



**2022 Equity & Belonging
Year in Review**

Message from E&B Leadership

Zillow's mission is to give people the power to unlock life's next chapter. This purpose is ingrained into the fabric of the company and underpins our Equity and Belonging (E&B) framework. Our E&B team develops inclusive strategies, programs, and educational resources that supports the full employee life cycle. Fostering an environment in which each person feels valued, supported with what they need to thrive in their career, and that their ideas, perspectives and experiences are acknowledged.

In 2022, the E&B team updated and upleveled its priorities and focus areas to be strategic, sustainable, and scalable in order to support a growing business. How we work in Cloud HQ, our remote first work environment, underpins our approach and the delivery of initiatives in a manner which supports representation, equity, inclusion, and belonging for underrepresented communities.

I am proud of the continued investment that Zillow has made in recognizing the importance of Equity and Belonging. I'm energized by our progress, while also intently focused on the continued work that lies ahead. Our aspirations are to build a world-class organization that sets an example across the industry and I look ahead to 2023 and beyond with optimism, as we continue to progress towards our Equity and Belonging goals.

Juliette Austin, *Head of Equity & Belonging*



In 2020, we committed
ourselves to advancing
Equity and Belonging
in five key areas



Our 3-Year E&B Commitments



Leadership

Increase representation of women and BIPOC talent in leadership roles



Retention

Increase retention of underrepresented employees so that there is no significant gap between demographics in the turnover or promotion rate



Representation

Ensure that our company and business operations represent the demographics of all the available markets in which we do business



Pay Equity

Continue to ensure that all employees in similar roles and with similar qualifications are paid equitably regardless of their identity



Programming

Deepen our focus on equity and belonging; create better internal systems that meet the needs of our distributed workforce

Our Progress



Leadership

The percentage of Women, Latinx, and Asian employees in senior leadership (director+) roles increased in 2022. Black representation among senior leadership remained the same.



Retention

Our attrition rate is now within 2% for all groups. Historically our attrition rate for Black employees has been higher than all employees, however in 2022 it was lower for the first time.



Representation

In 2022, we saw a small decrease in the representation of women, as well as Black and Latinx employees. Additionally, the percentage of Asian employees increased.



Pay Equity

Our 2022 compensation assessment showed Women and Men with similar roles and similar qualifications are paid within 1% of each other.



Programming

We've assessed our learning assets, upleveled programming where needed and developed content to fill gaps



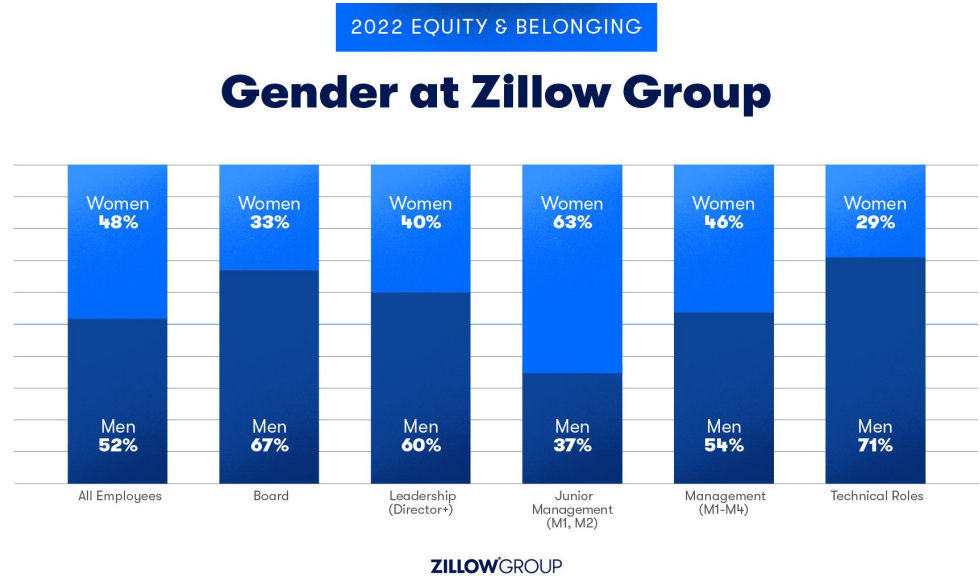
Equity & Belonging is a **continuous journey** of learning and growth.

As we continue to build a more inclusive and representative Zillow, we hold ourselves accountable by sharing our data publicly every year.

Gender

Key takeaways:

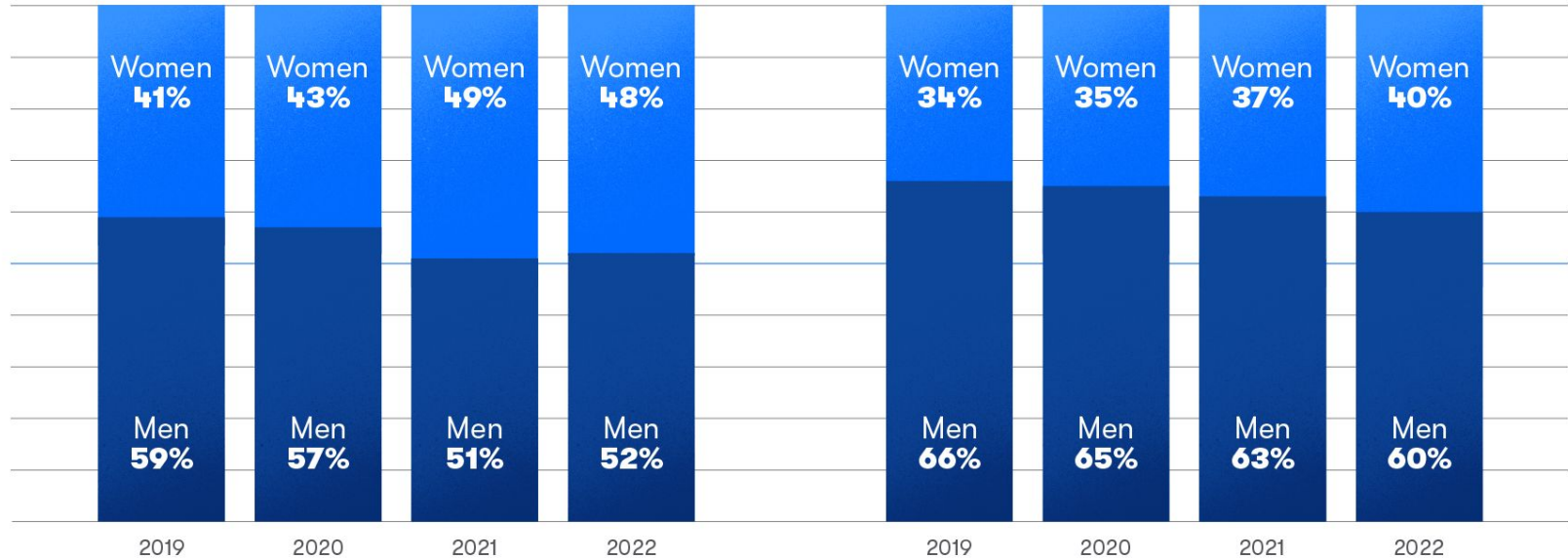
- In 2022, Women made up 48% of our workforce which is down one percent from last year but up 5% from 2020.
- Representation of women within people manager roles increased from 45% to 46%
- Leadership (director+) roles also saw an increase of Women from 37% in 2021 to 40% in 2022.



Gender at Zillow Group Over Time

ALL EMPLOYEES

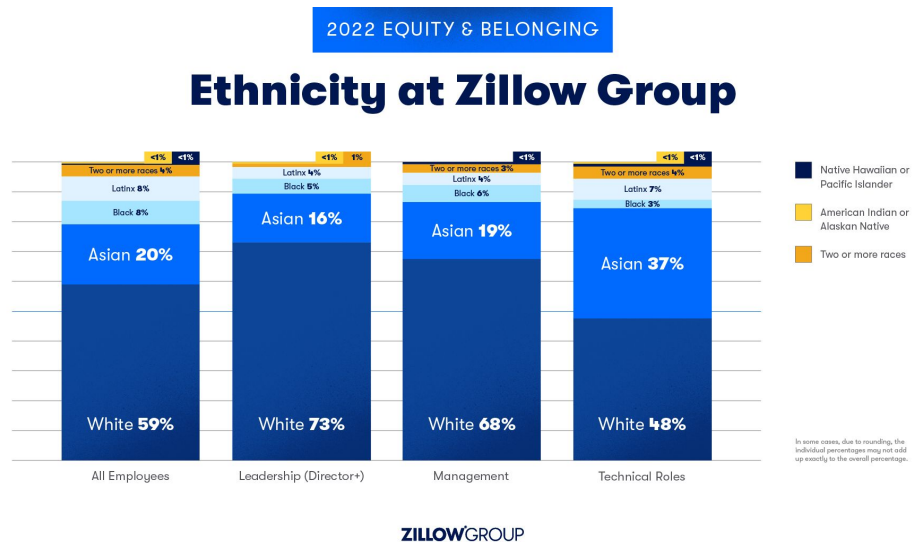
LEADERS (DIR.+)



Race/Ethnicity

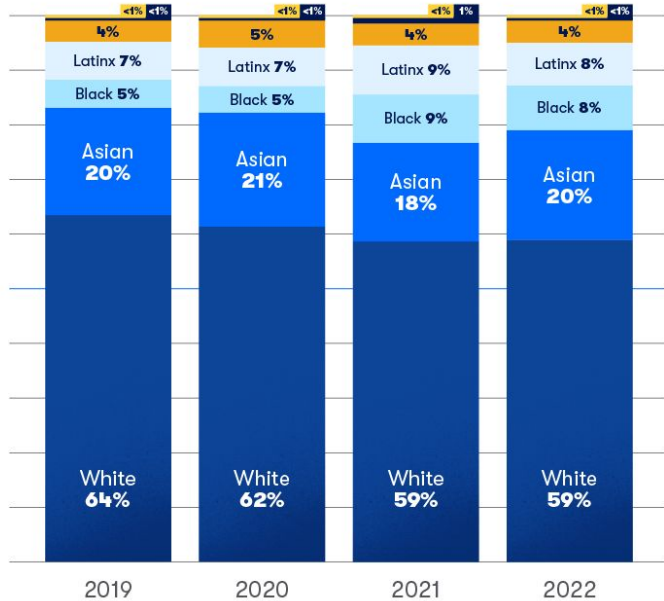
Key takeaways:

- Asian representation increased from 18% to 20% in 2022
- Black employee representation fell one percent to 8%, but up 5% since 2020
- Our Latinx workforce also fell one percent to 8%, but has increased by 2% since 2020
- Overall BIPOC representation in senior leadership remained the same between 2021 and 2022 at 27%

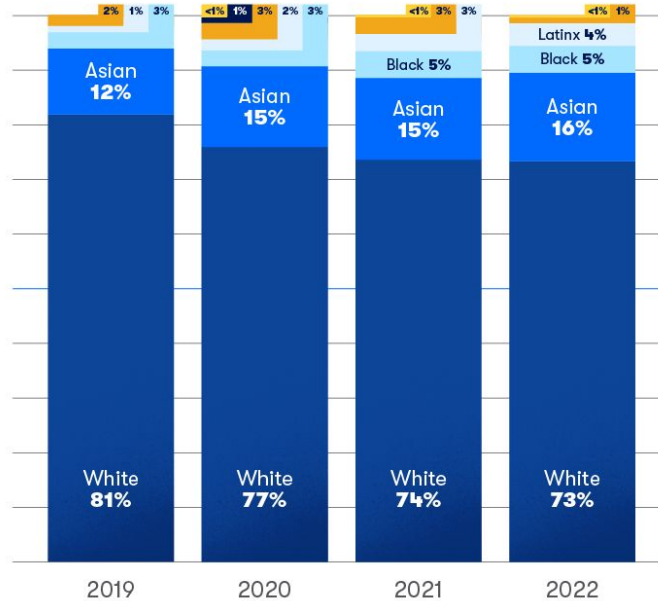


Ethnicity at Zillow Group Over Time

ALL EMPLOYEES



LEADERSHIP (DIR.+)



- Native Hawaiian or Pacific Islander
- American Indian or Alaskan Native
- Two or more races
- Latinx
- Black

In some cases, due to rounding, the individual percentages may not add up exactly to the overall percentage.

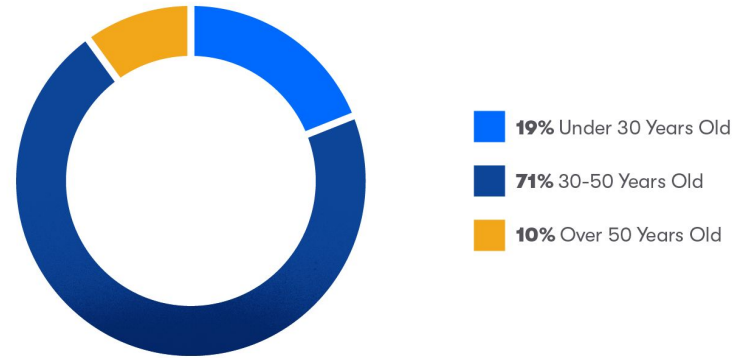
Generational Diversity

Key takeaways

- Our CloudHQ strategy where we're no longer bound by the geographic limitations of an office has supported our efforts in diversifying our workforce.
- The representation of 30-50 year olds increased by 4% in 2022.
- Employees 30 years old and younger decreased by 3% in 2022.
- The representation of employees 50 years old and older decreased 1% to 10% in 2022.

2022 EQUITY & BELONGING

Generational Diversity at Zillow Group



ZILLOW GROUP

Pay Equity

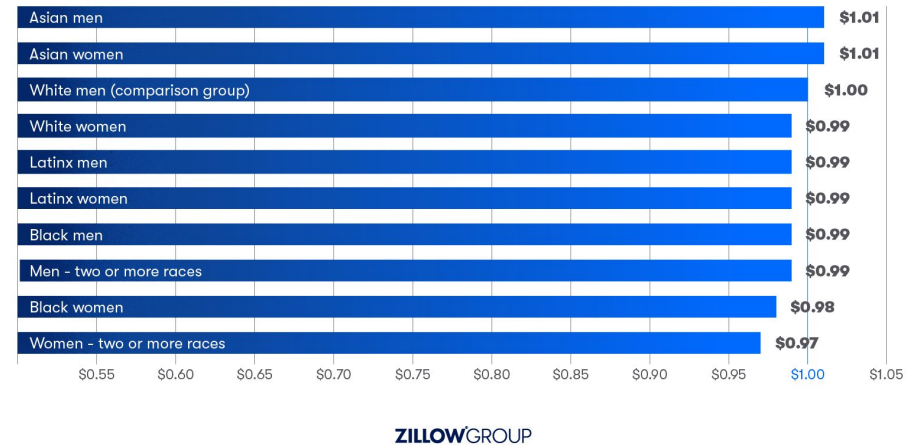
Key takeaways

- Our 2022 compensation assessment revealed that Women and Men with similar roles and similar qualifications are paid within 1% of each other¹ and our technical roles have the lowest pay gap for all groups.
- Overall, Women at Zillow make \$0.99 compared to the \$1.00 made by Men. Black Women received a rate of \$0.98 and Latinx Women were on par with White Women at \$0.99. Asian Women and Asian Men received slightly more at \$1.01, while Black and Latinx Men both received \$0.99 to the \$1.00 made by White Men.

¹ With controls for measurable factors such as job characteristics, market value, performance and experience

2022 EQUITY & BELONGING

Pay Equity at Zillow Group



We strive to provide an accessible and inclusive experience for our customers, that's why we remain diligent in our pursuit of creating a workplace that **reflects the diversity of the communities we serve.**

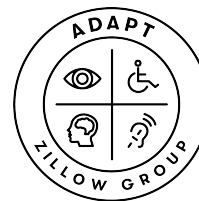


Employee Communities

Comprised of identifying members from underrepresented communities and allies, our nine **affinity networks** are Zillow's largest social connection point.

In 2022, **41% of Zillow employees were members of one or more of our affinity networks.**

Networks hosted virtual celebrations for heritage months, sponsored E&B Speaker Series conversations, supported recruiting efforts, and organized giving campaigns for causes important to them.



E&B Speaker Series



In celebration of Pride, Mohsin Zaidi, author of the awarding-winning coming of age memoir "A Dutiful Boy," joined us for an E&B Speaker Series conversation with about growing up gay in a Muslim household and the cultural stigma around discussing mental health.



U.S. Army veteran and Oglala Lakota nation member, Misty Dawn Lakota, joined us for a fireside chat about her journey and the legacy of Native Americans in the military.



4x Olympian Rubén González joined us fireside chat about his journey to the sport of luge and becoming the first person to compete in four Winter Olympics in four different decades.

Sponsored by:



By empowering those who are stewards of Zillow's culture in diversity, equity, and inclusion we can help drive behavioral change and accountability to our equity and belonging commitments.



E&B Foundations

- We recognize that people are at different points in their E&B journeys, that's why we offer a number of successful and meaningful learning opportunities for employees to expand their knowledge and understanding of important E&B topics
- In 2022, we facilitated five E&B Foundations sessions for employees and received an average satisfaction score of 5 out of 5 – and an average knowledge retention score of 90%.

Quotes from learners:

"...I consider myself a very open and aware person and I took so much away."

"This course was a very eye opening experience...It makes you really think about your unconscious biases about yourself and other"

"This course is so needed because we all need to know how we can be productive allies to each other. The course highlighted privileges I wasn't aware that I had and I was able to connect to people to understand their walk of life. We need this in order to be able to co-exist and work together. I really enjoyed the course"

E&B Internal Consulting

Our E&B Business Partners use data to partner with senior leaders and our People Org to create tailored action plans to increase diversity, improve retention, increase opportunities for employees from underrepresented communities and address the unique needs of the organization.

We focus on not taking a prescribed plan of action that uses a one size fits all approach in order to address root causes and offer customized solutions.



2023 marks the final year of Zillow's three year commitments. As we reflect on our progress, we'll create a new vision and plan that's attached to renewed commitments to Equity & Belonging.



Our 2023 Priorities

To better support the business, we're prioritizing our work in the following areas:

- Internal Consulting
- Education & Development
- Community
- Data operations



What's to Come

Data

Evolve how we use data including analytics, forecasting, and benchmarking to inform our strategy

Internal Consulting

Continue to integrate, build relationships and share insights with leaders across the business

Community

Mature our Affinity Networks into Employee Resource Groups to provide greater opportunities for professional development and connection to underrepresented communities.

Education

Introduce new CloudHQ learning experiences to increase engagement and accountability of Zillow employees and our Senior Leadership Team

