



PagerDuty

Inclusion, Diversity, & Equity at PagerDuty

Annual Report 2020

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

Our ID&E mission:

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

Our ID&E vision:

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

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Jennifer Tejada

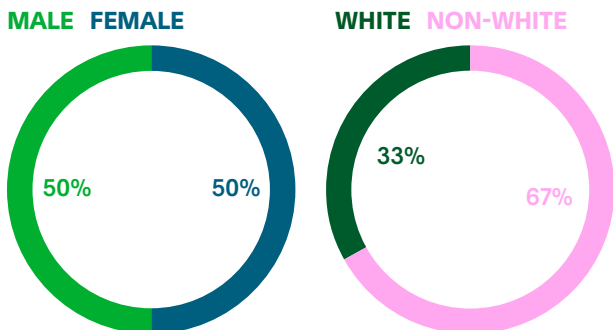
PagerDuty CEO

Equality is a right, not a privilege. Fostering inclusion, diversity, and equity (ID&E) is both the “right” thing to do and it’s good business. BCG [concluded](#)¹ that companies with more diverse leadership teams report higher innovation revenue (46% vs 25% for non-diverse teams). It’s our responsibility to reflect the richly diverse community we serve and to create access and opportunity for people from all backgrounds. At PagerDuty, ID&E is a set of business imperatives, driven by our values and operationalized in our business processes. We demonstrate that even enterprise technology companies can be both inclusive and high performing, by taking intentional action to ensure that every single Dutonitan feels at home at PagerDuty and has an equal opportunity for success and career growth.

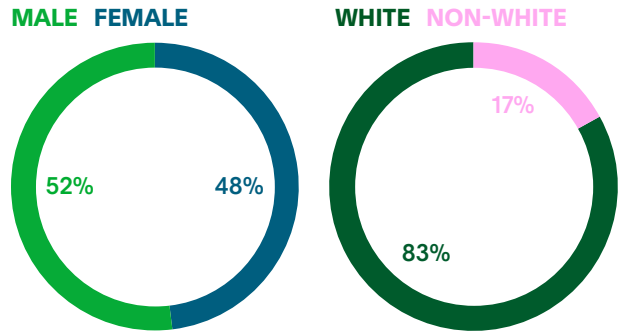
These are not new initiatives and we are not perfect by any means—we have much more to do. We put our first quantifiable, quarterly ID&E goals in place in 2016, when I joined the company. We track our goals visibly in our quarterly business review cadence alongside all of our other business objectives and rigorously review our advances and our setbacks. Sharing our Annual Report helps us hold ourselves accountable and hopefully inspires others to take a programmatic approach to improve inclusion, diversity, and equity in sustainable ways in their organizations. Never has this been more important.

In many ways, we are in the early stages of our ID&E journey, making noteworthy strides in nurturing an inclusive culture at PagerDuty, especially for a deep tech company of our size and in an industry not known for diversity. PagerDuty is working to change the composition of the technology sector, as well as raising the standards for our managers and partners to ensure we build an environment rooted in belonging. This starts with representation on our board and in leadership, where while we have made great strides in gender representation, we now are committed to and have taken the [Board Challenge pledge](#) to improve representation for people of color, especially Black and brown people.

PagerDuty Board of Directors



Senior Leadership Team



We can also learn from our clients. Inclusive leadership has many parallels to the DevOps movement we see in our customers. DevOps teams influence others by going beyond their engineering remit and applying agile and DevOps practices to every corner of the business. Our DevOps customers create a culture of collaboration and empowerment, putting decision-making into the hands of those closest to the action and emboldening them to make choices. This model is a blueprint for effective inclusivity and one we mirror at PagerDuty. It requires trust, vulnerability, accountability, and respect, and is only successful when everyone is able to fully contribute.

To effect long-lasting change, you need concrete actions with tangible outcomes. Diversity can’t be merely symbolic or performative. It starts by looking inward, by setting goals and funding programs that ensure ownership and staffing resources to drive programs that tangibly improve ID&E. We also seek to improve equity in our networks. For this reason, PagerDuty has committed to only doing business with organizations that demonstrate and prioritize diversity and inclusion, and we continue working to provide access to minority-led investors. In support of this effort, we were delighted to join [SurveyMonkey in its initiative with The Justice Collaboration](#) requiring vendors to invest in ID&E in order to do business with PagerDuty. I know that collaborating with our technology industry peers through actions like this, and adding our collective voices to calls for change, is one of many ways to promote ID&E throughout our whole ecosystem.

I will continue to be a vocal advocate for change because I truly believe that diversity breeds innovation. The PagerDuty Board and I remain committed to ensuring that PagerDuty invests in and delivers ID&E programs that lead to sustainable change, meet and exceed our goals, and create an environment in which every employee has an equal shot at success. I hope Dutonitans leave a fingerprint on the industry so it is more inclusive, diverse, and equitable than it was before. Please reach out to us if we can support you in your journey.

1. Vijay Eswaran, [The Business Case for Diversity in the Workplace Is Overwhelming](#), World Economic Forum (April 2019)

Marcus Cooper

Director of Inclusion, Diversity and Equity, PagerDuty

Our commitment to ID&E is rooted in [our values](#) as well as our ability to establish and maintain trusted relationships with our community. The phrase, “PagerDuty is for people,” not only applies to the ecosystem of customers, developers, and thought leaders who evangelize our products, but to the many varied backgrounds and identities that power the business and enrich our culture.

Our ID&E strategy is designed to create a people-first, data-driven organization, where power is equitably distributed across the mosaic of Duttonian identities. Today, our efforts can be distilled into three primary principles:

One: Crafting an Equitable, People-First Environment

This principle looks at the entire employee lifecycle through a lens of inclusion—from the moment a candidate engages with PagerDuty, to their last day as an employee. Our aim is to build an equitable experience that supports employee wellness—professionally, mentally, and emotionally. Broadly, that includes:

- Talent Acquisition
- Internal mobility and retention
- Measuring employee inclusion sentiment
- Corporate policies and benefits
- Rewards and recognition

Two: Developing Inclusive Leaders

This principle is focused on the future of work and human-centered leadership. We support and develop leaders with empathy, integrity, and courage through talent development programs that teach tactical skills coupled with emotional and ID&E intelligence. Our aim is to cultivate a rich team culture and sense of belonging for all. That may include:

- An integrated ID&E Talent Development Program
- Diversity certifications and accreditations
- Inclusive leadership and executive development
- Our annual leadership kick-off event, PEAK

Three: Investing in Just and Equitable Communities

In partnership with our foundation, PagerDuty.org, this principle is dedicated to building and investing in equitable communities—both within PagerDuty and outside of our walls—from employee resource groups to grantmaking and volunteerism. Our aim is to celebrate and uplift at-risk or underserved populations across the globe. That includes:

- Growing our social impact
- Supporting employee volunteerism
- PRISM Employee Resource Group program
- Our annual Day4Change event

We believe that people empowered with the right knowledge at the right time can change the world. Our programs—while founded on systemic and programmatic equity, sustainable community development, and life-altering learning experiences—are also designed for sustainability and accountability. We have annual and quarterly people metrics that enable our leadership team and board of directors to regularly monitor progress and allocate support to ensure ongoing progress. This unwavering focus on outcomes, paired with our bias for action, enables us to be catalysts for real change, in and outside of work. The ID&E initiatives covered in the next section underpin our mission to transform the landscape of technology and, ultimately, the world.

Crafting an Equitable, People-First Environment

Measuring inclusion sentiment

Data-informed decisions are fundamental to creating an inclusive experience for talent—they help drive meaningful progress in diversity and identify the areas where we can improve. We launched an annual survey to measure inclusion sentiment, and to collect, understand, and act on employee feedback across many intersections of social identities (gender identity, race/ethnicity, sexual orientation, disability, family, socioeconomic status, veteran status, and age).

Using the survey results, we took several concrete actions around inclusion commitments. For example, we drafted a new internal mobility plan, launched manager accountability and diversity dashboards, created an internal communications strategy aimed at transparency and enablement, and drew up a preferred vendor policy. The data from the inclusion survey also feeds into many of our other ID&E initiatives.

Diverse and inclusive recruitment

Attracting and hiring Dutonians from underrepresented groups is the key focus of our inclusive talent experience, ultimately enabling us to build a representative workplace and dismantle systemic inequities.

As PagerDuty has grown, we've opened new offices around the globe. In 2019, we opened the latest PagerDuty office in Atlanta, Georgia, one of the biggest cultural melting pots in the United States. We chose Atlanta after analyzing several U.S. cities for many reasons—most notably, its rich history and deeply diverse talent pool. Atlanta is widely regarded as a top city for tech talent, and competitive advantages such as cost of living and access to this talent also weighed into our overall decision. In addition, Georgia Tech is located just nine miles from downtown Atlanta; it produces more underrepresented minority degree holders and graduates more female software engineers than any other university in North America.

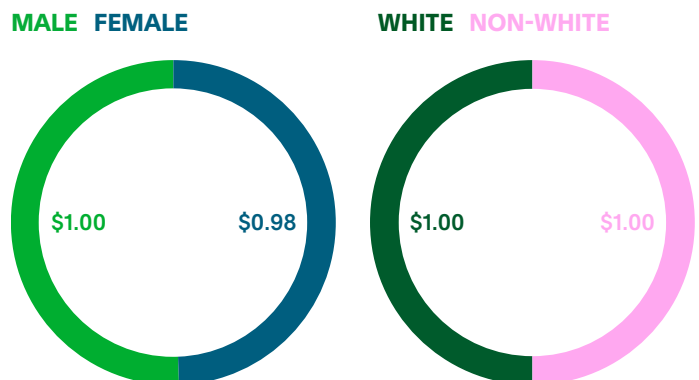
The PagerDuty People and Recruitment team also has acted to operationalize inclusive hiring, helping us satisfy this pillar of our strategy and ensure all applicants have equal opportunity to be seen and reviewed. Steps taken include:

- Structured and objective interview scorecards to mitigate bias
- Training through regular diversity workshops and “lunch and learns”
- Remote-first hiring and location flexibility
- Ensuring job descriptions are gender neutral and appeal to all by using supplemental tools (e.g., Textio)
- Putting in place “Diverse Slate Requirements” for executive and leadership hires
- Develop an inclusive hiring playbook for hiring and recruiting managers
- Formed external partnerships with diversity organizations to broaden candidate pool (e.g., PowerToFly)

Achieving pay equity

We believe that PagerDuty's performance and success is a result of our employee contributions, putting our people first by ensuring they are treated equitably and inclusively. Having pay practices that are fair and transparent is a key element of this philosophy, building trust among all employees and ensuring they feel valued. We conduct semi-annual pay equity studies to ensure consistent equity in compensation for all Dutonians.

For all PagerDuty employees in similar roles and circumstances (for example, having the same job title and working in the same location), women earn, on average, \$0.98 for every dollar that men earn. In the U.S., employees of color at PagerDuty, on average, earn \$1 for every dollar that white employees earn.



Developing Inclusive Leaders

Building ID&E consciousness

As we work to remove the barriers to success that exist for under-represented communities, increasing awareness of ID&E and mitigating bias in our leaders are critical.

We created the Integrated ID&E and Talent Development Learning Program to support this principle. This is a multi-track program designed to enable Duttonians of all backgrounds to be champions, facilitators, and practitioners of inclusion, diversity, and equity everywhere. We designed interactive workshops to build empathy and help us address tough questions around diversity and culture head-on, with some of the sessions delivered by our specialist learning partner, Awaken. The program encompasses the following tracks:

- **Yellow Shield Manager Training:** Leadership development training with an inclusive leadership module.
- **Teaming Inclusively Workshop:** Dedicated inclusive leadership training with actionable strategies to disrupt day-to-day behaviors.
- **No Limit Learning Series:** Learning series with a focus on design thinking, creativity, risk-taking, and innovation.
- **Real Talk Communication:** Learning series with a focus on feedback, coaching, and efficiency.
- **De-biasing Feedback:** Understanding and managing bias is a fundamental part of inclusive leadership. This workshop is focused on bias awareness and mitigation in feedback.

Our focus on inclusive leadership also includes our annual PEAK Leadership Kick-Off. We know that the behavior of our leaders will influence how PagerDuty excels now and in the future. This two-day event brings together 100 of PagerDuty's global leaders and executives to explore how we can continue to best develop accountable, collaborative, and self-aware leaders.

Career Accelerator Program

Our Career Accelerator Program (CAP) is another element of empathy-based leadership development. This yearly program is our inclusive internship, co-op, and apprenticeship program, bringing individuals on board for up to 16 weeks over three terms to gain experience in their desired field. Today, CAP is focused on Engineering and Product teams, with an ultimate goal of expanding the program to all areas of the business.

Unlike a traditional internship program, CAP seeks talent from groups that have historically struggled to access these kinds of initiatives by offering a wider variety of access routes. These include vocational training programs like coding bootcamps, returnships (those returning to the workforce after time away) and re-entry (veterans transitioning out of active duty). We also partner with a number of organizations who advocate for underrepresented groups in order to attract a diverse group of interns and apprentices.

Partners include:



Investing in Just and Equitable Communities

Engaging the PagerDuty global community

To date, we have nearly 800 employees, and as we work to meet our diversity goals, it's important that every Dutionian feels accepted, supported, and able to be their authentic self. We do this by creating initiatives to invest in equitable and sustainable communities, which help employees mobilize and take action. For example, on Juneteenth 2020, we launched the first PagerDuty Day4Change. All PagerDuty operations were closed for the day, and Dutionians were encouraged to use their voices to advocate for equity and critical reform for the Black community.

One of the key commitments made as part of Day4Change was also the creation of a preferred vendor policy. To support this, our CEO Jennifer Tejada joined SurveyMonkey in an initiative with The Justice Collection by signing an [open letter](#) requiring vendors to invest in ID&E in order to do business with PagerDuty; other signatories included 23andme, Box, Slack, Upwork, and Zoom.

Our goal is for PagerDuty to be a people-first organization where opportunity is equitably distributed among all employees. Our Employee Resource Groups (ERG)—networks of employees with shared characteristics, interests, and experiences—are a critical element in how we achieve this goal and engage with employees. The ERGs are the cultural backbone of our vibrant community and support our ID&E efforts through education, awareness, and celebration. All ERGs are appointed an executive sponsor, with explicitly defined roles and responsibilities, to ensure change is tangible and to support the sustainable development of empowered communities. Each ERG is also given a budget from our philanthropic foundation, PagerDuty.org, to donate to causes that align with their mission and vision. Through Benevity and the PagerDuty.org fund, ERGs hold end-of-year giving campaigns to financially support causes aligned to their work.

Mobilizing Dutionians for social justice

PagerDuty's [Day4Change](#) initiative took place on June 19, 2020, in honor of Juneteenth and in response to global demonstrations in support of the #BlackLivesMatter movement. Launching [Day4Change](#), Jennifer Tejada said, "As CEO, I have a responsibility to stand up for critical issues facing our communities, take measurable, systematic action, and lead by example." PagerDuty operations were closed for the day, and Dutionians were encouraged to use the time to stand in solidarity with the Black community, using our collective power and influence to drive demonstrable change, equality, and justice. Specifically, Dutionians were invited to:

- Volunteer with causes that advocate for the rights of the Black community and other marginalized groups.
- Participate in peaceful activism close to their home. Additionally, all Dutionians may use their volunteer time off (20 hours annually) to participate in peaceful demonstrations across the globe.
- Educate themselves on the key issues at hand and how to create positive, long-term change.
- Financially contribute to organizations aimed at the sustainable development and advancement of Black communities, such as the National Association for the Advancement of Colored People (NAACP) and Black Lives Matter.

Our ERG program, PRISM (Paving the Road for Inclusive Spaces of Meaning) designs policies and programs aimed at the sustainable development of empowered communities. Our ERGs are:



Array:
Array's mission is to enable a community of continuous learning that fosters empathy and understanding of the lived Black and Latinx experience.



PageAble:
PageAble advances the well-being of Dutonians impacted by visible and invisible disabilities or temporary/chronic medical conditions and their allies.



PatriotDuty:
PatriotDuty aims to promote military awareness, strengthen our veteran community globally, and grow our ally community through recruitment, internal education, social events, and community outreach.



RainbowDuty:
RainbowDuty's mission is to promote a positive, collaborative, and inclusive environment for all employees, regardless of gender identity or sexual orientation.



SisterDuty:
SisterDuty is a community of women and allies who support one another through empathy, thought leadership, professional development, and community enrichment.

Case study: Celebrating Black History Month With Array and PagerDuty.org

One of PagerDuty's cultural values is "Bring Your Self." To make this culture a reality, our ERGs dedicate time to building spaces for conversations about creating feelings of understanding and acceptance. Array, our Black and Latinx ERG, chose Black History Month in February 2020 as the perfect time to support this aim. Throughout the month, Array created experiences to celebrate and amplify the voices of our Black employees and allies across our offices and social media. The goal was to have open conversations and promote intersectionality by inviting other ERGs and all Dutonians to attend events and connect with each other, further developing our inclusive environment.

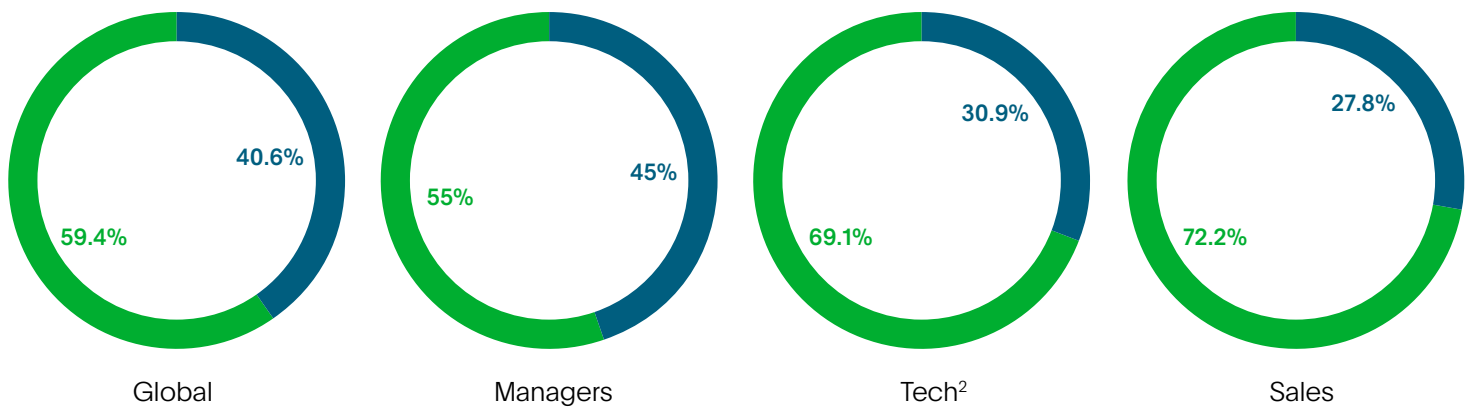
The theme of the month chosen by Array was "I Am My Ancestors' Wildest Dreams." One of the main focuses was appreciating how far the Black diaspora has come and how we can give back to our communities. This was achieved by working with grantees from PagerDuty.org, our philanthropic foundation, which supports organizations working across sectors and taking real-time action to do good. Array sponsored two organizations: The Covenant House in Atlanta and Code Tenderloin in San Francisco. Dutonians in Atlanta supported The Covenant House by preparing meals and donating to the organization. In San Francisco, we hosted Code Tenderloin for a personal branding workshop.

Our Diversity Data

In the first half of 2020, we saw increased representation¹ of all underrepresented populations, particularly within our technology and sales departments, which are both roughly 30% female, globally. Our U.S. workforce saw meaningful growth of Black talent (now standing at roughly 10%), which is also reflected in representation at the management level, of which 45% are from an underrepresented population.

Gender (as of Sept 1, 2020)

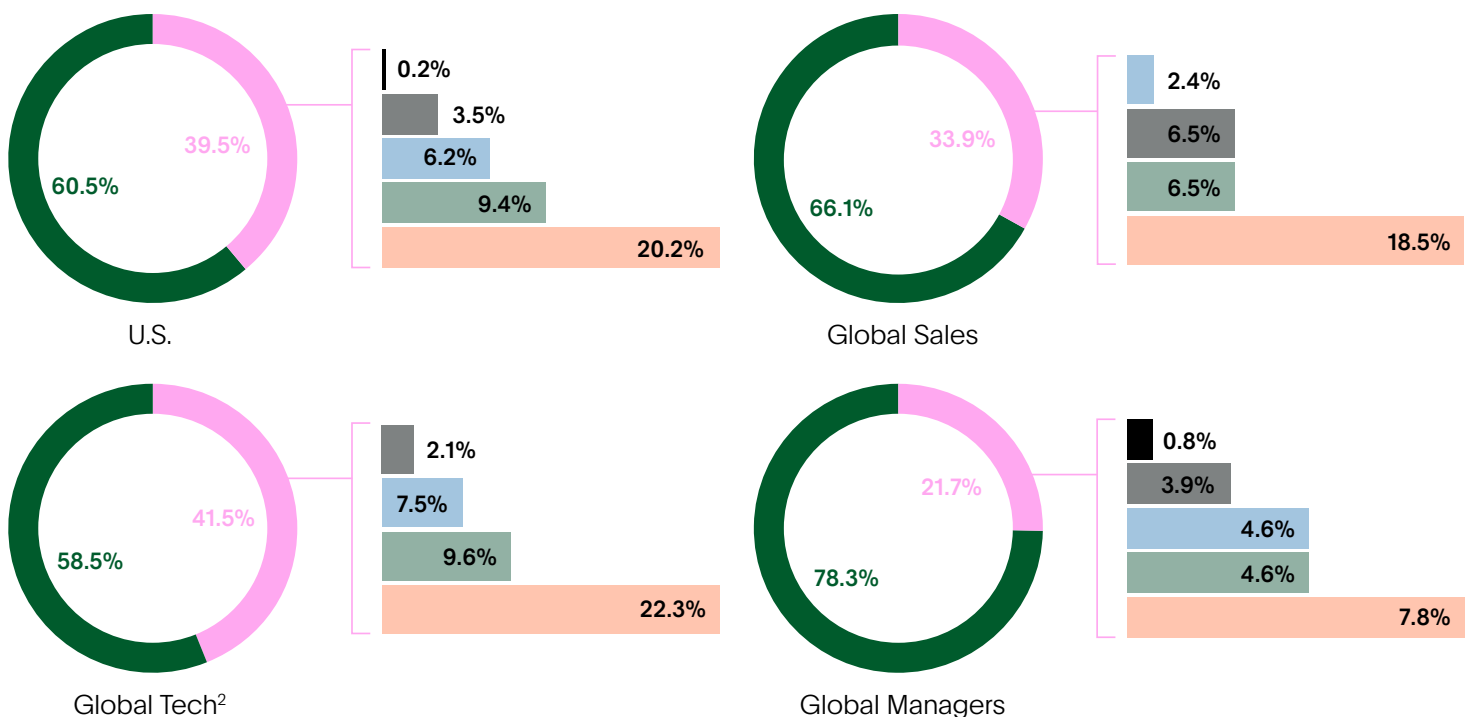
MALE FEMALE



Ethnicity (as of Sept 1, 2020)

WHITE NON-WHITE

NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER TWO OR MORE RACES
HISPANIC BLACK OR AFRICAN AMERICAN ASIAN



1. This data is not wholly representative of all identities represented within PagerDuty, due to limited representation and/or employee data.
2. Tech combines Engineering and Product data

Expanding our Demographic Data

We've put a lot of thought into how we can be inclusive of more identities. As of today, roughly 65% of employees globally have self-identified, and while more data would paint a clearer picture of the communities represented here, we think it important for all Dutonians to be recognized as core members of our vibrant community. With that in mind, we are pleased to highlight that:

7.04%

of our workforce self-identified as LGBTQ+ and/or Trans+

17.66%

of our workforce self-identified as having a disability

0.55%

of our workforce self-identified as being or having been members of the military

0.97%

of our workforce self-identified as non-binary

(as of Sept 1, 2020)

We'll continue to improve our data collection so that future reports have fuller representation data.

Looking Ahead

Our journey toward making PagerDuty an inclusive, diverse, and equitable professional home is far from over. To continue making progress on our ID&E strategy, we will take the following steps.

Exceptionally Inclusive Talent Experience

Our people-first focus means we strive to offer world-class benefits to our incredible employees. But simply offering benefits is not enough—we also need to know who takes advantage of our benefits, who doesn't, and why? How can we make our offerings more impactful? Which communities do these benefits serve the most and least? How can we make them more equitable? To answer these questions, we will conduct a data-led review to ensure benefits suit all Dutonians, using auditing tools like the Human Rights Campaign's Corporate Equality Index and Bloomberg's Gender Equality Index to include key demographics in the review.

Fostering Empathy-Based Leadership

We are always seeking ways to enhance our leadership and development process by ensuring that thoughtful inclusion and ID&E consciousness is embedded at every stage. To make this happen, we believe PagerDuty recruiters and leaders should be accredited for ID&E and be made accountable for driving change—we're partnering with training providers from Society for Diversity and independent experts to craft a learning experience for professional-level accreditation in ID&E. Our executive leadership team, senior leadership team, and HR teams are leading the charge as the first groups to be certified.

Equitable and Sustainable Community Investment

As Dutonians, we seek to leave a lasting imprint on our communities, society, and the technology industry through improving our social impact. To achieve this, we plan to add more hiring partnerships and expand our Career Accelerator Program. By working with organizations whose values match PagerDuty's, we can continue to expand access to pre-professional development opportunities for underrepresented populations and help these groups reach their fullest potential.

We will also be growing our social impact by focusing on our ERGs and developing other initiatives like PagerDuty's Day4Change. This will include increasing our ERGs' capacity for strategic grant-making, developing longer-term partnerships with relevant nonprofit groups, and measuring the impact of Dutonians' volunteer efforts. Finally, we'll be collaborating more closely with grantees of our philanthropic foundation, PagerDuty.org, and local community partners in each of our regions, to maximize our impact and create meaningful, lasting change.

About PagerDuty

PagerDuty, Inc. (NYSE:PD) is a leader in digital operations management. In an always-on world, organizations of all sizes trust PagerDuty to help them deliver a perfect digital experience to their customers, every time. Teams use PagerDuty to identify issues and opportunities in real time and bring together the right people to fix problems faster and prevent them in the future. Notable customers including GE, Vodafone, Box, and American Eagle Outfitters. To learn more and try PagerDuty for free, visit pagerduty.com. Follow our blog and connect with us on [Twitter](#), [LinkedIn](#), [YouTube](#) and [Facebook](#).

Learn more about PagerDuty at pagerduty.com.