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Our 2017 report shares our vision and strategy for sustainable business, celebrates our successes, and identifies areas where Workday can improve. In this section we share insights from our CEO, outline our report profile, and provide results of our materiality analysis.
Letter from our CEO.

At Workday, innovation is at the center of our business. We take great pride in providing our customers with enterprise applications that help them tackle some of today's most complex business challenges. Additionally, our focus on innovation extends beyond our products and services, as we recognize the transformational role it plays in addressing today's social and environmental challenges.

Each year, we set ambitious goals that align with our core values to address these challenges. For example, in 2016, we launched Workday's Belonging and Diversity function, which supports our belief that employee diversity—including different backgrounds, experiences, perspectives, insights, and skills—fuels innovation and creates a broader connection to the world. As part of this program, we signed the White House Equal Pay Pledge because we deeply believe that everyone should be paid fairly for their work. Additionally, we continued to be recognized globally as a great place to work because of our employee-first culture. This included being named #31 on Fortune's "100 Best Companies to Work For" list in addition to earning the spot as the #1 top workplace in the Bay Area for large companies for the sixth consecutive year by the Bay Area News Group.

The environmental focus at Workday was on reducing our carbon footprint and investing in renewable energy programs. We announced our goal to achieve net-zero carbon emissions by 2021, as well as our continued commitment to use 100-percent renewable energy.
The Workday Foundation’s philanthropic programs evolved and provided support for our communities across the globe. This included increasing our investment in Year Up—an organization that provides technical and soft-skills training to young adults without college degrees with the goal of full-time employment in corporate careers—to $1 million.

At Workday, we measure our success not only in financial terms, but also by how we operate in the community and environment. As we continue to build for the future, we welcome your feedback on how we can improve.

ANEEL BHUSRI
Co-Founder and CEO
Our 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. Our core values help us define what’s important.

In alignment with these core values, Workday has committed to sustainable business practices that go beyond being “green.” While we continue to look for and adopt new ways in which we can proactively address the planet’s environmental challenges, we also believe that making a positive impact in social and economic areas is smart business. We believe that in order 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 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
- Customer service
- Innovation
- Integrity
- Fun
- Profitability

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. Organizations ranging from medium-sized businesses to Fortune 50 enterprises have selected Workday.
as of the end of FY17
more than 1,500 customers globally with more than 70% live on Workday applications

97% customer satisfaction rating in 2016

FY17 total revenue of $1.57 billion
up 35% year over year

6,600+ employees as of FY17

#31 100 Best Companies to Work For (Fortune Magazine)
#2 Best Large Workplaces in Tech (Fortune Magazine)
#1 Top Workplace for large companies (Bay Area News Group)

Employee volunteering in FY17
17,800+ employee volunteer hours
$199,000 individual volunteer grants

Carbon footprint FY17
77,378 MtCO₂e

Energy footprint FY17
66,134,473 kWh

Scope 2 Market-based emissions
FY16 122.5 MtCO₂e
FY17 49 MtCO₂e

Renewable energy FY17
27.4% grid
99.84% environmental attribute certificates
**Workday applications include:**

- Workday Financial Management
- Workday Human Capital Management (HCM)
- Workday Payroll
- Workday Time Tracking
- Workday Recruiting
- Workday Expenses
- Workday Grants Management
- Workday Planning
- Workday Learning
- Workday Professional Services Automation
- Workday Student
- Workday Inventory

Although Workday applications work seamlessly together, our customers can use the Workday Integration Cloud to integrate with 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 27 updates as of fiscal year-end 2017. 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 financial results, including net revenues, total assets, and percentage of ownership of largest shareholders, refer to the Workday Investor Relations site for relevant SEC filings. (These filings include the Workday FY17 10-K Report and S-1 Registration Statement.)

Workday headquarters is in Pleasanton, California; the company’s European headquarters is in Dublin, Ireland. We also maintain Workday offices across North America, EMEA, and APJ. Check the full list of Workday offices.
WHO ARE WORKDAY CUSTOMERS?

As of fiscal year-end 2017, Workday had more than 1,500 customers across several different industries, including education and government, financial services, healthcare, life sciences, manufacturing, retail and hospitality, services, and technology. Workday had more than 200 customers headquartered in Europe and more than 130 of the Fortune 500 had selected Workday as of fiscal year-end 2017. Read this representative list of customers by industry.

HOW MANY PEOPLE DOES WORKDAY EMPLOY?

As of fiscal year-end 2017, Workday had employed more than 6,600 employees in multiple locations worldwide.

OUR VALUE CHAIN.

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

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**Workday Value Chain**

**Primary Activities**

**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 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 primarily leases office facilities and utilizes data center colocation providers and infrastructure-as-a-service ("IaaS") providers such as Amazon Web Services (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 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 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 colocation providers and infrastructure-as-a-service ("IaaS") providers such as Amazon Web Services (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.
No significant changes to the Workday structure, ownership, or supply chain occurred during the reporting period. In 2016, we announced our intention to make certain of our service offerings available through Amazon Web Services (AWS) beginning in 2017. In 2015, Workday acquired two U.S. software companies: Gridcraft, Inc. and MediaCore Technologies, Inc. In 2016, Workday acquired two U.S. software companies: Platfora, Inc. and Zaption, Inc. Further details are provided in our FY16 10-K and FY17 10-K.

Report profile.
Our 2017 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 sustainable business practices in multiple areas.

Workday’s fourth biennial sustainability report was developed in accordance with the GRI G4 Core guidelines. Standard Disclosures are listed in the GRI Content Index. The reporting period is fiscal years 2016 and 2017 (February 1, 2015, to January 31, 2016, and February 1, 2016, to January 31, 2017) 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.
<table>
<thead>
<tr>
<th>Issues</th>
<th>Definition</th>
<th>GRI G4 Material Aspect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belonging and Diversity</td>
<td>Programs related to hiring, developing, and retaining a diverse global workforce; encouraging a culture of belonging; and creating products to help customers build diverse workplace cultures.</td>
<td>Diversity and Equal Opportunity</td>
</tr>
<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 related to customer satisfaction. Includes customer service, product stewardship, and general customer-relationship management.</td>
<td>Product and Service Labeling</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 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>
<tr>
<td>Public Policy</td>
<td>Participation in public policy development. Includes lobbying efforts and political contributions.</td>
<td>Public Policy</td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>Programs related to how the company engages with stakeholders (including processes for identifying stakeholders, NGOs, and partnerships), includes stakeholder involvement in environmental and social impact programs.</td>
<td>Stakeholder Engagement*</td>
</tr>
<tr>
<td>Talent and Culture</td>
<td>Initiatives related to employee satisfaction, talent retention, and company culture. Includes employee compensation, benefits, performance-review practices, employee recognition, quality of work environment, culture and values, and commitment to work-life balance.</td>
<td>Employment, Training and Education</td>
</tr>
<tr>
<td>Waste</td>
<td>Efforts and initiatives to minimize solid waste and increase recycling and waste diversion.</td>
<td>Effluents and Waste</td>
</tr>
<tr>
<td>Water Use</td>
<td>Efforts and initiatives to minimize water use.</td>
<td>Water</td>
</tr>
</tbody>
</table>

* General Standard Disclosure area.
UNDERSTANDING WHAT MATTERS MOST.

Workday regularly identifies a core set of priority issues to guide our corporate responsibility and sustainability strategy as well as our disclosure reporting. These priority issues reflect the topics of highest concern to Workday and our stakeholders.

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. We update that analysis periodically and consider industry trends, environmental and societal concerns, shifts in business strategy, and business risks and opportunities.

TOP PRIORITIES FOR THIS REPORT.

Privacy and data protection.
Workday is responsible for safeguarding our customers’ most sensitive information and data. Along with our customers, we must also adhere to data privacy regulatory concerns as well. 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 “Customer Success.”

Customer satisfaction.
We are 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 “Customer Success.”

Talent and culture.
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 employee programs in “A Better Place to Work.”

**Belonging and diversity.**

Diversity plays an integral part in maintaining our position as a “best place to work.” By helping recruit and retain top diverse talent, we can maintain a culture where everyone feels valued. Learn more about Workday diversity programs in “A Better Place to Work.”

**Philanthropy and volunteering/community engagement.**

A healthy, thriving community is an important ingredient for business success. The Workday Foundation focuses on creating career pathways that maximize human potential aims to end the cycle of generational poverty. We do this by empowering people facing barriers to employment with skills that will help them succeed in securing thriving-wage employment. We go beyond the check through skills-based volunteering and offer a wide variety of programs to support and encourage employee engagement in the community. Learn more about Workday 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 look for new ways in which we can positively address the planet’s sustainability challenges, including investing in renewable energy projects where feasible, and providing carbon-efficient products for our customers so they can minimize their impact on the planet. Learn more about our approach to environmental sustainability in “Sustainability in the Cloud.”
OUR APPROACH TO IDENTIFYING PRIORITY ISSUES.

Our materiality 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 (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 Workday Rising conferences, a user conference where each primary stakeholder group can interact in person. We received input from customers, partners, prospective customers, and employees. In 2016, we heard from over 1,500 stakeholders on the key issues that affect them.

3. We reviewed and refined our existing set of issues to incorporate relevant aspects, indicators, and topics from the GRI “G4 Sustainability Reporting Guidelines.” We also considered material sustainability issues identified in the Sustainability Accounting Standards Board (SASB) Technology and Communications sector guidance.

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

5. We analyzed the input from steps 1 through 4 against our value chain impacts and strategic corporate initiatives to refine our materiality matrix and determine our priority issues.

Our 2017 update resulted in the following material changes:

- Employee Satisfaction and Talent Retention were combined and renamed to Talent and Culture
- Belonging and Diversity was added as a priority issue

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.
SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS.

As part of the Workday reporting process for this period, we considered the sustainability context around our priority issues and the United Nations Sustainable Development Goals (SDGs), which were issued after our 2015 “Global Impact Report.” Below, we highlight the goals that align with Workday corporate responsibility and sustainability strategic objectives.

At the United Nations Sustainable Development Summit in September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty and fight inequality and injustice.
Workday directly supports the following goals:

<table>
<thead>
<tr>
<th>UN SDG:</th>
<th>2017 Global Impact Report Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Quality Education</td>
<td>Social Impact</td>
</tr>
<tr>
<td>5. Gender Equality</td>
<td>Belonging and Diversity</td>
</tr>
<tr>
<td>7. Affordable and Clean Energy</td>
<td>Sustainability in the Cloud</td>
</tr>
<tr>
<td>8. Decent Work and Economic Growth</td>
<td>Social Impact</td>
</tr>
<tr>
<td>10. Reduced Inequalities</td>
<td>Belonging and Diversity</td>
</tr>
<tr>
<td>13. Climate Action</td>
<td>Sustainability in the Cloud</td>
</tr>
</tbody>
</table>

We indicate how our activities support the SDGs in the relevant sections of this report per the table above. For more information on the SDGs, please visit the UN's Sustainable Development Knowledge Platform.

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 in which we operate. Our 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.
Here are a few examples of ways in which Workday engages with our stakeholders:

- **Customers**—We collaborate with our customers 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**—The Workday Leadership team regularly hosts 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. We also have direct lines of communication open to our CEO through email and our CHRO regularly asks for feedback on our culture.

- **Workday Rising**—Each year, we host Workday Rising, a user conference where many of our primary stakeholders—senior management, employees, customers, prospective customers, and consulting partners—can engage with each other. We conducted a survey to solicit direct feedback on our corporate citizenship strategy at both our 2015 and 2016 Workday Rising conferences, gathering feedback from over 1,500 stakeholders in 2016.

- **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 28 of the largest Workday offices. Local Leaders bring our community programs to life in their areas, 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. We regularly invite employees to submit the names of charities to the Workday Foundation for grant consideration.

- **Green Teams**—We engage our employees through our Workday Green Teams program. Green Teams across 19 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. Employees suggest sustainability practices that are considered for enterprise-wide implementation.

- **Openness**—Our first corporate sustainability report was released in 2010, providing a foundation for transparent and open dialogue with our stakeholders about corporate citizenship topics most important to them and Workday. We report every two years and this is our fourth report since 2010.

Any Workday stakeholder can provide direct feedback to us at global.impact@workday.com.
Our philosophy demands sound corporate governance rooted in integrity, 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 Workday board of directors oversees and/or manages significant business matters, such as strategy and long-term business plans, risk management, compliance, and ethical standards and behavior. Our board sets high standards for Workday employees, officers, and directors.

The Workday philosophy demands sound corporate governance that is rooted in integrity, ethical conduct, and compliance.

Board structure and committees.

The board consists of nine members. Six of the directors are independent, as defined by the rules of the New York Stock Exchange, including all members of the board’s Audit Committee, Compensation Committee, and Nominating and Governance Committee. Chairman of the Board David Duffield is a non-executive officer. Vice-Chairman George Still, Jr., is a lead independent director of the board.

Find more information on the Workday board of directors—including committees, structure, and biographies of each director, as well as the Code of Conduct and Corporate Governance Guidelines—on the Workday Corporate Governance web page.

OPERATING WITH INTEGRITY.

Workday is committed to observing the highest standards of ethical business conduct. Our 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 our 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 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. Our board of directors and senior management have adopted numerous other policies, such as an anti-corruption policy, to promote good governance and deter unethical and unlawful behavior.

On a day-to-day basis, the Workday chief privacy officer, vice president Privacy, 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 must acknowledge receiving a copy of our Code of Conduct and watch a related training video. Depending on their role, individuals must also complete additional secondary compliance training. Refresher training courses on the Code of Conduct and related policies take place periodically.

Workday also fully embraces an open-door 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 is available 24 hours a day, 7 days a week, every day of the year. In addition, an online web-submission system and an ethics email box all provide opportunities for direct communication by employees and external stakeholders 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.
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.
Why this is important.

Workday is committed to caring for our people and the planet, and we focus on sustainability efforts that support our commitments to our stakeholders and align with our core values. Whether it is supporting our employee Green Teams implement a waste reduction campaign or investing in clean energy to support a low-carbon economy, operating in an environmentally responsible manner is part of who we are.

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

Our focus on sustainability supports Workday by:

- Aligning with customer interests
- Reducing our operating costs
- Attracting and retaining talent that increasingly values environmental sustainability
- Enhancing our brand and position in external ratings and rankings
- Supporting our core values

Our priorities.

Our priorities surrounding our environmental performance relate directly to our operating model as a provider of cloud applications. 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, 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 is on reducing our carbon footprint and investing in renewable energy programs to address climate change. We also collaborate with industry leaders to show support for a low-carbon economy. In addition, we aim to responsibly dispose of 100 percent of our electronic waste across our operations. We also 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 Environmental Sustainability Policy outlines our high-level commitments, while those below provide our strategic sustainability goals and focus areas.

OUR COMMITMENTS:

- Achieve net-zero carbon emissions by 2021
- Use 100 percent renewable electricity across our global operations, offsetting all nonrenewable energy usage in our offices and data centers
- Responsibly dispose of our electronic waste
- Establish Green Teams in our largest offices to provide a platform for engagement and empower employees to introduce meaningful sustainability practices at Workday

99.84% In FY17, 99.84% of our offices and data centers ran on renewable energy

100% Americas 100% EMEA 58.4% APJ
Actions and results.

COLLABORATION FOR A LOW-CARBON ECONOMY.

In 2016, we announced our commitment to achieve net-zero carbon emissions by 2021 and to continue to power our global operations with 100 percent renewable electricity. While these commitments are important ways in which we can positively address the planet’s sustainability challenges, we recognize that industry collaboration is critical. To help magnify our impact, we engage in strategic collaborative efforts to promote renewable energy, data center sustainability, and support of a low-carbon economy. For example, in 2017 we signed the “Business Backs Low-Carbon USA” letter to demonstrate our support for a more sustainable, low-carbon future.

Accelerating renewable energy.

We recognize that the development of renewables has to be an important part of our sustainability strategy. That’s why in 2015 we signed on to the Corporate Renewable Energy Buyers’ Principles and became a member of the Business Renewables Center, both of which aim to address the challenges that companies face in meeting their renewable energy goals. In 2016, we became a member of Future of Internet Power, a collaborative initiative to enhance the ability to procure renewable energy to power data centers, and joined RE100, a group of influential global businesses committed to 100 percent renewable electricity.

OUR 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 our estimated indirect electricity consumption by primary source for our reporting period.
**Workday Electricity Consumption**

<table>
<thead>
<tr>
<th>Year</th>
<th>Data Centers</th>
<th>Offices</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>79%</td>
<td>21%</td>
</tr>
<tr>
<td>FY17</td>
<td>82%</td>
<td>18%</td>
</tr>
</tbody>
</table>

46,839,935 kWh (FY16) vs. 66,134,473 kWh (FY17)

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**FY17 Regional electricity use**

- **North America**: 84%
- **EMEA**: 16%
- **APJ**: 0.4%
FY17 Regional data center electricity use

FY17 Regional office electricity use

Grid Mix - Renewable Energy

<table>
<thead>
<tr>
<th>Year</th>
<th>Renewable Energy</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>33%</td>
</tr>
<tr>
<td>FY17</td>
<td>27%</td>
</tr>
</tbody>
</table>

Note: Detailed emissions and energy data are provided here.
**Methodology used to measure energy consumption.**

Estimating data center and office energy consumption is complex, particularly because Workday doesn't own or operate most of its offices or data center 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 every office.

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. In 2016, we also purchased two office buildings in Pleasanton that we are renovating and are able to measure energy usage directly from utility bills.

Where we aren't able to quantify electricity use directly, we estimate a reasonable value per square footage based on accepted industry consumption standards. This aligns with the Greenhouse Gas (GHG) Protocol's "Generic building space data method."

**Data centers.**

Our data centers are colocation facilities shared with other businesses. We don't receive a detailed breakdown of electricity cost or use from our providers.

We have worked with our data center 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.
Lastly, we factor the energy mix of the regional grid of the electricity provider where the data center resides (the amount of renewables versus the amount and types of fossil fuels and resulting emissions factors). Workday also obtains the Power Usage Effectiveness (PUE) for each data center to understand the total energy attributable to our use. We don’t have operational control for our data centers because they are colocation 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.

INVESTING IN RENEWABLE ELECTRICITY.

Our progress.

Our goal is to power our offices and data centers worldwide with 100 percent renewable electricity. In FY17, 99.84 percent of the electricity we used at our offices and data centers globally came from clean, renewable sources. Our offices in North America and EMEA, as well as all of our data centers, are at 100 percent renewable electricity. That helped lower our total market-based emissions due to electricity use globally to less than 0.2 percent of what the emissions would be without using renewables.

This means that all of the data centers that run our cloud applications—in both the U.S. and Europe—are using renewable electricity.
Our commitment to clean energy has been recognized by the EPA through its Green Power Partnership program. Workday has achieved 100 Percent Green Power Purchaser status for the U.S. market, which we have maintained every year since 2008. In addition, Workday has consistently been listed on the EPA’s Top 30 Tech & Telecom list, which recognizes the largest green power users in the U.S. among technology and telecommunications partners (see July 2015 and July 2016).

And even though we aren’t able to procure renewable energy for some of our smaller offices in APJ, we still support the development of renewable energy by procuring energy attribute certificates (EACs) in an amount equivalent to 100 percent of our total global energy consumption.
Credible claims and RE100.

When we began purchasing renewable electricity (RE) back in 2008, there wasn’t much guidance on how to buy RE and what claims an organization could make for RE usage. The RE market has developed considerably since then, along with how we account for electricity emissions. A significant driver was the 2015 release of updated GHG Protocol Scope 2 Guidance that included the new market-based method to account for RE purchases. In 2016, additional technical guidance was issued by RE100 for making “credible” RE usage claims, further outlining ownership requirements and how to align RE purchases with geographic markets where RE usage is claimed.

Workday still purchases an equivalent amount of renewable electricity to offset 100 percent of our global electricity footprint—our commitment to this has not changed. But in alignment with the latest industry standards, including guidance from RE100, we have evolved our RE procurement to align our purchases of environmental attribute certificates (EACs) with the markets where we use electricity.

Our renewable strategy.

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

On-site generation: Where feasible, we will prioritize on-site renewable energy generation, such as solar arrays at our offices.

Renewable energy and environmental attribute certificates: In locations where we can’t feasibly add on-site renewables, we purchase renewable energy from newer projects within the same market. Where feasible, we aim to purchase from projects located on the same grid as our facilities. We prioritize high-quality certifications of verified renewables such as Green-e RECs, EKOenergy GOs, and I-RECs. We also prioritize wind, solar, small-scale hydro, and geothermal over large-scale hydro and biomass.

Long-term investments: We are researching strategic renewable energy investments such as virtual power purchase agreements that add clean energy to regional grids where we have operations.
SUSTAINABLE DEVELOPMENT GOAL 7

Ensure access to affordable, reliable, sustainable and modern energy for all.

How to become a corporate advocate for renewables.

If your organization faces similar challenges to procuring renewable energy, consider the following ways to become a corporate advocate for clean energy:

- If you have operations in the U.S., sign on to the Corporate Renewable Energy Buyers’ Principles.
- If you utilize colocation data centers, sign on to the Corporate Colocation and Cloud Buyers’ Principles.
- If you want to learn more about corporate purchasing of large-scale, off-site renewables, join the Business Renewables Center.
- If you want to commit to 100 percent renewable energy, join RE100.
- If you use renewable energy in the U.S., become an EPA Green Power Partner.

If renewables aren’t your focus, but you would still like to make an impactful sustainability commitment, consider any of the options at We Mean Business.

OUR CARBON FOOTPRINT.

Workday’s Energy & Carbon Goals.

100% Renewable Energy (RE100)  
Net-Zero Carbon Emissions by 2021
Our carbon management strategy.

Our goal is to achieve net-zero carbon emissions by end of fiscal year 2021 across our offices, data centers, and business travel. We focus on these areas because they are our most significant sources of emissions, as well as the aspects of our business where we have the highest operational control and influence.

And we have already made significant progress.

As of the end of FY17, we have achieved net-zero carbon emissions across our offices and data centers through a combination of operational efficiency, procurement of renewable energy equal to 100 percent of our consumption, and investing in high-quality carbon offset projects.

Our carbon management strategy focuses on the following:

1. **Avoid carbon-intensive activities.** We will seek opportunities to choose less-carbon-intensive options over ones that have a larger carbon footprint. For example, we can ask our Workmates to skip taking a flight to attend a brief meeting in person, and instead participate by video conference. We also consider the energy mix of a local grid and the resulting carbon emissions when we make selection decisions for new regional data centers.

2. **Reduce through efficiency.** We’ll focus on reducing the carbon intensity of our operations through high-impact efficiency measures in our office facilities.
and data centers. An example is our new Workday development center we are building at our headquarters in Pleasanton, which will be constructed to achieve LEED Platinum, the highest level of LEED certification. Another is our increased investments in virtualization and resource optimization technologies to drive higher utilization and power efficiency in our data centers.

3. **Replace high-carbon energy sources with low-carbon sources.** We will prioritize on-site renewable energy generation, such as solar where feasible, and purchase wind and solar power over electricity generated from fossil fuels for our global operations.

4. **Offset emissions that can’t be eliminated.** We will purchase high-quality carbon offsets for the emissions that we can’t reduce through the above steps.

![39% reduction in carbon intensity per square foot of office space since FY15](image)

As our business expands, with resulting increases in customers, applications, employees, and facilities, it is only logical to expect that our GHG emissions will also increase 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 and emissions per thousand dollars of revenue.

When we set our goal of net-zero emissions by 2021, we recognized that we needed to establish specific intensity metrics to address our two most significant emissions sources: our offices and our data centers. To address these, we have established intensity metrics for both as follows:

- Offices—total emissions (office Scope 1 and location-based Scope 2) per square foot of office space
- Data centers—total emissions (data center Scope 2 location-based and Scope 3 non-IT electricity using PUE of each data center) per “Customers by SKU” (an internal metric measuring the total number of applications used by customers)
Improving how we measure our carbon footprint.

Since our 2010 baseline measurement, Workday has tracked our greenhouse gas (GHG) emissions from direct energy consumption (Scope 1) and purchased electricity (Scope 2). We have also used Power Usage Effectiveness (PUE) at each data center to calculate emissions from heating and cooling in proportion with our IT power consumption. Last reporting period we estimated our Scope 3 emissions from business travel for the first time, extrapolating our U.S. business travel (both air and rental car) to arrive at a reasonable estimate for our global operations. In FY17, we switched travel portal providers and saw an increase in global trips through that new portal, including an increase in long-haul air travel internationally as our employee count grew by over 25 percent from FY16. As such, we saw a significant increase in estimated business travel emissions, primarily due to a larger and more accurate data set.

Reducing the impact of our commute.

We continue to look for new ways to reduce carbon emissions from employee commute. In FY16, we calculated our employee commute emissions for the first time. One impactful decision was to maintain our Pleasanton headquarters campus adjacent to a major Bay Area Rapid Transit (BART) station, enabling our employees to easily commute via BART trains and walk to our offices. In 2015, we partnered with Scoop, a carpool ride-share app, to offer our Bay Area employees a subsidy for carpooling. To date, Workday has fostered 13,800 carpools, removing 20 cars from our parking lot per day on average, and prevented 55 tons of CO₂e through our partnership with Scoop. In 2016, we held our first Car-Free Week at Workday and more than 700 employees participated globally, avoiding 42 tons of CO₂e. And we’re seeing the difference this is making: in FY17 our commute emissions per employee dropped by 17 percent from FY16. And to encourage electric vehicle use, we plan to offer our employees over 55 electric vehicle charging ports at no cost, as we build out the first Workday-owned buildings at our Pleasanton headquarters over the next few years.
Workday Carbon Footprint

FY17 GHG Emissions (metric tons CO₂e)

- **Data Centers** (Scope 2 + 3): 33,673
- **Offices** (Scope 1 + 2): 5,674
- **Business Travel** (Scope 3): 27,397

**TOTAL MT CO₂e:** 66,745

**Scope Breakdown**

- **Scope 1** (natural gas)
  - FY16: 1,186
  - FY17: 1,420

- **Scope 2 location (electricity)**
  - FY16: 17,743
  - FY17: 27,792

- **Scope 2 market (electricity)**
  - FY16: 122
  - FY17: 49

- **Scope 3** (air travel and rental cars, non-IT data center electricity)
  - FY16: 19,262
  - FY17: 37,533

*Note: Detailed emissions and energy data are provided [here](#).*
For each emissions source, Workday uses the methodologies described by the Greenhouse Gas Protocol to perform our inventory.

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

- **Additionality**: Emission reductions beyond business as usual
- **Leakage prevention**: Prevent shifting of emissions to other locations
- **Permanence**: Permanent and long-lasting, not temporary reductions
- **Verifiability**: Rigorous independent third-party verification
- **Social impact**: Sustainable development including local workforce development, and health and well-being benefits for the local community

Each project must be independently verified by an objective third party—someone other than the project developer and Workday—to ensure adherence to internationally recognized standards to quantify, monitor, and report on emission reductions. We work with carbon project specialists who have deep expertise in carbon finance projects and perform due diligence on each project.

We choose projects that not only have environmental benefits, but also social impacts. For example, we support the Kulera Landscape REDD+ and cookstoves carbon project in Malawi that not only protects the forest from deforestation, but also improves human health and well-being by distributing cookstoves that reduce indoor air pollution from burning fuelwood. The project also focuses on educating the local community and training farmers on nursery management and natural woodland regeneration to improve their natural resource management and livelihoods.
2017 Area for Improvement

Although we have made significant progress toward our net-zero carbon emissions goal and have already achieved net-zero emissions across our offices and data centers, we still have work to do to achieve the same with our business travel—emissions from air travel and rental cars—and fully operate as a net-zero carbon emissions organization by 2021. Over the next few years, we aim to outline a strategy to reduce our business travel emissions and identify the best method to fund the necessary carbon offsets to achieve our goal inclusive of global business travel.

Amazon Web Services.

Workday uses Amazon Web Services (AWS) computing services primarily to run internal development and test systems. While this usage is material to our Scope 3 footprint, we have not yet included estimated emissions from our AWS usage. AWS has provided us with an initial estimate of our carbon footprint and we are continuing to work together on this data.

In FY16 and FY17, our AWS usage was almost entirely in the US West (Oregon) region, which Amazon has described as “carbon-neutral” since 2011. In FY17, 89 percent of our compute usage by hours of AWS was in carbon-neutral regions (84 percent in the US West [Oregon] region and 5 percent in the European Union [Ireland] region). During the same timeframe in FY16, 59 percent of our storage usage by hours was in carbon-neutral regions (54 percent in the US West [Oregon] region and 5 percent in the European Union [Ireland] region).

In 2016, we announced our intention to make our service offerings available through AWS beginning with the Canada region in 2017. AWS announced that “data centers in Canada will draw from a regional electricity grid that is 99 percent powered by hydropower.”

Workday is encouraged by AWS’s commitment to achieve 100 percent renewable energy usage for its global infrastructure footprint: AWS announced that by the end of 2016, it had exceeded 40 percent, and set a new goal to achieve 50 percent by the end of 2017. AWS also participates in multiple initiatives to support the development of renewable energy, including the Business Renewables Center (BRC) and the Corporate Renewable Energy Buyers’ Principles. Because we also participate in these initiatives, Workday has the opportunity to collaborate on additional levels with AWS beyond its computing services.
THE CLOUD IS THE GREENER CHOICE.

Numerous studies have shown that cloud computing is more energy and carbon efficient than traditional on-premise computing, including a 2013 Lawrence Berkeley National Laboratory report that indicated that moving all office workers in the United States to the cloud could reduce the energy used by information technology by up to 87 percent.

One of the main drivers in energy reduction is economies of scale—running one large cloud versus several less-efficient data centers. Cloud technology leverages virtualization—packing many virtual machines onto fewer physical machines, with the ability to run the same applications or workloads using far less power. Workloads or applications in the cloud can also have compute-based elasticity, growing and shrinking according to demand. This reduces energy consumption because machines are only powered up when needed.

One Workday customer, Aviva, shared its experience with CDP to further quantify the positive impacts of moving to the cloud while decommissioning its own servers and data centers. The company found that by moving to cloud-computing solutions, it realized lower energy costs for shared computing, while simultaneously reducing its own carbon emissions.

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

Modern, efficient architecture.

The highly efficient multi-tenant cloud architecture in Workday helps customers reduce business costs and carbon footprints at the same time. The Workday 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 current
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 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- and energy-efficient. Workday uses virtualization across our technology platform wherever it does not negatively affect system performance, security, or stability.

**Low- and zero-carbon electricity.**

In two recent studies completed by [NRDC](https://www.nrdc.org/) and [Koomey et al.](https://www.nrdc.org/), after IT device efficiency—namely virtualization and related multi-tenant architecture attributes that increase overall server utilization—the second-largest contributor to a cloud's efficiency is related to the carbon emissions factor of the electricity powering the servers. However, the research uncovered that not all clouds are created equal: two identically sized and designed data centers using power from high-carbon sources such as coal, or from lower-carbon sources such as renewable energy, will have very different carbon footprints (varying by a factor of nearly 4 depending on the region in the United States where they are located). Further, when a cloud service provider procures renewable energy to power its data centers as Workday does, the carbon savings increase dramatically to nearly a 48x improvement over a comparable on-premise facility that has servers running only a single application, effectively reducing the carbon emissions to zero.

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100% Workday data centers use 100% renewable electricity
Engaging with our data center colos.

Although Workday does not own our data centers (using colocation providers instead), we evaluate Power Usage Effectiveness (PUE), as well as energy mix of the local grid in our data center selection criteria. The sustainability manager at Workday works closely with our infrastructure team to ensure that we consider energy efficiency and carbon emissions during our data center selection process.

In 2016, Workday expanded its efforts to engage with its colocation providers to gather energy procurement data, which included the method of procurement, certificate tracking for renewables, utility-specific GHG emissions factors, and a documented cancellation/retirement date of the contractual instruments of its electricity purchases. Engagement with our colo providers is enabling Workday to identify high-quality renewable energy purchases that meet Scope 2 quality criteria, as well as encourage our colo providers to directly procure credible renewable energy. Workday was also one of the founding signatories to The Corporate Colocation and Cloud Buyers’ Principles. Announced in 2016, these principles outline six criteria that companies using colo services would like to see their providers meet, such as providing data on customer energy consumption, disclosing facility energy sources, and supporting renewable energy advocacy efforts.

RESPONSIBLY DISPOSING OF E-WASTE.

As a technology company offering cloud applications to our customers, the most prominent and material waste stream for Workday is electronic equipment. Our two primary streams include:

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

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

**Electronics disposition at Workday:**

*By the numbers (FY17)*

- **Assets recycled or resold:** 3,138
- **Total weight:** 52,853 lbs.
- **Value recovered:** $572,000

The business case for responsibly disposing of electronic waste is clear: Workday netted almost $573,000 in FY17 alone. By responsibly recycling and selling equipment for reuse, 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.
Did you know?

- Recycling 1 million laptops saves the energy equivalent to the electricity used by 3,657 U.S. homes in a year.
- 1 ton of circuit boards can contain 40 to 800 times the amount of gold and 30 to 40 times the amount of copper mined from 1 ton of ore in the United States.

For more facts and information on electronics waste in the U.S., refer to the EPA's Basic Information About Electronics Stewardship.

91% of Workmates say sustainability is very important to them or that they support it.

ENGAGING OUR EMPLOYEES.

Our Green Team program is a global network of teams across 19 of our largest offices. We support these teams through a formal 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 operations.

Each quarter, our Green Team Local Leaders lead campaigns at their offices based on themes provided from our Sustainability team. For example, Q1 is an outdoor volunteer event centered around Earth Day, while the focus of Q3 is on alternative-commuting for Car-Free Week at Workday.
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. Green Teams take on issues like energy conservation, increased recycling and composting, and volunteer initiatives with local environmentally focused nonprofits in their communities.

19 of our largest offices globally have Green Team Local Leaders

Our Workmates care deeply about the environment. We offer various programs to support their passion to make a positive impact in their communities. Over the past two years, our employees helped add 1.8 MW of new solar capacity in California by participating in the Bay Area SunShares employee group solar purchase program. The program also helped add over 40 zero-emissions vehicles to the road since 2016.

Between our free e-waste collection bins to our rechargeable battery program, from subsidized carpooling via Scoop to our solar discount programs, we are always looking for ways to support our employees in their efforts to build and support a culture of sustainability at Workday.

Kathleen Rardon | Director of Workplace Operations

“One of our Workmates in Atlanta told us that he couldn’t make the round-trip [in his electric car] from his house to the office while having his car heater on in cold weather because the distance was too far. We were able to work with our landlord in Atlanta to get this employee and others a space to plug in.”
The new Workday development center (Dev Center) in Pleasanton will be built green from the bottom up. Our first new-construction office building, the Dev Center is scheduled to open in 2019 and will be constructed to achieve LEED Platinum, the highest level of LEED certification. On-site solar will provide up to one-third of the building’s daily electricity needs, while an innovative battery storage system will reduce demand during peak times when carbon-intensive peaker plants are often used to balance the local grid.

Almost all of the plants used throughout the landscaping will be drought-tolerant to minimize freshwater use. Our Dev Center project team is also partnering with owners of our adjacent campus to implement an innovative landscape that will save over 7 million gallons of water annually over the existing 30-year-old landscaping.

Commuting to our new Dev Center will be greener, too. The building is adjacent to a local BART station, enabling employees to easily take the train to work. We are also adding 50 electric-vehicle charging stations that will be free for employees and visitors to use.
In 2016, we held our first Car-Free Week at Workday, where we encouraged all of our employees to ditch the car keys and use alternative transportation instead of single-occupancy vehicle trips. Over 700 employees participated globally (more than 10 percent of our workforce!) and collectively logged 3,278 car-free trips representing over 118,000 miles. Thanks to this single campaign, around 42.6 tons of CO₂e were avoided in only one week (assuming that any car-free employees would have taken the car to work that week).

It’s a small but impactful way to build a culture of low-carbon transportation and we plan on continuing this campaign along with our year-round efforts to reduce the carbon footprint of our employee commutes.
**CARBON OFFSET PROJECTS SUPPORTING WORKFORCE DEVELOPMENT.**

**Kulera Landscape REDD+ and Cookstoves in Malawi.**

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

The project’s primary implementing partner was Total LandCare (TLC), whose mission is to improve the livelihoods of smallholder farmers in the region with a focus on community-based approaches to increase agricultural production, food security, and incomes within a context that ensures sound management of their natural resources.

The project is working with the local community to increase the value and quality of the farm products they produce, since historically crops grown in the area have been low-value. Honey, coffee, macadamia, and livestock production are being developed to transform livelihoods away from subsistence farming while reducing hunting pressure and encroachment on protected areas.
By increasing the communities’ knowledge in business, marketing, agriculture, and forest management, the goal of the project is to work with them to improve their natural resource management and livelihoods.

More than 40,000 households have received training in natural management practices, and over 10,000 farmers received training in nursery management and natural woodland regeneration. In addition to these community impacts, the project created jobs for 50 Protected Area officials, who were recruited and trained in corporate governance, team building, fund-raising, project write-ups, resource assessments, natural resource rights, and conflict resolution.
Elizabeth Masache: “Before the project started, I would travel roughly eight hours each day to collect firewood from one of the surrounding national parks. With a sustainable firewood source nearby and the introduction of fuel-efficient cookstoves, the national parks are being protected and I can spend more time with my family and participate in other activities,” says Elizabeth. The community has recently established a number of beehives in the village forest as a local enterprise, producing and selling honey. All of these activities have been made easier for Elizabeth with her new bicycle, which makes her much more mobile.

Water Filtration and Efficient Cookstoves in Guatemala.

Waterborne disease has been identified as a national priority in Guatemala given the high incidence of diarrheal disease and chronic malnutrition. This project, which is the first Gold Standard water treatment or cookstove project in the country, distributes water filters and stoves that enable access to clean water and improve cooking conditions by increasing fuel efficiency and reducing harmful indoor air pollution. Compared to traditional cooking methods, the stove design reduces the fuel requirement, which also alleviates the pressure on national forests.
Jobs are created by the project developers for manufacturing stoves and water filters, installing them, training households on their use, and maintaining the project’s presence through social workers in the local communities. The material sourcing, manufacturing, distribution, and maintenance all comes from organizations within Guatemala. The project estimates having 800 staff members employed throughout the supply chain in both temporary and permanent roles and hopes to grow that number with the expansion of the project, both in Guatemala and internationally.

Pedro Tupac has worked at the factory making water filters for seven years. He works in the production and drying area of the factory and values his work because of the importance of the filters in saving lives.
RECHARGEABLE BATTERY PROGRAM.

Like many companies, our employees use a lot of wireless computing equipment and peripherals that require batteries. From headsets to keyboards to mice, this means a lot of batteries are used every day across our offices. But the more common single-use “disposable” batteries are made of toxic materials that can’t be sent to landfills and require special recycling. So Workday decided to do something about it.

In 2016, we implemented a rechargeable battery program across our largest offices. We provide smart battery chargers and batteries at each office supply area along with a bucket to properly recycle disposable single-use batteries. We use Energizer EcoAdvanced rechargeable batteries made from 4 percent recycled battery content—yes, batteries made from batteries!

According to one study, rechargeable batteries consume up to 23 times fewer nonrenewable natural resources and have up to 28 times less impact on climate change than disposable batteries. And because rechargeables can be used hundreds or even thousands of times, they help save money over conventional batteries.
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, work better.
Why this is important.

Part of our sustainability mission means a tireless pursuit of customer satisfaction. In 2005, Aneel Bhusri and Dave Duffield started Workday with a clean sheet of paper and committed to putting customers at the heart of every business decision. They saw an opportunity for an emerging technology company that provides better customer service, exceptional data security, and unprecedented user engagement. These ideas shaped the company at its inception.

Today, as a leading provider of cloud applications for finance and HR with a customer list ranging from medium-sized businesses to Fortune 50 enterprises, we still deliver on our commitment to our customers every day.

Our priorities.

Workday has identified three key areas where we, as a company, commit to improving our customers’ lives through our products and services.

- **Deliver superior customer service.** Workday sets an annual goal as a company to achieve at least 95 percent customer satisfaction.
- **Give our customers peace of mind that their data is secure.** Workday implements robust security measures to protect customer data and a global data-protection program that focuses on compliance with privacy laws.
- **Make work, work better.** Workday strives to continually set the future course of enterprise software so that our products reflect our customers’ needs, today and into the future.

Actions and results.

**DELIVER SUPERIOR CUSTOMER SERVICE.**

We are committed to building long-lasting relationships with our customers in four key stages:
**Deployment**: Seventy percent of our customers are now live because of our carefully vetted partner ecosystem, deployment best practices, and our own deployment offering.

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

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

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

In 2016, Workday earned an industry-leading 97 percent customer satisfaction rating.

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**97% customer satisfaction rating in 2016**

**How we measure customer satisfaction.**
We send a survey directly to the executive sponsors at each of our customers. One of the questions we ask is, “What is your overall opinion of Workday: favorable/unfavorable?” This question is the measure of customer satisfaction that we report annually.

This is just one of our mechanisms for collecting feedback throughout the year from executives as well as the employees who use and manage Workday at their companies every day. We rely on this feedback to identify opportunities to improve our products, services, and the overall experience we give our customers.

**Give our customers peace of mind that their data is secure.**
We implement robust technical and organizational security measures to protect customer data. Our global data protection program focuses on compliance with laws, as
well as building trust around the access, use, disclosure, and transfer of customer data.

Data security is of 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 the overall Workday design. Technical safeguards extend from the physical security of our data centers to network- and application-level security controls. Organizational controls include policies, procedures, training, and awareness campaigns. Protecting customer data against security threats or data breaches is at the forefront of everything we do and is woven into the very fabric of the Workday culture.

Organizational safeguards to protect customer data.

Chief Security Officer and Security team: Responsible for overseeing the security practices in place surrounding all aspects of Workday 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 that meet regularly to discuss organizational activities and assess their potential impact on internal security controls.

Chief Trust Officer: Responsible for providing prospective and existing customers with a transparent view into the practices in place to protect customer data.
Workday is proud to be a Corporate Member of the Cloud Security Alliance. This organization is dedicated to defining and raising awareness of best practices to help ensure a secure cloud-computing environment.

**Workday privacy program.**
Workday takes the data privacy of our customers, prospective customers, partners, and website visitors seriously. We do not disclose customer data to third parties for promotional purposes. We have experienced no unauthorized disclosures of customer data, nor any complaints from regulatory bodies.

Workday has been awarded TRUSTe’s Privacy Seal for our websites and our cloud-based enterprise applications. This seal signifies that the Workday 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. Privacy Shield framework and the U.S.-Swiss Safe Harbor framework. We were among the first organizations to certify to the Privacy Shield framework in August 2016. The Privacy Shield Framework was developed by the U.S. Department of Commerce in consultation with the European Commission in order to provide an approved mechanism for transferring data concerning EU citizens to the United States. You can verify Workday self-certification at the U.S. Department of Commerce website.

**Audit reports and certifications.**
Following an independent third-party audit, Workday issues a Service Organization Control 1 (SOC 1) Type II report every 6 months. This report is issued in accordance with the SSAE16 and ISAE3402 standards.

Annually, Workday issues a SOC 2 report. Our SOC 2 includes all five of the possible
Trust Services Principles and Criteria—Security, Availability, Processing Integrity, Confidentiality, and Privacy.

In addition to the SOC 2, Workday issues a SOC 3 report, which is a general-use report that covers the principles included in the Workday SOC 2 report. View the most recent Workday SOC 3 report.

Workday certifies to the ISO 27001 standard, an internationally recognized information security framework for implementing a formal information security management system based on the Plan-Do-Check-Act methodology. In 2015, Workday achieved certification to the new ISO 27001:2013 standard, which provides enhanced personal data protection controls for cloud service providers. In addition, Workday achieved ISO 27018 certification, demonstrating that Workday has implemented measures to protect personally identifiable information in accordance with the privacy principles for a public cloud computing environment.

MAKE WORK, WORK BETTER.

Workday serves individuals who are responsible for leading their organizations to a better future. We believe our role is to empower these people to lead with certainty and confidence.

Actions.

To ensure our customers can pursue their vision without compromise, we design our suite of applications to give people the visibility to make decisions based on data, not guesswork. To execute shifts in organizational structures seamlessly and adapt to complex regulatory changes with ease. And to provide them with the technology necessary for long-term success.
We strive to develop products that help workers accomplish their tasks more efficiently. Managers to get to know their employees better so they can foster their growth. And finance leaders to report their financial results with confidence.

We collaborate with our customers to ensure their needs drive our innovation. We see this as critical to the success of our business and to delivering on our commitment to the success of our customers—which goes back to why we were founded in the first place.

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**544 brainstorm ideas delivered in 2016**

The Workday community of customers post, comment, and vote on ideas.

We include our customers directly in the process of developing new products so that we are designing and refining with our end users’ needs at the forefront. As an example, 26 new Workday features were created with the help of Netflix.

With all customers on the latest version of our software, every enhancement, fix, and innovation we create benefits all equally—whether it is a company of 300,000 employees or 1,000. This is a model of shared success that only our unique technology platform allows.

Matthew McElrath | CHRO, USC

“Partnering with Workday is a breath of fresh air. Workday is one of the few organizations I’ve worked with that actually listens and seeks out our opinion. It is just so rewarding to be able to influence, prioritize, and provide real-time feedback on the product. Having that open dialogue today is so important.”
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 where we will continue to invest:

- 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 touchpoints.

To improve the ongoing adoption of Workday and better enable self-sufficiency among our customers, we have taken the following steps:

**Introduced Workday Pro**—Workday Pro is a customer-focused accreditation program targeted at customers who want to actively engage and work side by side with Workday and our partners on a path to develop a similar level of knowledge and expertise. We’re currently at almost 200 accredited Workday Pro customers, with another 400 in progress.

**Additional courses**—We’ve added new courses across a variety of both in-person and on-demand training types, bringing the total to more than 600 titles, and we now offer over 40 Learn Independent courses. This learning experience combines videos, interactive exercises, quizzes, and tests into a comprehensive, online learning curriculum that students can complete at their own pace. Students also experience hands-on activities in a Workday tenant, making any place in the world their classroom.

**A new deployment organization**—We have created a development organization focused solely on deployment tooling, making it easier and more efficient for Workday, our partner ecosystem, and customers to deploy and optimize their Workday systems.
Stories.

**WORKDAY AND TOMTOM.**

In this video, TomTom’s SVP of HR, Arne-Christian van der Tang, and the company’s VP of Human Resources—Rewards & HR Operations, Mairead MacLure, discuss the partnership between TomTom and Workday.

TomTom, the Netherlands-based leader in navigation and mapping products, is a truly entrepreneurial company with a culture known for taking risks and recognizing and seizing opportunities in the market. With a global workforce of 5,000 employees spread across 37 different countries around the world, it lives and breathes innovation.

To enable its long-term success, TomTom realized the critical need to provide leadership with reliable data, analysis, and understanding of the data to make smart business decisions. It selected Workday for a myriad of reasons, but van der Tang says it best, “We recognize ourselves in Workday’s culture, DNA, and drive for innovation. We’re not just buying the current solution. We’re actually buying future solutions and the innovation.”

TomTom trusts that moving forward, Workday will continue to innovate and has confidence in the partnership. “It’s my job as HR leader for TomTom to be thinking ahead, to make sure that we’re not only future-proof, but we start leading the way,” says van der Tang.
WORKDAY STUDENT DESIGN PARTNER PROGRAM.

In this video, Workday Student Design Partners share how the Workday Design Partner Program took their needs and real-time ideas to heart as the product was being built from the ground up.

Higher education is in the midst of unprecedented change, with new technology transforming the traditional classroom in exciting ways. To keep up in the dynamic industry, the Workday Student Design Partner Program is designed to foster collaboration with customers and partners to help shape the future of higher education.

“We really have to think deeply about the direction of higher education—how do we create a product that’s responsive for the entirety of the ecosystem that we’re a part of,” says John Barden, CTO of University of Rochester. Nine colleges and universities both public and private, traditional and nontraditional, land-based and online, come together in this program with the resolve to build a better student system to benefit all.
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, belonging and diversity, and employee development.
Why this is important.

In 2005, Workday founders Aneel Bhusri and Dave Duffield created a company based on 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 focuses on our people. We listen to them and we encourage them to have fun. And all Workday employees are committed to achieving the industry’s highest customer satisfaction rating.

“Aneel Bhusri | Co-Founder and CEO

“We firmly believe that a strong employee-first culture is the key to our success. Our culture empowers our employees to achieve their organizational objectives, give their personal best, and work together as a team—ultimately defining who we are as a company and the customer experience we provide.”

Our priorities.

At Workday, we have three overarching priorities when it comes to our employees:

• **Employee experience:** Our culture and how we treat people are paramount at Workday. We focus on our core values, communicate transparently, treat everyone with respect, reward hard work, take part in fun and wacky events, come together to strengthen our local communities, and invest in a variety of employee-recognition programs that show appreciation for our colleagues’ contributions, both large and small. Because we focus on our people, Workday has earned widespread recognition as a great place to work.

• **Employee development:** Many people are attracted to Workday because we have an environment where employees can continually learn and grow. We focus on programs and opportunities to help people realize their potential and take charge of their careers.
• **Belonging and diversity:** A sense of belonging is fundamental to our productivity and well-being at work. We encourage people to bring their full, authentic selves to work and we focus on innovative ways to provide and enhance a culture where all of our employees feel valued.

**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 their goals as they deliver a great experience for our customers. We work hard, have fun, and make sure 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.

**FY17 Employee Workforce**
By the end of FY17, we had more than 6,600 employees in these areas, representing over 50 percent employee growth from the end of FY15.

Core values.
When you walk through our doors, you feel the buzz that’s generated by employees empowered to dream big and carry through on game-changing ideas.

Our core values create the foundation for everything we do. Not only do they provide a framework for leadership and daily decisions, but they also ensure every employee has the best Workday experience. The Workday core values facilitated our current achievements and drive our future success:

- **Employees**: We view every employee from a "whole person" perspective, enabling them to show up as their authentic selves while putting their professional passions to work. We foster supportive connections through appreciation and care for our employees, as well as their families and the communities from which they come.

- **Customer service**: We fundamentally believe every Workday employee's role is to serve as a customer advocate, and we take our jobs very seriously. To that end, honesty and transparency are at the crux of every customer interaction.

- **Innovation**: Fearlessness and empowerment provide the fuel for how we do business. For us, innovation extends beyond technology to every business function and benefits both Workday and our customers.

- **Integrity**: First and foremost, we prioritize doing the right thing in all interactions. We believe in personal accountability by honoring every relationship and creating bonds both internally and externally.

- **Fun**: We celebrate success with simple and spontaneous actions. We advocate for inclusion and believe the most wonderful expressions of fun are organic and a natural outcome of truly enjoying engagement with each other, our products, our customers, and our communities.
• **Profitability:** We recognize that small things add up to big savings, so we promote wise spending and making smart choices. Rather than focusing on cost cutting, we encourage idea generation that enables us to reduce our expenses.

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**WORKDAY CULTURE**

› Watch video

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**Eric Glass | VP, Corporate Communications**

“Employees are finding great value in the work they’re doing here, in the way we’re changing an industry, and in our focus on people, including employees and customers. We’ve got plenty of our own perks, but I think the way that you see employees respond here is because there’s a deeper level of purpose and passion.”

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**BELONGING AND DIVERSITY.**

Workday views diversity as a business imperative, and our efforts have been recognized with a number of related workplace awards in 2016, including the ranking of **#22 on Fortune’s Best Workplaces for Diversity** and **#23 on Fortune’s Best Workplaces for Women**. We focus on strengthening Workday through hiring, developing, and retaining a diverse global workforce; finding new ways to support our employee-first culture; and helping our customers build more diverse cultures focused on a sense of belonging.

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**#22**  
Best Places to Work for Diversity *(Fortune)* in 2016
Workday is committed to maintaining a culture where everyone feels valued.

Our Belonging & Diversity Strategic Priorities

**Workmates**
To help recruit, retain, and develop top diverse talent.

**Workplace**
To enhance, support, and help create a culture of belonging at Workday.

**Operations**
To serve as a thought partner with internal teams as they execute on their business priorities and goals.

**Products**
To provide perspective on diversity-related product developments, enhancements, and improvements.

Toward a more diverse and equitable workforce.

We firmly believe that we are moving toward a more equitable future. To that end, we regularly analyze our diversity data and have built diversity data into our internal executive dashboards. We know that for this work to remain a priority, it must be seen alongside our other key performance indicators (KPIs).
FY17 Gender (global)

Total: 62.2% Male, 37.8% Female

Leadership: 66.9% Male, 33.1% Female

Management: 62.4% Male, 37.6% Female

FY17 Ethnic Diversity (US only)

Total:
- White: 57.9%
- Asian: 32.1%
- Hispanic or Latino: 4.4%
- Two or More Races: 2.7%
- Black: 2.1%
- Native Hawaiian or Other Pacific Islander: 0.6%
- American Indian or Alaskan Native: 0.2%

Leadership:
- White: 83.0%
- Asian: 12.0%
- Hispanic or Latino: 2.0%
- Two or More Races: 1.8%
- Black: 0.8%
- Native Hawaiian or Other Pacific Islander: 0.3%
- American Indian or Alaskan Native: 0.3%

Management:
- White: 55.6%
- Asian: 34.6%
- Hispanic or Latino: 5.4%
- Two or More Races: 2.2%
- Black: 1.7%
- Native Hawaiian or Other Pacific Islander: 0.6%
- American Indian or Alaskan Native: 0.0%
Workday embraces diversity—including different life and work experiences, perspectives, insights, backgrounds, and skills—because it fuels innovation, and creates a broader connection to the world. We believe that all employees deserve equal pay and an equal chance to succeed. That’s why we’re proud to be a signatory of the White House’s Equal Pay Pledge, as it supports our ongoing commitment to close the gender wage gap.

Looking at our diversity data, we’ve seen several notable trends across our organization this past year. For example, we continue to make strides in increasing the diversity of our leadership—defined as roles of director and above—across Workday. Between FY16 and FY17, we saw our biggest increases in women in leadership roles (3.5 percent), Asians in management roles (11.4 percent), and Hispanic/Latinos in management roles (2.3 percent). While the trend in most categories is heading in a positive direction, we recognize that we still have a lot of work and opportunities ahead of us to get to a more equitable future.

33.1% women in leadership in FY17

Employee belonging.

Employee Belonging Councils.

As a globally recognized “Great Place to Work,” Workday is committed to supporting a diverse and inclusive workplace, and we recognize the importance of involving all of our Workmates in fostering a diverse, inclusive workplace aligned with our mission, values, goals, and business objectives. Employee Belonging Councils (EBCs) are global employee-led groups that come together over a shared characteristic or experience and serve as a resource for members and the company, fostering a diverse, inclusive workplace aligned with our mission, values, goals, and business objectives.
At Workday, we have the following EBCs:

![Workday Pride](image)
![Workday Latinx](image)
![Workday Veterans](image)
![Workday Women @ Workday](image)
![Workday Asian Pacific Islander](image)
![Workday The Talented Tenth](image)

The EBCs help strengthen an inclusive workplace environment that enables the maximum potential of employees' talents, skills, and abilities, as well as provides new perspectives that enhance positive collaboration and communication across our organization.

Each EBC has an executive sponsor. They work collaboratively with the EBC leaders to positively promote and visibly support belonging and diversity programs throughout the company.

Our EBC members are also helping to cultivate the diverse talent pipeline as active volunteers. For example, The Talented Tenth has partnered with Black Girls Code, Girls Who Code, and Spark mentors to help prepare the next generation of leaders in tech. The Workday Foundation supports our Employee Belonging Council volunteer efforts through team grants in recognition of their investment of time and energy.

**Recruiting.**

We are making efforts to increase the ways in which we source and recruit top diverse talent. We have internal referral programs that offer cash incentives and we partner with several external organizations to help us source diverse candidates for open positions. We also engage members of our Employee Belonging Councils to act as recruiting ambassadors on college campuses and at external events and conferences.
Now in its second year, the Career Accelerator Program (CAP) is an internal program that offers practical, hands-on experience within the high-tech sector to military personnel who are transitioning to civilian careers. The first CAP pilot had a cohort of 12 military veterans, 10 of whom were converted to full-time employees. That is an 83 percent conversion success rate, which far surpasses the conversion rate of traditional summer internship programs. The second cohort has 15 participants, and we expect the program to continue to expand and grow. To help source candidates for CAP, we partner with Hirepurpose, an organization that is committed to helping transitioning service members, veterans, and military spouses find careers they love.

Another one of our partnerships is with Code2040, a nonprofit organization that creates pathways to educational, professional, and entrepreneurial success in technology for underrepresented minorities with a specific focus on Blacks and Latino/as. Code2040 aims to close the achievement, skills, and wealth gaps in the United States. As a sponsor of the fellow program, we will place high-performing Black and Latino/a software engineering students in internships at our headquarters campus in 2017.

Workday is a proud sponsor of the Grace Hopper Women in Computing Conference, orchestrated by the Anita Borg Institute. This conference not only offers collaboration and mentorship, but it also serves as a guide for inspiration and connectivity for women in technology. It is designed to bring the research and career interests of women in
computing to the forefront. As a Gold Sponsor in 2016, we had 73 Workmates in attendance and two Workmates were chosen to present at the event. We will be returning to Grace Hopper as a Diamond Sponsor in the fall of 2017.

**SUSTAINABLE DEVELOPMENT GOALS 5 AND 10**

The Workday Belonging & Diversity team focuses on activities that align with SDGs 5 and 10, including fostering a diverse and inclusive workplace that supports women, LGBT, and minority communities, and promotes a culture where everyone feels valued.

**Products.**

Workday has the power to provide our customers with real-time data about their workforce, including gender, ethnicity, age, veteran status, and many other dimensions of diversity. Customers not only see their progress toward their diversity goals at any level of the organization, but they can also view pay equity, time-to-promotion, turnover, and numerous other indicators that can help a company recognize and address strengths, gaps, and opportunities.

Through insights gained from customers and changing societal norms, the Workday Student team recognized a need for additional gender categories beyond the traditional male/female choices. Through conversations with our higher-education customers, internal and external members of the LGBT community, and the Workday Belonging & Diversity team, we added numerous additional categories for gender identity, sexual orientation, and pronoun choices.

**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 the institute’s opinion—most of it is based directly on employee feedback.

2016

- #31 100 Best Companies to Work For (*Fortune*)
- #2 10 Best Large Workplaces in Tech (*Fortune*)
- #22 Best Places to Work for Diversity (*Fortune*)
- #23 100 Best Workplaces for Women (*Fortune*)
- #7 100 Best Workplaces for Millennials (*Fortune*)
- #11 20 Best Workplaces for Gen X’ers (*Fortune*)
- #3 20 Best Workplaces for Baby Boomers (*Fortune*)
- #7 20 Best Workplaces in California (*Fortune*)
- #32 50 Best Workplaces for Giving Back (*Fortune*)
- #10 50 Best Workplaces for New College Grads (*Fortune*)
- #11 50 Best Workplaces for Parents (*Fortune*)
- #1 Top Workplace for Large Companies (Bay Area News Group)
- #2 Best Place to Work in the Bay Area for Large Companies (*San Francisco Business Times/Silicon Valley Business Journal*)
- #22 Best Place to Work in Europe (Great Place to Work®)

2015

- #22 100 Best Companies to Work For (*Fortune*)
- #6 Best Places to Work for Diversity (*Fortune*)
- #47 100 Best Workplaces for Women (*Fortune*)
• #1 Top Workplace for Large Companies (Bay Area News Group)

• Top 10 Coolest Companies to Work for Based in the Bay Area (Great Place to Work®)

• #1 Best Place to Work in the Bay Area for Large Companies (San Francisco Business Times/Silicon Valley Business Journal)

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.”

There are a lot of ingredients in our “fun recipe”—here’s a sampling of the wide variety of benefits, perks, and programs we offer.

Bringing Workmates together: The Employee Programs team brings groups together to have fun and celebrate success through Cantina Cocktail Fridays, pool tournaments, themed dress days, national foodie days, and countless other fun and festive get-togethers. These events provide our people with the chance to get to know other Workmates from outside of their department, and amp up the Workday camaraderie.

Family: Fun and family are cornerstones of our culture. We host a hugely popular Halloween event with trick-or-treating for employees’ kids, a summer carnival, and “Bring Your Kids to Workday” and “Bring Your Parents to Workday” events, and even let employees bring their dogs (also known as furry family members) to work at our Pleasanton headquarters.

Perks: Our Workmates get discounts on everything from cars to computers to exercise equipment through our Perks and Discounts program. We also like to shower our employees with surprise gifts and swag through online contests such as “Play-to-Win Trivia” or “What’s on Your Bucket List?” No matter which office you are based in, you will see employees proudly sporting their Workday-branded gear. And for those
employees who work from home, we bring the fun to them whenever possible through care packages and online gift cards.

**Clubs**: We have more than 70 clubs, all created and run by our employees. They range from sports teams to ping-pong, online gaming, crafting, and chess.

**Services**: We understand that it is tough to fit in a full-time job and the demands of daily life—that’s why we try to make it as easy as possible for our Workmates to get things done. At our Pleasanton headquarters, we bring in-demand services on-site so employees can take care of their dry cleaning, see the chiropractor, and get their car washed while they work, leaving more of their free time to have fun with family.

**Benefits.**
We offer a range of benefits that provide choice and flexibility. In the U.S., we offer plans to help save for retirement such as a 401(k) plan with a company match and a Health Savings Account. We also offer a variety of benefits to support family needs including a new parental leave policy, backup child care, reimbursement for adoption costs, and even pet insurance. See a list of benefits by significant locations [here](#).

**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.

**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.

96% of our eligible employees participated in our Employee Feedback and Development process in FY16 and FY17

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

Employees at Workday often contribute in multiple ways and take on new responsibilities. This gives them an opportunity to explore new capabilities or deepen and apply existing skills to further contribute to their role, their function, and the larger organization. Our managers, leaders, and other Workmates are there to support them.

Factors for success.

We believe in supporting the way people really want to work. To that end, we have built a simple 5-Factors framework to enable our people’s success. These factors focus on the conditions that help individuals and teams innovate, execute, and grow.

These employee-centric factors create an environment where:

- We make a contribution that is meaningful and supports the organization’s success
- We leverage and deepen the capabilities and skills that allow us to contribute in our current and future roles
• We have identified, aligned, and engaged career interests and aspirations with a plan to support them

• We make those deep and critical connections through our culture and interactions that help us get our work done

• We create an empowering climate where we are recognized and rewarded equitably and fairly for our work

And that happens through enabling conversations.

In FY16, 96 percent of our eligible employees participated in our Employee Feedback and Development process where our managers and employees focus on these enabling 5-Factors conversations.

In the coming year, we will shift more fully to a performance-enablement philosophy that will provide employees and managers with tools that curate continuous planning, development, feedback, and conversations in order to enhance our employees’ experiences in real time.

Principles into action: Leadership Summit.

In November 2016, we hosted a Leadership Summit, which was a two-day session that provided several hundred people managers with key perspectives and resources to deepen their leadership capabilities, empower their teams, and reinforce Workday values and culture. In 2017, we will be hosting our second Leadership Summit, which will include additional people managers across the company and will address the same topics as the November Summit.

Career enablement.

Career planning and discussion takes place throughout the year between Workmates and their managers. Career opportunity and development can take many forms: enjoying and deepening a current role, exploring lateral challenges, accepting stretch assignments, or taking on bigger roles. We encourage our people to have ongoing conversations about all of these career-development opportunities.
We offer 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 our managers with curated, peer-to-peer learning experiences around Enabling Contribution, Growing Capability, Empowering Career, Deepening Connections, and Aligning Recognition and Compensation.

**Four career opportunity principles.**

Four simple principles guide our decisions and actions.

1. **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 and capabilities, and the organization’s needs.

2. **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.

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

4. **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 expand their breadth of experience by exploring lateral opportunities. They can also increase responsibilities by taking on a broader scope or more-senior roles.
Opportunity graph.

Capturing the dynamic data of career growth and movement across Workday, our opportunity graph looks at an employee’s job profile and shows in real time where others in that role have moved. From a connections perspective, you can drill deeper to see who specifically made which career move and reach out to them to talk about their experience. We are literally putting the opportunity to explore career mobility into the hands of our employees—on mobile as well.

WELLBEING.

Launched in 2016, the Workday Wellbeing program was developed to improve and enhance the health, Wellbeing, and quality of life of Workday employees by inspiring and empowering them to make a lifelong commitment to Wellbeing. We offer programs around our core pillars: Movement, Health, Nutrition, and Happiness.
Program highlights:

Making healthy habits stick: In November 2016, we launched our new Workday Wellbeing portal to all U.S. employees. The Workday Wellbeing portal aims to help employees achieve and maintain optimal wellness by creating new, healthy habits—such as working out, getting plenty of sleep, eating well, reducing stress, and more. Since our launch, over 80 percent of eligible employees have signed up. Participating employees earn entries into weekly raffle drawings for health-related prizes such as Apple watches, yoga retreats, healthy meal subscription services, or a $1,000 charity donation.

Mindfulness at work: This past summer we hosted a virtual mindfulness program that focused on mindfulness in the workplace. Each weekly session was led by a mindfulness expert and live-streamed to over 200 participating employees. Thirty employees at Workday headquarters participated in our eight-week in-person Mindfulness for Beginners program.

Snacktelligence: This healthy-eating program was rolled out to provide nutritional information to employees about smart snack choices.

Speaker series: We offer a variety of lunchtime lectures to promote health, Wellbeing, and financial wellness. Weekly workshops cover such topics as raising teens, stress management, and aging parents.

Fitness reimbursement and on-site offerings: We have a fitness-reimbursement program, free biometric screenings, walking challenges, on-site massages, showers and locker rooms in our larger facilities, and secure bike storage, and we are building a fitness center at our headquarters, scheduled to open in summer 2017.
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 and warm smiles.

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

GLOBAL WORKPLACE SAFETY.

We launched the Workday Global Workplace Safety team in 2014 with a mission to keep our employees, customers, and visitors safe and secure in our offices, training centers, and data centers, and while on business travel.

Since the team launched, we have further enhanced our global safety prevention programs and implemented the following programs:

- Round-the-clock, on-site uniformed safety specialists are stationed in our Dublin, Ireland, and Pleasanton, California, campuses and redundant 24/7 Safety Operations Center.
• A new Emergency Notification System provides the ability to mass-notify and guide employees via email, text, and phone if issues or events occur.

• Newly trained volunteers: more than 50 Workplace Emergency Response & Care (WERC) team members now respond to medical events at our Pleasanton headquarters while 95 Life Safety team members can assist employees during building evacuations.

• New Visitor Registration System: we now require that visitors are preregistered by employees. Implemented in all major offices worldwide, the system sends our visitors email confirmations of their pending visits along with directions to the office. This system accounts for visitors during building evacuations and provides an NDA for visitors to sign.

• We rolled out global guidelines and training for employees during emergencies.

2015 Area for Improvement

To help keep employees safe while 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.

2017 Area for Improvement Update

We hired a Travel & Risk analyst to monitor any issues affecting Workmates, offices, and business travelers. This person keeps their finger on the pulse of global incidents and events that could affect business.

Kathleen Rardon | Director, Workplace Operations

“We now have field coordinators in seven of our largest offices...to help ensure that employees have a consistently great experience across all of our locations. We manage many aspects of the Workday experience, including our selection of furniture, game rooms, snacks...and we also collaborate on the design of our workspaces and are responsible for safety and ergonomics.”
COMFORTABLE WITH BEING UNCOMFORTABLE: A DISCUSSION ON RACIAL INJUSTICE AND THE WORKPLACE.

The feeling of being uncomfortable is typically internalized. In the workplace, that subject simply isn’t breached. But that’s just what our Black Employee Belonging Council, the Talented Tenth, did when they invited Workmates to gather and discuss racial injustice and external issues that can affect our colleagues on a daily basis.

The Talented Tenth created a forum titled “Comfortable with Being Uncomfortable: A Discussion on Racial Injustice and the Workplace,” and asked a panel of fellow Workmates to help share their stories with the goal of opening the lines of communication around the racial injustice that colleagues may see or experience externally. In addition, the panel raised awareness that these injustices are carried heavy in the hearts of Workmates, at work—unbeknownst to others around them. The standing-room-only gathering was attended by many Workday top executives, and employees came together to listen to and empathize with their colleagues, and to simply offer to be there and look out for one another.

BRINGING OUR CORE VALUES TO LIFE.

To emphasize our six core values, we recently asked employees to dress as one or more value (employees, customer service, innovation, integrity, fun, and profitability) while attending our company meeting. This helped bring our culture to life visually while celebrating the values we talk about frequently as we grow into a larger organization.

Our Co-Founder and CEO Aneel Bhusri even wore a pair of pants emblazoned with the logo of the San Francisco Giants—one of our local baseball teams and a long-time Workday customer—to illustrate our core value of customer service!
HOLI FESTIVAL.

Our company celebrates our employees' many diverse passions, often through groups such as our Employee Belonging Councils (EBCs) or clubs that focus on anything from chess to ping-pong. In 2016, our new Asian Pacific Islander EBC launched one of its first activities, which was to organize a party to celebrate the India festival of Holi. More than 175 people got together, throwing powdery colors in the air and dancing to Bollywood music, highlighting some of the best aspects of our culture for everyone to enjoy.
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.

Making a difference in the communities where we live and work is woven into the DNA of the Workday culture. Our employees feel a sense of purpose every time they tutor a middle-school child or provide career coaching to a job seeker or serve a meal at a local homeless shelter. Workday makes giving back a part of the employee experience—being a Workmate means making an impact through donations of time, skills, and philanthropy.

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

Additionally, making investments in our communities makes good business sense. A thriving local economy makes it easier for us to attract and retain top talent. Up-skilling local talent through tech training programs gives us access to diverse candidates that bring a fresh perspective to some of our biggest business challenges. Providing employees with a wide variety of community engagement opportunities leads to higher engagement and retention rates, making us more competitive.

At Workday, we believe that making a positive impact is smart for our communities and smart business.

Our priorities.

- **Employee giving and volunteering:** Workday supports employees who want to become involved in their communities by making it easy, fun, and rewarding for them to do so.

- **Philanthropic contributions:** we prepare people of all ages for careers in tech.
• **Strategic volunteerism:** we devote employee time and talent to solving social issues through skills-based opportunities.

## Actions and results.

### EMPLOYEE CONTRIBUTIONS.

It’s hard to match the passion and dedication of a Workday employee volunteer. Through our Giving & Doing department, we offer a wide variety of programs to support our employees in their community-involvement efforts. Our unlimited paid time off (PTO) policy provides employees with the freedom to donate time to the causes they believe in. Through individual volunteer rewards, team volunteer grants, employee donation matching, and unlimited PTO to volunteer, we show our employees that they work for a company that cares about their communities.

### Individual volunteering.

Through a wide variety of programs, we strive to support the personal passions of our employees—whether it means animal welfare, early childhood education, or homeless veterans, we make it easy for employees to get involved and we reward their time and energy through charitable grants. We began formally tracking giving and volunteering in 2014. In FY15, Workday employees logged nearly 10,000 volunteer hours and received almost $80,000 in individual volunteer grants. That number increased to 14,863 hours in FY16 and then jumped to 17,870 hours, which earned volunteers $199,000 in grants for their favorite nonprofits in FY17.

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11 countries where Workmates volunteer

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### Team Grant program.

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 for employees growing their careers. Most importantly, they make a big impact for our nonprofit partners.

246 Team Volunteer projects since 2014

In FY16, our employees organized more than 100 service projects through the Workday Team Volunteer Grant program. Most volunteer teams fall in the 5- to 20-person range, but we host several volunteer teams each year that involve well over 100 volunteers. Our largest project in FY17 was for more than 120 volunteers at the Enchanted Hills Camp for the Blind and Visually Impaired. We completed 10 mini-projects in just 4 hours: volunteers scrubbed, painted, pruned, and even mowed lawns to get a beautiful 300-acre camp ready for summer-season campers. Our smallest Team Volunteer project consisted of 5 people in our Boston office who manned a water stop along the Boston Marathon route in partnership with the American Liver Foundation. Big or small, the passion and commitment of these teams embody the Workday spirit of giving back.
Charitable Donation Matching Gift program.
Our Charitable Donation Matching Gift program allows employees to double their donation to any qualified charity organization, up to $1,000 or equivalent per employee per year. As the company has grown, so have our contributions to the community. We’ve awarded over $1.8 million in donation matches since the formal launch of this program in 2012, and over $800,000 of that came in FY17.

All-employee events.
The Workday Global Impact department launched the Giving & Doing Local Leaders program in 2014 as a way for us to bring our community programs to life in every local office. As of FY17, we had 38 Local Leaders in 28 offices leading community projects large and small.

28 office locations covered by Giving & Doing Local Leaders

Workday employees are invited to contribute to the local community during company-wide service moments that happen throughout the year. For example, our annual Cangineering contest challenges offices around the globe to build creative sculptures out of cans of food, and colleagues vote for their favorite to earn bonus donations to their local food bank. Both the cans and the cash are donated to combat hunger in participating cities.
Movember has become another signature fund-raising event at Workday. To promote men’s health awareness, more than 300 of our employees grew moustaches for Movember in 2016 while raising funds to support men’s health causes. Our teams have collected $324,000 for the Movember Foundation over the past five years.

Customer engagement.

With support from our senior management team, our Giving & Doing team organizes a hands-on volunteer activity at each of our largest company meetings. In 2014, as an example of living our values, we expanded our volunteer reach by offering Workday Rising attendees in the U.S. and EMEA with the opportunity to participate in a hands-on giving opportunity. Over the years we have provided career advice to job seekers, built comfort kits for low-income chemotherapy patients, conducted science experiments with kindergartners, built back-to-school backpacks for underserved youth, and much, much more.
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 onboarding 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.

2017 Area for Improvement Update

We include information about Giving & Doing and the Workday Foundation into New Hire Orientation. Additionally, we are currently incorporating important links and information into the first 90 days onboarding dashboard for employees to easily find the sites they need to make a community impact right away.

PHILANTHROPIIC CONTRIBUTIONS.

Serving as our primary vehicle of charitable investments in the communities where we live and work, the Workday Foundation aims to transform lives by creating career pathways that unleash human potential.

$5.9M+ given in Workday Foundation grants since 2014

We focus our investments in programs that prepare people of all ages for careers in tech. We focus on programs such as coding camps, hands-on app and game development, professional internships, technical training, and industry-recognized
certifications. We believe that preparing people of all ages for in-demand tech careers best positions them for lifelong economic success. Not everyone will be an engineer, but tech fluency is needed in nearly every industry today.

Our grants involve significant dollars, potential multiyear commitments, deep employee involvement, and close collaboration with grantees. Our Impact Grantees—organizations that receive our largest grants—include Year Up, Girls Who Code, Per Scholas, and Upwardly Global. They share a common focus on training people of all ages for in-demand tech careers in sectors that are growing.

SUSTAINABLE DEVELOPMENT GOALS 4 AND 8

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

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.
2017 Area for Improvement Update

In 2016, we launched the Career Accelerator Program (CAP). CAP provides military veterans who are transitioning into civilian careers with the training and hands-on experience needed to enter careers in tech. In the first pilot, 83 percent of CAP participants transitioned into full-time employees at Workday.

Workday Inc. and the Workday Foundation also make investments in organizations that are important to our headquarters community of Pleasanton and the greater Tri-Valley area. We have funded the Pleasanton Run for Education since its inception, and proceeds from the event benefit all public schools in Pleasanton. Another grant recipient, Open Heart Kitchen of Livermore, provides warm meals to homeless residents, low-income seniors, and food-insecure families in the area. We have a long-running partnership with Open Heart Kitchen that goes beyond the check—not only did a team of engineers rebuild the nonprofit’s website—we also have teams that serve meals at its locations every few weeks. And every year, we send several thousand dollars worth of food as part of our Cangineering challenge.

Through Workday corporate charitable investments, we support local fund-raising events that are important to our headquarters-area stakeholders. From the Tech Museum of Innovation to the Tipping Point Community to the KIPP Schools ping-pong smackdown, Workday is actively working to support the communities in which we live and work.

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.
2017 Area for Improvement Update

We now actively pursue and make philanthropic investments in regions where we have more than 50 employees and an active employee volunteer base, including Dublin and London.

STRATEGIC VOLUNTEERING.

While we celebrate volunteering in all its forms, we invest in strategic volunteer projects wherever possible. A few examples:

- Workday employees strengthen nonprofit operations or tackle strategic questions though pro bono consulting projects. While many of our employees pursue their own pro bono service opportunities and manage them independently, we also bring the wisdom of our employees to our nonprofit partners in a formal capacity. One example is our employees who serve on employment advisory boards for nonprofit partners, offering their perspective on hiring trends and opportunities in their areas of expertise. Another example is an employee who leads a team of data scientists to apply analytics to government agencies and nonprofits through Code for San Francisco. This team’s projects include working with the California Department of Justice to analyze juvenile criminal arrests and gun sales and placing as finalists in a hackathon where the team predicted hazardous traffic incidents for the Federal Department of Transportation.

- We align volunteer opportunities throughout the year with our focus on workforce development. We host career experience days, which typically include a presentation from a Workday recruiter and a panel of current employees who come from the same background as the job seekers (young adults from urban communities, veterans, students with disabilities, those first in their family to attend college, immigrants, and so on). We then match employees with job seekers one-on-one to share their career journey and conduct mock interviews or resume reviews. We’ve replicated this model in 11 cities and served over 900 job seekers since the launch of Workforce Week in 2015.
2017 Area for Improvement

We will develop a data-driven measurement framework to further evaluate our long-term social impacts.

DISASTER RESPONSE.

As part of its commitment to supporting people during times of disaster, the Workday Foundation provides proactive annual financial support to Direct Relief and Mercy Corps. We support these organizations’ 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 times of crisis.

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.
Stories.

YEAR UP.

Since 2014, Workday has partnered with Year Up in the Bay Area, offering support to Year Up students through corporate internships, resume writing, mock interviews, individual mentorship, and more. We've also invested in Year Up in New York, Chicago, and Atlanta. Since then, we've hosted 25 Year Up interns within our organization, and we've hired 17 into full-time positions. In 2016, we made a $500,000 investment in Year Up national, bringing our total investment in Year Up to more than $1 million.

Lorenzo Vasquez, an associate quality assurance engineer, celebrated his first day at Workday as a full-time employee in January 2016.

He first started as a Year Up intern in February 2015, after previously working at a blood bank. Without college experience, Lorenzo felt his options were limited until he stumbled across Year Up. In fact, he thought it was almost too good to be true. He interviewed and was accepted into the program, which provides stipends to participants while they spend six months in Year Up classrooms learning the technical as well as soft skills needed for in-demand careers in each of their markets nationally. After the six months of skills development, Year Up participants are placed into paid professional internships to gain real-life corporate experience.
While interning here, Lorenzo could sense Workday was different.

“One thing that stuck out to me was how much the company cared about its employees. People here are really happy,” Lorenzo says. “In my past life, I was just starting to accept that you’re supposed to hate your job—you’re not supposed to find something that you truly love.”

Workday changed that perception.

“I feel proud to have been a part of the Year Up program, and to be a part of Workday,” Lorenzo says. “And I’m representing Year Up in my daily work. I’m grateful that Workday wants to open the doors for more people—like me—that may not have the traditional educational background.”

SPARK.

At Workday, every employee has the power to start something big. Luke Egenolf, a product manager with our HCM team, is one such employee. When Luke arrived at Workday and heard about the Giving & Doing program, he asked if he could introduce his Workmates to Spark, a career and academic mentorship program focused on underserved middle-school students. After a lunch-and-learn introduction, and seeing Luke’s passion for this program, several employees signed up to participate. Since then, word has quickly spread and Luke and 50 of his Workmates have now committed to weekly mentoring sessions with students.
The Workday Foundation proudly invested in its newest philanthropic partner, Hack the Hood, which aims to connect local small businesses in need of websites with neighborhood youth looking to develop tech skills. It’s a common void for both ends, but marry the two, and great things happen.

At this intersection, Hack the Hood is making its mark with six-week “boot camps” for young people in Northern California, teaching them how to build websites for businesses in their own communities. Hack the Hood participants are paired with mentors and meet one-on-one with their small-business client. The participants develop important skills they'll need to work in the tech sector such as basic coding, website design, social media marketing, customer service, project management, and networking, while the small businesses they are consulting for receive a custom website.

In 2016, Hack the Hood held 12 boot camps in the San Francisco Bay Area with 160 youth participants. Hack the Hood also has a year-round membership program for teens and young adults. Built in recurring, nine-week sprints, participants can choose career-development tracks—such as entrepreneurship, multimedia, or web design—or
take a more specialized track for a deeper dive into skills such as coding, digital marketing, and more.

**WORKFORCE WEEK.**

Each year, Workday hosts Workforce Week, our single biggest event that supports the Workday Foundation mission of preparing people of all ages for careers in technology. Workforce Week, which takes place in May, brings together job seekers from underserved communities with Workday employees eager to help them along their career journeys. We first launched Workforce Week in May of 2015, and expanded the event to an even greater number of nonprofit partners in May of 2016.

During Workforce Week, hundreds of Workday volunteers from offices around the globe work with local job-seeker support organizations to host career experience days that include resume writing, LinkedIn profile reviews, mock interviews, job-search tips, and more. Some offices put their own spin on Workforce Week; for example, London launched a career mentoring experience for six teenagers from a nearby school, Petchey Academy, in partnership with London-based Career Ready. In addition to regular 1:1 mentoring sessions, the office also hosted a career experience day at the Workday offices for the students participating in the mentorship program.

In 2015 and 2016, we:

- Logged over 950 volunteer hours on Workforce Week-related projects
- Hosted 35 events in 13 cities
- Served 540 job seekers
In our annual Cangineering challenge, teams build creative sculptures with cans of food. Workmates vote on their favorites with cash donations to a designated food bank. In 2016, we marked our fifth year of hosting Cangineering. We had 16 participating teams from 9 cities, and competition was as fierce as ever. This event collected over $12,000 worth of food for donations to food banks in all 9 cities.
COMMUNITY SERVICE AT WORKDAY RISING.

Workday Rising is our annual customer conference. In 2016, over 7,000 customers, prospects, employees, and partners gathered in Chicago for several days of all things Workday. Continuing our tradition of inviting our extended family to join us in our mission of preparing people of all ages for careers in tech, we asked our guests to share the best career advice they’ve ever been given at our unique “wisdom tree.” In keeping with the indoor park theme of the Expo Hall, we built a beautiful 30-foot-tall tree that featured testimonials from graduates of the Year Up program.

After the event, we compiled the written advice for job seekers who are in training with our many nonprofit partners. We also plan to distribute the completed advice books at our Workforce Week events and career experience days in 2017 and beyond. Aneel and Dave announced on stage during the opening keynote that if 1,000 attendees participate, Workday will donate $50,000 to Year Up Chicago, and Aneel and Dave will personally contribute $25,000. We exceeded our goal and were able to send a total of $100,000 to Year Up Chicago!
OUR VOLUNTEER COMMITMENT TO REFUGEES.

Like many global companies, our best and brightest employees come from all over the world. It’s not uncommon to hear various accents as you walk through the halls of each office—and we love it that way! Our employees share our belief that everyone belongs, no matter where they are from.

**Upwardly Global.**

We work closely with [Upwardly Global](#), an organization that works exclusively with refugee and immigrant job seekers to connect them with U.S. employers.

In addition to providing financial support, our employees also assist job seekers who are new to the U.S. through the Upwardly Global program. Our people serve as job coaches by volunteering for mock interviews and resume reviews. We also invite employees to speak on panels about how they got to Workday, as we have many current employees who are first-generation or immigrants themselves. We’re proud to support individuals from all over the world as they search for their dream job in the Bay Area.

**International Rescue Committee.**

[The International Rescue Committee (IRC)](#) helps people whose lives and livelihoods are
shattered by conflict and disaster to survive, recover, and gain control of their future. The Workday Foundation invests in IRC’s U.S. Programs Language Institute, which trains refugees to provide translation services, primarily to hospital and healthcare patients. The IRC’s domestic language interpretation services are an increasingly essential part of the IRC’s work with refugees and other vulnerable and displaced populations, helping to get them gainfully employed and achieve economic self-sufficiency as soon as possible. It’s been a unique opportunity for the IRC to assess and strategize for a revenue-generating social enterprise that provides quality interpreter services in the U.S.

Our employee volunteers have also supported IRC refugee resettlement programs in the Bay Area and Dallas, Texas. Our employees have created welcome kits for newly arrived families—providing essentials such as hygiene items, sewing kits, socks, hats, and winter accessories for men, women, and children. These items are assembled into small kits and given to IRC locations so any newly arrived individual or family has immediate access to the items that will make them most comfortable in their first hours and days in their new home.

Our Dallas-based office rallied together in the fall of 2015 to collect gently used household items and furniture. After renting a moving van and driving all over the Dallas-Fort Worth area to pick up employee contributions, our volunteers set up all of the items in a vacant storage facility just next to the IRC office. All families were invited to “shop” the yard sale on a Saturday morning, where Workday employees were waiting to assist! The items were all priced at $0.00 of course, and the Workday volunteers even helped families move their newly acquired furniture into their apartments and homes.
## GRI Index

### Global Reporting Initiative G4 Content Index

This report contains Standard Disclosures from the [GRI Sustainability Reporting Guidelines](#).

### GENERAL STANDARD DISCLOSURES

<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><strong>Strategy and Analysis</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-1</td>
<td>CEO Statement</td>
<td>Letter from our CEO</td>
<td>No</td>
</tr>
<tr>
<td><strong>Organizational Profile</strong></td>
<td></td>
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<tr>
<td>G4-3</td>
<td>Name of the organization</td>
<td>Workday, Inc</td>
<td>No</td>
</tr>
<tr>
<td>G4-4</td>
<td>Primary brands, products, and services</td>
<td>Who we are, 2017 Form 10-K, pages 1-2</td>
<td>No</td>
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<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>Operations in more than 20 countries, Who we are, Who are Workday customers?</td>
<td>No</td>
</tr>
<tr>
<td>G4-7</td>
<td>Nature of ownership and legal form</td>
<td>Who we are, 2017 Form 10-K, page 4</td>
<td>No</td>
</tr>
<tr>
<td>G4-8</td>
<td>Markets served</td>
<td>Who we are, Who are Workday customers?</td>
<td>No</td>
</tr>
<tr>
<td>G4-9</td>
<td>Scale of the organization</td>
<td>Who we are, How many people does Workday employ?</td>
<td>No</td>
</tr>
<tr>
<td>G4-10</td>
<td>Workforce information</td>
<td>Who we are, Our workforce, Workforce Breakdown table</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Workday does not have a substantial portion of our work performed by self-employed workers or by individuals other than employees or supervised workers.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Workday does not have significant seasonal variations in employment numbers, but we do have a sizeable global internship/co-op program. We had 185 interns/co-ops in summer 2015 and 235 in summer 2016.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-11</td>
<td>Percentage of total employees covered by collective bargaining agreements</td>
<td>As of the end of our reporting period (FY17), 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.</td>
<td>No</td>
</tr>
<tr>
<td>G4-12</td>
<td>Organization's supply chain</td>
<td>Who we are, Our 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, Our value chain</td>
<td>No</td>
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<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 endorses</td>
<td>Corporate Renewable Energy Buyers’ Principles, RE100, Corporate Colocation and Cloud Buyers’ Principles, Equal Pay Pledge</td>
<td>No</td>
</tr>
<tr>
<td>G4-16</td>
<td>List memberships of associations and national or international advocacy organizations</td>
<td>Future of Internet Power, Information Technology Industry Council (ITI), BSA</td>
<td>The Software Association</td>
</tr>
</tbody>
</table>

**Identified Material Aspects and Boundaries**

| G4-17 | List all entities included in the organization’s consolidated financial statements or equivalent documents | Refer to Workday’s Form 10-K filings. | No |
| G4-18 | Explain the process for defining the report content and the Aspect Boundaries | Workday materiality analysis | No |
| G4-19 | Material Aspects identified in the process for defining report content | Workday materiality analysis, Materiality glossary | No |
| G4-20 | For each material Aspect, report the Aspect Boundary within the organization | Workday materiality analysis, Materiality glossary | No |
| G4-21 | For each material Aspect, report the Aspect Boundary outside the organization | Workday materiality analysis, Materiality glossary | No |
| G4-22 | Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements | No restatements. | No |
| G4-23 | Report significant changes from previous reporting periods in the Scope and Aspect Boundaries | No significant changes. | No |

**Stakeholder Engagement**

<p>| G4-24 | List of stakeholder groups engaged by the organization | Workday materiality analysis, Stakeholder engagement | No |
| G4-25 | Report the basis for identification and selection of stakeholders with whom to engage | Workday materiality analysis, Stakeholder engagement | No |
| G4-26 | Report the organization’s approach to stakeholder engagement | Materiality analysis, Stakeholder engagement | No |
| G4-27 | Report key topics and concerns that have been raised through stakeholder engagement | Materiality analysis, Stakeholder engagement | No |</p>
<table>
<thead>
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<th>Report profile</th>
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<tbody>
<tr>
<td><strong>G4-28</strong> Reporting period for information provided</td>
</tr>
<tr>
<td><strong>G4-29</strong> Date of most recent previous report</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>G4-30</strong> Reporting cycle (such as annual, biennial)</td>
</tr>
<tr>
<td><strong>G4-31</strong> Contact point for questions regarding the report or its contents</td>
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<td></td>
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<tr>
<td><strong>G4-32</strong> GRI Content Index</td>
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<tr>
<td><strong>G4-33</strong> Report the organization's policy and current practice with regard to seeking external assurance for the report</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>G4-34</strong> Governance structure of the organization, including committees of the highest governance body</td>
</tr>
<tr>
<td><strong>G4-35</strong> Report the process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees</td>
</tr>
<tr>
<td><strong>G4-36</strong> Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics, and whether post holders report directly to the highest governance body</td>
</tr>
<tr>
<td><strong>G4-37</strong> Report processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics—if consultation is delegated, describe to whom and any feedback processes to the highest governance body</td>
</tr>
<tr>
<td><strong>G4-38</strong> Report the composition of the highest governance body and its committees</td>
</tr>
<tr>
<td><strong>G4-39</strong> Report whether the Chair of the highest governance body is also an executive officer</td>
</tr>
<tr>
<td><strong>G4-40</strong> Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members</td>
</tr>
<tr>
<td><strong>G4-41</strong> Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders</td>
</tr>
<tr>
<td>G4-56</td>
</tr>
<tr>
<td>G4-57</td>
</tr>
<tr>
<td>G4-58</td>
</tr>
</tbody>
</table>
## SPECIFIC STANDARD DISCLOSURES

<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><strong>Category: Economic</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic Performance</td>
<td>G4-EC1</td>
<td>Direct economic value generated and distributed</td>
<td>Who we are, 2017 Form 10-K</td>
<td>No</td>
</tr>
<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, Why this is important, Employee contributions, Philanthropic contributions, Strategic volunteering</td>
<td>No</td>
</tr>
<tr>
<td><strong>Category: Environmental</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy</td>
<td>G4-DMA</td>
<td>Disclosure on management approach</td>
<td>Our priorities</td>
<td>No</td>
</tr>
<tr>
<td>G4-EN3</td>
<td></td>
<td>Energy consumption within the organization</td>
<td>Our Energy Consumption, Emissions &amp; Energy</td>
<td>No</td>
</tr>
<tr>
<td>G4-EN5</td>
<td></td>
<td>Energy intensity</td>
<td>Our Energy Consumption, Emissions &amp; Energy</td>
<td>No</td>
</tr>
<tr>
<td>Emissions</td>
<td>G4-DMA</td>
<td>Disclosure on management approach</td>
<td>Why this is important, Our priorities</td>
<td>No</td>
</tr>
<tr>
<td>G4-EN15</td>
<td></td>
<td>Direct greenhouse gas (GHG) emissions (Scope 1)</td>
<td>Our carbon footprint, Emissions &amp; Energy</td>
<td>No</td>
</tr>
<tr>
<td>G4-EN16</td>
<td></td>
<td>Energy indirect greenhouse gas (GHG) emissions (Scope 2)</td>
<td>Our carbon footprint, Emissions &amp; Energy</td>
<td>No</td>
</tr>
<tr>
<td>G4-EN17</td>
<td></td>
<td>Other indirect greenhouse gas (GHG) emissions (Scope 3)</td>
<td>Our carbon footprint, Emissions &amp; Energy</td>
<td>No</td>
</tr>
<tr>
<td>G4-EN18</td>
<td></td>
<td>Greenhouse gas (GHG) emissions intensity</td>
<td>Our carbon footprint, Emissions &amp; Energy</td>
<td>No</td>
</tr>
<tr>
<td>G4-EN19</td>
<td></td>
<td>Reduction of greenhouse gas (GHG) emissions</td>
<td>Our carbon footprint, Emissions &amp; Energy</td>
<td>No</td>
</tr>
<tr>
<td>Effluents and Waste</td>
<td>G4-DMA</td>
<td>Disclosure on management approach</td>
<td>Responsibly disposing of e-waste</td>
<td>No</td>
</tr>
<tr>
<td>G4-EN23</td>
<td></td>
<td>Total weight of waste by type and disposal method</td>
<td>Responsibly disposing of e-waste</td>
<td>No</td>
</tr>
<tr>
<td>Products and Services</td>
<td>G4-DMA</td>
<td>Disclosure on management approach</td>
<td>The cloud is the greener choice</td>
<td>No</td>
</tr>
<tr>
<td>G4-EN27</td>
<td></td>
<td>Extent of impact mitigation of environmental impacts of products and services</td>
<td>The cloud is the greener choice</td>
<td>No</td>
</tr>
<tr>
<td>Category: Social - Labor Practices and Decent Work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment</td>
<td>G4-DMA</td>
<td>Disclosure on management approach</td>
<td>Why this is important, Our priorities</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>G4-LA1</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>
<td>No</td>
</tr>
<tr>
<td></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>
<td>No</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>
<td>No</td>
</tr>
<tr>
<td></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 development</td>
<td>No</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, Belonging and diversity</td>
<td>No</td>
</tr>
<tr>
<td></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>Belonging and diversity</td>
<td>No</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category: Social - Product Responsibility</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Product and Service Labeling</td>
<td>G4-DMA</td>
</tr>
<tr>
<td></td>
<td>G4-PR5</td>
</tr>
<tr>
<td>Customer Privacy</td>
<td>G4-DMA</td>
</tr>
<tr>
<td></td>
<td>G4-PR8</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 FY18 data.

WORKFORCE BREAKDOWN

G4-10 - Employment Contract by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>FY18*</th>
<th>FY17*</th>
<th>FY16*</th>
<th>FY15*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Contingent Employee Total</td>
<td>Contingent Employee Total</td>
<td>Contingent Employee Total</td>
<td>Contingent Employee Total</td>
</tr>
<tr>
<td>Americas</td>
<td>364 6,529 6,893</td>
<td>146 5,392 5,538</td>
<td>185 4,365 4,550</td>
<td>644 3,176 3,820</td>
</tr>
<tr>
<td>EMEA</td>
<td>81 1,483 1,564</td>
<td>33 1,098 1,131</td>
<td>34 782 816</td>
<td>21 507 528</td>
</tr>
<tr>
<td>APJ</td>
<td>19 265 284</td>
<td>14 191 205</td>
<td>6 140 146</td>
<td>6 75 81</td>
</tr>
<tr>
<td>Total</td>
<td>464 8,277 8,741</td>
<td>193 6,681 6,874</td>
<td>225 5,287 5,512</td>
<td>671 3,758 4,429</td>
</tr>
</tbody>
</table>

G4-10 - Employment Type

<table>
<thead>
<tr>
<th>Type</th>
<th>FY18*</th>
<th>FY17*</th>
<th>FY16*</th>
<th>FY15*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full Time Part Time Total</td>
<td>Full Time Part Time Total</td>
<td>Full Time Part Time Total</td>
<td>Full Time Part Time Total</td>
</tr>
<tr>
<td>Regular</td>
<td>8,217 10 8,227</td>
<td>6,633 8 6,641</td>
<td>5,237 11 5,248</td>
<td>3,739 7 3,746</td>
</tr>
<tr>
<td>Intern &amp; Co-op</td>
<td>49 1 50</td>
<td>36 4 40</td>
<td>35 4 39</td>
<td>12 0 12</td>
</tr>
<tr>
<td>Total</td>
<td>8,266 11 8,277</td>
<td>6,669 12 6,681</td>
<td>5,272 15 5,287</td>
<td>3,751 7 3,758</td>
</tr>
</tbody>
</table>

G4-LA1 - Annual New Hires by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>FY18*</th>
<th>FY17*</th>
<th>FY16*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Americas</td>
<td>1,667 74%</td>
<td>1,428 76%</td>
<td>1,298 80%</td>
</tr>
<tr>
<td>EMEA</td>
<td>504 22%</td>
<td>374 20%</td>
<td>276 17%</td>
</tr>
<tr>
<td>APJ</td>
<td>91 4%</td>
<td>69 4%</td>
<td>58 4%</td>
</tr>
<tr>
<td>Total</td>
<td>2,262 100%</td>
<td>1,871 100%</td>
<td>1,632 100%</td>
</tr>
</tbody>
</table>
### G4-LA12 - Gender Diversity**

<table>
<thead>
<tr>
<th></th>
<th>FY18*</th>
<th>FY17*</th>
<th>FY16*</th>
<th>FY15*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Leadership^</td>
<td>Management^</td>
<td>Total</td>
</tr>
<tr>
<td>Female</td>
<td>38.6%</td>
<td>32.5%</td>
<td>36.1%</td>
<td>37.8%</td>
</tr>
<tr>
<td>Male</td>
<td>61.4%</td>
<td>67.5%</td>
<td>63.9%</td>
<td>62.2%</td>
</tr>
</tbody>
</table>

** Data represents global regular employees; employees not disclosing their gender have been excluded.

### G4-LA12 - Ethnic Diversity***

<table>
<thead>
<tr>
<th></th>
<th>FY18*</th>
<th>FY17*</th>
<th>FY16*</th>
<th>FY15*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Leadership^</td>
<td>Management^</td>
<td>Total</td>
</tr>
<tr>
<td>American Indian or Alaskan Native</td>
<td>0.2%</td>
<td>0.2%</td>
<td>0.0%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Asian</td>
<td>33.6%</td>
<td>13.1%</td>
<td>33.6%</td>
<td>32.1%</td>
</tr>
<tr>
<td>Black</td>
<td>2.3%</td>
<td>1.2%</td>
<td>2.0%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>4.7%</td>
<td>2.3%</td>
<td>5.5%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>0.6%</td>
<td>0.5%</td>
<td>0.8%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>2.9%</td>
<td>1.8%</td>
<td>2.6%</td>
<td>2.7%</td>
</tr>
<tr>
<td>White</td>
<td>55.8%</td>
<td>81.0%</td>
<td>55.5%</td>
<td>57.9%</td>
</tr>
<tr>
<td>Total Minority</td>
<td>44.2%</td>
<td>19.0%</td>
<td>44.5%</td>
<td>42.1%</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

### G4-LA2 - Benefits (by Significant Locations of Operation)

<table>
<thead>
<tr>
<th>Benefit</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>Health Care (health insurance)</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Disability Coverage</td>
<td>X</td>
<td>X</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>X</td>
<td>X</td>
</tr>
<tr>
<td>Retirement Provision 401(k)</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>401(k)/Pension Company Match</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Stock Ownership</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Employee Stock Purchase Plan</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Time Off</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Fitness Benefit</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Holidays</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Business Travel Accident Insurance</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Employee Assistance Program</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Commuter Benefits</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Health Savings Account</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Dental Plan</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Vision Plan</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>X</td>
</tr>
<tr>
<td>Flexible Spending Account</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Leave Compensation</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Backup Child Care</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Adoption Reimbursement</td>
<td>X</td>
<td>X</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>FY18</th>
<th>FY17</th>
<th>FY16</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Centers (Scope 2 + 3)</td>
<td>41,661</td>
<td>33,673</td>
<td>20,697</td>
<td>15,506</td>
</tr>
<tr>
<td>Offices (Scope 1 + 2)</td>
<td>6,643</td>
<td>5,674</td>
<td>4,871</td>
<td>4,117</td>
</tr>
<tr>
<td>Business Travel (Scope 3)</td>
<td>38,629</td>
<td>27,397</td>
<td>12,623</td>
<td>9,339</td>
</tr>
<tr>
<td>Employee Commute (Scope 3)</td>
<td>11,809</td>
<td>10,634</td>
<td>10,173</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>98,742</td>
<td>77,378</td>
<td>48,364</td>
<td>28,962</td>
</tr>
<tr>
<td>Scope 1 (natural gas)</td>
<td>1,816</td>
<td>1,420</td>
<td>1,186</td>
<td>760</td>
</tr>
<tr>
<td>Scope 2 (electricity)</td>
<td>33,800</td>
<td>27,792</td>
<td>17,743</td>
<td>13,580</td>
</tr>
<tr>
<td>Scope 1 &amp; 2 (natural gas &amp; electricity)</td>
<td>35,616</td>
<td>29,212</td>
<td>18,929</td>
<td>14,340</td>
</tr>
<tr>
<td>Scope 3 (air travel and rental cars, employee commute, non-IT data center electricity)</td>
<td>63,126</td>
<td>48,167</td>
<td>29,435</td>
<td>14,622</td>
</tr>
</tbody>
</table>

#### Location—and Market-Based Scope 2 Emissions (Metric Tons CO₂e)

<table>
<thead>
<tr>
<th>Location—and Market-Based Scope 2 Emissions (Metric Tons CO₂e)</th>
<th>FY18</th>
<th>FY17</th>
<th>FY16</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market-based: Purchased Electricity–Offices</td>
<td>33</td>
<td>49</td>
<td>122</td>
<td>-</td>
</tr>
<tr>
<td>Market-based: Purchased Electricity–Data Centers</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Market-based Total</strong></td>
<td>33</td>
<td>49</td>
<td>122</td>
<td>-</td>
</tr>
<tr>
<td>Location-based: Purchased Electricity–Offices</td>
<td>4,997</td>
<td>4,255</td>
<td>3,685</td>
<td>-</td>
</tr>
<tr>
<td>Location-based: Purchased Electricity–Data Centers</td>
<td>28,972</td>
<td>23,537</td>
<td>14,058</td>
<td>-</td>
</tr>
<tr>
<td><strong>Location-based Total</strong></td>
<td>33,969</td>
<td>27,792</td>
<td>17,743</td>
<td>-</td>
</tr>
</tbody>
</table>

#### Greenhouse Gas (GHG) Emissions Intensity (Metric Tons CO₂e)

<table>
<thead>
<tr>
<th>Greenhouse Gas (GHG) Emissions Intensity (Metric Tons CO₂e)</th>
<th>FY18</th>
<th>FY17</th>
<th>FY16</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1+2 per employee</td>
<td>4.30</td>
<td>4.37</td>
<td>3.58</td>
<td>3.82</td>
</tr>
<tr>
<td>Scope 1+2 per thousand $ revenue</td>
<td>0.017</td>
<td>0.019</td>
<td>0.016</td>
<td>0.018</td>
</tr>
</tbody>
</table>
### Energy Consumption (kWh)

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY17</th>
<th>FY16</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Centers</td>
<td>65,802,512</td>
<td>53,935,616</td>
<td>36,866,724</td>
<td>21,979,705</td>
</tr>
<tr>
<td>Offices</td>
<td>14,258,589</td>
<td>12,198,857</td>
<td>9,973,212</td>
<td>10,390,268</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80,061,101</strong></td>
<td><strong>66,134,473</strong></td>
<td><strong>46,839,935</strong></td>
<td><strong>32,369,973</strong></td>
</tr>
<tr>
<td>North America</td>
<td>67,478,162</td>
<td>55,533,572</td>
<td>39,437,362</td>
<td>28,655,533</td>
</tr>
<tr>
<td>Europe</td>
<td>12,035,767</td>
<td>10,339,589</td>
<td>7,210,581</td>
<td>3,663,378</td>
</tr>
<tr>
<td>Africa</td>
<td>496</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>APJ</td>
<td>546,677</td>
<td>261,312</td>
<td>191,992</td>
<td>51,062</td>
</tr>
</tbody>
</table>

### Renewable Energy (kWh)

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY17</th>
<th>FY16</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Attribute Certificates - EACs (i.e. RECs, GOs, I-RECs)</td>
<td>80,471,000</td>
<td>66,138,000</td>
<td>46,840,000</td>
<td>23,525,021</td>
</tr>
<tr>
<td>EACs - % of total electricity consumption</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>73%</td>
</tr>
<tr>
<td>RE from grid - % of total electricity consumption</td>
<td>26%</td>
<td>27%</td>
<td>33%</td>
<td>27%</td>
</tr>
<tr>
<td>RE100 - % of global electricity consumption by market</td>
<td>99.77%</td>
<td>99.84%</td>
<td>99.6%</td>
<td>-</td>
</tr>
<tr>
<td>RE100 - % of North America electricity consumption</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>-</td>
</tr>
<tr>
<td>RE100 - % of EMEA electricity consumption</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>-</td>
</tr>
<tr>
<td>RE100 - % of APJ electricity consumption</td>
<td>66%</td>
<td>58%</td>
<td>0%</td>
<td>-</td>
</tr>
</tbody>
</table>

### Carbon Offsets (Metric Tons CO₂e)

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY17</th>
<th>FY16</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verified Emissions Reductions (VERs)</td>
<td>14,540</td>
<td>11,610</td>
<td>1,400</td>
<td>1,000</td>
</tr>
<tr>
<td>GHG emissions in net-zero emissions goal boundary*</td>
<td>53,167</td>
<td>39,002</td>
<td>20,570</td>
<td>-</td>
</tr>
<tr>
<td>Net GHG emissions after offsets within net-zero emissions goal boundary</td>
<td>38,627</td>
<td>27,392</td>
<td>19,170</td>
<td>-</td>
</tr>
<tr>
<td>% of total GHG emissions within boundary balanced by carbon offsets</td>
<td>27%</td>
<td>30%</td>
<td>7%</td>
<td>-</td>
</tr>
<tr>
<td>GHG emissions across global offices and data centers**</td>
<td>14,538</td>
<td>11,605</td>
<td>7,947</td>
<td>-</td>
</tr>
<tr>
<td>Net GHG emissions after offsets across global offices and data centers</td>
<td>0</td>
<td>0</td>
<td>6,547</td>
<td>-</td>
</tr>
<tr>
<td>% of total GHG emissions across global offices and data centers balanced by carbon offsets</td>
<td>100%</td>
<td>100%</td>
<td>21%</td>
<td>-</td>
</tr>
<tr>
<td>GHG emissions across Scope 1 &amp; Scope 2 market-based</td>
<td>1,849</td>
<td>1,469</td>
<td>1,308</td>
<td>-</td>
</tr>
<tr>
<td>Net GHG emissions after offsets across Scope 1 &amp; Scope 2 market-based</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>% of total GHG emissions across Scope 1 &amp; Scope 2 market-based balanced by carbon offsets</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>-</td>
</tr>
</tbody>
</table>

* Net-zero carbon emissions goal boundary includes global Scope 1, Scope 2 Market-Based, Scope 3 (data center non-IT), and Scope 3 business travel
** Includes global Scope 1, Scope 2 Market-Based, and Scope 3 (data center non-IT)