300 not-for-profit organizations.”


### Roles and responsibilities in crafting product value perception

We seek to, as we develop all of our products, have an explicit customer value proposition for each particular function or capability. As a technology company, Qlik has many departments that are integral to creating and supporting the perception of the product value. This begins with the design and development of our product roadmap by the R&D organization. Our product marketing and strategic marketing organizations will then convey the value of the technology, as well as use the voices of our customers to articulate how Qlik technology can be leveraged to deliver that value. As customers and companies become aware of our product, our sales organization will be engaged, either as direct sale by Qlik sales employees, or indirectly through our partners. Once a customer is signed, our customer success organization will come on board to focus on the adoption and utilization of our platform.

### Assessing our approach to customer value perception

To better champion the customer internally, we hired a Customer Success Officer, Roberto Sigona. Roberto brings years of experience to his role of responsibility for customer success, education, support and consulting services, as well as a strong vision of how we must progress in this area as a company.

Whenever our customer commitments break down, grievances and complaints can be transmitted in two ways. The first is via a product request through our customer support system, in which there is a complete, well-documented process for resolving support issues. For any issues outside of technical support, customers are always welcome to email or call the company.

To facilitate regular and effective communication with our customers and employees, Qlik uses “Qlik Nation,” an online invitation-only community that uses a points-based system to encourage participants to complete various “challenges” which include writing product reviews, completing surveys, or reading blog posts. Qlik Nation members can then redeem accumulated points in various ways like Qlik swag, gift cards, and free consulting hours. This platform allowed us to collect stakeholder engagement surveys as part of our extensive materiality process from over 40 customers and approximately 300 employees. Our customers have responded positively to Qlik Nation, citing the “one stop shop” nature of the platform that allows Qlik to both give back to our customers and to mobilize them. 

AN INTERVIEW WITH

# Drew Clarke

## Chief Strategy Officer

**Drew, you are charged with corporate strategy for Qlik. How does Qlik's corporate vision, strategy, and goals align with its corporate responsibility?**

As we look at a world with a proliferation of data, we ask how we can use that data to make real, tangible decisions to improve whatever you're working on. We're in the business of taking that data — to information — to analytics, insights, and results to achieve real outcomes. This is how we can best create a "Data Literate World."

When we think about our place on this earth and the impact we're having on the earth, and our own responsibilities as a global citizen, we ask: how can we harness the data to turn it into action, into something that we, globally, are doing better? There is very much a direct correlation between the business we're in with the technology we use and our role as a global citizen. We all have choices for how we'd like to spend

our time and so I choose to be part of a company that's making a difference.

**How does corporate responsibility help Qlik differentiate in a crowded and noisy analytics space?**

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

Two examples come to mind. First, we worked with a consumer products company that manufactures cosmetics, and sources from all around the world. A few years ago, there was a major earthquake and tsunami in Japan. The company had to answer some specific questions from Wall Street around which of their products would be affected, and which wouldn't be affected, in the next ninety days as a result of the tsunami. They had to forecast, do we have enough inventory of products that are not affected by the tsunami to make our forecast? Our technology helped them answer their investors' inquiries confidently — to lead with their data.

Our CR partners often have to make similar judgment calls in the not-for-profit and public sectors. When there was an earthquake in the Himalayas in Nepal, one of our CR partners, Medair, wanted to help — but realized that they don't normally operate in that part of

the world. They wanted to know, what is Medair's capacity to respond in this new region, given the nearest inventory and resources? They were able to use Qlik technology to assess their readiness to responding to this disaster in a timely fashion — again, to lead with their data to explore new possible outcomes.

**What do you think is the potential for emerging technologies — such as artificial intelligence (AI) and machine learning, machine-to-machine (M2M) and IoT, and Big Data; and novel business models — like the collaborative or sharing economy and product-as-a-service, to contribute to social and environmental good?**

This is a really meaty question! First, let's talk about some underlying technological trends. As we talked about, every device is throwing off information; at the same time, as Moore's Law predicted, computation is getting ever cheaper, faster, and more capable. There's also a phenomenon called



microservices or software “containers”, where software is broken into smaller and smaller pieces that interoperate together. Think of it as building a Lego castle, and swapping out parts to upgrade a part of the castle, rather than rebuilding it from the start.

So, with microservices, ubiquitous computation, and data everywhere, our customers are able to assemble new business models quickly and efficiently. For example, one of our customers, a large fast-food franchise is integrating data on buying habits with weather and other local data to build a platform for franchisees to be able to run micro-campaigns for specific opportunities. Say, for example, it’s going to be particularly cold one day and there’s a relevant demographic trend that, together,

“We see this idea of democratizing data literacy as a big theme of our ability to drive sustainable change.

suggest that this particular franchise location should run a hot-drink special. In another industry, a pharmaceutical customer can use Bluetooth technology on your smartphone to measure specific radioisotopes to record levels of drugs in patients’ bloodstreams, to verify

whether patients are taking their regular medications to stay healthy.

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

#### **How do you, in your role, drive sustainable change through the Qlik ecosystem?**

The operative word there is “sustainable.” There can be a lot of near-term benefits, but how do we drive truly sustainable change? One of the things we’ve recognized in the world is that, as these data proliferate, how do you use them? This is the concept of data literacy — how to read, work with, analyze, and argue with data. We see this as an important component of participating in this aspect of our economy and the world.

So now we take this concept of data literacy, and we start to look at the ecosystem of our partners, systems integrators, consulting companies, customers, and employees — ecosystem can be quite broad — to ensure that they are all making relevant solutions for the world. We want to share “the art of the possible.”

The world and its people are increasingly interconnected. As companies and

technologies change, as people move to different companies or retire and stay engaged in serving their communities, we want people to think about their language of literacy to make a difference, and to share that language with others. We see this idea of democratizing data literacy as a big theme of our ability to drive sustainable change. [Q](#)

#### **AN INTERVIEW WITH**

## **Paul Barth**

### **Managing Director, Enterprise Data Management**

#### **Can you speak to the importance of culture at Qlik?**

Culture played a significant role at Podium, the third company I’ve founded, and in my previous work. I’m energized by the excitement around building a company that sets a tone centered around individual responsibility, respect for one another, and attraction of great talent. When I learned about Qlik’s core values,

and how it was woven into day-to-day operations, I was immediately interested.

Now, as a part of the team, I strive to incorporate an outcomes-based assessment of how we are doing as a company. Qlik's embodies this by maintaining a culture centered on the needs of its customers. For me, this means addressing customer issues and challenges proactively and collaboratively.

### **What role does innovation play in your work?**

I originally founded Podium because I could see that many analysts were stymied in their work because of a lack of access to quality data. I then set a goal of creating software that allows you to work and share it without excessive engineering, which would not only lower the costs of IT but enable a culture of decision-making. Thus, the genesis of Podium was a desire to innovatively marry IT and a longtime business problem.

Having a culture of such innovation means staying focused on a specific outcome and goal. For example, how do we condense a six-month process down to one of six hours? By setting lofty goals and approaching them with a solutions-oriented mindset (unattached to specific

technologies), we cultivate a dynamic and exciting environment to work in.

### **How does Data Catalyst support Qlik's corporate responsibility efforts?**

One of the largest challenges for organizations using analytics to assemble resources or address a social problem is having reliable tools and trustworthy data. Data Catalyst's ability to improve the quality of our customers' data and provide better insights allows these organizations to be more effective in their mission.

As the analytics industry transforms, we're also finding that poorly managed data environments create unnecessary technological waste. We've produced several case studies showing that our tools eliminated the need for new servers and storage machines. A direct impact of having a consolidated data environment is a lessened need for hardware.

### **How did the merger set Qlik up for future success?**

Podium's 2018 merger with Qlik equipped us with the tools we needed to create the product we wanted. We knew that no other company in the Business Intelligence space was making a bet like we did, but we had confidence that the



collaboration could be pivotal for the industry. Senior management asked me to bring the entrepreneurial culture to Qlik and Qlik correspondingly brought the professionalism and support we needed. We then created a 30-month plan centered around scaling, building the team and drafting training and sales materials. With over 50 qualified opportunities in front of us, our goal now is to triple our sales from 2018 and 2019.

As we continue to move to a subscription business, we are focused on the value, not just the sale. We want to make sure our customers have options, so in 2019, we plan to continue investing in Amazon Web Services, Azure, and Google. However, we want our product to have a smaller footprint and cater to customers who don't have massive datasets. To address this, we will soon introduce a data marketplace where companies of all sizes with various data challenges can upload their assets into a Business Intelligence application. At the same time, we are working on big data solutions and aim to integrate Qlik Data Catalyst completely by the end of 2019. **Q**

**By setting lofty goals and approaching them with a solutions-oriented mindset, we cultivate a dynamic and exciting environment to work in.**



# A Responsible Global Citizen





As a technology company, we have specific responsibilities to our stakeholders to engage in good practices governing our business processes. This section covers our material topic of innovation, as well as our information technology (IT) and business practices. The stronger our governance and transparency policies, the more we can grow our customer base, revealing opportunities to help companies improve their social and environmental impacts.

## Responsible IT Practices

Information technology (IT) forms the backbone of both our operations and our offerings and is thus an integral part of our impacts on the world — and our CR program.

### **Customer data protection and privacy**

As a data analytics platform, Qlik takes data protection and privacy very seriously, under the umbrella of both corporate responsibility and our ethical practices.

QLIK'S

# 3 Goals for Customer Data Protection and Privacy



To ensure that Qlik, as a company, complies with all data protection and privacy regulations



To ensure that Qlik's products and services comply with these regulations



To help our customers with their data protection and privacy journeys

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

- a) to ensure that Qlik, as a company, complies with all data protection and privacy regulations;
- b) to ensure that Qlik's products and services comply with these regulations; and
- c) to help our customers with their data protection and privacy journeys.

Visit our website to learn more about our GDP compliance program: [www.qlik.com/gdpr](http://www.qlik.com/gdpr)

The EU General Data Protection Regulation (GDPR) heralded a new era of privacy regulation. With more stringent rules and significant penalties, GDPR compels companies to use trusted vendors. Qlik is committed to our compliance responsibilities — within our organization and in delivering products and services that empower our customers and partners in their compliance efforts.

During our GDP compliance program, we performed gap analyses, consulted multiple stakeholders, designated Privacy Champions in each department, and instituted new policies and processes. We also investigate any grievances sent to our dedicated email address, [privacy@qlik.com](mailto:privacy@qlik.com).

# Our product roadmap is visible not just as a process we follow, but as a delivery on our commitments.

As a result of these extensive data protection and privacy policies and procedures, in 2018 we did not receive any substantiated complaints concerning breaches of customer privacy. We have also not identified any leaks, thefts, or losses of customer data. Occasionally, losses may occur due to lost or stolen hardware (e.g. laptops), however, because Qlik encrypts hardware and has measures in place to reduce and report any data breaches (e.g. the data breach policy), none of these have resulted in leaks, thefts, or losses of customer data.

## Product Roadmap, IP stewardship, and other IT-related policies

Our product roadmap is visible not just as a process we follow, but as a delivery on our commitments. Our customers have come to expect use cases, blueprints, and best practices for using our platform. In addition to these, we provide technical support and bug fixes for our customers whenever problems become known. We publicly articulate our own policies around the turnaround time for capabilities and responses to queries, and that helps us deliver on our promises, and creates a culture of honoring our customer commitments.

When dealing with such leading-edge technologies, there will often be differences of opinion in the origin and provenance of those technologies. These occasionally lead to lawsuits related to patents. We have an active defense mechanism against so-called patent “trolls” — people who attempt to sue for infringement on their ideas in an attempt to profit off of our research and development (R&D). We vigorously defend our intellectual property (IP) from such patent trolls.

Additional policies cover specific areas of responsible IT practices, such as our External Cookie & Privacy Policy, Internal Employee Privacy Policy, and HR data policy. These policies are spearheaded by our IT and Legal departments but are the responsibility of each department. As such, an extensive training schedule accompanies each policy.

## Responsible Business Practices

Our culture as a responsible company begins with our core business practices.

### Transparency internally and externally

As a privately held company, our public disclosure requirements are significantly less than publicly owned companies. While we no longer disclose details about our financial performance, we do discuss our market and the positioning of our products. These discussions take place in forums such as analyst surveys and communications, and at Qconnections, our annual customer conference. The change in disclosure



Read [Qlik's Code of Business Conduct](#).

Access [Qlik's legal policies](#), including our privacy policies and the UK Modern Slavery Act.

and reporting discipline when we transitioned from a publicly held company to a privately held one has sometimes been challenging, but it has made us much more intentional in the ways we voluntarily discuss elements of our corporate strategy and performance with our key stakeholders. We are committed to transparency with our employees and share the details of our performance, and strategic plans with them at Town Hall meetings.

### **Communicating within our ecosystem**

As the theme of our Corporate Responsibility report would imply, our communication with our extended ecosystem is another critical aspect to our culture of corporate transparency. For our partners to feel comfortable doing business with Qlik, they need to feel comfortable that they understand our corporate direction, and our product roadmaps. Empowering our partners to help communicate and evangelize these directions is critical to our success in driving sustainable change through this ecosystem, as well as fundamentally critical to our company's financial success.

## **For our partners to feel comfortable doing business with Qlik, they need to understand our corporate direction and our product roadmaps.**

In turn, we expect transparent and ethical communication from our partners. See Qlik Business Code of Conduct.

### **Business ethics**

Conducting business ethically is the foundation for CR — we cannot call ourselves a responsible company without a well-established and in-depth compliance program that creates a culture of ethical behavior throughout the company. Our Code of Business Conduct forms the basis of our contract with our employees, officers, and members of our Board, and is the main tool for establishing this culture of ethical behavior.

Each year, we launch our code of conduct certification process, as we have each year since 2010. This is an annual six-week period in which each employee is required to spend about an hour watching training videos and answering related questions. Our goal is to recertify all employees during this six-week period; in our 2018 code of conduct certification process, we achieved our goal of 100% of employees recertified during this six-week period.

Each year, we also review the Code of Business Conduct to ensure that it remains relevant and comprehensive of ethics issues. In 2017, we enhanced the Code of Business Conduct to include the issue of social media, as ethical concerns around this topic are becoming more prevalent in the business world, and we determined that employees needed some guidelines around their use of social media at Qlik. We relaunched the Code of Business Conduct to include our social media policy using a series of videos featuring our Chief Legal Officer, Deborah Lofton, and our Chief Executive Officer, Mike Capone, discussing the Code of Business Conduct and its importance.

We also have a number of additional specific policies and procedures that go into more detail about special topics, such as our policy on anti-corruption, which we adopted at the board level several years ago, and our partner code of conduct.

### **Compliance to our ethics programs**

Our primary tool to ensure compliance with our policies and procedures is training, and we track the number and percentage of our stakeholders (such as employees and partners) who have undertaken this training. We also track the number of investigations that have resulted from employees raising issues either through their managers, or through our anonymous hotline. We also track the number of litigation matters that arise, which might be associated with a potential compliance or ethics concern.

Qlik did not receive significant fines or non-monetary sanctions for non-compliance with any laws or regulations in 2018. **Q**

AN INTERVIEW WITH

# Mike Potter

## Chief Technology Officer

### What do you consider the core technological innovations and “secret sauce” at Qlik?

Qlik was founded on a new way of doing analytics, which we call the Qlik Associative Engine. This is an entirely new way to analyze data and provide insight into data. Most analytic engines are focused on reducing datasets to an answer, but the Qlik Associative Difference gives peripheral vision to the data to see other relationships and insights. That is, it lets you explore the question you haven't thought of yet.

### One of Qlik's material topics centers around digitalization, which describes how Qlik helps its customers operationalize digital business models. Qlik is going through its own digitalization journey, as you shift customers from QlikView to QlikSense. Can you talk about what you've learned about digitalization throughout this journey?

The biggest thing that the industry is facing is a focus on data literacy throughout the organization: to use data as a tool, and not a weapon. What we try to do is allow the user — from the casual user to the data scientist — to ask progressively more advanced questions. QlikView, our first data analytics platform, was geared to data questions being solved by a small group of people making expert decisions. But we're now democratizing the world of data science. QlikSense, our digital, software-as-a-service data analytics platform, is all about empowering everyone to “read, work with, analyze, and argue with data”.

### How does Qlik's technological strategy align with its corporate responsibility?

Having a positive impact on the world is fundamental to Qlik's core values, and our software technology is the primary means by which we achieve this positive impact. Helping the world understand data sets us apart and allows to contribute something unique to our stakeholders.


Our CR efforts also feed positively back into our R&D efforts. The more input we can have with our customers and software grant recipients, the more we learn about the way our products are

used. For example, our work with the United Nations has introduced new types of problems that can be solved using our technologies, particularly in the distributed mobile usage of our technologies in countries with varying technological infrastructure. Our technologies are deployed by the UN in far more geographically, technologically, and economically diverse scenarios than we would be able to facilitate on our own.

### What new technologies are on your horizon that you see as fundamentally reshaping the industry?

We will see increasing instances of “augmented intelligence strategy.” These are data analytics techniques that use artificial intelligence (AI) and machine learning, which are then augmented by interactions with a human, yielding a better overall result. These techniques will serve as an accelerator to data literacy, replacing rote data tasks and allowing people's work to evolve to higher levels of capability.

### How do you, in your role, drive sustainable change through the Qlik ecosystem?

As Qlik's CTO, I'm responsible not only for our technological advances, but for making sure that they make a difference in the world. I can do that not only by supporting our Corporate Responsibility Program, but by making sure that this idea of data literacy is formalized and supported throughout the world. Qlik is producing the printing press for data literacy, and we're hoping that it will revolutionize the way the world reads, writes, and argues with data — just as the original printing press once did. 





# Managing Our Human Capital

Our most important assets walk out the door every evening, so we work to create a positive, supportive culture to harness our human intelligence. We articulate this culture through our five core values.

# Our Core Values



## Challenge

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



## Move Fast

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



## Be Open and Straightforward

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



## Take Responsibility

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



## Teamwork for Results

Our aspirations are too great to act alone. We are results-driven people, building a culture of inclusion. We are humble enough to rely on others and trustworthy enough to deliver when others count on us. We value expertise beyond our own and proactively seek ideas, support and advice from our colleagues. We treat others as we want to be treated and offer assistance when needed.

# Our Recruitment Goals

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## GOAL 1

An integral part of the Culture & Talent (C&T) team is to ensure our employees work in harmony and collaboration with their colleagues. This helps us achieve results greater than we can deliver alone.

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## GOAL 2

We encourage our employees to be “brilliant at the basics”: we want them to set a high standard and hold themselves accountable for delivering against that standard.

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## GOAL 3

Through our recruitment leadership activities, it is our goal to build a strong Values-Based culture driven by can-do attitudes that positively impact and delight our colleagues and stakeholders.

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## GOAL 4

Intentionally hire today the people who will be the future of Qlik, as a diversity-rich workforce, while providing them exceptional experiences from the very first day they join our team.

In 2018, we evolved our organization to more closely align with the appropriate structure, resources, and skills required to become a leader in the analytics economy, and a provider of on-premise and cloud solutions, and perpetual and subscription purchasing.

To maximize our global focus and coverage, we aligned our direct sales resources and supporting demand generation efforts to the Enterprise customer segment and accelerated our reliance and growth with a partner-led approach in the rest of the business market. This included restructuring teams, eliminating some positions, and changing the responsibilities of others. These steps were difficult but necessary to continue to successfully scale our business model in an efficient and effective way.

## Talent Management

Core to the foundation of Qlik’s ecosystem is our people — and without our employees, we would not be able to drive sustainable change. We also believe that responsible growth starts with ensuring a highly trained and motivated workforce. To ensure such a workforce, we have programs designed to successfully recruit, train, and engage our employees.

### Hiring Qlik’s Workforce

We run a full in-house recruitment service, with employed recruiters that have several different sourcing avenues available to them. These include referral bonuses, budgeted agency support, direct hiring through website partnerships, and an enhanced LinkedIn package that taps talent across LinkedIn’s networks.

We also engage a mandatory 5-touch-point interview selection process. This process requires a minimum of five interviewers for each candidate, and the interview panel must



unanimously agree on a candidate before an offer can be made. The interview panel consists not only of the hiring manager, but also includes potential peers and the manager's manager.

Even beyond this, we use a core process called "Select for Qlik" that ensures we find the right talent for every position we need to fill. During our interview process, interviewers evaluate not only candidates' job-related competencies, but also how candidates exhibit our Core Values. Interviewers use specific interview guides for each Core Value, and these guides contain specific questions and follow-up queries designed to assess a candidate's competencies related to the value.

### Developing our Team

In this ever-changing world, companies need to be agile and adjust quickly to external factors. As a result, the more we can keep our workforce equipped and continuously learning, we will not only positively impact the business, but we will also mitigate risk and provide a competitive advantage for the company. All of our learning frameworks introduced from Qlik Conversations to our Essentials platform, to our on-line

onboarding experience are designed to give employees what they need when they need it in their learning journey.

For example, to manage our talent even within the hiring process, Qlik maps out job profiles and descriptions to competencies. Then, through our internal learning management system (LMS), we provide competency-based learning so that employees have access to the learning they need both for onboarding and then for continuous learning. Employees can identify competencies that will help them perform their current role while also providing them e-learning and in-person opportunities — ranging from Qlik-specific proficiencies to general soft skills like managing performance, interview skills, change management, mentoring fundamentals, and project management aptitude — that will help them with their professional development during their entire tenure at Qlik.

### Our Commitment to Learning

At Qlik, we also believe that development and training should be accessible to all and should be as on demand and relevant as possible. To develop everyone everywhere, we offer many

## OUR CORE VALUES IN ACTION:

# Interviewing Top Talent

## Our Core Values Guide Our Hiring Process

Using Qlik's "Select for Qlik" process, we reference our Core Values. For example, we seek to differentiate candidates based on their competency in being humble enough to trust the expertise of others — as outlined in our Core Value, "Teamwork for Results".

To discover a candidate's competency as it relates to this Core Value, we ask the interview question: "Give

an example of a project or task you were involved in where you needed the expertise of others to fulfill the project/task? How did you engage these people? What was the outcome?"

Interview questions like these help our team gauge the cultural fit, complement, and aptitude for engagement of potential candidates.

on-demand learning courses, videos and reading materials. For example, Skillsoft is a world-class platform featuring 6,000 learning assets, and additional training is available through our Green Line learning paths, Continuous Class Room, and Qlik Education & Development. Qlik also requires new hire training for all employees joining Qlik's team.

Learning opportunities abound at Qlik: for those employees short on time, we offer 24-For-U, an annual day off to pursue any development activity of choice. In 2018, 23.5% of all of Qlik's employees used their 24-For-U Day, 483 days were taken from the workforce of 2053. For formal education, we provide Tuition Reimbursement and a partnership with Cleary University, offering Qlikkies online degrees/certifications at 1/3 of regular tuition. Personal development also requires greater awareness of self and others, so we invested in CliftonStrengths, Myers Briggs Type Indicator (MBTI), and 360° feedback tools. We trained and certified a network of 11 global MBTI practitioners and one GallupStrengths Coach. 541 individuals took the assessment and received reports and feedback from a practitioner in 2018. An additional 141 participated in instructor-led workshops for a total 1,765 hour investment. We offer this personal and team coaching to all Qlik employees.

During talent reviews, when gaps are present at the individual level, steps are taken to close them either via internal programs or third-party programs. When we experience changes in our company's products and note external trends in the industry, we identify skills gaps and begin taking all our technical employees through learning programs, internally and externally, to close the skills gap. For example, through various insight learning programs, we have enabled

individuals to use greater awareness of their strengths while encouraging them to take responsibility for accessing learning through all of Qlik's programs. We also require our employees to participate in technical trainings, such as mandatory Code of Conduct training, mandatory Harassment Training, Cyber Security training, and HIPAA training for those employees working in health care-related positions at Qlik. In 2018 specifically, almost all of our employees had access to all our trainings, indicating 14,692 hours of training total.

### Developing Leadership

Investing in leadership at every stage of a leader's journey is crucial to a company's success — and often the best ways for developing leadership skills is through hands-on experience. Qlik offers two distinct learning experiences:

- **Leadership Essentials**, which is an in-house program to support transition into first-time leadership.
- **Leadership Coaching**, which provides every Qlik leader with fundamental coaching skills as well as one-on-one coaching by a certified Executive Coach.

In 2018, our Leadership Essentials program saw 84 leaders develop through the first three modules — ultimately completing 1,656 hours of learning. Our Leadership Coaching program launched in October 2018, and we enrolled 272 global leaders in the first phase. As of year-end 2018, 504 hours of training were completed, with the bulk yet to come in 2019. The program is mandatory for all people leaders at Qlik, and we will see an additional 150 leaders enrolled in phase two, which is launching in January of 2019. We're proud that our leaders are engaged in learning how to become the best leaders they can be.

**At Qlik, we believe that development and training should be accessible to all and should be as on demand and relevant as possible.**

## Reviews for Skill Building

Every employee at Qlik is encouraged to build an individual development plan with their manager to provide ongoing professional development and learning. In 2018, we completed a complete overhaul of our Performance Management framework, launching Qlik Conversations, moving away from annual, retrospective assessments and evaluation processes to continuous development and support throughout the year. Qlik Conversations places great emphasis on aligning team and individual goals and on continuous conversations geared toward growth and performance. It encourages more frequent, natural interactions between leader and team member, creating clarity, instilling trust and ensuring stronger engagement. The process includes a minimum of eight conversations per year — and being able to request and give feedback across the entire organization in order to provide a more robust and balanced picture of performance.

Access to learning is offered to all and communicated through our “Developing Everyone, Everywhere” statement – which provides access to Skillsoft, a learning platform that includes thousands of training modules in multiple languages, as well as in-house learning programs, active mentoring relationships, ability to request and attend on-site professional development. As a result, dedicated learning guides have been created and issued to all employees as well as in-house written learning courses created by specialist instructional writers, using core development content such as mentoring, change management, recruitment and how to interview, for example.

## Mentoring and Team Building

Qlik is committed to creating a culture of development that aligns our talent with, and supports achievement of our Vision, Strategy and Goals. As a result, we developed a Mentoring program two years ago because we recognize that mentoring can lead to maximizing one’s potential by leveraging known strengths and tapping into new skills. Our Mentoring program is available to all team members worldwide, and 21% of all Qlikkies are in active mentoring relationships. We believe that

# QLIK SOFTWARE HELPS DELIVER Humanitarian Aid



Direct Relief is a humanitarian aid organization, active in all 50 US states and more than 90 countries around the world. Their mission is to improve the health and lives of people affected by poverty and emergencies by mobilizing and shipping essential medical resources, often on a moment’s notice.

Qlik helps Direct Relief by enabling every decision to be data-driven. The organization can now pull out historical data to identify how much supply was needed in past situations when planning for future needs. For example, Direct Relief can see patterns of when personal protective gear for medical staff are needed and when sutures are needed for stitches. Direct Relief immediately can tell what type of the dozens of different gauge sutures they have available to match that need.

Qlik also helps Direct Relief manage supplies and donations more effectively. Managing warehouses filled with thousands of unique, well-documented items in stock for shipment, which was not possible before. Now, the organization has become so efficient that staff can pack for multiple hospitals at distinct locations on one palette, with unique specialized orders to ensure accurate delivery of specific supplies.

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mentoring is a great knowledge sharing opportunity that enhances internal networks, promotes two-way communication, cross-functional collaboration, as well as personal and professional learning and development. Our participant feedback has assured us that Mentoring is beneficial for the mentor as well as the mentee. In addition to one-on-one Mentoring, we also introduced a group Mentoring program this year, which is called Qlik Mentoring: Connect and Learn. This program offers a series of live online sessions led by respected Qlik leaders, internal subject matter experts and carefully chosen external experts. These sessions are open to all Qlikies and offer learning on a range of business topics in support of Qlik's strategic direction. We conducted 12 group Mentoring sessions in 2018, which had a total viewership of 2,261. In all, we conservatively estimate that over 4,800 hours of learning resulting from one-on-one and group Mentoring amongst Qlik's employees.

## Diversity and Inclusion

To match the broadly diverse base of customers who use Qlik products, we work to create a diverse, inclusive, global workforce. We're proud to have a global team of 2,052 employees spanning 35 countries and 49 offices. To ensure our employees always bring diverse perspectives to the table, we prioritize hiring diverse candidates for our positions. To aid this, our US office developed an Affirmative Action plan that focuses on placement goals for hiring females, minorities, and veterans. The purpose of the placement goal is to increase utilization of qualified women and minorities in job categories where they appear to be statistically underrepresented, in comparison to their availability in the appropriate comparative labor area or pool of qualified candidates.

We also recognize the value that diverse perspectives come from age and experience. Thus, we hire early-career talent for internship and entry level positions to contribute to the diversity in thought at Qlik. For example, in 2018 we continued to attract early in career individuals through a Co-Op program and Summer Intern program. The Co-Op program rotates

students every four months in our Research and Development Department. The intern program places students during the summer months in our Finance, Marketing, Inside Sales, Fit for Growth and Services Departments. In 2018, Qlik also attended 7 career fairs at Universities around the world.

## To match the broadly diverse base of customers who use Qlik products, we work to create a diverse, inclusive, global workforce.

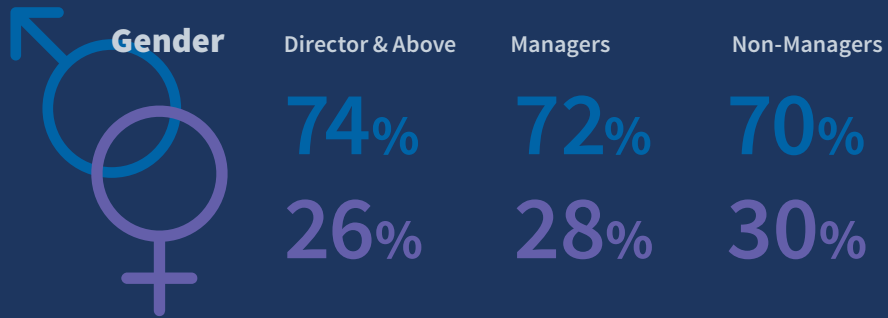
As a way to foster a data literate pool of talent, we also have an active Academic Grant program, in which academic institutions can have access to Qlik technology at significant discounts. Through this program, we drive data literacy and experience into the future workforce at universities around the world. We also host a number of hackathons each year; for example, the deCODE Hackathon connects top engineering students with engineers from high-growth companies for two days of rapidly prototyping data transformation solutions. Hackathons like this one give students a chance to code with engineers on real projects.

Of course, while Qlik pursues an external focus on early in career individuals, we also promote from within the company, and in 2018 27% of all hires for open roles were internal promotions.

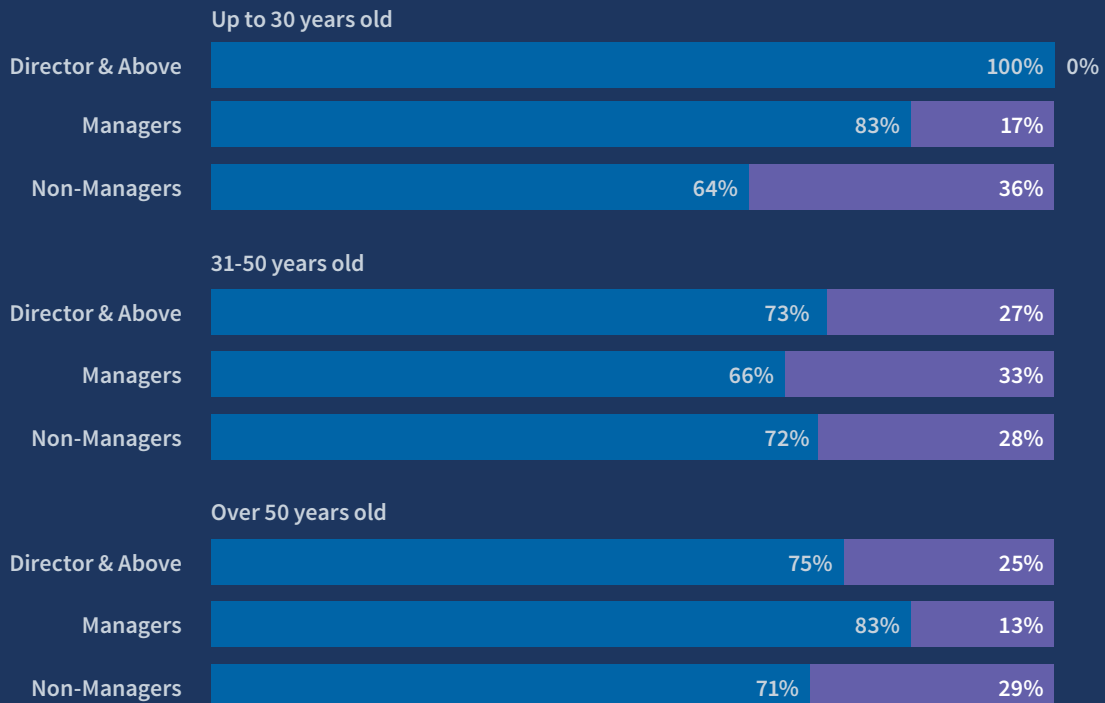
### An Inclusive Atmosphere

It is our goal to make sure that all employees feel as though they belong at Qlik and that their perspectives are heard. As part of our efforts in constantly achieving this goal, in 2017 we rolled out an enhanced recognition and years of service program, dubbed "Inspire" by team members through an all-inclusive vote. This program incorporates our Values-based recognition philosophy by allowing team members at all levels to recognize each other for living any of our five Core Values. Each recognition award carries with it a point

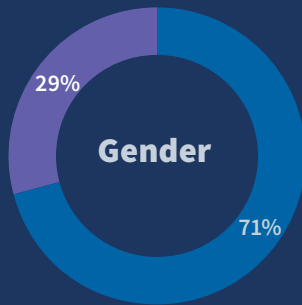
# Qlik's Workforce



## Age group



# Qlik's Governance Bodies



## Age group

### Up to 30 years old



### 31-50 years old



### Over 50 years old



value, which team members can redeem for merchandise or gift certificates from a variety of global retailers. Inspire also allows us to celebrate Qlik team members achieving service anniversaries through a social feature that team members can use to congratulate one another through text or video message.

We also believe listening is extremely important in building an inclusive atmosphere at work, and Qlik offers many programs that give employees a voice. Our CEO and Chief People Officer travel around the globe to conduct Listening Forums with small groups of Qlik employees, where employees talk and Executives listen. During Town Hall meetings, our Executive Team takes time for live Q&A sessions, during which employees can ask question or provide suggestions. We expect all leaders to hold regular one-on-one meetings, team meetings, and frequent performance discussions. We conduct regular employee surveys, including the quarterly Moodtracker pulse, focus groups, and voting polls which enable us to listen to our whole employee population. Team members also have a voice

in shaping the future of our products through the Product Ideation platform, which encourages them to suggest and vote on the next product features to be implemented.

## Fair Compensation and Treatment


Qlik believes that salary history should not be a factor in setting compensation but rather compensation decisions should be based on the value of the position to the organization, the skillset and experience of the job candidate, competition in the market and other bona fide business factors. Qlik also realizes that asking for salary history during the recruiting process can perpetuate pay disparities that can lead to gender pay inequity. As such, Qlik has implemented a global policy prohibiting its recruiters from asking for salary history from prospective candidates as a basis for either screening candidates or making employment offers. This policy helps to ensure offers are competitive with market data and reduces the potential for gender pay inequality.

In general, Qlik is committed to the principle of equal employment opportunity for all employees and to providing employees with a work environment free of unlawful discrimination and harassment. We capture this in our Equal Employment Opportunity. We also have a Workplace Anti-Harassment and Discrimination Policy and compulsory employee training on Qlik's Anti-Harassment and Non-Retaliation policies and Business Code of Conduct, which reflects Qlik's Core Values and provides a framework to guide our business practices in an increasingly complex environment. Our Open Door Policy also promotes an atmosphere where team members can talk freely with members of the management staff, plus our Whistle Blower Policy aims to provide an avenue for employees, officers, and members of the Board of Directors to raise concerns while being protected from reprisals or retaliation for whistle blowing in good faith.

### Flexible Work

At Qlik, we pride ourselves on our flexible work schedule and our remote work program, which allows team members to better manage their work and personal commitments from wherever they need to be. Our Flex Time and Telecommuting Policy backs this, and as an example of how it is utilized, in 2018, 19% of Qlik's workforce reported working remotely. Additionally, for those team members that are office based, Qlik continues to encourage individuals to access work location flexibility as needed.

## At Qlik, we pride ourselves on our flexible work schedule and our remote work program

In addition, we offer generous time-off programs in locations that do not have a statutory requirement, including the use of sick time to care for family members, and access to take Personal Leave, separate from the statutory leave of absence requirements. 

# Helping Advance Global Health Security

The mission of the Private Sector Roundtable (PSRT) is to mobilize industry to help countries prevent, detect and respond to health-related crises, and strengthen systems for health security. They work to engage companies across multiple industries such as healthcare, energy, technology, transportation, and communications around health security. The PSRT aims to foster relationships with governments and other stakeholders seeking to advance the goals of the Global Health Security Agenda, a multi-sector effort to increase the global and domestic capacity to prevent, detect and respond to disease epidemics.

Qlik, which is a member of the PSRT, sees the role of the private sector going beyond traditional monetary donations. Instead, we see the need to provide technical expertise and strategic capabilities in areas such as supply chain, logistics, technology and data management to support the GHSA and forward the Sustainable Development Goals. As part of the PSRT's technology working group, Qlik used its technology to develop an online tool which showcases countries' capabilities around health security, and their capacity to detect, prevent and respond to health threats.

AN INTERVIEW WITH

# Deborah Snow

## Chief People Officer

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### How have you, as Chief People Officer, driven professional development, leadership, and corporate culture at Qlik?

At Qlik, we recognize that people learn and consume knowledge in different ways. We also recognize that it's not always easy to schedule time for learning opportunities, so we consider both of these perspectives in all our training and development resources and programs. As a result, we pursue an approach at Qlik that we dub "Development for Everyone, Everywhere." We offer a variety of tools and resources at Qlik — including curriculums, videos, podcasts, digital platforms, mentoring, and coaching — that provide opportunities for Qlik employees to learn in between their work and on their own schedule.

As an example, we have a partnership with Skillsoft, a learning platform that offers hundreds of learning programs and classes at Qlik's disposal. Skillsoft

feeds into Qlik's Green Line program, which is an online learning platform that offers a "roadmap" for Qlik employees to pursue different levels of learning opportunities, which allows us to document development along the way. Contributing to this is also Qlik's "24-for-U," which affords "Qlikkies," or Qlik employees, the option of one full day of paid learning time per year. On top of that, we offer tuition reimbursement for some college courses. We really want to see our employees grow and flourish.

To foster a culture around learning and growing at Qlik, we also offer a mentorship program, leadership training opportunities, and experiential learning trips, including one focused on leadership development through activities with horses at a local equestrian therapy organization. We are continuously building out our approaches to talent development, and we're thrilled that we have seen positive results from our efforts thus far!

“At Qlik, we recognize that people learn and consume knowledge in different ways. We also recognize that it's not always easy to schedule time for learning opportunities.”

### What do you think are the key aspects of successful talent attraction, retention, and development?

It's always our goal to make sure that the people we hire are the right fit and feel engaged as soon as they join our team. From the start of the hiring process, we cast a really wide net — ensuring we're looking for candidates with diverse perspectives, experiences, backgrounds, and competencies. We also look for individuals that reflect the customers we serve, so as part of our selection process, we're thinking about what our customers need and how our employees can serve those needs through their own personal attributes and skills. Diversity plays a role in here, as we continuously strive to build a diverse workforce, and since we are a global company, we recognize the benefits of reflecting global perspectives in our work.

As part of these efforts, we also think about our engagement in the hiring process and beyond. For example, we consider Qlik's Core Values during the hiring process — typically through behavior-gauging interview questions — and require that our managers engage in the hiring and onboarding process. We also tap our Senior leadership constantly for their involvement in hiring processes so that interviewees get a good perspective of who we are as a company.

But it doesn't end at hiring — we want to ensure our employees want to remain at



Qlik for the long-term. Thus, we work hard to make sure that our employees have time — and feel that they have time — to learn and schedule in opportunities for talent development. Plus, we encourage our leaders to check in with their employees throughout the year so that employee growth is prioritized, and as far as feeding motivation, we offer competitive salaries that drive ambition. These engagement efforts prove successful in retaining our hardworking employees.

**How do you, in your role, drive sustainable change through the Qlik ecosystem?**

“It’s always our goal to make sure that the people we hire are the right fit and feel engaged as soon as they join our team.”

A significant portion of our resources go into the business — particularly in sales, research and development, and operations. While we recognize that those aspects of Qlik drive the company, we also know that our employees are the foundation of how we create value as a whole.

As a result, we’re constantly trying to make sure we’re enabling the right tools, education, partnerships, and resources for our employees to thrive

at Qlik and help Qlik prosper. I want to make people feel like they’re part of the company and contributing to Qlik’s growth and success rather than along for the ride, so it is my goal to create opportunities and programs that facilitate a culture centered on growth, engagement, and inclusion. This drives sustainable change in the Qlik ecosystem, and I’m proud to help Qlik create that change and growth. **Q**





# Nurturing Qlik's Ecosystem



The innovations that allow our customers to transform their businesses also improve society by creating value for the communities and impacting organizations that we serve. We believe leading with data is a unifying concept across an organization, and data literacy is not just critical inside one organization — it has the ability to unify people at all levels, and across all of their spheres of interaction.

## External Relations

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

## Customers and Support Services

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

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

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

## Qlik Luminaries and Customer Advisory Council

Another special stakeholder group of Qlik's is the Qlik Luminaries, who are customers, partners and enthusiasts that are also recognized business intelligence (BI) innovators in their respective fields and are passionate about Qlik's mission and



QLIK POWERING

# Disaster Response

Team Rubicon is an international non-governmental organization founded by veterans of the U.S. military that uses disaster response to help reintegrate veterans back into civilian life.

Qlik's partnership with Team Rubicon started in early 2017 with a conversation about a vision. From the very first meeting the team's vision was to gather the organization's data generated from multiple disparate systems and make it available to the public to be able to review the entire operation of the organization.

Team Rubicon is demonstrating to its entire community the value of their investment by calculating and showing the initial value and multiplier effect of volunteer hours, in-kind donations and every \$1 donated. Team Rubicon wants to show how that demonstration of faith translates into real world value to families, communities, and the private and public sectors.

products. Qlik Luminaries create and contribute to knowledge sharing in the BI space, such as blogs, white papers, reviews, articles, videos, etc. We work with our Luminaries on creative ways to utilize Qlik solutions that contribute towards overall data literacy and ultimately create positive, sustainable change.

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

## Employee Volunteering

In addition to opportunities for employees to engage their values at the office, some employees choose to go above and beyond by participating in our nonprofit Supporter Trips. Employee travelers from all countries, departments, and backgrounds participate. All trip expenses for the selected employees are paid by Qlik; the employee travelers fundraise the equivalent of their travel costs for the trip for the partner charity, and Qlik matches all funds raised.

The Qlik employees who participate in these trips experience the work in the field firsthand with the beneficiaries. They also work for over 20 hours on the deployment of Qlik software, and other valuable skills-based consulting, leveraging their job skills at Qlik. The travelers return with stories and a life experience to be shared personally and professionally — the stories, impact, and value of these week-long mission trips is immeasurable on the person, Qlik, hosts, and charities. Since 2011, Qlik has sent over 200 employees to Uganda, Nepal, Haiti, Malawi, Tanzania, Jordan, Zimbabwe and Madagascar.

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

# Serving Those in Need

## MEDAIR

In July 2018, Qlik's partnership with Medair, was given the Corporate Engagement Award for Most Innovative Collaboration in 2018 from Communicate Magazine.

Medair is a humanitarian organization that has been aiding people in crisis in over 30 nations across the globe since 1989. Medair's mission to bring relief and recovery to people in crisis heals communities, feeds families, provides safe water and sanitation, helps in disasters and innovates through technology. Over

the past two years the organization has been aiding individuals and families affected by the Syrian crisis.

Qlik's data analytics platform helped the Medair team generate a fuller picture of financial requirements, food supplies, and necessary distribution of personnel to best serve those in need. Medair, alongside other NGOs in the region, used Qlik's Open Data Toolkit to create and collect data from the entire zone of conflict, allowing them to better assess the mission's progress and better identify funding gaps.

## Software Grant Program

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

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

Grant recipients are leveraging Qlik's software in a variety of ways, such as through impact, inflow, and outflow analysis. The ability to measure an organization's impacts or analyze different types of expenses is powerful in the efficient

development of any organization, and nonprofits with sometimes limited funds especially appreciate the opportunities our software grant program allows them.

Our program's success has garnered recognition by Fast Company Magazine, which named Qlik as one of the top 10 companies performing social good in 2017. Furthermore, Qlik's software grant program was also recognized in Gartner's magic quadrant analysis. We are humbled to be recognized for work that is valuable to our company and our mission but understand the need to constantly improve and innovate within such a program.

## Partnering with Organizations

Our ability to drive stronger outcomes is one of the reasons we partnered with the United Nations. We are a primary data platform for the UN's Sustainable Development Goals (SDGs), a collection of 17 global goals set by the United Nations Development Programme as part of their 2030 Agenda for Sustainable Development. The SDGs are further broken down into 169 broad and interdependent targets, and key to



# Partnership on the UN SDGs

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In 2018, Qlik announced the expansion of its existing strategic partnership with the United Nations to deliver critical and actionable analytics insights to positively effect global sustainability and humanitarian efforts. The partnership has grown over the last five years under the Qlik Corporate Responsibility program, and is being highlighted through Qlik's presence at the UN Science, Technology and Innovation Forum.

Through this partnership, initiated in 2015 and renewed in 2017, the UN's Office of Information and

Communications Technology (OICT) has built a self-service visualization platform that enables UN staff to quickly develop and publish dashboards for internal collaboration and formal/informal reporting. There are numerous applications deployed on the platform on topics ranging from administrative (budget tracking and procurement) to substantive ones (gender equality, peacekeeping troop deployments, capacity development projects, global crime statistics).

Qlik has allowed us to analyze and improve our operations resulting in shorter case times and therefore more lives saved.

*James Jackson,  
CEO of Medair*

It's incredible — it [is] still early days but I believe it is going to take us into the stratosphere in terms of sophistication and scale of what we can [achieve]. What has also become very apparent (and I did not realize this before) is what a great marketing tool it is for what we do — it seems to blow potential sponsors away.

*Head of Development at Large Multinational Nonprofit*

measuring the success of the SDGs is to track progress along each of these targets. To date, there have been numerous apps designed to assist the UN and the world in achieving the SDGs. As our CEO, Mike Capone, has said, “Unlocking the power of the UN’s vast and varied data sources through analytics is vital in the effort to effect real and sustainable global change.”

### **Qlik.org**

In late 2018, Qlik took the first steps to launch a charitable foundation, Qlik.org. This non-profit entity will provide the organizational home for Qlik’s charitable donations, its software grant program, its strategic partnerships with other organizations, as well as the Corporate Responsibility Program for Qlik.

By housing these initiatives in a standalone foundation, Qlik.org will provide a nimble and proactive structure that allows the company to better serve its NGO partners, and to quickly respond to new opportunities. Qlik.org will be led by Qlik’s Head of Corporate Responsibility, Julie Kae, who is based in Qlik’s Boston-area office.

As we continue our successful program, we aim to increase clarity with recipients regarding expectations, an important step to crafting an initiative around measurement, and provide more and effective training that enables recipients to become self-sufficient. Qlik’s work with these recipients is a cornerstone of our CR program and we value each applicant and recipient. [Qlik.org](https://qlik.org) allows us to scale our program by inviting others to join in support of our initiatives.

## Environmental Stewardship

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

We are working to lead by example to help our customers understand how they can magnify the good that they can do using Qlik technology. We are building a Qlik dashboard of the social and environmental impacts and key performance indicators (KPIs) described in this CR report. We anticipate completion of this dashboard in 2019 and will detail further how it can help our customers magnify their positive impacts in subsequent CR reporting.

We have already begun helping our customers magnify their positive impacts. [Mesur.io](#) is an agricultural consulting

company that uses Qlik dashboards to assist clients to better understand irrigation needs in order to conserve water.

### Waste

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

### Energy

As a moderately sized software company, our energy consumption is modest and consists mostly of electricity usage in our 49 offices around the world. In 2018, we calculate that we used ~5300 MWh of electricity, resulting in ~1200 metric tons of GHG emissions. [Q](#)

Our technology serves as an opportunity multiplier that can drive sustainable change throughout our larger ecosystem — change that can be orders of magnitude more impactful than what we are able to do as a standalone company.



AN INTERVIEW WITH

# Julie Kae

## Global Head of Corporate Responsibility

### Why did you decide to craft a report?

Qlik's now ingrained culture of giving back began with the foundation of our Corporate Responsibility Program five years ago as we strove to leverage our core assets, People, Product, and Culture, to add value to our organization and the organizations we interact with towards a greater good. Our success with supporting external organizations in their mission to create value for their purpose and stakeholders evolved into a key part of our business. We strive to continue these efforts while helping to inspire our broader ecosystem to develop their own CR programs. This reasoning propelled our decision to craft a first report for 2017 and full report for 2018,

“Our success with supporting external organizations in their mission to create value for their purpose and stakeholders evolved into a key part of our business.”

a move motivated by our desire to tell a stronger story, but also to encourage other organizations to go further with their own sustainability programs.

### How does Qlik engage and help non-profits and NGOs achieve their mission?

Currently, Qlik supports approximately 450 nonprofits mainly by providing licenses for Qlik software, services directly from our organization and partners, and training on how to leverage data to maximize the value and mission of an organization. These organizations often find us through speaking events or through other nonprofits, partners, or customers and then apply for a grant from Qlik's Corporate Responsibility Program. We work with each grantee on data literacy no matter where they are currently on the data continuum.

### How is Qlik using these tools to support the mission of the United Nations and other organizations?

Nearly five years ago the UN approached Qlik with the need to visualize humanitarian data representing vaccinations across the world with the ultimate goal of reporting on the effectiveness of such vaccine programs.

Lacking a budget to aptly leverage and report data, the UN sought out Qlik's services as a solution. We thus partnered not only on this project, but also on a broader campaign to improve the UN's data practices. Since then, we



have worked extensively to enhance the UN's data literacy skills and have gotten to the point where we are now an analytical standard across the UN Secretariat reporting on the Sustainable Development Goals.

Another example of our work is with C40 Cities Climate Leadership Group. When Qlik decided to focus on climate change, we found that C40 Cities' mission resonated with us the most. The goal of leveraging data to address climate change and drive true sustainable change through policy decisions by the city members of C40 Cities provided us an opportunity to offer them our services and software. We are excited to further drive their effective and targeted use of data aimed at making cities more resilient and sustainable.

“Our vision is to streamline a process where organizations give feedback regarding process improvements, the value added from our products, and the number of people they’ve supported.

**What benefit do you see Qlik receiving from its community investments and engagement?**

As a technology company, we want to retain and recruit the top talent in all areas. Qlik’s commitment to contributing to the greater good became a reason for current employees to stay at Qlik and a reason for new talent to look at Qlik as a leader on more than one front. We also immensely benefit in terms of what we receive regarding suggestions for product innovation. This occurs because our nonprofit grant recipients are resource-constrained, and thus push our software capabilities and training curriculum to its maximum. For example, through our work and partnership with the UN, we have received invaluable recommendations for our mobile platform that help us accelerate the advancement of our technologies as well as identify gaps that exist. The final motivator behind our CR work is the impact we have on society through helping these organizations. Our unique relationship with our partners and customers gives Qlik the opportunity to drive our social good mission beyond our own walls and throughout our ecosystem.

**In what ways and how frequently does Qlik measure its success and the impact of its work with grant recipients and other partners?**

While Qlik maintains regular communication with all organizations it works with to ensure that the software is utilized properly, we do hope to expand our program in this respect. Our vision is to streamline a process where organizations give feedback regarding process improvements, the value added from our products, and the number of people they’ve supported. Our partners are very proud and eager to tell each of their stories regarding their use of Qlik and we hope to help them tell it by starting a platform for reporting on the aspects of the value added.

**What role does CR involvement play in employee engagement such as annual employee reviews?**

Beginning in 2018, our Culture and Talent department implemented a new annual review process, adding “employee’s involvement in corporate responsibility” as a key criterion for receiving the highest rating possible at Qlik. Because this addition is still new and in the early stages, we are currently

working to develop the measurement scheme for such a criterion. Nevertheless, its inclusion is a testament to how important corporate responsibility is to Qlik’s culture and executive team.

**How do you, in your role, drive sustainable change through the Qlik ecosystem?**

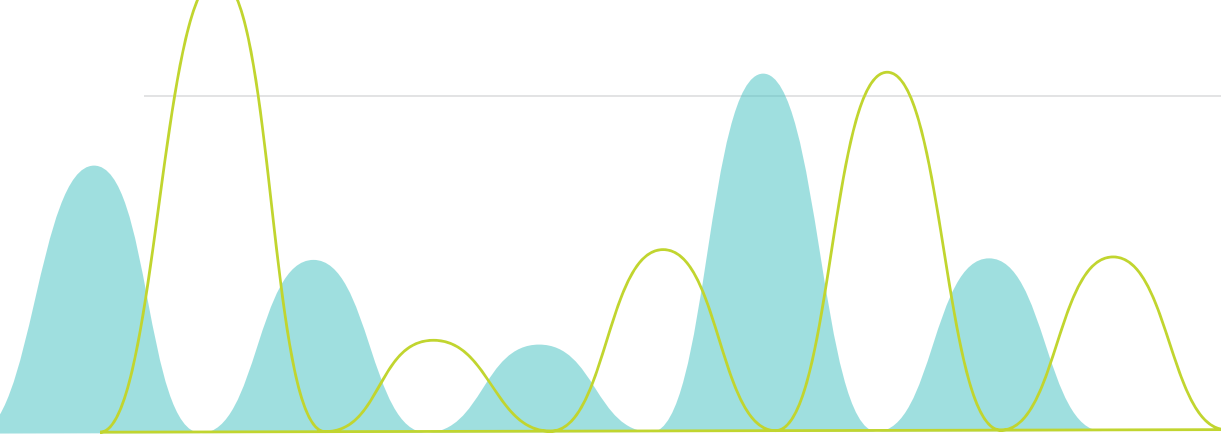
As the Global Head of Corporate Responsibility, I fundamentally believe that there is more good in the world being done than we hear about. My passion for Qlik’s mission and our products extends to my belief that when we focus on collaboration and adding value, we set a standard of pushing ourselves that inspires other businesses to consider what they can accomplish through their ecosystems.

Every CR program focuses on creating long-term value for a brand and for society as a whole — and Qlik is no different. What makes Qlik unique is that we are armed with a technology and position in the market to bring data together better than anyone to drive better decision making.

When we do this with a focus on corporate responsibility, we drive sustainable change through the entire Qlik ecosystem of stakeholders — including our customers and our partners — because data touches everything. Smart, data-driven decisions are the key to a healthy future for everyone. **Q**



# About this Report

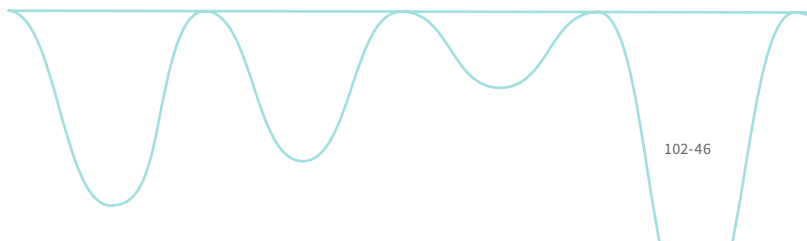


Corporate responsibility has always been an integral part of Qlik's core values, and Qlik has had an active CR program since 2010. However, this 2018 Corporate Responsibility report represents the first time that Qlik is detailing its CR program in accordance with global reporting standards.

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

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

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



**The topics we deem most material to our stakeholders, to our impacts and to our ability to create long-term value are:**

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



# Management Approaches

## Innovation & Leadership

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

## Customer Value

Customer value is material to Qlik's customers because of this topic's contribution of the company's ability to differentiate from competitors in the dynamic and fragmented business analytics technology marketplace. The Customer Success Officer is primarily responsible for managing customer satisfaction and digitalization as they relate to customer

value. Management of this topic includes driving customer success, education, support and consulting services, as well as developing a clear vision of how Qlik must progress in this area. Qlik evaluates its management of customer satisfaction through customer surveys and in person dialogue at the annual customer conference, "Qconnections," using the results to drive product ideation and development.

## Responsible IT Practices

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



## Responsible Business Practices

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

## Diversity & Inclusion

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

## Talent Management

Talent Management is material to Qlik's customers and employees because a highly trained and motivated workforce facilitates responsible growth. Qlik's Chief People Officer manages this topic through participation and by communicating the importance of ethics and compliance training to employees. The CPO evaluates the management approach

by tracking employee training hours (?) and monitoring employee turnover and other job performance metrics.

## External Relations

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

## Environmental Stewardship

Environmental Stewardship is material to Qlik's role as a global corporate citizen. We value and understand the importance of minimizing our environment impact and recognize climate change as a global threat. While Qlik does not have manufacturing operations or specialized infrastructure requirements, energy efficiency remains an important pillar of responsible business for Qlik. Qlik is currently building a dashboard of social and environmental impacts and related KPIs to help parties in its ecosystem manage this topic more effectively. Qlik will also assess its Energy Efficiency management based on GHG emissions, including Scope 3 emissions from business travel. **Q**

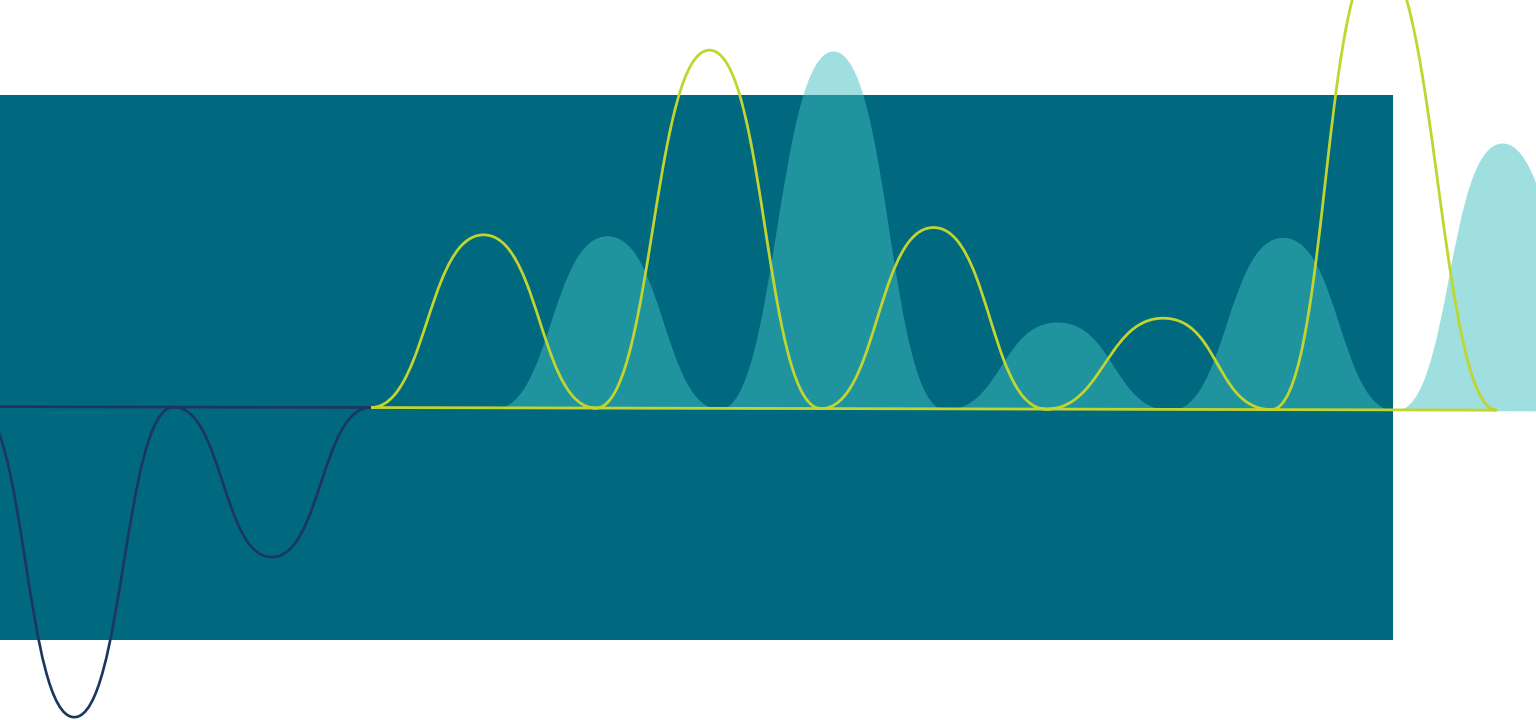
# GRI Content Index



The Global Reporting Initiative (GRI) provides the world's most widely used framework for sustainability reporting. The GRI Standards offer a structured format to coherently and comprehensively share information about material issues, performance metrics and the management of sustainability-related issues within the organization. The reporting principles for defining report content and quality have been applied throughout the information collection and report development process.

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





## GRI 101: Foundation (2016)

## GRI 102: General Disclosures (2016)

<b>102-1</b>	Name of the organization	Qlik Technologies Inc.
<b>102-2</b>	Activities, brands, products, and services	Qlik's vision is a data-literate world, one where everyone can use data to improve decision-making and solve their most challenging problems. Only Qlik offers end-to-end, real-time data integration and analytics solutions that help organizations access and transform all their data into value. Qlik helps companies lead with data to see more deeply into customer behavior, reinvent business processes, discover new revenue streams, and balance risk and reward.
<b>102-3</b>	Location of the headquarters	QLIK TECHNOLOGIES INC. 211 South Gulph Road Suite 500 King of Prussia, PA 19406 United States Phone: +1 (888) 828-9768
<b>102-4</b>	Location of operations	Qlik has offices in 32 countries in North America, Europe, Australia, Asia, the Middle East and Africa. Qlik's partners are located in over 100 countries.
<b>102-5</b>	Ownership and legal form	Qlik is privately owned by the private equity firm Thoma Bravo.
<b>102-6</b>	Markets served	Qlik does business in more than 100 countries and serves over 50,000 customers around the world.

<b>102-7</b>	Scale of the organization	At the end of 2018 we had ~2,000 employees globally, more than 48,000 customers and are active in more than 100 countries.
<b>102-8</b>	Information on employees and other workers	Pages 28, 29 and 30
<b>102-9</b>	Supply chain	Qlik's supply chain is simple: External contract employees provide some programming support, and professional services organizations provide specialized assistance for legal, accounting, management consulting and related services.
<b>102-10</b>	Significant changes to the organization and its supply chain	In mid-2018, Qlik announced the acquisition of Podium Data, an enterprise-grade data management company.
<b>102-11</b>	Precautionary Principle or Approach	While Qlik carefully considers a range of risks and opportunities in its decision making processes, it does not explicitly apply the precautionary principle.
<b>102-12</b>	External Initiatives	None currently. We anticipate joining one or more in the coming year, including Climate Neutral Now from the UNFCCC.
<b>102-13</b>	Membership in Associations	Private Sector Roundtable on Global Health Security Boston College Center for Corporate Citizenship NetHope (organization of IT professionals for the nonprofit industry) MIT Solve Association of Government Accountants Healthcare Information and Management Systems Society

## STRATEGY

<b>102-14</b>	Statement from senior decision-maker	Page 4
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## ETHICS AND INTEGRITY

<b>102-16</b>	Values, principles, standards, and norms of behavior	Page 19
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## GOVERNANCE

<b>102-18</b>	Governance structure	<a href="http://www.qlik.com/us/company/leadership">www.qlik.com/us/company/leadership</a>
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## STAKEHOLDER ENGAGEMENT

<b>102-40</b>	List of stakeholder groups	Ownership group, joint venture partners, employees, customers, regulators, and local communities.
<b>102-41</b>	Collective bargaining agreements	No collective bargaining agreements with Qlik's employees are in place.

<b>102-42</b>	Identifying and selecting stakeholders	We identify stakeholders as part of our materiality process and through formal and informal discussions with senior management and other interested parties. Stakeholders are selected by assessing the degree of interest they have in Qlik's operations, and the degree to which they influence our decision making.
<b>102-43</b>	Approach to stakeholder engagement	We engage our stakeholders through a variety of mechanisms, including regular business-related meetings, discussions of joint ventures and partnership agreements, employee engagement surveys and roundtables, and strategic planning with senior management and the ownership team.
<b>102-44</b>	Key topics and concerns raised	The issues we have identified as material are based upon the results of our engagement with internal and external stakeholders. See page 45.

## REPORTING PRACTICE

<b>102-45</b>	Entities included in the consolidated financial statements	All data presented in the report represents all Qlik operations, unless explicitly noted otherwise.
<b>102-46</b>	Defining report content and topic boundaries	The data presented here represents Qlik in its entirety at the end of 2018. The content of the report is based upon material topics (which includes consideration of Stakeholder Inclusiveness, Sustainability Context, Materiality, and Completeness) and boundaries are limited to the Qlik organization. See page 44.
<b>102-47</b>	List of material topics	Page 45
<b>102-48</b>	Restatements of information	None.
<b>102-49</b>	Changes in Reporting	No changes.
<b>102-50</b>	Reporting period	January 1 to December 31, 2018
<b>102-51</b>	Date of most recent report	A short CR Report was published in January 2019, for calendar year 2017.
<b>102-52</b>	Reporting cycle	Annual Reporting
<b>102-53</b>	Contact point for questions regarding the report	Julie Kae Global Head, Corporate Responsibility <a href="mailto:Julie.Kae@qlik.com">Julie.Kae@qlik.com</a>
<b>102-54</b>	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
<b>102-55</b>	GRI content index	Page 48
<b>102-56</b>	External assurance	This report was not externally assured.

## Topic-specific Disclosures

### INNOVATION & LEADERSHIP

#### GRI 103: Management Approach: Innovation & Leadership

<b>103-1</b>	Page 46
<b>103-2</b>	Page 46
<b>103-3</b>	Page 46

#### Innovation and Thought Leadership

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

#### GRI 103: Management Approach: Customer Value

<b>103-1</b>	Page 46
<b>103-2</b>	Page 46
<b>103-3</b>	Page 46

#### Customer Perception of Product Value

<b>Non-GRI</b>	See Customer Value section on page 11.
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#### Digitalization

<b>Non-GRI</b>	See Thought Leadership section on page 10.
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### RESPONSIBLE IT PRACTICES

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

#### GRI 103: Management Approach: Responsible IT Practices

<b>103-1</b>	Page 46
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<b>103-2</b>	Page 46
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<b>103-3</b>	Page 46
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### GRI 418: Customer Privacy (2016)

<b>418-1</b>	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 19
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### IT infrastructure and Resilience

<b>Non-GRI</b>	See Responsible IT Practices section on page 17.
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## RESPONSIBLE BUSINESS PRACTICES

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

### GRI 103: Management Approach: Responsible Business Practices

<b>103-1</b>	Page 47
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<b>103-2</b>	Page 47
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<b>103-3</b>	Page 47
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### GRI 419: Socioeconomic Compliance (2016)

<b>419-1</b>	Non-compliance with laws and regulations in the social and economic area	In 2018 there were no sanctions levied against Qlik for non-compliance with any laws.
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## DIVERSITY & INCLUSION

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

### GRI 103: Management Approach: Diversity & Inclusion

<b>103-1</b>	Page 47
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<b>103-2</b>	Page 47
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<b>103-3</b>	Page 47
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## GRI 405: Diversity and Equal Opportunity (2016)

<b>405-1</b>	Diversity of Governance Bodies and Employees	Page 29 and 30
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## GRI 406: Non-Discrimination (2016)

<b>406-1</b>	Incidents of Discrimination	In 2018, there were no reports of discrimination that required the attention of senior management.
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## TALENT MANAGEMENT

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

## GRI 103: Management Approach: Talent Management

<b>103-1</b>	Page 47
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<b>103-2</b>	Page 47
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<b>103-3</b>	Page 47
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## GRI 404: Training and Education (2016)

<b>404-1</b>	Average hours of training per year per employee	Page 26
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<b>404-2</b>	Programs for upgrading employee skills and transition assistance programs	Page 26
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<b>404-3</b>	Percentage of employees receiving regular performance and career development reviews	Page 27
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## EXTERNAL RELATIONS

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

## GRI 103: Management Approach: External Relations

<b>103-1</b>	Page 47
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<b>103-2</b>	Page 47
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<b>103-3</b>	Page 47
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### GRI 413: Local Communities (2016)

<b>413-1</b>	Operations with local community engagement, impact assessments, and development programs	Page 34
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### GRI 203: Indirect Economic Impacts (2016)

<b>203-1</b>	Infrastructure Investments and Services Supported	Page 36 and 37
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## ENVIRONMENTAL STEWARDSHIP

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

### GRI 103: Management Approach: Environmental Stewardship

<b>103-1</b>	Page 47
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<b>103-2</b>	Page 47
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<b>103-3</b>	Page 47
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### GRI 302: Energy (2016)

<b>302-1</b>	Energy Consumption within the organization	Page 40
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### GRI 305: Emissions (2016)

<b>305-2</b>	Energy indirect (Scope 2) GHG emissions	Page 40
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The Qlik logo is displayed in white on a dark teal background. It consists of the word "Qlik" in a sans-serif font, followed by a stylized "Q" icon that features a white circle in the center. A registered trademark symbol (®) is located at the top right of the "Q" icon. The background of the entire page is a dark teal color with a light teal grid pattern and several scattered light teal circles of varying sizes.