Inspiring a Brighter Work Day for All

2021 Global Impact Report

workday®

A Letter from Our Co-CEOs

> " In light of the events from the last year—from the global pandemic and the resulting economic and health crisis, to the tragic racial violence and social injustice, to the myriad of natural disasters—it's more important than ever to act on this purpose and create opportunity for all.

Aneel Bhusri, Co-Founder, Co-CEO, and Chairman (left) and Chano Fernandez, Co-CEO (right)

Workday was founded more than 16 years ago with the goal to not only redefine the enterprise software industry, but to also have a positive impact on the world around us. We built the company on a core set of values that guide our decisions and actions to this day, and fuel our purpose to inspire a brighter work day for all. To do that means coming together with our employees, customers, partners, and communities to innovate in all that we do so that we can create a brighter future for people, business, and society.

In light of the events from the last year—from the global pandemic and the resulting economic and health crisis, to the tragic racial violence and social injustice, to the myriad of natural disasters—it's more important than ever to act on this purpose and create opportunity for all.

Responding to the Pandemic

When the COVID-19 pandemic hit, our first priority was the health and safety of our employees, which are our number one core value. We immediately transitioned to a fully remote work environment and provided the majority of our employees with a two-week pay bonus to help provide financial support and flexibility. We also established a relief fund to help our employees who needed additional support. Additionally, we offered employees a variety of mental health resources and services to help promote their well-being during a very difficult time.

We also recognized that our customers, which include a host of hospitals, pharmaceutical companies, and a variety of others on the front lines, were counting on us to help them maintain business continuity. We listened and collaborated with our customers to build more than

130 new solutions to help them address the unexpected challenges they were facing. We were humbled to know that so many organizations were looking to Workday to support their efforts to take care of their people and plan for the unexpected.

And while being there for our employees and customers is so incredibly important to Workday, we also knew we had to take care of the communities in which we live and work, which is why we acted quickly to support organizations that are helping those most impacted by the pandemic. We made cash donations through the Workday Foundation to organizations supporting the front lines of the COVID-19 crisis and expedited grants from the Workday Foundation to our existing nonprofit partners who are helping job seekers experiencing barriers to employment—an issue of growing importance as a result of the pandemic's economic impact.

Increasing Our Belonging and Diversity Efforts

Fostering a diverse workforce has always been important for us, but the senseless acts of violence against our Black community last year—as well as the rise of violence against the Asian American and Pacific Islander communities—made it clear that we have a responsibility to do much more to create increased equity for all within the workplace and our communities.

Central to our efforts in this area is a strategy called VIBE™, which stands for Value Inclusion, Belonging, and Equity, and represents our overarching approach to diversity, equity, and inclusion. We have identified a core set of company commitments that help us hire and develop diverse talent, cultivate a culture of belonging, build inclusive products and technology, and strengthen our communities.

In support of our company commitments, we established the VIBE™ Accelerator Team in 2020, a cross-functional team of more than 20 employees devoted full time to helping us achieve greater belonging and diversity (B&D) for our workplace, our

We invested
$12 million
to support nonprofit organizations addressing social injustice and racism

customers, and our communities. Additionally, we've seen promising B&D momentum from innovations in our products. Last year, we announced VIBE Central™ and VIBE Index™, two new tools to help organizations accelerate their B&D efforts and outcomes. And finally, we invested $12 million to support nonprofit organizations addressing social injustice and racism.

Creating Opportunity for All

We hold a firm belief that talent is everywhere, but opportunity is not, and the events of the past year have only created more barriers to opportunity for so many individuals. Through Opportunity Onramps®, our movement dedicated to creating economic opportunity for all, we're expanding our commitment to impact positive change for job seekers experiencing barriers to thriving-wage careers.

We've pledged to fill 20 percent of our early to mid-career roles at Workday with Opportunity Onramps candidates by 2023, and as a company, we've pledged to donate 250,000 volunteer hours to organizations helping to close the opportunity gap. We've also created a specially designed Opportunity Onramps training program for our customers, combining business needs with social impact through our nonprofit partner Year Up.

Taking Care of Our Planet

We all have a responsibility to protect the planet and do our part to contribute to a more sustainable future. There is no question that climate change will have
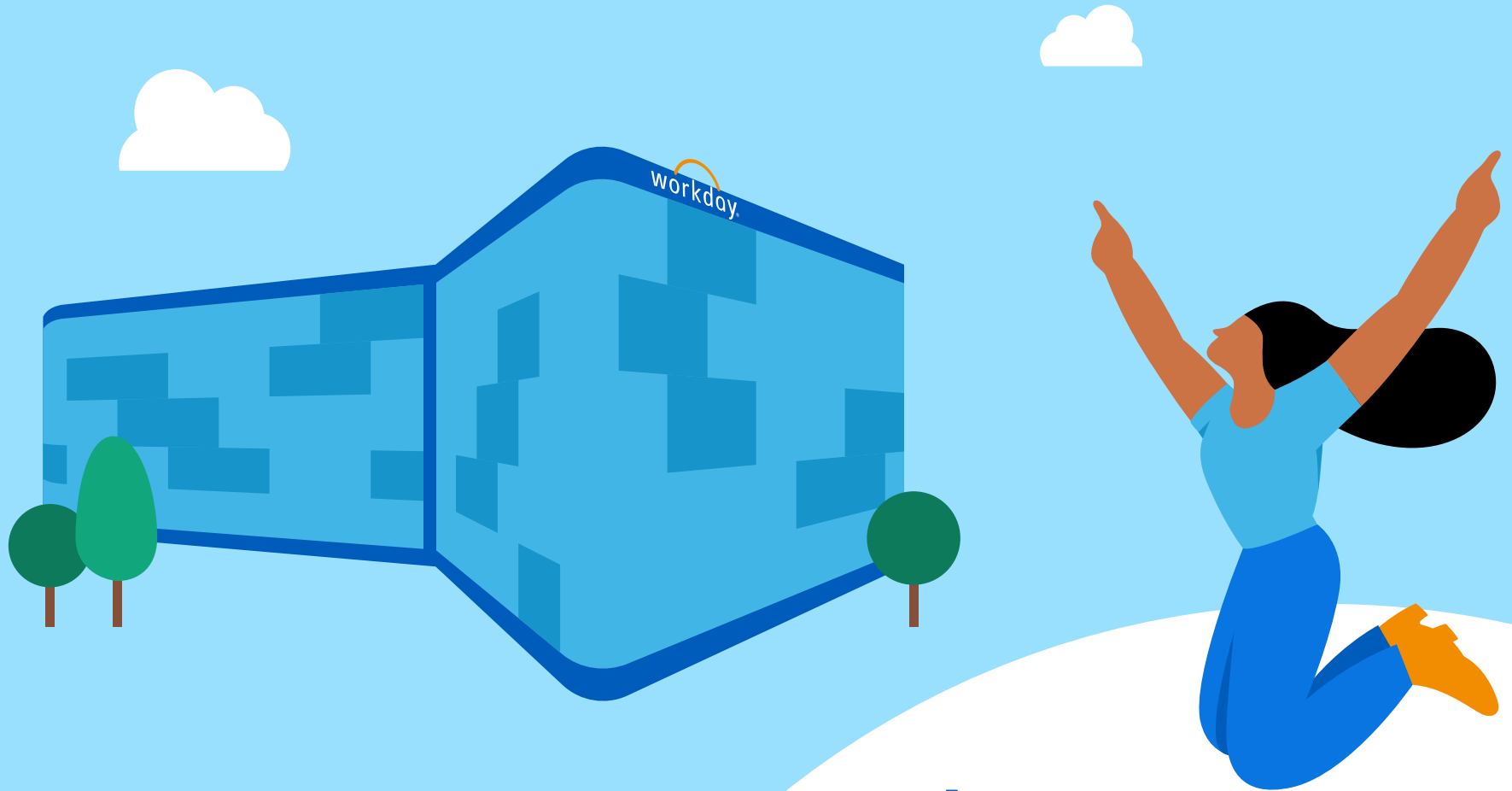
long-lasting consequences for our planet and its people, economy, and society if we don't act now. Our efforts to create a healthier and brighter future expanded in the last two fiscal years, with a number of initiatives furthering our commitment to sustainability.

In 2020, we reached our goal of achieving net-zero carbon emissions a year early, while operating on 100 percent renewable electricity. In early 2021, we committed to set science-based emissions reduction targets—across the entire value chain—that are consistent with keeping global warming to 1.5°C. We mitigated our historical emissions to achieve a lifetime net-zero carbon footprint, and we invested $1 million in carbon removal projects.

If this past year has taught us anything, it has reminded us of our connectedness as a global society, and the important role stakeholder capitalism plays in creating a better future. While we've made good progress in many of these areas, we realize there is so much more yet to be done to create a brighter work day and future for all. Now more than ever, Workday has a responsibility to do our part to take care of the world and continue to work together with those organizations that share our vision. We welcome your feedback and collaboration.

Aneel Bhusri,
Co-Founder, Co-CEO, and
Chairman, Workday

Chano Fernandez,
Co-CEO, Workday

CO-CEO
LETTER

ABOUT
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SUSTAINABILITY
IN THE CLOUD

CUSTOMER
SUCCESS

BELONGING &
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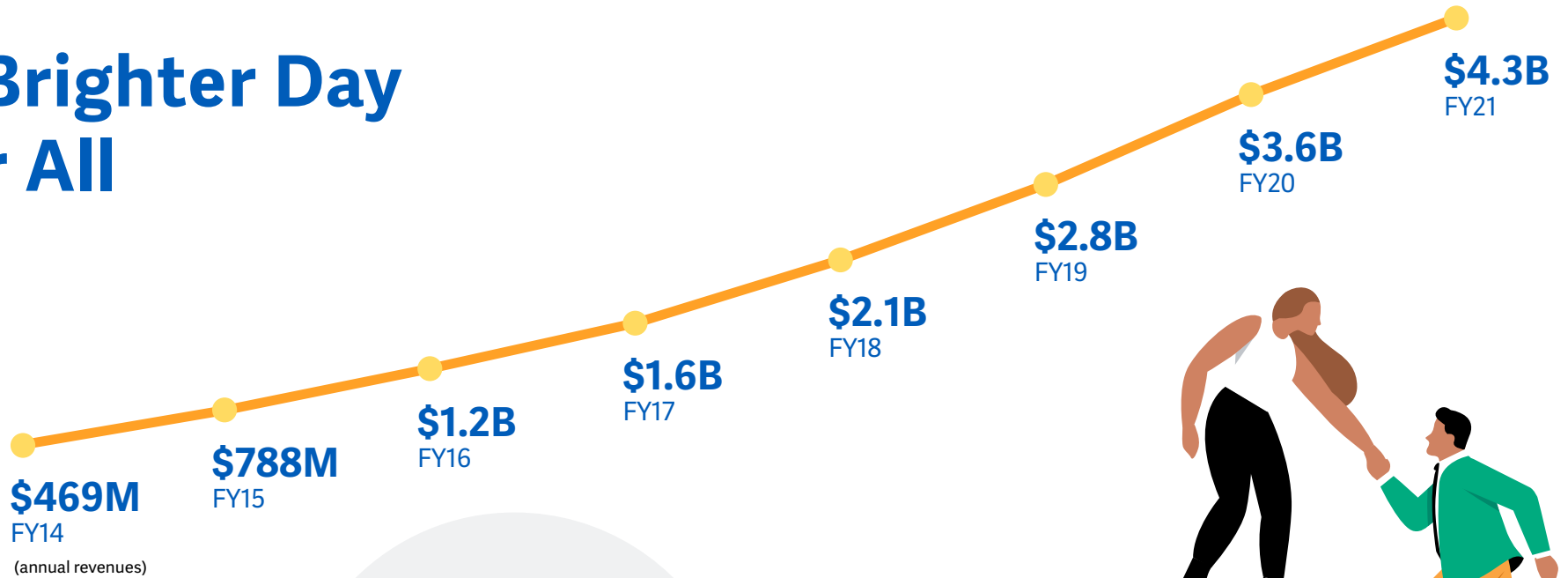
About This Report

The 2021 Workday Global Impact Report seeks to share our vision and progress toward operating a more sustainable business and discusses areas for potential improvement. Our reporting cycle is biennial and the last report was published in 2019. Previous reports were published in 2017 and 2015. The reporting period is fiscal year 2020 and 2021, which covers the period from February 1, 2019, through January 31, 2021. Reporting scope, unless otherwise indicated, covers all Workday, Inc. operations and offices globally. In 2019, Workday acquired Scout RFP. Further details on this acquisition are provided in our FY20 10-K. In 2021, Workday acquired Peakon ApS. Further details on this acquisition are provided in our FY21 10-K.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option, and references the Task Force on Climate-related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB) frameworks as well. In addition to these frameworks, content also has been informed by an every-other-year reexamination of our materiality assessment, as well as ESG rating and ranking agencies.

We welcome your comments and questions at sustainability@workday.com.

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Who We Are

Workday is a leading provider of enterprise cloud applications for finance and human resources, helping customers adapt and thrive in a changing world. Workday applications for financial management, human resources, planning, spend management, and analytics have been adopted by thousands of organizations around the world and across industries—from medium-sized businesses to more than 45 percent of the *Fortune* 500. For more information about Workday, visit workday.com.

For more about the Workday story and key milestones, please visit Our Story.

Workday headquarters are located in Pleasanton, California, with offices across North America, EMEA, and APJ. All Workday office locations can be found here.

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A Brighter Day for All

$469M FY14 (annual revenues)

$788M FY15

$1.2B FY16

$1.6B FY17

$2.1B FY18

$2.8B FY19

$3.6B FY20

$4.3B FY21

FY21

100 Best Workplaces for Innovators, *Fast Company*

The Future 50, *Fortune*

2020 FTSE4GOOD Index Series, *FTSE Russell*

Global 100 Most Sustainable Corporations in the World, *Corporate Knights*

JUST 100 America's Most Just Companies, *JUST Capital*

Top Bay Area Corporate Philanthropists, *San Francisco Business Times*

World Changing Ideas (Energy), *Fast Company*

World's Most Ethical Companies, *Ethisphere*

For additional financial information, please visit Workday Investor Relations.

Founded:
2005

Global Headquarters:
Pleasanton, California

NASDAQ Listing:
WDAY

FY21 Scale and Scope

$4.32 Billion
Total Revenue

$867 Million
Operating Income
(Non-GAAP)

$8.7 Billion
Consolidated Assets

$1.27 Billion
Operating Cash Flow

~12,500
Employees

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Who We Serve

More than
8,000
customers globally
(includes acquisitions)

45%
of *Fortune* 500 have selected Workday

The Workday customer community represents more than
50 million
workers

Products

Office of the CFO: Workday Financial Management is the Workday flagship application suite for finance. Other products targeting the CFO include Workday Accounting Center, Workday Adaptive Planning (also applicable to the office of the CHRO), Workday Expenses, Workday Grants Management, Workday Prism Analytics, and Workday Projects.

Office of the CHRO: Workday Human Capital Management (HCM) is the Workday flagship application suite for HR. Other products targeting the CHRO include Workday Adaptive Planning (also applicable to the office of the CFO), Workday Expenses, Workday Help, Workday Journeys, Workday Learning, Workday Payroll, Workday People Analytics, Workday Prism Analytics, Workday Recruiting, Workday Talent Optimization, and Workday Time Tracking.

Office of the CIO: Workday analytics and technology products targeting the CIO include Workday Benchmarking (an offering available as part of Workday Data-as-a-Service), Workday Extend, Workday People Analytics, and Workday Prism Analytics.
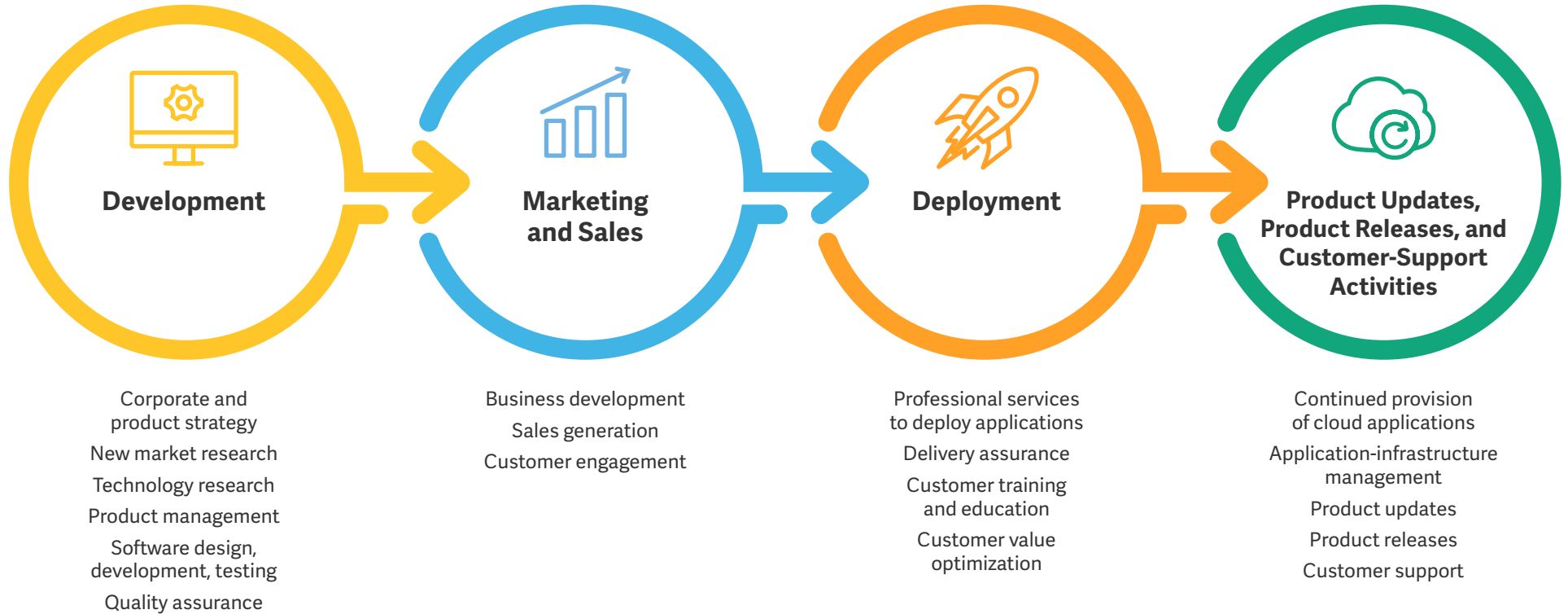
Office of Procurement: This Workday suite of spend management applications helps customer organizations meet their source-to-pay needs. Products within this suite include Workday Inventory, Workday Procurement, and Workday Strategic Sourcing.

Industries: Workday products can be configured for specific industries, including education, financial services, government, healthcare, insurance, life sciences, manufacturing, nonprofit, professional services, retail and hospitality, and technology, among others. Workday also offers Workday Grants Management, Workday Professional Services Automation, and Workday Student for higher education.

Industries Served

Education
Financial Services
Government
Healthcare
Insurance
Life Sciences

Manufacturing
Nonprofit
Professional Services
Retail and Hospitality
Technology

Workday Value Chain

Development

Corporate and product strategy

New market research

Technology research

Product management

Software design, development, testing

Quality assurance

Marketing and Sales

Business development

Sales generation

Customer engagement

Deployment

Professional services to deploy applications

Delivery assurance

Customer training and education

Customer value optimization

Product Updates, Product Releases, and Customer-Support Activities

Continued provision of cloud applications

Application-infrastructure management

Product updates

Product releases

Customer support

With the exception of strategy and research, our value chain's greatest impacts at every phase include:

Customer Satisfaction

Privacy and Data Security

Energy and Carbon Footprint

Materiality

Workday regularly identifies a core set of priority issues to guide our environmental, social, and governance (ESG) strategy as well as our disclosure reporting. These priority issues reflect the ESG topics of highest concern to Workday and our stakeholders.

How We Determine What Matters Most

We focus our sustainable business practices and reporting on those areas that are of most interest to shareholders and where our business can make the most impact and help inspire a brighter work day for all. To determine those areas, we conduct a materiality analysis that involves the following key steps:

1 **Identification**

We identify key stakeholders and their interests, as well as issues that are a priority for Workday or those that we significantly impact. These priority issues are plotted on an initial materiality matrix.

2 **Definition**

We define priority issues based on thorough reviews of various frameworks, such as Global Reporting Initiative Standards (GRI) and the Sustainability Accounting Standards Board (SASB) Software and IT Services industry-specific guidance. We also consider topics raised by external research, NGOs, and ESG rating, and ranking agencies.

3 **Engagement**

Prior to COVID-19, we would gather feedback through stakeholder surveys at our user conferences Workday Rising and Workday Rising Europe, which include customers, partners, prospective customers, and employees. Our 2019 surveys garnered input from more than 2,200 stakeholders.

4 **Validation**

Based on input and feedback from stakeholders, we refine our initial materiality matrix and then analyze it within the context of our value chain impacts and strategic corporate issues to determine our priority issues.

We define priority issues based on thorough reviews of frameworks, including GRI and SASB.
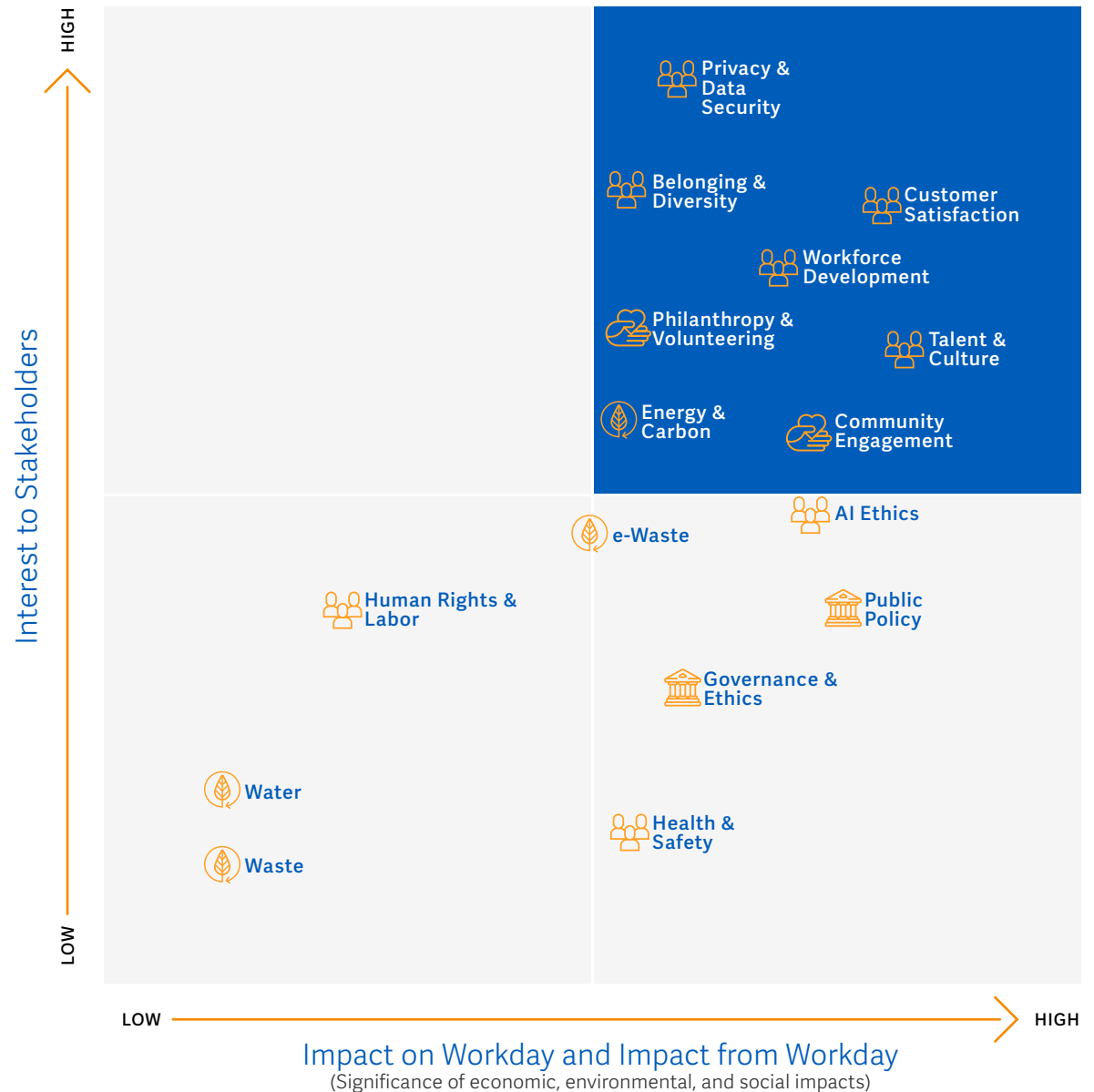
Materiality Matrix

We review our highest-priority ESG issues in detail within this report and cover lower-priority issues as applicable. Our practice is to update our materiality matrix and priority issues every other year to align with our reporting cycle.

Legend

Environmental priority

Economic priority

Social priority

Governmental priority

Interest to Stakeholders

HIGH

LOW

- Privacy & Data Security
- Belonging & Diversity
- Customer Satisfaction
- Workforce Development
- Philanthropy & Volunteering
- Talent & Culture
- Energy & Carbon
- Community Engagement
- AI Ethics
- e-Waste
- Human Rights & Labor
- Public Policy
- Governance & Ethics
- Water
- Waste
- Health & Safety

LOW   HIGH

Impact on Workday and Impact from Workday
(Significance of economic, environmental, and social impacts)

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Issue Glossary

ISSUE	DEFINITION	SDG ALIGNMENT
AI Ethics	Practice of using artificial intelligence (AI) with good intention to empower employees and businesses—and fairly impact customers and society—allowing companies to engender trust and scale AI with confidence.	#9
Belonging and Diversity	Programs related to hiring, developing, and retaining a diverse global workforce; encouraging a culture of belonging; and creating products to help customers build diverse workplace cultures.	#5, #10
Community Engagement	Programs to engage the local community where the company operates. Includes seeking and incorporating feedback into operating activities.	#4, #8, #11
Customer Satisfaction	Programs related to customer satisfaction. Includes customer service, product stewardship, and general customer-relationship management.	#8, #9
Energy and Carbon Footprint	Efforts to measure, manage, and minimize energy use and the resulting greenhouse gas emissions and reduce the company's contribution to climate change. Includes direct and indirect energy consumption, green building practices, reducing the impacts of Workday IT operations, efforts to minimize the environmental impacts of transporting employees, and initiatives to reduce value chain emissions.	#7, #13
e-Waste	Efforts and initiatives to responsibly dispose of electronic waste and increase electronics recycling and waste diversion.	#12
Governance and Ethics	Practices related to corporate governance and operating ethically and with integrity. Includes core values, code of conduct, and governance structure.	#8
Health and Safety	Issues relating to standard occupational health and safety performance and policies, employee health and wellness programs, and emergency and disaster preparedness management.	#3, #8

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ISSUE	DEFINITION	SDG ALIGNMENT
Human Rights and Labor	Related to a range of human rights issues. Includes nondiscrimination, child labor, forced labor, indigenous rights, freedom of association, and collective bargaining.	#5, #8
Philanthropy and Volunteering	Programs to give back to local communities through philanthropy and volunteerism. Includes supporting employee charitable investments of time and money.	#4, #8, #11
Privacy and Data Security	Efforts to safeguard customers' sensitive business information and data. Includes initiatives to maintain rigorous data-security standards to prevent unauthorized data disclosures.	#9
Public Policy	Participation in public policy development. Includes lobbying efforts and political contributions.	#16
Stakeholder Engagement	Programs related to how the company engages with stakeholders (including processes for identifying stakeholders, NGOs, and partnerships). Includes stakeholder involvement in environmental and social impact programs.	#17
Talent and Culture	Initiatives related to employee satisfaction, talent retention, and company culture. Includes employee compensation, benefits, performance review practices, employee recognition, quality of work environment, culture and values, and commitment to work-life balance.	#8
Waste	Efforts and initiatives to minimize solid waste and increase recycling and waste diversion.	#12
Water Use	Efforts and initiatives to minimize water use.	#6, #14
Workforce Development	Programs to provide candidates from diverse, nontraditional backgrounds with training, internships, and job opportunities. Includes a holistic approach considering barriers participants are facing and the overall needs of the industry.	#1, #4, #8, #10

Note on materiality: As used in this report, materiality is considered "ESG materiality" and is different than the definition used in the context of filings with the SEC. Issues deemed material for purposes of this report and for purposes of determining our ESG strategies may not be considered material for SEC reporting purposes.

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The United Nations 17 Sustainable Development Goals

We also consider how the priority issues for Workday can further the United Nations Sustainable Development Goals (SDGs), which are part of the UN's 2030 Agenda for Sustainable Development. Our alignment with the SDGs is noted in the following discussion.

Privacy and Data Security

Workday is responsible for safeguarding our customers' most sensitive information and data. Along with our customers, we must also adhere to data privacy regulatory concerns. A privacy or data security breach could severely impact both Workday and our customers' brands, so we maintain rigorous data-security standards to ensure the safety of our customers' business information. Learn more about how Workday ensures data security and privacy in "Data Privacy & Security."

Customer Satisfaction

Our customers' success is why we do what we do. Customer satisfaction is a key metric for Workday that we measure throughout the year in an effort to retain our existing customer base and attract new customers. Learn more about how Workday promotes customer satisfaction in "Customer Success."

Talent and Culture

Workday believes that happy, productive employees lead to customer success and a prosperous business. That's why at Workday, employees are considered our most valuable resource and we pride ourselves on being a great place to work. Learn more about Workday employee learning and development, well-being, and engagement programs in "People & Purpose."

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Belonging and Diversity

A supportive and inclusive workplace, where everyone feels valued, is the key to great products, happy customers, and an innovative company. By helping recruit and retain top diverse talent, while delivering products that help empower Workday and our customers to accelerate belonging and diversity, we can build an inclusive workplace for all. Learn more about Workday diversity programs in "Belonging & Diversity."

Philanthropy and Volunteering / Community Engagement / Workforce Development

A healthy, thriving community is an important ingredient for business success. The Workday Foundation focuses on creating career pathways that unleash human potential. Through philanthropic investments to community organizations; engaging our employees through volunteerism to help close the opportunity gap; and investing in and hiring candidates from diverse, nontraditional backgrounds, we're growing a movement focused on opening up thriving-wage job paths for job seekers with a range of nontraditional, diverse backgrounds. We strive to close the opportunity gap and empower people facing barriers to thriving-wage employment. Learn more about Workday community outreach and workforce development programs in "Social Impact."
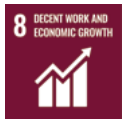
Energy and Carbon Footprint

A healthy environment provides the foundation for our economy and ultimately, for economic opportunity and the future quality of life for all global citizens. We continually look for new ways to positively address the planet's sustainability challenges, including investing in renewable energy projects and providing carbon-efficient products for our customers so they can minimize their impact on the planet. Learn more about our approach to environmental sustainability in "Sustainability in the Cloud."

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Stakeholder Engagement

It's not surprising that a company founded on the idea of putting people at the center of enterprise software values its stakeholders.

We view our stakeholders—individuals who or entities that are affected by our business activities—as part of an interconnected network of partnerships that promote mutual cooperation and success. That's why building relationships with stakeholders and engaging in collaborative rather than competitive strategies is a critical foundation to our business. Included in our business model is engaging with stakeholders to better understand their priorities and react more quickly to business trends that impact our customers.

Workday Community

We collaborate with our customers on Workday Community, a portal where we can interact and brainstorm around best practices and product features. Customers can get their questions answered by our experts, vote for new features, receive product updates, and share assets, such as reports.

Workday Leadership

We hold regular virtual town halls between our leadership team and employees. Any employee can ask

anything, as well as provide feedback directly to senior leaders. Our co-CEOs also share their email addresses directly with employees, and our chief people officer regularly asks for feedback on the pulse of our culture.

Best Workday Survey

We measure the employee sentiment every week with our Best Workday Survey that is run on our Workday software. This allows us to understand the employee experience and respond as quickly as possible. The insights we glean allow us to help our people leaders focus their attention on the most high-impact areas.

Opportunity Onramps

With a mission to create economic opportunity for all, Opportunity Onramps® is a Workday workforce development program aimed at closing the opportunity gap. We provide paid work-based training for individuals facing barriers to employment, including young adults who didn't have the opportunity to pursue a four-year

college degree, caregivers who took time away from the paid workforce to help their family, and veterans who are looking to pivot into the corporate sector.

Local Leaders

Our Local Leaders are employee volunteers in over 50 of our largest field offices globally who are responsible for keeping the Workday culture strong by hosting events and programs that span employee giving and volunteerism, sustainability, well-being, and fun. Their mission is to help our Workmates feel good, do good, and have fun.

Employee Belonging Councils

Employee Belonging Councils (EBCs) are employee resource groups focused on communities of interest. EBCs build community knowledge and raise cultural awareness, and establish strategic partnerships. EBC members create a safe space that fosters the opportunity to network, connect, innovate, and celebrate.

Employee Belonging Councils create a safe space to network, connect, innovate, and celebrate.

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Governance

Workday is committed to sound corporate governance that is rooted in integrity, ethical conduct, and compliance. As stewards of information that is valuable to Workday and its customers, suppliers, and partners, we prioritize trust and security in both reality and reputation.

Board Structure and Committees

The Workday board of directors oversees significant business matters, such as strategy and long-term business plans, risk management, compliance, and ethical standards and behavior. Our board sets high standards for Workday employees, contractors, officers, and directors.

In addition to selecting directors who will contribute to the Workday core values of employees, customer service, innovation, integrity, profitability, and fun, we recognize the value in diversity and endeavor to assemble a board with diverse skills, professional experience, perspectives, and demographics. Our board currently consists of 12 members. Nine of the directors are independent, as defined by the rules of the NASDAQ Global Select Market, including all members of the board's Audit Committee, Compensation Committee, and Nominating and Governance Committee. Our Chairman of the Board Aneel Bhusri is a co-founder of Workday (along with Dave Duffield) and our co-chief executive officer, and our Vice Chairman George Still, Jr., is the lead independent director of the board. Our board believes that the current composition and leadership structure provides effective independent oversight of management while allowing the board and management to benefit from the extensive executive leadership and operational experience of Anee Bhusri, Dave Duffield, and Chano Fernandez, our non-independent directors.

Find more information on the Workday board of directors—including committees, structure, and biographies of each director—on the Workday Corporate Governance web page. On this page, you'll also find the charters of each of our board committees, which outline each committee's respective roles and responsibilities, as well as the Workday Code of Conduct and Corporate Governance Guidelines.

Environmental, Social, and Governance (ESG) Oversight

Our Nominating and Governance Committee oversees and periodically reviews Workday policies and programs concerning environmental sustainability, social responsibility, and governance, as well as Workday participation and visibility as a global corporate citizen, while our Audit Committee oversees our global ethics and compliance function.

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Workday Board of Directors

As of April 2021

12 members

9 independent members

(as defined by NASDAQ rules)

Leadership

Chairman is a co-founder and co-chief executive officer

Vice chairman is lead independent director

Committees

Audit
Compensation
Nominating and Governance
Investment

Gender
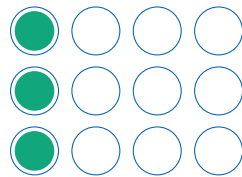
3 Women   **9** Men

Board Diversity

50%

of all directors are gender and/or ethnically diverse[1]

3 Women   **2** Asian

2 Black   **1** Hispanic or Latino

Age

40–50 **10%**
71–80 **20%**
61–70 **20%**
51–60 **50%**

Tenure

< 4 Years **5**
4–10 Years **4**
> 10 Years **3**

Experience

Software

Executive leadership

Cybersecurity

Risk management

Digital and innovation

Government and regulatory

Mergers & acquisitions and investment

Public company board

Financial expertise and accounting

Marketing and sales

Customer and product

Corporate culture

Diversity and inclusion
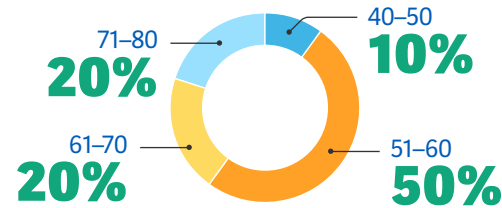
[1] Ethically diverse means self-identification as a member of one of the ethnic groups listed in California Corp. Code §301.4: Black, African American, Hispanic, Latino, Asian, Pacific Islander, Native American, Native Hawaiian, or Alaskan Native as of June 2021.

Public Policy

At Workday, trust and transparency are core to everything we do. That's why we advocate for policies that bolster trust in enterprise software and enable growth and innovation. Our Corporate Affairs team works with policymakers, regulators, industry partners, and civil society to advance our public policy goals and collaborate on technology partnerships for good.

Our policy priorities:

Privacy and data flows

Workforce development

Artificial intelligence (AI) ethics

In AI and machine learning (ML), our work has focused on driving innovation through ethics and trust, including advocating for "Trustworthy by Design" AI regulation. Because the privacy of our customers' data has always been a priority for Workday, we support comprehensive U.S. federal privacy legislation and work to maintain the free flow of data globally. As changes in the future of work continue to accelerate, we focus on workforce development policy that promotes agility through a skills-based approach to employment. We remain committed to our core values by supporting policy that increases equality and acceptance for all, such as providing legal status and a path to citizenship to Deferred Action for Childhood Arrivals (DACA) recipients.

At Workday, trust and transparency are core to everything we do.

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About This Report   Who We Are   Materiality   Stakeholder Engagement   **Governance**

Integrity

Workday is committed to observing the highest standards of ethical business conduct with our core values as our guiding principles. They provide a framework for leadership, daily decisions, and employee satisfaction. Our values are more than aspirations—they define who we are.

Workday Core Values

Employees	Customer Service	Innovation
Integrity	Fun	Profitability
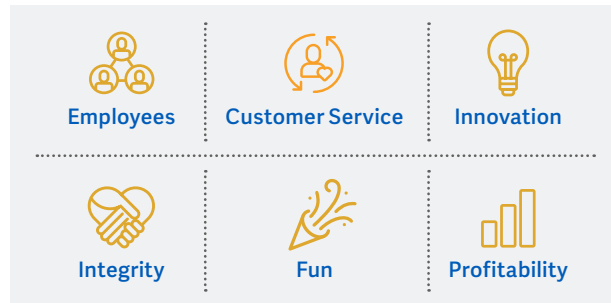
Workday believes ethics and integrity are critical to the success of our customers, our employees, and our business. We are committed to conducting business in accordance with the laws and regulations applicable to our business and we strive to be one of the most ethical companies in the world. We are proud to have been named to Ethisphere's 2021 World's Most Ethical Companies' Honoree List.

2021 WORLD'S MOST ETHICAL COMPANIES®
WWW.ETHISPHERE.COM

The Workday Code of Conduct describes the core values and expectations for how our employees, board members, and contractors act when conducting business on behalf of Workday. We are committed to acting ethically and conducting business in compliance with all applicable laws, and our ethics program addresses the importance of:

- Speaking up and raising a hand when we need help or have a concern about any potential violations of our code

- Fostering a safe and inclusive workplace where everyone feels valued

- Protecting privacy, confidentiality, and company property

- Acting with integrity and in an honest and ethical manner

- Competing fairly and honestly, especially with respect to intellectual property

- Conducting business in accordance with our core values and in compliance with all laws and regulations

- Caring about our communities and respecting fundamental human rights in all of our operations

In addition to our Code of Conduct, we have policies, standards, and guidelines that ensure our employees and business partners conduct business ethically, such as:

- Workday Partner Code of Conduct

- Workday Supplier Code of Conduct

- Workday Slavery and Human Trafficking Statement

- Whistleblower and Complaint Policy

Our ethics and integrity program and efforts are overseen by the Workday board of directors and our general counsel and chief compliance officer. Our employees are trained annually on how to comply with our Code of Conduct and the importance of acting with integrity in all business operations. We continuously build awareness through regular communications, guidance, and engagement to further support them in their daily work.

To learn more, visit Workday Governance.

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Sustainability in the Cloud

Strategy

Workday is committed to caring for our people and the planet, and we focus on sustainability efforts that support our commitments to our stakeholders and align with our core values.

Whether it is supporting our employee Green Teams with a waste reduction campaign or mitigating our historical carbon emissions to align with a zero carbon future, operating in an environmentally responsible manner is a priority for us.

We understand that in order to enjoy a healthy economy that maximizes human potential, we need to sustain a healthy planet. As a leading provider of enterprise cloud applications, our approach to environmental stewardship focuses on the key areas that are most material to our business. These include our carbon footprint, investments in renewable energy, stakeholder collaboration, reducing and responsibly disposing of our e-waste, and engaging with our employees to maximize their collective impact on how we operate. We continue to look for and adopt new ways in which we can positively address sustainability challenges.

Priorities and Commitments

As a provider of cloud applications, our priorities surrounding our environmental performance work in tandem with our operating model. Our supply chain is fairly simple—and our priorities reflect the material impacts of each of these aspects of the business. Our business consists of people, software, office facilities, and data centers. We describe our process and rationale for identifying material aspects of sustainability at Workday in our materiality analysis.

Our main focus areas are reducing our carbon footprint and investing in renewable energy programs to address climate change. We also collaborate with industry leaders and advocate for government policies to support the transition to a low-carbon economy. In addition, we aim to responsibly dispose of 100 percent of our electronic waste across our operations. We engage our employees at the local-office level through our global Green Teams program, and also provide them with tools to lighten their environmental footprint outside the workplace.

Our Environmental Sustainability Policy outlines our high-level commitments, while the commitments to the right provide specifics about our strategic sustainability goals and focus areas.

Our Commitments

Net-zero carbon emissions
across our offices, data centers, and business travel

Set a 1.5°C science-based target
across the entire value chain

Use 100% renewable electricity
across our global operations, including all of our offices and data centers

Responsibly dispose of our electronic waste

Expand Green Teams
in our largest offices to provide a platform for engagement and empower employees to introduce meaningful sustainability practices at Workday

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Advocating for a Low-Carbon Economy

While our sustainability commitments are important ways in which we can positively address the planet's sustainability challenges, we recognize that collaboration is critical in tackling a challenge as significant as climate change. We magnify our impact by engaging in strategic, collaborative efforts with a focus on promoting renewable energy, data center sustainability, and a decarbonized economy.

That's why Workday participates in collaborative groups, including:

- Business Alliance to Scale Climate Solutions
- Business Council on Climate Change
- Ceres BICEP Network
- Future of Internet Power
- RE100
- Renewable Energy Buyers Alliance
- Silicon Valley Leadership Group
- Step Up Coalition
- We Are Still In

Climate Policy

In addition to our climate and energy policy engagement through Ceres BICEP Network and Silicon Valley Leadership Group, we look for opportunities to advocate for policies that support a just transition to a low-carbon economy. In May 2020, we joined more than 300 businesses to call on the U.S. Congress to pass a resilient economic recovery plan while working toward long-term climate solutions. This was the largest business-led lawmaker education and advocacy day focused on climate legislation.

We know clean energy must be a part of our green economic recovery post-COVID-19. We also recognize the responsibility corporations play in this effort. In June 2020, we joined more than 50 companies calling for

corporate sourcing of renewables across Europe as part of a green recovery.

In October 2020, we joined together with other major companies with a letter to Virginia's state utility regulator supporting Virginia's transition to 100 percent carbon-free electricity and encouraging this to be done as cost-effectively as possible. Workday has a commitment to 100 percent renewable electricity and with four data centers in Virginia, we see cost-effective carbon-free electricity as important for meeting our sustainability commitments and those of our customers.

Following the election of President Biden in 2020, we signed We Are All In, which joins U.S. cities, states, tribal nations, businesses, and other entities to call for a national mobilization on climate action and clean recovery.

In 2021, we signed on to support the Federal Clean Energy Policy Statement, calling on the federal government to enact national policy solutions that will accelerate the transition to a zero-carbon power system. This joint policy statement, organized by the Renewable Energy Buyers Alliance (REBA), emphasizes the need for ambitious policies that modernize the power grid and ensure it is resilient, affordable, customer-focused, and most importantly, carbon free.

Our Sustainability team works directly with our Corporate Affairs team to ensure consistency between our climate change policy and the positions taken by the trade associations of which we are members.

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A Carbon-Neutral Cloud

Workday provides all of our customers—more than 8,000—with a carbon-neutral cloud. This goal was achieved in 2017 across our global operations. Our data centers use 100 percent renewable electricity, effectively reducing data center Scope 2 market-based emissions to zero.

Workday also obtains the Power Usage Effectiveness (PUE) for each data center to understand the total energy attributable to our use, and we procure high-quality carbon offsets to mitigate those emissions, effectively reducing our data centers to net-zero carbon emissions.

Even without our specific efforts, we know that moving to the cloud is more sustainable. Numerous studies have shown that cloud computing is more energy and carbon efficient than traditional on-premise computing, including a 2013 Lawrence Berkeley National Laboratory report that indicated that moving all office workers in the United States to the cloud could reduce the energy used by information technology by up to 87 percent.

Several large organizations shared their experience with CDP to further quantify the positive impacts of moving to the cloud while decommissioning their own servers and data centers. These companies found that by moving to cloud-computing solutions, they realized lower energy costs for shared computing, while simultaneously reducing their own carbon emissions.

Internal use of IT systems is often a large portion of the total carbon-emissions footprint of many companies. Moving to cloud applications such as Workday can save money and reduce carbon emissions. This creates value beyond the environmental impacts, benefiting corporate stakeholders and the bottom line.

Engineering a Better Carbon Footprint

In late 2018, the Workday data center infrastructure team undertook a unique power optimization project. A team of performance, infrastructure, and data center engineers worked together for over six months to identify the BIOS settings, kernel parameters, and appropriate processor drivers for our servers across various models to enable power-saving settings that could significantly reduce power consumption without impacting application performance. Over the past two

Due to this energy savings project, our per-server electricity consumption has decreased by 30 percent and our per-server carbon emissions have decreased by 35 percent.
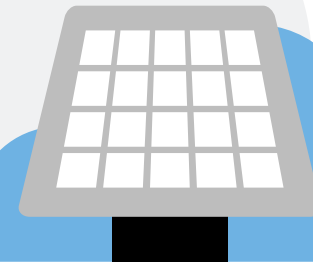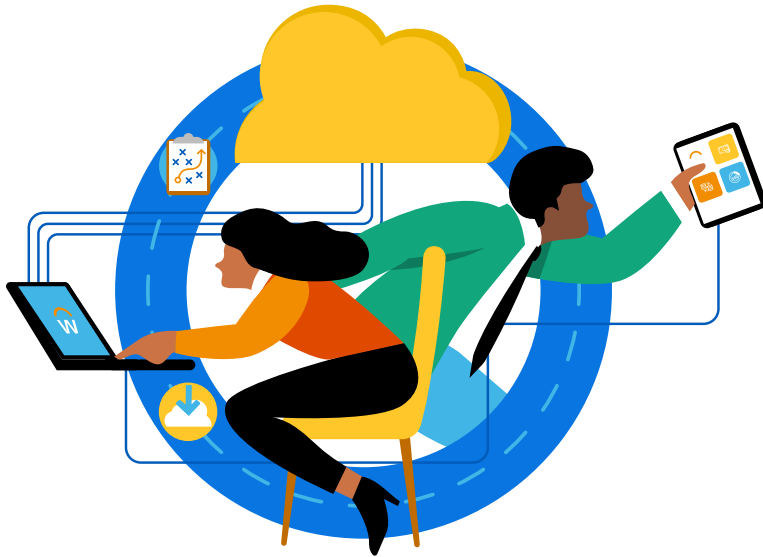
years, we have enabled power-savings settings across 80 percent of our physical servers globally.

The results are in: We have significantly reduced both server electricity consumption and carbon emissions.

Although we've increased the number of physical servers by approximately 80 percent since we started the project, our total data center electricity consumption only increased by 25 percent. Due to this energy savings project, our per-server electricity consumption has decreased by 30 percent and our per-server carbon emissions have decreased by 35 percent.

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This means on an annual basis, Workday was able to reduce power consumption by 29,000 MWhs over business as usual and reduce its carbon emissions impact by an amount equivalent to the emissions from burning 13,220,000 pounds of coal.

The upgrade will continue to be implemented in all new servers going forward. In an effort to reduce the emissions impact of its operations, Workday will continue to monitor its data centers for additional improvements that increase efficiency and reduce our carbon footprint.

Engaging with Our Data Center Colocation Providers

Although Workday does not own our data centers (we use colocation providers instead), we evaluate PUE, the energy mix of the local grid, and whether the colocation provider procures 100 percent renewable electricity in our data center selection criteria. The Sustainability team at Workday works closely with our Infrastructure team to ensure that we consider energy efficiency, renewable electricity, and carbon emissions during our data center selection process. We consider our internal price on carbon when selecting data center locations and colocation providers that reduce greenhouse gas (GHG) emissions.

Engagement with our colocation providers is enabling Workday to identify high-quality renewable energy purchases that meet Scope 2 quality criteria, as well as encourage our colocation providers to directly procure credible renewable energy. Workday was one of the founding signatories to The Corporate Colocation and Cloud Buyers' Principles, which outlines six criteria that companies using colo services would like to see their providers meet, such as providing data on customer energy consumption, disclosing facility energy sources, and supporting renewable energy advocacy efforts.

Workday now requires any new data center colocation provider to procure credible renewable energy for 100 percent of the site as part of our selection criteria. In some cases, this means working with our colocation providers during our procurement process to help them understand high-quality impactful renewable options available for the location, such as virtual power purchase agreements (VPPAs) or utility renewable energy tariffs, and requiring contractual commitments to source 100 percent renewable energy for the site, thereby benefiting all tenants in our multi-tenant facilities. By partnering with our data center providers, we can accelerate the transition to a cleaner cloud.

This means on an annual basis, Workday was able to reduce power consumption by 29,000 MWhs over business as usual and reduce its carbon emissions impact by an amount equivalent to the emissions from burning 13,220,000 pounds of coal.
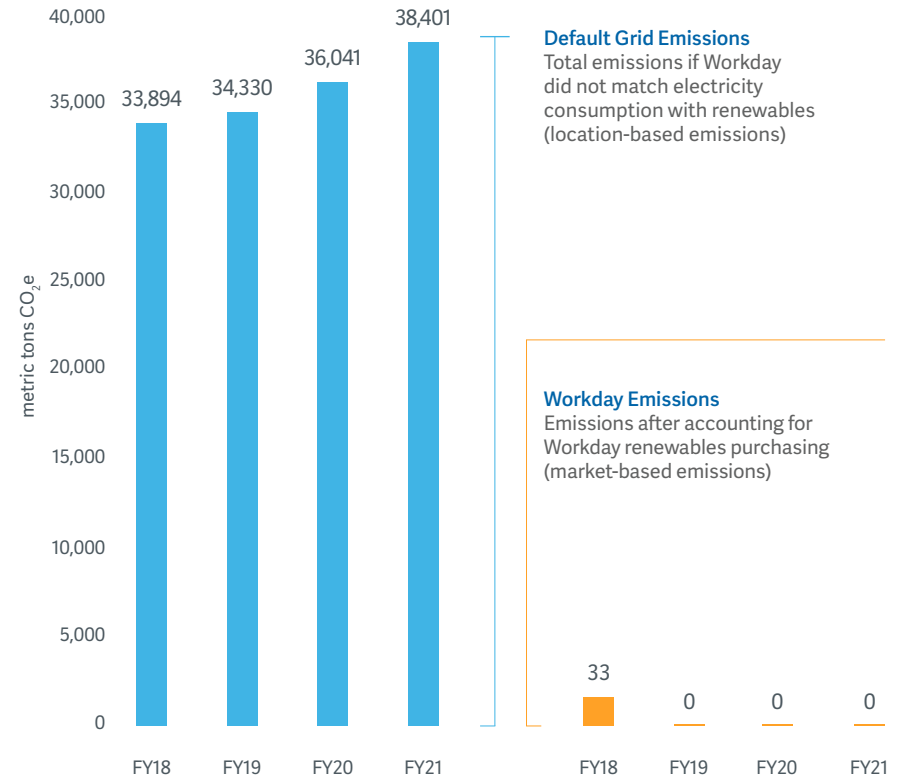
Clean & Renewable Energy

Our goal is to power our offices and data centers worldwide with 100 percent renewable electricity. This means sourcing renewable electricity from renewable energy sources equivalent to what we use globally on an annual basis, in alignment with the criteria outlined by RE100. In FY21, we matched 100 percent of the electricity we used at our offices and data centers globally with clean, renewable sources.

This means that all of the data centers that run our cloud applications—in both the U.S. and Europe—are using renewable electricity. Our commitment to clean energy has been recognized by the EPA through its Green Power Partnership program. Workday has achieved 100 Percent Green Power Purchaser status for the U.S. market, which we have maintained every year since 2008.

Scope 2 Market-Based Emissions

Offices and data centers globally
(metric tons CO_2e)

Default Grid Emissions
Total emissions if Workday did not match electricity consumption with renewables (location-based emissions)

Workday Emissions
Emissions after accounting for Workday renewables purchasing (market-based emissions)

Default Grid Emissions by year: FY18 33,894; FY19 34,330; FY20 36,041; FY21 38,401

Workday Emissions by year: FY18 33; FY19 0; FY20 0; FY21 0

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Our Renewable Strategy

Our first priority is always energy efficiency. We aim to use as little energy as possible, because the cleanest energy is the energy you never use.

| On-Site Generation | → | Supplier-Sourced Renewable Energy | → | Utility Renewable Energy Tariffs | → | Long-Term Investments | → | Renewable Energy and Energy Attribute Certificates |
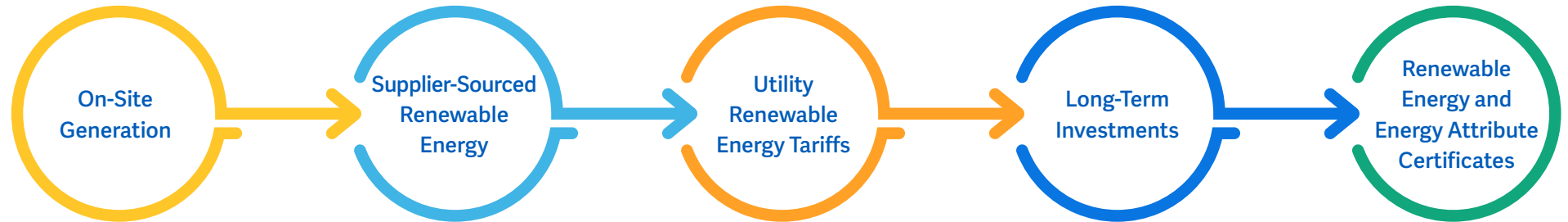
On-Site Generation

Where feasible, we will prioritize on-site renewable energy generation at our offices, such as solar arrays. For example, our first new-construction office building has on-site solar providing up to one-third of the building's electricity needs.

Supplier-Sourced Renewable Energy

We engage actively with our colocation data center providers to encourage renewable energy investments that are mutually beneficial. In FY21, Workday data center partners provided 15,030 MWhs of renewable energy to power operations in Oregon; Virginia; Ontario, Canada; Amsterdam, the Netherlands; and Dublin, Ireland. Workday will continue to encourage this type of supplier relationship through our advocacy as a member of REBA's Future of Internet Power initiative. Workday now requires any new data center colocation provider to procure credible renewable energy for 100 percent of the site as part of our selection criteria.

Utility Renewable Energy Tariffs

Where appropriate, we take advantage of utility renewable energy—otherwise known as green—tariff programs through energy suppliers for our offices. We review these tariff programs to ensure they meet the quality criteria in line with the GHG Protocol's Scope 2 Guidance and RE100 Technical Criteria. While currently only a small portion of our global office electricity load, we hope to grow our use of these utility-supplied renewable energy options going forward.

Long-Term Investments

Where feasible, we engage in strategic renewable energy investments, such as VPPAs, that add clean energy to regional grids where we have operations. For example, our first VPPA provides our five Virginia data centers with 100 percent renewable electricity.

Renewable Energy and Energy Attribute Certificates

In locations where we can't feasibly add on-site renewables, or in markets where we can't execute a long-term investment such as a VPPA, we purchase renewable energy from newer projects within the same market. Where possible, we aim to purchase from projects located on the same grid as our facilities. We prioritize high-quality certifications of verified renewables, such as Green-e RECs, EKOenergy GOs, and I-RECs, as well as renewables directly from local utilities that meet the Quality Criteria outlined in the GHG Protocol. We prioritize wind, solar, and small-scale hydro.

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Creating Pathways to Clean Energy

In 2018, we partnered with Bloomberg, Cox Enterprises, Gap, and Salesforce to sign the first-ever small-buyer aggregate renewable energy project. Our group aims to create a blueprint for other smaller buyers to engage in similar aggregation projects that achieve the large-scale impact that traditionally only the largest corporate buyers can achieve. This project received the 2019 Green Power Market Development Award from Center for Resource Solutions and the 2020 Innovation Award from Smart Energy Decisions.

This 100 MW off-site solar project became operational in late 2020, and now provides five of our data centers in Virginia with clean electricity.

"
This collaboration is relatively unique for this type of sustainability investment, and we're grateful for partners who see value in working together toward a common goal.

Erik Hansen, Sr Director, Environmental Sustainability, Workday

Our Electricity Consumption

The primary form of energy that Workday purchases is electricity, which is consumed in our data centers and our offices worldwide. Below is a summary of our estimated electricity consumption by primary source for our reporting period.

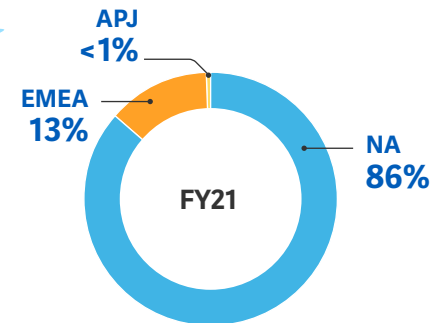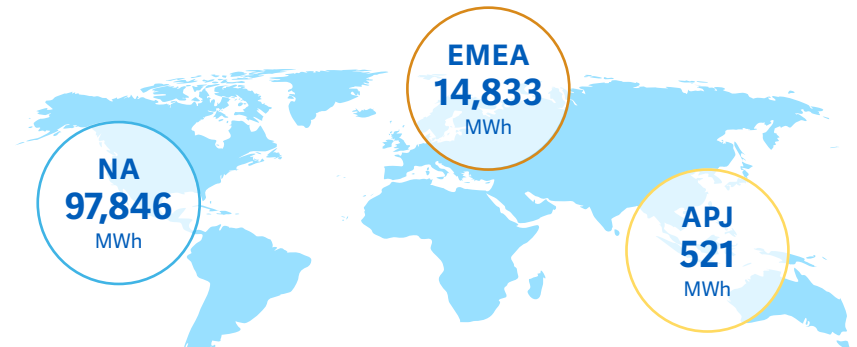### Grid Mix Renewable Electricity

44%
FY21
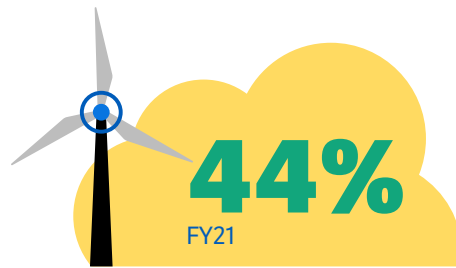
Market-Based Renewable Electricity Sources

Indirect Large Off-Site Purchases (VPPA)
2%

On-Site Renewable Electricity Generation
1%

Supplier-Sourced Renewable Electricity
13%

Utility Renewable Energy Tariffs
<1%

Energy Attribute Certificates
84%

FY21
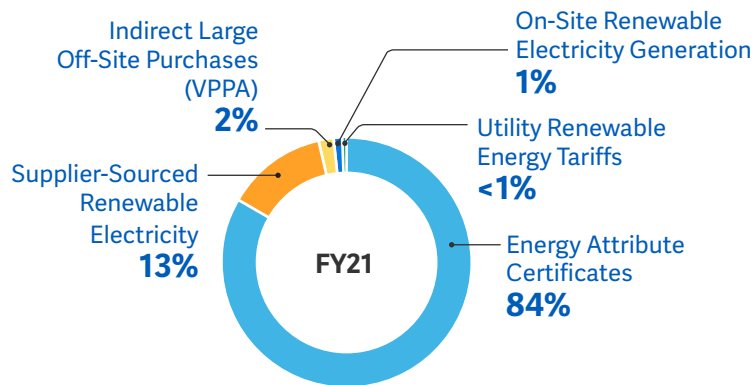
Overall Electricity Use

Total MWh:
113,200

EMEA **14,833** MWh

NA **97,846** MWh

APJ **521** MWh

APJ **<1%**

EMEA **13%**

NA **86%**

FY21

Detailed energy and emissions data here.

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Office Electricity Use

Total Offices MWh:

15,520

NA | 12,582
24 LOCATIONS

EMEA | 2,417
22 LOCATIONS

APJ | 521
12 LOCATIONS

APJ
3%

EMEA
16%

NA
81%

FY21
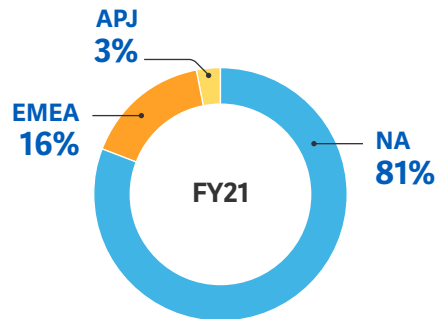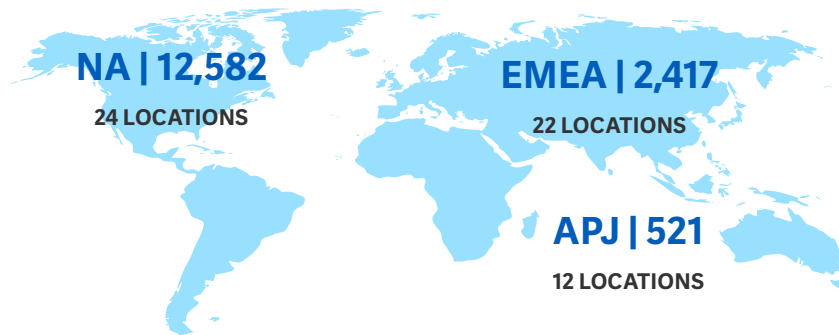
Data Center Electricity Use

Total DC MWh:

97,679
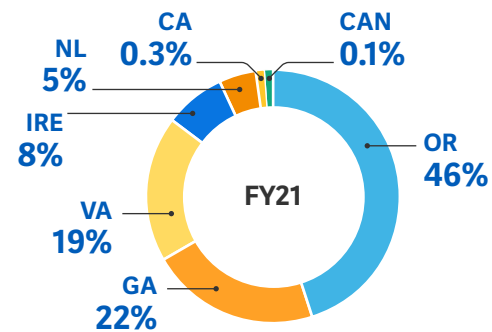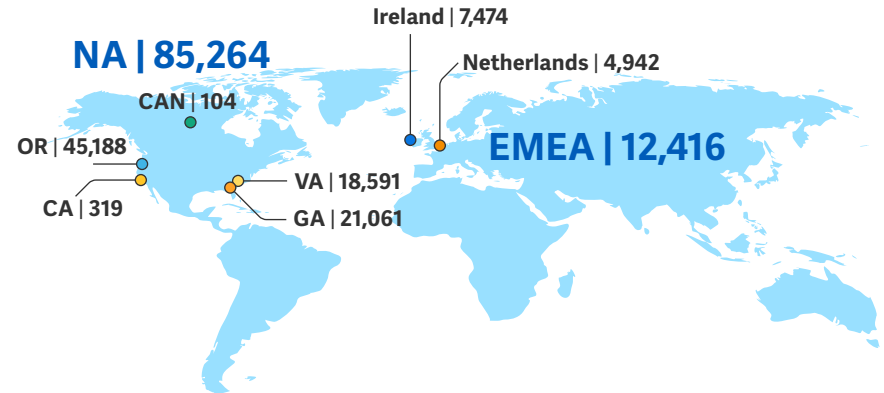
Ireland | 7,474

Netherlands | 4,942

NA | 85,264

CAN | 104

OR | 45,188

CA | 319

VA | 18,591

GA | 21,061

EMEA | 12,416

CA
0.3%

CAN
0.1%

NL
5%

IRE
8%

OR
46%

VA
19%

GA
22%

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Carbon Reduction & Removal

We know that pledging to keep global warming to 1.5°C is certainly the most ambitious of science-based targets to take on. But we deeply believe this lofty (yet achievable) commitment is the type of action companies need to take to make the most positive impact on our environment.

In 2016, Workday announced its pledge to achieve net-zero carbon emissions and power our business with 100 percent renewable electricity by end of fiscal year 2021 across our offices, data centers, and business travel. We focus on these areas because they are our most significant sources of emissions, as well as the aspects of our business where we have the highest operational control and influence.

By the close of our 2020 fiscal year, one year before our targeted deadline, we met our goal. Workday runs on 100 percent renewable electricity (in addition to offering our customers a carbon-neutral cloud) and we've achieved net-zero carbon emissions across our offices, data centers, and business travel.

We achieved this milestone through a combination of operational efficiency, procurement of renewable energy equal to 100 percent of our consumption, and investment in high-quality carbon offset projects. This means we are providing all of our customers globally with a carbon-neutral cloud.

Committing to a 1.5°C Science-Based Target

Workday has committed to set science-based emissions reduction targets—across the entire value chain—that are consistent with keeping global

warming to 1.5° Celsius (C), above pre-industrial levels. According to scientists, the next decade will be more critical than ever to dramatically reduce carbon emissions to help flatten the climate curve to limit the worst impacts of climate change. By pledging to support the Science Based Targets initiative (SBTi), we're aligning the Workday sustainability journey with the transition to a zero-carbon future.

We recognize that as a society, we're on the verge of irreversible climate change, which not only impacts our natural world but also our global economy and society. In order to truly achieve a net-zero future by 2050, we must collectively keep global warming to 1.5°C above pre-industrial levels.

Our reduction targets will not only include our direct operations, but also our entire value chain. This builds on our work to date in engaging with our data center providers, as well as our collaborative efforts with the Renewable Energy Buyers Alliance Future of Internet Power to source renewable electricity and reduce emissions across the data center industry.

We know that pledging to keep global warming to 1.5°C is certainly the most ambitious of science-based targets to take on. But we deeply believe this lofty (yet achievable) commitment is the type of action companies need to take to make the most positive impact on our environment.

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Workday Carbon Intensity Reduction

(Location-Based)

48%
reduction in carbon intensity per square foot of office space since FY15
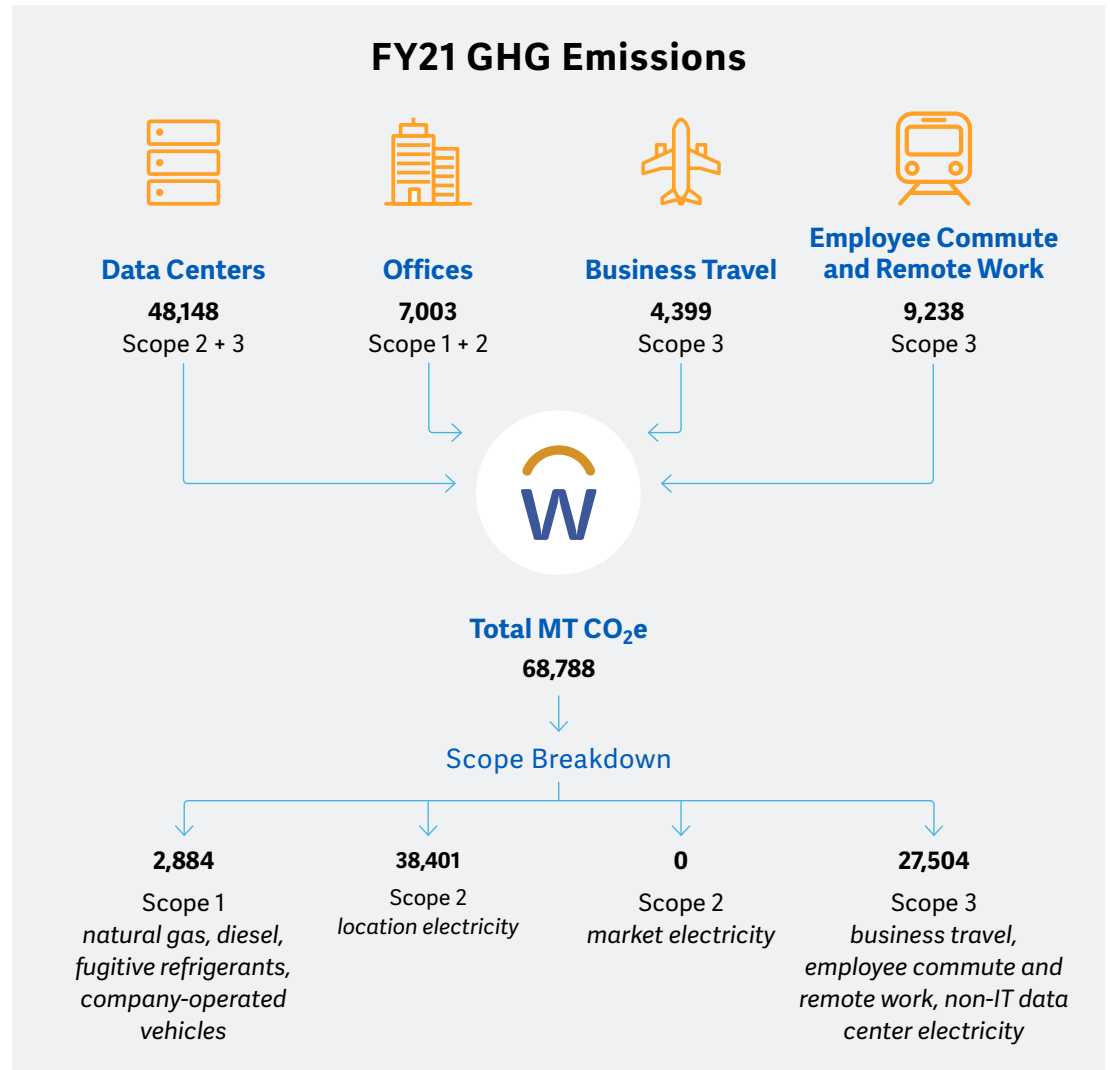
48%
reduction in carbon intensity per total revenue since FY15

62%
reduction in commute and remote work emissions per employee since FY16

50%
reduction in data center carbon intensity per subscription revenue since FY15

FY21 GHG Emissions

Data Centers
48,148
Scope 2 + 3

Offices
7,003
Scope 1 + 2

Business Travel
4,399
Scope 3

Employee Commute and Remote Work
9,238
Scope 3

Total MT CO$_2$e
68,788

Scope Breakdown

2,884
Scope 1
natural gas, diesel, fugitive refrigerants, company-operated vehicles

38,401
Scope 2
location electricity

0
Scope 2
market electricity

27,504
Scope 3
business travel, employee commute and remote work, non-IT data center electricity

Detailed energy and emissions data here.

Total GHG Emissions Over Time

(Location-Based)

105,711

FY19
- Data Centers
- Offices
- Business Travel
- Employee Commute

116,872

FY20
- Data Centers
- Offices
- Business Travel
- Employee Commute

68,788

FY21
- Data Centers
- Offices
- Business Travel
- Employee Commute and Remote Work

Detailed energy and emissions data here.

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Using an Internal Price on Carbon

To achieve our sustainability goals and meet our climate commitments, we established an internal price on our greenhouse gas emissions. This aligns our investments to accelerate the transition to a zero-carbon future, creating a financial incentive to support business decisions that reduce carbon emissions. We allocate costs across cost centers to ensure that areas of our business—for example, our data centers or offices—are accountable for their emissions footprint and use those funds to procure renewable energy and finance carbon offsets to help us meet our goals and maintain our commitment to net-zero carbon emissions across our offices, data centers, and business travel.

Our carbon management strategy focuses on the following:

1 Avoid carbon-intensive activities.

We seek opportunities to choose less-carbon-intensive options over those with a larger carbon footprint.

2 Reduce through efficiency.

We focus on reducing the carbon intensity of our operations through high-impact efficiency measures in our office facilities and data centers.

3 Replace high-carbon energy sources with low-carbon sources.

We prioritize on-site renewable energy generation, such as solar, where feasible and purchase wind and solar power over electricity generated from fossil fuels for our global operations.

4 Offset emissions that can't be eliminated.

We purchase high-quality carbon offsets for the emissions that we can't reduce through steps 1–3.

Mitigating Our Historical Emissions

While setting a science-based target is a bold commitment for the future, we know we need to continue doing more right now to achieve a zero-carbon future. As of the end of fiscal year 2021, we have mitigated the entire Workday carbon legacy (covering all our operational emissions before we reached our net-zero target in 2020) through the purchase of high-quality third-party verified emission reductions, or carbon offsets. This means that the Workday lifetime net carbon footprint is now zero, making us one of the first major companies to reach this milestone.

FY20: Workday reached net-zero across offices, data centers, and business travel.

Workday Historical Carbon Emissions: Legacy Net-Zero
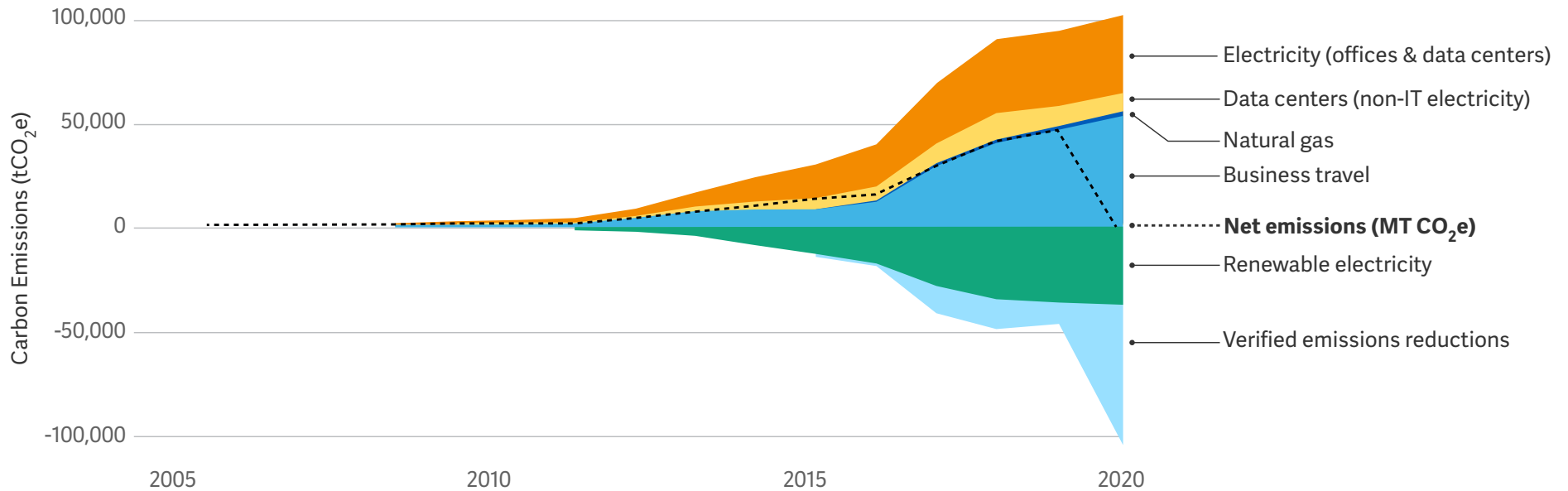
Workday's net-zero carbon emissions goal boundary includes global Scope 1, Scope 2 market-based, Scope 3 market-based data center non-IT electricity, and Scope 3 business travel.

Our Carbon Offset Program

To maximize the environmental and social impact of our carbon offset investments, we look for projects that meet the following criteria:

Additionality
Emission reductions beyond business as usual

Leakage Prevention
Prevent shifting of emissions to other locations

Permanence
Permanent and long-lasting—not temporary reductions

Verifiability
Rigorous independent third-party verification

Social Impact
Sustainable development, including local workforce development, and health and well-being benefits for the local community
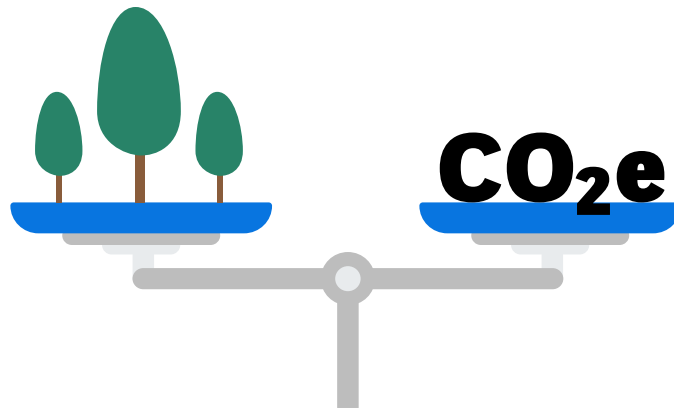
Each project must be independently verified by an objective third party—someone other than the project developer and Workday—to ensure adherence to internationally recognized standards to quantify, monitor, and report on emission reductions. We work with carbon project specialists who have deep expertise in carbon finance projects and perform due diligence on each project.

We choose projects that not only have environmental benefits, but also social impacts. For example, we support a carbon project in Guatemala that helps distribute water filters and clean cookstoves to communities that need it—vital given the high incidence of waterborne disease and chronic malnutrition in that country. Not only does this project deliver emissions reductions to address climate change; the project also promotes health and well-being by removing 99 percent of pathogens from drinking water, and reduces the use of firewood and the indoor air pollution it creates. The stoves are also more affordable to low-income households, saving the average family around US$35 per year.

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Carbon Offset Map

Americas
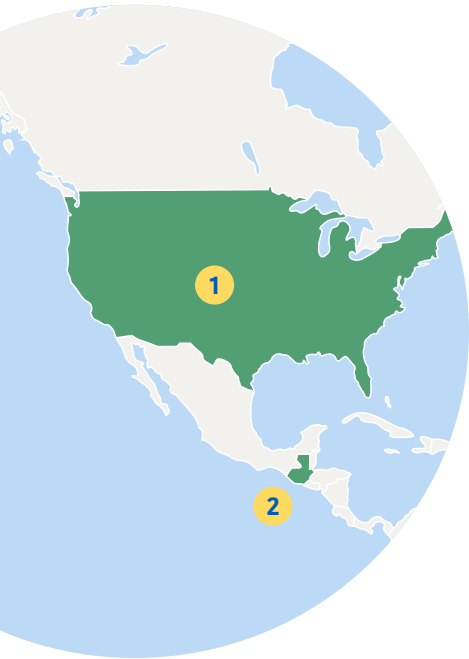
1 USA

Colorado Grasslands Preservation
A beneficiary of the USDA Natural Resource Conservation Service's Conservation Innovation Grants, the goal of this project is to create financial incentives for conserving valuable grasslands through payments for protection of below-ground soil carbon and the avoidance of direct emissions from cultivation. The project is located on two properties (Raven's Nest and Heartland Ranch) in southeast Colorado, covering approximately 18,000 acres. Learn more.

Standard: CAR

2 Guatemala

Water Filtration and Improved Cookstoves
Waterborne diseases have been identified as a national priority in Guatemala given the high incidence of diarrheal disease and chronic malnutrition. This project, which is the first Gold Standard water treatment or cookstove project in the country, distributes water filters and stoves that enable access to clean water and improve cooking conditions by increasing fuel efficiency and reducing harmful indoor air pollution. Water is purified through a gravity-fed ceramic filter made of clay, sawdust, colloidal silver, and carbon, which can treat 2 liters of non-potable water an hour and remove 99 percent of pathogens. Learn more.

Standard: Gold Standard

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Americas

3 Peru

Brazil Nut Concessions REDD+

Established in 2010, the Brazil Nut Concessions project prevents deforestation and protects biodiversity on 500,000 acres in the Peruvian Amazon. The project is a collaboration between the project developer and a conglomeration of over 300 small concessioner landowners aimed at refocusing the local economy toward the passive harvest of Brazil nuts, a valuable commodity that can only be found in old-growth rainforest such as that protected in the project, and providing community members with sustainable income through carbon finance. Learn more.

Standard: VCS

4 Brazil

Acre Amazonian Rainforest REDD+

Ninety percent of Brazil's Acre state is forested, but at current rates of destruction this could decline to 65 percent by 2030. This collection of three projects, located along the Purus, Jurua, and Valparaiso Rivers of the Amazon basin, aims to prevent deforestation across 105,000 hectares of pristine rainforest, protecting some of the world's most biodiverse habitats. The projects are working closely with NGOs to build sustainable economic livelihoods for local residents by granting land tenure and developing alternatives to deforestation. Learn more.

Standard: VCS+CCB

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Africa
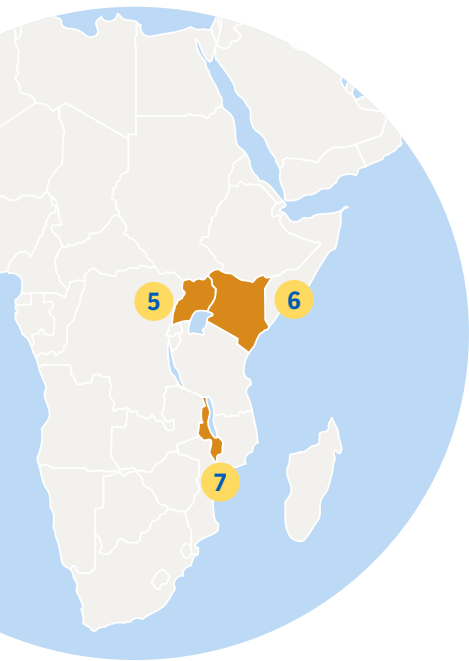
5 Uganda

TIST Uganda

The TIST Uganda project is a reforestation project spanning much of southwestern Uganda working with small farm groups to reforest and plant trees in a heavily deforested landscape. The project itself consists of 1,563 small farm plots from 291 farmer groups with 1,662 individual members. Uganda is one of the most heavily deforested countries in the world, with a 2008 study predicting that there may be no forest remaining by 2050. The TIST project is a green exception to that. Learn more.

Standard: VCS

6 Kenya

Improved Cookstoves

The Kenya Improved Cookstoves project utilizes distribution networks that serve customers at the base of the pyramid, helping households and institutions throughout the entire country purchase efficient wood or charcoal cookstoves to replace traditional three-stone fires or other inefficient stoves. The stoves are sold (along with other eco-products, such as solar lanterns and water filters) through a local partner franchise model that helps ensure effective financing, marketing, and support to both end-customers and local charter partners. Learn more.

Standard: Gold Standard

7 Malawi

Kulera Landscape REDD+ and Cookstoves

Through the combination of forest protection and the distribution of clean cookstoves, this project uses carbon finance to deliver significant emission reductions, protect an important area of biodiversity value, and address the health risks of indoor air pollution. The project targets the conservation of approximately 170,000 hectares of forest and works with 45,000 households to reduce fuelwood use, develop sustainable livelihoods, increase community resilience to climate change, and promote biodiversity. Learn more.

Standard: VCS+CCB

Asia

8 India

Solar Water Heating

According to the International Energy Agency, 80 percent of India's energy needs continue to be met by burning coal, oil, and solid biomass. Solar water heaters provide households, businesses, and institutions with an in-house hot water supply fueled by renewable energy rather than carbon intensive grid electricity. This project is primarily focused on manufacturing, distributing, installing, and maintaining solar water heaters for urban areas throughout the country. Distribution is achieved through private entrepreneurs or larger entities that act as solar water heater dealers and franchise sub-dealers. Learn more.

Standard: Gold Standard, CDM

9 India

Tamil Nadu Reforestation

Connected to more than 1,000 small groups of subsistence farmers throughout Tamil Nadu, this project integrates reforestation to sequester carbon with community development activities to combat the devastating effects of deforestation, poverty, and drought. The project shares best farming practices among these small groups and through individual tree planting activities, and enables local communities with greater access to food and additional income sources. The farmers are provided with training and facilities to improve crop production, grow trees as sources of food, and use wood more efficiently as fuel. Learn more.

Standard: VCS+CCB

10 Bangladesh

Gas Distribution Leak Reduction

In the Bangladesh capital of Dhaka, more than 21 million people rely on natural gas to power their homes, businesses, and factories. The local gas distribution company has a network that is old and in disrepair, resulting in significant release of methane, a greenhouse gas that is more than 20 times more potent than carbon dioxide as a heat-trapping gas. To reduce and prevent natural gas leaks, this project is financing the purchase and import of specialized equipment to ensure long-lasting sealing of leaks identified by the program. To date, 70 specially trained staff have checked more than 500,000 gas risers, identifying and repairing more than 37,000 leaks. Learn more.

Standard: CDM

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11 China

Danjiang River Solar Cookers

The Danjiang River Solar Cookers are designed to improve the indoor air quality and living conditions of 100,000 rural households in the southwest of Henan Province, one of the poorer regions in China. The cookers consist of a 1.7m2 parabolic dish, which concentrates solar energy onto a central cooking pot and provides sufficient heat for cooking the local staple food of rice. Its design is ideal for the local diet and climatic conditions, with ample sunshine throughout the year. The cooker displaces traditional inefficient coal-fired cooking stoves, significantly reducing fuel consumption and indoor air pollution. Learn more.

Standard: Gold Standard

12 China

Rural Clean Cooking

These projects support low-income farmers across central and southern China by installing small biodigesters that convert farm animal waste into clean and affordable energy. The biogas captured from the biodigesters is used for cooking and heating and replaces coal, saving money and reducing indoor air pollution. In addition, the biodigesters avoid methane emissions that would have otherwise been emitted from animal waste and produce an effective fertilizer that can be used on farmlands. Learn more.
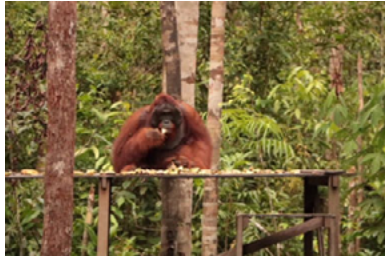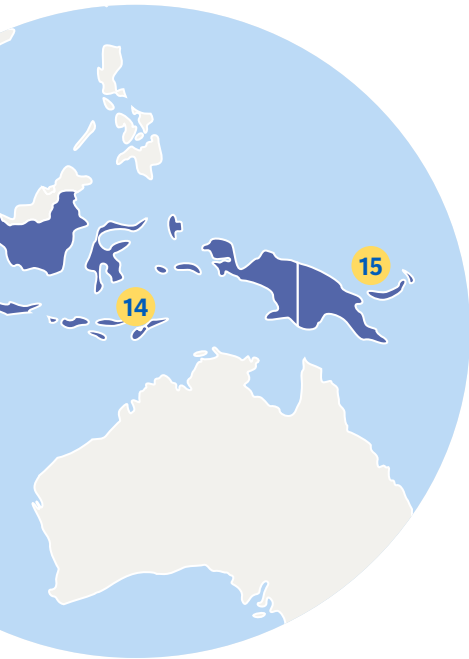
Standard: Gold Standard

13 China

Sichuan Household Biodigesters

This project distributes small-scale biogas plants to low-income rural households with livestock across the Sichuan Province of China. To support rural development and environmental protection, the biogas plants digest manure and recover the methane by-product through the process of anaerobic digestion. This offers clean and affordable energy to homes and fertilizer for agriculture. In addition to reducing greenhouse gas (GHG) emissions, the project improves indoor air quality and sanitation for rural communities. Learn more.

Standard: CDM, Gold Standard

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14 Indonesia

Rimba Raya Biodiversity Reserve

Based on the island of Borneo in Indonesia, this REDD+ project preserves carbon-dense tropical peat swamp by helping to halt deforestation of roughly 65,000 hectares of forest that were originally slated for conversion to palm oil plantations. The project focuses on both community development—encompassing 2,000 households living within the project area—and biodiversity conservation, particularly the protection of the endangered Borneo Orangutan. In order to deliver on its goals, the project actively engages local communities to improve food security, income opportunities, healthcare, and education—all with the support of carbon finance. Learn more.

Standard: VCS+CCB

15 Papua New Guinea

NIHT Topaiyo REDD+

NIHT has partnered with traditional landowners of New Ireland and East New Britain in Papua New Guinea to repurpose land originally scheduled for commercial timber harvesting into a forest carbon project. Since 2014, Papua New Guinea has been the world's largest exporter of tropical timber wood, making the island nation a key area for intervention. Carbon finance provides landowners and communities with a valuable source of alternative income instead of cutting down these critical rainforests. Learn more.

Standard: VCS

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Investing in Carbon Removal Strategies

We know it's not enough to just offset our carbon emissions, so we have invested in a new strategy: carbon removal. In an effort to remove and sequester carbon, we're supporting a $1 million investment to scale up two natural climate solution projects focused on mangrove reforestation in Mexico and Kenya.

Mangroves can sequester up to four times more carbon than terrestrial forests by biomass. These projects are working to become registered with emerging methodologies such as the innovative new blue carbon methodology under Verra's Verified Carbon Standard (VCS). Blue carbon methods are promising, but underfunded.

Coastal wetlands (including mangroves) cover less than 2 percent of total ocean area, but almost 50 percent of total carbon is stored in ocean sediments. Natural climate solutions, including blue carbon activities, currently receive just 3 percent of total climate investment globally. This is in spite of having the potential to deliver one-third of the total emissions reductions needed by 2030 to keep global warming below 2°C. This lack of financial support has been a barrier to bringing blue carbon conservation and restoration activities to scale. Our investment provides carbon finance as a catalyst to scale up carbon removal projects like this that can help improve water quality and fisheries, and build coastal resilience to withstand hurricanes and floods.

On top of the environmental benefits, these projects also help provide jobs to the local community. In Mexico, 30 full-time employees and hundreds of seasonal workers will plant over 250,000 mangrove seedlings, creating new jobs and economic opportunities.

Coupled with successful (and significant) emissions reductions, carbon removal projects serve as necessary solutions on the journey to achieve long-term decarbonization. We recognize that some of our Workday emissions will be very difficult to reduce by 2050, and this is why we are supporting these mangrove restoration carbon removal projects.
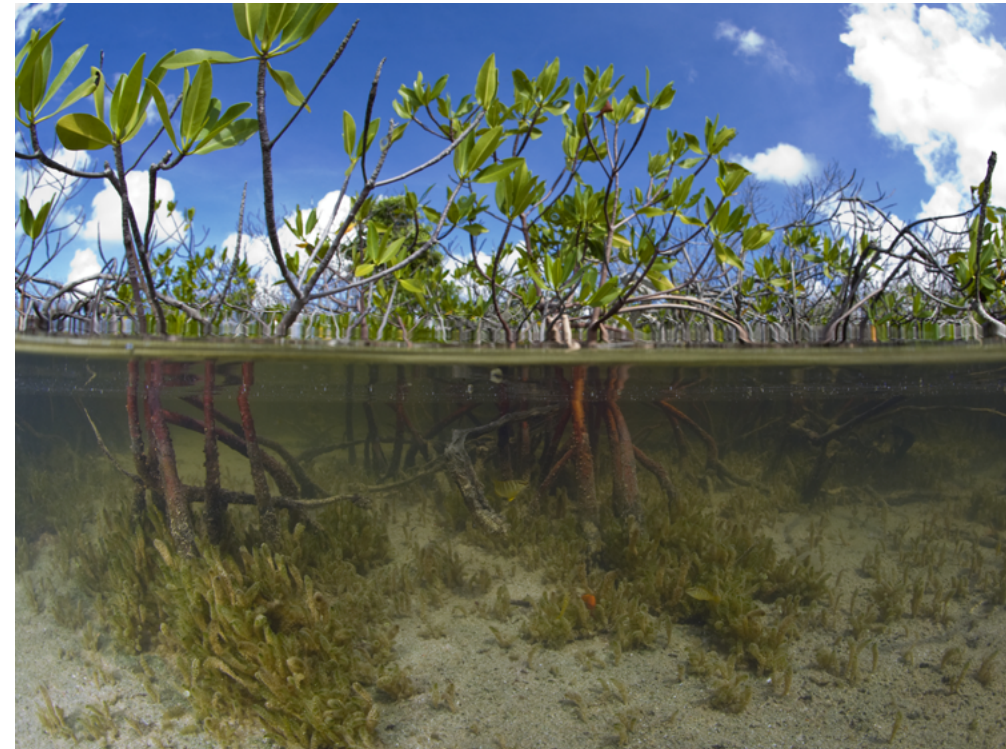
We're supporting a

$1 million

investment to scale up two natural climate solution projects focused on mangrove reforestation in Mexico and Kenya.

Public Cloud Infrastructure

Amazon Web Services

Workday uses Amazon Web Services (AWS) computing services primarily to run internal development and test systems, and also offers some customers the choice to run on AWS in a number of regions. While this usage is material to our Scope 3 footprint, we do not yet have the ability to calculate estimated emissions from our AWS usage.

In FY21, most of our AWS usage was in the U.S. West (Oregon) region, where Amazon has purchased and retired renewable energy credits (RECs) to cover non-renewable energy usage. In FY21, 75 percent of our computing usage by hours and 80 percent of our storage usage of AWS was in regions where AWS purchases and retires environmental attributes, such as RECs and guarantees of origin (GOs) to cover all non-renewable energy usage.

75%
of compute usage by hours in FY21
AWS services: EC2, RDS

80%
of storage usage by gigabytes per month in FY21
AWS services: S3, EBS, RDS

5% | 5%
Canada (Central)

7% | 7%
Europe (Ireland)

2% | 4%
Europe (Frankfurt)

61% | 64%
U.S. West (Oregon)

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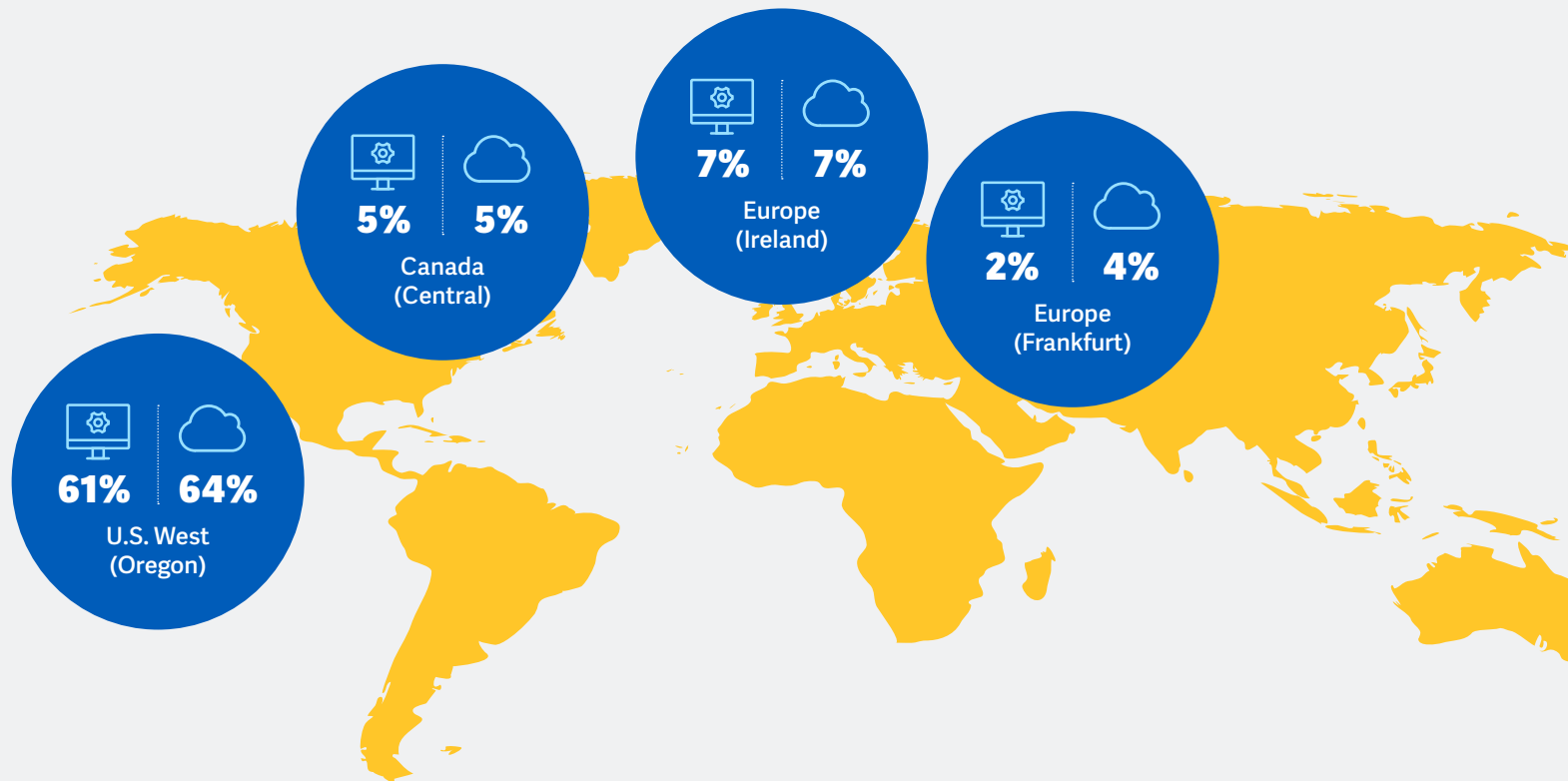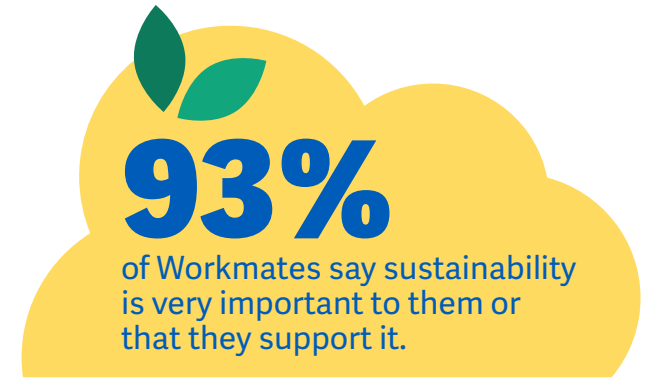
Green Teams

We know that in order to provide our Workmates with a special culture where they can bring their best selves to work, we need to provide opportunities for employees to align their purpose and passion in the workplace.

Our Green Team program does just that, providing a global platform across 47 of our largest offices for our Workmates who care about people and the planet to take an active role in our efforts. We support these teams through a formal Green Team Local Leader program—an extension of our Sustainability team where passionate volunteer champions lead their local Green Teams, inspiring employees to get involved and help implement beneficial environmental solutions across Workday operations.

We provide a structured program where these Local Leaders roll out initiatives based on themes guided by our Sustainability team. They also have the latitude to work on the programs that are most material to their local offices. We recognize that each global office is unique, and Green Teams can implement initiatives that best fit their office culture.

The program has been a success at supporting a culture of sustainability at Workday, with 96 percent of Workmates sharing via our annual survey, "My company does its fair share to reduce its environmental impact."

93%
of Workmates say sustainability is very important to them or that they support it.

World Oceans Day

Green Teams do good beyond the walls of our offices. For example, the Green Team in London was quick to pivot and partner with other Green Team cities to come up with a global plan for World Oceans Day 2020 in a time where employees could not gather due to COVID-19. Recognizing the opportunity across the ocean (literally), the virtual plan came together to focus on the impact of plastic in the ocean not only to animals but also to the nearly 1 million human beings from low-income countries who have to live among the discarded plastics. What could we do as a global Workday community in our day-to-day lives to help? The answer was gaining access to the documentary "The Story of Plastic," and hosting a live filmmaker panel. More than 100 Workmates were able to watch the film and attend the panel, further continuing this very important conversation.

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e-Waste

As a technology company offering cloud applications to our customers, the most prominent and material waste stream for Workday is electronic equipment. We have two primary sources: data centers and employees.

One stream includes servers, network equipment, and other infrastructure used in our data centers to provide applications to our customers. The other includes computers and peripherals provided to our employees to conduct their daily work.

Electronic Dispositions at Workday
FY21

7,257
assets recycled or resold

193,465 lbs.
total weight

$1.4 million
value recovered

When it comes to e-waste, Workday has one goal: to responsibly dispose of 100 percent of our IT equipment. To do this, we implemented an Electronics Disposition Policy that covers all retired, excess, and obsolete electronics generated by our global operations. The policy applies to both our data centers that provide our cloud applications and our internal IT operations. Workday also provides e-waste bins throughout our Pleasanton headquarters campus, as well as at our largest field offices, that employees can use to responsibly dispose of unwanted electronic equipment, such as cables, keyboards, and other peripherals.

We have partnered with a global electronics-disposition company that meets our requirements for operating under ISO 14001 certification, as well as the strong e-Stewards certification (or a comparable local standard). Data security is always paramount—all drives are wiped and destroyed while certificates of destruction are retained.
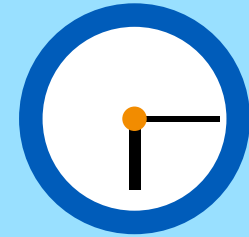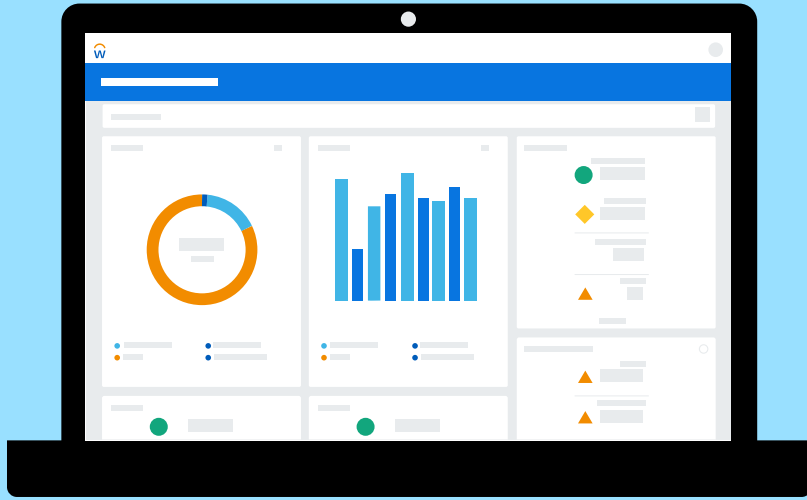
By responsibly recycling and selling equipment for reuse, we are reducing our environmental impact while recovering value from obsolete IT equipment. We also simultaneously prevent hazardous waste from entering the waste stream via landfill or export, so it's a win-win for Workday and the environment.

Tech Rescue

In 2019, we launched a program we call Tech Rescue, a new initiative that offers refurbished tech accessories to our Workmates. While we were still working in our offices, our employees could stop by our IT help centers on campus and pick up refurbished electronic accessories, thereby keeping used equipment from entering the waste stream and providing a new life to older equipment. We're excited to see this program continue to grow upon our return to an in-office setting soon.

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Customer Success

Customer Satisfaction

97%

customer satisfaction rating

> "
> We were looking for a partnership with a company that is innovating and that is on a platform that is focused on user experience. Workday is that company.

Shamim Mohammad, SVP, Chief Information and Technology Officer, CarMax

Early in 2020, our world changed overnight and immediately customers wanted to know how to keep their businesses running without anyone in the office. We knew our customers needed help adapting and responding to a quickly changing environment. With many customers serving on the front lines in industries such as healthcare, hospitality, finance, retail, and others, we immediately shifted all training, deployments, and support to virtual.

Once customers understood that our service levels for our financial management, human capital management, analytics, and other cloud solutions would not be impacted by the pandemic, we took a step back to figure out how to help each customer based on how COVID-19 was affecting their specific industry. As the year unfolded, we saw an acute need for speed and agility across operations. In some cases, people were redeployed to handle the urgent demands of their business, while others needed to learn or acquire new capabilities immediately to serve their customers.

A 97 Percent Customer Satisfaction Rating

As a company, Workday sets an annual goal to achieve at least 95 percent customer satisfaction. We've continued to stay laser-focused on customer success, delivering the vision and innovation that global organizations need to navigate rapidly changing business and workforce

circumstances. We are committed to building long-lasting relationships with our customers in four key stages:

Deployment
We have 70 percent of our customers live because of our carefully vetted partner ecosystem, deployment best practices, and our own deployment offering.

Education and Training
Our education services help customers efficiently adopt and make the best use of Workday.

Optimization
We provide the services customers need to increase the value of their investment.

Support
We are committed to quickly resolving customer issues with around-the-clock support.

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Conversations for a Changing World

Throughout a turbulent 2020, many business leaders learned to lean on their peers. Together, companies brainstormed how to support employees, heal communities, and move organizations forward while simultaneously grappling with big challenges and enormous change.

At Workday, we hosted Conversations for a Changing World, a global digital event to help facilitate important conversations among business leaders both across and beyond our customer community. During this event, we brought together global leaders and changemakers to share ideas and inspiration.

With a diverse group of speakers, we covered a variety of topics, from digital acceleration and diversity, to skills-based hiring and how to plan in times of uncertainty. This event served as a convener for organizations looking to solve some of today's toughest challenges.

Satya Nadella, Serena Williams, and Reese Witherspoon were among the speakers at the Conversations for a Changing World digital event.

Data Privacy & Security

Compliance

At Workday, trust is woven into the fabric of everything we do. Our customers take a trust-but-verify approach to gain assurance that Workday has the tools, technologies, processes, and controls in place to protect their data. To evidence these safeguards, Workday provides our customers with independent third-party audit reports, such as Service Organization Control (SOC) 1 and SOC 2, as well as certifications to ISO/IEC 27001, ISO/IEC 27018, and PCI-DSS. Find out more about our compliance program.

Security

Our top priority is keeping our customers' data secure. We employ rigorous security measures at the organizational, architectural, and operational levels to ensure that their data, applications, and infrastructure remain safe. Find out more about our robust security program.

Privacy

Workday is deeply committed to protecting our customers' privacy. We provide our customers with an in-depth data protection commitment that sets forth our responsibilities and obligations as a data processor. In addition, we strongly support regulations that protect the cross-border transfer of personal data.

Emphasizing innovation and enhanced privacy protections to our customers and the individuals within their organizations enables us to help customers meet their own GDPR compliance requirements. Privacy by design is closely tied to the Workday core values—especially integrity, customer service, and innovation. We take pride in upholding these values through the way we provide the Workday service and operate from a compliance perspective. Find out more about our global privacy program.

Our top priority is keeping our customers' data secure.

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Innovation with Integrity

Our Investment in Jobcase

Jobcase is a social media platform built to empower workers—particularly the 80 percent who are hourly workers or tradespeople, may not have a college degree, or may change jobs frequently. With more than 110 million registered users, the social platform provides tools to help people access job opportunities, build resumes and online profiles, connect with others to share experiences, and enable companies to expand their brand reach to target this large community of active and passive job candidates.
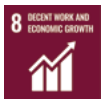
Workday Ventures

Workday Ventures is the strategic capital arm of Workday, Inc., focused on accelerating the growth of emerging enterprise software companies that are valuable to Workday customers and complementary to Workday products. At its core, Workday Ventures is about investing in companies that create opportunities for all.

As an investment partner, we help accelerate innovation by connecting the next generation of enterprise technology companies with the vibrant Workday community of customers, partners, and employees. We partner with innovative, early stage

companies to shape tomorrow's technology, and about one-third of our current portfolio companies were founded or are led by women.

Taking a closer look at our Workday Ventures portfolio, four companies are registered B-corporations and nine were founded by women. In fact, when we look at the companies we're supporting through Workday Ventures, we see a few common threads. Each company:

- Supports a strong, inclusive future
- Represents society
- Focuses on helping people be their best, both personally and professionally
- Brings innovative solutions to the Workday community

Workday Ventures holds a responsibility across the industry to create opportunities for all—a challenge that became more acute in this past year. The COVID-19 pandemic set off disruptive changes for workers across all industries. In addition, social and racial justice have taken center stage as we acknowledge the important work we have to do to support more diverse workforces, communities, and opportunities.

> " Our mission within Workday Ventures is to be a force multiplier for innovation by accelerating the growth of emerging enterprise software companies.

Mark Peek, Managing Director and Co-Head, Workday Ventures

Customer Satisfaction   Data Privacy & Security   Innovation with Integrity

> "The pandemic, the economic fallout, and the focus on social justice are changing things really fast. Before, human resources and ethical AI-tech had been on this digital transformation journey of incremental improvements to make the hiring experience more efficient, effective, and fair. People have had to rethink how jobs are done, and what skills are needed. More companies are suddenly more ready to look at using science, technology, and new ways to measure potential and assess talent.

Frida Polli, CEO, pymetrics

Our Investment in pymetrics

pymetrics, a Workday Ventures portfolio company, offers a talent-matching platform that uses a unique dataset, captured through a series of behavioral science-based exercises that objectively measure cognitive, social, and behavioral attributes, and ethical artificial intelligence (AI) to match individuals with their best-fit job. The pymetrics' technology hits at the heart of what will make our workplaces better, more diverse, and more inclusive. It removes inherent bias from the hiring process to more accurately and fairly match the right people to the right job.

pymetrics

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Customer Satisfaction   Data Privacy & Security   Innovation with Integrity

> ❝
> Advances in technology will continue to change the way we view talent and organize our workforces. In the face of this, it will be HR's responsibility to provide the leadership necessary to ensure workers have the new skills required for our organizations to remain agile, efficient, and prepared for whatever disruptions the future brings.

Ashley Goldsmith, Chief People Officer, Workday

The Skills Cloud

Skills are the new currency in the changing world of work. By considering skills instead of pedigree or connections, organizations can make smarter hiring decisions in the first place and enrich the employee journey later with upskilling and more internal mobility. Companies can also better identify skills gaps across the organization in light of future business goals and source their talent more strategically to help drive the business forward.

Employees are always learning and developing new skills through on-the-job experience. The business landscape is always evolving, even faster than most recruiting technologies. So to effectively connect people with opportunities, organizations first need to understand the skills their people have, and then find the skills gaps within the organization.

That's why we built Skills Cloud, a machine learning (ML)-powered, universal skills ontology in Workday Human Capital Management (HCM) that helps organizations cleanse, understand, and relate job skills data. This technology serves as a foundation for our talent mobility functionality.

Workday Talent Marketplace

Workday Talent Marketplace is our talent mobility application that enables employers to connect their people with targeted opportunities for greater organizational agility. Workday Talent Marketplace helps companies foster employee development and better allocate talent to meet evolving business needs—all greatly improving how work gets done.

Overnight, the COVID-19 pandemic changed the nature of work and the way businesses operate. To stay competitive in this dynamic environment, organizations have had to accelerate adoption of emerging talent strategies—more agile organizational structures, greater internal mobility, and gig and project work. Market uncertainty has also impacted employee expectations and needs, prompting workers to reevaluate whether they have the skills and capabilities that will position them for future success.

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Customer Satisfaction Data Privacy & Security Innovation with Integrity

Workday built up its talent marketplace functionality to help customers navigate this changing world of work and enable them to more effectively redeploy, reskill, and upskill employees to support the business as new needs arise. Equally important, Workday Talent Marketplace helps employers connect their employees with the targeted development and growth opportunities they seek to further their career goals—ultimately helping to improve engagement and retention.

With Workday Talent Marketplace, organizations can:

- **Make skills-based connections between people and opportunity.** Workday Talent Marketplace leverages the ML-powered Skills Cloud feature

in Workday to match people to opportunities by comparing their skills and interests against the organization's full-time, project, and gig work skills requirements.

- **Build a more agile workforce.** Workday Talent Marketplace enables a faster transition to a more agile workforce, helping companies quickly tap into internal talent pools to fill projects, short-term gigs, and full-time roles, and reskill and upskill employees to adapt to change. As a result of the pandemic, many companies are experiencing surges in demand and requiring additional resources in one part of the business, while other areas may have less need and an overcapacity of resources. Workday Talent Marketplace can identify employees that best match the skills needs of internal opportunities to help companies find the right mix of resources and more efficiently build agile cross-functional teams.

- **Promote employee growth and internal mobility.** People are looking to increase their marketability and want to pursue new experiences and skills outside of their traditional roles. Workday Talent Marketplace delivers more personalized, data-driven opportunity recommendations to empower employees to take an active role in their development, while enabling organizations to promote internal mobility to keep their best workers.

"

People have far more capabilities than what they enter into a resume or CV; because our skills technology can infer related skills, customers have seen a dramatic increase in the number of skills attributed to their workers and have enabled better discovery and recommendations for more targeted opportunity matching. With Workday Talent Marketplace, organizations can build a more agile workforce to achieve long-term success in a skills-based economy.

David Somers, General Manager, Talent Optimization, Workday

AI Ethics

We believe that innovations in artificial intelligence (AI), machine learning (ML) algorithms, and big data analytics can improve our customers' experiences and make their businesses run better. But ML can't function in a silo—we embed it into our core applications so that we can assist our customers with making data-driven predictions across all areas of the business. The end goal is to help humans make better decisions in order to do more meaningful work—not to automate decisions or remove humans from the equation. Our top priorities with regard to promoting technology ethics include:

- **AI ethics principles**—We train our employees on ways to uphold our commitments to ethical AI, meaning we put people first, we act fairly and respect the law, we are transparent and accountable, we protect data, we deliver enterprise-ready ML technologies, and we care about our society.

- **Collaboration with industry groups on a trustworthy-by-design regulatory approach**— We call on policymakers, regulators, civil society, and academics to continue to develop and refine approaches for how best to leverage the promise of big data analytics and AI while also promoting the ethical and responsible use of these technologies.

- **Commitment to privacy**—We believe strong privacy protections can live in harmony with the data needs of advanced analytics and increased data-driven decision-making.

Building Trust in AI and ML
Through Principles, Practice, and Policy

Read Whitepaper

CO-CEO
LETTER

ABOUT
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SUSTAINABILITY
IN THE CLOUD

CUSTOMER
SUCCESS

BELONGING &
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PEOPLE &
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VIBE™   Equity Is an Investment   Building Inclusive Products and Technology   Workday Supplier Diversity Program

Belonging & Diversity

VIBE™—Value Inclusion, Belonging, and Equity—for All

Our approach to diversity is simple: it's about everyone. We strive to be one of the best workplaces where all employees are valued for their unique perspectives, and where we all succeed by bringing our best selves to collectively contribute to our success and innovation.

Employees have always been our number one core value, and our commitment to VIBE™ (Value Inclusion, Belonging, and Equity) embraces a diverse culture—one where Workmates are encouraged to share their different backgrounds, experiences, perspectives, insights, and skills to help fuel innovation and create a broader connection to the world.

Our Progress Toward a More Diverse and Equitable Future

From embedding equal pay efforts into our company-wide equity initiatives to signing the CEO Action for Diversity & Inclusion pledge, we're doing what it takes to build an inclusive workplace for all.

Our Chief Diversity Officer Carin Taylor and our Belonging & Diversity (B&D) team are charged with

creating innovative business strategies to support organizational objectives. "Signing this pledge supports our ongoing efforts toward VIBE—or to Value Inclusion, Belonging, and Equity," says Taylor. "Diverse perspectives play a significant role in driving innovation—and removing barriers to inclusion by considering ideas from all voices."

We're also proud to be one of the nearly 180 companies to put our name on the Business Statement for Transgender Equality, which opposes any effort to erase transgender protections in the U.S. We've also achieved a 100 percent ranking on the HRC Corporate Equality Index for four consecutive years: 2018, 2019, 2020, and 2021.

VIBE Is Everyone's Responsibility at Workday

VIBE is foundational to how we live Workday core values and achieve our purpose of "inspiring a brighter work day for all." To do that, every Workmate needs to understand what VIBE is, why it's so important, and how to put it into action. At Workday, we think of **inclusion** as a behavior, **belonging** as a feeling, and **equity** as an investment. All our programs work toward inspiring a brighter work day for all through actionable ways to commit, drive, and thrive.

> "We've made substantial progress since I joined Workday just over three years ago, and I'm especially proud of our accomplishments in 2020. All of them are rooted in VIBE [Value Inclusion, Belonging, and Equity], which is the Workday approach to B&D. VIBE makes us stronger as a company—connecting us to our purpose, our core values, and our culture, and it helps unite us.

Carin Taylor, Chief Diversity Officer, Workday

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VIBE™   Equity Is an Investment   Building Inclusive Products and Technology   Workday Supplier Diversity Program

Creating a brighter workplace that is safe, equitable, and inclusive for all is central to our culture and brand. Having a VIBE council in APJ is integral to the success of this movement and thinking. It provides a way to hear diverse perspectives in the region and drive forward important initiatives to create equality and belonging.

David Webster, Senior Vice President, APJ, Workday

Inclusion is a behavior.

The VIBE Way. The VIBE Way, a learning journey designed to equip and empower all employees with the tools and resources to incorporate VIBE into everything we do— from the language we use every day, to how we approach our work and each other, to the way we recruit and hire diverse talent at Workday.

Employee Belonging Councils. EBCs are employee resource groups focused on communities of interest. EBCs build community knowledge and cultural awareness, and establish strategic partnerships. Learn more about EBCs at Workday in this section below.

Supplier Diversity program. Working with our Global Procurement Office, we are looking for more opportunities where Workday can make a difference. We believe one way is to build a supplier base that mirrors the diversity of our workforce and customers. To that end, we created the Supplier Diversity program, where the focus is on growing and supporting a supplier network that truly embodies our VIBE principles.

To achieve our supplier diversity goals, our Global Procurement Office is refreshing our policy, processes, and systems, and establishing new metrics. These actions will allow us to accelerate and increase our spend with qualified minority-owned business (MBE), women-owned business (WBE), disability-owned business (DBE), veteran-owned business (VBE), disabled veteran-owned business (DVBE), lesbian / gay / bisexual / transgender-owned business (LGBTBE), indigenous-owned business, and other small business-owned enterprises.

Accessibility. Not just critical for assistive technology users, accessibility is also foundational in creating great user experiences for everyone. Accessibility is even more important for enterprise technologies such as Workday, because if workers cannot perceive, operate, and understand these technologies, it can create a barrier to fully participating in the workforce. This is why Workday has initiated several efforts internally to commit to addressing accessibility holistically across the company, in addition to continued coordination between product teams and dedicated accessibility subject matter experts.

Accessibility is not only critical for assistive technology users, but is also foundational to creating great user experiences for everyone.

Workday has invested in creating a dedicated Accessibility Research and Training (ART) Lab program to promote digital inclusion through education, hands-on training, and user research activities. Through more than 1,000 enrollments for role-specific accessibility fundamentals training within its first year of opening, the ART Lab has already created a major boost in accessibility knowledge and awareness in many areas of the company.

Workday has also invested in additional accessibility automation for our development pipeline. Evaluating accessibility criteria against an established rule

> " Our Product VIBE Council objectives will not only ensure a greater sense of belonging for our employees through mentorships and intentional training and development, but will also expand our talent pools.

Andrea Ruiz, SVP, Engineering Services, Workday
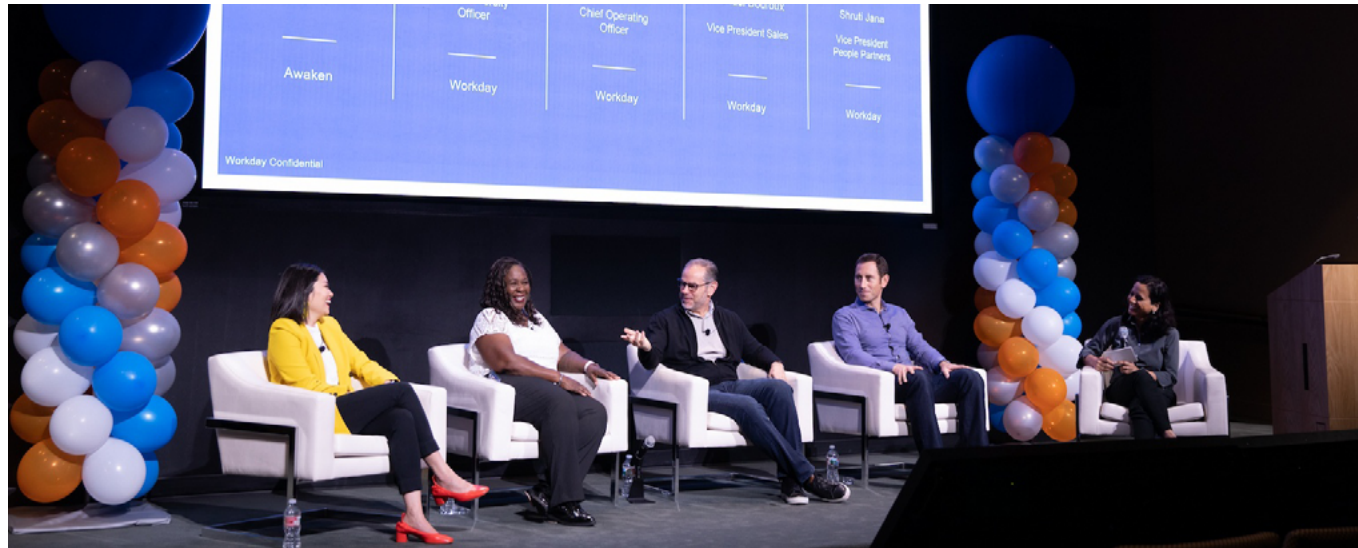
set enables us to validate code consistency as enhancements are delivered, and gives evaluators the ability to focus on more complex usability needs that can't be assessed without manual investigation.

Functional/regional VIBE councils. Workday leaders are passionate advocates of creating an inclusive work environment for Workmates. Their representation, support, and modeling of inclusive behaviors helps reinforce our commitment to diversity.

Each one of us plays an important role in fostering this culture of VIBE. In order to further our efforts, each leader and function/region developed a VIBE strategy council to meet the needs of their specific organization or region. Our VIBE councils focus on integrating VIBE initiatives into the business.

Belonging is a feeling.

We work hard every day to nurture a culture at Workday where all of us feel we belong and that there's a way for us to thrive—regardless of our race, background, unique experiences, or anything else that makes us who we are.

We celebrate diversity in many ways, and to help share this message at Workday we held our first-ever VIBE Celebration Week in 2019 as the catalyst for driving true change within our company. It was a week of more than 125 educational events across 25 global Workday locations that explored the many ways to value inclusion, belonging, and equity for all. Throughout the year, we celebrate more than 12 different diversity-related programs and months, from Black History Month to Women's History Month to Hispanic Heritage Month, and more.

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Our Commitments to VIBE

Since day one, our employees have been our number one core value, helping shape who we are as a company, and we remain committed to rooting everything we do to help further our commitment to equity in the workplace. Against the backdrop of the social justice movement we saw unfold in 2020, many organizations took action to address inequality and foster more inclusive work environments.

We've announced our commitments to support social justice and the internal actions we're taking over the next three years to drive positive change, and have established our guiding principles for B&D at Workday.

Workday VIBE Accelerator program. We formed a cross-functional team of more than 20 employees devoted full time to driving our company-level commitments and helping to accelerate our VIBE efforts across Workday, as well as among our customers and communities. Our VIBE Accelerator team partners with our B&D team, EBCs, and our Workmate Council—a cross-functional group with several representatives from each function, all providing feedback to the VIBE Accelerator team, which has prioritized the following areas of focus:

Hiring and developing diverse talent.

With a core value of employees, we know that diverse talent is a cornerstone of our success, which is why we're committed to increasing the recruitment, hiring, and advancement of underrepresented talent at Workday. While our

B&D team will work across all our Workmate communities, our VIBE Accelerator team will focus initially on increasing the Black and Latinx populations at Workday, which are currently the most underrepresented in our workplace.

Cultivating a culture of belonging.

While recruiting the best diverse talent is a critical step, it's equally as important to create a culture of belonging where our Workmates can bring their best selves to work and have a sense of purpose, trust, connection, and growth.

Building inclusive products and technology.

We take our role as the HR software provider for some of the world's largest organizations with great responsibility, and we will continue to develop and deliver products that help empower Workday and our customers to accelerate our VIBE efforts.

Strengthening our communities.

We know that to truly have an impact, we need to expand our efforts beyond our organization and must support policies, practices, and organizations that help empower underrepresented minorities through meaningful philanthropic investments and engagement.

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Workday has donated $12 million to organizations that support social justice. We can't ignore the role opportunity plays in creating equity for all in the workplace. As we continue to implement VIBE practices, we deeply believe that our business plays a critical role in creating equity beyond the workplace and within the communities where we live and work. So as part of our recent commitment to strengthening our communities, Workday donated $12 million to a number of organizations that support social justice and work toward creating opportunity for all.

To learn more about how our Workmates are getting involved with our social justice grantees through volunteerism, visit the Social Impact section of this report.

Workday has committed to filling 20 percent of its early to mid-career roles with Opportunity Onramps®️ hires. Rooted in the belief that talent is everywhere but opportunity is not, we know that meaningfully diversifying our workforce means making big commitments. Through our workforce development programs, we're committed to creating economic opportunity for all. Learn more about Opportunity Onramps in our Social Impact section.

As an organization, our employees have pledged to donate 250,000 volunteer hours by 2023 to organizations working to create opportunity for all through a new volunteer initiative called Opportunity in Action. Whether through mentoring, tutoring, building up under-resourced communities, supporting job seekers, or standing up with organizations committed to social justice, we're encouraging Workday employees to volunteer to do their part in creating opportunity for all.

We donated

$12 million

to organizations that support social justice.

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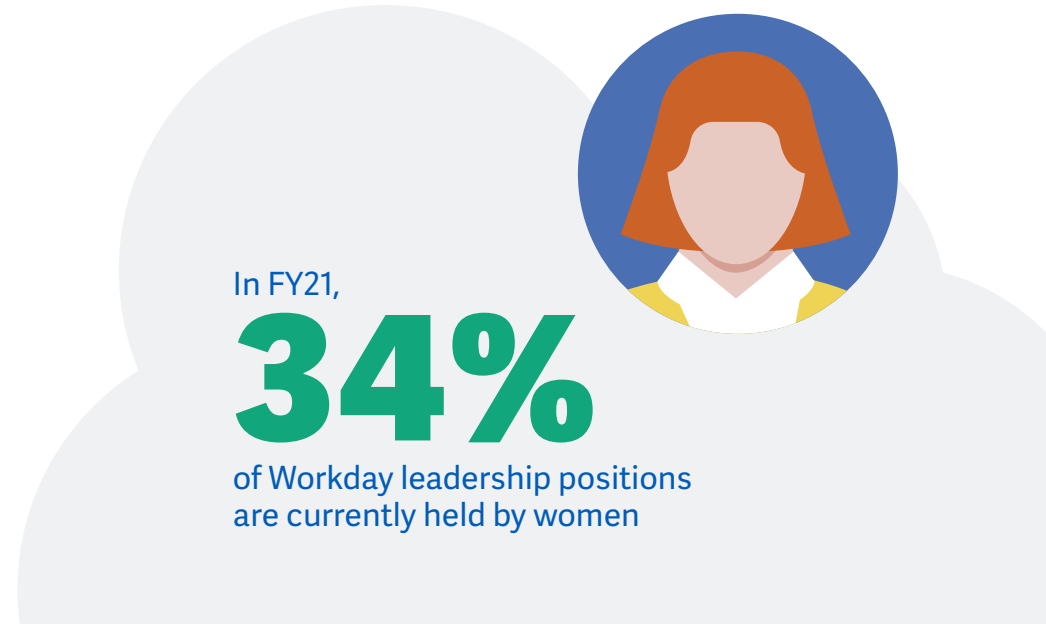
Our Representation and Diversity at Workday

Overall, our diversity data is in alignment with, and in some instances ahead of, industry standards but we believe there is still much more to do, and we are committed to doing better.

Looking at our diversity data, we've seen several notable trends across our organization this past year. For example, we continue to make strides in increasing the diversity of our leadership—defined as roles of director and above—across Workday. In FY21, 34 percent of Workday leadership positions are currently held by women along with 38 percent of our global population of women in tech roles, and women hold 41 percent of Workday management positions. Our overall global gender representation continues to trend upward for women in leadership and management positions. This is 10 percent higher than many of our tech peers, and puts Workday at the 75th percentile of comparable tech companies. To help improve, we've created development programs and continue to redefine and build our talent strategies in attracting great leaders.
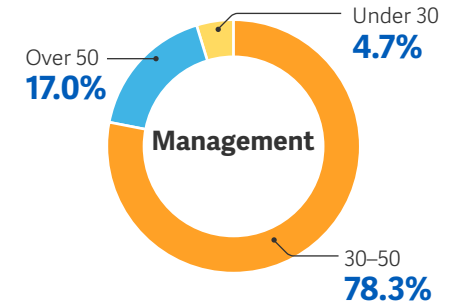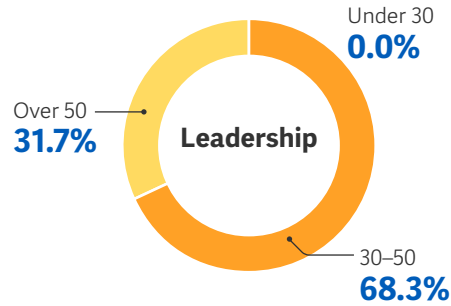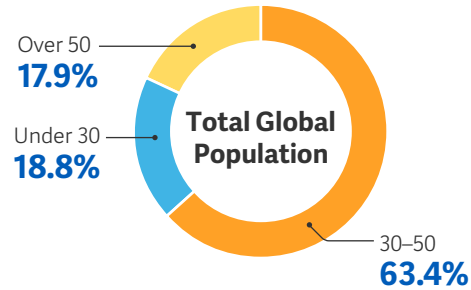
In FY21,

34%

of Workday leadership positions are currently held by women

FY21 Global Gender Diversity*

Total Global Population
Women 40.1%   Men 59.9%

Leadership
Women 34.1%   Men 65.9%

Management
Women 41%   Men 59%

*Leadership is defined as director and above; management is defined as associate manager through senior manager.
*In 2018 we began the optional collection of gender-identification in the U.S.
*Due to rounding these charts may total slightly above 100 percent.

FY21 Global Age Diversity*

Total Global Population
- Over 50 **17.9%**
- Under 30 **18.8%**
- 30–50 **63.4%**

Leadership
- Under 30 **0.0%**
- Over 50 **31.7%**
- 30–50 **68.3%**

Management
- Under 30 **4.7%**
- Over 50 **17.0%**
- 30–50 **78.3%**

Underrepresented Minority

Underrepresented minority (URM) is an industry term that refers to ethnic or racial groups whose populations in the workplace are disproportionate to the population in society. In the U.S., we are referring to our Alaskan Native, American Indian, Black, Latinx, Native Hawaiian, Other Pacific Islander, and multiracial employees.
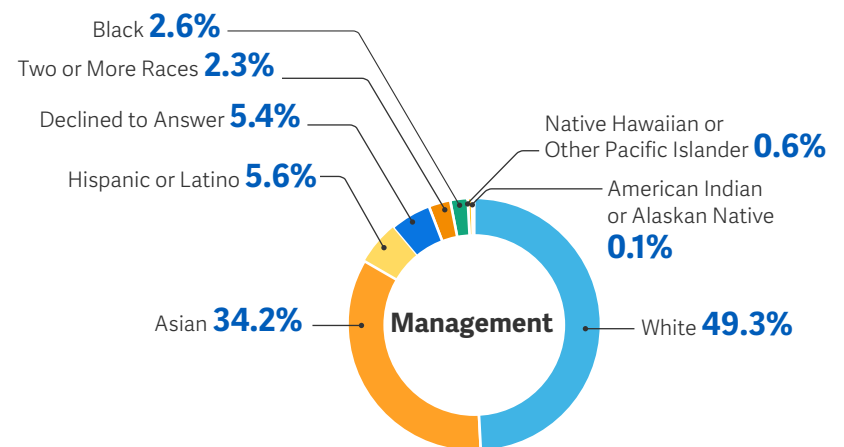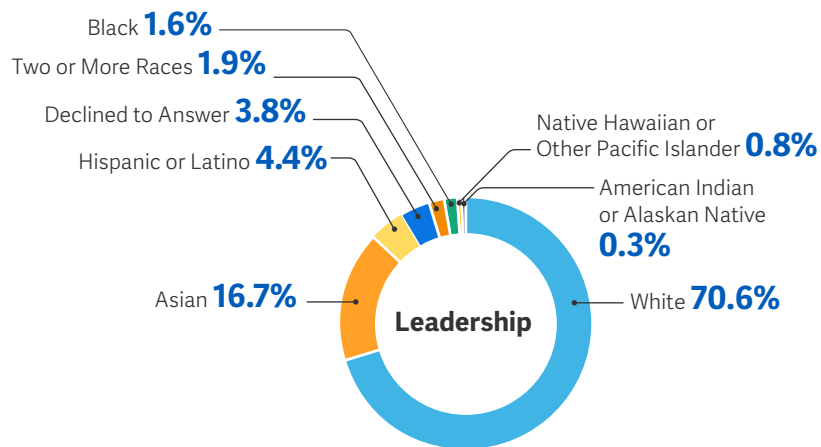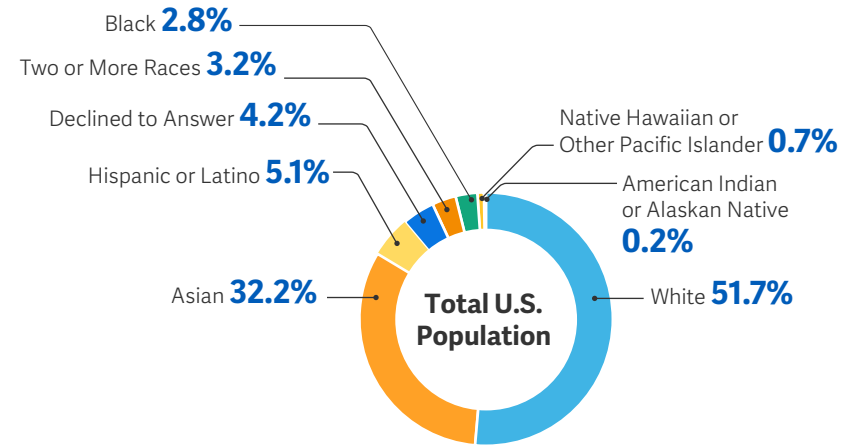
- Total U.S. Population **12.0%**
- Leadership **9.0%**
- Management **11.2%**
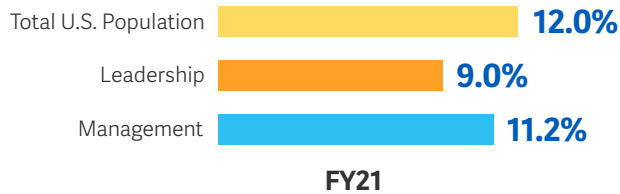
FY21

*Data represents all global regular employees.
*Due to rounding these charts may total slightly above 100 percent.

FY21 U.S. Ethnicity and Race Diversity

Our U.S. ethnicity and race diversity has seen some notable trends as well. As of FY21, underrepresented minorities make up 12 percent of Workday employees, with positive upward trends in our Black representation over the last few years, and growing from 2.2 percent in FY19 to 2.8 percent in FY21. While we recognize the progress we're making, we have an opportunity to do better and are developing programs to increase belonging, accelerate career growth, and usher these groups into leadership positions.

While the trend in most categories is heading in a positive direction, we recognize that we still have a lot of work and opportunities ahead of us to get to a more equitable future. We continue to use data to understand the makeup of our organization and recognize important patterns in overall representation, belonging sentiment, and hiring trends. We can see that we are starting to hire more diversely and expect to see more significant growth in the future.
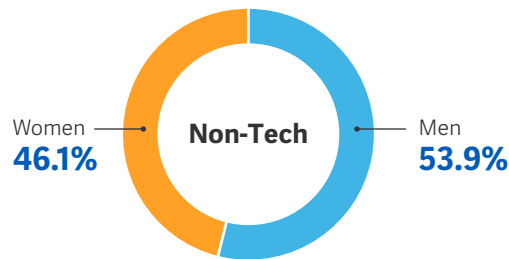
Total U.S. Population
- Black **2.8%**
- Two or More Races **3.2%**
- Declined to Answer **4.2%**
- Hispanic or Latino **5.1%**
- Asian **32.2%**
- Native Hawaiian or Other Pacific Islander **0.7%**
- American Indian or Alaskan Native **0.2%**
- White **51.7%**

Leadership
- Black **1.6%**
- Two or More Races **1.9%**
- Declined to Answer **3.8%**
- Hispanic or Latino **4.4%**
- Asian **16.7%**
- Native Hawaiian or Other Pacific Islander **0.8%**
- American Indian or Alaskan Native **0.3%**
- White **70.6%**

Management
- Black **2.6%**
- Two or More Races **2.3%**
- Declined to Answer **5.4%**
- Hispanic or Latino **5.6%**
- Asian **34.2%**
- Native Hawaiian or Other Pacific Islander **0.6%**
- American Indian or Alaskan Native **0.1%**
- White **49.3%**

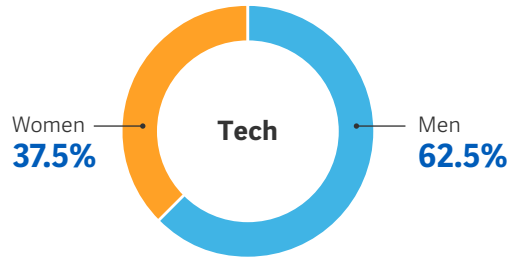*Due to rounding these charts may total slightly above 100 percent.

FY21 Tech vs. Non-Tech

Gender*

Total Global Population

Tech
Women **37.5%**
Men **62.5%**

Non-Tech
Women **46.1%**
Men **53.9%**

Ethnicity and Race

Total U.S. Population
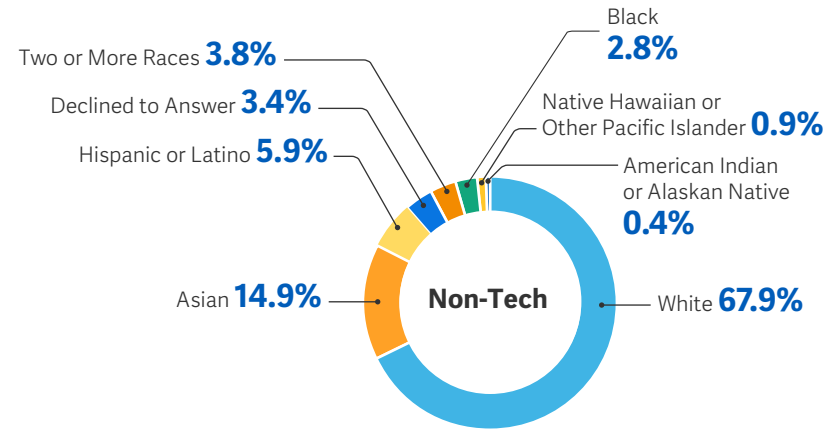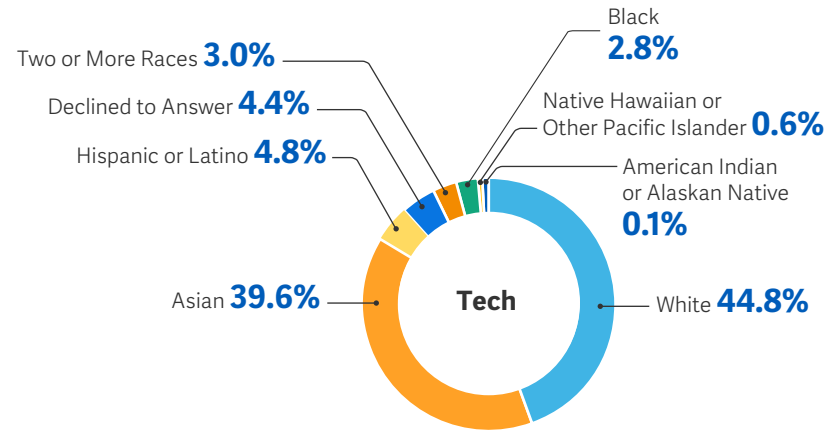
Tech
Two or More Races **3.0%**
Declined to Answer **4.4%**
Hispanic or Latino **4.8%**
Black **2.8%**
Native Hawaiian or Other Pacific Islander **0.6%**
American Indian or Alaskan Native **0.1%**
Asian **39.6%**
White **44.8%**

Non-Tech
Two or More Races **3.8%**
Declined to Answer **3.4%**
Hispanic or Latino **5.9%**
Black **2.8%**
Native Hawaiian or Other Pacific Islander **0.9%**
American Indian or Alaskan Native **0.4%**
Asian **14.9%**
White **67.9%**

*Data represents global regular employees; employees not disclosing their gender have been excluded.
*Due to rounding these charts may total slightly above 100 percent.

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Employee Belonging Councils

In celebration of our diverse and inclusive workplace, we created Employee Belonging Councils (EBCs)—employee resource groups focused on communities of interest. EBCs build community knowledge and cultural awareness, and establish strategic partnerships. EBC members create a safe space that fosters the opportunity to network, connect, innovate, and celebrate.

Our Employee Belonging Councils.

Through engagement, EBCs build knowledge, create safe spaces, foster innovation, enable business initiatives, and engage in community outreach.

BLACK @ WORKDAY   DOSTI   EAST ASIANS   FAMILIES @ WORKDAY   KAMPI

LATINX   PEOPLE WITH DISABILITIES   PRIDE   VETERANS   WOMEN @ WORKDAY

- **Black @ Workday.** Educates, inspires, and excites Black communities about careers in software technology while fostering fellowship, mentorship, and excellence.
- **Dosti.** Represents the diverse region of South Asia by promoting cultural awareness, networking, leadership training, coaching, and mentoring opportunities for its members. "Dosti" means friendship.
- **East Asians @ Workday.** Fosters and promotes diversity, belonging, cultural awareness, empowerment, mentorship, and connectivity for all employees who desire to engage with the East Asian community.
- **Families @ Workday.** Exists to flip the narrative of what makes successful employees by exemplifying the caregiving workforce.

Juneteenth at Workday

To support our Black and Brown communities, we observe Juneteenth (June 19) as a paid company holiday for all employees. While this is a day off, we ask employees to use the day to participate in social justice activities in the communities where we live and work. In 2020, our Black @ Workday EBC organized an Honoring Juneteenth celebration with special guest Hannibal Lokumbe (né Marvin Peterson), a classical composer and jazz trumpeter who has been celebrating and commemorating the African-American experience through music and words for over four decades. The celebration was a great way for employees to learn more about the significance of Juneteenth.

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Families @ Workday and COVID-19 Support

Our Families @ Workday, an EBC centered on parents and caregivers, recognized the challenge of tailoring policies to every family experience. The group gathered feedback from parents and caregivers, and those insights helped shape the new COVID-19 support programs at Workday. The contributions from Families @ Workday include a compilation of resources to help our Workmates cope with the impact of the pandemic, as well as insights from managers who are supporting team members juggling work and home responsibilities.

- **KAMPI.** Strives to capture the Filipino and Pacific Islander spirit within Workday.

- **Latinx.** Empowers Latinx talent and allies in the workplace.

- **People with Disabilities.** A celebrated space for employees, friends, families, and the extended community who come together to respect, empower, and include all people with disabilities.

- **Pride.** Aims to build global support of the LGBTQ+ community.

- **Veterans.** Raises awareness of the unique value veterans bring to Workday through active participation in the recruitment, retention, and engagement of veterans.

- **Women @ Workday.** This group focuses on fostering connections among participants and supporting them in their professional growth and everyday lives.

Our EBCs represent the voices of their communities and foster a sense of belonging by sharing unique experiences and diverse perspectives on how to be more inclusive, both in our professional and personal lives, bringing critical and courageous conversations into the workplace.

Equity Is an Investment

Hiring—and Retaining—Diverse Talent

We have strategic initiatives in place to increase the ways in which we source and recruit diverse talent, as well as invest in mentorship, professional development, and coaching programs to assist in reducing attrition and increasing engagement and advancement of underrepresented minorities (URMs). We have internal referral programs and we partner with several external organizations to help us source diverse candidates for open positions.

DevelUp (Internal Program)

Our Black @ Workday EBC (formerly known as The Talented Tenth) launched DevelUp, a program that intentionally provides an opportunity framework allowing the elevation of underrepresented minorities to become future leaders. This one-on-one mentorship program provides professional development and coaching where participants can build and strengthen core skills and other career essentials to prepare them for their next opportunity. Many of our EBCs are working to create their DevelUp programs specifically for their communities.

AfroTech

Because we are committed to strengthening and diversifying our talent pipeline, Workday is a proud sponsor of AfroTech—one of the largest multicultural tech conferences in the United States that brings together engineers, venture capitalists, recruiters, technologists, and culture enthusiasts from all over the world. The event is designed to bridge employment gaps and change the face of technology by bringing leaders in technology and business together to exchange ideas and build a strong Black tech community.

Lesbians Who Tech + Allies

As a proud sponsor of Lesbians Who Tech + Allies—an organization focused on bringing together queer women in technology and our allies in a vibrant and inclusive community—Workday is committed to strengthening LGBTQ+ visibility and offering allyship. The event is designed to bridge opportunity gaps, commit to intersectionality, and change the face of technology. The 40,000 non-binary, LGBTQ+ women, queer women of color (and our allies) in tech who make up the Lesbians Who Tech community come from every background and live in over 40 cities worldwide. Annually, employees from all over the country show up in the Castro district of San Francisco to learn, network, and present alongside more than 6,000 lesbians, queer women + allies across all areas of tech for Lesbians Who Tech + Allies.

We have internal referral programs and we partner with several external organizations to help us source diverse candidates for open positions.

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VIBE™   Equity Is an Investment   Building Inclusive Products and Technology   Workday Supplier Diversity Program

Building Inclusive Products and Technology

At Workday, we believe that real change is needed to guarantee equity for everyone. And that change starts here—within our own organization.

It's why we're committed to building true belonging, diversity, and inclusion in the workplace. We're listening, making bold moves, and investing in our solutions to create a better world for all.

It is a priority for Workday to extend our passion for creating a more inclusive and diverse workforce into our products. Through our diversity dashboard and gender/sexual orientation self-identification tools, we are not only able to engage in powerful conversations about diversity in the workplace, but also able to share these tools with our customers.

We will continue to develop and deliver products that help empower Workday and our customers to accelerate belonging and diversity.

The Diversity Dashboard

Our diversity dashboard, built into our Workday Human Capital Management (HCM) product, provides our customers with real-time data about their workforce, including gender, ethnicity, age, veteran status, and other dimensions of diversity.

Gender/Orientation Self-Identification in Workday

U.S. employees have the option to input their pronoun, gender identity, and sexual orientation in Workday and may opt to display this publicly on their profiles. Even more exciting, the introduction of this option has been extended to our customers, reinforcing to Workmates that we have the ability to positively influence not only ourselves, but also the world around us through product enhancements. We also have a responsibility in this space to our customers, as these innovations in our product have a positive ripple effect to the thousands of organizations in our customer community.
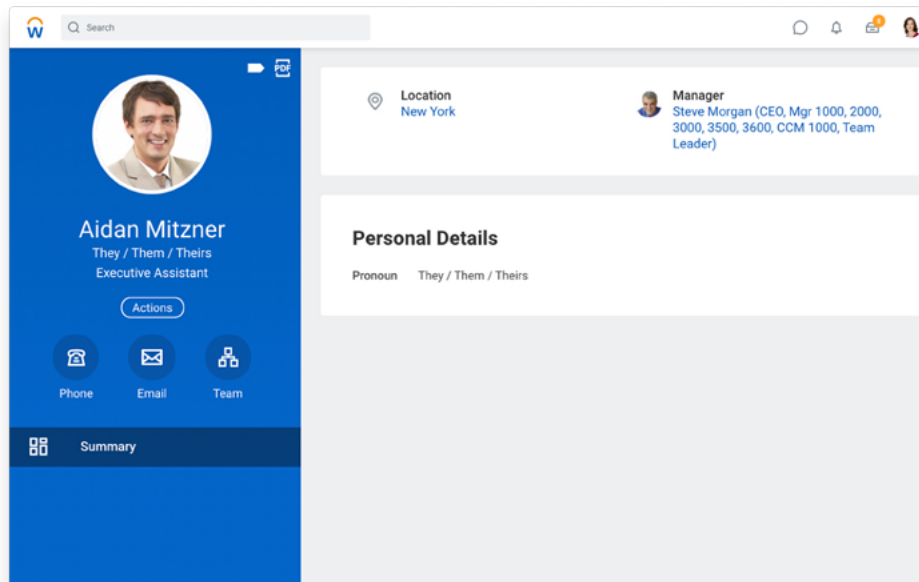
> Every diversity leader faces the huge task of building and fostering a diverse and inclusive workplace, but they need deeper insights than what is offered in products today in order to do this effectively. Data-driven technologies are critical in measuring and tracking belonging, equity, diversity, and inclusion to help us better understand and improve the experiences of all demographics. Innovative solutions like VIBE Central and VIBE Index will help drive the successes we want to achieve as we strive to create a more equitable workplace.

Carin Taylor, Chief Diversity Officer, Workday
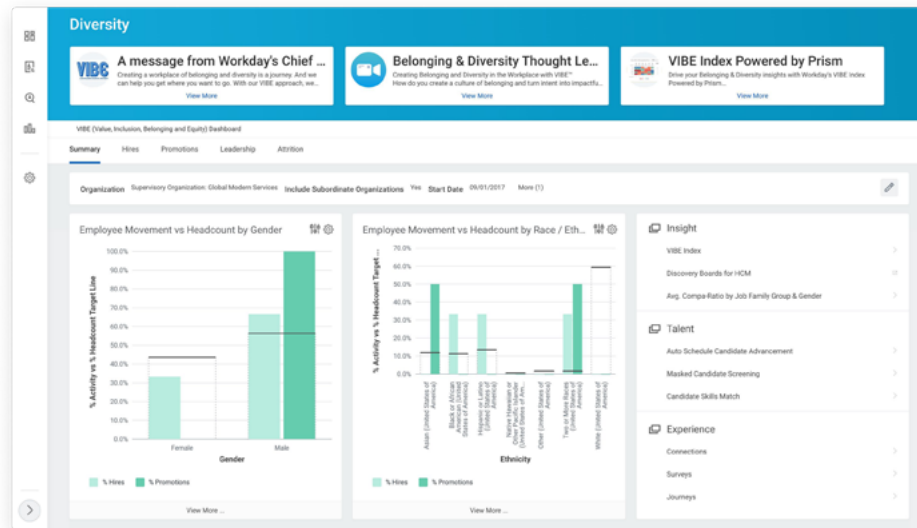
VIBE Central™: Know the Diversity and Representation of Your Workforce

VIBE Central™ brings all diversity- and inclusion-related data into one centralized place in Workday Human Capital Management Workday HCM, enabling organizations to set goals and then monitor progress against those goals.

Measuring Outcomes with the VIBE Index™

At Workday, we created the VIBE Index™ because we needed a way to measure our own performance across the entire employee lifecycle—hiring, promotions, leadership, belonging, and attrition—and see how we were doing within employee groups by looking at various intersections. Represented in an easy-to-read heat map, we can easily compare progress across employee groups and identify the areas that need the most attention.

Visit Workday Belonging and Diversity solutions to learn more.

Workday Supplier Diversity Program

At Workday, we believe that our supplier base should represent the diversity of our workforce and customers. Working with our Global Procurement Office, we are looking for more opportunities for Workday to make a difference. Our goal is to be deliberate about enabling our Supplier Diversity program so that it is sustainable and embodies VIBE™. To achieve our aspiring supplier diversity goals, our Global Procurement Office is refreshing our policy, processes, and systems, and enabling new metrics. These actions will allow us to accelerate and increase our spend with qualified minority-owned business (MBE), women-owned business (WBE), disability-owned business (DBE), veteran-owned business (VBE), disabled veteran-owned business (DVBE), lesbian/gay /bisexual /transgender-owned business (LGBTQ), indigenous-owned business, and other small business-owned enterprises.

DIVERSITY CLASSIFICATIONS*	% DIVERSE SPEND	% DIVERSE SUPPLIERS
All Diversity Classifications	16%	40%
Small Business	15%	39%
WBE	2%	6%
MBE	0.48%	2%
DBE	0.30%	0.28%
VBE	0.09%	1%
LGBTQ	1%	0.14%
Green	12%	8%

*Some suppliers may be classified under multiple categories; for example, a women-owned small business.

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People & Purpose

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Strategy

Why This Is Important

When Workday was first founded in 2005, co-founders Aneel Bhusri and Dave Duffield wanted to make one thing clear: our culture is our secret sauce. With a strong belief that happy employees lead to happy customers, maintaining a strong culture of inclusivity, belonging, and fun was integral to the foundation of Workday as a company.

In a year that challenged and stretched our world more than ever before, the commitment to our core values has served as our North Star in navigating some of the most difficult challenges we may ever encounter. In many ways, it's fitting that we found the right words to articulate our purpose in 2020: to inspire a brighter work day for all, whether that's for our customers, our employees, or our communities.

> "Companies need to step up and show that we have a soul and we want to do the right thing. We've got to think about our community, our employees, and our customers in a far more complex way than we have historically."
>
> **Aneel Bhusri, Co-Founder, Co-CEO, and Chairman, Workday**

> "
> I'm proud that as a company, we were focused on many of the right things before the pandemic: employee experience, belonging and diversity (B&D), and agility. What changed was the intensity and urgency of our efforts in these areas.

Ashley Goldsmith, Chief People Officer, Workday

Our Priorities

To truly inspire a brighter work day for all, we keep a keen focus on our strategic priorities.

With our core values as our guiding principles, here are our strategic priorities for our people:

Employee experience: Even before COVID-19, the holistic well-being of the workforce—emotional and mental health, physical health, financial health, and family life—was a quickly rising priority for many organizations. Providing a best-in-class employee experience has always been at the top of minds, but it's never been more important to meet people where they are. To accommodate a range of situations, we provided new benefits, from financial support to caregiver support to a menu of flexible schedule options. Our ongoing goal is to put employees first by prioritizing their well-being, supporting their productivity in their roles, and helping them find or maintain their resilience. We encourage our leaders to lead with empathy and kindness—a trait that goes a long way, even across a Zoom call.

Agility: Agility and embracing change have been crucial this past year. We had to demonstrate this agility early on in the pandemic, as we closed offices worldwide, but needed to establish processes and protocols for our eventual return to the workplace. As the pandemic continues, we'll need to continue to operate with speed and agility as we determine what's best for the health and safety of employees, and for the business. This includes how we think about talent and opportunity,

and how we're doing our part as an organization to inspire a brighter future for not only our own employees, but for our customers and our communities, too.

Belonging and diversity: The social justice movement reignited important conversations and called for actions from businesses. We recognized we had work to do as an organization to put our commitments and actions at the forefront, especially when it comes to a values-driven organization cultivating a culture of belonging, inclusivity, and equity for all. We see our increased commitment to belonging and diversity as an opportunity to be a positive force for change.

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Our Response to COVID-19

At Workday, we have a set of core values that guide us, and our employees—without exception—are number one. We wanted to support and protect them during a very challenging time period in response to the global pandemic. We felt that by taking care of our employees, we were in turn helping take care of our customers. This past year was truly an unprecedented time and we felt it was important that we did what we could to protect and support our workforce and community.

- **We offered modified schedules to employees.** In response to COVID-19, we gave all full-time employees the option to move to a part-time or adjusted hours schedule to better manage personal needs.

- **We provided caregivers with extra support.** In addition to modified schedules, we also offered work schedule flexibility for employees who serve as caregivers, as well as a new Caregiver Leave of Absence policy, with up to 12 weeks of leave at reduced pay to help support those who may need to step away from their roles for a period of time. In addition, we increased backup care reimbursement to up to 20 days per calendar year. Our Families @ Workday Employee Belonging Council (EBC) also stepped

up to ensure our employees who also serve as caregivers were supported during this time. Read more.

- **We made an additional $1 million investment in the Workday Employee Relief Fund**. Through the fund, employees around the world may be eligible for up to US$5,000 for reasonable expenses caused by the COVID-19 pandemic.

- **We provided a one-time payment—equivalent to two-weeks pay—for the majority of employees to help accommodate any unforeseen costs and needs at their discretion.** With schools and support services moving to virtual experiences or being temporarily suspended, we know our

employees needed the additional financial support and flexibility. We hoped this additional pay will help alleviate some of the pressures. You can read more about it in our financial disclosure.

- **We arranged for US$500 or local equivalent per employee to cover at-home office setup expenses.** We also arranged for $30 monthly per employee throughout our work-from-home period to offset any additional office expenses, such as Wi-Fi.

- **We arranged one-year access to Headspace**—a research-backed app that offers meditations on everything from stress and anxiety to focus and sleep.

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- **We expanded our paid sick leave policy** for any employee who becomes infected with COVID-19 or who needs to step away from work to care for a sick family member.

- **In an effort to do our part to address the impact of COVID-19, we also made donations** to causes that are on the front lines of this crisis and to the communities that need our help. Additionally, we provided our employees with tools and resources so they can do their part in supporting our communities.

Work.com

As part of our ongoing efforts to support the Workday community during the COVID-19 pandemic, we joined forces with Salesforce to help our mutual customers forge ahead with their plans to safely bring employees back to work.

Together, we'll offer integrated solutions between Workday—the source of truth for real-time worker information and skills insights for today's dynamic workforce—and Salesforce's Work.com, a new suite of applications and advisory resources to help business and community leaders around the world reopen safely.

Our goal is to support and empower our customers, enabling them to sync critical worker and skills data from Workday with Work.com's safety, health, and workplace information. This will help them prepare and protect their workplaces, safeguard and support their employees, and rapidly adjust to the changing world of work.

Workday Vaccine Management Solutions

As we all know, every organization is challenged in trying to navigate COVID-19. Vaccines are becoming more widely available, but it's a hefty undertaking for organizations to ensure a healthier workforce and a safer workplace as they return to work.

Building on our return to work solution, Workday is adding comprehensive vaccine management solutions to allow customers to quickly and securely address vaccine-related efforts and bolster employee health and safety for remote and on-site workers. This solution will help them securely access worker immunization insight, plan return to workplace scenarios, support worker well-being, and establish new operating models to adapt as vaccines become available.

We joined forces with Salesforce to help our mutual customers forge ahead with their plans to safely bring employees back to work.

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Our Culture

Core Values

Our core values guide every decision we make to help protect and take care of our people, our customers, and the community around us.

We've always been a values-first organization, but this sentiment has never been truer than now. We knew that staying true to our values would preserve and maintain our culture, even virtually, and we were steadfast in our decision-making, our commitments, and our actions to ensure our core values were at the forefront of everything we've done, especially in these past several months.

Employees

Happy employees lead to happy customers, and that's why employees are at the center of our values. We believe our employees are at their best when everyone works together and feels like they belong. We want to work with talented, smart, empathetic, kind, and personable people who choose a team-first culture. We offer an employee-first culture to support and encourage our employees and their families.

Customer Service

We are deeply committed to the long-term success of our customers, always striving for the highest levels of customer and user satisfaction. Our customers are at the heart of every decision we make and every action we take. Our customers' success is paramount, and we relentlessly go above and beyond to solve our customers' needs.

Innovation

We are committed to driving innovation within a complacent enterprise software industry that's mired in legacy technologies. We gather passionate and creative people and build diverse teams. We intentionally enhance and create a sense of belonging, engage our whole community, and take smart risks so we can continuously help shape the future.

Integrity

At Workday, we work hard to build and sustain a culture of honesty. We are committed to earning the trust of our employees, customers, partners, investors, and our communities. We believe success is important, but how we attain that success is just as important.

Fun

People who have fun at work do more work and better work, and have a contagiously positive effect on their co-workers. At Workday, fun is not a corporate program or policy. It's a core value that's ingrained into the way we work.

Profitability

We believe that profitability is like good health: it's really important, and the more the better. But we don't exist to be profitable. We exist to build great software products, hire the best people, and deliver the best customer service. We believe that by living our values extraordinarily well, making smart choices, being responsible, and spending wisely that profitability naturally follows.

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Benefits

At the heart of ensuring our employees feel valued, motivated, and recognized for their contributions is an inherent belief to take care of the whole employee (and their loved ones), from competitive health and benefits offerings to pay and compensation. Especially amidst a global social, health, and economic crisis, we know that providing employees with competitive pay, ownership in the company, and a wide range of benefits has proven to be more important than ever. As Workday has evolved and matured as an organization, we've generated solid financial results, and through this journey we continue to share our successes with employees.

We offer market-based compensation and benefits that reflect our core values and align with business strategy. In the U.S. we offer plans to help save for retirement, such as a 401(k) plan with a company match and a Health Savings Account (HSA). Workday funds 75 percent of the deductible through our HSA contribution, and monthly employee premiums are held very low to ensure Workmates have affordable healthcare. We also offer a variety of benefits to support family needs, including specialized support for fertility and new parents, reimbursement for adoption costs, contributing to a 529 college savings plan, and even pet insurance.

Globally, we've extended our eldercare and childcare reimbursement and personal leave of absence programs to ensure all of our employees—and their loved ones—have the opportunity to get the care they need. We're also implementing a fully paid global parental leave framework—all available from the first day of employment. See a list of benefits by significant locations.

New virtual healthcare programs: In the wake of the COVID-19 global pandemic, it's more important than ever for everyone to have a safe, convenient way to access healthcare. We knew our Workmates were feeling the impacts of the year on their mental, physical, and emotional health. To help, we rolled out a new virtual healthcare network globally. Through our new virtual health programs, Workmates and their family members across the globe can now feel confident that their medical needs are safely covered wherever they are— and at a time and place that's convenient for them. From access to local healthcare systems, the option to work with alternative doctors and providers if their regular doctor is unavailable, and the ability to take a doctor appointment at home, employees have plenty of options with 24/7 support. In response to COVID-19, the health and safety of our employees is of the utmost importance. We've offered testing kits sent to employees' homes, triage of care for those infected, and access to licensed physicians no matter where you are, all from the safety of our Workmates' homes.

New on-site clinic: We recently opened the Workday Health Center at our headquarters, available to all employees and their eligible dependents. Managed by Premise Health, the center provides convenient access to comprehensive healthcare and wellness services, with high-quality, personalized preventative care providers and same-day appointments. In a time where health and safety are paramount, the Workday Health Center allows employees to access a safe and protected clinic, exclusively for Workmates and their families.

At our headquarters, we opened the Workday Health Center.

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Time off: We offer all employees generous paid time off to rest, recharge, or simply take a mental health day. In the wake of the COVID-19 pandemic, our leadership team heavily encouraged all employees to take advantage of our generous paid time off program to ensure our Workmates felt cared for and supported to prioritize their health and well-being.

Support for staying active: Employees can request reimbursement annually for fitness expenses such as gym memberships, classes, movement trackers and apps, or equipment.

Every employee is a shareholder: Upon hire, all Workday employees acquire ownership in Workday through restricted stock unit grants. In addition, we grant additional restricted stock units to a majority of employees on an annual basis. In addition, our Employee Stock Purchase Plan provides employees around the world with the opportunity to purchase Workday stock at a 15 percent discount through payroll deductions.

New programs in response to COVID-19:

- **Caregiver support:** We're offering work schedule flexibility for employees who serve as caregivers, as well as a new Caregiver Leave of Absence policy, with up to 12 weeks of paid leave to help support those who may need to step away from their roles for a period of time. In addition, we've increased backup care reimbursement to up to 20 days per calendar year.

- **We made a one-time payment—equivalent to two-weeks pay—for the majority of employees to help accommodate any unforeseen costs and needs at their discretion.** With schools and support services moving to virtual experiences or being temporarily suspended, we know our employees need the additional financial support and flexibility.

- **We expanded our Care.com benefit from 10 days to 20 days** to help source and pay for backup childcare providers.

- **We expanded our paid sick leave policy** for any employee who becomes infected with COVID-19.

- **We've arranged one-year access to Headspace to all employees for free**—a research-backed app that offers meditations on everything from stress and anxiety to focus and sleep.

- **We enhanced our offerings with MyLifeCoach, our Employee Assistance Provider (EAP)**, to help our employees prioritize their mental health. From free, drop-in counseling sessions to organized counseling sessions in response to social and civil unrest, COVID-19, and more, we ensured that our employees' (and their loved ones') mental health was always top of mind.

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We believe that all employees deserve equal pay and an equal chance to succeed.

Compensation philosophy.

At Workday, our philosophy is to pay competitively because we know it's a critical component to keeping our Workmates feeling valued, motivated, and recognized for their contributions. That is why Workday has developed a thoughtful, competitive philosophy that is applied consistently across our entire company, and is benchmarked every year against other companies with similar attributes.

Our commitment to pay parity.

Workday embraces diversity—including different perspectives, insights, backgrounds, and skills— because it fuels innovation, and creates a broader connection to the world. We believe that all employees deserve fair and equitable pay and an equal chance to succeed. Each year, we conduct a company-wide race and gender pay analysis to ensure fair and equitable

pay among all individuals, and among all races, in the same role.

During each year's annual compensation cycle, we run our pay parity analyses, and quickly adjust any small number of disparities that may arise. We have a market-based pay structure that compares our roles to that of our peers in each region. As part of this review, not only do we take a look at base salary, but we also examine on-target earnings as well as annual stock refresh grants. This process ensures we pay according to the market value of every job we offer, diminishing unconscious bias and structural barriers.

A closer look at our ongoing commitment.

Each year, the results of the pay equity analysis are encouraging, and support the belief that all employees should be paid fairly and equitably. Our annual reviews consistently reveal no disparities for greater than 99 percent of our global population. In FY20 and FY21, the adjustments required to address any disparities in our annual pay parity analysis equated to less than 0.01 percent of our global base salary payroll, and less than 0.1 percent of our total stock budget was needed to adjust total stock grant refreshes. We're thrilled to see the continued great results in the pay parity analysis as we continue to strive toward inspiring a brighter work day for all.

We know that pay parity is an ongoing journey and we will continue to monitor it on a regular basis, as well as continue to enhance Workday applications to support this work for both ourselves and our customers.

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The Global Workplace Safety Team

The Global Workplace Safety team supports the traditional corporate areas of physical security for Workday on a global scale. From the workplace to work-related travels, it's our goal to keep our Workmates safe. In the wake of COVID-19, the Global Workplace Safety team worked quickly to respond and ensure our employees were as safe as possible.

Our response to COVID-19:

- Global Workplace Safety has actively monitored the pandemic and other disaster events around the world.

- We've developed a Healthy Workplace policy to screen our Workmates for symptoms and other specific criteria.

- We've developed enhanced cleaning protocols and other safe management practices to protect the health and safety of our Workmates.

- We've developed both a risk evaluation and return-to-work criteria to keep our employees' health and safety a top priority.

- We've implemented a COVID-19 First-Aid Responder Training program. Safety specialists are trained as first responders in the age of COVID-19, following protocol, local public health official guidelines, and more. For Workmates returning to the office in low-impact areas and essential workers, we train all Workmates to adhere to COVID-19 guidelines and protocols.

We have Life Safety Team volunteers in the majority of our global offices.

Here's a closer look at our core programs in place.

Security Operations Center.

New state-of-the-art Global Safety Operations Center operated 24/7 and backed by a generator to ensure seamless operations during a power failure. Global Workplace Safety Physical Security Operations Centers (GSOCs) are based in our U.S. headquarters in Pleasanton, California, and our Europe headquarters in Dublin, Ireland. Our GSOCs are multi-functional and designed to monitor various issues that could potentially impact the business. They are manned 24/7, and are at the core of our operational services with a continuous commitment to keep people safe.

Life Safety Team and Emergency volunteers.

We have Life Safety Team and Emergency volunteers in the majority of our global offices who are trained in building evacuation procedures, CPR, AED use, and first aid, ready to assist in the event of an emergency. We have distributed Life Safety Team backpacks with basic equipment to aid in floor sweeps, and signage that can be recognized from location to location.

Corporate event security program.

When we can attend in-person events and when we do return to work, our Global Workplace Safety team has a corporate event security program in place. Employees and guests attend and participate in Workday events with ease, knowing that their safety is our top priority. Global Workplace Safety utilizes time-tested methodology developing, organizing, and implementing security plans at corporate events.

A new safety incident reporting system in Workday.

We're utilizing our own product to monitor safety incident reportings. We transitioned from using a third-party service to Workday for online safety incident reporting. This includes the reporting of injuries and illnesses, ergonomic evaluations, and other related incidents.

Travel safety program.

Global Workplace Safety monitors employee travel globally, utilizing the most up-to-date, innovative technology. We ensure the safety of our Workmates with ease by providing assistance when needed, along with communicating to them what to do in the event of an emergency.

Expanded footprint support health and safety.

We have contracted additional health and safety vendors in various countries to support our core program. We've also provisioned the support to the project management office for real estate improvement and expansion projects.


Global Workplace Safety monitors employee travel globally, utilizing the most up-to-date, innovative technology.

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Employee Development

Empowering Every Workmate

The world around us is changing and we recognize that organizations need to be more agile to remain competitive, keep up with innovation, and be able to flex with the ever-changing business environment. In today's dynamic workplace, we believe that the way our people and our company succeed is through continual learning and growing.
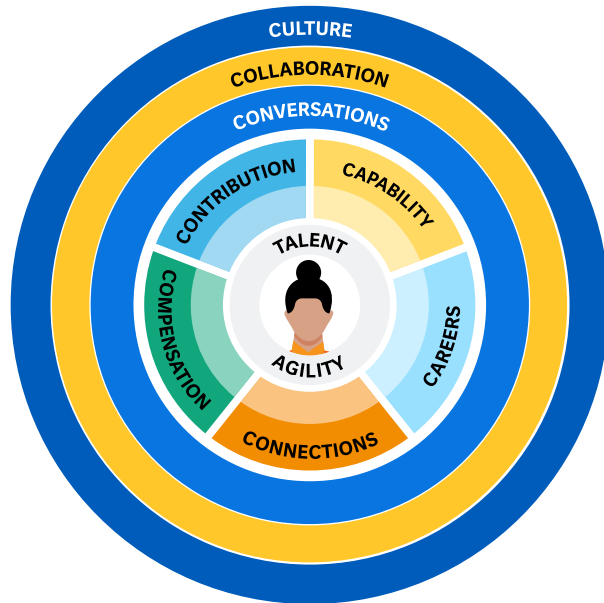
This includes:

- Empowering and equipping employees to take charge of their careers
- Leveraging Workday technology to enable career and capability development
- Providing world-class development opportunities for every Workmate based on their unique needs
- Providing every Workmate with an opportunity to share regular feedback on their employee experience

Empowering Talent Agility

Buoyed by the opportunities offered by our own technology, our talent strategy (see Performance Enablement) puts employees at the center of their own career and performance journey. A fundamental tenet of this approach is the belief that we should provide employees with the tools and framework to enable their careers—and put the employee in the driver's seat.

This is empowered through five factors that fuel employee success and empower talent agility: enable **contribution**, grow **capabilities**, empower **career**, deepen **connections**, and align **compensation** and recognition.

> " Research has shown that high performance happens when you have alignment between an employee's career interests and what the company expects that employee's contributions to be. If you can get those two things to line up, you're going to get some fantastic performance, you're going to get some high engagement.

Ashley Goldsmith, Chief People Officer, Workday

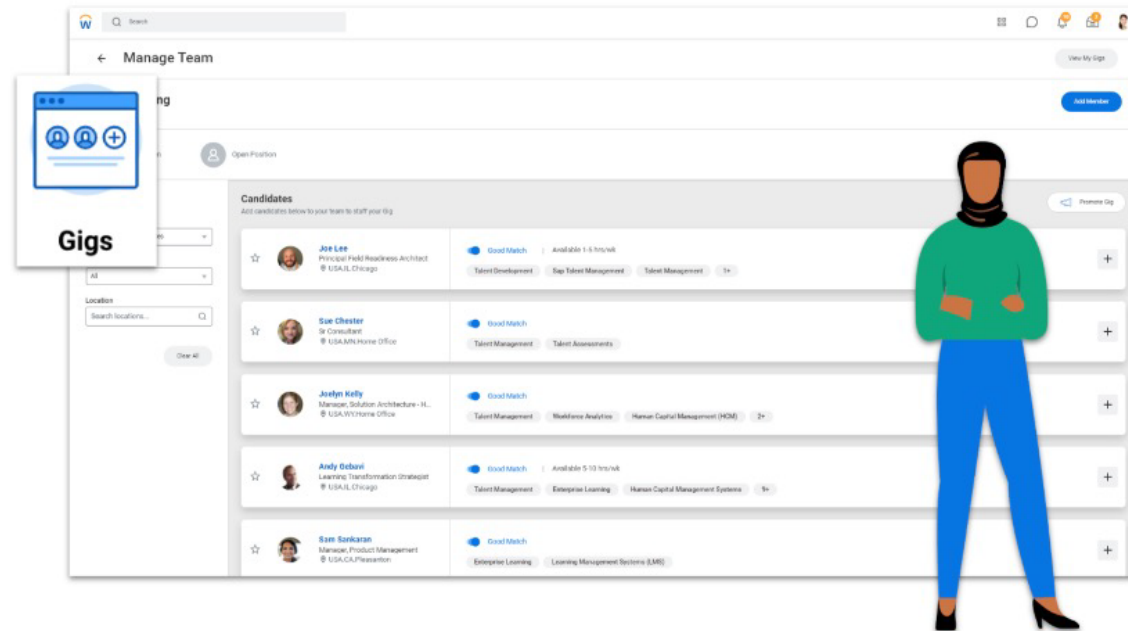## Capability Development Powered by the Workday Product

Here at Workday, our strategy evolved over the past couple of years to highlight skills as a key currency of work. We are breaking down the barriers that traditional talent and technology strategies have created for decades in order to enable an agile and engaged workforce.

We designed Workday Talent Marketplace to match Workmates to short-term opportunities called gigs. These gigs are ways for Workmates to grow their connections, capabilities, and careers while contributing to Workday business.

The objective is to allocate work based on skills, capabilities, and interests that tap into the diversity of Workmate talent with varied backgrounds and expertise. Over 80 percent of participating Workmates say that a gig led to making new connections and developing skills, and 100 percent of gig hosts say they were able to create new connections and the team was introduced to new skills and different perspectives.

Career and Progress Check-Ins

With most organizations, employees sit at the receiving end of an annual performance review. At Workday, we wanted our employees to get more out of these conversations, and have the opportunity to initiate and own a conversation that covered their contributions, development, and career on a frequency that works best for them. We shifted our annual performance review process to a new, innovative approach called the Career & Progress Check-In.

Unlike a performance review, this conversation is designed to be more peer-like, where our Workmates take the lead to check in and act on the five factors that enable individual and collective success. More specifically, Workmates are encouraged to lead a discussion on their performance to date, the types of career experiences they're looking for and the development needed to achieve those career goals, and the ways their people leader can support them on their journey.

Launched within the Workday product using a collaborative conversation-starter tool, employees or their people leaders can initiate a dialogue around the employee's career interests, capabilities, connections, and contributions. We encourage Workmates to own this conversation, preparing their own thoughts on what they'd like to discuss, feedback to request, and support to solicit from their people leader.

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Of all full-time Workday employees, 100 percent are eligible and invited to participate in Career & Progress Check-In conversations with their people leader. We encourage them to aim for two to four conversations per year to ensure they're staying aligned with their people leader, receiving regular feedback, and consistently discussing ways to grow their contributions, capabilities, connections, and career.

The Workday Growth Journey

The world around us is changing and we recognize that businesses need to be more agile to remain competitive, keep up with innovation, and be able to flex with the ever-changing environment. In today's dynamic workplace, we believe that the way our people and our company succeed is through continual learning and growing.

To honor the unique road each of our Workmates is on, we refer to our learning experiences as the Workday growth journey. People tell us they are most engaged when they are continuously exposed to new things, empowered to build new skills, and make an impact. We offer a number of educational resources and an incredible support community to help Workmates through this experience.

Learning at Workday: These are journeys that begin right from the moment employees start at Workday to help them onboard and get acquainted with Workday culture, business, and technology.

Career Building at Workday: These journeys help deepen expertise, grow capabilities, and make meaningful connections.

Leading at Workday: This journey helps Workmates understand our leadership identity, transition into people leadership, and grow and take on increasing leadership responsibilities.

The VIBE™ Way at Workday: VIBE journeys explore why the idea of Value Inclusion, Belonging, and Equity is important, and equip all employees with the tools and resources to put VIBE into action.

To honor the unique road our Workmates are on, we refer to our learning experiences as the Workday growth journey.

The Best Workday Survey

The Best Workday Survey is a simple, two- to four-question survey Workmates receive every Friday via Workday. Launched in 2017, Best Workday Survey—developed in partnership with Great Place to Work—is another step in sharing feedback that sustains our culture and helps people leaders become more effective. The goal is to provide a great employee experience for everyone.

At Workday, we believe that happy employees equal happy customers, and we're committed to creating a culture for all of our people that's hardworking, considerate of others, focused on a passion for innovation and customer service—and, hey, maybe fun and funny in the right moments.

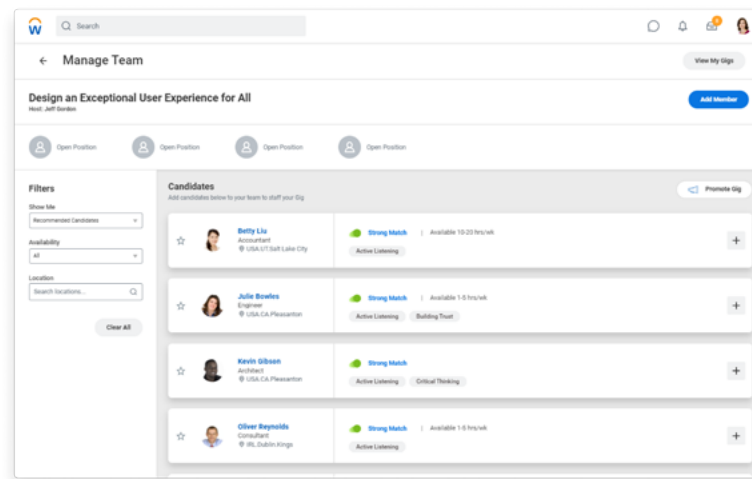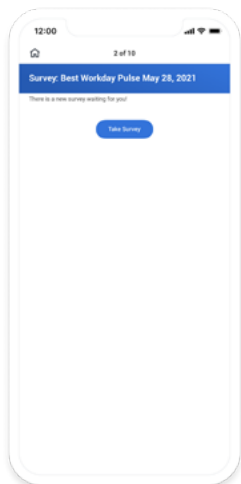Much like the way we seek actionable feedback and metrics on customer satisfaction, we want actionable feedback and metrics on the experience employees are having at Workday. The survey is a chance for all Workmates to provide that regular feedback on their experience. It helps people leaders and Workday as a whole take action so teams, groups, and functions have a remarkable employee experience. In other words, share your feedback whether it's positive or negative so we can all ensure Workday is a great place to work for all.

Delivered quarterly, people leaders receive a measure of their team's employee experience including progress and areas where the team should focus on improvement, an indication of their team's overall employee experience level, and the top three focus areas where people leaders could support the team's employee experience.

These results are shared with people leaders so they can gauge the progress they are making in leading their teams.

Our goal is to quickly and easily capture employee sentiment so our people leaders can calibrate their efforts, and we can do the same as a company to strengthen and protect our culture.

The ability to capture employee sentiment quickly was especially important in 2020. Feedback collected from the Best Workday Survey revealed that putting out a "return to the workplace" date, even if it changes, would reduce stress and concern about the future. Workday senior leadership team acted quickly to announce a date, resulting in positive employee feedback.

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The People Leader Town Hall

One of the most impactful and simple ways in which we have invested in employee development is our People Leader Town Halls, a meeting place for all Workday people leaders held once a quarter.

The People Leader Town Hall format was formed as Workday began transitioning to a fully remote workforce due to COVID-19. People leaders needed information and support on how to respond to the questions being raised by their teams. The advantage of communicating to all of our people leaders at one time through the town hall was immediately apparent, and it has become a forum for communicating not only about our COVID-19 response, but also about new Workday programs and policies, culture and employee experience initiatives, and the expectations of our leaders. Discussions on these topics help people leaders learn how to best serve their teams while also driving performance and sustaining our culture.

Each People Leader Town Hall is led by members of the senior management, who also work with the People & Purpose team in advance to ensure the content value of each session and exchange insights and ideas.

By the Numbers:

91%
The average percentage of people leaders who attended the People Leader Town Halls in 2020.

3,000
The average number of Workmates who attended at least one course within the Workday Growth Journey.

"These are very helpful sessions that keep us grounded on our approach and messaging to our teams, especially during COVID. Thank you."

"I very much appreciate all of the detail and transparency shared in the People Leader Town Halls. I am looking forward to regular town halls on an ongoing basis!"

"Great experience; I appreciate the support being provided to me as a people leader."

"Thank you for focusing on diversity and encouraging equity for all Workmates. I deeply appreciate that my employer is socially conscious and commercially successful. It sets a great example for other companies to follow. Thank you for LEADING!"

"This was good. I appreciate the effort that goes into doing a big meeting like this and am glad that Workday is working hard at being inclusive, not simply diverse."

Making Meaningful Connections

At Workday, "fun" isn't just a buzzword. Fun is a core value for a reason. In a year not many would describe as fun, we redefined the meaning of this core value to focus on what really matters—taking care of one another, finding moments that matter, and having fun when we needed it most.

The Employee Life team traditionally hosts a suite of events at Workday, from memorable Halloween celebrations to family-centric summer bashes to Friday happy hours (or Cantinas, as they're known at Workday). In a year where events pivoted from in-person to online, we knew that maintaining and creating meaningful connections was integral to ensuring that our core value of fun still showed up at the appropriate time. Here's a look at some of the ideas that came to life:

Our Employee Life Master Class

We started the Employee Life Master Class as a way for Workmates and their families to learn new skills in a fun, virtual setting. We also wanted to support local small businesses that were also pivoting their platforms for our new virtual world. This series married the two, resulting in strengthened social connections among Workmates.

With everything from how to make sourdough bread to gardening 101; to a science, technology, engineering, and math (STEM) class for kids to pumpkin carving (just in time for Halloween), we hosted a series of virtual events connecting small businesses to Workmates, weaving fun into the opportunity to learn something new and engage your family in an activity at home.

In FY21, we hosted

13

total events with

97%

customer satisfaction rating

"Really enjoyed the event, thank you so much for putting this together! It was simple, yet fun—a great way to break things up and be with Workmates in a fun environment!"

"Thank you for doing a wonderful job in extending these types of classes to Workmates. I look forward to other topics in the future."

"I LOVE THESE SERIES! I really love that these are not work related at all and give us 1 hour of fun, joy, and the chance to learn something that we can build for us and our family. It's quite a lovely escape."

"Thank you for offering these! They have been helpful to me during this WFH change of lifestyle."

"Thank you for providing these fun classes. So nice to have a mental break from work in the middle of the day :-) Looking forward to more!"

"I am very grateful to be at Workday. These little things mean a lot. Thank you!"

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Virtual Team Experiences

Any group of five or more Workmates can sign up for a hosted virtual team-bonding activity, with offerings such as volunteering with a local nonprofit, making cards to offer sympathy and support to those who need it most, Workday-specific virtual scavenger hunts, paint nights, mixology lessons, or succulent planting workshops. We knew employees were missing out on connecting with their teammates, so this concierge approach to virtual events helps cultivate a culture of trust, belonging, and fun through a custom-planned team building experience.

We also implemented a unique and new team experience event designed specifically for new hires, as we all know building social connections can be difficult virtually—especially when starting a new job. This dedicated, connection-focused event brings together new-hire cohorts in a meaningful way.

Fun Fridays

Injecting fun and inviting ways for Workmates to connect while all at home was a task our Employee Life team took to heart. We also knew our Workmates were busy, but a quick, easy, and meaningful way to connect was needed. We launched a virtual Slack campaign called #fun-fridays, where every week we ask Workmates to share something simple, such as

The Dublin Band (aka The Early Twenties Club) has recorded numerous covers, all while virtual.

their newest favorite book or a recipe to try during quarantine. Thousands of Workmates participate, with new topics spanning health, well-being, fun, diversity, and advice. As an added bonus, anyone who participates can enter to win a prize.

**In the last two fiscal years, the Employee Life team hosted more than**

650

team experiences for Workday teams across the business.

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Workclubs

Whether it's board games, sports, arts and crafts, outdoor activities, books, dancing, shared experiences, video games, or investing, Workday has a club for everyone. Our Workclubs are vital to the Workday culture, especially in 2020. From our Workday cycling clubs that fund-raised for social justice to virtual band

practice sessions covering some of our favorite tunes, Workclubs helped maintain strong social connections for the more than 3,000 participating Workmates—even virtually. And in addition to annual funding to help support their activities, Workclubs also give back, with each club hosting one "do good" event a year.
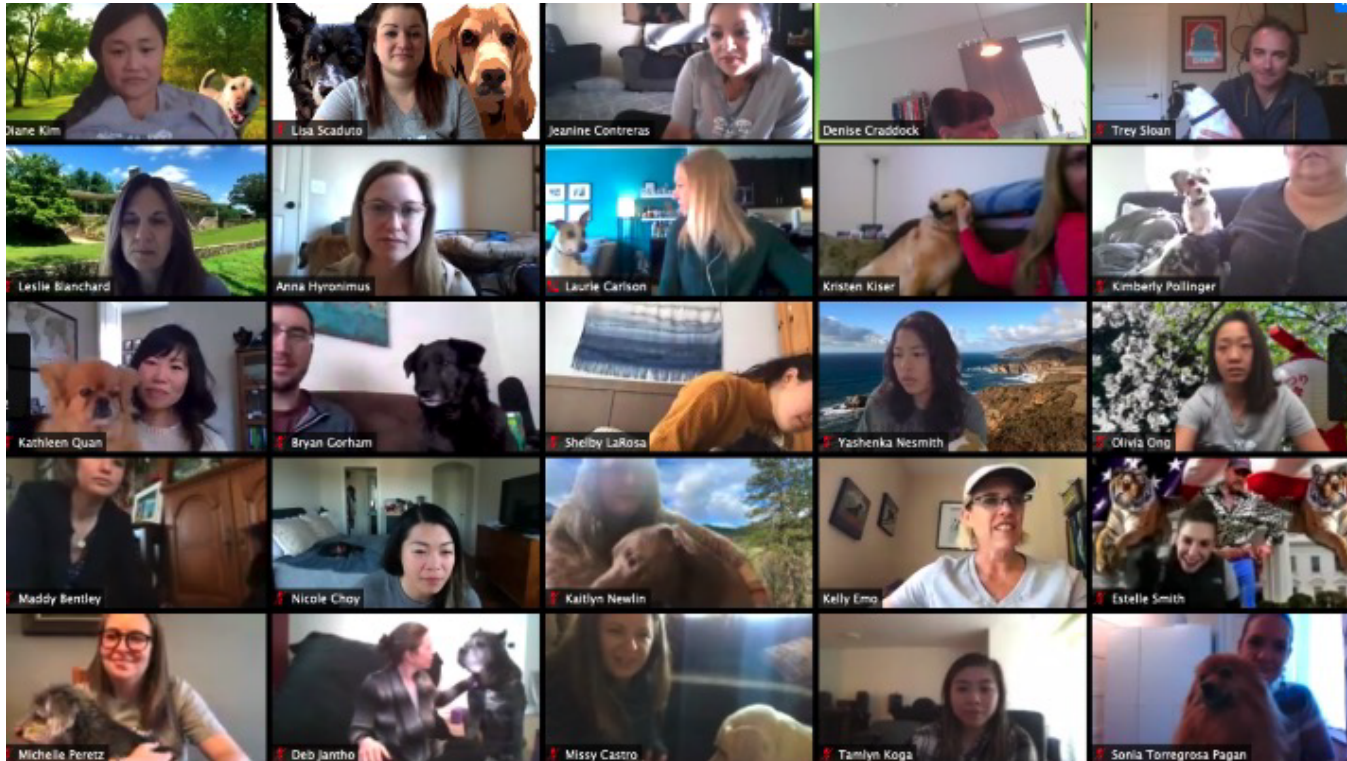
The global and always virtual Dog Lovers' Club hosted puppy playdates.

More than

3,000

Workmates are members of one or more Workclubs.

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Workday Wellbeing

We take a holistic approach to well-being at Workday. Rooted in our four core pillars—health, happiness, nutrition, and movement—we've created ways to help empower our Workmates' health and well-being in a way that works for them. In the middle of a global health crisis, it was more important than ever that Workday Wellbeing offers programs, events, and resources to our global workforce. Here's a look at how we supported our employees this past year.
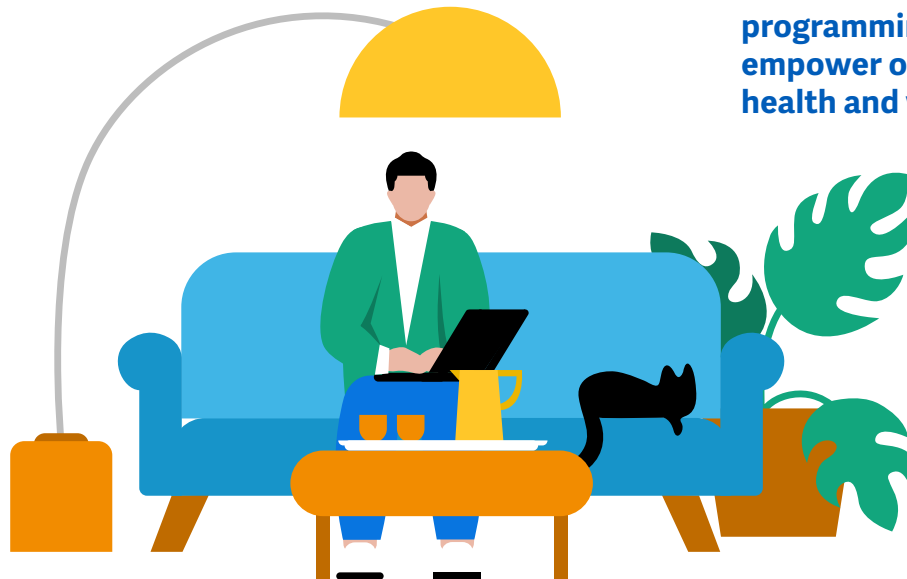
Supporting Mental Health

While we take a holistic approach to supporting employee well-being, one key differentiator that makes Workday Wellbeing different is our focus on mental health, which includes our multi-faceted, ongoing educational campaign complete with seminars and panels with mental health professionals, resources, and a call-to-action to open up the dialogue around what it means to take care of your mental health at work.

In response to COVID-19, we prioritized our Workmates' mental health by responding quickly:

- **We arranged for one-year access to** Headspace **to all employees for free**—a research-backed app that offers meditations on everything from stress and anxiety to focus and sleep.

- **We enhanced our offerings with MyLifeCoach, our Employee Assistance Provider (EAP)**, to help our employees prioritize their mental health. From free drop-in counseling sessions to organized counseling sessions in response to social and civil unrest, COVID-19, and more, we ensured our employees' and their loved ones' mental health was always top of mind.

- **We created one centralized, global hub for all of our mental health offerings at Workday.** With a number of different vendors and benefits providers across the globe, we wanted to ensure Workmates weren't missing out on integral mental health resources, such as access to the Calm app or free, online screening assessments for anxiety, depression, post-traumatic stress disorder (PTSD), and more. We created a single communications portal to serve employees with all of the much-needed information, news, resources, and more to help keep their mental health top of mind.

We've created programming to help empower our Workmates' health and well-being.

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Introducing the Wellbeing Series at Workday

Empowering our employees to prioritize their health and well-being has always been a driving force behind Workday Wellbeing. Amid a global pandemic, we wanted to ensure our employees felt they were taken care of and cared for, even virtually.

We started the Wellbeing Series at Workday with some key objectives in mind. First, we wanted to provide an opportunity for Workmates to improve or maintain their well-being through educational webinars with expert guest speakers. Second, we wanted to continue to build shared experiences for Workmates to help foster social connections. In 2020, we hosted 13 Wellbeing Series events for our global workforce population.

Each series focused on a key topic—like mental health, managing stress and anxiety, sleep and rest, and more. One of our favorite Wellbeing Series was a fireside chat with our executive sponsor of mental health, Mandy Jeffery, VP, Global People at Workday, and Dr. Melissa Shepherd. It opened a raw and honest discussion around what it means to take care of ourselves during this time, and 95 percent of Workmates rated the event favorably.

"Keep these sessions coming! I love that Workday is providing us opportunities to learn about these important topics."

"Just honored to be at Workday, where we have the opportunity to see/hear from experts in their fields."

"I really appreciated this event. The content was wonderful, but I think the most powerful thing for me was seeing that others were dealing with struggles similar to my own. It was nice to feel a little less alone."

"Thank you for having these events! They offer great advice and also provide a break from the normal stressors of everyday life."

"Thank you for your continued investment into Workday employee well-being and helping us managers support our teams!"

"Love that Workday makes the time to have these conversations and address stigma around them."

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A Workmate enjoying our virtual Mountain Day activities.

Virtual Mountain Day

In normal times, Mountain Day is an annual, company-wide event where Workmates take a few hours away from their desks to go on group hikes or nature walks. We know Mountain Day allows our Workmates to enjoy all that nature has to offer—including the health benefits of getting outside. In these virtual times, we knew it was more important than ever for our Workmates to prioritize their health and well-being, so we launched a virtual global Mountain Day.

Using digital connections and empowering Workmates to get outside (safely) on a local trail, a walk around their neighborhood, or even just some time spent in their backyard, we pivoted this annual tradition to work in a year such as 2020. On top of it, we asked Workmates to share photos of themselves and where they spent their Mountain Day, fostering social connections virtually.

Wellbeing Local Leaders

At Workday, we've leaned on our network of Wellbeing Local Leaders—employee champions who take on volunteer duties to bring programming to life at a local level—to engage our workforce, even virtually. Our Wellbeing Local Leaders stepped up in big ways in 2020 to ensure our Workmates felt supported, prioritized, and heard—especially in these challenging times. In FY21, we had 109 Wellbeing Local Leaders in 53 offices around the globe.

In a joint partnership with our Giving & Doing Local Leaders as well as our Cycling Workclubs, our Wellbeing Local Leaders spearheaded a month-long virtual campaign for Workmates to come together and participate in an athletic event in honor of women's health. This year, the campaign focused on four key components of women's health: mental health, period poverty, breast cancer, and prenatal and postpartum health.

With hundreds of Workmates participating around the globe, employees took part in various virtual events, with everything from virtual rides (with the help of the Pelomates Workclub) to fireside chats and first-person storytelling from a Workmate who had overcome her own battle with cancer. More than $2,000 was raised for Every Mother Counts, Memorial Sloan Kettering Cancer Center, Dignity Period, and Brain and Behavior Research Foundation.

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Strategy

Our Approach to Creating Opportunity for All

At Workday, we know talent is everywhere but opportunity is not.

In a time when our global community continues to battle ongoing health, economic, and social crises, our company's purpose to inspire a brighter work day for all serves as our compass to stay focused on doing our best in service of others. These crises have prompted the world to deeply examine long-existing opportunity gaps, and Workday's deep commitment to creating opportunity for all drives our strategic approach to making a positive social impact in the communities where we live and work.

Workday has held steadfast in our commitment to making a difference. Through philanthropic investments in community organizations—especially those responding to the impacts felt from the pandemic—our employees engage through volunteerism. This broadens our workforce development movement to help create employment opportunities for those experiencing barriers to thriving-wage careers.

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Philanthropy

The Workday Foundation

With a mission to transform lives by creating career pathways that unleash human potential, the Workday Foundation focuses its investment strategy on creating opportunity for all. This means the Workday Foundation focuses the majority of its funding on partnerships with workforce development organizations around the world that provide technical skills training for in-demand careers, work-based learning opportunities, industry-recognized certifications, essential skills development, networking connections, mentorship and supportive services for job seekers.

The Foundation also invests in systems-change organizations and collaborations focused on collective efforts to connect the education-to-employment pipeline in order for more people from diverse backgrounds with diverse experiences to have access to opportunity through a broader variety of earning and learning experiences.

Our Response to COVID-19

At Workday, our core values are fundamental to who we are as a company and the decisions we make. During this unprecedented time, they guide our responses and decisions regarding our workforce, communities, and the world at large. At the onset of the pandemic, we knew we had to act quickly to ensure we were doing our part to help our larger communities, especially those most vulnerable and those who would be disproportionately impacted.

In March 2020 we made donations to support causes on the front lines of the COVID-19 crisis and to the communities that needed help. We joined forces with 25 companies to collectively raise $22 million. As part of this collaboration, Workday has donated a combined total of $1.5 million to the Silicon Valley Community Foundation, the Centers for Disease Control and Prevention, and the United Nations Foundation. With our European headquarters in Dublin, Ireland, we also supported The Community Foundation of Ireland with a grant to its COVID-19 relief fund, helping to support those most vulnerable with critical services, including the elderly and people experiencing homelessness. We also committed to the #StopTheSpread pledge, and we've supported the production and distribution of high-quality ventilators and other supplies at scale.

But our donations don't stop there. Our employees wanted to give, too. As part of our charitable donation matching program, we set up special giving campaigns for our employees without any impact to their annual giving cap. Workday matched their donations to the following organizations: CDC Foundation, COVID-19 Solidarity Response Fund for WHO, Direct Relief, and Doctors Without Borders. Bay Area employees also

> "Fostering an equitable future for all is more important than ever, and requires that we all come together to address critical issues—like access to quality jobs and economic mobility—head-on. We are proud to partner with so many organizations dedicated to creating access to opportunity for all. These partners come from the non-profit, education, government and business sectors, and share our people-first approach to building a more inclusive future. Working together, progress is possible."

**Carrie Varoquiers, Chief Philanthropy Officer, Workday**

contributed to a special giving opportunity for the Silicon Valley Community Foundation's Regional Response Fund, with matched donations. We've also provided our employees with access to a platform through Workday that allows them to set up fund-raising campaigns for organizations in their own areas that need critical funds to support local residents and small businesses.

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Accelerated Grants to Our Existing Partners

As a result of COVID-19, the U.S. experienced a record number of unemployment claims, resulting in an increased demand for workforce development training services that forced our nonprofit partners to quickly pivot to online learning and offer new programming to meet the needs of today's virtual workforce. At the same time, many of our nonprofit partners faced reduced revenue as a result of canceled fund-raising events.

At Workday, we knew our nonprofit partners needed extra financial support sooner than our typical grant cycle through the Workday Foundation allows. So, we expedited grants to those who are doing critical work in the workforce development field to ensure they could serve more unemployed people seeking work. Many of our nonprofit partners rapidly transitioned from in-person skills development to online learning, which has allowed them to serve hundreds more job seekers without the space constraints of a traditional classroom. In the last two years, Workday and the Workday Foundation have donated more than $14 million to aid in the fight for economic mobility.

Our employees are encouraged to volunteer their time with our Workday Foundation grantees through on-site, virtual, and one-on-one opportunities presented to them throughout the year. Take a peek at some of our impact grantees and the work we're doing to help support workforce development organizations worldwide.
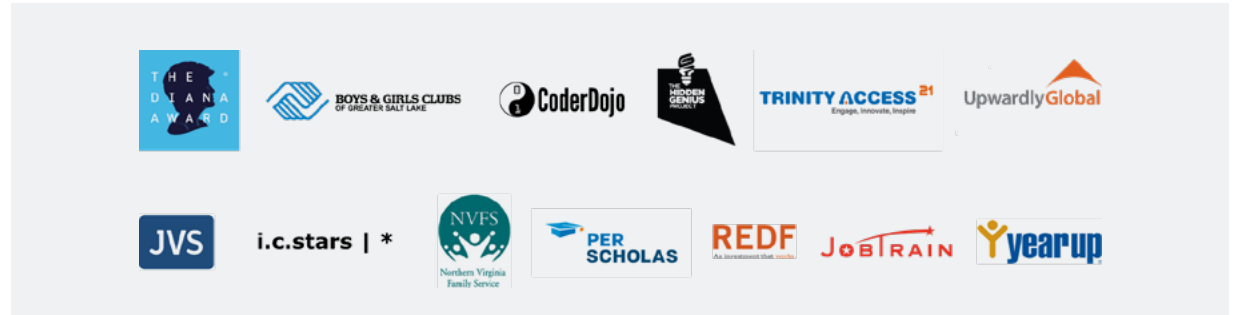
Year Up: We've partnered with Year Up since 2014, a nonprofit organization that provides low-income 18- to 24-year-old young adults with access to training, work experiences, support, and guidance. To date, more than $4.76 million in funding has been invested in Year Up by Workday, Inc. and the Workday Foundation. With accelerated grants to Year Up, the organization was better positioned to serve its students and pivot its programming for virtual learning.

JVS: A long-time Workday Foundation partner and Bay Area-based workforce development organization, JVS helps transform lives. In the wake of the pandemic, one where millions of our neighbors have lost jobs and income and are experiencing growing financial stress, JVS was able to pivot quickly to serve its population of talented individuals through virtual training programs built to match in-demand skills with in-demand jobs.

Total grants disbursed by the Workday Foundation since 2013: more than

$20.8 million

Opportunity Onramps®

Expanding the Opportunity Onramps Movement

At Workday, we're committed to inspiring a brighter work day for all. This purpose extends beyond our approach to products and technology, and is woven into the fabric of our workforce development programs designed to close the opportunity gap through training and work experience.

We know talent is everywhere, but opportunity is not. For many, a nontraditional educational background, diverse work history, financial constraints, and even

resume gaps due to a career pause for caregiving responsibilities have led to barriers to thriving-wage employment. It's our commitment to people and opportunity that serves as the catalyst for the Opportunity Onramps® movement, which provides candidates from diverse, nontraditional backgrounds with training, internships, and job opportunities.

In response to a widening opportunity gap exacerbated by the impacts of COVID-19—coupled with the ongoing fight for social justice—we knew we had to do more to help close the opportunity gap. That's why Workday has pledged to fill 20 percent of its early to mid-career hires with Opportunity Onramps candidates as part of its commitments to equity.

Opportunity Onramps Programs at Workday

Early career talent.

Whether it's an individual who wasn't afforded the opportunity to attend a traditional four-year college or a transitioning military veteran looking to pivot into the technology field, we've expanded our homegrown, in-house training programs focused on fostering early career talent pipelines. We've also built programs in collaboration with workforce development training partners, such as Year Up, JVS, and Dream Corps, to tap into an incredible pool of talent.

Mid-career talent.

We also have specially designed programs built for mid-career professionals, such as someone who might have put their career on pause for caregiving responsibilities and is looking to jump back into the paid workforce but is experiencing challenges breaking through to recruiters due to a large resume gap. Or an individual who may have lost employment due to COVID-19 and chosen to pivot their career and upskill through a training program, but struggles to secure thriving-wage employment due to their lack of corporate work experience.

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Here's a closer look at our programs.

Cinthya Nunez Torrez

Wayne Ormond

Jessica Mercado

Year Up

We've partnered with Year Up since 2014 to provide internships to talented, motivated, yet underserved young adults to help them launch their careers in tech. Candidates gain valuable training in a career at Workday, from quality assurance and software development to marketing and more.

Career Accelerator Program (CAP)

For veterans, the shift from military to civilian careers can be difficult. Since 2015, the Workday Career Accelerator Program (CAP) offers a four-month paid program for veterans so they can get the training needed to launch a successful career in technology, with the potential to convert to full-time employees at Workday.

Returnship Program

This program helps parents and caregivers who put their careers on pause for more than two years get a jump-start back into the paid workforce. Through a four-month paid work experience program, professionals get the training, support, and mentorship needed to relaunch their careers.

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An Opportunity Onramps Program Built for Our Customers

We heard from our customers about their need to find trained Workday talent to fill HR information systems (HRIS) roles at their organizations. They also expressed a shared commitment to creating economic opportunity for all, and see the Opportunity Onramps movement as an important tool for creating a more diverse and equitable workforce.

In partnership with Year Up, we introduced a new Opportunity Onramps program built specifically for our customers that marries a business need with social impact. The Workday and Year Up Internship Training Program trains young adults from under-resourced communities on the fundamentals of Workday Human Capital Management, and places them in HRIS internship roles with our customers. This program equips smart, diverse, talented Year Up students with in-demand tech skills, and professionally trains students on the fundamentals of Workday. After six months of classroom training on Workday, Year Up students are placed with interested customers in Workday HRIS roles for a six-month internship, with a goal to convert them to full-time employees at their host companies when their internship ends.

The Workday and Year Up Internship Training Program helps our customers gain access to pre-trained talent who understand Workday technology, diversify their workforce, and provide young adults with access to career opportunities. It's truly a win-win-win.

Watch this short video to learn more about how we're training the next generation of HRIS analysts.

Employee Impact

Putting Opportunity into Action

There are millions of individuals facing barriers to employment, whether that's a young adult who didn't have the opportunity to pursue a four-year college degree, a caregiver who took time away from the corporate workforce to raise a family, or a veteran who's looking to pivot into the corporate sector. There are also students who may need some extra after-school support and help on projects, or teenagers looking for mentorship and guidance as they transition into college.

A big part of creating opportunity comes from social capital: having mentors, building connections, and

networking with professionals in the corporate workforce. For nontraditional talent, a common barrier to thriving-wage employment is the lack of a professional network.

In 2020, as part of our commitment to social justice and equity, we launched a new volunteer initiative for our employees called Opportunity in Action. We're committed to donating 250,000 volunteer hours by 2023 to help create opportunity for all. Whether through mentoring, tutoring, supporting job seekers, serving as career coaches, or introducing young people to career options, we're engaging Workday employees to make an impact.

We're committed to donating

250,000

volunteer hours by 2023 to help create opportunity for all.

Tatiana's story

Tatiana Ware, a customer support analyst at Workday, shares how ending the cycle of poverty won't happen with just funding and donations—it requires sharing our time, resources, and skills, and building relationships through volunteerism. Read her Opportunity in Action story.

"To me, volunteering with communities that have traditionally been denied access to opportunities isn't about charity, it's about justice. It's about treating people like human beings who have agency and know what they want and need, and doing what we can to clear the path for them to achieve their goals."

Workforce Week™ at Workday

We engage our employees annually to participate in an all-employee volunteer program called Workforce Week™—and this past year, it mattered more than ever.

For the past six years, our Workmates have been giving back through Workforce Week. At its heart, Workforce Week is about coming together to help talented job seekers find meaningful, thriving-wage careers.

For the first time in 2020, we teamed up with others in the tech sector—Salesforce, LinkedIn, Okta, and DocuSign—to host virtual career workshops for job seekers across the globe. Together with a shared mission to create economic opportunity for all and in response to millions of unemployment claims in the U.S. alone, we knew we'd have a greater impact by pooling our collaborative efforts to partner with as many workforce development organizations and job seekers as possible.

Workforce Week-style events help job seekers build social capital—a network of professional relationships that is a critically important element to the job search, yet one that many are denied because of life experiences, zip codes, work experiences, or other factors. The ability to build social capital in professions that job seekers are passionate about has proven time and again to be key to securing long-term, lasting employment.

Hundreds of Workday employees across the globe have volunteered their time at Workforce Week events, dedicating their expertise and resources to help job seekers prepare for a potentially life-changing career. Together with our tech industry partners this year, we've been able in support more than 46 workforce development nonprofit partners globally.

For organizations that wish to host their own Workforce Week events, Workday also offers free, turnkey, downloadable toolkits full of workforce development training resources, including suggestions for partner nonprofits, draft event agendas, employee communications, and more. Workforce Week has proven to be a scalable, sustainable program with only more growth and collaboration to come.

Workforce Week

"

Workforce Week helped me build the confidence I needed, and hearing positive feedback from people that work in the tech sector is just wonderful. This experience also helped me build important connections with people that are willing to share their experiences and knowledge with me. I aspire to become a successful software developer and work for a company that shares my core values and philosophy.

Kelly Garcia
Computer Science & Networks
FIT (Fastrack to Information Technology)

#workforceweek2020 #opportunityonramps

Workforce Week 2020
By the Numbers:

Total number of participating locations:

24
Workday offices
14+
tech sector

partnersTotal number of clients served:

1,000+

Total volunteer hours:

850+

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Strategy   Philanthropy   Opportunity Onramps®   Employee Impact

Our Commitment to Social Justice

We can't ignore the role access to opportunity plays in creating equity for all. That's why, as part of our deep commitment to VIBE™ (Value Inclusion, Belonging, and Equity™), we donated $12 million to organizations that support social justice and create opportunity for all.

Our investments span a number of different businesses focused on creating social and economic justice for all. And with Opportunity in Action, we engage our employees to volunteer with our grantees to help deepen and strengthen our impact. Here's a look at ways in which our employees are engaged with our social justice investment grantees.

Workmate Akiva Lewis

Organization: Pacific Community Ventures

"I was taught early in life about the old proverb, 'If you give a person a fish, they will eat for a day. If you teach them to fish, they will eat for a lifetime.'"

Workmate Sara Loquasto

Organization: Year Up

"I was paired with this amazing young woman for a mock interview. During her interview, she told me about her personal and professional work experiences, highlighting her strengths, motivations, and successes. As I listened, I couldn't help but think what an amazing young person I had just met."

Workmate Tatiana Ware

Organization: Rubicon Programs

"To me, volunteering with communities that have traditionally been denied access to opportunities isn't about charity, it's about justice. It's about treating people like human beings, who have agency and know what they want and need, and doing what we can to clear the path for them to achieve their goals."

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Giving & Doing

Giving back is even more rewarding when people get to make an impact through their favorite causes. Through a wide variety of programs, we strive to support the causes our employees care most about. Whether it means supporting shelter pets, fund-raising for life-saving medical research, expanding access to education, or providing services for those experiencing homelessness and food insecurity in our communities, we make it easy for employees to get involved—and we reward their time and energy through charitable grants.

By the Numbers:

In FY21, employees logged more than

27,700

volunteer hours and more than

$488,000

in volunteer grants were donated to their favorite causes.

In FY20, employees logged more than

44,000

volunteer hours and more than

$1.065M

in volunteer grants were donated to their favorite causes.

Jenny Padilla
Employee Events Manager, Global Impact & Employee Life

Volunteer of the Year

Every year, we recognize our employees who go above and beyond with a Volunteer of the Year (VOTY) award. We honor our top three Volunteer of the Year award winners with a $1,000, $2,500, and $5,000 grant—and each grant benefits the respective organizations where each winner donates their time. Winners are selected by their peers and our Giving & Doing Local Leaders.

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Strategy   Philanthropy   Opportunity Onramps®   **Employee Impact**

In FY21, more than

$157,000

was donated through the team grant program.

Since the program's inception in 2014, more than

900

Team Volunteer Experiences have been completed.

Team Volunteer Experience Program

Workday supports employees who want to become involved in their communities by making it easy, fun, and rewarding for them to do so. Through our Team Volunteer Experience program, employees can volunteer in groups of five or more with a charity partner. When teams volunteer together, the organization receives a grant of up to US$5,000. Not only does this program build a culture of trust within teams while also improving the communities where we live and work, but it also helps welcome new employees and provide leadership-development opportunities. Planning these events is often a fun stretch assignment for employees looking to build new skills, but most importantly, these events make a big impact on our nonprofit partners. Workday has a full-time staff member dedicated to this program, and we offer a concierge experience where we'll handle all the planning and coordination as needed for any team looking to volunteer together.

- In FY21, more than $157,000 was donated through the team grant program.

- Since the program's inception in 2014, more than 900 Team Volunteer Experiences have been completed.

Giving & Doing Local Leaders

We launched the Giving & Doing Local Leaders program in 2014 as a way for us to bring our community engagement programming to life in offices around the globe. As of FY21, we have 112 Local Leaders in 55 offices worldwide. With the help of our Local Leaders, not only are we able to bring our company-wide moments of social impact to offices around the globe, but we are also able to tailor volunteer events and charitable fund-raisers to local community needs. Local Leaders are offered support and financial resources designed for maximum flexibility to ensure their office gives back in a way that's most meaningful to that city.

Workday Colorado raised more than $100,000 for more than 28 causes, including local community food banks and humane societies, Habitat for Humanity, the American Foundation for Suicide Prevention, and more.

Workday Boston fund-raised for a local homeless shelter (Pine Street Inn) in honor of Thanksgiving, raising over $10,000.

Workday UK hosted a 12 Days of Giving campaign encouraging employees to create care packages for local homeless shelters during the holiday season.

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Volunteer Events

Movember: Movember has become a signature fund-raising event at Workday where Workmates around the globe dedicate the month of November to men's health. To promote men's health awareness and preventative actions through the Movember Foundation, employees team up to raise money. Over the past six years, Workday has raised more than $1M for the Movember Foundation.

Cycle for a Cause: In partnership with Workday Wellbeing and the Workclubs, more than 250 Workmates dedicated a full month to fund-raising and raising awareness for women's health. Focused on four areas— period poverty, mental health, prenatal and postnatal health, and breast cancer, Workmates raised funds for charities supporting women in this grassroots effort.
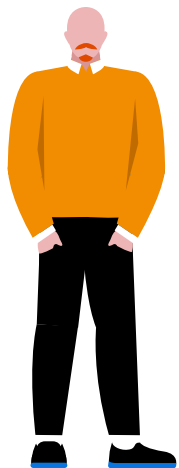
Workday has raised more than

$1 Million

for the Movember Foundation.

Doing good in response to COVID-19

Enterprise Tech for Good

Over the past year, we've witnessed some incredibly inspiring ways in which businesses are coming together to address the COVID-19 pandemic. Three Workmates in particular were inspired to develop solutions to help those suffering from the coronavirus, and lessen the spread of the disease within their communities.

Vojta Rocek, director, Software Development Engineer at Workday, saw problems that needed solving—including a shortage of lung ventilators, bottlenecked emergency lines due to high call volumes, and healthcare and governmental systems that were struggling to keep up. Rocek helped organize a hackathon collective in mid-March called COVID19cz with one mission: to better leverage technology in the fight against COVID-19. He assembled a hackathon team to do just that, and within 12 hours had crowd-funded $500,000 to help finance the ventilator shortage in the Czech Republic.

As part of the same COVID19cz hackathon group, **Filip Dousek**, senior director, Software Development Engineer at Workday, took part in a project called Smart Quarantine. The project's result is a command center helping public health authorities by using mobile application data as one of its key data sources. For example, if someone tests positive for COVID-19, they can decide to share their location data with the public health organizations to determine who came in close contact with them within five days prior to the positive test, to help isolate those at risk of passing on the infection.

Bryan Johnson, a senior machine learning engineer at Workday, identified the need for tech to help build a potentially life-saving website. As research was released showing that recovered COVID-19 patients have antibodies against the virus in their blood plasma, Johnson was connected to a local doctor who was charged with building a consortium to develop a timely, coordinated, multi-center network to collect, process, and deliver COVID-19 convalescent plasma to patients with a life-threatening case of the disease. Within a day, Johnson launched the Colorado COVID-19 Convalescent Plasma Consortium site. This platform serves as a one-stop informational hub for anyone in Colorado who may want to help donate life-saving plasma to those seriously ill with COVID-19.

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Disaster Relief

In addition to our COVID-19 relief donations, we also provide ongoing financial support to organizations that are preparing for, responding to, and rebuilding communities after natural disasters.

Through our support of Habitat for Humanity, the American Red Cross, Mercy Corps, and Direct Relief, we're able to help fund important initiatives that provide people with the safety and stability they need to prepare for a disaster before it happens, or after a disaster has impacted their homes and communities. With these grants, we're helping to provide shelter assistance, access to supplies and toiletries, meals, healthcare, education, training, and more to those affected. And our commitments don't stop there.

We established the Workday Employee Disaster Relief Fund to help Workmates who experience significant financial hardship as a result of a qualified natural disaster. The program provides essential cash grants to help Workmates financially affected by a crisis—most typically help with immediate family needs after a fire or hurricane—but this year we expanded the program to help bridge financial gaps a Workmate may have experienced as a result of the COVID-19 pandemic. We also provided Workmates the opportunity to donate to the fund, and more than $20,000 was raised by employees with the intent to help out fellow Workmates in a time of need.

Employee Giving

Our Charitable Donation Matching Gift program allows employees to double their donation to any qualified charity organization, up to US$1,000 or equivalent per employee, per year. As the company has grown, so have our contributions to the community.
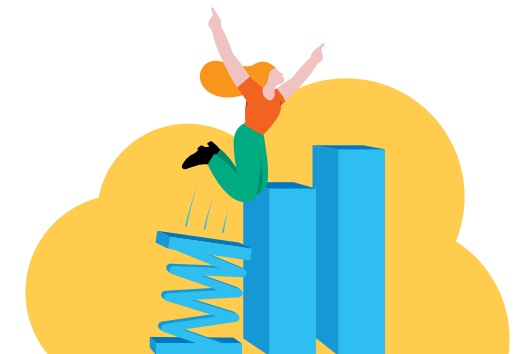
More than
$8.3 million
in employee donation matches made since 2012

FY21: more than
$2.2 million

Employee Giving During Challenging Times

The year 2020 brought us a multitude of crises—from the global pandemic to the social justice movement to economic turmoil and uncertainty—that have caused disproportionate hardship for under-resourced communities across the globe. Our employees are already generous with their giving, and this year was no exception.

By the Numbers

Combined with matching funds, our Workmates contributed more than $770,000 to organizations supporting populations most impacted by the pandemic and organizations fighting for social justice, with funds benefiting organizations such as the NAACP Legal Defense Fund, the Silicon Valley Community Foundation, local food banks in dire need of support, and more.

COVID-19 Employee Giving

More than

$460,000

donated in response to COVID-19.

Racial Justice Employee Giving

More than

$300,000

donated to help fight for racial justice.

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Collaborating for Good

Collaboration has played a key role in our social impact work over these past couple of years, especially in response to a widening opportunity gap exacerbated by the pandemic. We know closing the opportunity gap isn't just a job for Workday, it's a job for all of us. We seek out collaboration with other like-minded corporations, nonprofit organizations, and coalitions to maximize our positive impact in the communities where we live and work.

The pandemic and technology intersect acutely in the area of workforce development. Moving forward, more people will be working remotely, even after widespread vaccination. Technology has and will continue to play an important role in that transition.

But the pandemic has also accelerated a strong trend toward a demand for new skills. Some of this is due to the emergence of new jobs that leverage technological innovations, but we also see increased need for new skills in non-digital roles. We welcome and invite opportunities to partner with others in an effort to maximize our positive social impact.

Recover Stronger Initiative

With a widening opportunity gap and millions of job losses and unemployment claims in the U.S., and an economic downturn positioned to disproportionately impact those who are already struggling to make ends meet, 2020 was a pivotal year for organizations to work together for the greater good. We stepped up as a founding member of Recover Stronger, an initiative launched by Jobs for the Future (JFF) to respond to this unprecedented moment in history. This coalition brought together companies to empower our country to rebound, rebuild, and spur awareness and engagement in change through a shared commitment to take action during this time of crisis.

With a call to action for impact employers to embrace business values and practices that prioritize the economic well-being and mobility of their people, Recover Stronger prompts corporate leaders to rebuild an economic system that works for all, regardless of education, work history, background, and nontraditional life experiences.
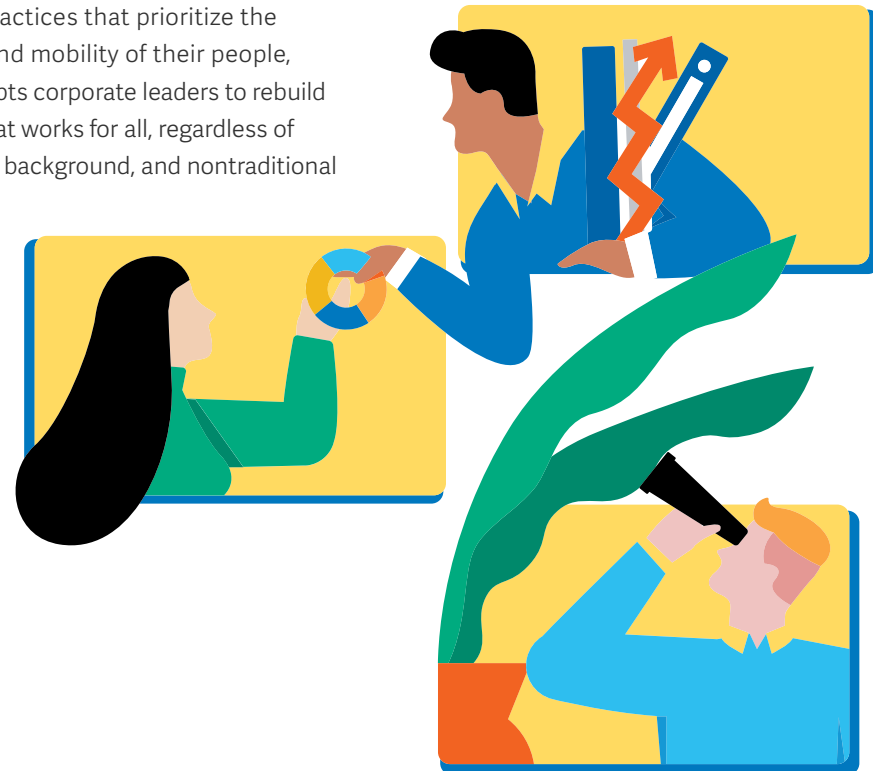
Our Tech for Good Partnership with Opportunity@Work

Our collaboration with like-minded organizations stretches beyond volunteerism and philanthropy and extends to something we know well: technology. We've established a first-of-its-kind partnership with Opportunity@Work, a nonprofit organization whose mission is to rewire the U.S. labor market so that individuals facing barriers to employment can work, learn, and earn their full potential. These individuals, skilled through alternative routes (STARs), are talented, motivated, and eager to work, but without Opportunity Onramps® are lacking the opportunity to reach their fullest potential. Through our Tech for Good program, we are leveraging Workday technology for societal impact through our partnership with the nonprofit organization Opportunity@Work. Using the Skills Cloud technology in Workday to enable Opportunity@Work does two main things: standardize its skills library to help applicants better demonstrate the skills they possess, and suggest relevant skills for job postings to help employers better describe the skills they need. This all aids to accelerate Opportunity@Work's mission to better match talent to opportunity.

Rework America Alliance

In order to create economic opportunity for all in our changing world, we need to shift to a skills-based approach to hiring and growing talent instead of one focused on formal education and four-year degrees. At Workday, we are doing our part to help businesses transition to a skills-based model, which is why we joined the Markle Foundation's Rework America Alliance. This new partnership is centered around a single goal: helping millions of workers gain the skills needed to obtain good jobs in the changing world of work. We're excited to leverage the Skills Cloud

technology in Workday as part of this important effort. The mission of the Alliance is to help millions of workers, regardless of formal education, move into good jobs in the digital economy by accelerating development of a more effective system of worker training aligned to the jobs employers need to fill. This is particularly important given the current economic crisis and the longer-term impact of technology on jobs and the workforce.

Our new partnership with Rework America Alliance is centered around a single goal: helping millions of workers gain the skills needed to obtain good jobs in the changing world of work.

GRI Index

In This Section

This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. In addition to GRI, content also has been informed by an every-other-year reexamination of our materiality assessment, as well as other reporting frameworks, such as the Sustainability Accounting Standards Board (SASB) Technology and Communication sector guidance, as well as ESG rating and ranking agencies.

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 102: GENERAL DISCLOSURES		
ORGANIZATIONAL PROFILE		
102-1	Name of the organization	Workday, Inc.
102-2	Activities, brands, products, and services	2021 Form 10-K
102-3	Location of headquarters	Pleasanton, California
102-4	Location of operations	Headquarters in Pleasanton, California, with offices across North America, EMEA, and APJ. European headquarters in Ireland. Operations in more than 30 countries. All Workday office locations can be found here.
102-5	Ownership and legal form	2021 Form 10-K
102-6	Markets served	About Workday>Who We Serve
102-7	Scale of the organization	About Workday, GRI Index
102-8	Information on employees and other workers	Nearly all Workday employees are in permanent, full-time roles. Alternatively, Workday does have a global internship/co-op program. We had 292 interns/co-ops in summer 2019 and 31 in summer 2020.

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
102-9	Supply chain	About Workday
102-10	Significant changes to the organization and its supply chain	In 2019, Workday acquired Scout RFP. Further details on this acquisition are provided in our FY20 10-K. In 2021, Workday acquired Peakon ApS. Further details on this acquisition are provided in our FY21 10-K.
102-11	Precautionary Principle or approach	The precautionary principle is not applied specifically across the organization, nor in the development and introduction of new products.
102-12	External initiatives	Corporate Renewable Energy Buyers' Principles, RE100, Corporate Colocation and Cloud Buyers' Principles, Equal Pay Pledge, Step Up Declaration, Human Rights Campaign's Business Coalition for the Equality Act, Tech for Good, Rework America Alliance, Recover Stronger Coalition
102-13	Membership of associations	Renewable Energy Buyers Alliance, Future of Internet Power, Bay Area Council, BSA	The Software Alliance, Bitkom, Ceres BICEP Network, CompTIA, DigitalEurope, Enterprise Cloud Coalition, Silicon Valley Leadership Group, HR Policy Association, Business Alliance to Scale Climate Solutions
STRATEGY		
102-14	Statement from senior decision-maker	Co-CEO Letter
102-15	Key impacts, risks, and opportunities	About Workday
ETHICS AND INTEGRITY		
102-16	Values, principles, standards, and norms of behavior	About Workday>Integrity

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
102-17	Mechanisms for advice and concerns about ethics	About Workday>Integrity
GOVERNANCE		
102-18	Governance structure	Our governance structure, including the board and its committees, is described on pp. 2, 7–13, and 20–24 of the 2021 Proxy Statement.
102-19	Delegating authority	Our Board Delegation of Authority Policy sets forth the dollar thresholds above which decisions must be made by the board or one of its committees rather than management.
102-20	Executive-level responsibility for economic, environmental, and social topics	Chief Philanthropy Officer reports to our co-Founder and co-CEO. Senior Director, Environmental Sustainability reports to our Chief Legal Officer and Head of Corporate Affairs.
102-21	Consulting stakeholders on economic, environmental, and social topics	Stakeholders can communicate directly with the board of directors care of the secretary; see pp. 25–26 and 28 of the 2021 Proxy Statement.
102-22	Composition of the highest governance body and its committees	Pages 2–3, 7–13, and 21–24 of the 2021 Proxy Statement describe the composition of the board and its committees. Three members of the board are women, other directors are men.
102-23	Chair of the highest governance body	Aneel Bhusri, our co-CEO, has served as our board chairman since April 2021. Because our chairman is a current executive officer of Workday, George Still, an independent director, serves as a vice chairman and lead independent director of the board. Our board believes that the current leadership structure provides effective independent oversight of management, while allowing the board and management to benefit from the extensive executive leadership and operational experience of Aneel Bhusri.
102-24	Nominating and selecting the highest governance body	See pp. 24–26 of the 2021 Proxy Statement for nomination and selection process and director qualifications. There is a process for shareholders to nominate directors, as described.

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
102-25	Conflicts of interest	Our Audit Committee reviews related party transactions and they are disclosed per SEC rules in our 2021 Proxy Statement on pp. 30–32. None of our executive officers are directors of any companies in which our directors serve as executive officers. See pp. 58–59 of the 2021 Proxy Statement for controlling shareholder information.
102-29	Identifying and managing economic, environmental, and social impacts	Our Nominating and Governance Committee oversees and periodically reviews our policies and programs related to environmental sustainability, social responsibility, and governance, as well as our participation and visibility as a global corporate citizen.
102-32	Highest governance body's role in sustainability reporting	Chief Philanthropy Officer, Workday Foundation reports to our co-Founder, co-CEO, and Chairman.
102-36	Process for determining remuneration	Page 26 of the 2021 Proxy Statement describes the process for determining compensation of our non-employee directors. Pages 37–50 describe the process for determining compensation of our executive officers and provide information about the independent compensation of consultants involved in the process.
102-38	Annual total compensation ratio	Our co-CEO to median employee pay ratio for fiscal 2021 was 13:1 for Aneel Bhusri and 119:1 for Chano Fernandez, as determined in accordance with SEC rules and described on pp. 55–56 of the 2021 Proxy Statement.
102-39	Percentage increase in annual total compensation ratio	There was a percentage decrease in Aneel Bhusri's pay ratio from fiscal 2020 to fiscal 2021 of approximately 75%, due in part to his election to forego his annual equity grant for fiscal 2021.
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	About Workday>Materiality Analysis
102-41	Collective bargaining agreements	As of the end of our reporting period (FY21), none of our employees are covered by a collective bargaining agreement.

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
102-42	Identifying and selecting stakeholders	About Workday>Materiality Analysis
102-43	Approach to stakeholder engagement	About Workday>Materiality Analysis
102-44	Key topics and concerns raised	About Workday>Materiality Analysis
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	2021 Form 10-K
102-46	Defining report content and topic boundaries	About Workday>Materiality Analysis
102-47	List of material topics	About Workday>Materiality Analysis
102-48	Restatements of information	About Workday>About This Report
102-49	Changes in reporting	About Workday>About This Report
102-50	Reporting period	The reporting period is fiscal years 2020 and 2021 (February 1, 2019, to January 31, 2020, and February 1, 2020, to January 31, 2021) unless otherwise noted with specific data.
102-51	Date of most recent report	Our most recent previous report covered the two year period FY18 and FY19 (fiscal years ending January 31) and was published in July 2019.
102-52	Reporting cycle	Biennial
102-53	Contact point for questions regarding the report	sustainability@workday.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.

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
102-55	GRI content index	GRI Content: Core Option
102-56	External assurance	Workday engaged Apex as an independent third party to review our FY21 Greenhouse Gas (GHG) inventory and energy consumption, and received limited assurance of its accuracy and completeness. The scope of this review, included in this report, includes our global Scope 1 and Scope 2 (location- and market-based) GHG emissions, Scope 1 and 2 energy consumption and Scope 3 GHG emissions related to business travel and non-IT emissions from co-location data centers. At this time Workday does not seek external assurance for the rest of our report.
GRI 200: ECONOMIC		
GRI 201: ECONOMIC PERFORMANCE		
103-1	Explanation of the material topic and its boundary	2021 Form 10-K
103-2	The management approach and its components	2021 Form 10-K
103-3	Evaluation of the management approach	2021 Form 10-K
201-1	Direct economic value generated and distributed	2021 Form 10-K
201-2	Financial implications and other risks and opportunities due to climate change	2021 Form 10-K
201-3	Defined benefits plan obligations and other retirement plans	2021 Form 10-K

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 203: INDIRECT ECONOMIC IMPACTS		
103-1	Explanation of the material topic and its boundary	Social Impact
103-2	The management approach and its components	Social Impact>Strategy
103-3	Evaluation of the management approach	Social Impact>Strategy
203-2	Significant indirect economic impacts	Social Impact
GRI 204: PROCUREMENT PRACTICES		
103-2	The management approach and its components	Workday Supplier Code of Conduct, Supplier Diversity Program
103-3	Evaluation of the management approach	Workday Supplier Code of Conduct, Supplier Diversity Program
GRI 205: ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	About Workday>Integrity
205-2	Communication and training about anti-corruption policies and procedures	About Workday>Integrity
205-3	Confirmed incidents of corruption and actions taken	Within this reporting period, Workday is not aware of any allegations of violations or violations of anti-corruption laws by Workday.

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 206: ANTI-COMPETITIVE BEHAVIOR		
206-1	Legal actions for anticompetitive behavior, antitrust, and monopoly practices	Within this reporting period, Workday is not aware of any allegations of anticompetitive behavior or violations of antitrust or monopoly legislation by Workday.
GRI 300: ENVIRONMENTAL		
GRI 302: ENERGY		
103-1	Explanation of the material topic and its boundary	Sustainability in the Cloud
103-2	The management approach and its components	Sustainability in the Cloud
103-3	Evaluation of the management approach	Sustainability in the Cloud
302-1	Energy consumption within the organization	Sustainability in the Cloud
302-2	Energy consumption outside of the organization	Sustainability in the Cloud
302-3	Energy intensity	Sustainability in the Cloud
302-4	Reduction of energy consumption	Sustainability in the Cloud
302-5	Reductions in energy requirements of products and services	Sustainability in the Cloud

GRI Index

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 305: EMISSIONS		
103-1	Explanation of the material topic and its Boundary	Sustainability in the Cloud
103-2	The management approach and its components	Sustainability in the Cloud
103-3	Evaluation of the management approach	Sustainability in the Cloud
305-1	Direct (Scope 1) GHG emissions	Sustainability in the Cloud
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability in the Cloud
305-3	Other indirect (Scope 3) GHG emissions	Sustainability in the Cloud
305-4	GHG emissions intensity	Sustainability in the Cloud
305-5	Reduction of GHG emissions	Sustainability in the Cloud
GRI 307: ENVIRONMENTAL COMPLIANCE		
307-1	Non-compliance with environmental laws and regulations	Within this reporting period, Workday is not aware of any allegations of violations of environmental laws or regulations by Workday and has not incurred environmental fines or sanctions during the reporting period.

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT		
103-1	Explanation of the material topic and its boundary	Sustainability in the Cloud>Strategy>Advocating for a Low-Carbon Economy, A Carbon-Neutral Cloud>Engaging With Our Data Center Colocation Providers
103-2	The management approach and its components	Sustainability in the Cloud>Strategy>Advocating for a Low-Carbon Economy, A Carbon-Neutral Cloud>Engaging With Our Data Center Colocation Providers
103-3	Evaluation of the management approach	Sustainability in the Cloud>Strategy>Advocating for a Low-Carbon Economy, A Carbon-Neutral Cloud>Engaging With Our Data Center Colocation Providers
308-1	New suppliers that were screened using environmental criteria	Sustainability in the Cloud>Strategy>Advocating for a Low-Carbon Economy, A Carbon-Neutral Cloud>Engaging With Our Data Center Colocation Providers
GRI 400: SOCIAL		
GRI 401: EMPLOYMENT		
103-1	Explanation of the material topic and its boundary	People & Purpose
103-2	The management approach and its components	People & Purpose
103-3	Evaluation of the management approach	People & Purpose
401-1	New employee hires and employee turnover	Performance Tables>Workforce Breakdown

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	U.S. (headquarters) Workday employees in the U.S. working 20 hours or more per week are eligible to participate in Workday benefits programs (see benefits table). U.S. employees working fewer than 20 hours are eligible to participate in our 401(k) plan. U.S. employees and their designated subsidiaries are eligible to participate in ESPP if they are employed by the last day of the enrollment period prior to the beginning of the offering period. Part-time employees are also eligible for paid time off and company holidays on a pro-rated basis. Ireland (European headquarters) All active Workday employees in Ireland are eligible for benefits regardless of full-time, part-time, or minimum hours.
401-3	Parental leave	Performance Tables>Parental Leave
GRI 403: OCCUPATIONAL HEALTH AND SAFETY		
103-1	Explanation of the material topic and its boundary	Our Culture>Global Workplace Safety
103-2	The management approach and its components	Our Culture>Global Workplace Safety
103-3	Evaluation of the management approach	Our Culture>Global Workplace Safety
403-1	Occupational health and safety management system	Our Culture>Global Workplace Safety
GRI 404: TRAINING AND EDUCATION		
103-1	Explanation of the material topic and its boundary	People & Purpose>Employee Development
103-2	The management approach and its components	People & Purpose>Employee Development

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
103-3	Evaluation of the management approach	People & Purpose>Employee Development
404-2	Programs for upgrading employee skills and transition assistance programs	People & Purpose>Employee Development
404-3	Percentage of employees receiving regular performance and career development reviews	People & Purpose>Employee Development
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY		
103-1	Explanation of the material topic and its boundary	Belonging & Diversity
103-2	The management approach and its components	Belonging & Diversity
103-3	Evaluation of the management approach	Belonging & Diversity
405-1	Diversity of governance bodies and employees	Belonging & Diversity
405-2	Ratio of basic salary and remuneration of women to men	Belonging & Diversity People & Purpose>Our Culture, Commitment to Pay Equity
GRI 412: HUMAN RIGHTS ASSESSMENT		
103-1	Explanation of the material topic and its boundary	About Workday>Integrity
103-2	The management approach and its components	About Workday>Integrity
103-3	Evaluation of the management approach	About Workday>Integrity
412-2	Employee training on human rights policies or procedures	About Workday>Integrity

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 414: SUPPLIER SOCIAL ASSESSMENT		
103-1	Explanation of the material topic and its boundary	Workday Supplier Code of Conduct, Supplier Diversity Program
103-2	The management approach and its components	Workday Supplier Code of Conduct, Supplier Diversity Program
103-3	Evaluation of the management approach	Workday Supplier Code of Conduct, Supplier Diversity Program
414-1	New suppliers that were screened using social criteria	About Workday>Integrity, Belonging & Diversity
GRI 415: PUBLIC POLICY		
415-1	Political contributions	US$5,000 USD to Committee for PUSD 2020 Bond Measure

Sustainability Accounting Standards Board Index

This report contains disclosures in accordance with the Sustainability Accounting Standards Board (SASB) Software and IT Services Standard.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	TC-SI-130a.1	Sustainability in the Cloud>Clean and Renewable Energy>Our Electricity Consumption Performance Tables>Emissions and Energy 2021 CDP Climate Change,* C8
	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	TC-SI-130a.2	Workday does not disclose this metric at this time, but will continue to evaluate in the future.
	Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-SI-130a.3	Sustainability in the Cloud 2021 CDP Climate Change,* C2.4a, C3.3, C4.3b, 4.5a
Data Privacy & Freedom of Expression	Description of policies and practices relating to behavioral advertising and user privacy	TC-SI-220a.1	Customer Success>Data Privacy & Security Workday Security and Data Privacy Workday Privacy Statement
	Number of users whose information is used for secondary purposes	TC-SI-220a.2	Workday Privacy Statement
Data Security	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-SI-230a.2	Customer Success>Data Privacy & Security Workday Security and Data Privacy

*CDP Climate Change 2021 response will be available at cdp.net by the end of 2021.

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TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Recruiting & Managing a Global, Diverse Skilled Workforce	Percentage of employees who are (1) foreign nationals and (2) located offshore	TC-SI-330a.1	Performance Tables>Workforce Breakdown>Employment Contract by Region
	Employee engagement as a percentage	TC-SI-330a.2	People & Purpose>Employee Development>The Best Workday Survey
	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	TC-SI-330a.3	Belonging & Diversity>VIBE>Our Representation and Diversity at Workday Performance Tables>Workforce Breakdown
Intellectual Property Protection & Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TC-SI-520a.1	Within the reporting period, Workday suffered no material monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations. About Workday>Governance>Integrity
Managing Systemic Risks from Technology Disruptions	Description of business continuity risks related to disruptions of operations	TC-SI-550a.2	Please see Item 1A. Risk Factors in 2021 Form 10-K for risks related to service disruptions and outages.

Task Force On Climate-Related Financial Disclosures Index

Workday has adopted the reporting recommendations set forth by the Task Force on Climate-related Financial Disclosures (TCFD) to communicate the evolving impacts of climate change on our business. Additionally, in line with recommendations made by the TCFD, Workday is responding to the CDP Climate Change 2021 questionnaire, references to which are included in the table below.*

TCFD DISCLOSURE	REFERENCE
GOVERNANCE	
a) Describe the board's oversight of climate-related risks and opportunities.	About Workday>Governance>Board Structure and Committees GRI Index>102–29, 102–32 CDP Climate Change 2021* C1.1a, C1.1b
b) Describe management's role in assessing and managing climate-related risks and opportunities.	GRI Index>102–20 CDP Climate Change 2021* C1.2, C1.2a, C1.3a
STRATEGY	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Sustainability in the Cloud CDP Climate Change 2021* C2.1a, C2.3, C2.3b, C2.4, C2.4a
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Sustainability in the Cloud CDP Climate Change 2021* C2.4a, C3.1, C3.3, C3.4
c) Describe the potential impact of different scenarios, including a 2°C scenario, on the organization's businesses, strategy, and financial planning.	CDP Climate Change 2021* C3.2, C3.2b

*CDP Climate Change 2021 response will be available at cdp.net by the end of 2021.

Task Force On Climate-Related Financial Disclosures Index

TCFD DISCLOSURE	REFERENCE
RISK MANAGEMENT	
a) Describe the organization's processes for identifying and assessing climate-related risks.	About Workday>Materiality CDP Climate Change 2021* C2.1, C2.2g
b) Describe the organization's processes for managing climate-related risks.	Sustainability in the Cloud CDP Climate Change 2021* C2.1, C2.2g
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	About Workday>Governance>Board Structure and Committees CDP Climate Change 2021* C2.1, C2.2g
METRICS AND TARGETS	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Sustainability in the Cloud>Carbon Reduction & Removal>Using an Internal Price on Carbon Performance Tables>Emissions and Energy CDP Climate Change 2021* C4.2, C4.2a
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Sustainability in the Cloud>Carbon Reduction & Removal>FY21 GHG Emissions Performance Tables>Emissions and Energy CDP Climate Change 2021* C6.1, C6.3, C6.5
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Sustainability in the Cloud>Strategy>Priorities and Commitments Sustainability in the Cloud>Carbon Reduction & Removal>Committing to a 1.5°C Science-Based Target Sustainability in the Cloud>Carbon Reduction & Removal>Mitigating Our Historical Emissions CDP Climate Change 2021* C4.1, C4.1c, C4.2, C4.2a

*CDP Climate Change 2021 response will be available at cdp.net by the end of 2021.

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102-8—EMPLOYMENT CONTRACT BY REGION									
	FY21			**FY20**			**FY19**		
	CONTINGENT	**EMPLOYEE**	**TOTAL**	**CONTINGENT**	**EMPLOYEE**	**TOTAL**	**CONTINGENT**	**EMPLOYEE**	**TOTAL**
Americas	174	9,577	**9,751**	192	9,414	**9,606**	214	8,266	**8,480**
EMEA	28	2,441	**2,469**	40	2,328	**2,368**	39	1,965	**2,004**
APJ	16	513	**529**	28	488	**516**	26	398	**424**
Total	**218**	**12,531**	**12,749**	**260**	**12,230**	**12,490**	**279**	**10,629**	**10,908**

102-8—EMPLOYMENT TYPE									
	FY21			**FY20**			**FY19**		
	FULL TIME	**PART-TIME**	**TOTAL**	**FULL TIME**	**PART-TIME**	**TOTAL**	**FULL TIME**	**PART-TIME**	**TOTAL**
Regular	12,493	32	**12,525**	12,187	27	**12,214**	10,537	26	**10,563**
Intern & Co-Op	6	0	**6**	14	2	**16**	60	6	**66**
Total	**12,499**	**32**	**12,531**	**12,201**	**29**	**12,230**	**10,597**	**32**	**10,629**

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401-1—ANNUAL NEW HIRES BY REGION						
	FY21	**%**	**FY20**	**%**	**FY19**	**%**
Americas	847	69%	1,865	72%	2,459	76%
EMEA	288	24%	566	22%	593	18%
APJ	86	7%	142	6%	170	5%
Total	**1,221**	**100%**	**2,573**	**100%**	**3,222**	**100%**

405-1—GENDER DIVERSITY*									
	FY21			**FY20**			**FY19**		
	TOTAL GLOBAL POPULATION	**LEADERSHIP^**	**MANAGEMENT^**	**TOTAL GLOBAL POPULATION**	**LEADERSHIP^**	**MANAGEMENT^**	**TOTAL GLOBAL POPULATION**	**LEADERSHIP^**	**MANAGEMENT^**
Women	**40.1%**	34.1%	41.0%	**39.6%**	33.7%	39.4%	**39.2%**	33.2%	38.6%
Men	**59.9%**	65.9%	59.0%	**60.4%**	66.3%	60.6%	**60.8%**	66.8%	61.4%

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405-1—ETHNIC DIVERSITY**	FY21			FY20			FY19		
	TOTAL U.S. POPULATION	LEADERSHIP^	MANAGEMENT^	TOTAL U.S. POPULATION	LEADERSHIP^	MANAGEMENT^	TOTAL U.S. POPULATION	LEADERSHIP^	MANAGEMENT^
American Indian or Alaskan Native	0.2%	0.3%	0.1%	0.2%	0.3%	0.0%	0.2%	0.4%	0.0%
Asian	32.2%	16.7%	34.2%	31.8%	15.2%	33.0%	32.9%	14.1%	34.7%
Black	2.8%	1.6%	2.6%	2.5%	1.8%	2.1%	2.2%	1.1%	2.2%
Declined to Answer	4.2%	3.8%	5.4%	4.3%	3.4%	5.7%	4.1%	3.7%	4.9%
Hispanic or Latino	5.1%	4.4%	5.6%	4.9%	2.8%	5.3%	4.9%	3.9%	5.5%
Native Hawaiian or Other Pacific Islander	0.7%	0.8%	0.6%	0.7%	0.6%	0.6%	0.6%	0.5%	0.4%
Two or More Races	3.2%	1.9%	2.3%	3.2%	2.8%	2.6%	3.0%	2.5%	2.3%
White	51.7%	70.6%	49.3%	52.5%	73.2%	50.7%	52.2%	73.9%	50.1%
Total Minority	44.2%	25.7%	45.4%	43.2%	23.4%	43.6%	43.7%	22.4%	45.1%

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Workforce Breakdown

405-1—AGE GROUP DIVERSITY ***

	FY21			FY20			FY19		
	TOTAL GLOBAL POPULATION	LEADERSHIP^	MANAGEMENT^	TOTAL GLOBAL POPULATION	LEADERSHIP^	MANAGEMENT^	TOTAL GLOBAL POPULATION	LEADERSHIP^	MANAGEMENT^
Under 30 Years Old	**18.8%**	0.0%	4.7%	**21.2%**	0.0%	4.8%	**22.2%**	0.3%	5.7%
30–50 Years Old	**63.4%**	68.3%	78.3%	**62.5%**	70.8%	79.0%	**62.0%**	71.8%	77.5%
Over 50 Years Old	**17.9%**	31.7%	17.0%	**16.3%**	29.2%	16.2%	**15.8%**	27.9%	16.8%

405-1—UNDERREPRESENTED MINORITY****

	FY21			FY20			FY19		
	TOTAL U.S. POPULATION	LEADERSHIP^	MANAGEMENT^	TOTAL U.S. POPULATION	LEADERSHIP^	MANAGEMENT^	TOTAL U.S. POPULATION	LEADERSHIP^	MANAGEMENT^
U.S. Underrepresented Minority (URM)	**12.0%**	9.0%	11.2%	**11.5%**	8.2%	10.7%	**10.8%**	8.3%	10.4%

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405-1—GLOBAL GENDER DIVERSITY—TECH*			
	FY21	**FY20**	**FY19**
	TOTAL GLOBAL POPULATION	**TOTAL GLOBAL POPULATION**	**TOTAL GLOBAL POPULATION**
Women	37.5%	37.0%	36.6%
Men	62.5%	63.0%	63.4%

405-1—GLOBAL GENDER DIVERSITY—NON-TECH*			
	FY21	**FY20**	**FY19**
	TOTAL GLOBAL POPULATION	**TOTAL GLOBAL POPULATION**	**TOTAL GLOBAL POPULATION**
Women	46.1%	45.4%	44.6%
Men	53.9%	54.6%	55.4%

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Workforce Breakdown

405-1—ETHNIC DIVERSITY—TECH**			
	FY21	**FY20**	**FY19**
	TOTAL U.S. POPULATION	**TOTAL U.S. POPULATION**	**TOTAL U.S. POPULATION**
American Indian or Alaskan Native	0.1%	0.1%	0.2%
Asian	39.6%	39.2%	40.9%
Black	2.8%	2.5%	2.0%
Declined to Answer	4.4%	4.5%	4.2%
Hispanic or Latino	4.8%	4.5%	4.5%
Native Hawaiian or Other Pacific Islander	0.6%	0.6%	0.6%
Two or More Races	3.0%	3.0%	3.0%
White	44.8%	45.6%	44.7%

Performance Tables

Workforce Breakdown

405-1—ETHNIC DIVERSITY—NON-TECH**	FY21	FY20	FY19
	TOTAL U.S. POPULATION	TOTAL U.S. POPULATION	TOTAL U.S. POPULATION
American Indian or Alaskan Native	0.4%	0.5%	0.4%
Asian	14.9%	14.4%	16.4%
Black	2.8%	2.4%	2.5%
Declined to Answer	3.4%	3.8%	3.7%
Hispanic or Latino	5.9%	5.8%	5.6%
Native Hawaiian or Other Pacific Islander	0.9%	0.9%	0.5%
Two or More Races	3.8%	3.6%	3.1%
White	67.9%	68.6%	67.7%

   * Data represents global regular employees; employees not disclosing their gender have been excluded.
  ** Data represents U.S. regular employees.
   ^ Leadership is defined as director and above; management is defined as associate manager through senior manager.
 *** Data represents all global regular employees.
**** Underrepresented minority (URM) is an industry term that refers to ethnic or racial groups whose populations in the workplace are disproportionate to the population in society. In the U.S., we are referring to our Alaskan Native, American Indian, Black, Latinx, Native Hawaiian, Other Pacific Islander, and multiracial employees.

Performance Tables

Benefits

401-2—BENEFITS TABLE (BY SIGNIFICANT LOCATIONS OF OPERATIONS)	U.S.	IRELAND
Life Insurance	X	X
Healthcare (Health Insurance)	X	X
Disability Coverage	X	X
AD&D Insurance	X	X
Voluntary Life Insurance	X	
Parental Leave	X	X
Retirement Provision	401(k)	X
401(k)/Pension Company Match	X	X
Stock Ownership	X	X
Employee Stock Purchase Plan	X	X
Time Off	X	X
Fitness Benefit	X	X
Holidays	X	X
Business Travel Accident Insurance	X	X
Employee Assistance Program	X	X
Commuter Benefits	X	X
Health Savings Account	X	
Dental Plan	X	X
Vision Plan	X	X
Long-Term Care	X	

Performance Tables

Benefits

401-2—BENEFITS TABLE (BY SIGNIFICANT LOCATIONS OF OPERATIONS)	U.S.	IRELAND
Pet Insurance	X	
Flexible Spending Account	X	
Leave Compensation	X	X
Backup Child Care	X	X
Adoption Reimbursement	X	X
College Savings (529) Plan	X	
Student Loan Repayment Through Payroll	X	

401-3—PARENTAL LEAVE REPORTING YEARS: FY20 AND FY21 (U.S. ONLY)			
U.S. ONLY	**TOTAL**	**MEN**	**WOMEN**
Total Number of Employees Who Were Entitled to Parental Leave, by Gender.	**9,456**	5,682	4,174
Total Number of Employees Who Took Parental Leave, by Gender.	**378**	157	221
Total Number of Employees Who Returned to Work in the Reporting Period After Parental Leave Ended, by Gender.	**326**	214	112
Return to Work Rates of Employees Who Took Parental Leave, by Gender.	**N/A**	95%	84%

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Emissions and Energy

302—ENERGY	FY21	FY20	FY19	FY18
ELECTRICITY CONSUMPTION (KWH)				
Data Centers	97,679,413	84,021,042	78,424,074	65,802,512
Offices	15,520,371	22,524,893	16,465,154	14,258,589
Total	**113,199,784**	**106,545,936**	**94,889,228**	**80,061,101**
North America	97,845,918	89,901,689	78,511,927	67,478,162
Europe	14,824,377	15,697,208	15,723,456	12,035,767
Africa	8,476	11,941	2,967	496
APJ	521,013	935,098	650,878	546,677
RENEWABLE ENERGY (KWH)				
On-Site Renewable Electricity Generation	1,415,515	901,122	–	–
Virtual Power Purchase Agreements	1,729,000	–	–	–
Environmental Attribute Certificates—EACs (i.e. RECs, GOs, I-RECs)	94,812,000	91,544,000	90,668,000	80,471,000
Supplier-Sourced Renewable Electricity	15,029,962	13,999,643	15,117,000	–
Utility Renewable Energy Tariffs	486,186	115,869	299,315	–
Total	**113,472,663**	**106,560,634**	**106,084,315**	**80,471,000**

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Emissions and Energy

302—ENERGY	FY21	FY20	FY19	FY18
RENEWABLE ENERGY (KWH)				
On-Site renewable Electricity Generation—% of Total Electricity Consumption	1.3%	0.8%	–	–
EACs—% of Total Electricity Consumption	84%	86%	96%	101%
VPPAs—% of Total Electricity Consumption	2%	–	–	–
Supplier-Sourced RE—% of Total Electricity Consumption	13%	13%	16%	–
Utility Renewable Energy Tariffs—% of Total Electricity Consumption	0.4%	0.1%	0.3%	–
RE from Grid—% of Total Electricity Consumption	44%	45%	32%	26%
RE100—% of Global Electricity Consumption by Market	100%	100%	100%	99.77%
RE100—% of North America Electricity Consumption	100%	100%	100%	100%
RE100—% of EMEA Electricity Consumption	100%	100%	100%	100%
RE100—% of APJ Electricity Consumption	100%	100%	100%	66%

Performance Tables

Emissions and Energy

305—EMISSIONS	FY21	FY20	FY19	FY18
GREENHOUSE GAS (GHG) EMISSIONS BY SOURCE (METRIC TONS CO$_2$e)				
Data Centers (Scope 2 + Scope 3)[1,6]	48,148	38,782	38,505	41,661
Offices (Scope 1 & Scope 2)[1]	7,003	8,807	7,017	6,643
Business Travel (Scope 3)[2]	4,399	55,435	46,647	38,629
Employee Commute and Remote Work (Scope 3)[3]	9,238	13,848	13,542	11,809
Total	**68,788**	**116,872**	**105,711**	**98,742**
GREENHOUSE GAS (GHG) EMISSIONS BY SCOPE (METRIC TONS CO$_2$e)				
Scope 1 Natural Gas, Diesel, and Fugitive Refrigerants[4]	2,849	2,573	2,040	1,816
Scope 1 Company-Operated Vehicles	35	15	–	–
Scope 2 Purchased Electricity[1]	38,401	36,041	34,330	33,894
Total Scope 1 + Scope 2 Emissions	**41,285**	**38,629**	**36,370**	**35,710**
Scope 3 Business Travel[2]	4,399	55,435	46,647	38,629
Scope 3 Employee Commute and Remote Work[3]	9,238	13,848	13,542	11,809
Scope 3 Data Centers Non-IT Electricity[4]	13,867	8,960	9,152	12,689
Total Scope 3 Emissions	**27,504**	**78,243**	**69,341**	**63,127**

CO-CEO
LETTER

ABOUT
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Emissions and Energy

305—EMISSIONS	FY21	FY20	FY19	FY18
LOCATION– AND MARKET-BASED EMISSIONS (METRIC TONS CO$_2$e)				
Scope 2 Market-Based: Purchased Electricity—Offices	0	0	0	33
Scope 2 Market-Based: Purchased Electricity—Data Centers	0	0	0	–
Scope 2 Market-Based Total	**0**	**0**	**0**	**33**
Scope 2 Location-Based: Purchased Electricity—Offices	4,120	6,218	4,977	4,922
Scope 2 Location-Based: Purchased Electricity—Data Centers	34,281	29,822	29,353	28,972
Scope 2 Location-Based Total	**38,401**	**36,041**	**34,330**	**33,894**
Scope 3 Market-Based: Non-IT Electricity—Data Centers	13,867	8,960	9,152	–
Scope 3 Location-Based: Non-IT Electricity—Data Centers	13,466	10,156	10,500	12,689

Performance Tables

Emissions and Energy

305—EMISSIONS	FY21	FY20	FY19	FY18
GREENHOUSE GAS (GHG) EMISSIONS INTENSITY (METRIC TONS CO_2e)[5]				
Scope 1+2 per Employee	3.29	3.16	3.42	4.30
Scope 1+2 per Thousand $ Revenue	0.010	0.011	0.013	0.017
Scope 1+2 Offices per Sq. Ft. Office Space	0.00322	0.00393	0.00402	0.00417
Scope 2+3 Data Center Emissions per Thousand $ Subscription Revenue				
Scope 2+3 Market-Based	0.0037	0.0029	0.0038	–
Scope 2 Location-Based, Scope 3 Market-Based[6]	0.0127	0.0125	0.0161	0.0233
Scope 3 Commute and Remote Work Emissions per Employee[3]	0.737	1.130	1.274	1.427
CARBON OFFSETS (METRIC TONS CO_2e)				
Verified Emissions Reductions (VERs)	22,000	67,035	11,500	14,540
GHG Emissions in Net-Zero Emissions Goal Boundary[7]	21,150	66,983	57,839	53,167
Net GHG Emissions After Offsets Within Net-Zero Emissions Goal Boundary	0	0	46,339	38,627
% of Total GHG Emissions Within Boundary Balanced by Carbon Offsets	104%	100%	20%	27%

Performance Tables

Emissions and Energy

305—EMISSIONS	FY21	FY20	FY19	FY18
CARBON OFFSETS (METRIC TONS CO$_2$e)				
GHG Emissions Across Global Offices and Data Centers[8]	16,751	11,548	11,192	14,538
Net GHG Emissions After Offsets Across Global Offices and Data Centers	0	0	0	0
% of Total GHG Emissions Across Global Offices and Data Centers Balanced by Carbon Offsets	100%	100%	100%	100%
GHG Emissions Across Scope 1 & Scope 2 Market-Based	2,884	2,588	2,040	1,849
Net GHG Emissions After Offsets Across Scope 1 & Scope 2 Market-Based	0	0	0	0
% of Total GHG Emissions Across Scope 1 & Scope 2 Market-Based Balanced by Carbon Offsets	100%	100%	100%	100%

[1] Scope 2 emissions are calculated using location-based methodology.

[2] Prior to FY21, business travel included emissions from air travel, rental cars, rail, ferry, taxi, and rideshare (e.g., Lyft, Uber). Beginning in FY21, emissions from hotel stays have been added to the Workday inventory. The emissions from this additional activity (249 MT CO$_2$e) represent less than 10% of the total business travel emissions in FY21, and are not sufficiently material to require a restatement of baseline and historical emissions.

[3] With the majority of Workday employees working remotely rather than commuting into offices during the COVID-19 pandemic, FY21 is the first time Workday is calculating this metric in combination with estimated emissions from remote working. Workday included emissions from employee commuting (1,490 MT CO$_2$e) and remote working (7,748 MT CO$_2$e) to arrive at the total number. The remote working metrics are location-based emissions based on employee's geographic region, and excludes any renewable energy or carbon offsets that our employees procured. Calculations for remote work emissions are based on a methodological approach developed and published by Anthesis Group in 2021. Note: In alignment with the GHG Protocol's guidance, remote working emissions are allocated under the same Scope 3 category as employee commuting emissions (i.e., Category 7).

[4] Prior to FY21, Scope 1 only included emissions from natural gas consumed in our buildings and company-operated vehicles. Beginning in FY21, fugitive emissions from refrigerants (e.g., estimated leakage) and diesel fuel used in backup generators have been added to the Workday inventory. The fugitive emissions from refrigerants (619 MT CO$_2$e) and diesel fuel (3 MT CO$_2$e) represent a sizable proportion (22%) of Workday total FY21 Scope 1 emissions and would typically require a restatement of baseline and historical emissions. However, Workday is in the process of setting science-based targets (SBTs), which will utilize a revised and complete baseline of FY20 operational (Scopes 1+2) and value-chain (Scope 3) emissions and so have elected not to undergo the process of restating and calculating refrigerant and diesel emissions for past years for this report. In future reports, Workday will include annual progress towards its SBTs.

[5] Emissions intensity metrics are calculated using location-based methodology for Scope 2 emissions.

[6] For FY19 and FY20, reported emissions for co-located data centers comprised location-based Scope 2 electricity and market-based Scope 3 non-IT electricity. In addition to the Scope 2 electricity consumed by third-party-operated data centers, Workday calculates GHG emissions from the non-IT electricity load (overhead and cooling) at the data centers and allocates them as Scope 3. While Workday reports market-based Scope 3 non-IT data center electricity, it also calculates corresponding location-based emissions for Scope 3 non-IT data center electricity.

[7] Net-zero carbon emissions goal boundary includes global Scope 1, Scope 2 market-based, Scope 3 market-based data center non-IT, and Scope 3 business travel.

[8] Includes global Scope 1, Scope 2 market-based, and Scope 3 market-based data center non-IT.