About this Report

Our 2015 report shares Workday’s vision and strategy for sustainable business, celebrates our successes, and identifies areas where we can improve. In this section we share insights from our CEO, outline our
About this Report

Letter from our CEO

Workday is a company built for the future. Our products unify finance and HR, providing real-time insights, predictive analytics, and global visibility to our customers. Our products and services are the most innovative in our industry, and our business continues to thrive.

Our forward-thinking approach at Workday extends well beyond our products and services. If we are going to continue to lead in our sector, we need to consider the broader economic, societal and environmental trends that will shape our future.

In 2012, Workday became a publicly-traded company and as a result, our stakeholder group grew much larger. However, our commitment to growing profitably and sustainably, minimizing our environmental impact, and focusing on socially responsible business practices remains steadfast.

We continuously ask our stakeholders for feedback on how we are doing and ways in which we can improve. Year over year, our customer satisfaction survey score remains above 95%, and we were recently named #22 on Fortune magazine’s “100 Best Places to Work” list for 2015. We regularly host internal “Ask Us Anything” chats between company leadership and our employees, and our customers have direct input on our product development roadmap through our Workday Community portal.

Community involvement is a big part of our corporate culture, and in 2013 we launched the Workday Foundation, which is our primary vehicle for making philanthropic investments in the community. Our Foundation focus area is Workforce Development, with the ultimate goal of breaking the cycle of generational poverty and creating lasting economic self-sufficiency. In 2014 we launched our Giving & Doing Local Leaders program to ensure that employees have plenty of opportunities to engage with our nonprofit partners and to make a difference with any cause they care about.

We believe that increased focus on the environmental impacts of carbon emissions provides us with continued market differentiation and great opportunity, since our multi-tenant cloud delivery model centralizes computing resources, reducing the energy consumption that is needed to deliver our service.
We remain an EPA 100 percent Green Power Purchaser by offsetting 100 percent of the electricity used in our office buildings and data centers in 2013 and 2014. But we know there is more to do, which is why we became a signatory to the Corporate Renewable Energy Buyers’ Principles in 2015, joining many Workday customers who are asking for easier and more cost-effective ways to purchase renewable energy to meet companies’ renewable energy goals.

In 2014 we also launched our global Green Teams, who look for ways to reduce our environmental footprint at the local level while working together across the globe to develop enterprise-wide sustainability solutions.

In our third Global Impact Report, we aim to provide our stakeholders with a transparent look into our current efforts and future plans. We call out our areas for improvement and provide updates on those from previous reports. As a company built for the future, we know this is just the beginning of our journey. We welcome your feedback.

![Signature]

Aneel Bhusri
Co-Founder and CEO

Workday’s commitment to sustainable business

At Workday, each person is more focused on we rather than I, and honesty and integrity are as integral to our success as our innovative products. Workday’s core values help us define what’s important. Workday turned 10 years old in 2015. With that milestone in mind, we’ve been reflecting on the cultural foundation that helped us to get where we are today.

In alignment with these core values, Workday has committed to sustainable business practices that go beyond being “green”. We aim to increase our positive impact and reduce our negative impacts in social and economic areas, in addition to our environmental impacts. We believe that to be a responsible corporate citizen we have to do our part to look after the best interests of the people, businesses and communities that make up the Workday ecosystem.

We take our responsibility to our employees and customers very seriously, as well as our responsibility to the communities where we operate. We focus on innovative business practices that improve services for customers, affect our communities in positive ways, and minimize our environmental impacts every day.

Our corporate responsibility and sustainability efforts align with our company’s core values, which support our commitments to our stakeholders.

- Employees
Who we are

Workday is a leading provider of enterprise cloud applications for finance and human resources. Founded in 2005, Workday delivers financial management, human capital management, and analytics applications designed for the world’s largest companies, educational institutions, and government agencies. Hundreds of organizations, ranging from medium-sized businesses to Fortune 50 enterprises, have selected Workday.

- Customer service
- Innovation
- Integrity
- Fun
- Profitability

as of the end of FY15

More than 700 customers globally

97%
customer-satisfaction rating in 2014

3,750+
Employees

as of FY15

FY15 total revenue of $787.9 million

up 68% year over year

2014

No. 1 Great Workplaces in Technology (Great Place to Work Institute)
No. 1 Top Workplace for Large Companies (Bay Area Newsgroup)
No. 2 Best Place to Work in the Bay Area for Large Companies
(San Francisco Business Times/Silicon Valley Business Journal)
### Workday Applications

- Human Capital Management
- Financial Management
- Payroll
- Time Tracking
- Procurement
- Expenses
- Grants Management
- Recruiting
- Professional Services Automation

### Energy Footprint

<table>
<thead>
<tr>
<th>Year</th>
<th>kWh</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>18,012,721</td>
</tr>
<tr>
<td>FY15</td>
<td>32,369,973</td>
</tr>
</tbody>
</table>

### Carbon Footprint

<table>
<thead>
<tr>
<th>Year</th>
<th>MtCO₂e</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>21,483</td>
</tr>
<tr>
<td>FY15</td>
<td>28,962</td>
</tr>
</tbody>
</table>

### Renewable Energy

<table>
<thead>
<tr>
<th>Year</th>
<th>Grid</th>
<th>Renewable Energy Certificates</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>23%</td>
<td>109%</td>
</tr>
<tr>
<td>FY15</td>
<td>27%</td>
<td>73%</td>
</tr>
</tbody>
</table>
Although Workday applications are seamlessly unified, our customers can use the Workday Integration Cloud for integration to third-party applications. The Workday Integration Cloud is available to all customers, as part of their regular Workday subscription.

Since it was founded in 2005, Workday has released 23 updates as of fiscal year-end 2015. Learn more about our applications.

Workday, Inc. is a publicly-traded company with shares listed on the New York Stock Exchange under the symbol WDAY. For more information on Workday's financial results, including net revenues, total assets, and percentage of ownership of largest shareholders, refer to Workday's Investor Relations site for relevant SEC filings. (These filings include Workday's FY15 10-K Report and S-1 Registration Statement.)

Workday's headquarters is in Pleasanton, California. The company's European headquarters is in Ireland. We also maintain Workday offices Australia, Canada, Denmark, England, France, Germany, Hong Kong, Japan, the Netherlands, New Zealand, Singapore, and Sweden. Check the full list of Workday offices.

**Who are Workday's customers?**

As of fiscal year-end FY15, Workday had more than 700 customers across several different industries, including education and government, financial services, healthcare, life sciences, manufacturing, retail and hospitality, services, and technology. Here's a representative list of customers by industry.

**How many people does Workday employ?**

Workday employed more than 3,750 employees as of fiscal year-end FY15, working in multiple worldwide locations.

**Workday's value chain**

We are a cloud-application provider, so our supply chain is not as materials- or labor-intensive as many industries such as manufacturing or healthcare. We have modeled a simplified value chain that illustrates major stages of value creation and we've identified key points where our activities, products, or services impact the priority issues identified in our materiality analysis.

<table>
<thead>
<tr>
<th>Workday's Value Chain</th>
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</thead>
<tbody>
<tr>
<td><strong>Primary Activities</strong></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
Strategy and market research
activities include setting corporate and product strategy, research into new markets and technologies, and product management.
Impacts are related to priority issues of customer satisfaction as well as privacy and data protection.

Software development and quality assurance (QA)
includes the design, development, and testing of software products and services.
Impacts are related to priority issues of customer satisfaction, as well as energy use and carbon footprint. This includes energy use in office facilities where software developers and QA testers work and data centers where we develop and test software. Note that Workday leases office facilities and utilizes data center co-location providers and infrastructure as a service (IaaS) providers such as Amazon AWS (primarily to run internal development and test systems). More information on use of IaaS and organizational boundaries for energy and carbon emissions is detailed in “Sustainability in the Cloud.”

Marketing and sales
activities include communication regarding the value of Workday products and services, and engagement with current and prospective customers during the sales process.
Impacts are related to priority issues of customer satisfaction, privacy and data protection, and energy and carbon footprint.

Deployment services
include professional-services activities to implement and successfully deploy Workday applications, delivery assurance to ensure quality deployments, training and education, and customer-success services to ensure customers realize the maximum value from their Workday investment.
Impacts are related to priority issues of customer satisfaction, privacy and data protection, and energy and carbon footprint.
Provision of cloud applications includes the continued provision of Workday’s applications, and application-infrastructure management to maintain security and availability of the Workday applications and service. Impacts are related to priority issues of customer satisfaction, privacy and data protection, and energy and carbon footprint. This includes energy use in office facilities where application and infrastructure engineers work and data centers where cloud applications are provisioned. Note that Workday leases office facilities and utilizes data center co-location providers and infrastructure-as-a-service (“IaaS”) providers such as Amazon AWS (primarily to run internal development and test systems). More information on use of IaaS and organizational boundaries for energy and carbon emissions is detailed in “Sustainability in the Cloud.”

Updates, feature releases, and customer-support activities include scheduled product updates and feature releases, and customer support to resolve issues and help maintain customer satisfaction. Impacts are related to priority issues of customer satisfaction, privacy and data protection, and energy and carbon footprint.

Customer feedback and renewals involve obtaining customer feedback to improve our products and services at each stage of our value chain, as well as customer-contract renewals and efforts to expand our relationships to current customers. Impacts are related to priority issues of customer satisfaction, and privacy and data protection.
No significant changes to Workday's structure, ownership, or supply chain occurred during the reporting period. In February 2014, Workday acquired Identified, Inc., a San Francisco software company. Further detail is provided in our FY15 10-K.

Report profile

Our 2015 report shares Workday's vision and strategy for sustainable business, celebrates our successes, and identifies areas where we can improve. The following sections describe Workday's sustainable business practices in multiple areas.

Workday's third biennial sustainability report was developed using GRI G4 Guidelines. This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines that are listed in the GRI Content Index. The reporting period is fiscal years 2014 and 2015 (February 1, 2013 to January 31, 2014 and February 1, 2014 to January 31, 2015) unless otherwise noted with specific data. This report's scope, unless otherwise indicated in specific sections, covers all Workday, Inc. operations and offices globally. We welcome your questions or comments about this report or our sustainability efforts. These can be directed to global.impact@workday.com.
Workday materiality analysis

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

<table>
<thead>
<tr>
<th>Issues</th>
<th>Definition</th>
<th>GRI G4 Material Aspect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Engagement</td>
<td>Programs to engage the local community where the company operates, includes seeking and incorporating feedback into operating activities.</td>
<td>Economic Performance, Indirect Economic Impacts</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>Programs relating to customer satisfaction. Includes customer service, product stewardship, and general customer relationship management.</td>
<td>Product and Service Laboring</td>
</tr>
<tr>
<td>Employee Satisfaction</td>
<td>Indicators of employee satisfaction. Includes employee recognition, quality of work environment, culture, and commitment to work-life balance.</td>
<td>Employment</td>
</tr>
<tr>
<td>Energy and Carbon Footprint</td>
<td>Efforts to measure, manage, and minimize energy use and the resulting greenhouse gas emissions. Includes direct and indirect energy consumption, green building practices, reducing the impacts of Workday’s own IT operations, and efforts to minimize the environmental impacts of transporting employees.</td>
<td>Energy, Emissions, Products and Services</td>
</tr>
<tr>
<td>e-Waste</td>
<td>Efforts and initiatives to responsibly dispose of electronic waste and increase electronics recycling and waste diversion.</td>
<td>Effluents and Waste</td>
</tr>
<tr>
<td>Governance and Ethics</td>
<td>Practices related to corporate governance and operating ethically and with integrity. Includes core values, code of conduct, and governance structure.</td>
<td>Governance and Ethics</td>
</tr>
<tr>
<td>Health and Safety</td>
<td>Issues relating to standard occupational health and safety performance and policies, employee health and wellness programs, and emergency and disaster preparedness management.</td>
<td>Occupational Health and Safety</td>
</tr>
<tr>
<td>Philanthropy and Volunteering</td>
<td>Programs to give back to local communities through philanthropy and volunteerism, includes supporting employee charitable investments of time and money.</td>
<td>Indirect Economic Impacts</td>
</tr>
<tr>
<td>Privacy and Data Protection</td>
<td>Efforts to safeguard customers’ sensitive business information and data. Includes initiatives to maintain rigorous data-security standards to prevent unauthorized data disclosures.</td>
<td>Customer Privacy</td>
</tr>
</tbody>
</table>
Our materiality analysis is guided by understanding the impacts of our value chain, our business strategy and corporate responsibility strategy, macro-societal trends, and the interests of our stakeholders.

We completed our first materiality analysis in preparation for our initial report in 2010. That initial analysis was conducted by our Green Team and was updated for our 2012 report. Since then, we have hired our first full-time sustainability manager, who led our efforts to update our materiality analysis for this reporting period.

Our analysis helps define content for our report and identifies priority issues and impacts that we recognize as key to our stakeholders. Our process was based on the Global Reporting Initiative’s (GRI) Principles for Defining Report Content, and included the following steps.

1) After identifying our key stakeholders, we marked the priorities for each stakeholder and plotted them on a materiality matrix. Issues that had both significant interest to stakeholders and significant impact to Workday or that Workday significantly impacted were identified as high-priority.

2) We surveyed stakeholders at our 2013 and 2014 Workday Rising conferences, a user conference where each primary-stakeholder group can interact in person. In 2013, we received input from more than 60 customers, partners, prospective customers, and employees.
In 2014, we heard from over 900 stakeholders on the key issues that affect them. Read the top priorities from those stakeholder surveys below.

3) This reporting period we reviewed and refined our existing set of issues to incorporate new aspects, indicators, and topics from the newly released GRI G4 Reporting Guidelines. We also considered material sustainability issues identified in the Sustainability Accounting Standards Board (SASB) Software and IT Services framework.

4) We reviewed customer feedback, prospective customer inquiries, and considered external sustainability research published by nongovernmental organizations and sustainability rating agencies.

5) Lastly, we analyzed the above input from Steps 1 to 4 against our value chain impacts and strategic corporate initiatives to refine our materiality matrix and determine our priority issues.

We're only in our third reporting cycle. We will refine this materiality analysis process to incorporate additional stakeholder feedback and sustainability topics as our sustainability reporting processes mature.

The results of our materiality analysis helped guide the content development for this report. High-priority issues received more coverage within this report, while lower-priority topics are included in the report as applicable.

2014 Workday Rising Survey Results

In 2014, we received feedback from over 900 stakeholders at our Workday Rising conference on the issues that they care most about. Stakeholders included customers, partners, employees, and prospective customers. We asked: “What issues do you feel are the most relevant for Workday to focus on?” Below are the top four issues that were identified, in descending order.

1. Customer satisfaction
2. Privacy and data protection
3. Employee satisfaction
4. Community outreach and philanthropy

Top priorities for this report

Privacy and data protection

Workday is responsible for safeguarding our customers’ most sensitive information and data. In addition, there are data privacy regulatory
concerns that both customers and Workday must adhere to. A privacy or data security breach could severely impact both Workday and our customers’ brands, and we maintain rigorous data-security standards to ensure the absolute safety of our customers’ business information. Learn more about how Workday ensures data security and privacy in A Better Choice for Customers.

Customer satisfaction

Workday is fiercely loyal to our customers and Workday co-founder Dave Duffield is also known as Chief Customer Advocate. Customer satisfaction is a key metric for Workday. We measure it throughout the year with efforts to retain our existing customer base and attract new customers. Learn more about how Workday promotes customer satisfaction in A Better Choice for Customers.

Employee satisfaction

Workday believes that happy, productive employees lead to customer loyalty and a prosperous business. That's why at Workday, employees are our most valuable resource and we pride ourselves on being a great place to work. Learn more about Workday's employee programs in A Better Place to Work.

Philanthropy and volunteering / community engagement

A healthy, thriving community is an important ingredient for business success. Workday and our employees actively give back to the community around us. Learn more about Workday's community-outreach programs in Social Impact.

Energy and carbon footprint

We recognize the impact that greenhouse gas emissions have on the climate. A healthy environment provides the foundation for our economy, and ultimately, for economic opportunity and the future quality of life for our global citizens. We mitigate our negative environmental impact wherever possible, investing in renewable energy projects where feasible, and providing carbon-efficient products for our customers so that they can minimize their impact on the planet. Learn more about our approach to environmental sustainability in Sustainability in the Cloud.

Stakeholder engagement

Stakeholders are individuals or entities that are affected by an organization’s business activities or that affect that organization’s business activities. These include customers, employees, partners, and the communities where we operate. Workday’s business model includes engaging with stakeholders to better understand their priorities and react more quickly to business trends that impact our customers.

Workday’s stakeholder engagement philosophy

Stakeholders, as defined by Global Reporting Initiative (GRI), are individuals or entities that can reasonably be expected to be significantly affected by the organization's business activities, products, and services; and whose actions can reasonably be expected to affect the ability of the organization to successfully implement its strategies and achieve its objectives. At Workday, we view our stakeholders as part of an interconnected network of partnerships that promote mutual cooperation and success. That’s why building relationships with our stakeholders and engaging in collaborative, rather than competitive, strategies are a critical foundation to our business.
Workday engages with our stakeholders in the following ways:

- **Collaboration** – We collaborate with our customers and partners in Workday Community, a website where these important stakeholders can “brainstorm” around best practices and product features. They can also ask questions of Workday product experts, vote for new features, receive product-update information, and share assets such as reports and integrations.
- **Leadership** – Workday’s leadership team regularly host internal “Ask Us Anything” online chats between company leadership and our employees. Any employee can ask questions and provide feedback directly to our senior management.
- **Rising** – Each year, we produce Workday Rising, a user conference where each primary-stakeholder group can interact in person. Senior management, employees, customers, prospective customers, and consulting partners engage with each other. We conducted a survey to solicit direct feedback on our sustainability activities at both our 2013 and 2014 Workday Rising conferences, gathering feedback from over 900 stakeholders in 2014.
- **Giving & Doing** – We inspire our employees to give back through our Giving & Doing program. Known as Giving & Doing Local Leaders, employees around the world take on a leadership role to champion volunteering and giving at 17 of Workday’s largest offices. Local Leaders bring our community programs to life in their local area, seeking out local volunteer opportunities for teams and giving every employee a chance to participate in company-wide initiatives. All employees are encouraged to support the causes that are most important to them through our Giving & Doing program. We offer volunteer grants to organizations where employees donate their time, and we match employee charitable donations.
- **Green Teams** – We engage our employees through our Workday Green Teams program. Green Teams across 13 of our largest offices consist of passionate employees who volunteer to help Workday assess and improve sustainable business practices. Green Teams provide a platform for engagement and empower employees to introduce meaningful practices at Workday that will reduce our negative environmental impact.
- **Openness** – Workday’s first corporate sustainability report was released in 2010, providing a foundation for honest and open dialogue with our stakeholders about sustainability topics most important to them and Workday. We report every two years and this report is our third since 2010.

Any Workday stakeholder can provide direct feedback to us at global.impact@workday.com.

At Workday, stakeholder engagement is built into our business model.
Governance and Ethics

Our philosophy demands sound corporate governance rooted in ethical conduct and compliance. In this section we share information on our Board of Directors, Code of Conduct, and Ethics and Compliance policies.
Why this is important

The business and affairs of Workday are managed by or under the direction of Workday's Board of Directors. Among other things, our Board 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's employees, officers, and directors.

Our philosophy demands sound corporate governance that is rooted in ethical conduct and compliance. It is all about integrity, one of our most fundamental core values.

Our priorities

Our Ethics and Compliance policies and Corporate Governance Guidelines promote ethical conduct and compliance. These policies are a key focus area for corporate governance at Workday.

Find more information on Workday's Board of Directors, Ethics and Compliance policies, Corporate Governance Guidelines, and the charters of each Board committee on Workday's Corporate Governance webpage.

Board structure and committees

Our Board consists of eight members. Five of them are independent, as defined by the rules of the New York Stock Exchange. One member of our Board is a woman. In 2014, Workday separated the roles of CEO and chairman of the Board, which had previously both been held by Aneel Bhusri. One of Workday's founders, Dave Duffield, serves as chairman of the Board and Workday's other co-founder, Aneel Bhusri, serves as our CEO.
Our Board-leadership structure provides effective independent oversight of management, yet allows the Board and management to benefit from Dave Duffield’s extensive executive leadership and operational experience. Because our chairman is an executive officer of Workday, we also have a lead independent director of the Board, our vice chairman George Still, Jr.

Our independent directors add a variety of perspectives on strategy development given their different wide-ranging professional experience. They offer experience, oversight, and expertise from outside the company. Aneel Bhusri and Dave Duffield bring company-specific experience and expertise.

In order to promote open discussion among independent directors, our Board of Directors conducts executive sessions of independent directors during each regularly scheduled Board meeting and at other times if requested by an independent director. Our lead independent director chairs these executive sessions and provides feedback to Workday’s CEO promptly after the executive session. Directors who are also executive officers do not participate in such sessions.

All of the members of the Board’s Audit Committee, Compensation Committee, and Nominating and Governance Committee are independent under New York Stock Exchange rules, as well as applicable rules of the Securities and Exchange Commission. The composition of our Board committees as of our report issuance in August 2015 was as follows:

<table>
<thead>
<tr>
<th>Board Member</th>
<th>Audit Committee</th>
<th>Compensation Committee</th>
<th>Nominating &amp; Governance Committee</th>
<th>Investment Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aneel Bhusri</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Dave Duffield</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skip Battle</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christa Davies</td>
<td></td>
<td></td>
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<tr>
<td>Mike McNamara</td>
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<tr>
<td>Mike Stankey</td>
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<tr>
<td>George Still Jr.</td>
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<tr>
<td>Jerry Yang</td>
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</tbody>
</table>

+ = Chair of the Board  
= Chair  
= Member  
++ = Lead Independent Director
Learn more about Workday's Board of Directors, including committees, structure, and biographies of each of our directors.

Code of conduct

Operating with integrity

Workday is committed to observing the highest standards of ethical business conduct. Workday's core values provide the framework for how we work, and we consider integrity to be a fundamental value.

We say what we mean, and mean what we say. To us, integrity means honesty, treating everyone respectfully and equally, and communicating openly. Workday has established a Code of Conduct that outlines the key principles that enable employees to make decisions that contribute to Workday's success. In particular, our Code of Conduct describes our commitment to:

- Treat other employees with respect, prevent harassment and discrimination, and maintain a healthy and safe workplace
- Prevent and address potential or actual conflicts of interest, and observe reasonable limits on gifts, business entertainment, and outside activities
- Maintain the confidentiality of internal and customer information
- Maintain accurate business records and financial reports
- Comply with laws, including those related to trade, competition, anti-corruption, and securities, as well as regulations applicable to conducting business with government officials and public-sector entities
- Reduce our environmental impact

In addition, the Code of Conduct describes our Corporate Social Responsibility principles, which are based on respecting fundamental human rights in all of our operations. We expect our suppliers to honor these principles and to specifically avoid using child or forced labor, or engaging in inhumane treatment, even if it is allowed by local law.

The standards of business conduct contained in the Code of Conduct have been approved by the Board of Directors, which, directly or through its committees, oversees compliance. Workday's senior vice president and general counsel is responsible for ensuring adherence to the Code of Conduct and, while serving in this capacity, reports directly to the Board of Directors and its committees.

On a day-to-day basis, Workday's Chief Privacy Officer, Director of Ethics and Compliance oversees an ethics-and-compliance program that
includes responsibility for the Code of Conduct. Any waiver of any provision of the Code of Conduct must be approved in writing by the general counsel or, with respect to directors and executive officers, the Audit Committee of the board of directors and will be promptly reported according to federal securities laws and applicable New York Stock Exchange rules.

Workday senior management regularly communicates with all employees regarding ethical business practices and related expectations. Employees receive written communications from the chairman and CEO and participate in dialogue at company meetings. As part of the onboarding process, newly hired employees are given a copy of our Code of Conduct and watch a related training video.

Workday also fully embraces an open policy that invites employees to raise comments, questions, and concerns about ethical business practices and conduct to management or to the Human Resources, Internal Audit, or Legal departments. Our Whistleblower Policy describes how to report potential violations of our Code of Conduct, any laws or regulations, or internal accounting controls.

A whistleblower hotline, an online web-submission system, and an Ethics email box all provide opportunities for direct communication regarding these matters. Individuals may remain anonymous when reporting violations. Workday prohibits retaliation, in any form, against anyone who reports an issue in good faith or assists in the investigation of a reported issue.

Other policies

Our Board of Directors and senior management have adopted numerous other policies to promote good governance and deter unethical and unlawful behavior.

Anti-corruption policy

Workday maintains an anti-corruption policy that applies to all employees, directors, and consultants, as well as others who conduct business on our behalf. The policy requires adherence to all applicable domestic and foreign laws and prohibits improper payments, gifts, or inducements of any kind, to and from any person, including officials in the private or public sector, customers, and suppliers. Additionally, the policy identifies generally acceptable standards for gifts and business entertainment, political and charitable contributions, and procurement processes.

Policies on Trading in Securities

Workday’s Policy on Trading in Securities prohibits our employees, officers, and directors from trading in Workday stock or other securities while in possession of material non-public information. Our policy also prohibits hedging transactions involving our securities, in order to guard against executive officers and other employees insulating themselves from the effects of poor stock-price performance.

Moreover, directors and executive officers are prohibited from trading during our blackout period prior to our earnings releases. They generally must adopt plans in accordance with Exchange Act Rule 10b5-1 for sales of securities that they beneficially own. Other employees with access to sensitive financial information are subject to our blackout periods and must adopt 10b5-1 plans in order to trade during those periods.

Executive Officer Recoupment Policy
Our Executive Officer Recoupment Policy provides for the recovery of an executive officer's bonus payments in the event that we restate our financial results as a result of fraud by the executive officer that resulted in a higher bonus.

**Related Party Transactions Policy**

Workday directors, officers, and employees are expected to avoid situations where a conflict of interest might occur or appear to occur. A conflict of interest exists where the interests of one person interferes—or even appears to interfere—with the interests of Workday as a whole.

Workday has adopted a Related Party Transactions Policy requiring the disinterested members of the Audit Committee to review and approve related-party transactions in excess of $120,000 involving directors, executive officers, and their immediate family members.
Sustainability in the Cloud

Our approach to environmental stewardship focuses on impacts that are most material to our business. These include our carbon footprint, investments in renewable energy, managing our e-waste, and engaging with our employees to maximize their collective impact on how we operate.
Sustainability in the Cloud

Why this is important

As a global company, we recognize that we have a responsibility to operate in an environmentally responsible manner. We aim to reduce and mitigate our negative environmental impacts and look for opportunities to benefit the communities where we live and work.

We understand that to enjoy a healthy economy that fosters human potential, we need to sustain a healthy planet as a foundation for our economy. Our approach to environmental stewardship focuses on the impacts that are most material to our business as a cloud-software company. These include our carbon footprint, investments in renewable energy, reducing and responsibly disposing of our e-waste, and engaging with our employees to maximize their collective impact on how we operate.

Our priorities

Our priorities surrounding our environmental performance relate directly to our operating model as a cloud-application provider. We are not a manufacturer and our supply chain is relatively simple. Our business involves people, software, office facilities, and data centers. Because of this operating model, our priorities reflect the material impacts of each of these aspects of our business. Please refer to our Materiality Analysis where we describe our process and rationale for identifying material aspects of sustainability at Workday.

Our focus has been to reduce our carbon footprint and invest in renewable energy programs to reduce our contribution to climate change. We also aim to responsibly dispose of 100 percent of our electronic waste across our operations. Lastly, we engage with our employees through our global Green Teams program. This effort helps to maximize employees’ collective impact on how we operate, and provides them with tools to lighten their environmental footprint outside the workplace.

Our commitments:
• Operate as a 100 Percent Green Power Purchaser, offsetting all non-renewable energy usage in our offices and data centers by purchasing Renewable Energy Certificates (RECs) and Verified Emission Reductions (VERs).
• Responsibly dispose of 100 percent of our electronic waste.
• Establish Green Teams in each of our largest offices to provide a platform for engagement. Empower employees to introduce meaningful practices at Workday that will reduce our negative environmental impact.

Actions and results

Workday's energy 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 Workday's estimated indirect electricity consumption by primary source for our reporting period.

Methodology used to measure energy consumption

Estimating datacenter and office energy consumption is a challenge, particularly because Workday doesn't own or operate its offices or datacenter facilities. We estimated our total energy consumption using several methods.

Offices

Workday primarily leases, rather than owns, office facilities. This means we don't have a complete picture of the electricity or fuel use for our space in each office facility.

When facilities and property managers itemize electricity costs and usage, we are able to quantify it in a straightforward manner. This is the case for our largest office footprint at our global headquarters in Pleasanton, California, where we span two corporate office campuses and is also the case for our European headquarters in Dublin, Ireland. Both locations represent the largest and most material office-facility footprint for our company.

Where we aren't able to quantify electricity use directly, we estimate a reasonable value-per-square-footage based on other Workday offices. This aligns with the GHG Protocol's “Generic building space data method.”

Data centers

Our data centers are co-location facilities shared with other businesses. We don't receive a detailed breakdown of electricity cost or use from our providers.
FY14 and FY15 Kilowatt-Hour Consumption

1,000,000 kWh per:
- Offices
- Data Centers

Offices - 10,390,268 kWh

Data Centers - 21,979,705 kWh

FY14 total - 18,012,721 kWh

FY15 total - 32,369,973 kWh
We have worked with our datacenter providers to use either a monthly power-usage report or a calculation based on the power drawn in our server racks at certain points in time, which is then extrapolated for a given month.

Renewable Energy – Grid Mix

Lastly, we factor the energy mix of the regional grid of the electricity provider where the datacenter resides (the amount of renewables versus the amount and types of fossil fuels and resulting emissions factors). We also obtain the Power Usage Effectiveness (PUE) for each datacenter to understand the total energy attributable to Workday’s use. We don’t have operational control for our data centers because they are co-location facilities, so factoring in the PUE is considered Scope 3 and the resulting electricity usage is not included in our indirect energy consumption for our Scope 2 emissions.
Regional Data Center Energy Usage (FY15)

- Total US: 87%
- Total EMEA: 13%
Regional Office Energy Usage (FY15)

- **US**: 91%
- **EMEA**: 7%

Remaining (APJ & Global): 2%
Investing in renewable energy

As a cloud-application provider, our energy consumption and resulting carbon footprint is arguably our largest environmental impact. No matter how energy efficient our leased data centers and office facilities are, we still consume the bulk of our electricity from local power grids. We know that most of this energy comes from non-renewable sources. In fact, the U.S. Department of Energy estimates that in 2013, only about 10 percent of all energy in the U.S. is from renewable sources.

Workday is committed to powering our business using clean renewable energy. However, procuring renewable energy can be a challenge when our office facilities and data centers are leased and not owned. It isn't possible to install solar panels on rooftops or invest in utility-scale power-generation projects to generate the renewable energy needed to power our business as we operate in leased offices in buildings of various sizes, typically a few floors or a portion of a floor in a larger commercial office building, as well as multiple co-location datacenter providers.

Therefore, in order to support the development of renewable energy Workday offsets 100 percent of our non-renewable electricity use in our office buildings and data centers every year by procuring Renewable Energy Certificates (RECs). We partner with Renewable Choice to purchase an estimate for the year upfront as a baseline investment in clean energy. At the end of the year, we calculate our actual consumption to purchase a true-up REC to cover 100 percent of the previous year's consumption. Starting in FY15, we also began to invest in Verified Emissions Reductions (VERs, also known as carbon offsets) to offset our Scope 1 (natural gas) emissions.

Workday's 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, which we have maintained every year since 2008. In addition, Workday has consistently been listed in the EPA's Top 30 Tech & Telecom list, which recognizes the largest green power users among technology and telecommunications partners.
Workday’s Investment in Clean Energy:

Year

2010
4,300,000

2011
6,791,521

2012
13,600,000

2013
19,628,741

2014
23,525,021

kWh Renewable Energy Certificates (RECs)

Renewable Energy

<table>
<thead>
<tr>
<th>Year</th>
<th>Grid</th>
<th>Renewable Energy Certificates</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>23%</td>
<td>109%</td>
</tr>
<tr>
<td>FY15</td>
<td>27%</td>
<td>73%</td>
</tr>
</tbody>
</table>

Workday’s purchase of RECs in 2014 has an impact that equates to:

- Removal of 2,513 passenger vehicles from the road for a year
- Planting of 306,135 tree seedlings and growing them for 10 years
- Preserving 92 acres from being deforested for a year
Preserving **92 acres** from being deforested for a year

Workday’s purchase of **RECs** in 2014 has an impact that equates to:

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- Preserving **92 acres** from being deforested for a year
2012 Area for Improvement

Supporting renewable energy by purchasing REC's is a good first step, but there are other options the company can pursue as well. The purchase of 'bundled energy' where the REC is sold together with the underlying physical electricity is a stronger signal to the market. Also, longer term power purchase agreements with renewable energy providers should be considered. Lastly, there might even be direct investments in clean energy projects that can be pursued. We should evaluate these options going forward.

2015 Area for Improvement Update

Corporations face considerable challenges to procure cost-effective renewable energy. Companies can't always buy renewable energy directly from the grid and regulations as well as financial complexities make it a challenge to arrange and manage alternative procurement strategies such as Power Purchase Agreements (PPAs). This Google white paper does a good job of explaining these challenges.

In FY16, Workday will join many prominent Workday customers and become a signatory to the Corporate Renewable Energy Buyers' Principles. The aim of this effort is to open up new opportunities, choices, and collaborations that help businesses meet their public goals to increase the use of renewable energy and expand opportunities for renewable energy procurement.

Corporate Renewable Energy Buyers’ Principles

Created by the World Resources Institute (WRI) and World Wildlife Federation (WWF), the Corporate Renewable Energy Buyers’ Principles describe the challenges and common needs to enable new procurement models for corporate buyers of renewable energy. Many leading companies have signed on to the principles, including a number of Workday customers. The initiative is to urge utilities and utility regulators to provide easier and more cost-effective ways to procure renewable energy to meet companies' renewable procurement goals. In FY16, Workday will become a signatory to these principles.
Workday’s Carbon Footprint

FY15 Carbon Footprint (metric tons CO₂e)

Data Centers
(Scope 2 + 3): 15,506

Offices
(Scope 1 + 2): 4,117

Business Travel
(Scope 3): 9,339

Total MT CO₂e: 28,962

Scope Breakdown

Scope 1
(natural gas)
FY14: 391
FY15: 760

Scope 2
(electricity)
FY14: 7,867
FY15: 13,580

Scope 3
(air travel and rental cars, non-IT data center electricity)
FY14: 13,225
FY15: 14,622
Workday's carbon footprint

Since our 2010 baseline measurement, Workday has tracked our greenhouse gas (GHG) emissions from purchased electricity (Scope 2). The most significant emissions source has been indirect energy consumption in our office facilities and data centers. In our current reporting period, for the first time, we have data available that allows us to estimate our Scope 3 emissions from business travel. The data available is for U.S. business travel (both air and rental car). We have extrapolated our overall global spend on business travel and expenses for air travel and rental cars to arrive at a reasonable estimate for our global operations. Workday uses the methodologies described by the Greenhouse Gas Protocol to perform our inventory.

As Workday's business expands, with resulting increases in customers, applications, employees, and facilities, it is only logical to expect that our GHG emissions will also grow even with our efficient multi-tenant cloud architecture. To help us manage and minimize our overall emissions, we use intensity metrics that include total emissions per employee. For the first time, we have calculated total emissions per million dollars of revenue as an intensity metric. Regardless of our intensity metric, Workday purchases RECs and VERS to offset 100 percent of our Scope 1 and Scope 2 emissions resulting from our data centers and office-facility energy consumption.

Amazon Web Services (AWS)

Though we did calculate an estimate for emissions from using Amazon Web Services (AWS) in our 2012 report, we have not included an estimate for emissions in our recent reporting period (considered Scope 3 emissions). Workday uses AWS computing services primarily to run internal development and test systems. The usage is material to our Scope 3 footprint but because Amazon has not previously provided estimates on our carbon footprint from AWS usage, we are not able to accurately estimate energy use or GHG emissions related to using their compute services.

In 2013, our AWS use was almost entirely in the US West (Oregon) region, which Amazon has described as “carbon-neutral infrastructure” since 2011. In 2014, 76 percent of Workday's usage by hours of AWS was in the US West (Oregon) region. We are working with AWS to estimate our carbon footprint from AWS usage for our next report.
### FY14/FY15 GHG Emissions Intensity (metric tons CO2e)

<table>
<thead>
<tr>
<th>Year</th>
<th>Scope 1+2 per employees + contingent workers</th>
<th>Scope 1+2 per thousand $ revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>2.99</td>
<td>0.018</td>
</tr>
<tr>
<td>FY15</td>
<td>3.24</td>
<td>0.018</td>
</tr>
</tbody>
</table>

### 2015 Area for Improvement

While we have expanded our efforts to include Scope 3 emissions, we can do more to estimate emissions related to our material Scope 3 activities, including global business-related travel (air and car rentals) and employee commuting.

### Plans for 2016

In FY16 we plan to implement a new global-travel tool that will help us more accurately estimate business-travel emissions. We also plan to perform our first global employee-commute survey in order to estimate emissions related to employee commuting.
The cloud is the greener choice

Modern, efficient architecture

Workday's highly efficient multi-tenant cloud architecture helps customers reduce business costs and carbon footprints at the same time. Although Workday does not own or operate our data centers (using co-location providers instead), we evaluate Power Usage Effectiveness (PUE), as well as energy mix of the local grid in our data center selection criteria. Workday's Sustainability Manager works closely with our infrastructure team to ensure that we consider energy efficiency and carbon emissions during our data center selection process.

Workday's architecture helps reduce overall power consumption, as we implement elastic computing where the use of resources varies depending on workload. This is a core aspect of modern cloud-computing architectures. Instead of running many servers all the time to handle peak loads, which consumes energy even while idle, resources can be dynamically provisioned and be shut down after use. Workday implements these concepts for services such as payroll processing in our compute grid, elastic integration processing, and other load-based scenarios.

We also optimize our resources by investing in virtualization technologies, where hardware resources can be shared by multiple services as if they were different physical servers. This approach is more resource-efficient and energy-efficient. Workday uses virtualization across our platform wherever it does not negatively affect system performance, security, or stability.

CDP Study shows cloud computing promotes sustainability

A recent CDP study reviewed 11 global companies, including Workday customer Aviva. The study concluded that moving to the cloud while decommissioning a company's own servers and data centers is sustainable economically and environmentally. By moving to cloud-computing solutions, companies gain from the lower energy costs of shared computing, while simultaneously reducing total global carbon emissions.

Key findings from the study

- Cloud-computing solutions avoid millions of metric tons of carbon emissions
- Collective financial benefits from cloud computing run in the billions
- Cloud computing delivers a positive net present value (NPV)
- Cloud computing brings business-process-efficiency savings

Internal use of IT systems is considered material to the business operations and total carbon-emissions footprint of many companies. Moving to cloud applications such as Workday can save both money and carbon emissions. This creates value beyond the environmental impacts, benefitting corporate stakeholders and the bottom line.
No-Landfill e-waste policy

As a technology company offering cloud applications to our customers, Workday's most prominent and material waste stream is electronic equipment. This includes two primary streams of electronic equipment.

- Servers, network equipment, and other infrastructure used in our data centers to provide applications to our customers
- Computers and peripherals provided to our employees to conduct their daily work

Our goal is simple: We aim to responsibly dispose of 100 percent of our IT equipment. To do this, we implemented an Electronics Disposition Policy in the beginning of 2013. This policy covers all retired, excess, and obsolete electronics generated by Workday's global operations and services. It applies to both our data centers that provide our cloud applications and our internal IT operations.

We have partnered with a global electronics-disposition partner 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, as all drives are wiped and destroyed while certificates of destruction are retained.

The business case for responsibly disposing of electronic waste is clear: Workday netted almost $249,000 from the inception of the program through FY15. By responsibly recycling and selling equipment for re-use, we are reducing our environmental impact while recovering value from obsolete IT equipment.

It's a win-win for Workday and the environment, preventing hazardous waste from entering the waste stream via landfill or export. When e-waste is exported to developing countries, it is often incinerated under unsafe conditions to extract precious metals for recycling. For more information on electronics waste in the U.S., refer to the EPA's "Electronics Waste Management Through 2009" analysis.

<table>
<thead>
<tr>
<th></th>
<th>Total Weight Recycled</th>
<th>Total Value Recovered</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>5,321 lbs.</td>
<td>$22,244</td>
</tr>
<tr>
<td>FY15</td>
<td>34,450 lbs.</td>
<td>$227,023</td>
</tr>
</tbody>
</table>
Engaging our employees

In 2014, we took the next step as part of our commitment to sustainability: We hired our first dedicated full-time sustainability manager. This position reports to our new VP of global impact and president of the Workday Foundation. Our Global Impact team oversees our Giving & Doing programs that focus on employee philanthropy and volunteerism, sustainability programs that focus on environmental sustainability, and our Workday Foundation.

One of the first initiatives of our new sustainability manager was to re-launch our Green Team program. We expanded our single Green Team, based out of our Pleasanton headquarters, to a global network of teams across 13 of our largest offices. We created a Green Team Local Leader program, where passionate volunteer champions lead their local Green Teams, inspiring employees to get involved and help implement meaningful environmental solutions across Workday’s operations.

Green Teams focus on implementing company-wide sustainability initiatives locally. They also have the latitude to work on the programs that are most material to their local offices. Teams take on issues like energy conservation, increased recycling and composting, and volunteer initiatives with local environmentally focused non-profits in their community.
2012 Area for Improvement

No formal goals have been defined for measuring our environmental impact for our office waste-reduction efforts. Further education is necessary to ensure we are maximizing the amount of waste that is being composted rather than thrown away as trash.

Update: 2015 Area for Improvement

2015 Area for Improvement Update

We introduced customized signage across our Pleasanton headquarters campuses and in our San Francisco office that visually illustrates items that belong in each waste bin (landfill, recycling, and compost). In FY16, we plan to introduce more compost bins spread throughout our Pleasanton and San Francisco office floors in an effort to divert more waste to compost. Lastly, we plan to increase education efforts and perform waste audits to measure the efficacy of these changes.
Stories

Reducing paper

We can't measure the aggregate paper savings from moving to the cloud and using Workday. But we have heard from many customers that they are indeed saving paper by using our modern cloud-based applications.

McKee Foods insists that managers no longer have to complete paperwork for transfers, promotions, and pay changes, which are all processed automatically using Workday instead of using paper-based systems. This saves money on paper and helps with productivity gains across the organization.

Life Time Fitness wanted to move “away from a paper environment” where they needed “about 55 sheets of paper just to bring on an employee.” In an industry with a young workforce where employee turnover is high (although lower than others in the industry) and where many employees are hired temporarily or seasonally, this adds up fast. Life Time Fitness’ HR manager calculated that about 2.3 million sheets of paper could be eliminated annually by going to a paperless HR system.

Bike to Workday

Each year Workday cycling enthusiasts participate in the San Francisco Bay Area’s Bike to Work Day. In 2013 and 2014, we held our annual “Bike to Workday” events at our Pleasanton headquarters. Our cycling team encouraged co-workers to leave their cars at home and pedal to work instead. In 2014, over 40 riders participated.

After the ride, Workday senior executives serve breakfast to the hungry cyclists.
A Better Choice for Customers

A sustainable business has to focus on customer success and responsible business practices. In this section we share our approach to customer satisfaction, customer data security and privacy, and building applications that make work a better place.
A Better Choice for Customers

Why this is important

A sustainable business must focus on customer satisfaction and responsible business practices. If our customers are not successful, Workday will not be successful. Workday values every customer: Customers drive our success.

For a cloud-based enterprise software company, product responsibility means a tireless pursuit of customer satisfaction. It demands that we protect the confidentiality, integrity, and availability of our customers’ data. And we adhere to our core value of customer service in every investment and decision that we make.

Workday applications help our customers manage employees and their business to maximize human capital, manage costs and gain significant business insights to help guide future strategies. Managers who use our applications get to know and understand their teams better so they can help them grow and thrive. Workers using our technology can do their daily tasks easily and efficiently so they can remain focused on the bigger picture. Our applications let finance managers maximize every dollar in real-time and more accurately plan for the future.

Our priorities

Workday has identified several areas where we commit to customer success and product responsibility.

- Earn a customer-satisfaction rate of 95 percent or higher
- Protect the security and privacy of our customers’ data
- Build applications that make work a better place

Customer satisfaction
High customer satisfaction has been key to our success since the inception of Workday 10 years ago. Customers are our best salespeople. Everyone at Workday has incentive compensation based on achieving 3 key company goals, including at least a 95 percent favorable score on our annual Executive Sponsor survey. To achieve such high levels of satisfaction, we realize that we must do one thing exceptionally well — provide a great ownership experience for our customers.

Protecting customer data
We implement robust technical and organizational security controls to ensure that customer data is kept safe. Our global data-protection program focuses on access, use, disclosure, and transfer of customer data.

Products that make the workday better
We aim to build efficient applications that are delightful for customers to use. Our applications democratize insight for all, no matter what an employee's role is at a company.

Actions and results

Delivering superior customer service
We initiated programs to create the best ownership experience in enterprise software. In 2013 and 2014, we scored 97 percent favorable on our annual Executive Sponsor survey. We send this survey directly to the executive sponsors at each of our customers, and the results help us identify opportunities to improve our products and services. We met or exceeded our 95 percent goal every year that we have conducted the survey since 2007. To achieve these results, we thought about the ownership experience for the entire customer lifecycle.
Discovering value

During the sales process, our Value Management team engages with a potential customer to educate them on how our model is different from what they may have experienced with on-premise solutions. We help them understand the Power of One, in which our customers benefit from Workday’s single code line, with all of our customers on the same release. It’s easy to collaborate and share knowledge with one another through the Workday Community.

Developing our Community

The Workday Community is a place where customers and partners can communicate, collaborate, and connect with other Workday customers and partners. Community users can access documentation, stay informed on new features, and prepare for updates. Based on ongoing customer feedback, we continue to improve our Community to make it easier for customers to find the information and solutions that they need. We created Product Dashboards to aggregate everything that a customer needs to know about a product area and enhanced the Community Search functionality. Through the Brainstorm, our crowdsourcing platform on Community for product ideas, we delivered over 550 new features suggested by our customers from 2013 through 2014.

**Brainstorm Ideas Delivered by Year**
Delivering value

When a customer initially deploys Workday, our methods and tools focus on efficient delivery that enables fast value realization. More than 70 percent of our customers are live in production using Workday, which is a testament to our approach. We created a Partner Ecosystem that gives customers a wide variety of choices to get the types of services they need for success.

Whether a customer chooses a partner or Workday to lead their initial deployment, Workday is part of the team through our Delivery Assurance services. Delivery Assurance is a series of checkpoints throughout the initial deployment that are designed to reveal issues early and allow Workday, the partner, and the customer to work collaboratively on solutions.

Expanding delivery assurance

Since 2012, we have expanded Delivery Assurance to include checkpoints for project management to help make sure that the proper governance is in place to drive successful deployment.

Growing our Customer Success organization

We have grown our Customer Success team twentyfold since our last report in 2012. Our customer-success managers coach customers to help them choose the right services and resources from Workday and its partners to realize and increase the value of their investment.

Increasing value

We've built Workday products with configurable frameworks that enable customers to adapt to changes in their business. Customers have different needs when they adopt new capabilities. Some customers want to do as much as possible themselves. Others rely on Workday or one of its partners to help with ongoing adoption and optimization. We've designed our Education and Enablement Services to help customers, regardless of how much they want to take on themselves.

Adding new learning approaches and facilities

Since our 2012 report was released, we have expanded our education offerings to more than 230 courses. A new offering called Learn Independent combines videos, interactive exercises, quizzes, and tests into a comprehensive online-learning curriculum that students can complete at their own pace. We have also expanded our education facilities in North America and Europe for instructor-led, classroom training to provide more options for customers and partners.

Growing customer-enablement services

We continue to expand our Enablement Services.

- **The Next Level Series**: Online demonstrations show Workday in action and give customers tips on deploying features.
- **Expanded Enablement Workshops**: Two- to three-day multi-customer workshops include feature presentations, demonstrations, and activities.
- **Configuration coaching**: We help customers to incorporate new functionality like Composite Reporting for Financials.
• **Enablement Services:** Review and Recommend identifies new ways to optimize a customer's use of Workday applications. Office Hours provides customers with a way to ask "how to" questions about features they already own and view tailored demonstrations of these features.

• **Consulting Services Marketplace:** Customers can submit requests for services to partners or Workday. The selected firms submit bids and the customer chooses the firm it wants to engage.

**Identifying value opportunities for customers**

To better understand the value realized and identify new opportunities for improvement, customers can engage with our Value Management team for a value-realization assessment.

**Investing in customer support**

Our [Support and Customer Care](#) teams are on the front lines with our customers when they have problems or issues with our products and an important part of our customer satisfaction pursuit. For the past three years, we have conducted detailed surveys with named support contacts at our customers in production. We ask them if they have an overall favorable or unfavorable opinion of Workday. Named support contacts are the toughest customer audience to survey and their overall favorable rating is a higher percentage than that of our executive sponsors the past three years. That result is due in large part to the tremendous customer service provided by our Support and Customer Care teams.

"In my 27 years at McKee Foods, I've never had a software vendor be so concerned about our interests as a customer. Workday always says, 'Let's talk about it and see if we can help you get there. It's the best customer service I've ever experienced with a software vendor.'"

– Mark Newsome, Director Corporate Human Resources, McKee Foods

Since our last report, we have increased the scope and number of Support Center locations. With an office now open in Auckland, New Zealand, we added resources in Asia during local hours and off-peak U.S. and Europe hours. We have implemented new support programs, such as Production Readiness to ensure that we are prepared to go live with more than 100,000 users and large Workday Financials implementations. Our Reports and Analytics team assist customers in deploying the very best custom reports.

**Getting closer to customers**

Since our 2012 report, we have moved to a regional model for the services organization in North America that brings resources and leadership closer to customers so that we see their needs better.
2015 Area for Improvement

What about the other 3 percent? Though we have met or exceeded our customer-satisfaction goal for the past seven years, our work is never done. We can always do more to delight our customers. Here are some of the areas we will continue to invest in:

- Better preparation for prospects as they transition to become customers
- Improving our methods and tools to make initial deployment and ongoing adoption of Workday faster, more efficient, and simpler
- Additional education and enablement services that improve the ability of customers to be self-sufficient
- Improvement of the ownership experience across all customer touch-points

Protecting customer data

Given recent news coverage of data breaches in the private and public sectors, data security is a paramount concern for companies and individuals. At Workday, we've built rigorous safeguards into every application and process, and we continually update them. Workday has established a comprehensive set of processes and controls to protect customer data, taking a holistic approach that embeds security and privacy into the design of our services.

We ensure that compliance, privacy, and security considerations are core to Workday's overall design. Technical safeguards extend from the physical security of our data centers to network- and application-level security. Organizational controls include policies, procedures, and training to ensure the highest security and integrity of our customer data and to protect against security threats or data breaches.

Workday is proud to be a Corporate Member of Cloud Security Alliance (CSA). This organization is dedicated to defining and raising awareness of best practices to help ensure a secure cloud-computing environment.
**Organizational Safeguards to Protect Customer Data**

**Chief Security Officer and Security team:** Responsible for oversight of the security practices in place surrounding all aspects of Workday's technology and operations.

**Chief Privacy Officer and Privacy, Compliance, and Ethics team:** Responsible for promoting a culture of integrity and ethical behavior. Helps Workday adhere to applicable privacy laws, regulations, and compliance requirements.

**Security Council:** Cross-functional senior-management representatives meet regularly to discuss organizational activities and assess their potential impact on internal security controls.

**Security and Privacy training:** Every new employee or contractor sees a security presentation by the Security team and a privacy presentation by the Privacy and Compliance team. New Workday workers receive documentation that summarizes critical security and privacy policies and procedures.

**Workday Privacy Program**

Workday takes the data privacy of our customers, prospective customers, partners, and web site visitors seriously. Workday has established and integrated a holistic privacy program that is embedded into our services. The program is built on the philosophy of “privacy by design,” which guides how we build our products and operate our services. We never disclose customer or web site visitor contact information to third parties for promotional purposes. We have experienced no unauthorized disclosures of customer data, nor any complaints from regulatory bodies.

**Workday Privacy Policies**

Workday has been awarded TRUSTe's Privacy Seal for Workday's web sites and for our cloud-based enterprise applications. This seal signifies that Workday's privacy policies and practices have been reviewed by TRUSTe for compliance with its privacy-program requirements. These include transparency, accountability, and choice regarding the collection and use of personal information. We have also set up a dedicated email inbox (privacy@workday.com) to collect and respond to inquiries regarding our privacy policies and practices.

In addition, Workday complies with the applicable provisions of the U.S.-E.U. Safe Harbor framework and the U.S.-Swiss Safe Harbor framework. We have self-certified to the Safe Harbor framework since December 2007. The Safe Harbor Framework was developed by the U.S. Department of Commerce in consultation with the European Commission and Switzerland as a response to concerns about the adequacy of data-privacy laws in the United States. You can verify Workday's self-certification at the U.S. Department of Commerce web site.

**Audit reports and certifications**

Following an independent third-party audit, Workday issues a Service Organization Control 1 (SOC 1) Type II report. This report details controls that are placed in operation and tests of operating effectiveness for the Workday cloud-based enterprise applications. SOC 1 reports cover controls at a service organization that are relevant to our customer’s internal control over financial reporting, and are issued in accordance with the SSAE16 and ISAE3402 standards.
Workday also issues a Service Organization Control 2 (SOC 2) report. This report is based on the AICPA's Trust Services Principles and Criteria and focus on the operational controls beyond financial reporting. The potential beneficiaries of Trust Services assurance reports are customers, business partners, regulators, organizations using outsourced services, and stakeholders who rely on Software-as-a-Service or IT service providers.

Our SOC 2 includes the Availability, Confidentiality, Privacy, and Security principles of the Trust Services Principles and Criteria. The Privacy principle was included for the first time in 2013, making Workday one of the first cloud enterprise-application providers to include this important principle in their SOC 2 report.

In addition to the SOC 2, Workday issues a Service Organization Control 3 (SOC 3) report, which is a general-use report that covers the principles included in Workday's SOC 2 report. View Workday's most recent SOC 3 report.

Workday is also certified to the ISO 27001:2005 standard, an international standard for implementing an information security management system (ISMS). Workday was re-certified in 2013 under a three-year term and successfully completed a surveillance audit in 2014. Workday will pursue certification under the new ISO 27001:2013 standard in 2015.

**Products that make the workday better**

**Work more efficiently**

We aim to reduce the clutter in how people work. Our passion is to provide the tools that help workers do their job more easily and enjoy it. Engaging experiences on all devices put our customers in control of where they get work done. Designing for thoughtful practices allows people to work through even complex scenarios confidently and easily. Ultimately, we make businesses run smarter.

**Democratize insights**

No matter who they are and what their role is in their company, the insights one gains from using Workday makes them better. Workday applications improve people's performance, but also allow them to be more enriched and connected.

At the individual level, employees can understand and explore the career experiences they seek and how to get there. They can evaluate where they stand and what areas they may want to consider for enhancement.

Managers get to know and understand their team so they can help them grow. They can suggest development to help members of their team achieve their goals and thrive.

We foster connections that make work a better place. When leaders know more about their people in combination with their business, they help steer their team and their whole organization in the right direction. Workday allows managers to focus on what matters the most—their people.
Stories

**Workday and MGM Resorts International: Engaging Employees in World-Class Customer Service**

MGM Resorts International made its reputation, quite simply, by being the best. Bellagio, Luxor, and Mandalay Bay in Las Vegas are among its properties, and the company is rapidly building its premium brand in the United States and worldwide. Its commitment to the highest quality guest experience is legendary in the industry.

Realizing that engaged and motivated employees are the key to providing that customer experience, MGM Resorts looked for the best partner to help make that possible. And they found Workday.

MGM Resorts began its deployment of Workday Human Capital Management (HCM) and Payroll in early 2013. Workday was deployed to all properties in December 2013. Six weeks after full deployment, Leigh Dunn, vice president of HR strategy and measurement, was impressed. “Already, our users love Workday,” she says. “We’re seeing benefits of having all the information in one place.”

In just six weeks, 94 percent of employees at MGM Resorts logged into Workday. “It’s really helping us to get information out to employees and to engage with them,” Dunn says. “We have employees from many different countries. They were able to utilize Workday using their own language, which was a big plus and helped us make the change.”

**Workday and the Wounded Warrior Project: Keeping Up with a Mobile Workforce**

Created in 2003 to provide programs, services, and events for veterans injured in the conflicts following 9/11, Wounded Warrior Project is one of the fastest-growing veteran nonprofits in the U.S. “The number of warriors we’re serving keeps going up,” says Len Stachitas, the project’s executive vice president. “When I joined two years ago, we were serving about 10,000 warriors and their families. We’re now at 55,000, approaching 60,000. By 2017, we’ll be serving 100,000 warriors.”

As the Wounded Warrior Project grew, its previous human resources (HR) processes couldn’t keep pace with its rapid expansion. “We started out as a small company doing everything on paper,” says Addie Poudrier, executive vice president of Human Resources. “But as we grew and grew rapidly, it quickly became apparent that we needed to modernize our HR system.

At the same time, the organization needed an easy, efficient way to perform the administrative tasks involved in supervising its team members. “Many of our managers are on the road five days a week,” says Poudrier. “And it was very critical that they could access time sheets, payroll information, organizational charts, and performance management reports from their iPhone or their iPad.” To address these challenges, Wounded Warrior Project looked at a number of different Human Capital Management (HCM) vendors. After performing due diligence, it chose Workday. “Workday’s values were very much in line with the Wounded Warrior project’s values,” says Poudrier.

Today, Wounded Warrior Project is a more productive, efficient charity. “The bottom line for the organization is more efficiency, which for us translates to a better use of donor dollars, and we’re going to have more time to serve the warriors,” says Stachitas. “And that’s what we’re all about. Time that we’re not spending on routine administrative tasks are times that we can be spending, either in our division raising more money to help warriors, or if you’re on the program side actually engaging with warriors to help them more.”
A Better Place to Work

At Workday, we have a culture that puts our people first. Here we share our approach to making a people-centered company a reality, including the employee experience, employee development, and employee recognition.
A Better Place to Work

Why this is important

In 2005, Workday founders Aneel Bhusri and Dave Duffield founded a company around a core set of values that guide our interactions, decisions, and leadership. We value our employees, and we emphasize customer service, innovation, integrity, fun, and profitability.

The result is an inspiring culture that puts our people at the center. Workday listens to everyone and encourages them to have fun. All Workday employees are committed to achieving the industry's highest customer-satisfaction rating.

“Ten years ago we founded Workday with the promise to bring passion and customer-focus back to the business of enterprise applications,” says Aneel, co-founder and CEO of Workday. “To accomplish this, we knew we had to put our employees first and we firmly believed that, if we made them happy, success would follow.”

Our priorities

To make a people-centered company a reality, we have three overarching priorities:

- **Employee Experience**: Our culture and how we treat our people is paramount at Workday. We focus on our core values, encourage our people to bring their authentic selves to work, and offer a variety of unique employee experiences, that have earned Workday recognition as one of the best places to work.

- **Employee Development**: Many people are attracted to Workday, and stay, because we have an environment where employees can continually learn and grow. Employee development shapes our approach to helping people realize their potential and take charge of their careers.

- **Employee Recognition**: “Thank you” is one of the most powerful things you can say to someone. We invest in a variety of employee-recognition programs that show appreciation for our colleagues’ contributions, both large and small.
Actions and results

Employee experience

Our workforce

At Workday, our people aren't just employees—they're Workmates. We take pride in a culture where our employees can be themselves and reach for their goals as they deliver a great customer experience. We work hard, we have fun, and everyone shares in the company's success.

Our talent comes from all over the world. Our global, diverse team is a melting pot of cultures, generations, and experiences. We have offices around the world, including the United States, Australia, Canada, Denmark, England, France, Germany, Hong Kong, Ireland, Japan, the Netherlands, New Zealand, Singapore, and Sweden. Workmates work remotely in additional locations worldwide.

By the end of FY15, we had more than 3,750 employees in these areas, representing over 120 percent employee growth from the end of 2012.
“I’ve never worked with such hardworking individuals who are so happy all the time! Someone is always willing to help out with a smile. Everyone wants to be here, which makes for a really great environment to work in.”
– Workmate feedback, 2014 Great Place to Work Institute survey

Core values

What is it about Workday that makes people love to work here? Strike up a conversation with any Workmate, and they’ll gladly tell you why.

When you walk through our doors, you feel the atmosphere that’s created by the empowerment we give our employees to dream up and carry through on big ideas.

Our core values are at the heart of everything we do. They give us a framework for leadership and daily decisions, and they help us enjoy our time at work. This may sound simple, but too often companies get caught up in politics, ivory-tower attitudes, and market mania. We focus on the things that made us successful in the first place. The following Workday core values and beliefs define what’s important to us at Workday:

- Employees: Most fundamentally, people are the core of our business. Without them, we would have no business.
- Customer service: Every investment and decision that we make has our customers in mind. We’ll always prioritize the needs and issues of our customers first.
- Innovation: We aim for innovation not only in our Development organization, but also in the way that we approach all aspects of our business.
- Integrity: We say what we mean, and we mean what we say. We stick to our commitments, treat everyone equitably, and communicate openly and honestly.
- Fun: We work hard and play hard. We invest in community and company events that help our employees and their families feel a connection to Workday beyond business as usual.
- Profitability: Profitability is what enables us to give our employees and customers the best productivity tools, solutions, and services, so it’s hugely important to us.

Diversity and inclusion

We know that our Workmates’ different experiences, intelligence, perspectives, insights, backgrounds, and skills – their diversity – are valuable assets and vital to our future. The more inclusive we are, the more innovative we will be, and the better we will be able to support our customers.
Diversity in leadership

We continue to make strides in increasing the diversity of our leadership across Workday. Using a leadership definition of Director and above, between FY14 and FY15, we saw an increase of 4 percentage points in women in leadership roles and an increase of 5 percentage points in minorities in leadership roles.

Increasing diversity

While diversity has been an important part of our culture from the very beginning, we recognize that there is always more we can do.

That’s why over the past year, we’ve put in place a four-pronged approach – around affinity groups, recruiting, philanthropy, and celebration – to foster a broader dialogue about diversity across the company, increase the diversity of our talent pool, and to support similar efforts in the community at large.

Affinity groups

The first part of our four-prong approach is our Workmate-run affinity groups that bring this strategy to life. We support a number of affinity groups, including:

- The Talented Tenth, whose goal is to inspire and excite African-American communities about careers in software and technology
- Women in Tech, which encourages growth and interest among women in the technology sector
- Chinese Cultural Club, which celebrates Chinese culture and helps new Workmates from China get acclimated to the U.S.

Together, the groups assist in helping to recruit a more diverse population and advance the professional development of their members.

Recruiting

We are actively increasing the sources of our talent pool by going on campus to work with diversity organizations at various universities to identify qualified future Workmates. Through a more targeted recruiting approach, we are also publishing all of our jobs to web sites specifically targeting diverse talent.

Celebration

In true Workday fashion, we also celebrate diversity. We know how important it is to our culture and, of course, fun is one of our core values. We celebrate more than 12 different diversity-related programs and months, from Black History Month to National LGBT Pride Month.

Philanthropy

The Workday Foundation’s mission is focused on individuals and communities with high barriers to employment in the tech sector, and we make grants to organizations that prepare people of all ages and backgrounds for careers in tech. As an example, one organization that both Workday and the Workday Foundation supports is Year Up, which aims to bridge the opportunity gap for people aged 18 to 24 who don’t have college degrees. In addition to a three-year grant of $450,000 awarded to the organization by the Workday Foundation, Workday managers have placed
12 Year Up students in internships on their teams, with four of them still at Workday in full-time jobs.

Our affinity group members are also highly active volunteers. For example, The Talented Tenth has partnered with Black Girls Code to send mentors to leadership dinners, share their technical talents during hackathons, and serve as guest speakers at local events.

In business, different people with different backgrounds, experiences, and perspectives can make for a vibrant, highly charged environment that fuels innovation and leads to unexpected advances and a broader connection with the world. In the workplace, celebrating and honoring each other, in all of our diversity, brings out our best as individuals and teams.

Internationally recognized culture

At Workday, our Workmates aren't just part of our success—they're our everything. As our Chairman and Co-Founder Dave Duffield likes to say: “Happy employees mean happy customers.”

But don't just take our word for it. Our dedication to the employee experience has been recognized around the world. Many organizations, including the Great Place to Work Institute, have acknowledged Workday as one of the best places to work. And this recognition isn't just their opinion—most of it is based directly on employee feedback.

2014
- No. 1 Great Workplaces in Technology (Great Place to Work Institute)
- No. 1 Top Workplace for large companies (Bay Area Newsgroup)
- No. 2 Best Place to Work in the Bay Area for large companies (San Francisco Business Times/Silicon Valley Business Journal)
- No. 15 Top 50 Companies to Work For in Utah (Deseret News)

2013
- No. 1 Top Workplace for large companies (Bay Area Newsgroup)
- No. 1 Best Place to Work in the Bay Area for large companies (San Francisco Business Times/Silicon Valley Business Journal)

“This company is full of people like my manager and my teammates, and those people—those caring, thoughtful, ridiculously intelligent, sharp people—are the No. 1 reason that Workday is the best company I have ever worked for.”
- Andy Burdick, senior software development engineer
Programs and events: emphasis on fun

What does a typical day at Workday look like? The real answer is that we don't want any day to be considered "typical." That's why we strive to make every day at Workday not like your typical workday.

There are a lot of ingredients in our recipe and here's a sampling of the wide variety of benefits, perks and programs we offer.

Flexible time off: To better manage the demands of work and life, U.S. salaried employees have no set amount of vacation days. Instead, they are free to take the time off that they need, based on manager approval.

Every employee is a shareholder: All new hires receive ownership in Workday through restricted stock unit grants.

Fun and family: Fun and family are cornerstones of our culture. We host Halloween events with trick-or-treating for employees' kids, a country fair, "bring your kids and parents to Workday" events, Cantina Cocktail Fridays, and arcade and pool tournaments. We even let employees bring their dogs to work at our Pleasanton headquarters.

Wellness: We offer a variety of programs to promote health and wellness. Weekly wellness workshops cover such topics as meditation, stress management, and juggling. We also have a fitness-reimbursement program, free biometric screenings, walking challenges, sports teams, onsite massages, yoga, and healthy snacks.

Clubs: We have more than 30 clubs, all created and run by our employees. They range from sports teams to hiking, online gaming, meditation, and philosophy.

Sprint to Europe: Through our Sprint to Europe program, we offer our software developers a chance to work in our Dublin, Ireland, or Munich, Germany, offices. For three to four weeks, they get the chance to make new contacts and experience a new office and culture.

“The executive team has created a culture that makes you happy and proud to work for Workday. They strongly promote work-life balance. Employee recognition happens often and is well distributed among deserving individuals. I actually look forward to Mondays.”

– Workmate feedback, 2014 Great Place to Work Institute survey

Hiring and welcoming

At Workday, we believe that to build a long-lasting and great company, it's essential that we hire and retain the right people.

From the start, we've looked for people who are:
• Confident, but not arrogant or self-obsessed
• Sharp and focused, yet friendly and collegial
• Serious about their work, but not too serious about themselves
• Passionate about customers, putting them and their teams first
• Focused on "we", rather than "I"

A person’s education, skills, and work experience are important, but the way they fit into our culture is even more important. That’s why we’ve developed a tried-and-true interviewing process involving carefully chosen questions asked by multiple Workday teams. And that’s why we rely a great deal on referrals from Workmates.

Once we’ve hired new people, we welcome them in a big way, both individually and as teams. We make sure that they have all the support that they need to succeed in their day-to-day jobs and careers at Workday.

Global workplace safety

We launched Workday’s Global Workplace Safety team in 2014 with a mission to keep our employees and customers safe and secure in our offices, training centers, and data centers.

In the short period of time since the team launched mid-2014, we have implemented several programs enhancing Workday’s global safety, including:

• Round-the-clock 24/7 on-site uniformed safety officers are stationed on our Pleasanton HQ campuses.
• A Safety Operations Center monitors our global offices, cameras, alarms, and badge access to our offices 24/7.
• New highly visible employee-badge lanyards and badge clips reduce the risk of unauthorized access into Workday offices.
• New third-party system monitors global incidents (including, but not limited to all man-made or natural disasters) that could affect our offices, customer-training centers, data centers, and employees.

2015 Area for Improvement

To help keep employees safe while they are on business travel, we plan to implement a safe-traveler tracking system. It will include monitoring flights, hotel stays, and ground transportation. The Global Workplace Safety team will assist any employee affected by an incident.
Employee development

Unified Approach to Empowering Talent

Many people are attracted to Workday—and stay here—because we have an environment where we can continually learn and grow. We are pioneers exploring new frontiers, innovators advancing new technologies. Our leading-edge products are vastly different than those of our major competitors. Our business model is different, too.

As we forge new ground, we tend to move quickly and adjust our course as necessary. This pace makes our workplace a dynamic and exciting place. It also gives our employees opportunities to stretch and learn every day.

Employees at Workday often wear multiple hats and take on new responsibilities. This gives them an opportunity to explore capabilities that they haven’t yet developed. Our managers, leaders, and other Workmates are there to support them.

Our people have a variety of other exciting learning and development opportunities to help them grow both personally and professionally.

Employee Feedback and Development (EF&D)

Career planning and discussion takes place throughout the year between Workmates and their manager. Career opportunity and development can take many forms: loving and deepening a current role, exploring lateral challenges, stretch assignments, or taking on bigger roles. We encourage our people to have an ongoing conversation about all of these career-development opportunities.

In FY15, 88 percent of our employees participated in our formal Employee Feedback and Development process. Some employees were not able to participate due to the timing of when they joined Workday and when the EF&D process began.

Career Coaching and Workshops

We offer career-coaching and career-growth programs, tools, and resources, along with a portfolio of learning and networking experiences around the world. Our signature manager development platform, Ignition, provides employees with curated, peer-to-peer learning experiences for managers around Enabling Contribution, Growing Capability, Empowering Career, Deepening Connection and Aligning Recognition and Compensation. In the coming year, we plan to launch a new pilot program to provide employees and managers with tools to allow for continuous feedback in order to enhance the employee experience in real-time.

4 Career Opportunity Principles

Four simple principles guide our decisions and actions.

Winning together: We strive to create a mutually beneficial relationship between our company and our Workmates to align our business goals with individual career goals. When our success is intertwined, this practice delivers extraordinary results and there are opportunities for everyone to contribute as we grow together. That’s why we take a company-wide or One Workday perspective. We regard a Workmate’s career “sweet spot” as the alignment of their professional passion, capabilities, and the organization’s needs.

Workday first: When our people love being at Workday and want to change and grow in new areas, we want them to choose careers with
Workday first before exploring outside opportunities. That means helping them be accountable for their careers and working openly with their managers to maintain active career-development conversations. The One Workday program encourages managers and leaders to adhere to our employee core value by encouraging and supporting internal career opportunities.

Transparency: Workday applications provide real-time access to view open positions. We encourage Workmates to maintain an open and ongoing dialogue with their manager about their career, role, development, and location interests.

Unique paths: We want Workmates to develop their careers and put their passion to work at Workday in many different situations. We want them to contribute in their current job or level if they love it or they can expand their breadth of experience by exploring lateral opportunities. They can also increase responsibilities by taking on a broader scope or more senior roles.

“Of all the companies I've worked for in recent years, Workday seems to truly allow you to grow in your career. They make many resources available for those who understand how to take their career into their hands.”

– Workmate feedback, 2014 Great Place to Work Institute survey

Employee recognition

Everyone likes to be recognized for a job well-done. Showing appreciation for our colleagues’ contributions is an outward sign of care and respect. It supports our primary core value of employees.

Workday managers and employees have multiple ways to say “thank you,” from stock awards to direct feedback in our Workday application. And in typical Workday fashion, we like to have a little fun along the way.

Quarterly, we hand out awards for innovation, outstanding contribution, years of service, patents, fearlessness (yes, fearlessness!), and more. Each month, we name a Workday Hero, recognizing that person's contributions.

Our people can be nominated for these awards by management and their peers. In addition, we have a culture that recognizes and thanks each other informally, with kind words, warm smiles, and hugs.

“Thank you” is one of the simplest and best human sentiments ever put into words—and it’s one you see frequently expressed at Workday.

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Outstanding Contributor Award

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<td>3</td>
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<td>Innovator Award</td>
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“I truly feel like people here genuinely care about each other and about the company. We are clear in our direction and proud to be a part of the movement to the cloud.”

~ Workmate feedback, 2014 Great Place to Work Institute survey

Stories (We are working on formatting images)

Global Workplace Safety

As Super Storm Juno approached the east coast of the United States, our new incident-monitoring system alerted the Global Workplace Safety team days in advance. The team reached out to our affected East Coast operations, including one of our training centers. Employees worked from home and customers were trained via WebEx, keeping everyone off the roads and out of potential harm’s way. On a small scale, the incident-monitoring system even has the ability to identify minor flooding in the basement of our Amsterdam office facility.

Bring Your Parents to Workday
In 2014 we held our first-ever Bring Your Parents to Workday event, providing Workmates with a chance to thank their parents for all the help, advice, and inspiration they’ve received over the years. Over 275 parents participated in the behind-the-scenes of Workday event and they all received a car bumper-sticker magnet that reads “Proud Parent of a Workmate.”

A scavenger-hunt-style checklist guided parents around our campus headquarters. Participants could listen to a history lesson on Workday delivered by one of our Technical Training instructors (and early Workday employee), meet with Workday co-founders Dave and Aneel, and end the day mingling with other parents at a cocktail hour.

Go Back to School with Rosetta Stone

One of our most successful employee programs involves Rosetta Stone. Launched in 2014, we partnered with Workday customer Rosetta Stone to encourage Workmates to learn a new language. Workmates that complete three levels in the interactive software and 90 hours of training in a language they don’t already know by September 2015 get a chance to win a trip for two to a country where that language is spoken.

Bring Your Ghouls to Workday

At Workday, we take Halloween very seriously. To support our core value of fun, our Pleasanton headquarters building is transformed each year into a five-story Halloween extravaganza we call “Bring Your Ghouls to Workday.”

At this family-first event, Workmates are encouraged to bring their family in (particularly the little ghouls) to wander through the extravagantly decorated halls and work areas. Departments compete for the most spooktacularly decorated area and Workmates dress in theme costumes representing their team’s area. Typically, there are photo booths, treats, and interactive games for the ghouls.

After the event, Workmates vote for the best-decorated team areas, including Most Bewitching, Freakishly Fantastic, and Simply Spooktacular. In 2014, our Cloud Operation team even staged a short Avengers-themed performance where they saved NYC from Loki. We had over 3,100 participants in 2014 and over 37 percent were kids.
Social Impact

We have an opportunity to address societal challenges where our unique expertise can make a real impact. In this section we share our social impact efforts, including community investments of time, expertise, and direct philanthropic contributions.
Why this is important

Our community investments of time, expertise, and direct contributions are core to our company’s culture. These investments are part of what make our employees feel that Workday is a great place to work.

If the communities where we operate are thriving, we will continue to attract top-talent to Workday. If we support community causes that are important to our employees, they are more engaged and stay longer at Workday. If we provide career-training opportunities for workers who seek new skills, we have access to a new-talent pipeline and can move more families into economic self-sufficiency.

The biggest contribution that Workday's global business makes to communities is through the positive impact of our daily business practices. By creating jobs, delivering business efficiencies to our customers, providing business to our suppliers, and paying taxes, we help drive the global economic engine.

However, we now that our responsibility doesn't end there. We have the opportunity to address societal challenges where our unique expertise can make a real impact.

Our priorities

- Employee contributions: Workday supports employees who want to become involved in their communities.
- Pro-bono contributions: We devote employee time and talent to help solve social issues through skills-based consulting projects.
- Philanthropic contributions: We invest in workforce-development initiatives to increase economic self-sufficiency for underserved populations.
Actions and results

Employee contributions

In 2014, we set up a wide variety of programs to support our employees in their community-involvement efforts. Through volunteer grants, team-volunteer grants, matching gifts, and unlimited paid time off (PTO), we show our employees that they work for a company that cares about our communities.

Workday employees are passionate about rolling up their sleeves and making a difference. Employees have participated in countless volunteer efforts, both company-sponsored and individual projects, prior to 2014 when we began tracking volunteer efforts. In FY15, Workday employees logged nearly 10,000 volunteer hours and received almost $80,000 in individual volunteer grants.

Through our Team Grant program, employees are encouraged to volunteer in groups of five or more and receive a grant for up to $5,000 for their charity partner. These grants make a difference in our communities and further strengthen our teams. They help welcome new employees and provide leadership-development opportunities. Forty-five teams took part in the Team Grant program in FY15, doing a range of things, from teaching coding to reading to children to serving warm meals.

Our Matching Gift program allows employees to double their donation to any qualified charity organization, up to $1,000 per employee per year. In FY14, we matched $138,000 in employee donations. In FY15, that number more than tripled to $421,000.

Workday employees are invited to participate in dozens of local-office and company-wide volunteer events. For example, our annual Canineering contest challenges offices around the globe to collect canned goods for donation to local food banks. Teams compete by building creative sculptures out of cans of food, and colleagues vote for their favorite with cash donations. Both the cans and the cash are donated to designated food banks.

Movember has become another signature fundraising event at Workday. To promote men’s health awareness, more than 300 of our employees grew moustaches for Movember in 2014 while raising $50,000 to support various men’s health charities.
Encouraging employee involvement in the community comes from the top. Co-founders Aneel Bhusri and Dave Duffield often roll up their sleeves and personally participate alongside our employees during volunteer events. They also highlight the work we are doing in the community at our all-hands company meetings.

Our Giving & Doing team organizes a hands-on volunteer activity at each of our largest company meetings. For the first time in 2014, we expanded our volunteer reach by offering our Workday Rising conference attendees the opportunity to build Comfort Kits for low-income cancer patients through Giving Comfort.

As part of the focus on maintaining our culture as we continue to grow, Workday's Global Impact department launched the Giving & Doing Local Leaders program in 2014. Employees around the world can take on a leadership role to bring our community programs to life in their local area.

These outstanding volunteers seek out local volunteer opportunities for teams and arrange for office-wide volunteer events. They ensure that our employees in their location are part of company-wide community events that are organized by headquarters.

Finally, Workday implemented unlimited paid time off (PTO) in 2014. That effort gives employees the freedom to volunteer in ways that work best for their work schedules, without a specific cap on time-off hours.

### 2015 Area for Improvement

- All Workday employees quickly learn about our deep commitment to community within their first few months. In 2015, we'll find ways to incorporate community involvement into the Workday on-boarding process to further strengthen that awareness.

- Workday leaders already organize and participate in a wide variety of volunteer opportunities, but we plan to formally incorporate community involvement into our Leadership Development programs.

### Pro-bono contributions

One way that Workday can make a unique difference is though pro bono consulting projects that create employee teams to lend their expertise to our nonprofit partners.

Workday's partnerships with the PulsePoint Foundation and the Open Heart Kitchen are two distinctive examples of Workday volunteers lending their skills to worthy nonprofits.
**PulsePoint**

The nonprofit PulsePoint Foundation delivers a mobile app that alerts CPR-trained citizen responders when someone nearby is having a sudden cardiac-arrest incident. Workday developers volunteered time and technical expertise to design and build the mobile applications and infrastructure that makes this app possible (detailed in our [2012 Sustainability Report](#)).

Since August 2011, almost 25 Workday employees have donated time and effort to PulsePoint. Their skills span almost all the technical competencies we have at Workday—system/server development, UI/UX, mobile development, build management, and development management. Currently, 12 core contributors work on the PulsePoint project. The team meets weekly to discuss feature additions and system improvements, and to assign any new work to Workday volunteers.

The Workday Foundation has also provided monetary donations to support the operational costs of the PulsePoint Foundation. Workday's Dave Duffield is a member of the PulsePoint Advisory Board, and Executive Vice President of Product Development, Petros Dermetzis, serves on the PulsePoint Foundation Board of Directors. Workday is proud of our partnership with PulsePoint, empowering citizen responders to help victims of sudden cardiac arrest.

PulsePoint Respond is an enterprise-class, software-as-a-service (SaaS) pre-arrival solution that is designed to support public-safety agencies improve cardiac-arrest survival rates through increased bystander performance and active citizenship. Where it is adopted, PulsePoint Respond empowers everyday citizens to provide life-saving assistance to victims of sudden cardiac arrest. Application users who are trained in cardiopulmonary resuscitation (CPR) and have indicated that they willing to assist in case of an emergency can now be notified if someone nearby is having a cardiac emergency.

If the cardiac emergency is in a public place, the location-aware application alerts trained citizens in the vicinity, enabling quick application of bystander CPR simultaneous with the dispatch of professional medical care. The application also directs these citizen rescuers to the exact location of the closest publicly accessible Automated External Defibrillator (AED).

**Major technical accomplishments**

- *PulsePoint Respond* mobile app is in its third generation on iOS and Android.
- A companion crowd-sourced AED-collection app (*PulsePoint AED*) was recently developed and shipped for iOS and Android.
- PulsePoint's server infrastructure was recently upgraded to be fully fault-tolerant and distributed across multiple Amazon Web Services (AWS) availability zones.
- Workday volunteers helped to produce the latest PulsePoint PSA video.
Milestones

- The PulsePoint system has processed close to 4 million agency incidents.
- More than 300,000 people use the PulsePoint Respond app.
- The first non-U.S. agency deployment in Kingston, Ontario, Canada, recently went live. More foreign implementations are coming soon.

Open Heart Kitchen

Workday provided a complete website redesign for Open Heart Kitchen. Founded in 1995, Open Heart Kitchen served 314,000 meals in 2014, and is the only free hot-meal program of its kind in the Tri-Valley area where Workday’s Pleasanton headquarters are located.

Late in 2014, Karen Llamas, a Workday product manager and Open Heart Kitchen board member, solicited help from Workday to design and build a new web site for the organization. Five talented Workday developers responded and have been building out the site since early 2015, collectively investing well over 100 pro bono hours into web-site development so far. The result will be the launch of a completed redesigned web site for Open Heart Kitchen in the summer of 2015.

“The new site helps donors clearly understand Open Heart Kitchen’s mission and ways they can get involved,” says Linda McKeever, Executive Director of the non-profit. “We are very excited to see your staff using the same skills they use at work to give back to the community.

“Workday has been a great community partner, not only with the web-site project, but with providing volunteers at serving sites, donating and assembling lunches for our box lunch program, and providing Christmas-meal baskets for our clients. Please accept our sincere heartfelt thanks and gratitude for all your good work.”

Philanthropic contributions

In late 2014, the Workday Foundation Board of Directors voted to approve a new mission and focus for the organization:

We transform lives by creating career pathways that unleash human potential.

The Foundation focuses its investments in Workforce Development programs with the goal of empowering workers that face significant barriers to employment to gain the skills they need for in-demand careers. We look for organizations that are using innovative solutions to break the cycle of generational poverty by creating lasting economic security through meaningful employment.

The Foundation has a particular focus on organizations that provide IT training and certification courses that can quickly bring individuals from unemployment or low-wage jobs into technology careers. We are especially interested in partnering with organizations located near Workday offices globally, with opportunities for deep employee engagement.

Our grantees include Year Up, Per Scholas, and Veterans2Work. They all focus on training people for technical careers in sectors that are growing.
2015 Area for Improvement

The Workday Foundation currently makes cash investments in organizations that provide training and skills development to underserved job seekers. Over the next two years, we plan to further deliver on our commitment to workforce development through a career accelerator program that provides individuals facing barriers to employment with professional experience, training, and career onramps.

While the bulk of the Foundation’s philanthropic investments are centered on workforce development, Workday also makes investments in issues that are important to our headquarters community of Pleasanton and the greater Tri-Valley area. We have funded the Pleasanton Run for Education, proceeds from which benefit all public schools in Pleasanton. Another grant recipient, Shepherd’s Gate of Livermore, provides long-term shelter and comprehensive care to women and children trying to free themselves from homelessness due to poverty, addiction, and abuse.

Through Workday corporate charitable investments, we support local fundraising events that are important to our stakeholders. From TEDx Livermore to the KIPP Schools ping-pong smackdown, Workday is actively working to support the communities where we live and work.

In addition to the direct cash contributions, Global Impact team members work collaboratively with nonprofit leaders, funders, and public agencies in the field of workforce development to help advance investments and best practices in this area.

2015 Area for Improvement

In FY16, we plan to expand the Workday Foundation philanthropy program to areas outside of the U.S. where we have a large presence and can harness the power of our committed employees to make a deeper impact.
2012 Area for Improvement

- In 2012, we established the Workday Foundation as a non-profit organization and issued 500,000 shares of our common stock to fund its future operations. The Workday Foundation will use its resources to fund new ideas, practices, and organizations that solve social challenges in the areas of education, health, and wellbeing of our communities. We look forward to launching the Workday Foundation in 2013 and greatly enhancing our investment in innovative solutions, our involvement in local communities, and the engagement of our Workday employee base.

- We encourage employee volunteerism. We provide limited organized volunteer opportunities and Dollars for Doers grants for employees who volunteer consistently with non-profit organizations throughout the year. In 2013, we plan to develop more comprehensive programs to provide greater volunteer opportunities for our employees and systems that will help us track the impact we are having in our communities.

- The current giving program focuses in large part on the region where Workday's corporate headquarters are located: the San Francisco Bay area. We plan to expand our giving to all regions where Workday does business and increase the participation of employees in their local communities through organized Community Action Teams.

2015 Area for Improvement Update

1. In 2013, we launched the Workday Foundation and began making cash investments in the communities where we live and work. The Foundation's mission is to transform lives by creating career pathways that unleash human potential, and we are partnering with innovative nonprofits that share this vision.

2. In 2014, we launched several formal programs to encourage and support our employees in their community involvement. The company matches employee donations, funds volunteer grants and team-volunteer grants, and sponsors enterprise-wide volunteer events. We also launched a formal tool to measure and track our employee's impact in the community.

3. In 2014, we expanded our giving portfolio to include locations across the U.S. where we have large concentrations of employees, and where there is opportunity to go “beyond the check” by providing our partner organizations with the time and expertise of our employee volunteers to further their impact.
Stories

Hour of Code

In honor of National Computer Science Week, we partnered with Workday Foundation grantee code.org. From 11 offices around the globe, 1,117 Workday employees joined the Hour of Code initiative during the week of December 8 to 12, 2014. Employees learned that anyone can code—and that it is fun!

Employees were encouraged to get involved in a variety of ways, including teaching code, learning to code, supporting coding education, or hosting a coding day.

Employee teams were encouraged to host student-learning days with groups of young people from nearby schools for a tour of our campus. It's a chance to hear from our employees about working for a tech company and gives exposure to age-appropriate Hour of Code lessons.

**Look at what some of our Workmates had to say:**

"I ran through it last night with my 4 and 6 year olds - they LOVED it and so did I!! I am sharing with everyone I can think of!"
– Susan Charney, Sr Customer Enablement Consultant

"This is such a GREAT program. I am moderating a class full of kids and their parents at my son's middle school in their computer lab."
– Ron Gendron, Director, Business Development

"Uh oh, my 7 year old is hooked. He completed the hour of code for Angry Birds and now he's on to Flappy Bird code. He's approaching 100 lines of code. Cool for kids and parents too!"
– Jay Rueckert, Regional Sales Manager
Disaster response

Because we are family

When a Workmate faces an unexpected crisis, the Workday Employee Disaster Relief Fund can help.

As part of the Workday Foundation's commitment to supporting people during times of disaster, we provide proactive annual financial support to the American Red Cross. We support the organization's efforts to prepare for, respond to, and rebuild after disasters in communities around the globe.

Through the Workday Employee Disaster Relief Fund, we help Workmates who experience significant financial hardship as a result of a qualified natural disaster. Funded through the Workday Foundation, the program provides cash grants to help Workmates bridge the financial gap caused by crisis times.

We provide short-term assistance as a one-time grant to cover unforeseen expenses related to qualified disasters including natural disasters, government-declared emergencies, accident on a common carrier, or a terrorist or military action.

Workday also matches employee charitable donations dollar-for-dollar during times of disaster.

Cangineering

In our annual Cangineering Challenge, teams build creative sculptures with cans of food. Workday colleagues vote on their favorites with cash donations to a designated food bank.

Seventeen teams representing 12 offices raised a total of $24,630 in cash donations and $17,000 in food donations during the 2014 Cangineering Challenge. Because food banks are able to buy in bulk
at discounted prices, Workday’s Cangineering contributions translated to $140,237 worth of food.

Many Workmates also volunteered at local food banks as part of the 2014 Cangineering Challenge. Collectively, we logged 224 volunteer hours at events in Pleasanton, San Francisco, Southern California, Chicago, and Washington D.C.

Community service at Workday Rising

In December 2014, Workday brought community service to all aspects of our annual customer conference, Workday Rising. Geoffrey Canada, founder of Harlem Children’s Zone, was a keynote speaker in conversation with Workday CEO Aneel Bhusri. Canada spoke to the packed crowd about opportunity inequality.

Each attendee had an opportunity to volunteer on-site at the conference by building a Comfort Kit for a low-income cancer patient. Over the course of a lunch hour, Workday customers and participants put together 1,000 Comfort Kits.

Some of these Comfort Kits were donated to the local Family House, which provides a home away from home for families whose children are being treated for life-threatening illness at University of California San Francisco (UCSF) Medical Center. Workday then added to the in-kind donation of Comfort Kits with a $25,000 cash gift to Family House.

Employee spotlights

Nick James, a senior associate QA engineer, wanted to do something to help others. Nick, who joined Workday in October 2012, grew up in a not-so-great part of Oakland, California. He grew up not having access to a computer until he was in seventh grade. So he knew that lots of people in his hometown could use some help.

Last summer, he attended a brown-bag event at our Pleasanton campus, where our Giving and Doing team talked about their program. Something clicked. “It really hit home with me, as I’d been feeling this need,” he said. “Although, even then, I wasn’t totally sure where to start.”

Nick’s friend’s mother knew that he was a Workday employee who happened to be a programmer. She asked Nick if he’d help teach code to the more advanced students at an Oakland school. Nick agreed. He started volunteering in November 2014 at St. Lawrence O’Toole School for the Tiger Tech Coding Club.

He shows up each week, spending 60 to 90 minutes sharing his knowledge with kids from second grade to eighth grade.

“Nick approached me several months ago, asking if he could adjust his schedule to allow him to volunteer,” said his manager, Luis Mendoza. “It was an easy decision to say yes. He’s smart and works hard—a very typical Workday employee.

“What makes Nick stand out,” Luis added, “is his natural teaching ability. He’s the type of person who can tailor his delivery to first graders or seasoned professionals.”
Making it fun

Nick practically wears our customer service value in his back pocket. Because the kids had been working with code.org, Nick didn't have to convince them that coding could be fun. But his passion and skills enriched the experience tenfold.

"I must say," said Nick, part of Generation Workday, "the level of excitement the kids have for coding surprised me early on. They really enjoy it. They love the problem-solving aspect, as well as being able to create something from nothing. They like seeing their name animated using javascript and knowing they did it."

Nick said the students can put their own spin on their work—and it's taking the creative aspect of coding to personalize an experience. "I love seeing the look on their faces when they figured out something they'd been struggling with for awhile comes to life."

Becky is one of the parents of a student in the Coding Club. "Our Tiger Tech Coding Club was started last year and taught the kids block coding," says Becky. "Several students surpassed my very limited knowledge this year, and it has been wonderful to have Nick's help in teaching them JavaScript, HTML, and other things. They are really engaged and he is terrific with the kids."

Nick did a little soul-searching last year and found something personal and amazing and lasting. Just ask any of the kids.

Year Up

Imagine that you are a bright 19-year-old who is motivated to learn and work. But challenging personal circumstances inhibit you from having the resources or support for college. What's next for you?

Year Up could be just the break you need. This non-profit organization puts motivated low-income young people through an intensive six months of technical training that qualifies for college credits. That training is followed by six months in a corporate-internship program. The program gives students a stipend and guides them through the steps of a job search or college enrollment. Students leave the program with the skills required for entry-level IT-related positions or to start college.

According to Year Up, 6 million talented young people are willing to study or work but face obstacles such as poverty, homelessness, childcare or eldercare responsibilities, or lack of role models. Yet, in the United States, employers will need to fill 14 million jobs in the next 10 years.

"We're trying to bridge the opportunity divide in this country by educating and training a ready-and-willing pool of untapped talent," says Scott Gullick, director of corporate engagement at Year Up.

"The young adults we work with have the determination and resilience to succeed. Year Up just provides the resources and platform for them to prove themselves and reach their full potential."
Global Reporting Initiative G4 Content Index – This report contains Standard Disclosures from the [GRI Sustainability Reporting Guidelines](http://www.globalreporting.org/g4/sustainability-reporting-guidelines).

## General Standard Disclosures

### Strategy and analysis

<table>
<thead>
<tr>
<th>G4 Indicator</th>
<th>Description</th>
<th>Cross-Reference or Answer</th>
<th>External Assurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-1</td>
<td>CEO Statement</td>
<td>Letter from our CEO</td>
<td>No</td>
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</table>

## Organizational profile
<table>
<thead>
<tr>
<th>G4-3</th>
<th>Name of the organization</th>
<th>Workday, Inc.</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-4</td>
<td>Primary brands, products, and services</td>
<td><strong>Who we are</strong>&lt;br&gt;2015 Form 10-K, pages 1-2</td>
<td>No</td>
</tr>
<tr>
<td>G4-5</td>
<td>Location of the organization's headquarters</td>
<td>Pleasanton, California</td>
<td>No</td>
</tr>
<tr>
<td>G4-6</td>
<td>Number of countries where the organization operates, and names of countries where the organization has significant operations</td>
<td><strong>Who we are</strong>&lt;br&gt;Operations in more than 15 countries</td>
<td>No</td>
</tr>
<tr>
<td>G4-7</td>
<td>Nature of ownership and legal form</td>
<td>2015 Form 10-K, page 4</td>
<td>No</td>
</tr>
<tr>
<td>G4-8</td>
<td>Markets served</td>
<td><strong>Who we are</strong>, <strong>Who are Workday's customers?</strong></td>
<td>No</td>
</tr>
<tr>
<td>G4-9</td>
<td>Scale of the organization</td>
<td><strong>Who we are</strong>, <strong>How many people does Workday employ?</strong></td>
<td>No</td>
</tr>
<tr>
<td>G4-10</td>
<td>Workforce information</td>
<td><strong>Who we are</strong>, <strong>Our workforce</strong>, <strong>Workforce breakdown table</strong></td>
<td>No</td>
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</tbody>
</table>

Workday does not have a substantial portion of our work performed by self-employed workers or by individuals other than employees or supervised workers.
Workday does not have significant seasonal variations in employment numbers, but we do have a sizeable internship/co-op program. We had 83 interns/co-ops in summer 2013 and 122 in summer 2014.

<table>
<thead>
<tr>
<th>G4-11</th>
<th>Percentage of total employees covered by collective bargaining agreements</th>
<th>As of the end of our reporting period (FY15), none of our employees are represented by a labor union. We have not experienced any work stoppages, and we consider our relations with our employees to be very good.</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-12</td>
<td>Organization's supply chain</td>
<td>Who we are, Workday’s value chain</td>
<td>No</td>
</tr>
<tr>
<td>G4-13</td>
<td>Significant changes during the reporting period regarding the organization’s size, structure, ownership, or its supply chain</td>
<td>Who we are, Workday’s value chain</td>
<td>No</td>
</tr>
<tr>
<td>G4-14</td>
<td>Report whether and how the precautionary approach or principle is addressed by the organization</td>
<td>The precautionary principle is not applied specifically across the organization, nor in the development and introduction of new products.</td>
<td>No</td>
</tr>
<tr>
<td>G4-15</td>
<td>List externally developed economic and social charters, principles, or other initiatives to which the organization subscribes or which it</td>
<td>Sustainability in the cloud, Corporate renewable energy buyers’ principles</td>
<td>No</td>
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</tbody>
</table>
### G4-16
List memberships of associations and national or international advocacy organizations

*Workday Foundation is a member of LBG.*

<table>
<thead>
<tr>
<th>G4 Indicator</th>
<th>Description</th>
<th>Cross-Reference or Answer</th>
<th>External Assurance</th>
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</thead>
<tbody>
<tr>
<td>G4-17</td>
<td>List all entities included in the organization's consolidated financial statements or equivalent documents</td>
<td>Refer to Workday's Form 10-K filings.</td>
<td>No</td>
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<tr>
<td></td>
<td>Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report</td>
<td></td>
<td></td>
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<tr>
<td>G4-18</td>
<td>Explain the process for defining the report content and the Aspect Boundaries</td>
<td>Workday materiality analysis</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Explain how the organization has implemented the Reporting Principles for Defining Report Content</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-19</td>
<td>Material Aspects identified in the process for defining report</td>
<td>Workday materiality</td>
<td>No</td>
</tr>
</tbody>
</table>
For each material Aspect, report the Aspect Boundary within the organization

For each material Aspect, report the Aspect Boundary outside the organization

Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements

Report significant changes from previous reporting periods in the Scope and Aspect Boundaries

**Stakeholder engagement**

<table>
<thead>
<tr>
<th>G4 Indicator</th>
<th>Description</th>
<th>Cross-Reference or Answer</th>
<th>External Assurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-24</td>
<td>List of stakeholder groups engaged by the organization</td>
<td>Materiality and stakeholder analysis</td>
<td>No</td>
</tr>
<tr>
<td>G4-25</td>
<td>Report the basis for identification and selection of stakeholders with whom to engage</td>
<td>Materiality and stakeholder analysis</td>
<td>No</td>
</tr>
</tbody>
</table>
### Reportprofile

<table>
<thead>
<tr>
<th>G4 Indicator</th>
<th>Description</th>
<th>Cross-Reference or Answer</th>
<th>External Assurance</th>
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<tr>
<td>G4-28</td>
<td>Reporting period for information provided</td>
<td>Report profile</td>
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<tr>
<td>G4-29</td>
<td>Date of most recent previous report</td>
<td>Report profile</td>
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</tr>
<tr>
<td>G4-30</td>
<td>Reporting cycle (such as annual, biennial)</td>
<td>Biennial</td>
<td>No</td>
</tr>
<tr>
<td>G4-31</td>
<td>Contact point for questions regarding</td>
<td>Report profile</td>
<td>No</td>
</tr>
<tr>
<td>G4 Indicator</td>
<td>Description</td>
<td>Cross-Reference or Answer</td>
<td>External Assurance</td>
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<tr>
<td>G4-32</td>
<td>GRI Content Index</td>
<td>GRI content index</td>
<td>No</td>
</tr>
<tr>
<td>G4-33</td>
<td>Report the organization’s policy and current practice with regard to seeking external assurance for the report</td>
<td>At this time Workday does not seek external assurance for our report.</td>
<td>No</td>
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</table>

**Governance**

<table>
<thead>
<tr>
<th>G4 Indicator</th>
<th>Description</th>
<th>Cross-Reference or Answer</th>
<th>External Assurance</th>
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</thead>
<tbody>
<tr>
<td>G4-34</td>
<td>Governance structure of the organization, including committees of the highest governance body</td>
<td>Board structure and committees</td>
<td>No</td>
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</table>

**Ethics and integrity**

<table>
<thead>
<tr>
<th>G4 Indicator</th>
<th>Description</th>
<th>Cross-Reference or Answer</th>
<th>External Assurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-56</td>
<td>Describe the organization’s values, principles, standards and norms of behavior such as codes of conduct and codes of ethics</td>
<td>Code of conduct</td>
<td>No</td>
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</table>
Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.

### Specific Standard Disclosures

#### Economic

<table>
<thead>
<tr>
<th>Material Aspect</th>
<th>G4 Indicator</th>
<th>Indicator Description</th>
<th>Cross-Reference or Answer</th>
<th>External Assurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Performance</td>
<td>G4-EC1</td>
<td>Direct economic value generated and distributed</td>
<td>Who we are</td>
<td>No</td>
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<tr>
<td></td>
<td></td>
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<td>2015 Form 10-K</td>
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<tr>
<td>Indirect Economic Impacts</td>
<td>G4-EC8</td>
<td>Significant indirect economic impacts, including the extent of impacts</td>
<td>Who we are, Employee contributions, Pro-bono contributions, Philanthropic contributions</td>
<td>No</td>
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</table>

#### Environmental

<table>
<thead>
<tr>
<th>Material Aspect</th>
<th>G4 Indicator</th>
<th>Indicator Description</th>
<th>Cross-Reference or Answer</th>
<th>External Assurance</th>
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<tbody>
<tr>
<td>Energy</td>
<td>G4-DMA</td>
<td>Disclosure on management approach</td>
<td>Our priorities</td>
<td>No</td>
</tr>
<tr>
<td>Energy</td>
<td>G4-EN3</td>
<td>Energy consumption within the organization</td>
<td>Workday's energy consumption, Emissions &amp; energy</td>
<td>No</td>
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<tr>
<td>Energy</td>
<td>G4-EN5</td>
<td>Energy intensity</td>
<td>Workday's energy consumption, Emissions &amp; energy</td>
<td>No</td>
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<td>Emissions</td>
<td>G4-DMA</td>
<td>Disclosure on management approach</td>
<td>Why this is important, Our priorities</td>
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<tr>
<td>Emissions</td>
<td>G4-EN15</td>
<td>Direct greenhouse gas (GHG) emissions (Scope 1)</td>
<td>Workday's carbon footprint, Emissions &amp; energy</td>
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<tr>
<td>Emissions</td>
<td>G4-EN16</td>
<td>Energy indirect greenhouse gas (GHG) emissions (Scope 2)</td>
<td>Workday's carbon footprint, Emissions &amp; energy</td>
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<tr>
<td>Emissions</td>
<td>G4-EN17</td>
<td>Other indirect greenhouse gas (GHG) emissions (Scope 3)</td>
<td>Workday's carbon footprint, Emissions &amp; energy</td>
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<tr>
<td>Emissions</td>
<td>G4-EN18</td>
<td>Greenhouse gas (GHG) emissions intensity</td>
<td>Workday's carbon footprint, Emissions &amp; energy</td>
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<tr>
<td>Emissions</td>
<td>G4-EN19</td>
<td>Reduction of greenhouse gas (GHG) emissions</td>
<td>Workday's carbon footprint, Emissions &amp; energy</td>
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## Effluents and Waste

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<th>G4-Indicator</th>
<th>Indicator Description</th>
<th>Cross-Reference or Answer</th>
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<tbody>
<tr>
<td><strong>G4-DMA</strong></td>
<td>Disclosure on management approach</td>
<td>A &quot;No Landfill&quot; e-Waste Policy</td>
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<tr>
<td><strong>G4-EN23</strong></td>
<td>Total weight of waste by type and disposal method</td>
<td>A &quot;No Landfill&quot; e-Waste Policy</td>
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</table>

## Products and Services

<table>
<thead>
<tr>
<th>G4-Indicator</th>
<th>Indicator Description</th>
<th>Cross-Reference or Answer</th>
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</thead>
<tbody>
<tr>
<td><strong>G4-DMA</strong></td>
<td>Disclosure on management approach</td>
<td>The cloud is the greener choice</td>
</tr>
<tr>
<td><strong>G4-EN27</strong></td>
<td>Extent of impact mitigation of environmental impacts of products and services</td>
<td>The cloud is the greener choice</td>
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## Social – Labor Practices and Decent Work

<table>
<thead>
<tr>
<th>Material Aspect</th>
<th>G4 Indicator</th>
<th>Indicator Description</th>
<th>Cross-Reference or Answer</th>
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<tbody>
<tr>
<td>Employment</td>
<td><strong>G4-DMA</strong></td>
<td>Disclosure on management approach</td>
<td>Why this is important, Our priorities</td>
</tr>
<tr>
<td>Employment</td>
<td><strong>G4-LA1</strong></td>
<td>Total number and rates of new employee hires and employee turnover by age group, gender and region</td>
<td>Workforce breakdown table</td>
</tr>
<tr>
<td>Employment</td>
<td>G4-LA2</td>
<td>Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation</td>
<td>Benefits table</td>
</tr>
<tr>
<td>-----------</td>
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<td>------------------------------------------------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Training and Education</td>
<td>G4-DMA</td>
<td>Disclosure on management approach</td>
<td>Why this is important, Our priorities</td>
</tr>
<tr>
<td>Training and Education</td>
<td>G4-LA11</td>
<td>Percentage of employees receiving regular performance and career development reviews, by gender and by employee category</td>
<td>Employee feedback &amp; development (EF&amp;D)</td>
</tr>
<tr>
<td>Diversity and Equal Opportunity</td>
<td>G4-DMA</td>
<td>Disclosure on management approach</td>
<td>Why this is important, Our priorities, Diversity and inclusion</td>
</tr>
<tr>
<td>Diversity and Equal Opportunity</td>
<td>G4-LA12</td>
<td>Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.</td>
<td>Diversity and inclusion</td>
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Social – Product Responsibility

<table>
<thead>
<tr>
<th>Material Aspect</th>
<th>G4 Indicator</th>
<th>Indicator Description</th>
<th>Cross-Reference or Answer</th>
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<tbody>
<tr>
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<tr>
<td>Product and Service Labeling</td>
<td>G4-DMA</td>
<td>Disclosure on management approach</td>
<td>Why this is important, Our Priorities</td>
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</tr>
<tr>
<td>------------------------------</td>
<td>--------</td>
<td>-----------------------------------</td>
<td>--------------------------------------</td>
<td>-----</td>
</tr>
<tr>
<td></td>
<td>G4-PR5</td>
<td>Results of surveys measuring customer satisfaction</td>
<td>Superior Customer Service</td>
<td>No</td>
</tr>
<tr>
<td>Customer Privacy</td>
<td>G4-DMA</td>
<td>Disclosure on management approach</td>
<td>Why this is important, Our Priorities, Protecting customer data</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>G4-PR8</td>
<td>Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data</td>
<td>Workday Privacy Program</td>
<td>No</td>
</tr>
</tbody>
</table>
Performance Tables

Workday publishes our Global Impact Report on a biennial basis and provides annual data updates to Performance Tables. We have updated performance data below to include FY16 data.

Workforce Breakdown and Benefits

G4-10 – Employment Contract By Region

<table>
<thead>
<tr>
<th>Region</th>
<th>FY16* Total</th>
<th>FY16* Employee</th>
<th>FY16* Contingent</th>
<th>FY15* Total</th>
<th>FY15* Employee</th>
<th>FY15* Contingent</th>
<th>FY14* Total</th>
<th>FY14* Employee</th>
<th>FY14* Contingent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>6,028</td>
<td>4,365</td>
<td>1,663</td>
<td>3,820</td>
<td>3,176</td>
<td>644</td>
<td>2,376</td>
<td>2,246</td>
<td>130</td>
</tr>
<tr>
<td>EMEA</td>
<td>844</td>
<td>782</td>
<td>62</td>
<td>528</td>
<td>507</td>
<td>21</td>
<td>335</td>
<td>320</td>
<td>15</td>
</tr>
<tr>
<td>APJ</td>
<td>159</td>
<td>140</td>
<td>19</td>
<td>81</td>
<td>75</td>
<td>6</td>
<td>47</td>
<td>45</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>7,031</td>
<td>5,287</td>
<td>1,744</td>
<td>4,429</td>
<td>3,758</td>
<td>671</td>
<td>2,758</td>
<td>2,611</td>
<td>147</td>
</tr>
</tbody>
</table>

G4-10 – Employment Type

<table>
<thead>
<tr>
<th>Type</th>
<th>FY16* Total</th>
<th>FY16* Employee</th>
<th>FY16* Part Time</th>
<th>FY15* Total</th>
<th>FY15* Employee</th>
<th>FY15* Part Time</th>
<th>FY14* Total</th>
<th>FY14* Employee</th>
<th>FY14* Part Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular</td>
<td>5,248</td>
<td>5,237</td>
<td>11</td>
<td>3,758</td>
<td>3,739</td>
<td>7</td>
<td>2,602</td>
<td>2,599</td>
<td>3</td>
</tr>
<tr>
<td>Intern &amp; Co-op</td>
<td>39</td>
<td>35</td>
<td>4</td>
<td>12</td>
<td>12</td>
<td>0</td>
<td>9</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>5,287</td>
<td>5,272</td>
<td>15</td>
<td>3,758</td>
<td>3,751</td>
<td>7</td>
<td>2,611</td>
<td>2,608</td>
<td>3</td>
</tr>
</tbody>
</table>
### G4-LA1 – New Hires by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>FY16*</th>
<th>% +/- YoY</th>
<th>FY15*</th>
<th>% +/- YoY</th>
<th>FY14*</th>
<th>% +/- YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>1,481</td>
<td>32%</td>
<td>1,119</td>
<td>69%</td>
<td>644</td>
<td>28%</td>
</tr>
<tr>
<td>EMEA</td>
<td>328</td>
<td>51%</td>
<td>217</td>
<td>66%</td>
<td>131</td>
<td>105%</td>
</tr>
<tr>
<td>APJ</td>
<td>70</td>
<td>133%</td>
<td>30</td>
<td>25%</td>
<td>24</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,879</strong></td>
<td><strong>38%</strong></td>
<td><strong>1,366</strong></td>
<td><strong>67%</strong></td>
<td><strong>819</strong></td>
<td><strong>38%</strong></td>
</tr>
</tbody>
</table>

### G4-LA12 – Gender Diversity**

<table>
<thead>
<tr>
<th></th>
<th>Total FY16*</th>
<th>Leadership FY16*</th>
<th>Management FY16*</th>
<th>Total FY15*</th>
<th>Leadership FY15*</th>
<th>Management FY15*</th>
<th>Total FY14*</th>
<th>Leadership FY14*</th>
<th>Management FY14*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>37.3%</td>
<td>29.6%</td>
<td>37.3%</td>
<td>36.2%</td>
<td>30.3%</td>
<td>34.0%</td>
<td>36.2%</td>
<td>26.2%</td>
<td>33.8%</td>
</tr>
<tr>
<td>Male</td>
<td>62.8%</td>
<td>70.4%</td>
<td>62.8%</td>
<td>63.8%</td>
<td>69.7%</td>
<td>66.0%</td>
<td>63.8%</td>
<td>73.8%</td>
<td>66.3%</td>
</tr>
</tbody>
</table>

### G4-LA12 – Ethnic Diversity***

<table>
<thead>
<tr>
<th></th>
<th>Total FY16*</th>
<th>Leadership FY16*</th>
<th>Management FY16*</th>
<th>Total FY15*</th>
<th>Leadership FY15*</th>
<th>Management FY15*</th>
<th>Total FY14*</th>
<th>Leadership FY14*</th>
<th>Management FY14*</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaskan Native</td>
<td>0.2%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.1%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.1%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Asian</td>
<td>30.8%</td>
<td>10.2%</td>
<td>23.2%</td>
<td>28.7%</td>
<td>10.4%</td>
<td>18.2%</td>
<td>25.7%</td>
<td>7.7%</td>
<td>15.0%</td>
</tr>
<tr>
<td></td>
<td>Total FY16*</td>
<td>Leadership FY16*</td>
<td>Management FY16*</td>
<td>Total FY15*</td>
<td>Leadership FY15*</td>
<td>Management FY15*</td>
<td>Total FY14*</td>
<td>Leadership FY14*</td>
<td>Management FY14*</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-------------</td>
<td>------------------</td>
<td>------------------</td>
<td>-------------</td>
<td>------------------</td>
<td>------------------</td>
<td>-------------</td>
<td>------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Black</td>
<td>2.1%</td>
<td>1.2%</td>
<td>1.5%</td>
<td>2.3%</td>
<td>1.2%</td>
<td>1.8%</td>
<td>1.9%</td>
<td>0.5%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>4.0%</td>
<td>1.5%</td>
<td>3.1%</td>
<td>4.2%</td>
<td>1.9%</td>
<td>3.6%</td>
<td>4.0%</td>
<td>1.0%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>0.7%</td>
<td>0.3%</td>
<td>0.4%</td>
<td>0.8%</td>
<td>0.0%</td>
<td>0.4%</td>
<td>0.8%</td>
<td>0.0%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>2.4%</td>
<td>2.2%</td>
<td>2.2%</td>
<td>2.2%</td>
<td>1.5%</td>
<td>2.2%</td>
<td>2.0%</td>
<td>1.0%</td>
<td>2.5%</td>
</tr>
<tr>
<td>White</td>
<td>59.8%</td>
<td>84.6%</td>
<td>69.5%</td>
<td>61.7%</td>
<td>85.0%</td>
<td>73.8%</td>
<td>65.5%</td>
<td>89.8%</td>
<td>78.9%</td>
</tr>
<tr>
<td>Total Minority</td>
<td>40.2%</td>
<td>15.4%</td>
<td>30.5%</td>
<td>38.3%</td>
<td>15.0%</td>
<td>26.2%</td>
<td>34.5%</td>
<td>10.2%</td>
<td>21.1%</td>
</tr>
</tbody>
</table>

*Data reported as of fiscal year ending 1/31
**Data represents global regular employees; employees not disclosing their gender have been excluded
***Data represents U.S. regular employees; employees not disclosing their ethnicity have been excluded
†Leadership is defined as Director and above; Management is defined as Associate Manager and above

**Benefits**

<table>
<thead>
<tr>
<th>G4-LA2 - Benefits (by significant locations of operation)</th>
<th>U.S.</th>
<th>Ireland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life Insurance</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Benefit</td>
<td>Status</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----------------</td>
<td></td>
</tr>
<tr>
<td>Health Care (health insurance)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Disability Coverage</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>AD&amp;D Insurance</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Voluntary Life Insurance</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Parental Leave</td>
<td>As regulated</td>
<td></td>
</tr>
<tr>
<td>Retirement Provision</td>
<td>401(k)</td>
<td></td>
</tr>
<tr>
<td>Stock Ownership</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Employee Stock Purchase Plan</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Time Off</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Fitness Benefit</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Holidays</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Business Travel Accident Insurance</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Employee Assistance Program</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Commuter Benefits</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Health Savings Account</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Long Term Care</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Pet Insurance</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
## Emissions and Energy

### Greenhouse Gas (GHG) Emissions (metric tons CO₂e)

<table>
<thead>
<tr>
<th>Greenhouse Gas (GHG) Emissions (metric tons CO₂e)</th>
<th>FY16</th>
<th>FY15</th>
<th>FY14</th>
<th>CY14</th>
<th>CY13</th>
<th>CY12</th>
<th>CY11</th>
<th>CY10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Centers (Scope 2 + 3)</td>
<td>20,697</td>
<td>15,506</td>
<td>10,266</td>
<td>15,146</td>
<td>9,835</td>
<td>5,164</td>
<td>2,469</td>
<td>1,762</td>
</tr>
<tr>
<td>Offices (Scope 1 + 2)</td>
<td>4,871</td>
<td>4,117</td>
<td>2,576</td>
<td>4,025</td>
<td>2,575</td>
<td>1,006</td>
<td>529</td>
<td>419</td>
</tr>
<tr>
<td>Business Travel (Scope 3)</td>
<td>12,623</td>
<td>9,339</td>
<td>8,641</td>
<td>9,907</td>
<td>8,662</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Employee Commute (Scope 3)</td>
<td>10,173</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48,364</strong></td>
<td><strong>28,962</strong></td>
<td><strong>21,483</strong></td>
<td><strong>29,078</strong></td>
<td><strong>21,072</strong></td>
<td><strong>6,169</strong></td>
<td><strong>3,007</strong></td>
<td><strong>2,180</strong></td>
</tr>
<tr>
<td>Scope 1 (Natural Gas)</td>
<td>1,186</td>
<td>760</td>
<td>391</td>
<td>778</td>
<td>388</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Scope 2 (Electricity)</td>
<td>17,743</td>
<td>13,580</td>
<td>7,867</td>
<td>13,177</td>
<td>7,546</td>
<td>6,169</td>
<td>3,007</td>
<td>2,180</td>
</tr>
<tr>
<td>Scope 1 &amp; 2 (Natural Gas &amp; Electricity)</td>
<td>18,929</td>
<td>14,340</td>
<td>8,258</td>
<td>13,955</td>
<td>7,934</td>
<td>6,169</td>
<td>3,007</td>
<td>2,180</td>
</tr>
<tr>
<td>Scope 3 (Air Travel and Rental Cars, Employee Commute, Non-IT Data Center Electricity)</td>
<td>29,435</td>
<td>14,622</td>
<td>13,225</td>
<td>15,123</td>
<td>13,138</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Greenhouse Gas (GHG) Emissions Intensity (metric tons CO₂e)
## Greenhouse Gas (GHG) Emissions Intensity (metric tons CO$_2$e)

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY15</th>
<th>FY14</th>
<th>CY14</th>
<th>CY13</th>
<th>CY12</th>
<th>CY11</th>
<th>CY10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1+2 per Employees + Contingent Workers</td>
<td>2.69</td>
<td>3.24</td>
<td>2.99</td>
<td>-</td>
<td>-</td>
<td>3.39</td>
<td>2.48</td>
<td>3.23</td>
</tr>
<tr>
<td>Scope 1+2 per Thousand $ Revenue</td>
<td>0.016</td>
<td>0.018</td>
<td>0.018</td>
<td>-</td>
<td>-</td>
<td>0.023</td>
<td>0.022</td>
<td>0.032</td>
</tr>
</tbody>
</table>

## Energy Consumption (kWh)

### Energy Consumption (kWh)

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY15</th>
<th>FY14</th>
<th>CY14</th>
<th>CY13</th>
<th>CY12</th>
<th>CY11</th>
<th>CY10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Centers</td>
<td>36,866,724</td>
<td>21,979,705</td>
<td>11,767,940</td>
<td>21,154,916</td>
<td>11,129,876</td>
<td>11,623,127</td>
<td>5,124,904</td>
<td>3,302,730</td>
</tr>
<tr>
<td>Offices</td>
<td>9,973,212</td>
<td>10,390,268</td>
<td>6,244,781</td>
<td>9,997,280</td>
<td>6,258,083</td>
<td>2,734,266</td>
<td>1,666,717</td>
<td>1,291,836</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>46,839,935</strong></td>
<td><strong>32,369,973</strong></td>
<td><strong>18,012,721</strong></td>
<td><strong>31,152,196</strong></td>
<td><strong>17,387,959</strong></td>
<td><strong>14,357,393</strong></td>
<td><strong>6,791,621</strong></td>
<td><strong>4,594,566</strong></td>
</tr>
</tbody>
</table>

## Renewable Energy (kWh)

### Renewable Energy (kWh)

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY15</th>
<th>FY14</th>
<th>CY14</th>
<th>CY13</th>
<th>CY12</th>
<th>CY11</th>
<th>CY10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewable Energy Certificates (RECs)</td>
<td>46,840,000</td>
<td>23,525,021</td>
<td>19,628,741</td>
<td>23,525,021</td>
<td>19,628,741</td>
<td>13,600,000</td>
<td>6,791,621</td>
<td>4,300,000</td>
</tr>
<tr>
<td>REC - % of total electricity consumption</td>
<td>100%</td>
<td>74%</td>
<td>109%</td>
<td>76%</td>
<td>113%</td>
<td>95%</td>
<td>100%</td>
<td>94%</td>
</tr>
<tr>
<td>Renewable energy from local grid</td>
<td>15,266,233</td>
<td>8,844,951</td>
<td>4,149,070</td>
<td>8,345,777</td>
<td>4,019,544</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>RE from grid - % of total electricity consumption</td>
<td>33%</td>
<td>27%</td>
<td>23%</td>
<td>27%</td>
<td>23%</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Carbon Offsets (metric tons CO₂e)</td>
<td>FY16</td>
<td>FY15</td>
<td>FY14</td>
<td>CY14</td>
<td>CY13</td>
<td>CY12</td>
<td>CY11</td>
<td>CY10</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Verified Emissions Reductions (VERs)</td>
<td>1,400</td>
<td>1,000</td>
<td>-</td>
<td>1,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>