

ZENDESK INTERNATIONAL LIMITED

Ireland Gender Pay Gap Report



Foreword from Anastasia Talton, Head of DEI&B

The year 2023 has been one of evolution at Zendesk, following on from our acquisition by Hellman & Friedman and Permira. As we move to this new phase in Zendesk's history, we remain committed to showing our progress in ESG initiatives. Diversity, Equity, Inclusion and Belonging is intrinsic to Zendesk. We're embarking on our journey to embed DEI&B into everything we do, from people to product to customers and community. We seek to provide impact and embody our values throughout our key pillars:

- Attract and Develop a Diverse Workforce (Show pride in our work)
- Strengthen our Inclusive Culture (Care for each other)
- Engage Customer & Community (Lead with exceptional customer service)
- Drive Governance & Accountability (Deliver the simplest solution)

We aim to have an equitable approach to how we operate, as we're strong believers that one size does not fit all. We want to make it more likely for women to flourish on an equitable basis in a technology sector where they have traditionally been underrepresented.

It is timely, as we publish our second gender pay gap report in respect of our organisation in Ireland, to reaffirm our commitment to pay equity.



ANASTASIA TALTON

Head of Diversity, Equity, Inclusion and Belonging at Zendesk

This year we have made important progress in pay transparency, educating our employees on compensation programs and giving our employees access to pay ranges for their roles. This intent is to be able to facilitate meaningful conversations about pay with a shared mindset and common language, with the hope of reducing the potential for pay inequities.

Along with our commitment to pay equity and transparency in our pay practices, we remain optimistic that we are headed in the right direction to create an environment for a diverse workforce from a wide range of backgrounds to thrive.

Gender Pay Gap vs Pay Equity

The **gender pay gap** and **pay equity** are two different measures. Pay equity, is ensured through the annual pay equity study, maintains fair pay treatment of our people of every gender and background when compared within roles. The gender pay gap, on the other hand, takes no account of roles or responsibilities, and simply compares the pay of men and women using company-wide averages. As is common in the technology sector, we have a gender pay gap at Zendesk in Ireland.

The gender pay gap at any company and in the economy as a whole is influenced by factors like **the number of women versus men in leadership roles and in particular functions and locations**. We continue to invest in increasing representation at leadership levels, in each of our business functions and around the world. This, along with our commitment to pay equity and transparency in our pay practices, is part of our larger approach to global diversity, equity, inclusion and belonging. We strive to reflect the communities we work in, to drive equitable outcomes and to create an environment for people from a wide range of backgrounds to thrive.

At Zendesk, we continue to conduct regular global reviews no less than annually on employee pay, which goes towards informing pay decisions in line with pay equity.

How is the Ireland Gender Pay Gap calculated?

The hourly remuneration gap is reached by comparing the mean (average) and median (middle) pay of men and women in our organisation in Ireland. The numbers shown are gaps in favour of men. Hourly remuneration is calculated using all forms of pay and bonus as defined in the regulations. The regulations require that we compare male and female hourly remuneration for our employees in Ireland taken as a whole and for our **temporary** workers considered separately. We do not include a **part-time** hourly remuneration gap because as at our snapshot date of 30 June 2023 we had no male part-time employees.

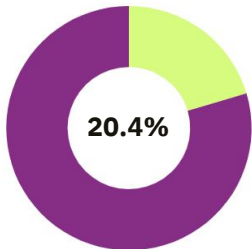
The **bonus** gap is calculated by comparing the mean (average) and median (middle) bonuses, considering only those employees who received a bonus. For these purposes, bonuses include commission as well as annual bonuses. The numbers shown are gaps in favour of men. We also look at the **proportion** of men and women who got a bonus.

We show the proportion of our men and women who receive one or more **benefits in kind**, including medical insurance, dental insurance and rewards & co points.

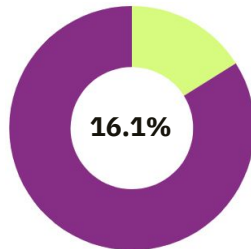
We display the proportion of men and women that make up each of our **pay quartiles**. The **lower quartile** is comprised of the lowest paid quarter of our people in Zendesk Ireland on an hourly remuneration basis. **The upper quartile** is comprised of the highest paid quarter of our people in Zendesk Ireland on an hourly remuneration basis. The same logic follows for our **lower middle** and **upper middle quartiles**.

What are our gender pay gap figures in Ireland for 2023?

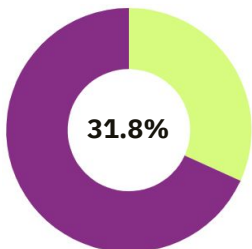
Pay Gap



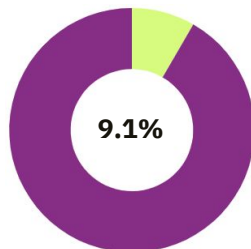
Mean gender pay gap



Median gender pay gap

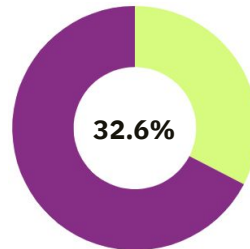


Mean gender pay gap - temporary

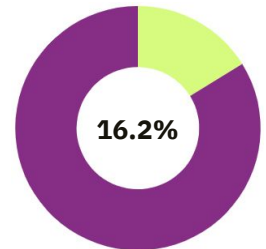


Median gender pay gap - temporary

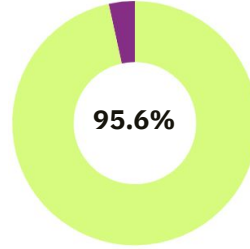
Bonus Gap



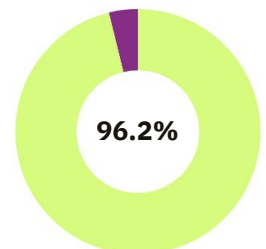
Mean bonus gap



Median bonus gap

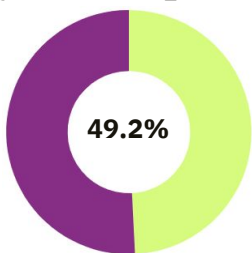


Proportion of men receiving a bonus

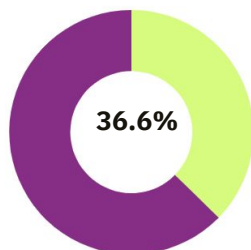


Proportion of women receiving a bonus

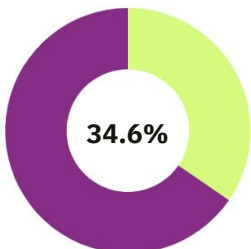
Quartile percentage women



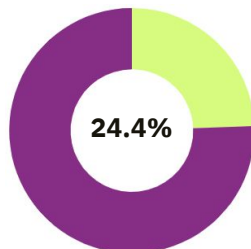
Lower Quartile (percentage women)



Lower-mid quartile (percentage women)

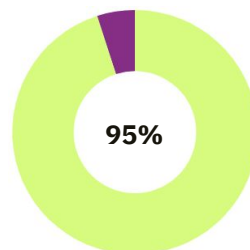


Upper-mid quartile (percentage women)

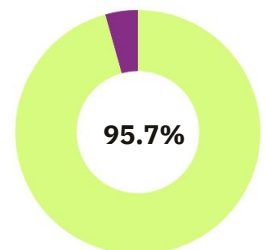


Upper quartile (percentage women)

Benefit in kind



Proportion of men receiving a benefit in kind



Proportion of women receiving a benefit in kind

Understanding our data

Our 2023 Ireland gender pay gap figures remain similar to 2022; with the main opportunity to reduce our gender pay gap through increasing the representation of women in more senior-level roles. Closing the gender pay gap is an ongoing journey that we remain committed to continuing, though this will take time due to the under-representation of women in the broader science, technology, engineering and mathematics (STEM) sectors, which Zendesk operates in.

Measure to reduce our gender pay gap

I. A Strategy and Culture of Diversity, Equity, Inclusion and Belonging

The effort to reduce our gender pay gap is bound up with our wider commitment to diversity, equity, inclusion and belonging in our company and in our communities.

Our diversity, equity, inclusion and belonging strategy focuses on empowering our people, creating culture and community, and amplifying equitable impact. We take a leader-led and iterative approach to tackle the work from the behavioural all the way to the systemic in order to drive tangible and measurable outcomes.

From the top down, Zendesk is determined to be a culture that embraces diversity, equity, Inclusion and belonging.

We are revamping our Diversity Council made up of our most senior leaders globally. The aim of the Diversity council is to track DEIB advancement on DEIB-related functional goals and drive the organisation to foster a culture of diversity, equity, inclusion and belonging. To address inequity in the communities we serve, we partner with organisations that are addressing DEIB across the globe.

We want our managers to embody and represent our diversity, equity, inclusion and belonging culture.

Our ICONIC management framework embraces key principles of inclusive leadership to ensure all leaders at Zendesk are enabled in driving diverse teams.

We want our people at all levels to live our values from Day 1. During our New Hire Onboarding, each employee is introduced to our culture with an emphasis on DEIB and the role that each employee has to play in promoting an inclusive workplace, for example through our Allyship Toolkit. Every employee is assigned training annually that explores racism, equity, allyship and privilege. These equip our employees with practical tools to apply what they've learned into their day-to-day actions.

Our Employee Communities play a critical role in building our inclusive culture. We have two EC's specifically focused on the support and advancement of Women: Women at Zendesk and Women in Engineering. Our remaining six ECs offer community and support for women as well, given that many women hold additional identities and interests (e.g, LGBTQIA+, Parents, People of Color/BIPOC). These, as with all of our Employee Communities, directly impact our business and inclusive culture and is embedded in our DEI&B strategy.

II. Advancement and career progression for all

The importance of equity and inclusion are woven through all our development opportunities and training initiatives. We take proactive measures when it comes to our annual reward cycle to guard against bias in feedback and performance discussions and in reward decisions, like manager enablement and aiming for equitable representation of genders in promotions.

We know that, in common with many other technology companies, men provide the greater number in our technical roles. Despite the societal constraints, we believe this can change over time, and we wish to encourage that. We built an engineering mentorship programme that aims to play a part in enabling women to progress their technical careers with us. Our Represent programme, for which a pilot is shortly to be launched, will aim to promote the development of underrepresented talent across the Product Development function.

II. Work flexibility

In a perfect world, family responsibilities would be shared evenly between men and women. We know however, that a pronounced societal tendency still exists for a disproportionate share of family responsibilities to be carried by women. For that reason, we are aware that the flexibility that we provide may be particularly prized by women. We are a digital first company.

We offer flexible working arrangements for our employees to decide what they need to do their best work, whether coming to an office, working remotely or somewhere in between to connect, create, learn, and celebrate.

Some of the flexibility related benefits that we offer include:

- A FlexOffice program that gives employees access to a shared workspace, when home may not be available or to provide the quiet or privacy they need;
- “Work from anywhere in the world” for up to 90 days per year; and
- Provide for everyone to disconnect, rest, and relax one day a quarter via Recharge Fridays

III. Work life harmony

We help our people, men and women, to harmonise their work with family. We provision:

- 16 weeks paid parental leave for birthing and non-birthing parents
- Surrogacy, adoption and family forming funds
- 3 weeks pregnancy loss leave, including for abortion and miscarriage
- 10 days emergency leave, including caregiving
- Access to mental health and coaching resources



Closing Statement

We remain committed to gender equality and advancing diversity, equity, inclusion and belonging across Zendesk. We look forward to driving continued progress to close identified gaps and continue to enhance the experience of belonging for women and people of all genders.

To learn more about our DEI approach, [click here](#).

