

Leading Sustainable Action

2020 IMPACT REPORT



Qlik® is paving the way to *Active Intelligence* – a state of real-time, up-to-date data and analysis that accelerates understanding, decision-making and action. Together with our customers and partners, we endeavor to drive positive, sustainable change throughout the world.

Certain statements set forth in this report, to the extent not recitations of historical fact, constitute forward-looking statements. The words “predicts,” “plan,” “expect,” “anticipate,” “believe,” “may,” “will,” “might,” “works,” “enable,” “forecast,” “continue,” “achieve,” “scheduled,” “estimate,” “believe,” “intend,” “aim,” “orient,” “goal,” “target”, and similar expressions are intended to identify forward-looking statements. Statements and assumptions with respect to achievement of goals and objectives; anticipated actions to meet goals and objectives; allocation of resources; planned, encouraged or anticipated actions; planned performance of technology; or other efforts are also examples of forward-looking statements.

All such forward-looking statements are subject to risks and uncertainties, many of which are beyond our control, and our future results of operations could differ materially from our historical results or current expectations reflected by such forward-looking statements due to factors such as (i) the availability of funding for the programs described in this report; (ii) our ability to achieve reductions in energy use, greenhouse gas emissions and other sustainability goals and objectives; (iii) changes in our priorities as well as changes in the priorities of our customers and suppliers; (iv) our ability to attract new customers and retain existing ones; (v) our ability to effectively sell, service and support our products; (vi) our ability to manage our international operations; (vii) the amount of our future investments; (viii) the accuracy of our estimates and assumptions; (ix) the future effect of legislation, rulemaking and changes in policy; (x) our ability to adapt to changing licensing and go-to-market business models; (xi) the impact of acquisitions or other changes in our employee or product and service base; (xii) our ability to compete effectively; (xiii) the ability to attract and retain personnel and suppliers with technical and other skills; (xiv) the scope and validity of intellectual property rights applicable to our products (xv) the success of our diversity, equity and inclusion initiatives; (xvi) the success of technologically developed solutions; (xvii) the willingness of suppliers to adopt and comply with our programs; (xviii) the impact of cyber or other security threats or other disruptions to our business; and (xviii) adverse economic conditions in general and adverse economic conditions specifically affecting the markets in which Qlik operates.

These are only some of the factors that may affect the forward-looking statements contained in this report. The forward-looking statements in this report are intended to be subject to the safe harbor protection provided by federal securities laws.

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A Message from Mike Capone

CEO of Qlik

The past year has tested all of us in unexpected and unprecedented ways. The pandemic forced a collective, global shift to new ways of working and interacting with the world. The connective tissue of that shift is and continues to be data.

Almost overnight, every business found out how ready (or not) they were to maintain operations, empower employees and deliver consistent service. Organizations that could quickly access timely and accurate data confidently navigated rapidly changing market conditions. Those with incomplete data strategies were forced to accelerate their transformation efforts, and quickly looked to deploy data integration and analytics solutions from leaders like Qlik to help close those gaps.

For Qlik, the result has been a significant validation of the vision we've been working towards over the past few years. In a world where 'black swan' events are becoming more and more common, leaders realize they need what we call Active Intelligence – the ability to evolve from passive data consumption to informed action, with continuous intelligence from real-time, up-to-date information being leveraged across the entire organization.

More customers are deploying Qlik for just this vision. They are enjoying the positive impact of end-to-end analytics and data pipelines on decision making, and as a catalyst to creating a data culture, an essential element on the journey to becoming a fully data-driven organization.



Because of our team's incredible focus and efforts, and despite unprecedented market conditions, Qlik today is stronger than ever and ready to lead the data and analytics market.

through seamless data orchestration from hundreds of SaaS applications, and Knarr Analytics providing the basis for real-time, multi-user collaboration, which will eliminate barriers between data producers and consumers to enable wider data-driven decision making throughout an organization. Put it all together, and it's clear - Qlik has the most complete set of modern offerings to help any customer drive more value from their data and take on their most difficult business challenges.

Because of our team's incredible focus and efforts, and despite unprecedented market conditions, Qlik today is stronger than ever as a leader in the data and analytics market.

This year we completed our transformation to a SaaS-first organization, which aligns with how customers want to purchase analytics. Those customers want to be in the cloud for both cost savings and flexibility, and Qlik has the most robust cloud offerings in the BI and Analytics market. In fact, more customers are choosing to standardize on Qlik's cloud analytics platform to help drive their data strategies forward. Those strategies are also benefiting from Qlik's unique end-to-end platform, which enables customers to automate the transformation of their data - from any source - into real-time insights that drive action and impact.

We continue to invest in bringing innovation into our platform. In the last year we expanded our augmented analytics capabilities through Insight Advisor, our now fully integrated AI assistant. We built intelligent alerting directly into Qlik Sense® to expand the use of data throughout customer organizations. And our strategic acquisitions will expand that data's value, with Blendr.io (now Qlik Application Automation) making more data available for analysis

Through all of this, we also continued to deliver on our promise of empowering various organizations working on the frontlines of humanitarian and natural disaster relief, climate initiatives and advancing goals of diversity and inclusion through Qlik.org.

For example, in partnership with Direct Relief, we developed a data analysis application that enabled the organization to track various aspects of COVID-19 in real-time to help them deliver the right supplies and support where it was needed most. We developed the first in a series of planned data applications for the United Nations, focused on tracking CO₂e emissions, to help any organization across the globe align its own efforts to meet the goals of the Paris accords. And we worked with the Asian Development Bank to create digital solutions to help tackle the wide range of vaccine distribution challenges, from delivery and distribution to communication and monitoring of healthcare workers.

Though a challenging year, our commitment to our customers, partners, employees — and vision for a data literate world — has never wavered. We value our continued partnerships and look forward to working together in the months and years ahead. 

A Message from Julie Kae

*VP Sustainability and Diversity,
Equity, & Inclusion, Executive
Director of Qlik.org*

At Qlik, we believe data is central to any successful effort – from running small businesses to entire countries, accurate data and quality analysis provide the insight necessary for informed decision making. Through Qlik.org, we expand our ability to leverage data and transform it into meaningful action across the globe to create a sustainable, data-literate world. This program is designed to provide our partners with immediate impact and value using data and analytics, putting them on track for success in years to come. This has been — and always will be — the simple purpose that defines our goals as we focus our vision beyond 2020.



This year, we are very pleased with the results of our work with our partners, helping them to launch major and beneficial initiatives. Our technology has enabled Direct Relief to more precisely target those most impacted by COVID-19; we've helped C40 Cities bolster its ability to safeguard the environment of global population centers around the world; and we've supported the United Nations Secretariat, through our analytics platform, manage its organizational processes, priorities and CO₂e emissions. We are proud that work like this has ignited significant conversations, generating solutions for global sustainability and humanitarian efforts. With an active commitment to environmental and socioeconomic issues, we continued to strengthen our initiatives to tackle challenges, including climate change, population displacement and water conservation.

We are proud to support hundreds of nonprofits around the globe with software, training and services. In 2020, we donated software to numerous organizations in support of their missions and worked with others to present on the importance of sustainability. This year brought an unprecedented challenge in the form of the COVID-19 global pandemic. Within a few short days, we recognized the importance of both reorienting our operations to allow all employees to work-from-home, as

well as a moral imperative to find ways to apply our advanced capabilities to help address the burgeoning crisis.

In addition, we doubled down on our efforts to build a diverse and inclusive culture at Qlik, as well as make a difference in our communities experiencing issues arising from social injustice. We not only focus on our own employees and global offices, but also work to improve the lives of all citizens everywhere through partners. We are very proud of our response and the resilience of the Qlik team in these trying times. Together, we demonstrated that, despite unanticipated challenges and extreme circumstances, Qlik will rise to the occasion and show the world what we can do.

As we look forward to the important work necessary to address our largest challenges, we recognize how important collaboration is and will continue to be focused on building bridges. Our vision is to involve more customers and partners – especially young people – to deepen our commitment of leading action to bring about a sustainable future for the planet and everyone we share it with.

We are grateful to our partners for supporting our efforts. We look forward to working together as we continue to build the “world we want.” 



About Qlik

Qlik's vision is a data literate world, where everyone can use data and analytics to improve decision-making and solve their most challenging problems.

A private SaaS company, Qlik provides an end-to-end, real-time data integration and analytics cloud platform to close the gaps between data, insights and action. By transforming data into Active Intelligence, businesses can drive better decisions, improve revenue and profitability and optimize customer relationships.

Qlik does business in more than 100 countries and serves over 50,000 customers around the world.

Qlik's platform solutions provide companies and organizations with an economic edge. Our products help them harness the power of data and turn analytics into action.

Yet our vision goes beyond economic impact. Our corporate responsibility strategy is built on creating long-term value for our

customers and the world. As part of this strategy, we share our data analytics platforms with public sector organizations to create positive social impact on a global level.

As part of our dedication to supporting the health and well-being of our planet and its people, we innovate and implement products that play a key role in helping organizations accomplish their missions. Reduction of water consumption and decreasing waste generation as well as crime prevention and pandemic modeling are all examples of the high-impact results of Qlik's technologies and solutions. By engaging organizations with our corporate responsibility ("CR") program, we are able to move the goal of sustainability forward while generating more understanding in the market for our differentiated solutions.

This report has been prepared in alignment with the frameworks of the GRI Sustainability Reporting Standards and the Sustainability Accounting Standards Board (SASB) for the Software and IT Services sector. It also serves as our progress report as part of our commitment to supporting the United Nations Sustainable Development Goals.

Qlik Supports the United Nations Sustainable Development Goals



Qlik and the United Nations Expand Joint Analytics Initiatives to Enhance Sustainability Missions Across the Globe

Qlik has expanded its strategic 7-year partnership with the United Nations to deliver critical and actionable analytics. The United Nations, through the [Office of Information and Communications Technology \(OICT\)](#), is standardized on Qlik’s visual analytics platform to create applications that advance United Nations’ missions. Qlik applications allow OICT to clearly present and share indicators from the massive amounts of available data, identifying and tracking improvements on a wide range of barriers to population well-being.

Secretariat Self-Service Data Visualization Platform and Management Dashboards

This self-service visualization platform enables non-IT staff in all departments within the UN Secretariat to develop and publish dashboards for internal collaboration and reporting. To date there are more than 100 apps published and in use on topics ranging from budget tracking and procurement to gender equality, peacekeeping troop deployments, capacity development projects and global crime statistics. A series of management dashboards are used by senior management in areas such as budget & finance, HR, ICT, procurement, travel and real estate management. There are currently 20 management dashboards used daily to provide up-to-date and readily accessible management reports.

“We are resolved to free the human race from the tyranny of poverty and want and to heal and secure our planet. We are determined to take the bold and transformative steps which are urgently needed to shift the world onto a sustainable and resilient path.”

– The United Nations 2030 Agenda for Sustainable Development

“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. We’re proud of our partnership and sharing in the UN’s goal of making the world a more sustainable and prosperous one. We look forward to continuing the expansion of our effort to bring essential insights to those on the front lines of global UN transformation initiatives.” – Mike Capone, CEO at Qlik

Tackling any challenge - be it in our professional or personal lives - can always be enhanced by incorporating data into our decision making. This is especially true when dealing with the worldwide climate crisis. The topic can be overwhelming, yet when we use data to analyze the trends and gaps, together we can find the immediate and long-term needs and execute smarter and more effective strategies.



Qlik adds to global impact by helping the UN implement constant analysis of various Sustainable Development Goals through our applications. The

Qlik dashboard provides a visual representation of the global indicators of progress to achieve the 17 Sustainable Development Goals.

Another key part of our work with the UN has been our ability to harness the input of customers and partners through hackathons around challenging and inspiring topics. By creating real world applications that engage the larger community, we have been able to share with the world advances in thought and technology that make a lasting impact. These applications have brought the power of data to such challenges as the climate crisis. The Qlik Sense app developed in 2020 for the UN, has helped IT to use data analytics to better understand and manage global air travel and reduce CO₂e emissions in order to improve air quality. Greg Ogolla, Information systems Officer at United Nations stated, “Beyond the carbon emissions reporting for the environmental sustainability group, the dashboard is also now being used to provide input to senior management in a kind of performance review for departments by the executive officers.”

This Qlik Sense app is only one in a series of apps we are developing to deliver emissions and performance dashboards, in agreement with the United Nations Framework Convention on Climate Change and with industry leaders from multiple sectors. Together, these apps will go even further to reach the UN’s SDGs by helping any business obtain a fuller picture of their carbon footprint, enabling organizations to make real-time decisions – powered by data – to mitigate climate change. Future planned apps will help businesses measure and address issues beyond air travel impact, including supply chains, office space and real estate utilization, as well as electricity consumption.

From the UN’s perspective, Qlik best exemplifies an effective private/public partnership helping the UN drive its SDGs by not only providing technology to help reach these goals, but also by advancing innovation



and amplifying the voices of the global community. To empower youth and advance the SDGs through their input, Qlik initiated the Qlik Academic Program

Datathon, challenging students across the globe to develop visualizations and link them to regional and global programs which include health and well-being, clean water and sanitation, as well as gender equality, among others.

Through both internal and public apps, Qlik has become the analytical standard for software that impacts people and policies worldwide.

Qlik's COVID-19 Pandemic Response



Qlik partnered with healthcare organizations, governments and relief efforts worldwide to help bring an end to this crisis.

We use data and analytics to support those that are providing emergency and essential services around the world. And we need to learn from this, to recover and rebuild in the right way so this doesn't happen again.

We will continue these efforts until the pandemic is over. We launched a dedicated [COVID-19 space on Qlik.org](#) to share the latest updates on our response to the pandemic and information on how we can all do our part to help to create a new normal. Here we highlight the ways global teams are using Qlik data and analytics to step forward, serve, collaborate and share resources. We are honored by the efforts of our Qlik colleagues around the globe for their incredible work and dedication to make these projects happen.





Data Analytics and the COVID-19 Response

Qlik research shows 84% of the United Kingdom's National Health Service (NHS) Trusts used data analytics to support patient care during the COVID-19 crisis, and suggests they could use that expertise to improve public health. Data analytics is key to achieving global health, and our research has shown that most NHS Trusts have looked toward greater data use to improve their services. We identified three key areas where many NHS Trusts could increase their use of data to empower frontline care workers, data professionals, operations and management to improve the delivery of care. We continue to collaborate with NHS Trusts to introduce new solutions that are capable of collecting and analyzing these new data categories that support the identification of population health patterns and risk stratification.

In addition, we also support the NHS by hosting the Trusts' applications on Qlik Sense Enterprise SaaS. By hosting their applications on Qlik Sense Enterprise SaaS, staff can access information on any device through Qlik's secure SaaS platform. This helps to remove red tape and reduce the time it takes for healthcare workers to access the information they need to provide the best solutions possible.

Customer Collaboration

In the midst of the pandemic Qlik hosted three virtual meetings as part of our [Customers Helping Customers](#) series with some of our key clients in Supply Chain, Financial Services, the Public Sector and Healthcare industries. For these events, which had attendees from across the globe, our customer speakers graciously offered their time and insights – joined by Julie Kae, our head of Corporate Responsibility and Diversity, Equity and Inclusion and other experts from Qlik – in sharing their challenges and approaches to business continuity in their own industries. At these events, we witnessed an unprecedented level of sharing, collaboration and openness among our customers. The upswell of compassion and generosity through the global crisis was testimony to the way our customers help each other, driving business value transformation through data, insights and collaboration.

“Data is the golden thread that runs right through the hospital – from patients up to the board level – and we can enable people to make data-driven decisions in all care settings.”

– Rob O'Neill, Head of Information, on the power of analytics in Morecambe Bay NHS Trust



NHS Morcambe Bay Hospital uses Qlik to fight COVID-19

University Hospitals of Morecambe Bay NHS Foundation Trust recognized the importance of data analytics in the fight against COVID-19, partnering with Qlik to develop an app that tracks patients and staff throughout the hospital. Identifying, tracking and reporting those tested for Coronavirus, it then relinks into a clinical app used in COVID-19 control rooms that allows infection control teams and clinicians to know where patients who have tested positive are located. The app also helps medical personnel determine which other patients and staff that COVID-19-positive patients come into contact with while in the hospital, providing a view of patient journeys and the services they receive.

Loudoun County Leverages Qlik to Address Education Gaps Due to COVID-19



In the field of primary and secondary education, students had to suddenly move to distance learning due to the pandemic. Early in the pandemic, Loudoun County

Public Schools in Virginia, USA, used a Qlik dashboard to compile data from families in the school district to supply Wi-Fi hotspots to families who didn't have access to the internet, so those students could still benefit from the necessary distance learning.

Rachel Johnson, Director of Enterprise Solutions at Loudoun Public Schools said, "This event really exploded into other operations and other dimensions of using analytics." Qlik dashboards were also used to coordinate the provision of emergency meals, assess grades and identify students with IEPs. "We've had to be pretty creative in how we're leveraging these analytics tools so that we can give families, school counselors and teachers the opportunity to see the data in a different way," Johnson said.

"One of the interesting things that's come out of this is that we've been able to demonstrate success in delivery of instruction in this virtual world."

Direct Relief and the Pandemic

Providing access to personal protective equipment (PPE) to keep frontline health workers safe during the pandemic, Direct Relief expanded its network of support from a handful of institutions in one city to thousands of institutions across dozens of countries, in only a few short weeks. Direct Relief brings essential medications for intensive care units, medical aid for health centers and tens of millions of dollars in grant resources to keep the U.S. health care safety net functioning. Starting with only the basics of case data, Direct Relief has had to bring dozens of different datasets together to forecast the constantly changing needs for medical support during the pandemic.

Qlik was able to help build a complex and sophisticated application with multiple real-time data sources. While Direct Relief routinely uses Qlik for its data collection and analytical needs, there was a new need for connecting operational views with epidemiological analysis of case spread, risk factors and the uneven impact on medical infrastructure increased during the pandemic.

In the early days of the outbreak, Qlik's Julie Kae reached out to Direct Relief to understand what Qlik could do to help. **The answer: clear and clean data, in copious amounts.**

Almost immediately, and at no cost to Direct Relief, a team of data engineers at Qlik began to work with Direct Relief's Research and Analysis team. The result was an invaluable data analysis application updated in real time, which allows Direct Relief to constantly track changing dynamics of COVID-19 essential to bringing care to those impacted.

Qlik was able to help build this massively scaled humanitarian aid flow at great speed through our data analytics. Whereas Direct Relief routinely runs core business analytics in QlikView for the operation of its humanitarian warehousing and distribution operations, the need for connecting these operational views with epidemiological analysis of case spread, risk factors and the uneven impact on medical infrastructure increased during the pandemic. [Q](#)



Growth and Innovation

A Data Literate World

Qlik's vision of creating a data literate world continues to expand as the sources of data proliferation increase. Through our products and innovation we work to turn the massive amount of data generated into insights and policies that effect real change.

Qlik's Data Literacy Index shows that large enterprises with higher corporate data literacy experience \$320-\$534 million in higher enterprise value (the total market value of the business). In new research cosponsored by Qlik and Accenture, only 21% of the global working population surveyed reported they are fully confident in their data literacy skills, leading almost two thirds to report being overwhelmed. This has resulted in adding billions in lost productivity per year, estimated at \$109.4B annually in the U.S. alone.

In response, Qlik has led over 250 data-literacy workshops over the last two years. Organizations found these workshops valuable, yet CDOs noted they need even more help in creating a widespread cultural shift to data literacy.

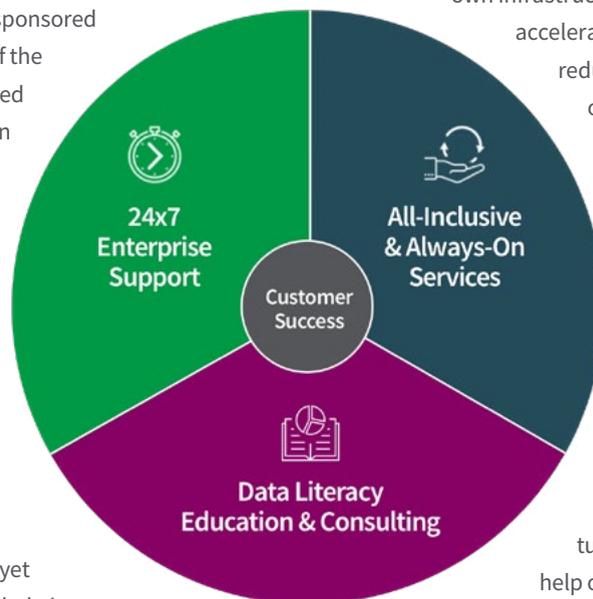
Qlik also launched Data Literacy as a Service, a holistic always-on customer success approach designed to drive a data-informed culture by optimizing three components: the value of analytic technology, human capital through a comprehensive data literacy adoption program and mission-critical analytics with a 24/7 enterprise support foundation. The initial Data Literacy Consulting and Signature Services are available today via subscription, and like other subscription services can be customized over time to evolve with customers' unique needs.

Leading with SaaS

We are committed to keeping our customer promise: to be easy to work with, deliver rapid time to success and provide innovative solutions. Challenging the status quo supports our passion for deep impact through innovation. Our enterprise Software as a Service (SaaS) offering for data analytics does just that. Our SaaS offering can be used via our cloud, allowing customers to immediately take advantage of our technology instead of having to create their own infrastructure environment. This solution accelerates the time to insights and impact, reduces infrastructure and management overhead costs and enables rapid response time for scalability.

Trying to capture and utilize relevant data in a timely and effective manner is a significant challenge for organizations around the world. Most struggle to make actionable data available to those who need it, when they need it, and even fewer have the skills and knowledge to turn this data into business value. We help our clients accomplish this through our holistic service offerings, including our Data Integration portfolio, Data Analytics solutions and Data Literacy as a Service.

Through our Data Integration portfolio, we help organizations bring all their raw data sources together and create a pipeline that enables analytics to turn this data into insight, provided by our Data Analytics solutions.



Qlik Acquisitions

Organizations are looking to accelerate business value through data. However, data is always changing. To extend Qlik Sense's AI capabilities with advanced alerting and intelligent automation, in January 2020 we acquired RoxAI and its Ping intelligent alerting software. This software delivers actionable, self-service alerting and workflow automation capabilities, enabling users to monitor and manage their business data in real-time and allowing them to make faster, insight-driven decisions. Ping's self-service intelligent alerts, integrated with Qlik's leading analytics platform, can immediately notify users through mobile, email and social channels of material changes in their data and the context of the change.

In August 2020, Qlik acquired Knarr Analytics, an innovative start-up that provides real-time collaboration, sophisticated data exploration and insight capture capabilities, to complement [Qlik's cloud data and analytics platform](#). Knarr can help create a unique data and insight fabric by engaging more users throughout the analytical process, surfacing greater business context for both underlying data and resulting insights. This level of collaboration and sharing is essential to the creation of continuous intelligence at the core of Active Intelligence that drives action and value from data.

In October 2020, Qlik acquired Blendr.io, an easy-to-use, scalable and secure embedded integration and automation platform (iPaaS), that seamlessly automates data integration and orchestration of processes across 500+ SaaS applications and cloud data sources. Blendr.io's technology enables Qlik to expand the existing breadth of its [data integration](#) and [data analytics](#) offerings to also include automation to trigger actions and enhance augmented analytics capabilities.

Technology Partnerships

Partnerships define collaboration and growth that in turn create value for our customers. Qlik achieved Snowflake Elite level partner status in June 2020 when it was named Technology Partner of the Year for Data Engineering by expanding support across every major cloud platform,

including Google Cloud. Qlik has created multiple solutions to help customers maximize the value of their Snowflake investments and more readily leverage analytics in the cloud.

In July 2020, Microsoft Azure Synapse began offering free Proof of Value (POV) through a global program that accelerates analytics to remove barriers and increase real-time cloud data warehousing with SAP data. The combination of Qlik Data Integration with the agility and openness of the Microsoft Azure platform gives customers some of the benefits and accelerated time-to-insight that can be delivered with their valuable SAP data, assuring analytics users the most current and relevant SAP data. The speed of data replication through Qlik Data Integration is transformational for customers. It can do in hours what once took weeks.

In September 2020, Qlik partnered with Google Cloud. Customers can now accelerate and simplify the delivery of SAP data for real-time analytics on BigQuery. Qlik Data Integration allows customers to have an integrated solution which will drive more use and value from all their data and assure analytic users have the most current and relevant SAP data needed for better business decisions.

Qlik also partnered with Databricks in November 2020 with new SQL Analytics Integration. Its customers can now leverage the full capabilities of Qlik's end-to-end data integration and analytics platform with Databricks' Lakehouse architecture to increase the use and value of all the data residing in their data lake, facilitating an optimized BI experience. Together, Qlik and Databricks can now deliver a fully automated data lake pipeline, with governed, trusted and near-real time data optimized for analytics.

Qlik expanded its relationship with Amazon Web Services (AWS) in December 2020 by debuting its Qlik Sense Enterprise SaaS offering. Customers can now seamlessly and easily purchase Qlik's modern data analytics platform, accelerating migration of data and strategic workloads at scale on AWS. Qlik's solutions create a clear path for customers to adopt Qlik alongside AWS as part of their core data and analytics needs.

Qlik’s success at innovation is evident in the number of our ideas that are converted into products our customers need. Achieving this requires that innovation permeate all levels of our organization as a shared responsibility. **No matter the complexity of our clients’ problems, Qlik is up to the challenge.** Understanding their needs and designing products that serve them make us the cutting-edge company that we are.

Qlik was the first to provide end-to-end data solutions from collection to analysis. To quantify our progress from innovation to implementation, we have put in place measures that will complement our existing KPIs around quality, turn, productivity and velocity.

Thought Leadership

With a vision of Data Literacy for all, Qlik turns analytics into insights and action.



Drew Clarke, Chief Strategy Officer

Addressing current issues and anticipating future needs through thought leadership is essential for our customers and our global community. Thought leadership puts Qlik at the leading edge of solving the challenges that face all organizations in an interdependent world. The strategy management and marketing teams, led by Chief Strategy Officer Drew Clarke and Chief Marketing Officer Rick Jackson, carry the primary responsibility for thought leadership in our company system. Together these teams present who we are and how we bring our services to the market. With strong thought leadership content strategies, they empower the sales, marketing and customer success teams to produce high value awareness initiatives and services for our customers. With success built into our company culture, our people work with pride and purpose.



Rick Jackson, Chief Marketing Officer

Benchmarking our success involves a multi-level approach. By tracking Qlik’s engagement through search mechanisms such as Google, Twitter and other platforms, we are able to measure our marketing share of voice. To assess performance of our solutions, we depend on precision analytical systems that monitor frequency of references to our products and services as solutions. Programs and surveys of our customer base and our target market also provide essential feedback.



Qlik Makes a Difference for Medair and Syrian Refugees

In the June 2020 edition of Computing magazine, Reine Hanna, Information Management Project Manager for Medair, explained how her organization worked with Qlik to bring faster and greater relief to the Syrian refugee crisis.

With the Syrian refugee crisis in Lebanon going on for over 10 years, donor fatigue combined with Lebanon's debilitating economic downturn means that fundraising efforts in the region are hitting major challenges. More than 75 per cent of Syrians living in Lebanon are now below the poverty line. Add to this the frightening spectre of a COVID-19 wave hitting the camps, and the picture becomes even more dire.

Even though some resources were coming through, the camps' needs remains high for shelter, healthcare and sanitation. Reduced donations require disbursement of aid to have the largest possible impact on those with the greatest need.

Because of the transitory nature of their situation, the 1.5 million Syrian refugees living in Lebanon live without addresses, making tracking and calculating need and aid distribution a moving target. Identifying this constantly shifting refugee population and making sure that aid can proportionately reach those in need was one of the challenges that had to be addressed by humanitarian

More than **75 per cent** of Syrians living in Lebanon are now below the poverty line.

1.5 million Syrian refugees living in Lebanon live without addresses.

agencies working there. Locating, mapping and collecting basic information about each informal settlement and providing a common language and dataset in order to provide humanitarian aid is essential.

Enter Reine Hanna, Information Management Project Manager for Medair, working under the umbrella of the UNHCR, to undertake this task. Medair looked to Qlik to provide data and analytics to help determine key decisions in relief distribution and overcome the obstacles of limited funding. By working with Qlik to take a data-enabled approach to this humanitarian crisis, Medair was able to recognize specific needs and address emerging problems, as well as identify funding gaps. They were also able to reduce response times dramatically. Tasks that had previously required up to three weeks were accomplished in less than one week. And later, when COVID-19 response efforts had to be developed, the data collected was used to develop dashboards to aid in the coordination of these efforts.

“Data saves lives. And we are proud to leverage Qlik software in saving them.”

– Reine Hanna, an Impact Project Manager at Medair

Qlik.org is helping Medair take strategic actions in its work as a leader in humanitarian support in the world’s most devastated places such as Sudan, Yemen and Jordan where lack of infrastructure, unequipped medical facilities, food shortages, overcrowded refugee camps, inadequate shelters and unsafe drinking water challenge human survival and well-being.

Medair has been working with Qlik to gain more value from its data since 2014, recently transitioning to Qlik Sense Enterprise SaaS to mirror its overall shift in modernizing its IT strategy. Through high-caliber consultations to drive the platform migration, Qlik team members helped Medair assess how to best deploy Qlik Sense.

“Qlik Sense Enterprise SaaS will help us better enable everyone at the organization to work off the dashboards and apps we develop and then can share across the entire organization,” Reine Hanna, an Impact Project Manager at Medair, said.

With its move to SaaS, Medair can increase availability of dashboards and solutions to their staff around the world. With this move, Medair has already realized benefits in data collection, analysis and administration, particularly when registering new beneficiary households.

Through the use of Qlik Sense SaaS apps, Medair has reduced the average household registration time from **55 minutes to eight minutes** and registration costs by **nearly 95%** (\$70 to \$4), while simultaneously increasing the number of household registrations per week from **36 to 300**.

According to Philip Indlekofer, GSO Enterprise Architect at Medair, **Qlik Sense SaaS** will drive efficiencies and enhancements for those working on the ground. “Qlik Sense SaaS is a key component in our data transformation journey and will enable analytics and machine-learning capabilities that we, as an organization, urgently need. Qlik helps us focus our resource use and more proactively manage challenges we face in the field. This translates into better operations throughout the world and demonstrates the profound and unmistakable value of data-driven decision making.”

Customer Value



Data Literacy as a Service means helping organizations build data-driven cultures to get the most out of their people, technology and business systems. By doing so we create long-lasting customer value. With this customer-centric thinking, we go beyond simply providing a product. **We work with our customers as a partner, supporting their goals for best business outcomes and effective impact.**

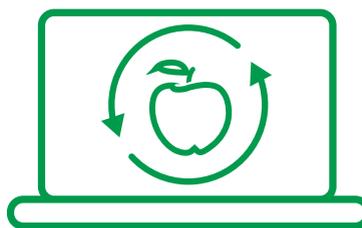
Roles and responsibilities in delivering customer value

User experience and customer success lies at the foundation of everything we do. Our customer-centric approach permeates our products at every level. From the design and development of our product roadmap by our R&D department to marketing and strategic marketing organizations that convey the value of the technology, our focus is to support a great user experience and perception of product value. In development of our products, we define an explicit customer value proposition for each function or capability. And we amplify customer voices to articulate Qlik technology value in the real world. As customers and organizations become aware of our solutions, our sales organization engages with them, either directly through Qlik sales employees or indirectly through our partners.

Our Customer Success Organization works with newly signed customers to help them onboard our platform and quickly align it with their priorities. Customer Success Officer, Roberto Sigona, works to improve the overall customer experience by removing silos and improving measurement of outcomes. **Because customer support is so essential to customer success, we have a streamlined process for addressing break downs in customer commitments.** First, a product request can be made through our customer support system. This is a comprehensive, well-documented process that resolves support issues in most cases. For issues beyond technical support, we welcome direct email messages or calls from our customers.

Customers and Support Services

We know that in-depth and easily accessible services for implementation of our products is essential to customer satisfaction. Our Support Portal provides customized guidance, expertise and a resource library. Enterprise Support allows for fast and direct access to Qlik experts 24/7 along with other services.



The Qlik Continuous Classroom provides training on a live and on-demand basis for our customers. This online learning platform was initiated several years

ago to provide demonstrations for users who are either using Qlik's software capabilities or who are building applications within Qlik software.

At Qlik we consider customer references to be a Key Performance Indicator to measure our progress in the arena of customer engagement. In each of our regions (North America, Europe, Middle East, Africa and Asia Pacific), a customer engagement director leads a team to collect customer video testimonials, case studies and presentations regarding the utilization of Qlik's products. They then synthesize and disseminate these to help the marketing and sales teams better execute their goals.

“Data literacy and storytelling is critical to make the right decisions as enterprises modernize. Part of that modernization is becoming a more sustainable business. A drive to sustainability brings in the need to have complex data to improve business and society. With this imperative business can reinvent how they handle real time data.”

— Anil Nagaraj, VP, Head of Data Engineering, Digital Business & Tech, Data+ Practice at Cognizant

External Relations

Each year QlikWorld, our annual conference, brings together our largest customers and other stakeholders to elicit and gather feedback on our products and services. It is also a place for in-depth conversations and in-person education on these products. **In 2020, QlikWorld was hosted virtually with over 20,000 global customer and partner attendees for the 3-day learning event.**

In addition, we place a high premium on virtual engagement with our customers. When we moved to a monthly subscription-based model, we moved toward even greater emphasis on the customer experience. By creating the Office of Customer Success, we were able to bring customer value and relationship management under one umbrella to ensure alignment of communication and to demonstrate our strong commitment to our customers.

Qlik Luminaries and Customer Advisory Council

Qlik Luminaries are a special stakeholder group of Qlik customers, partners and enthusiasts who are also recognized business intelligence (BI) innovators in their fields and are passionate about Qlik’s mission and products. Qlik Luminaries share thought innovation on using Qlik solutions to contribute toward overall data literacy to help us create positive, sustainable change. Through blogs, white papers, review, articles, videos and other media, the Qlik Luminaries are invited to the BI space to create, contribute and collaborate.

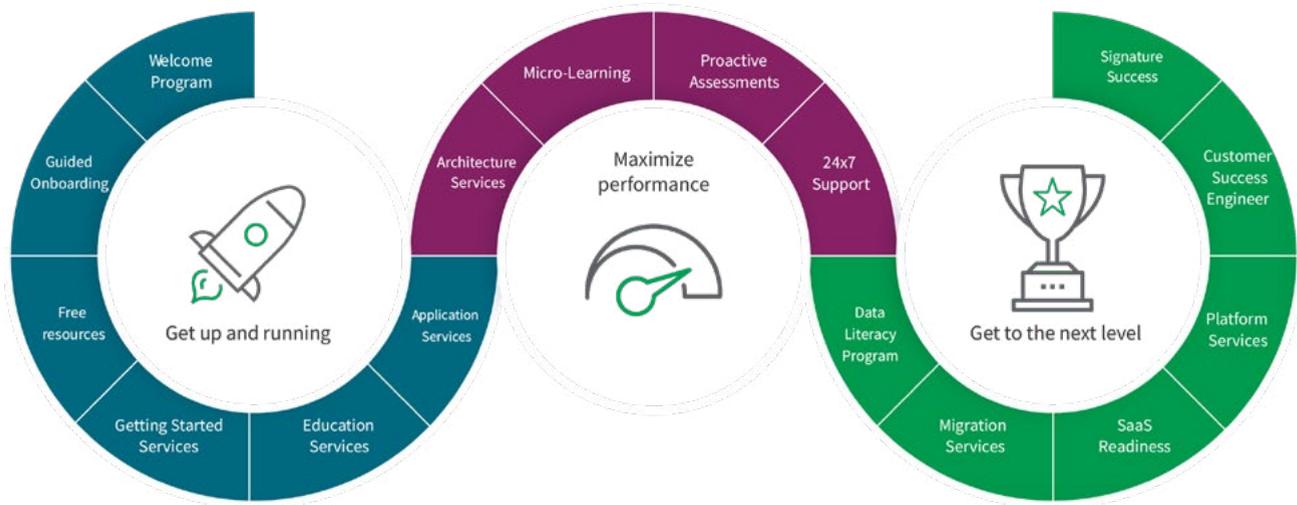
Our Customer Advisory Council is comprised of customers who are or have been consistent customers or users of Qlik. From them we gather important feedback and hear a variety of perspectives on our products. When we conduct these in-depth working sessions of the Advisory Council, we focus on a small group to participate. At the same time, our company culture values feedback from every one of our customers.

Advancing customer value

Range and quality of data determine quality of analytics. Customers often struggle to obtain and synthesize all the right and relevant data they need to make informed decisions. Thus, Qlik invests heavily in solving challenges head-on, such as data availability, cataloging and access, with a full data integration platform. This platform allows companies to establish data pipelines from multiple raw data sources, including legacy systems, into modern cloud-based data warehouses. The data pipeline allows for a robust infrastructure and process for delivering timely, relevant and actionable data to analytical tools and platforms. The result of this complex orchestration supports business decision-making, growth and transformation.

With a modern, multi-cloud architecture, providing data on-demand to all users with enterprise-grade security and governance, Qlik’s technology can be deployed anywhere. Without being locked into one infrastructure, Qlik’s customers have the advantage of maximum flexibility in how, where and when they want to use our valuable multi-dimensional technology.

Customer Success Journey Map



Measuring our success

Qlik takes full advantage of our data edge when measuring the value we create for our customers. Customer willingness to enter into dialogues regarding the benefits of our solutions has been a reliable indicator of success. Evidence from customer case studies supports this approach as an accurate metric. We look to the performance of our top customers and large global organizations to provide benchmarks for our success. When we advance their business goals through our solutions, we are certain we can do the same for smaller customer segments.

We also value recognition from our partners and analysts regarding our offerings. In 2020, we were recognized for the following:

- DBTA 2020: Best CDC Solution: Database Trends & Applications Readers' Choice Awards Qlik Replicate for best Change Data Capture solution for the 3rd year in a row.
- BARC's The BI and Analytics Survey 21: Qlik Sense® earned 11 number one rankings and 44 leadership positions in four peer groups in the annual survey of over 2,500 BI and analytics practitioners.

- Gartner positioned Qlik in the Leaders Quadrant of their Magic Quadrant for Analytics and Business Intelligence Platforms, for the 11th consecutive year. Gartner also named as a Challenger in the 2020 Magic Quadrant for Data Integration Tools
- Ventana Research names Qlik as an Exemplary Vendor and Overall Value Index leader in its 2021 Analytics and Data Value Index.
- Qlik and Fortune Detail Historical Financial Impact of Global Crises With "The Pandemic Effect on the Fortune 500" Data Analytics Site

To learn more about how we're recognized, please visit our [website](#).

AN INTERVIEW WITH

Poornima Ramaswamy

**Executive Vice President,
Global Solutions and
Partners**



What developments at Qlik are you and your customers most excited about?

What has really been highlighted in the last 18 to 24 months is the importance of adaptability, agility and resilience that both human and technological systems need, and the interdependence that both of these systems have on each other. The world is constantly changing, so it is vital that these systems can adapt to new situations, quickly and effectively. And the only way these systems can intelligently adapt is with accurate, real time data. This is what we call Active Intelligence, the ability to convert data into action with relevant contextual information.

To help strengthen and leverage the cooperation between human and technological systems, we've pulled all our systems into a single, integrated platform. This allows our customers to create processes that embed data-driven insights into business activities so that they can get more actionable intelligence based in real-time. This integration effort has been in the works for a long time because we collectively thought it would be important; we realized this would be critical in the future, we just didn't realize how soon that future would come.

How does Qlik creates successful partnerships, and what can organizations working with Qlik expect?

Customer needs have changed drastically over the last 10 years. Today, our customers are influenced by many parties. They rely heavily on cloud vendors as foundational to their infrastructure, as well as global system integrators, solution providers and technology extension providers. In response, Qlik pulled these groups together under one organization, so our customers can have an integrated way of solving their problems. In addition to the technology alignment, we've built the relationships and market strategy such that, when leveraging our platform, customers can build the total solution for their specific needs.

We make it easy for the customer to not just buy and use our platform, but to be assured it will work with other technologies that are either already in their environment, or something that they are going to be using in the future. We accomplish this by delivering on three principles:

“To help strengthen and leverage the cooperation between human and technological systems, we’ve pulled all our systems into a single, integrated platform.”

First, we recognize the importance of interconnectedness and working as part of a larger ecosystem. With data and analytics becoming embedded in every facet of businesses, it’s essential for our technology to work in tandem with other technologies that are already in use.

Secondly, Qlik is not the only partner that has an understanding about how our technology works and how to build solutions with it. We are creating a larger ecosystem and marketplace of solution providers and system integrators who know how to use our technology, get the most out of it and use it to build the best solutions.

Finally, our customers embrace and respect how we prioritize social responsibility. We are not just focused on building the best platform, but we also look for whether organizations have the right culture and skills to be successful in the digital world. Along with our focus on data literacy and sustainability, we stand out from our competitors because we recognize that technology is only part of the solution; we must also uplift people in these organizations with the ability to be more data driven.

Why is Data Literacy important to Qlik and its customers?

First of all, I think we are pioneers in the space by recognizing how important data literacy is going to become, because it’s critical to have both the right technology and the understanding of how to use it. Any successful technology initiative requires an understanding of how the new system works.

Our data literacy program, initiatives and partnerships are not just focused on our technology, but on overall change management. We provide the tools for our customers to feel comfortable using data to drive their business decisions, which we believe is necessary for long-term success in this day and age.

How does Qlik help its customers become more sustainable?

We look at data literacy as something that’s required to change the world, to take it to the next era, which is why our data literacy initiative is independent of our technology. Data literacy is about changing, enabling and making the workforce (and people-force, if you will), successful in a digital world. One of our main priorities is helping our customers become more data literate so we are investing not just in technology, but also the impact this technology is going to have on people and what skills those people will need to become better digital citizens.

When creating solutions for our customers, we are focused on trying to make sure that we have value-driven conversations and understand how our technology can be part of the overall solution. We also take a value-driven approach in all of the discussions that we have within our ecosystem, customers and users; together we discover what is possible with the use of data and analytics and how our platform can help build sustainable solutions for the future. 



Responsible Business Practices

From policy to procedure, **integrity and accountability underly every aspect of our company.** Strong governance in matters of ethical business practice, systemic risk management, and proper oversight of information technology make us resilient in challenging times and engenders trust from our customers and other stakeholders.

Transparent internal and external communication

The pandemic highlighted the importance of accurate and timely internal communications. With Qlik employees, we work to maintain an open dialogue and a high level of transparency. Town Hall meetings are held periodically to share strategic planning and update them on our performance in the marketplace. Employee listening forums with senior management and surveys are also conducted periodically. And quarterly Moodtracker surveys are administered to our global employee population to collect data on disposition overall.

Business ethics

Qlik's Core Values articulate our practices governing ethical behavior and responsible business conduct that are essential to our business success.

The Qlik Code of Business Conduct is the cornerstone of our compliance program, a well-established and in depth program that supports a culture of ethical behavior. The Code of Business Conduct reflects our Core Values and keeps ethical procedures clear in an increasingly complex business environment. It is of paramount importance that Qlik's business is conducted in compliance with all applicable laws and with utmost integrity. In keeping with this commitment, we have established a Whistleblower Hotline where employees are able to raise issues anonymously without fear of retaliation.

Employees' knowledge of and adherence to the Qlik Code of Business Conduct is key to the success of our culture of ethics. Since 2010, Qlik has required employees to certify their understanding of the Code. In 2020, every active employee was required to study the Code through an interactive online-based training process. In our 2020 certification process, approximately 93% of our employees completed this training.

Each year we conduct a review of the Code of Business Conduct to ensure that it remains reflective of its purpose and up-to-date. For changes made to the Code in 2020, [see the interview of Deborah Lofton, Chief Legal Counsel.](#)

Qlik's policy on anti-corruption and our Qlik Partner Code of Conduct are examples of additional policies and procedures that form an integral part of our compliance framework.



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

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

Employees' knowledge of and adherence to the Qlik Code of Business Conduct is key to the success of our culture of ethics.

Compliance with our ethics programs

Proper compliance with our policies and procedures can only be achieved through a complete training protocol. To ensure this, we track the number and percentage of our employees who have completed the mandatory ethics trainings. To stay on top of potential compliance or ethics concerns, we keep a record of any litigation matters, as well as the number of investigations resulting from employees raising issues, whether through their managers, Culture and Talent, Legal or through our anonymous hotline.

Qlik did not receive any material fines or non-monetary sanctions for non-compliance with any laws or regulations in 2020.

Responsible IT Practices

As a data-integration and data-analytics company, IT drives our operations and our offerings. Responsible IT practices impact the way we do business internally and the way we interact with the world.

Customer data protection and privacy

We realize that privacy is a significant concern for our customers and partners. Qlik takes this concern seriously and works to comply with data protection laws by implementing both security-by-design and privacy-by-design practices in its development process. The [Qlik Product Privacy Policy](#) addresses how data privacy is managed within the Qlik product portfolio.

Ensuring customer data protection and privacy is a must in order to comply with legal requirements. In addition, proper safeguarding of customer data places Qlik ahead of our competitors, allowing us to grow our customer base through the trust our solutions engender.

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

- a) Qlik, as a company, complies with data protection and privacy regulations;
- b) Qlik's products and services comply with these regulations; and
- c) our customers are provided with the support they need to protect their data and privacy.

Since the EU General Data Protection Regulation (GDPR) heralded a new era of privacy regulation, companies have increasingly sought out vendors they can trust. Qlik uses strict vetting guidelines to assess its own vendors to ensure they have relevant protections in place to safeguard data and privacy. Qlik is committed to delivering products and services that empower customers and partners in their efforts to meet regulatory needs. Internally we are committed to compliance responsibilities within our own organization.

Implementing gap analyses, multiple stakeholder consultations, designating Privacy Champions in each department and instituting new policies and processes weave the tight net of our internal GDPR compliance program. We constantly test and refine our ability to protect data with the support of qualified consultants. Any grievances sent to our dedicated email address, privacy@qlik.com, are promptly investigated and addressed.

In order to fully integrate GDPR aspects and data protection in our daily processes, we established a data protection and privacy culture throughout our organization. We constantly test and refine our ability to protect data with the support of qualified consultants.

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 is committed to delivering products and services that empower customers and partners in their efforts to meet regulatory needs.

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

Data privacy first is our mindset when we approach the design and development of our products. By leveraging industry best practices in our solutions, we keep our product roadmaps clear and relevant to delivering on our commitments. Use cases, blueprints and best practices are part of the package our customers have come to expect when working with our platform. In addition, technical support and bug fixes are provided for our customers whenever problems arise. Turnaround time for capabilities and responses to queries are clearly articulated in our policies. This helps us deliver on our promises to create a culture of honoring customer commitments.

Our governance regarding specific areas of responsible IT practices incorporates a range of policies developed and launched by our IT and Legal departments. They include our External Cookie & Privacy Policy, Internal Employee Privacy Policy, and HR data policy. Implementation of the policies are then the responsibility of each department. As such, a comprehensive training schedule accompanies each policy.

Qlik's Information Security Management System (ISMS), which is ISO 27001 certified, includes the following 14 control domains and applies to Qlik software, SaaS and professional services:

1. **Information security policies**
2. **Organization of information security**
3. **Human resources security**
4. **Asset management**
5. **Access control**
6. **Cryptography**
7. **Physical and environmental security**
8. **Operations security**
9. **Communications security**
10. **System acquisition, development and maintenance**
11. **Supplier relationships**
12. **Information security incident management**
13. **Information security aspects of business continuity management**
14. **Compliance**

Product Security

Security at Qlik is embedded across the company and an integral part of how Qlik develops software. It is designed to cover all facets of security disciplines within the company from software development to SaaS operations to corporate information technology security.

Leading security technologies and modern open standards provide users with the confidence that their data and analyses are secure. Additionally, Qlik Cloud and its operating infrastructure provide security using a number of methods.

Qlik has successfully completed a SOC 2 Type 2 assessment which provides an evaluation on the suitability of the design and operating effectiveness of Qlik's internal controls. SOC 2 is a rigorous examination by an independent Accounting firm based on AICPA Trust Services Principles and Criteria for Security, Availability, Processing Integrity, Confidentiality and Privacy.

Qlik has successfully completed a SOC 3 assessment which provides an evaluation on the suitability of the design and operating effectiveness of Qlik's internal controls. SOC 3 is a rigorous examination by an independent Accounting firm based on AICPA Trust Services Principles and Criteria for Security, Availability, Processing Integrity, Confidentiality and Privacy.

Qlik meets the standards of ISO 27001, an information management security specification for information management systems (ISMS). An ISMS is a framework of policies and procedures that includes all legal, physical and technical controls involved in an organization's information risk management processes. 

To learn more, visit our [website](#) or [view our certificates](#). 



AN INTERVIEW WITH

Deborah Lofton

Chief Legal Officer

CODE OF CONDUCT

How has Qlik's Code of Business Conduct changed since the beginning of 2020 (if it has changed)?

We frame our Code of Business Conduct around Qlik's five Core Values. We are fortunate that, at Qlik, our culture is steeped in doing what is right so the Code is a reflection of how we operate as an organization and not just a rigid list of rules and regulations.

In 2020, we updated the Code to better showcase Qlik's commitment to diversity and a workplace free from discrimination and harassment. We also updated the Code to:

- i.) better reflect the importance of ensuring employee health and safety in the workplace in light of the COVID-19 pandemic,
- ii.) Qlik's zero tolerance for child and slave labor,
- iii.) our social and environmental responsibility and
- iv.) our policies addressing privacy and protection of personal information and Company assets.

Are there any updates to Qlik's training/delivery on the Code of Business Conduct for employees? For partners?

We conduct mandatory Code of Conduct training for employees at the time of hire and at least once a year afterwards. The principal certification process begins in Q3 and is an on-line training course with a certification test. The course is provided in several languages and employees can take the course when convenient to them over a six-week period. In recent years we have maintained completion rates across the Company of over 90%, attributable to the investment of all executive team members in ensuring their team members take the training and our employees' awareness and understanding of the importance of such training. Promotions include a review a completion of the Code of Conduct and other compliance training.

Partners are required to review and accept the Partner Code of Conduct which is available at Qlik.com and in the Partner Portal when they become a partner at Qlik. Compliance issues are discussed regularly with Partners

including during QlikWorld - our Global Partner event. This year there was a break-out session on responsible business practices relating to cybersecurity and data privacy.

How is Qlik's Code of Business Conduct enforced/ upheld for employees and partners?

First, we ensure our employees and partners understand what we stand for by providing access to, and, where relevant, training on the Code of Business Conduct and related policies. Second, we provide various avenues for reporting misconduct and concerns. In accordance with our Open and Straightforward Core Value, we encourage employees to raise concerns with their managers, members of Culture & Talent or the Legal department. Partners are directed to Qlik's partner leadership team and Qlik's Legal department to report any concerns. We also maintain our Whistleblower Hotline, which is accessible online, by email or via phone call. Finally, we have many mechanisms to monitor compliance including reporting and periodic audits.

Are there any new mechanisms in place to report a violation of the Code of Conduct?

We encourage an open-door policy where employees are free to raise issues directly with their manager, the C&T department or the Legal department. Employees may also raise concerns via the company's Whistleblower Hotline which can be done anonymously if preferred.

Is there anything Qlik is looking into, now or in the future, in terms of its Code of Conduct?

We believe our Code of Conduct is up to date and reflective of our Core Values. We are planning for the 2021 Annual Code of Conduct training program and are looking to enhance the employee experience through a new technology platform provided by our third-party training vendor.

COMPLIANCE

Does Qlik have any compliance risks outside of data security and privacy? If so, what are they?

Like all global companies, Qlik is required to comply with complex laws and regulations everywhere it does business. These include employment laws, export control laws, protecting confidential information and avoiding conflicts of interest, workplace safety regulations and ensuring the integrity of our business through proper finance and accounting controls.

Are there any compliance risks with Qlik's partners, outside of data security and privacy?

Our Partner Code of Conduct focuses on ensuring the integrity of our business reputation by ensuring that partners comply with all applicable laws including human rights and fair labor practices, anti-competition and anti-corruption laws. We also screen our partners against restricted party lists on a continuous basis to ensure compliance with export control rules.

What were the biggest compliance challenges in 2020?

Certainly the global pandemic caused some of our biggest compliance challenges in 2020. First, we needed to ensure employee workplace safety by either closing offices or instituting safety protocols and restricting travel. Second, working from home created new challenges from a data privacy and cybersecurity perspective.

Our IT Security team was phenomenal in meeting these challenges. Furthermore, given the number of countries in which we operate, it has been difficult to keep track of the frequently changing jurisdiction-specific laws and regulations relating to the pandemic. Despite these obstacles, we came together as a team and made a pact that we would do everything within our power to come out of COVID-19 better and stronger than we were before. I believe we achieved and continue to achieve that agreement.

PATENTS

Please describe Qlik's process and scope for acquiring patents. Are all products patented? If not, why not?

Qlik's patent process is set out in our Patent Reward & Recognition Policy. Qlik is selective in patenting only the most novel components of our software products. Any member of our team is encouraged to identify innovations for review to determine if they are patent eligible. If approved, the inventor works with internal and external legal counsel to file a patent. There are monetary incentives for the inventor if a patent application is filed and further incentives if a patent is issued.

How is "privacy by design" incorporated into Qlik's innovation/development efforts? Is this part of the patent process?

Privacy by design is a first principle in Qlik's R&D development and innovation efforts. We know that data protection is paramount in customers' decision to use our products. Since our products are used in mission critical applications for some of the largest companies in the world, we recognize that securing our customers' data is not just the right thing to do but also presents a competitive advantage for Qlik. Therefore, the innovations we determine to patent will demonstrate the focus we have on privacy.

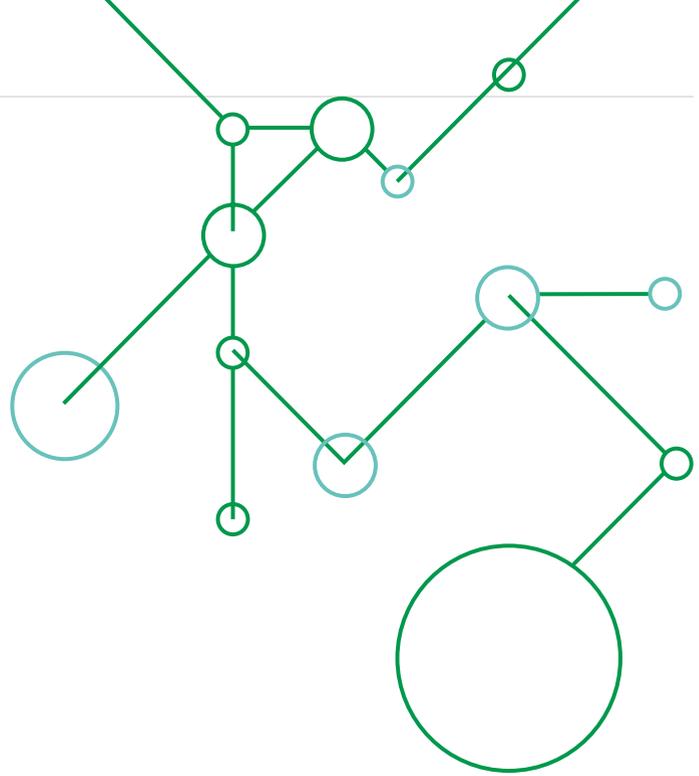
What would you like everyone to know about Qlik's patenting process/patents that Qlik holds?

Qlik's patent program is stronger than ever! We had more patents issued in 2020 than in any year in our history. We focus our patent program on truly valuable inventions that distinguish us in the industry. Qlik's core patented technology lies in the associative engine which underlies our Qlik Data analytics products. The future lies in real time data being accessible to drive action through Active Intelligence.

In today's digital economy, real-time agility is essential to stay competitive. That requires delivering up-to-date information to the right users at the right times, in a way that enables them to act. Traditional, passive BI can't meet these demands. 



Environmental Stewardship



Our vision of sustainable change goes far beyond our own social and environmental impacts. At Qlik we understand that our technology has the potential to effect change that can be orders of magnitude more impactful than what we do as a stand-alone company.

Qlik technology serves organizations around the globe as an opportunity multiplier that can drive sustainable change throughout our global ecosystem. We strive for transparency in our own business system, knowing that it is our products, used by our customers and software grant recipients, that will mitigate their negative impacts and thereby extending their positive impacts and contributing to the well-being of all.

One way we help our customers increase their positive environmental impact is through the use of Qlik Sense. The UN uses Qlik Sense as its travel planning dashboard built to reduce carbon emissions. This app uses data to better understand and highlight the opportunities to reduce emission from air travel. Beyond simply reporting on carbon

emissions, it provides detailed information which illustrates both intensive points of impact and where mitigation efforts should be directed.

Technology like this helps our customers better understand how they can magnify the good they are already doing to help them envision even greater environmental impact. In our own company we have built a Qlik dashboard that processes and presents our social and environmental impacts and key performance indicators (KPIs).

Partnerships and Collaborations

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

Sustainability Tools

As a valued analytics partner of the United Nations since 2016, we expanded our partnership this year with the UNFCCC. Our partnership supports UNFCCC’s needs for analytics as well as a unique opportunity to jointly create apps and methodologies to support all business calculations of CO₂e emissions. We make these apps publicly available to support the mission of the UNFCCC, while reaching tens of thousands of organizations in order to help them reduce their carbon footprint.

The Qlik apps we’ve built rely upon standard methodologies to help companies calculate their emissions and impact. Here’s the difference with our solutions, however: we are not a separate system or application that supports a sustainability team. We bring the environmental data to the decision maker

in the app that they already use today. Everyone within an organization is responsible for managing the footprint, just like everyone is responsible for managing expenses. This approach creates collaboration across an organization and allows us to reach goals faster. And, our apps allow for forecasting. For example we can analyze “what will happen if we increase sales from this supplier,” and model what that carbon footprint impact will be to properly plan and account for the increase. In short, we want everyone involved in the sustainability decisions for companies. Not just the experts on the climate or sustainability team, but everyone.

All of this work is leading to Qlik’s important presence at the next United Nations Climate Change Conference (COP26), held in Glasgow, Scotland in November, 2021.



Crossroads Foundation’s “Win-Win” Model

The three Rs of responsible waste management - “reduce, re-use, recycle,” - deeply inform the work of Crossroads Foundation, which has been a Qlik CR partner since 2014, leveraging data through Qlik to power its entire operations. For more than 25 years, Crossroads Foundation has helped people in need by redistributing donated goods, such as furniture, computers, clothes and medical goods, through their warehouse in Hong Kong. During the COVID-19 pandemic, Crossroads Foundation came to the forefront for local students under lockdown trying to complete lessons at home without a computer. Crossroads fully refurbished and donated hundreds of previously used computers to students to help them access online schooling. All of this work by Crossroads, powered by Qlik, keeps materials and products out of landfills.

CO₂e Management

Race To Zero Campaign – Carbon Neutrality

Qlik has joined more than 1,110 enterprises world-wide in becoming the newest member of the Climate Ambition Alliance’s Race To Zero campaign, which is part of the United Nations Framework Convention on Climate Change. Race To Zero is a global campaign to rally leadership and support from businesses, cities, regions and investors for a healthy, resilient, zero-carbon recovery that prevents future threats and unlocks inclusive, sustainable growth. Race To Zero’s data-based program provides the foundation for companies to reach their carbon neutrality goals via a four-step principle of Pledge, Plan, Proceed, Publish.

Qlik’s Green SWAT Team

A tiger team of Qlik colleagues from around the world have banded together to calculate and, more importantly, help reduce Qlik’s carbon footprint. How much does our corporate real estate space contribute to that footprint? Can we lessen our reliance on energy? Are there green initiatives we can explore at individual locations and replicate the most successful ones in all our offices? Are there easy-to-implement practices we can promote internally to best utilize resources? This team is asking and helping to answer these kinds of questions to strategically reduce Qlik’s carbon footprint.

Waste

Being a technology company means learning how to properly handle electronic waste. We recognize that planning, measuring and tracking infrastructure regarding our own waste is essential. Globally in 2020, we decommissioned approximately 500 laptops. Some were recycled, others were given or sold to charities at a discount. In our three largest locations, King of Prussia, United States, Ottawa, Canada and Lund, Sweden, recycling companies came on site to collect equipment for disposal.

Energy

As a moderately sized software company, our energy consumption is modest and consists mostly of electricity usage in our 51 offices around the world. In 2020 we calculate that we used ~4,200 MWh of electricity, resulting in ~1,300 metric tons of GHG emissions.



Over the last few years, we have reduced our office space across the business. This helps to create leaner operations, reducing expenses, consumption, waste, and our overall environmental and climate impact. Despite our acquisitions in 2020, we saw a 5% decrease in our total office area since 2019.

Total Office Square Footage



With the pandemic requiring work-from-home support, our offices were not utilized as much compared to previous years. As such, the energy required to operate them decreased, and in turn so did the associated greenhouse gas emissions. While we are pleased with the reduction to our energy consumption and emissions, we expect these values to increase as our operations return to normal. However, we remain committed and will continue to identify and invest in new ways we can reduce our own environmental and climate impact.



Qlik and C40 Cities

Qlik's Corporate Responsibility program commits to provide grants of software and services to NGOs to transform their organizations. We know that through data analytics they can positively impact climate change and humanitarian issues.

As part of this commitment, in 2018 we began our partnership with C40 Cities, a global network of 97 megacities committed to urgent climate action. Using Qlik's donated analytics platform, C40 Cities was able to create actionable data applications for its member cities, gaining valuable insights on performance, collaboration opportunity and world-changing policies.

C40 has adopted Qlik's dashboards to reduce the carbon footprint, 70% of which comes from cities. These dashboards provide quantifiable and actionable insights to help cities enact change. "Showing why climate action is not just necessary but beneficial is vital," says Rachel Huxley, Director of Knowledge Learning at C40 Cities. The dashboards arm city officials with insights on air quality, waste, transportation and urban planning that help them assess their progress.

In addition, together with C40 Cities, Qlik launched its global Datathon challenge in 2020, inviting the students of the world to use Qlik analytics and public data to build solutions to help solve some of the issues at the heart of our current climate crisis in multiple geographies

Data-driven knowledge sharing: benchmark results and inspire success

As data collection systems mature and expand around the world, they are providing an invaluable way for city officials to track their progress on a number of indicators and inform new strategies to tackle the most significant climate challenges. Tracking data alone is not enough – cities must be able to use that information to produce actionable insights to foster decision-making and introduce meaningful changes as part of their climate action plans.

Policymakers can especially benefit from continuous, real-time data to develop action plans that are fine-tuned to local considerations. For this, cities are collecting data and tracking key performance indicators (KPIs) to evaluate city performance on emissions, air quality, energy, climate adaptation and other key elements.

C40 Cities have built multiple dashboards, both internal and public-facing, in partnership with Qlik to analyse these metrics and indicators. This allows us, and cities, to analyse specific regions or sectors, in a faster and more intuitive way than having to assess multiple, complex datasets. It allows benchmarking city performance and rapid identification of which cities are on track to meet particular targets and which might need more support.

For example, the [Greenhouse Gas Emissions Dashboard](#) – hosted on C40’s [Knowledge Hub](#) – presents complex emissions data in an easy-to-analyse format. This dashboard can be used by cities, research organisations or members of the general public to uncover which sectors and sub-sectors are contributing to higher emissions, such as aviation or buildings. City officials can also compare current emissions to previous years to better understand their emissions’ trajectory.

The [Clean Construction Policy Explorer](#) is a more niche dashboard that examines the policies cities have implemented to tackle emissions from a segment of their built environment and highlights which cities have committed to achieving low carbon and clean construction. By aggregating and surfacing this information, we hope to inspire all cities to raise their ambitions on clean construction policies while learning from the policies and progress of those who have gone first.

The [Adaptation Data Explorer](#) allows cities to find other peers around the world that are experiencing similar climate hazards or extreme weather events. Here, city officials can obtain insights on how others are addressing a particular issue and the actions they are taking, either globally or within the same region. For example, there are many cities experiencing heat waves. Leaders from Buenos Aires, Melbourne, Barcelona and others can learn from one another and – through C40 – connect to discuss what they are doing to deal with these extreme heat events. Similar groupings are forming in response to rising sea levels, wildfires, and floods.

Advance to the next phase with automated insights

C40 not only aims to give cities the data analysis and exploration, but to also provide them with useful information on where to go next, so they can advance their respective climate

goals in different sectors, often in highly local ways. To achieve this, dashboards are shared privately with member cities, where tailored article recommendations depending on how they are performing against specific metrics.

For example, on a private page, a city can see its current rate of waste that is being diverted from landfill and incineration and compare this to peers and targets. The dashboard on the private Knowledge Hub page will also automatically recommend specific resources depending on the data for that city. If it is not on track on this indicator, it might be offered specific articles to support landfill reduction strategies. If a city is already progressing quickly, it will be recommended insights to further raise their ambition and work towards zero waste.

Every city has different needs and is in different phases of progression within multiple sectors; there is no one-size-fits-all solution. Instead, the goal is to provide cities with the information that is most relevant to them depending on their data and queries, and ambitions.

Draw upon the expertise of others to achieve climate change goals

Data analytics and dashboards can help with this effort, providing a way for city officials to quickly explore their progress in various sectors, share knowledge and peruse proven insights. Such offerings will strengthen the network in which city officials and policymakers can draw upon the expertise of each other to achieve climate change goals. Although cities are taking big steps, faster action is needed to reduce the impact of climate change, and by helping cities to track results and performance, they will be better positioned to make meaningful changes.

Excerpt from article “Equipping cities with actionable insights to combat climate change” Sein Environmental Journal Online. The full article can be found [here](#).





qlik 
LEAD WITH DATA

Managing our Human Capital

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 Philosophy

It is essential to keep our employees equipped and continuously learning in this rapidly expanding world where companies and their people need to be agile, adjusting quickly to sudden changes in external factors. When employees feel confident in the face of fast-paced challenges, they will create a competitive advantage for the company as they flourish and positively impact the company culture. As part of our organization's goals, we approach talent development with the whole employee lifecycle in mind. All of our learning frameworks, from Qlik Conversations to our Leadership Essentials platform, are in-house programs created to facilitate transitions into first-time leadership roles.

The online onboarding experiences are designed to match what our people need when they need it in their learning journey.

For Qlik to be at its best, our employees need to be at their best. Thus, our Culture & Talent management team is structured in a way to best leverage the resources and skills needed to continuously scale our business model in an efficient and effective way.

Talent Management

Successful recruitment, development and engagement practices ensure a highly skilled and motivated workforce. This is how we create value, responsible growth and sustainable change.

Hiring Qlik's workforce

In-house recruitment fosters alignment of purpose and reduces time spent on training and acculturation. Our recruiters deploy a wide range of sourcing strategies including referral bonuses, budgeted agency support, direct hiring through website partnerships, and an enhanced LinkedIn package that taps talent across LinkedIn's networks. Our mandatory 5-touch-point interview selection process involves a minimum of five interviewers for each candidate. This interview panel consists of the hiring manager, potential peers as well as the manager's manager. All on the panel must agree on a candidate before an offer can be made.

Select for Qlik, a core process that makes sure we find the right talent for every vacant position further enhances our selection process. In addition, an assessment of candidates' job-related competencies, as well as how candidates exhibit our Core Values are incorporated into the interview process. Specific interview guides for each Core Value consisting of different questions and follow-up queries assist interviewers in evaluating a candidate's qualifications in this area.

Business User

Business Analyst

Data Architect

System Administrator

Web Developer



We value diversity at qlik and are continuing to invest in the hiring of diverse candidates for our positions. To aid this, our US office administers a plan that focuses on placement goals for hiring women, minorities, veterans and individuals with disabilities. The purpose of the placement goal is to increase utilization of qualified women and minorities in job categories where they appear to be statistically underrepresented in comparison to their availability in the pool of qualified candidates. Additionally, as part of our DE&I efforts, our recruitment teams are taking steps to improve representation across various underrepresented minority groups.

Our Co-Op and Summer Intern programs continue to thrive despite some bumps in the road in 2020 due to the pandemic. The Co-Op program rotates students every four months in our R&D department. The intern program places students during the summer months in other various departments including Finance, Marketing, Inside Sales and Services.

Continuous learning

Our employees' learning journey begins with training for new hires and continues throughout their time at Qlik. When recruiting, Qlik maps out job profiles and descriptions to competencies. Our internal Learning Management System (LMS) provides competency-based training so that, once hired, employees are equipped with the learning they need both for onboarding and for continuous growth. We train to enhance employees' skills so that they can perform at their best in their current role while also having access to a variety of e-learning and in-person opportunities for complementary competencies. These additional trainings range in content from Qlik-specific proficiencies to general soft skills such as managing performance, interview skills, change management, mentoring fundamentals, and project management aptitude. Such trainings are tailored to help employees work toward sustainable and satisfying professional development during their entire tenure at Qlik.

Successful recruitment, development of and engagement practices ensure a highly skilled and motivated workforce. **This is how we create value, responsible growth and sustainable change.**

Our learning framework

At Qlik, we understand that people learn and acquire knowledge in different ways and that it is not always easy to schedule time for learning opportunities. Our motto “Development for Everyone, Everywhere” drives our interactive learning framework that makes accessibility and enjoyment integral to the learning experience. Development and training should be relevant and readily available. 24-for-U is one of our initiatives which offers employees one full day of paid learning time per year for any development activity they choose. Qlik also ensures employees that are short on time can invest in their professional growth. In 2020, over 17% of Qlik’s employees used their 24-For-U Day, totaling over 400 days.

OUR LEARNING MOTTO:

Development for Everyone, Everywhere

Our **24-for-U** initiative affords employees with the option of one full day of paid learning time per year for any development activity of choice.



400

Days of paid learning

We are committed to advancing our workforce across the globe, and the learning frameworks we offer encompass a range of on-demand videos, reading materials, podcasts, courses, mentoring and coaching. Our partnership with Skillsoft, a world-class platform featuring 6,000 learning assets helps us achieve the training objectives that make the difference for our people and bottom line. Qlik Continuous Classroom, and Qlik Education & Development are also available through our Green Line learning paths. We fully support formal education for our employees by offering tuition reimbursements for certain college courses and through our certifications.

We also conduct regular talent reviews during which gaps are identified at the individual level and steps are defined to close them via internal programs or third-party programs. Skill gaps are also identified and closed through training activities when we change our products or address industry trends. Dedicated learning guides are available to all employees and, in 2020, 836 of our associates utilized these opportunities. In addition, in-house written learning courses created by specialist instructional writers are provided, incorporating core development topics such as mentoring, change management, recruitment and interview techniques. These courses provided 869 hours of training in 2020.

A variety of insight learning programs help employees gain deeper awareness of their strengths while encouraging them to access learning through all of Qlik’s programs. Mandatory compliance trainings, such as Code of Conduct training, anti-harassment training and privacy and cybersecurity training keep individuals informed on these important topics as well. In 2020, almost all of our employees had access to all our trainings, indicating over 60,000 hours of training total, averaging approximately 26 hours per employee this year.

Developing leadership

Competent leaders are crucial to a company's success. Therefore, we invest in leadership by offering several distinct learning experiences:

- **Launch into Leadership** provides new leaders with the basic knowledge and mindset shift to succeed in their role
- **Mastering Management Essentials** is designed to elevate the leadership skills for those who have been managing people for a few years.
- **Leadership Coaching** provides every Qlik leader with fundamental coaching skills as well as one-on-one coaching by a certified Executive Coach.
- **The Qlik Leadership Expectations** were launched in February 2020 to remind our leaders of 36 behaviors and actions that drive a great employee experience.
- **Take 5** is a weekly leader enablement publication in support of our Leadership Expectations.

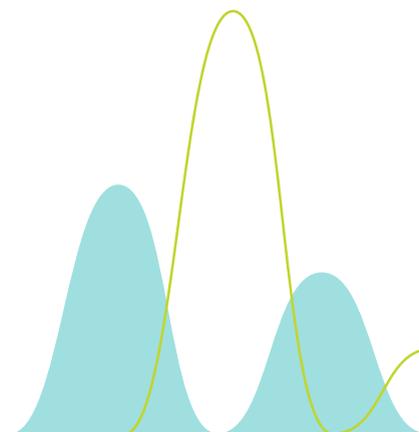
- In 2020, our Launch into Leadership program saw 12 leaders develop their leadership skills over a three-month period, ultimately completing 432 hours of learning.
- Six leaders completed the 6-week Mastering Management Essentials program for a total of 72 hours of learning.
- Through our Leadership Coaching program, 162 hours of coaching were consumed, and 881 leadership learning courses were taken through our Take 5 enablement campaign in 2020.

We're proud of our leaders' commitment in learning how to become the best leaders they can be.

Talent reviews for employee development

In 2018, we introduced the Qlik Conversations-Perform and Grow performance management framework, moving away from annual, retrospective assessments processes. We are moving towards more effective evaluation practices of continuous development and support throughout our employees tenure. Qlik Conversations relies on aligning team and individual goals and continuous conversations geared toward growth and performance. Trust, clarity and stronger engagement between leader and team members are built through these more frequent, natural interactions. The review process includes a minimum of eight conversations per year to support and streamline requests and responses for feedback across the entire organization. This results in an improved and more robust and balanced picture of performance.

To support our performance management framework, dedicated learning guides are available to all employees, and in 2020, 836 associates accessed these resources. In addition, in-house written learning courses created by specialist instructional writers are provided, using core development content such as mentoring, change management, recruitment and interview techniques, for example. These courses provided 869 hours of training in 2020.



Mentoring and team building

To maximize employee potential, our Qlik Mentoring program makes the most of known strengths while discovering and cultivating new skills. This program is available to all team members worldwide.

Currently 17% of our workforce is in active mentoring relationships with more than 4,000 mentoring sessions held.

Participant feedback has confirmed that mentoring is beneficial for both the mentor and the mentee. Benefits of mentoring are the exchange of knowledge, the opportunity to enhance internal networks, promotion and practice of two-way communication, cross-functional work, as well as personal and professional development.

We also offer a group Mentoring program called Qlik Mentoring: Connect and Learn, a series of live online sessions led by respected Qlik leaders, internal subject matter experts and carefully chosen external experts. Accessible to all employees, these sessions provide learning opportunities on a broad scope of business topics in line with Qlik's strategic direction. We conducted 4 hour long group mentoring sessions in 2020, with a total viewership of 2,387. In all, we conservatively estimate over 4,500 hours of learning resulting from one-on-one and group mentoring amongst Qlik's employees.

Fair compensation and treatment

We believe that compensation decisions should be based on the value of the position to the organization rather than salary history. Compensation value includes skillset and experience of the job candidate, competition in the market and other bona fide business factors. Asking for salary history during the recruiting process can continue pay disparities that perpetuate the gender pay gap. To combat this global issue, Qlik maintains a world-wide policy prohibiting its recruiters from asking for salary history from prospective candidates for any reason. This policy helps to ensure offers are competitive with market data and puts into action our commitment to eliminate the potential for gender pay inequality. Qlik undertakes a continuous review of its pay structures and job classifications, as an agile and growing business it is important to meet the local business needs and fast paced market developments. In addition we conduct a full annual review at a global level to ensure we maintain and provide accurate, competitive compensation guidance for our business.

As part of our commitment to being an equal opportunity employer and providing a work environment free of discrimination and harassment, Qlik maintains and enforces various equal employment opportunity policies, including the US Equal Employment Opportunity Policy and US Harassment Prevention Policy. Employees are trained on these policies and related matters on a periodic basis. Our Open-Door Policy, Whistleblower Policy and complaint hotline are consistent with the highest levels of industry standards and have created a culture in which our employees can thrive without fear of discrimination, harassment or retaliation.

Our employees are trained at least annually on ethics and Code of Conduct requirements and many also take periodic anti-harassment training in accordance with applicable laws. To promote an open atmosphere between management and staff, we have an Open-Door policy supported by our Whistleblower Policy, which provides various mechanisms for raising concerns including an anonymous hotline/complain forum, while being protected from retaliation. These measures are consistent with the highest levels of industry standards and have created a culture in which our employees can thrive without fear of discrimination, harassment or retaliation.

Our employees have made the choice to spend their time and energy working with us, and we recognize the responsibility Qlik has to nurture their growth. As an organization dedicated to making positive change, we strive to create a supportive culture where our collective human intelligence can be magnified and manifested through communication, interchange of ideas and mutual respect, resulting in lasting positive impacts for our world.

Ruthann Wry, Qlik's Chief People Officer, leads a global team of Culture & Talent professionals who align with business partners to support the goals of the business and foster an inclusive, powerful workforce culture of diverse colleagues and offices.



2,300+
EMPLOYEES

29
COUNTRIES

54
OFFICES

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

Flexible work

At Qlik our flexible work schedule and remote work program allows team members to create a healthier and more productive work-life balance. Our written flexible time and telecommuting policies back our commitment to employee well-being for the good of the whole. **In 2020, close to 100% of Qlik’s workforce reported working remotely during the pandemic period.** Additionally, for office-based team members, Qlik continues to encourage individuals to access work location flexibility as they need to.

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

Total Rewards programming

During 2020, to support our employees continued wellbeing, we launched Modern Health, an emotional and mental well-being platform that provides employees (and up to three dependents age 18+) with a full spectrum of external support resources, including six coaching sessions with certified therapists and counselors and a digital library of programs and guided meditations with a focus on work performance, healthy lifestyles, mindfulness and diversity and inclusion. Over 250 employees have registered with the service, and with 90% of those registered actively using the resource. In addition we launched a COVID Support group forum for all employees to share experiences and seek help.



Diversity, Equity and Inclusion

We realize our DE&I strategy can only be truly successful when everyone at every level operates within a level of respect and inclusion for all employees. The DE&I team led by the “Qlik for All” Task Force is responsible for driving the content creation that the entire company leverages to build successful teams.

Throughout 2020, we worked diligently to improve our DE&I program and embed it into the global culture of Qlik.

A significant aspect of our DE&I program is our Employee Resource Groups (“ERGs”), which focus efforts on promoting inclusion and increasing representation of historically underrepresented populations at Qlik. In 2020, the Black

Alliance, Latinos Unidos, LGBTQ+, Women in Technology and Lund-based “WeTogether” ERGs sponsored events to promote awareness and education and engaged in various community events. Over 10% of Qlik employees participate in our ERGs as community members and/or allies.

In 2020, we added a focus on equity to our programming and, partnering with our Culture and Talent organization, worked on developing strategies to hire diverse talent, support employee needs and develop DE&I goals within every department of our company. Each Qlik executive, recognizing the importance of our DE&I initiatives, has identified a leader on their team as a “Qlik for All Ambassador” to help drive and instill Qlik for All/DE&I initiatives within each department.

We Believe Representation Matters

Every person has the right to be seen, heard and valued.

We understand that living Qlik’s core values compels us to actively uncover and push back on the systems, language and generational practices that keep underrepresented and disenfranchised communities at the status quo.

We will invest in programs that support the advancement of marginalized groups within Qlik and in society. We believe allyship is key in creating a diverse and inclusive work environment, and the only way to be truly innovative is to embrace diversity in every form and nurture meaningful, measurable change.

“The work of the Qlik for All Ambassadors is crucial to promote awareness of DE&I initiatives amongst our team members through embedding the program at each Function level. **This will ensure we incorporate the program across all of Qlik, which is an important step to position us as the best place to work in Data & Analytics.**”

– Mike Capone, CEO

An inclusive atmosphere

One of our goals for DE&I is to ensure all our employees feel they belong at Qlik and that their perspectives are heard and respected. We track this sentiment regularly across the organization. We're in a competitive industry for talent and innovation, and diversity is crucial to our success from many angles. We need people to thrive with “diversity of thought” to build momentum for the success of all of Qlik.

We believe listening is essential in building an inclusive atmosphere, and Qlik offers many programs that are geared toward giving employees a voice. In 2020, our CEO and the Executive Team held several listening forums across the Company, two of which focused on Black employees, their experience at Qlik and their state of mind following the tragic killing of George Floyd in the US. Also, during global Town Hall meetings, our Executive Team takes time for Q&A sessions, during which employees can ask questions or provide suggestions. We expect all leaders to hold regular one-on-one meetings, team meetings, and frequent performance discussions.

We are measuring and monitoring progress with the following metrics (in a Qlik app of course!) with details down to the departmental level and presented to our executive leadership and entire company every quarter. Data that we are measuring and monitoring on a quarterly basis and reporting to the entire Qlik workforce includes:

- **Industry benchmark data on “what does good look like?”.**
- **ERG participation measured to increase from prior year over 15%.**
- **DE&I Scorecard and Survey data on gender, ethnicity, and age by department as legally authorized and reported.**
- **Recruiting and promotion processes.**
- **Analysis on adoption of DE&I trainings**
- **Moodtracker results for “I feel a sense of belonging at Qlik.”**

Qlik Diversity Scorecard

Data as of December 31, 2020

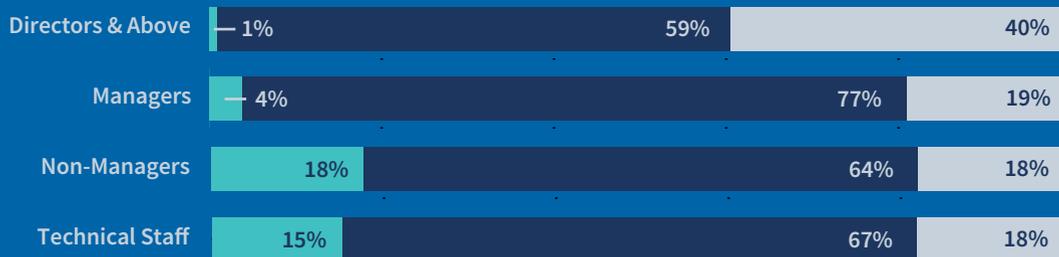
Gender

Female Male Other / Not Disclosed



Age group

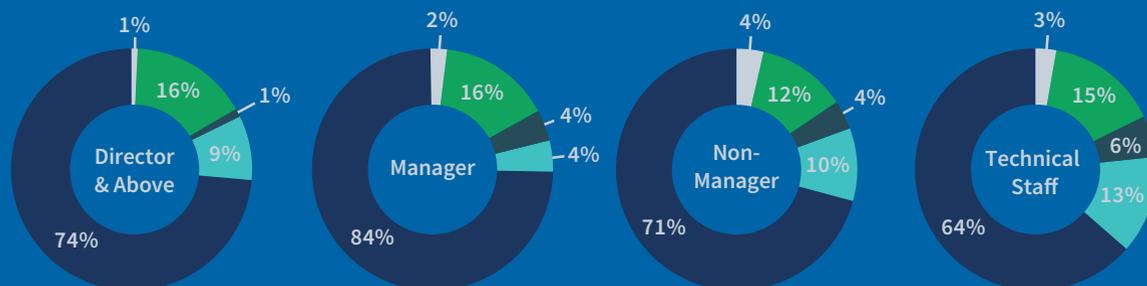
Up to 30 years old 31–50 years old Over 50 years old



Racial/ethnic groups

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

Asian Black Latino White Other / Not Disclosed



AN INTERVIEW WITH

Kehinde Barkley & Ines Mello-Park

Kehinde is a Professional Services Lead and Co-Leader of our Black Alliance ERG. Ines is a leader on Qlik's Recruiting Team and Co-Leader of our Latinos Unidos ERG

Social justice was at the forefront of everyone's attention this past year. Can you talk about how Qlik responded? What did it do well, and what do you think it could have done better to respond to these issues and support its employees?

Kehinde: Over the past year, Qlik responded to social justice issues by raising the level of cultural awareness across the organization and implementing solutions to foster a more inclusive climate.

Shortly after Gorge Floyd was killed in the US, Qlik's CEO hosted a listening session

for Black employees that included our Chief People Officer and Head of DE&I. During that session, Black employees spoke candidly about their experiences in corporate America, and in their lives outside of work as concerned parents and citizens. Following that listening session, Qlik took action to honor the sacrifices and accomplishments of Black Americans during the civil rights movement by making Martin Luther King day an official company holiday. Qlik also designated November 3, 2020 (US presidential election day) as 'A Day of Democracy.' Recognizing the difficulties that certain underserved communities are faced with when attempting to vote, including hours-long waits at the polling booths, Qlik's CEO announced that all US employees could take November 3, 2020 off to exercise their right to vote.

In addition to listening, Qlik also hosted global conversations on anti-racism and unconscious bias, headlined by Ibram Kendi and Yassmin Abdel-Magied respectively. These sessions introduced a new perspective on how to define, identify and combat racism, and how to be a more inclusive leader and challenge unconscious bias.

In June of 2020, I had the distinct honor of co-founding Black Alliance, an employee resource group for Black employees and their allies. This group gave Black Qlikkies and allies the opportunity to connect, build relationships, and collectively influence change at Qlik. It also provided opportunities to do incredibly meaningful work, cultivate and

Kehinde Barkley



demonstrate leadership skills, and gain visibility throughout the organization. The group also created a space for Black and non-Black employees to have courageous conversations about race at work. These conversations create a deeper-level understanding among members, accelerate trust-building, and help to build cross-community bonds.

Ines: Our DE&I leader at the time didn't walk, she ran into action with the diversity task force team and executive leadership on addressing social injustice and racism. Qlik published a statement on our commitment to a world where people are treated equally and fairly. We provided support to and education for our employees by releasing a variety of information, tools and resources to help deal with these injustices. We had a listening forum where Mike Capone, CEO, and Ruthann Wry, CPO, listened to our Black employee population on how they felt and what we could do to support them.

Today, we continue to keep the conversations going and our Black Alliance ERG is in full force. I remember talking to friends and comparing company responses and I was proud to see us act quickly. As a Qlik for All Diversity task force member, I saw a lot behind the scenes, including the emotions and passion around ensuring our employees were ok, and that as an organization we were firm on our commitment to social justice. Many of our employees were going through the uncertainty of the pandemic and were isolated at home, so dealing with these tragedies was increasingly difficult yet important.

Qlik has deployed its solutions in a wide variety of ways across the world. Do you think there may be opportunities to use the power of business intelligence to address the pressing societal need for equity and inclusion?

Ines: Absolutely! We can do anything with data! Data doesn't lie, it helps us identify gaps, keeps us on track and holds us accountable. I am a former

PowerBI user and I still can't get over how easy it is to run data with Qlik Sense! With Qlik Sense I can put together a company scorecard, applicant data, hire data, attrition data, source of hires data, job openings time to fill, recruitment data by executive team member...the list goes on! If an executive leader wants to know how diverse their team is, we have a dashboard that tells them in real time- by a click-of-a-button! This allows our teams to be informed and accountable for any DE&I initiatives we have.

Kehinde: The George Floyd killing and resulting social unrest served as a wakeup call regarding various forms of systemic racism across the country. Data scientists and analysts are in a unique position to use data for public good by interpreting and communicating how various forms of inequity and bias show up in business, government and policing.

Without analytics, advocates trying to influence policy makers must rely mainly on anecdotes. While individual stories can add up and be powerful by putting faces on issues and giving them humanity, it's the numbers that reveal the full scope of a problem. For example, seeing data on disparate outcomes for different races — as we've seen in data showing the disproportionate impact of COVID-19 on Black and Brown Americans — reinforces that these are systemic issues.

What would you tell a young person of color (or other minority) who was considering working for Qlik?

Ines: You are welcome here. Bring your authentic self because we are more than happy to have you join this amazing organization. We care and would love to have you join us on our DE&I journey, too. We will get things right and then we may get things wrong...but that's OK, because that means that we will always be trying to do better! There are many of us on LinkedIn who are more than happy to talk to you about what it is to be an employee of Qlik, just ask us.

Kehinde: Like most global organizations, underrepresentation is a reality at Qlik. To see it, you need to look no further than the leadership page of our website. But the fact is, no organization has DE&I figured out yet, not even by adopting "best practices." What's important to know about Qlik is that Qlik cares and Qlik is trying. If you join our team, you'll get an opportunity to do your best work. You'll find that your colleagues are supportive and collaborative and that the company truly cares about your experience as a person, not just your output. You'll find that most leaders are receptive to feedback and that you'll have the opportunity to put your own stamp on the organization. **Q**



Ines Mello-Park



Responsible Global Citizenship

Data literacy is critical inside our organization as a unifying concept. We believe data literacy has the ability to unify people at all levels, across all spheres of interaction. Qlik products enable our customers to transform their businesses while also improving society and impacting the organizations that we serve.

Philanthropy and Qlik.org

We are committed to engaging in good practices governing our business processes as we take on the specific responsibilities that come with operating in the technology sector. Helping organizations improve their social and environmental impact is at the center of our vision and is part of the pride we take in our work as a conscientious global citizen.

In 2020, we continued to bolster our corporate responsibility program with the support of Qlik.org, which is our next step in our commitment of leveraging our software, culture and people to transform data into meaningful action across the globe. As we continue our successful program, we aim to increase clarity with recipients regarding expectations, an important step to crafting an initiative around measurement, and provide more and effective training that enables recipients to become self-sufficient. Qlik's work with these recipients is a cornerstone of our CR program and we value each applicant and recipient.

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

Initiatives and Partnerships

Qlik for Climate

Leveraging data and technology to support others to get to Net Zero

Tackling any challenge - be it in our professional or personal lives - can always be enhanced by incorporating data into our decision making. This is especially true when dealing with the

worldwide climate crisis. The topic can be intimidating, yet when we use data to analyze the needs and gaps, together we can find the immediate and long-term needs and execute smarter and more effective strategies.

Our Qlik for Climate initiative encompasses everything from our partnerships with the UNFCCC and C40 Cities Climate Leadership Group, our workings with partners and customers to build analysis applications to measure and reduce CO₂e emissions at the point of decision, and Qlik's processes and programs to reduce our CO₂e emission to zero by joining the "Race to Zero" campaign.

UN SDG Achievement

Driving our support of the United Nations through our ecosystem

As part of our commitment to sustainable global outcomes, we continue to support hundreds of NGOs around the world in our program with our software. We are working to migrate them all to Qlik SaaS to further their impact and reduce expenses related to maintaining hardware. Because we are deeply committed to the UN SDGs, we work with all of our nonprofit and NGO partners to ensure their mission and data aligns within their Qlik apps to the UN SDGs, and that their Qlik apps are monitoring and measuring their impact towards these goals.

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."



Photo: Direct Relief

Qlik Powers Advancements in Global Health

Qlik has been a member of The Private Sector Roundtable (PSRT), a coalition of companies acting as a hub for industry engagement around global healthcare security, since its founding to help countries detect, respond to and prepare for health crises while strengthening their health infrastructure.

Qlik is working with organizations and partners of the PSRT to pull together data from disparate sources to not only understand the current situation but also **work toward preventing a similar outbreak** in the future.

Qlik unveiled a public app for the Asian Development Bank (ADB) to address near term economic and longer-term health investment needs. This first application focuses on understanding the near-term economic impact of the pandemic to deploy financial resources to jump start the Asian economy post COVID-19.

We are also planning a secondary data visualization application to strategize around investment in surveillance and preparedness to avoid similar outbreaks in the future. A third application will analyze the global health security posture of every country to help leaders pinpoint weaknesses and appropriately fund future preventative measures across health care supply chains and surge capacity planning.

“Our goal is to help organizations by providing the best data possible to help them make critical decisions. We’re making sure the data is accurate and all encompassing. Blending data from different sources quickly to provide a comprehensive and up-to-date view of the situation—that’s where Qlik drives value.”

– Julie Kae, Executive Director of Qlik.org

Academic Programs

Executing our vision to create a data literate world

As a way to support our vision for a data literate world, we continued our Academic Grant program, where academic institutions can have access to Qlik technology at significant discounts. Through this program, we drive data literacy and experience into the future workforce at universities around the world.

In 2020 we reaffirmed our commitment to helping higher education institutions strengthen their academic offerings by expanding our Qlik Academic Program to over 400 universities and institutions in India.

The Qlik Academic Program provides university lecturers ready-to-teach resources. These include instructor-led content, in-class activities, sample data sets and student assignments, all housed in our online self-paced course library, the Qlik Continuous Classroom to which students and professors have 24/7 access. Hands-on exercises, reference guides, assessments and the ability to chat with live instructors, allow students to earn qualifications in the form of certificates including Qlik Sense Business Analyst, Data Architect Qualifications, Data Analytics and Data Literacy certifications.

At the same time that students in India were becoming deeply data literate using the Qlik Academic Program, students at University of Worcester in the UK were also bridging the data skills gap as they studied in the Qlik Academic Program, learning to go beyond theory, and develop workplace-ready skills through opportunities to analyze real-world information, discover patterns, make connections and bring the findings to life.

Said Richard Wilkinson, The University of Worcester's Senior Lecturer in Computing "The Qlik Academic Program has helped us to increase students' career marketability and meet this growing demand by providing hands-on experience with commercial software, to demonstrate to employers that they have skills that will make a true impact. The importance of data will only increase, so we're confident that by offering the modules which embed data literacy and the Qlik platform, we're setting students up to succeed." The Qlik Academic Program is open to any accredited university-level institution worldwide, including for-profit and non-profit colleges.

The Qlik Academic Program Datathon inspires global citizens by inviting students from across the globe to use Qlik software to develop data and analytic solutions that address the challenges of poverty, inequality, climate change as well as injustice and a lack of economic growth. This year's datathon focused on tackling air pollution and climate change.



The most recent winner of the challenge is Pauline Guillet from Université de Technologie de Compiègne in France.

Pauline first discovered Qlik while working on an internship in February of 2020. After a week of introductory training, her manager suggested that she take part in the Datathon as a way to improve her skills and experience in Qlik Sense. From there, Pauline used the many online resources available to upskill in the software, including the self-paced learning and interactive videos available on learning.qlik.com. Pauline said, "the videos are really clear and not too fast, so can be easily understood. The platform is a great resource."



“The Qlik Academic Program caters precisely to this growing need for data expertise by equipping new age learners with the right set of data skills required in tomorrow’s workplace. The program focuses on empowering educators who can help the next generation of data experts excel in this space.”

– Pankaj Muthe, Program Manager, Academic Program, APAC, Qlik



Employee Engagement

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 company DNA.

Across the Globe

- **The Qlik-athlon:** This company-wide initiative showed the fun, competitive spirit of our global team. 411 participants across 20 countries traveled 79,644 virtual miles in 44 days to earn a portion of the \$25,000 Qlik.org put toward donation. Over 200 charities received support for these efforts!
- **Qlik Matching Program:** The Qlik.org matching program in 2020 enabled Qlik colleagues to support over 325 different charities around the globe, including those providing humanitarian and disaster relief, mental health causes, environmental protection, medical research and advancement and COVID-19 relief. Qlik colleagues banded together, with Qlik.org matching any donations, to fundraise for charities and organizations serving the greater good.

In Barcelona

- **Patio 14:** Along with the Cruyff Foundation, the team renewed the courtyard of Drassanes primary school, thanks to the fundraising (6K Eur) from EMEA Qlik partners during the 2019 la Mercè run.
- **Pledge for Pajamas and Christmas Letters:** The pledge collected over 800 Euro to purchase pajamas for the local orphanage, LLar Fatima, and for the fifth year in a row, the team worked with Soñar Despierto to collect Christmas letters from vulnerable children and purchased the requested presents.

In Lund

- **Holiday Donation Drive:** The team collected three boxes of gift donations for Stadsmissionen, a local nonprofit that collected gifts for families and children who otherwise may not have had anything to open this season.
- **A Virtual Plogging Day:** Four team members, Paulina Aguilera Salgado, Amanda Maldonado, Hilal Koçöz and Mikael Netterheim, spent their CR Day at four different locations in the south of Sweden to collect trash – eight bags filled – as well as collecting steps to put towards their participation in the Qlik-athlon!

In Newton

- **Food Bank Fundraiser:** A virtual celebration and fundraiser event among 32 team members raised a total of \$3,687.28 for the Newton, MA Food Bank.

In Ottawa

- **Laptop Lottery:** Qlik Ottawa had to replace several PCs off warranty and decided to auction these to team members, with all proceeds to support the Children's Hospital of Eastern Ontario. Through the Benevity platform, the team raised a total of \$4,710.

Software Grant Program

Qlik's commitment to investing in communities is executed through our extensive ecosystem, but primarily through our Software Grant Program. An online portal allows easy access to the application and includes the opportunity to detail how potential recipients would apply Qlik's products. A timeline for the proposed project and how the proposed application could impact results and further the organization's mission are also required to help applicants stretch their vision for success and find the best match for our program.

To qualify, 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.

Past and present grant recipients are leveraging Qlik's software in a variety of ways, some of which include 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 perspectives and avenues our grant program opens up for them.

Recognition for Qlik's CR grant program in Gartner's magic quadrant analysis has been an honor for us. And yet we understand the need to constantly improve and innovate within such a program.

Qlik Partners with Mercy Ships to Fuel Mission with Data

Mercy Ships' mission is to provide floating hospitals that transport medical care and life-saving surgeries to sub-Saharan Africa.

Working with African nations, Mercy Ships state-of-the-art hospital ships bring world-class volunteer medical professionals to address surgical needs and train local medical teams.



Photo: Mercy Ships

Qlik partnered with Mercy Ships in 2020 to ensure that the people on board have the right medical skills and to manage the volume of volunteer applications it receives from around the world. Together we are harnessing the power of data analytics by building apps to identify trends in data to inform decision making across the organization.

Leveraging Qlik's software allows the aid organization to manage and attain insights into their data. In their dynamic HR reporting, for example, they use Qlik's ability to drill down into varying demographics to understand their world through dashboards. This translates into more volunteers and a more highly engaged staff, which ultimately helps deliver more effective programs, helping more people.

Speaking as part of the NetHope webinar series, Mercy Ships' Director of Innovation and Enterprise Joff Williams discussed Qlik's Associative Engine and how it helps gather and compile data from siloed sources and brings them together to identify key insights to improve operational performance. "Qlik's associative difference allows data to be linked together, as it is in our mind. Unlike linear exploration, with an 'ask, wait, answer' cycle, with Qlik, you can explore without boundaries and gain unexpected insight, using the Associative Engine," Williams said.

Putting data into dashboards has permitted Mercy Ships to analyze their operations with exacting detail. Mercy Ships already has HR, financial, fundraising, marine data and more in Qlik. They are working toward a data-centric enterprise architecture, where core "pillar" systems are connected by robust data integration and analytics, powered by Qlik.

About This Report

Corporate Responsibility is an essential part of Qlik's core values, and Qlik has had an active CR program since 2010.

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

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

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



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

MATERIAL TOPIC	SUBTOPIC
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, Equity & 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 development of Qlik's data-driven offerings. The Chief Technology Officer (CTO) is responsible for managing this topic and does so by an advanced "Ideation Program" that includes Qlik employees, customers and partners. The CTO evaluates this approach by monitoring the number of product ideas that are transformed into releasable products in the form of a conversion rate.

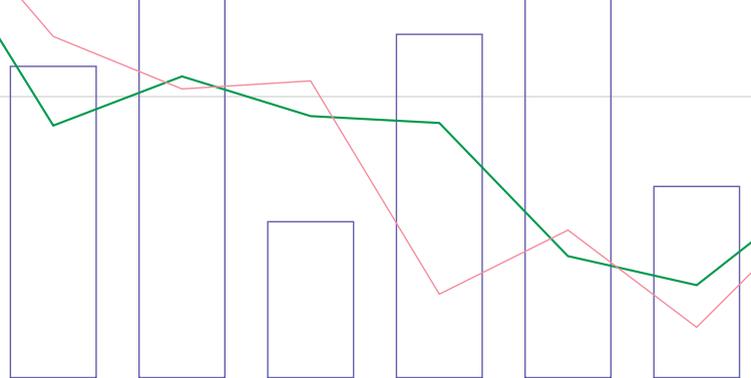
Customer Value

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

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

Responsible IT Practices

Responsible IT Practices are material to Qlik's customers, partners and the communities in which we operate because privacy breaches threaten Qlik's continued business operations and customer satisfaction. Qlik's internal IT and IT Security departments, 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), personal data and other assets, such as the Qlik Code of Business Conduct and the Qlik Cookie & Privacy Policy. Data protection management is assessed by the Qlik Legal Department in partnership with IT Security.



Responsible Business Practices

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

Diversity, Equity & 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 through the efforts of the Qlik for All Taskforce, led by its VP Sustainability and DE&I, in partnership with Qlik for All Ambassadors, Employee Resource Groups, Culture & Talent and the Qlik Legal Department.

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 by working to provide avenues for development and advancement to all employees. The CPO evaluates the management approach by tracking employee training hours and monitoring employee turnover and other job performance metrics.

External Relations

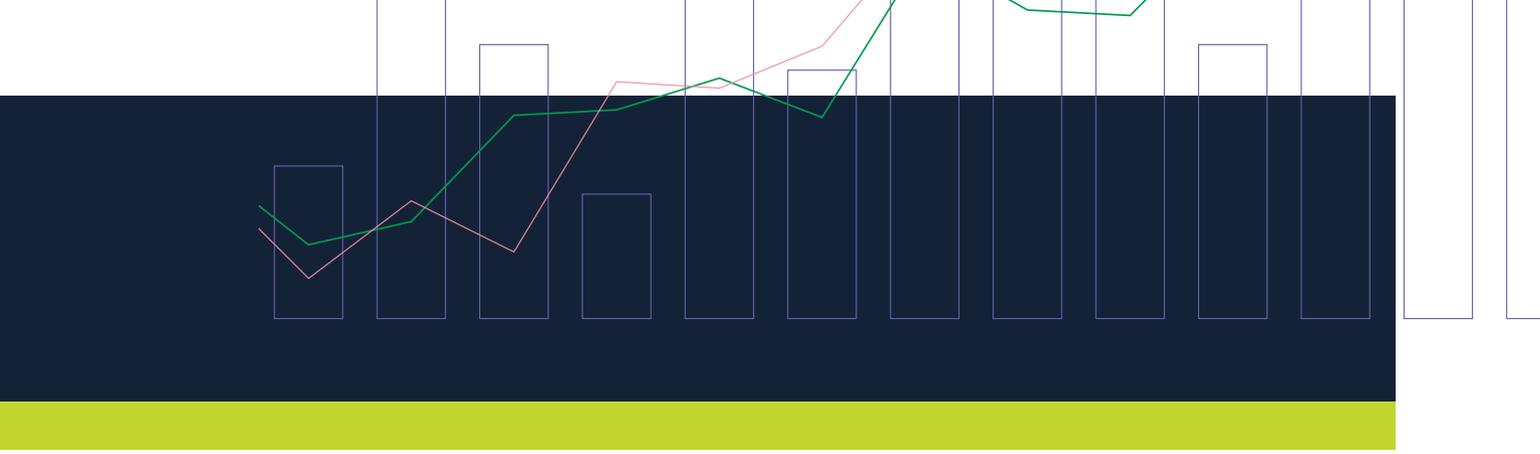
External Relations are material to the communities in which Qlik operates, its employees, customers and partners because it is crucial to Qlik’s ability to create long term value for all parties impacted by the company’s business operations. The Chief Marketing Office is responsible for overseeing stakeholder engagement initiatives and partners with the VP of Sustainability and DE&I to encourage employees to engage with other Qlik stakeholders, while events like QlikWorld and 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. 

SASB Metrics

Topic	Accounting Metric	Unit of Measure	Response
Environmental footprint of hardware infrastructure	(1) Total energy consumed (2) % grid (3) % renewable	GJ/MWh	See “Environmental Stewardship” on page 34 .
	(1) Total water withdrawn (2) water consumed, % in water stressed areas	Thousand cubic meters, %	Qlik does not currently collect this data
	Discussion on integrating environmental needs into strategic planning for data center needs	Discussion & analysis	See “Environmental Stewardship” on page 34 .
Data privacy and freedom of expression	Description of policies for behavioral advertising and user privacy	Discussion & analysis	We are not an advertising technology company, so our use of advertising is limited to standard lead generation efforts that is comparable to most enterprise software companies.
	Number of users whose information is used for secondary purposes	Number	We are not an advertising technology company, so our use of advertising is limited to standard lead generation efforts that is comparable to most enterprise software companies.
	Amount of monetary losses from legal proceedings with user privacy	Reporting currency	None.
	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Number, Percentage (%)	None.
	List of countries where products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Discussion & analysis	None.
Data security	(1) Number of data breaches, (2) percentage involving personally identifiable information(PII), (3) number of users affected	Number, Percentage (%)	Qlik takes data privacy and security very seriously and has a robust privacy and security program in place consistent with industry practice.
	Approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion & analysis	Qlik has a layered approach to security that includes, but is not limited to, the following: 24x7 security monitoring and network, application and host security controls. For more information, visit Qlik.com/trust .



Topic	Accounting Metric	Unit of Measure	Response
Recruiting & Managing a Global, Diverse & Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	Percentage (%)	None in US.
	Employee engagement as a percentage	Percentage (%)	Between 70% and 75% throughout 2020
	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Percentage (%)	See tables in report (“Diversity, Equity, and Inclusion” on page 49) or HR Questionnaire
Intellectual Property Protection & Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Reporting currency	None.
Managing Systemic Risks from Technology Disruptions	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	Number, Days	Our multicloud SaaS offering has resiliency architected in at each layer. The service disruptions and downtime can be found at: https://status.qlikcloud.com
	Description of business continuity risks related to disruptions of operations	Discussion and Analysis	The biggest risk is our reliance on cloud providers like Azure and AWS. We believe these are tier 1 vendors and the risks are consistent with our service level objectives of high availability.

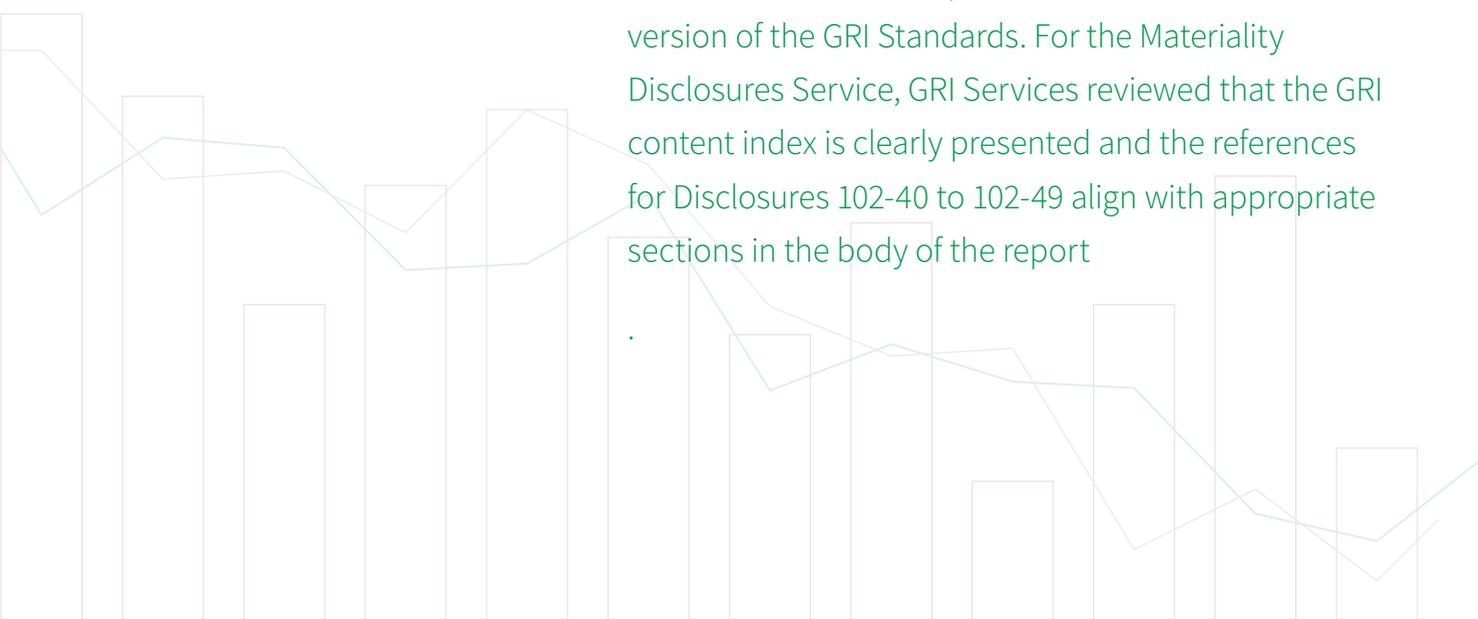
Activity Metric	Unit of Measure	Response
(1) Number of licenses or subscriptions, (2) percentage cloud-based	Number, Percentage (%)	We are a private company and do not disclose this information. A material portion of our business is subscription and cloud-based.
(1) Data processing capacity, (2) percentage outsourced	Number	We utilize the top 3 cloud providers for the vast majority of our data processing requirements.
(1) Amount of data storage, (2) percentage outsourced	Petabytes, Percentage (%)	We are a private company and do not disclose this information.

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)

102-1	Name of the organization	Qlik Technologies Inc.
102-2	Activities, brands, products, and services	Qlik's vision is a data literate world, where everyone can use data to improve decision-making and solve their most challenging problems. Qlik provides 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.
102-3	Location of the headquarters	Qlik Technologies Inc. 211 South Gulph Road Suite 500 King of Prussia, PA 19406 United States Phone: +1 (888) 828-9768
102-4	Location of operations	Qlik has offices in 29 countries in North America, South America, Europe, Asia-Pacific and the Middle East. Qlik's partners are located in over 100 countries.
102-5	Ownership and legal form	Qlik is privately owned by the private equity firm Thoma Bravo.
102-6	Markets served	Qlik does business in more than 100 countries and serves over 50,000 customers around the world.
102-7	Scale of the organization	At the end of 2020 we had over 2300 employees globally, more than 50,000 customers and are active in more than 100 countries.
102-8	Information on employees and other workers	See "Managing our Human Capital" on page 40 .
102-9	Supply chain	Our suppliers deliver goods and services that are critical to our organization and are onboarded by Qlik's procurement department in partnership with the Legal department. Suppliers are obliged in our standard supplier agreement to comply with our Code of Business Conduct, and suppliers that will be given access to personal data and/or our systems are required to undergo a security risk assessment.

102-10	Significant changes to the organization and its supply chain	In 2020, Qlik announced the acquisition of RoxAI, Knarr, and Blendr.io.
102-11	Precautionary principal or approach	Qlik considers a range of economic, social and governance related factors in its decision making but does not explicitly use the precautionary principal.
102-12	External initiatives	None.
102-13	Membership of associations	Private Sector Roundtable on Global Health Security Boston College Center for Corporate Citizenship NetHope (Nonprofit IT organization) Healthcare Information and Management Systems Society

STRATEGY

102-14	Statement from senior decision-maker	See "A Message from the CEO" on page 4 .
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ETHICS AND INTEGRITY

102-16	Values, principles, standards, and norms of behavior	See "Responsible Business Practices" on page 26 .
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GOVERNANCE

102-18	Governance structure	www.qlik.com/us/company/leadership
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STAKEHOLDER ENGAGEMENT

102-40	List of stakeholder groups	Ownership group, joint venture partners, employees, tenants, regulators, and the local communities.
102-41	Collective bargaining agreements	No collective bargaining agreements with Qlik's employees are in place.
102-42	Identifying and selecting stakeholders	We identify stakeholders as part of our materiality process and through formal and informal discussions with senior management and other interested parties. Stakeholders are selected by assessing the degree of interest they have in Qlik's operations, and the degree to which they influence our decision making.
102-43	Approach to stakeholder engagement	We engage our stakeholders through a variety of mechanisms, including regular business-related meetings, discussions of joint ventures and partnership agreements, employee engagement surveys and roundtables, and strategic planning with senior management and the ownership team.
102-44	Key topics and concerns raised	The issues we have identified as material are based upon the results of our engagement with internal and external stakeholders. See "Material Topics" on page 61 .

REPORTING PRACTICE

102-45	Entities included in the consolidated financial statements	All data presented in the report represents all Qlik operations, unless explicitly noted otherwise.
102-46	Defining report content and topic boundaries	The data presented here represents Qlik in its entirety at the end of 2020. 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 “About This Report” on page 60 .
102-47	List of material topics	See “Material Topics” on page 61 .
102-48	Restatements of information	None.
102-49	Changes in Reporting	None.
102-50	Reporting period	January 1 to December 31, 2020
102-51	Date of most recent report	A CR Report was published in 2020, for calendar year 2019.
102-52	Reporting cycle	Annual reporting.
102-53	Contact point for questions regarding the report	Julie Kae VP Sustainability and DE&I, Executive Director of Qlik.org Julie.Kae@qlik.com
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
102-55	GRI content index	See page 66 .
102-56	External assurance	This report was not externally assured.

Topic-specific Disclosures

INNOVATION & LEADERSHIP

Management Approach: Innovation & Leadership

103-1	See “Management Approaches” on page 62 .
103-2	
103-3	

Innovation and Thought Leadership

Non GRI	We are actively developing ways to quantitatively measure our progress. These innovation measures will complement our existing KPIs around quality, turn, productivity, and velocity. See page 14 for more information.
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CUSTOMER VALUE

GRI 103: Management Approach (2016)

103-1 See “Management Approaches” on [page 62](#).
103-2
103-3

Customer Perception of Product Value

Non-GRI See “Customer Value” on [page 20](#).

Digitalization

Non-GRI See “Thought Leadership” on [page 17](#).

RESPONSIBLE IT PRACTICES

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

GRI 103: Management Approach (2016)

103-1 See “Management Approaches” on [page 62](#).
103-2
103-3

GRI 418: Customer Privacy (2016)

418-1 Complaints concerning privacy and losses of customer data	See “Responsible IT Practices” on page 38 .
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IT Infrastructure and Resilience

Non-GRI See “Responsible IT Practices” on [page 38](#).

RESPONSIBLE BUSINESS PRACTICES

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

GRI 103: Management Approach (2016)

103-1 See “Management Approaches” on [page 62](#).
103-2
103-3

GRI 419: Socioeconomic Compliance (2016)

419-1	Sanctions Concerning Non-Compliance	In 2020 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 (2016)

103-1 103-2 103-3	See “Management Approaches” on page 62 .
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GRI 405: Diversity and Equal Opportunity (2016)

405-1	Diversity of governance bodies and employees	See “Diversity, Equity, and Inclusion” on page 49 .
405-2	Ratio of basic salary and remuneration of women to men	Our remuneration policies include periodic benchmarking exercises where we analyze our compensation policies and data, look at potential gender or other demographic imbalances, and make adjustments where needed. Our compensation policy is intended to be merit based, focused solely on roles, responsibilities, experience and performance with no consideration given to gender, age, ethnicity or any other factor. We believe there is no systemic difference in our pay scales due to gender or other demographic metric.

GRI 406: Non-Discrimination (2016)

406-1	Incidents of discrimination	Qlik treats this data as confidential company information.
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TALENT MANAGEMENT

This topic corresponds to the GRI topics “401 Employment Conditions” and “404 Training and Education.”

GRI 103: Management Approach (2016)

103-1 103-2 103-3	See “Management Approaches” on page 62 .
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GRI 404: Training and Education (2016)

404-1	Extent of training and education	See “Our learning framework” on page 44 .
404-2	Programs for skills management and lifelong learning	See “Our learning framework” on page 44 .
404-3	Performance reviews and career planning	See “Reviews for employee development” on page 55 .

EXTERNAL RELATIONS

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

GRI 103: Management Approach (2016)

103-1	See “Management Approaches” on page 62 .
103-2	
103-3	

GRI 413: Local Communities (2016)

413-1	Local community engagement, impact assessments, and development programs	See “External Relations” on page 22 .
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GRI 203: Indirect Economic Impacts (2016)

203-1	Infrastructure investments and services supported	See “External Relations” on page 22 .
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ENVIRONMENTAL STEWARDSHIP

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

GRI 103: Management Approach (2016)

103-1	See “Management Approaches” on page 62 .
103-2	
103-3	

GRI 302: Energy (2016)

302-1	Energy consumption	See “Environmental Stewardship” on page 34 .
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GRI 305: Emissions (2016)

305-2	Indirect (Scope 2) emissions	See “Environmental Stewardship” on page 34 .
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