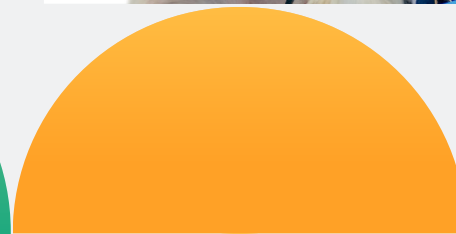# workday®

Making an impact forever forward.

2024 Global Impact Report

A letter from our CEO.

For nearly two decades, Workday has been revolutionizing enterprise software to move our customers' businesses forever forward. We boldly led the way in taking finance and human resources to the cloud, and today we're the trusted partner leading global organizations of all sizes into the age of artificial intelligence (AI). Workday built AI into the core of our platform so that we can rapidly deliver new AI capabilities that offer meaningful business value and productivity gains. Through AI, we're elevating humans and supercharging work—in pursuit of our purpose of inspiring a brighter work day for all.

While we are over 19,000 Workmates strong, our values—*employees, customer service, innovation, fun, integrity,* and *profitability*—remain at the center of everything we do. We're on an exciting growth trajectory, generating over $7 billion in total revenue with more than 10,500 customers around the world. And in 2024, Workday hit a new milestone—we've joined the Fortune 500 list for the first time, ranking us among the largest U.S. companies by revenue.

We're proud to share all the ways we're moving businesses forever forward—fueled by our people, powered by our platform and supported by our partnerships. This year you'll see **we've articulated** our environmental, social, and governance (ESG) focus aligned with four topics critical to our business and shareholders: **Helping Others Innovate, Protecting the Planet, Putting People First, and Acting with Integrity.**

Helping Others Innovate.

With the Workday platform we are innovating alongside our customers and partners to transform how businesses manage their people and money. It's a powerful way to meet unique business and industry needs, new regulations, and workplace shifts.

When it comes to ESG, reporting requirements are complex and evolving. The Workday cloud gives our customers access to high-quality data and analysis for their people, finance, and supply chain they need to track and report their sustainability goals. Our partners are building on the Workday platform to **deliver ESG solutions**, such as Deloitte's Accelerate2zero solution and PwC's Carbon Ledger. Internally, we leverage Workday ESG solutions to track our own company's sustainability goals in areas such as emissions, supplier sustainability, employee skills, and diversity, equity, belonging, and inclusion data.

Protecting the Planet.

Business plays an important role in addressing climate change to create a more sustainable world, and making significant progress takes partnership. We continue to provide our global customers a carbon-neutral cloud, and work toward our science-based emissions reduction targets with a goal to transition to a zero-carbon future. Increasingly, we're finding creative ways to align with climate leaders to extend our impact. For example, our multi-year carbon credit offtake agreement with Patch funds an innovative project to plug nearly 1 million orphaned oil and gas wells currently leaking methane into our atmosphere.

Partnerships like these send a clear signal to the industry that there is demand for high-quality carbon avoidance and removal projects, as well as underscoring the scale and impact of **business investment in climate solutions**.

Putting People First.

Employees are our number one value, and we have always believed that happy employees make happy customers and ultimately, a better world.

In fiscal year 2024, we continued to invest in our VIBE™ (Value Inclusion, Belonging, and Equity) initiative—Workday's unique approach to belonging and diversity (B&D)—as we focus on hiring and developing diverse talent.

Carl Eschenbach
CEO, Workday

This past year we rolled out new **VIBE objectives** and we're looking forward to continuing our journey and momentum.

An important part of advancing B&D is ensuring our hiring, development, and promotion process is fair. Our skills-based people strategy is key to our approach. It comes to life through a common skills language, enterprise-wide talent practices, and constant innovation fueled by our Workday Human Capital Management application suite. Our skills-based **Career Hub**, for example, is where Workmates can find gigs, learning, and connections to help them develop skills relevant to their interests and business needs. It's exciting to see that more than 10,000 active Workmates have completed onboarding in Career Hub, opening up new development opportunities for them while helping Workday meet emerging talent needs.

The Workday Foundation is also **investing** in workforce development organizations that are reskilling for digitally enabled career paths and those that support a low-carbon economy. We strive toward an increasingly diverse workforce, because we know that it has business benefits—broadening skill sets and ideas, which ultimately drives increased innovation and strengthens our company culture.
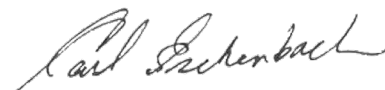
Acting with Integrity.

Integrity is another core value, and we work hard to build and sustain a culture of honesty and accountability. We are committed to earning the trust of our employees, customers, partners, investors, and communities. We believe winning is important, and how we win is just as important. We promote the long-term success of our business and provide clear guidelines for decision-making, risk management, and ethical conduct.

With the **emergence of AI**, businesses have a broader responsibility to balance innovation with building trust. Workday has been leading by example for nearly a decade in our commitment to the responsible development of AI technologies in service of our customers, the responsible deployment of AI within our own company for the benefit of our employees, and our advocacy for AI regulation for the good of the world around us. We are transparent and open with our employees about our responsible AI approach, be it the way it is built, the way it is used, or the way we advocate for its regulation. We have consistently been a leading voice for smart AI regulation in enterprise software, working closely with policymakers in the U.S. at the federal, state, and local levels; and the European Union and United Kingdom, Canada, and Asia to support meaningful and concrete regulatory proposals.

It's practices like these that have helped Workday appear on Ethisphere's World's Most Ethical Companies List for the past four years and on JUST Capital's America's Most JUST Companies list, and be named one of Comparably's Best Places to Work.

As we look ahead, we're committed to being the system of trust that enterprises around the world can rely on to manage their most critical business processes. Our growing customer base, continued global expansion, thriving ecosystem, and diverse products make Workday one of the most enduring software businesses of our time. We're excited by the possibilities ahead to move businesses, customers, and communities forever forward, together.

Carl Eschenbach

Carl Eschenbach
CEO, Workday

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About Workday.

We are a leading enterprise platform that helps organizations manage their most important assets—their people and money. The Workday platform is built with artificial intelligence (AI) at the core to help customers elevate people, supercharge work, and move their business forever forward.

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About this report.

The 2024 "Workday Global Impact Report" seeks to share our vision and progress toward operating a more sustainable business and discusses areas for potential improvement. We've transitioned from our previous biennial reporting format to an annual reporting cycle. Our last report was published in 2023, with previous reports published in 2021, 2019, 2017, and 2015. The reporting period is fiscal year 2024 (FY24), which covers the period from February 1, 2023, through January 31, 2024. Reporting scope, unless otherwise indicated, covers all Workday operations and offices globally.

This report has been prepared in reference to the Global Reporting Initiative (GRI) utilizing the updated Universal Standards, and references the Task Force on Climate-related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB) frameworks as well. In addition to these frameworks, content also has been informed by our materiality assessment performed in 2022, as well as environmental, social, and governance (ESG) rating and ranking agencies. We welcome your comments and questions at sustainability@workday.com.

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Who we are.

Workday is a leading enterprise platform that helps organizations manage their most important assets: their people and money. The Workday platform is built with AI at the core to help customers elevate their people, supercharge work, and move their business forever forward. Workday is used by more than 10,500 organizations around the world and across industries from medium-sized businesses to more than 60% of the Fortune 500. For more information about Workday, visit **workday.com**.

For more about the Workday story, please visit **Our Story**.

Workday headquarters are located in Pleasanton, California, with offices across North America; Europe, the Middle East, and Africa (EMEA); and Asia-Pacific and Japan (APJ). All Workday office locations can be **found here**.

FY24 Workday by the numbers:

$7.3 billion
total revenue (up 17% year over year)

$1.7 billion
non-GAAP operating income[2]

$16.5 billion
total assets

$2.1 billion
operating cash flow

~19,000
employees[1]

WDAY
NASDAQ listing

[1] As of January 31, 2024.
[2] Non-GAAP operating income excludes share-based compensation expenses, employer payroll tax-related items on employee stock transactions, and amortization expense for acquisition-related intangible assets. See "Non-GAAP Financial Measures" in the our FY24 Proxy for further information.

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Who we serve.

Products:

Office of the CFO: Workday Financial Management is the Workday flagship application suite for finance. Other products targeting the CFO include Workday Accounting Center, Workday Adaptive Planning, Workday Grants Management, Workday Prism Analytics, and Workday Projects.

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

Office of the CIO: Workday analytics and technology products targeting the CIO include Workday Benchmarking (an offering available as part of Workday Data-as-a-Service), Workday Extend, Workday People Analytics, and Workday Prism Analytics.

Office of Procurement: Workday Procurement and Workday Strategic Sourcing help procurement organizations streamline operations and control indirect spend. Other products in the spend management suite include Workday Expenses and Workday Inventory.

More than

60%

of the Fortune 500 have selected Workday.

The Workday customer community represents more than

65 million

users under contract.

Industries served:

- Education[3]
- Manufacturing
- Financial services
- Nonprofit
- Government
- Professional services
- Healthcare
- Retail and hospitality
- Insurance
- Technology
- Life sciences

[3] Workday also offers Workday Grants Management and Workday Student for higher education.

FY24 highlights.

Environmental sustainability highlights.

Signed a **multi-year carbon credit offtake agreement** with Patch, including a new innovative project with Tradewater.	Announced our offtakes through Frontier with Lithos Carbon, CarbonCapture, and Heirloom—collectively **removing over 338,640 tons of carbon** by 2030.	Continued to source **100% renewable electricity**, achieved **net-zero carbon emissions,**[4] and provided all of our customers with a **carbon-neutral cloud**.

Social highlights.

Introduced **VIBE Star Award**, recognizing outstanding individual champions who Value Inclusion, Belonging, and Equity.	Expanded global self-identification options for more than **90% of employee population**, allowing us to better understand our people and population.	Provided **$7.9 million** in total grant money from the Workday Foundation to support workforce development ecosystems, green jobs, and global issues that impact us all.

Governance highlights.

Conducted an **Integrity Survey** to measure employee sentiment of Workday's culture, which combined with our use of Peakon informs the continuous improvement of our ethics and compliance program.	Named one of the **World's Most Ethical Companies** by Ethisphere for the fourth year in a row, reflecting our commitment to integrity.	Continued our **internal training program** that is key to ethical innovation approach, including Responsible AI training and 100% completion of our Code of Conduct training.

[4] All references to "net-zero" in this report encompass Workday emissions from offices, data centers and public cloud, and business travel.

Recognition.

JUST 100 #1 for Customers in the Software Industry
JUST Capital (2024)

World's Most Ethical Companies
Ethisphere (2024)

Top HR Product of the Year Workday VNDLY
Human Resource Executive (2023)

Best CEOs Award
Comparably (2023)

Best Company Culture
Comparably (2023)

Best Companies for Women
Comparably (2023)

America's Most Responsible Companies
Newsweek (2023)

America's Climate Leaders
USA Today (2023)

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Our ESG strategy.

Guided by our company values and strategy, Workday is committed to environmental stewardship, positive social impact, and responsible governance to ensure our communities can adapt and thrive no matter what lies ahead. Our ESG approach leverages four core principles that guide our efforts in alignment with the ESG topics that are most material to our business and stakeholders. We have set goals and are measuring our progress in each of these areas. The Workday core values compel us to be a leading corporate citizen, and to protect and serve the communities around us and the planet we live on. Visit the **"Environmental, social, and governance (ESG) oversight"** section of this report to learn how we believe that strong oversight and governance of ESG contributes to the long-term success of Workday and allows us to make positive impacts for our Workmates, the environment, and within the communities in which we operate.

Help Others Innovate.

ESG Solutions and Customer Success

We enable leaders to collect data from across the organization, build strategy frameworks, help ensure the organization is audit ready, report with confidence, and plan for the future.

Focus Areas
- Customer experience and satisfaction
- Product innovation
- Supporting our customers' sustainability goals

Protect the Planet.

Environmental Sustainability

We integrate sustainability in everything we do and measure our success not only in financial terms but also in how we impact the world. We partner with other climate-focused leaders worldwide who believe it's our collective responsibility to support a more sustainable future.

Focus Areas
- Climate policy
- Carbon-neutral cloud
- Clean and renewable energy
- Carbon reduction and removal
- Water footprint
- E-waste

Put People First.

Social and Community Impact

We nurture our culture and work each day to enhance the lives of our employees by building a workplace that is diverse, supportive, and provides opportunities for everyone to grow and thrive. We invest in communities to help lift up those most impacted by the social, economic, and global health challenges of today and build resilience that will result in a brighter future for all.

Focus Areas
- Belonging and diversity
- Employee development
- Talent attraction
- Workmate well-being
- Community engagement and partnerships
- Philanthropy and volunteerism

Act with Integrity.

Corporate Governance

We foster a culture guided by integrity, ethical conduct, and compliance. We promote the long-term success of our business and provide clear guidelines for decision-making, risk management, and ethical conduct. We are committed to ethical, responsible, and trustworthy AI development.

Focus Areas
- Ethics and integrity
- Responsible AI
- Data privacy and security
- Public policy

OUR CORE VALUES ARE FOUNDATIONAL

Employees: We believe that happy employees lead to happy customers. We support our employees, their families, and the communities in which they live and work.

Customer service: We are committed to the long-term success of our customers, always striving for the highest levels of customer and user satisfaction.

Innovation: We believe diversity fuels innovation. We gather different groups of creative people, take smart risks, and then learn from the results.

Integrity: We believe winning is important, but how we win is just as important. We hold ourselves and each other accountable to make decisions that are aligned with our values.

Fun: We believe work should be fun and that you can have fun while working hard. In fact, the better we do as a company, the more fun we get to have.

Profitability: We believe that by living our values extraordinarily well, making smart choices, being responsible, and spending wisely, profitability will follow naturally.

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Workday value chain.[5]

UPSTREAM

Manufacturing and supply of components, parts, and products

General and administrative support (e.g., accounting, employment services, human resources (HR))

Energy and utilities

Facilities management (e.g., leased offices and data centers)

Inputs

Brand, advertising, and intellectual capital

Data processing, hosting, public cloud, and related activities

Deployment, technology, and content providers[7]

Product engineering support[6]

Information technology (IT) hardware

WORKDAY OPERATIONS

Investments through Workday Ventures

Sale and marketing of subscription and professional services

Product design, development, testing, and certification

Cybersecurity

Customer success and management

Operation of owned and leased assets

Professional services

General and administrative activities (e.g., HR, Legal, Finance, Accounting)

Safety and physical security

Customers

Direct customers

End Users

Users of Workday products

Software and technology partners

Consulting and deployment service providers

Business process outsourcing partners

Partner companies that received investment

Partnerships

DOWNSTREAM

Logistics

[5] Workday's value chain graphic was updated to utilize the terminology and categories in alignment with the European Sustainability Reporting Standards sectors and activities defined within each.
[6] Product engineering support includes the provision of services related to Workday's software engineering by third parties.
[7] Deployment, technology, and content providers includes partnerships with third parties for product development and integration as described in Workday's 10-K.

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Our priority ESG topics.

In FY23, Workday engaged with a leading professional services firm to conduct a refreshed ESG priority topic assessment to identify our material ESG topics. Our latest assessment used a broad range of inputs, including internal and external interviews and surveys, industry trends and discussions with peers, and observations of rating and ranking agencies, as well as dominant standards to produce a holistic list of potential priority ESG topics for Workday to consider.

In FY25, we engaged a third party to conduct a double materiality assessment, both to reflect changes to our business and the external landscape. The priority topics identified in this section continue to reflect Workday's priority ESG focus areas, and, moving forward, we will align reporting with the requirements of the EU's Corporate Sustainability Reporting Directive (CSRD).

How we determine what matters most.

To identify the updated areas that are of most interest to stakeholders and where our business can make the most impact, our recent assessment included the following key steps:

Identification and definition: We used a combination of both internal and external research to develop a list of initial topics deemed potentially relevant to Workday sustainability and business strategies. This includes previous materiality assessments, ESG reports, dominant reporting frameworks, ESG ratings, and more. We defined priority topics based on thorough reviews of various frameworks, such as GRI standards and the SASB Software and IT Services industry-specific guidance.

Engagement: Through internal and external interviews, we further refined the initial topic list and prioritized most relevant Workday topics. Our external interviews consisted of inputs from investors, customers, and members of our board of directors, while our internal stakeholders were from a wide range of topics of expertise across the company. We also considered feedback gathered through surveys. This included both internal employee surveys and external surveys at our user conferences Workday Rising and Workday Rising EMEA, which included customers, partners, prospective customers, and employees.

Validation: Through a quantitative scoring of inputs, an initial scatter plot of ESG topics was produced and then refined via feedback from Workday, ESG experts, and industry knowledge. We also analyzed the results within the context of our value chain impacts and strategic corporate topics to determine our priority topics.

ESG topics.

We review our highest-priority ESG topics in detail within this report and cover lower-priority topics as applicable.[8] See the Appendix at the end of this report for our **Topic Glossary**.

Environmental

Energy and Carbon Emissions

Waste Management

Water Management

Social

Community Engagement

Diversity, Equity, and Belonging

Employee Health and Well-Being

Human and Labor Rights

Product Innovation and Customer Satisfaction

Talent and Culture

Workforce Development

Governance

Climate Change Risk

Corporate Governance and Business Ethics

IP Protection and Competitive Behavior

Privacy and Data Security

Public Policy

Responsible AI

Supply Chain Management

[8] Bold type indicates highest ranked ESG topics by our stakeholders.
Note on materiality: As used in this report, materiality is considered "ESG materiality," which is different from the definition used in the context of filings with the Securities and Exchange Commission (SEC). Issues deemed material for purposes of this report and for purposes of determining our ESG strategies may not be considered material for SEC reporting purposes.

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Stakeholder engagement.

As a company founded on the idea of putting people at the center of enterprise software, we are laser-focused on driving value for every stakeholder in our ecosystem—customers, employees, investors, communities, partners, and all individuals who, or entities that, are affected by our business activities.

Collaboration is key to our long-term success, and by fostering genuine relationships with our stakeholders and seeking diverse perspectives, we gain deeper insights into their priorities, anticipate evolving trends, and react swiftly to customer-centric needs.

Workday customers.

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

Workday partners.

We're building a vibrant Workday ecosystem through the power of partnership. Fueled by innovation and industry expertise, Workday partners help customers adapt and thrive in a changing world. Our sales partners, service partners, and innovation partners help us deliver unmatched service to our customers.

Workday leadership.

Our leadership team regularly holds fireside chats and Q&A sessions during our Town Hall meetings where Workmates can ask questions. Outside of these meetings, any employee can ask anything of, and provide feedback directly to, senior leaders. Our CEO's email address is shared directly with employees, and our chief people officer regularly asks for feedback on the pulse of our culture.

Workday Peakon Employee Voice.

We use Workday Peakon Employee Voice to collect feedback in real time from our employees, and then turn that feedback into dialogue and action. Since we introduced Workday Peakon Employee Voice in FY22, employees have provided over 486,000 confidential comments on the platform through weekly surveys, and 95% of our employees have taken part in at least one survey, reflecting their strong engagement. We receive data points from these surveys that help us identify actions to take to improve our company and our culture.

Opportunity Onramps®.

Through our Opportunity Onramps program, we invest in leading workforce development organizations that provide direct training and employment opportunities for candidates facing employment barriers.

Workmate Communities.

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

Shareholders and financial analysts.

Workday Investor Relations is committed to delivering accurate and timely information to investors about our financial performance, strategic positioning, and other significant developments. We believe it is vital for any business to maintain strong, effective, and transparent working relations with its shareholder base, both prospective and current. We understand the value of seeking investor feedback on topics of interest to them, allowing us to stay at the forefront of trends, including those related to ESG.

Employee Belonging Councils.

At Workday, our Employee Belonging Councils play an integral role in fostering a culture of inclusion and belonging for all. Members are not only business and thought leaders, they are also our culture keepers and storytellers, and strive to promote and advocate for equal opportunity and understanding of diverse communities.

Nongovernmental organizations and nonprofits.

Engagement with nongovernmental organizations and nonprofits helps us better understand key issues, stay on top of best practices, and achieve certification in some of the sustainability areas that are key priorities for us.

Influencers of public policy.

We frequently engage directly with policymakers and their staff, regulators, industry partners, and nonprofits to build momentum and bolster trust in enterprise software and enable growth and innovation. Through our memberships with industry, business, and trade associations, we have a voice within the broader industry.

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Supporting our customers' sustainability goals

Our ESG solutions and customer success.

We provide environmental, social, and governance (ESG) solutions and customer success, including how Workday enables leaders to collect data from across the organization, build strategy frameworks, help ensure the organization is audit ready, report with confidence, plan for the future, and foster a collaborative community for users to learn from each other.

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Supporting our customers' sustainability goals.

We believe that collaboration is key to success, and we know our customers are looking to work with organizations that can help support their own sustainability goals. Over the past few years, we've increased our focus and technology investments to help customers advance their ESG goals using Workday. Our solutions aim to enable leaders to collect data from across the organization, build strategy frameworks, help ensure the organization is audit ready, report with confidence, and plan for the future.

Workday delivers key people, finance, and supply chain insights and processes to help customers stay on top of their sustainability initiatives and reporting. As finance, human resources (HR), and information technology (IT) teams come together to determine the best path forward, our proven technology and the way we do business uniquely position us as a trusted source of data needed to meet evolving reporting and disclosure requirements—including those around emissions, diversity, and governance.

Tracking emissions and supplier sustainability.

Workday offers an adaptable platform to help companies manage their emissions reduction strategy. Accelerate2zero—built by Deloitte on Workday Adaptive Planning—helps organizations capture Scope 1, Scope 2, and Scope 3 emissions. The solution enables companies to undertake a cost-benefit analysis of emissions abatement options and allows dynamic emissions budget management, helping organizations to achieve the emissions targets within their ESG strategy. Similarly, ClimateAdapt—also built by Deloitte on Workday Adaptive Planning—helps organizations undertake a climate risk materiality assessment, measuring top physical and transition risks and how an organization's assets, people, and operations may be impacted against potential warming scenarios. This allows optimal future planning and operational and financial modeling. PwC also introduced Carbon Ledger to centralize and simplify greenhouse gas emissions data across Scope 1, 2, and 3, within Workday and in compliance with global regulatory requirements. Carbon Ledger brings a company's energy activity data together, then, using leading global emissions factors, calculates carbon impacts—all delivered in a familiar Workday user experience. The solution is enabled by Workday Extend, Workday Adaptive Planning, and Workday Prism Analytics; by reporting, forecasting, and scenario modeling maps; and by carbon-neutral journeys.

The supplier sustainability solution from Workday helps customers improve the sustainability and resilience of their supply chains and enables them to assess their Scope 3 emissions. Using Workday Financial Management, Workday Prism Analytics, and Workday Strategic Sourcing, the solution supports the collection of key ESG data from suppliers and the identification of areas for improvement, and captures and reports on Scope 1, Scope 2, and Scope 3 emissions derived from supplier spend. Enabling the sourcing and tracking of supplier data can help drive progress toward ESG goals.

The Workday Commute, Remote Work, and Sustainability survey.

In 2023, Workday made our Commute, Remote Work, and Sustainability survey available to our customers who wanted to better understand their commuter and remote work environmental impacts. To better plan how to reduce our footprint, the Workday Sustainability team created the survey tool built with Workday Human Capital Management (HCM) and Workday Extend to distribute to our Workmates globally on an annual basis. Over 58% of Workmates answered the FY24 survey, a higher than expected engagement. With the tool's success, we made it widely available to our customers so they can also collect information about employee remote work and commute habits and calculate emissions by office or country, transportation mode, and flex work.

For example, the Sustainability team at Autodesk not only wanted to get a refresh on how its employees were commuting to work post-pandemic, but to also get a sense of what employees were looking for when it comes to sustainability at work and on the way to work. Within a three-week window, the team collected the necessary data for emissions calculations and pulled insights for potential changes within the organization to help reduce these emissions.

> " The Workday Commute, Remote Work, and Sustainability survey tool gave us the quick and global reach we were looking for, already embedded into our systems and processes.
>
> —**Louis Mark**
> Sustainability Team, Autodesk

AUTODESK

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Supporting our customers' sustainability goals

Workday Rising EMEA: ESG Champion.

At last year's Workday Rising Europe, Middle East, and Africa (EMEA), Workday **announced** the winners of its inaugural Workday Customer Awards, which included the "ESG Champion." Workday launched the new awards to celebrate its most inspiring and innovative customers, and demonstrate how these customers have deployed Workday artificial intelligence (AI) to solve their greatest business challenges and achieve transformative results. Aliaxis, a global leader in fluid management solutions, has a purpose to bring solutions to the world's water challenges and provide access to clean energy. It has placed significant emphasis on sustainability and ESG factors in everything that the organization does. The organization recognizes that globally we are facing significant environmental challenges and a need for better social responsibility, governance, and ethical standards. Wishing to implement quick actions that pay off in the short-term, Aliaxis is partnering with Workday to deploy a number of its solutions, including transformed reporting on ESG-related key performance indicators.

Learn more about our **ESG solutions**.

Using Workday AI solutions for employment for all.

Providing decent work and economic growth is a United Nations Sustainable Development Goal that we have aligned with as a company. We believe this will be solved through the adoption of a skills-based approach to HCM by decoupling the traditional link between academic qualifications and on-the-job skills.

We believe that AI is fundamental to helping employers understand key attributes, drive automation, and gain insights and predictions that help identify and align people, skills, and tasks, quickly turning employee data into a strategic advantage, while helping businesses and workers adapt to change. We also believe that the goal of achieving higher levels of economic productivity can only be realized in economies in which businesses and public bodies are more dynamic, flexible, and capable of allowing people with nontraditional backgrounds to participate effectively in the workforce. AI-supported skills technology can also bring enormous advantages to experienced workers without a degree, providing a helping hand to those workers and benefiting society.

The centerpiece of our AI-supported skills technology innovation is **Workday Skills Cloud**, which uses AI to analyze the way skills are used and described in natural language and better understand their relationship to each other, and then map this to a skills-centric workforce at scale. Drawing on data sources containing more than 200 million identified skills, Workday Skills Cloud uses large language models to maintain a definitive taxonomy of "canonical" skills and "synonyms" in 16 different languages. Woven into the fabric of Workday HCM, the Workday Skills Cloud ontology powers many Workday applications that use employee skills data.

In a McKinsey global study,

87%

of executives said they were experiencing skills gaps in the workforce, or expected them within a few years. But fewer than half of respondents had a clear sense of how to address the problem.[9]

[9] McKinsey & Company, "Beyond Hiring: How Companies Are Reskilling to Address Talent Gaps"; 2020.

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Reporting social impact and driving diversity, equity, and inclusion (DEI) progress.

Our social reporting for ESG solutions provides a curated package of reports from **Workday HCM** covering the most common areas required for ESG disclosures, including workforce composition, organizational health, diversity, and workforce investment. Additional insights from **Workday core analytics and reporting** (including VIBE Central™) and **Workday People Analytics** (including VIBE Index™) can further enhance an organization's efforts around the social component of ESG. For example, VIBE Index enables organizations to holistically measure diversity, equity, belonging, and inclusion metrics:

- **Breadth and depth:** Measure across the employee lifecycle, from sourcing and hiring diverse talent to retaining, developing, and promoting that talent, all the way to understanding belonging sentiment and positively impacting attrition.

- **Intersectionality:** Compare and assess performance based on multiple dimensions of a person's identity, such as gender, ethnicity, sexual orientation, veteran status, and much more.

- **Equity and parity:** Identify disparity across intersectionalities and prioritize the biggest areas for improvement.

Workday Peakon Employee Voice has amassed more than 770 million survey responses[10] from employees worldwide, representing one of the largest standardized data sets of employee sentiment feedback in the world.

"

One essential area of focus is diversity, equality and inclusion. This is very important to our business. If we see our scores on factors relating to these areas are not quite where we want them to be, we'll make them priorities for the year ahead, watching on an almost daily basis to see if they're up or down and taking action accordingly.

—**Josefine Botha**
Senior Director of People,
Vinted GmbH, Workday customer

Vinted

"

Workplace diversity is something we're working on. But you can't fix it if you don't have the data. Using Workday, we can measure diversity against our goals and stay on track.

—**Erwin Hoogeveen**
Chief Human Resources Officer,
Fugro NL Services B.V., Workday customer

FUGRO

[10] As of January 31, 2024.

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Using Workday to drive change.

We believe positive change starts with a deep understanding of who your people are and how each person is unique. This belief is reflected in our solutions.

Like our customers, we also use Workday Peakon Employee Voice to get a holistic overview of the employee experience across the organization with real-time insights into employee engagement, sentiment, productivity, well-being, DEI, and transformation and change data. Adopting an active listening approach provides continuous insights into how to maximize engagement, productivity, and business performance by actively listening to employees, understanding what matters most, and taking swift action.

"

When you are able to integrate your talent, your performance, your pay, your equity, and your diversity, you can tell a better overall company story. Workday is truly holistic, giving you everything you need in one system, one place.

—Adcorp Holdings Ltd.

Based on holistic insights, organizations can take systematic, evidence-based actions for all their talent with a people-centric, skills-based approach from recruiting to development, and from promotions to staffing projects and gigs—embedding DEI in all HR and talent processes. And personalized experiences help create a culture of belonging and inclusion for all, unlocking the potential of the entire workforce with curated content that drives employee engagement and learning that responds to the needs of all.

The Workday research report "Global Blueprint for Belonging and Diversity" provides a global outlook on DEI and shows progress in the form of sustained organizational commitment and increasing momentum around DEI initiatives:

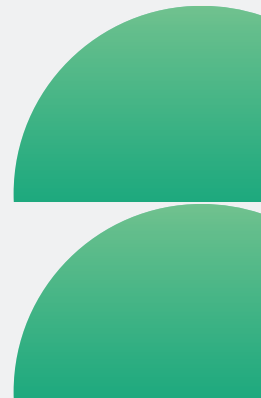## 78%
say DEI priority has increased in the past year, with 85% having a DEI budget.

57%
have made progress with or are already using a strategic approach to DEI.

94%
are using technology to support DEI initiatives.

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Embedding digital product accessibility.

When thinking about accessibility, we often center on workplace accessibility and the physical environment; however, making our digital products accessible is a critical aspect of this conversation. Financial and HR products that can be navigated by everyone empower not only our customers' workforce, but also our own. Accessibility supports equity, as it allows everyone, regardless of their ability, to access our software and apps. It's also good for business. With that in mind, Workday stood up a Digital Product Accessibility team five years ago.

Fast forward to today, and Workday has a dedicated Accessibility team with more than 25 members, many with lived experience with disability. The team collaborates with product and technology teams at every stage of the software development lifecycle (design, development, quality assurance) to make Workday products more accessible. Accessibility specialists provide role-based training, consultation, learning resources, and tooling. Accessibility engineers fix bugs, undertake impactful accessibility-related projects, and partner with component teams on accessible widgets. Workday regularly assesses products against Web Content Accessibility Guidelines (WCAG) 2.1 AA using multiple methodologies, including a combination of automated and manual testing from those familiar with assistive technology. Workday also refreshes point-in-time accessibility assessments every other year, which summarize accessibility support for national (Section 508) and international (WCAG) standards.

At Workday, we believe that everyone, regardless of their abilities, deserves equal access to technology. It's why we're committed to delivering an accessible experience for all users. We're building Workday to work for everyone, on every device, and on every platform. Our customers are our greatest partners in this work, collaborating through our Accessibility Advisory Council. We know that when we solve with disabilities in mind, we're creating accessible and inclusive solutions and experiences for all.

Learn more about what we're doing by visiting **Accessibility at Workday**.

A customer satisfaction rating of over 95%.

As a company, Workday aims to maintain a customer satisfaction rating of over 95%, and in 2023, Workday Financial Management and Workday HCM customers surpassed this rating again—as we have for more than a decade. And in early 2024, Workday was once again **included** in the top 100 of America's most JUST companies list by CNBC and JUST Capital. This year, we were ranked #1 in the Customer stakeholder category in the software industry. This placement celebrates Workday's ongoing commitment to customer privacy and transparent communication, offering products that benefit society and provide a positive customer experience.

WORKDAY CONTINUES TO FOCUS ON:

Innovation: adding new features and improvements based on customer needs

Configurability: offering flexible solutions that could adapt to different business needs

Strong support: providing dedicated customer support teams and resources

Transparency: openly communicating our product roadmap and development plans

Community building: fostering a collaborative community where users can learn from each other

If you'd like to read more stories from our inspirational customers, **visit here**.

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Environmental sustainability.

We integrate sustainability into everything we do and measure our success not only in financial terms, but also in how we impact the world. We partner with other climate-focused leaders worldwide who believe it's our collective responsibility to support a more sustainable future.

Our strategy.

As a values-based organization, we believe in doing our part to make a positive and lasting impact on our environment. We were founded on the principles of supporting our customers in reaching their business goals and leading with integrity in everything we do.

Like all good efforts, going at it alone and attempting impact in a silo won't get us very far. Our business strategy of embracing the power of partnership, collaboration, and community extends to our approach to sustainability. In this section, you'll find our approach to environmental sustainability, including our climate strategy, carbon footprint, renewable energy investments, carbon reduction, climate policy, responsible disposal of electronic waste, and method of engaging with our employees to maximize their collective impact on how we operate.

We know we can all play a part in creating a healthier planet. We believe in working together with other business leaders, partners, and organizations across the globe to bring lasting change. As the climate crisis continues, we remain steadfast in leading with these values, which include supporting efforts for a 1.5°C future.

Sustainability leadership at Workday.

In 2023, Workday appointed Erik Hansen as the company's first chief sustainability officer (CSO)—a signal of our dedication to operating in a way that not only meets our customers' needs, but that also contributes positively to the world. The CSO will continue to lead sustainability operations at Workday and work with our Nominating and Governance Committee on our board of directors to oversee policies and programs concerning environmental sustainability and climate-related risks.

Our Environmental Sustainability Policy further outlines our commitments to a healthier planet.

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Our priorities and commitments.

At Workday, we believe in supporting urgent and meaningful action to address climate change. As part of our climate strategy, we're meeting our goal to match 100% of the electricity used at our global offices and data centers with clean, renewable sources, and we provide our entire customer community with a carbon-neutral cloud. In addition, we've achieved net-zero emissions across our offices, data centers and public cloud, and business travel.

Along with these commitments, we remain dedicated to helping the world achieve a net-zero future by 2050, by keeping global warming to 1.5°C above preindustrial levels via our science-based emissions reduction targets.

Our science-based targets.

We've continued to work to make progress against our science-based targets (SBTs), while simultaneously identifying the areas where we need to adjust our strategy in order to improve.

Part of setting ambitious goals means we actively need to track our progress and performance against our goals. We've met our 100% renewable electricity goal, and we'll continue to engage with our suppliers to commit to having their own SBTs, as well as taking steps to reduce our business travel and help us get on track.

We recognize that we are at risk of not meeting our business travel and supplier engagement targets, but we are committed to being transparent about obstacles and our efforts to overcome them. While sharing our progress and setbacks openly and with integrity, we remain dedicated to working toward our SBTs and continuously improving our sustainability practices.

TARGET

Workday commits to continue annually sourcing 100% renewable electricity through FY30.

FY24 PROGRESS

ON TRACK: 100% renewable electricity achieved compared to 100% target.

FY20	100%
FY21	100%
FY22	100%
FY23	100%
FY24	100%
FY30	100% **TARGET**
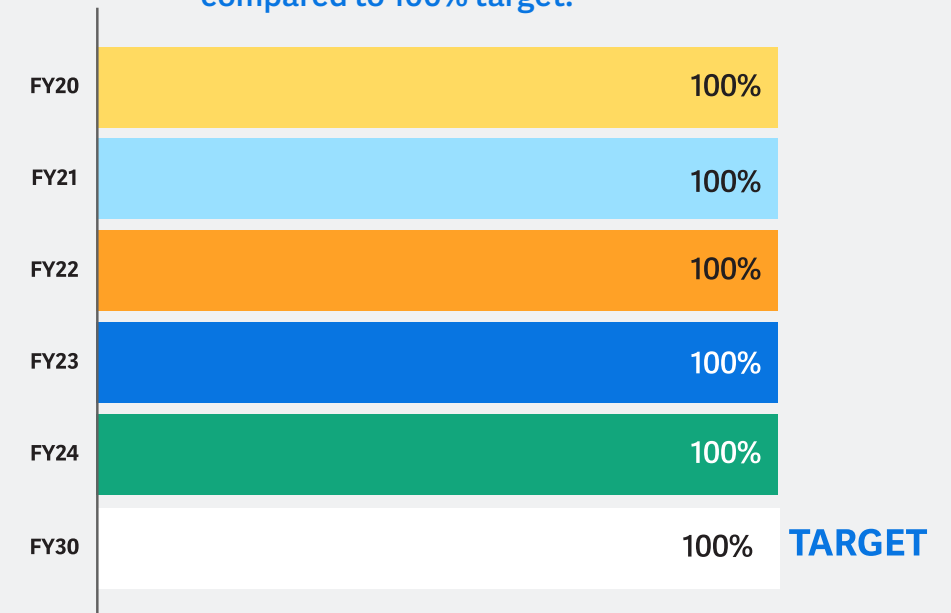
What we achieved.

We've continued to match 100% of the electricity we use at our offices and data centers globally with clean and renewable sources, which we're committed to continuing through FY30. We're continuing to invest in on-site generation at our global headquarters and looking for ways to implement on-site renewables. See our "**Clean and Renewable Energy**" section for the specifics on how we get there.

Where we need to focus.

We will also continue to encourage those we work with to explore impactful clean energy projects, which is why we joined as a signatory of the **Emissions First Partnership**, outlining a set of principles to update the accounting systems for greenhouse gas (GHG) emissions to help accelerate grid decarbonization.
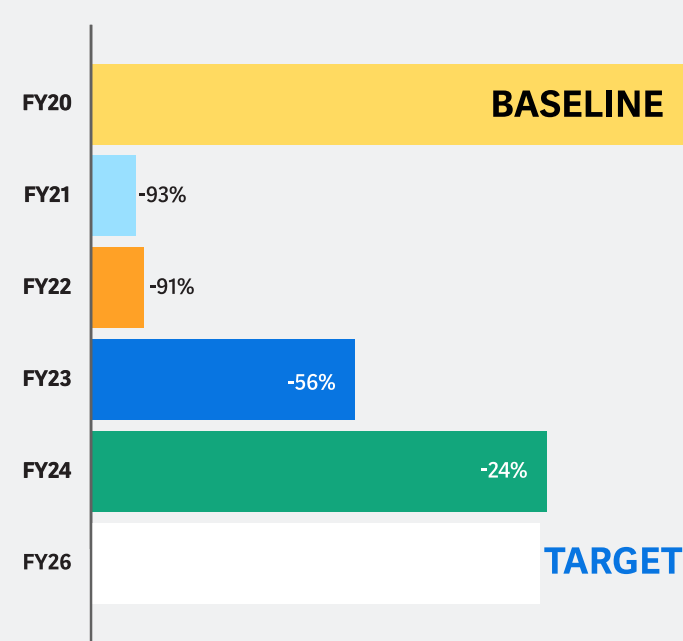
TARGET

Workday commits to reducing absolute Scope 3 business travel GHG emissions by 25% by FY26.[11]

FY24 PROGRESS

OFF TRACK: 24% reduction against our original FY20 baseline.

FY20	BASELINE
FY21	-93%
FY22	-91%
FY23	-56%
FY24	-24%
FY26	TARGET

What we achieved.

Since setting our target, we've made improvements in our emissions intensity: we've reduced both our per-employee business travel emissions and per-revenue emissions by almost 50%. We've also continued to make significant investments toward decarbonizing the aviation industry, including joining the Sustainable Aviation Buyers Alliance (SABA), and focused on accelerating the path to decarbonizing aviation and driving investment in and adoption of sustainable aviation fuel (SAF).

Where we need to focus.

Despite our reduction against our baseline, we face significant challenges in reaching our business travel emissions reduction target. Our workforce has grown more than 50% since our FY20 baseline, and our revenue has grown by 100%. While we are encouraged that our business travel emissions per full-time employee (FTE) intensity metric has decreased from 5.4 metric tons CO_2e in FY20 to 2.7 in FY24 (a 50% reduction), the overall increase in headcount and operations is likely to prevent us from meeting this absolute reduction target. Many of our Workmates are prioritizing in-person interactions with our customers after a long period of travel restrictions—an important step in building trusting relationships. To mitigate our impact, we are working with our teams to strike a balance between necessary face-to-face interaction and where we can be mindful about travel. We are also collaborating with the Workday Travel team to launch an employee awareness campaign to help us limit unnecessary business travel. While we'll continue to focus on operational efficiencies, we'll also continue our investments in SAF via the SkyNRG Board Now program, which will help support the development of the first European SAF production facility to produce 100,000 tons of SAF annually.

And in early 2024, SABA announced Workday was part of the largest ever collection of deals to purchase high-integrity SAF certificates (SAFc). Over the span of 5 years, close to 20 business aviation customers, including Workday, 4 fuel providers, and 3 airlines have committed to channel close to $200 million into purchasing SAFc, a milestone we're thrilled to be a part of as we continue our work to reduce our business travel.

SBTs continued on next page.
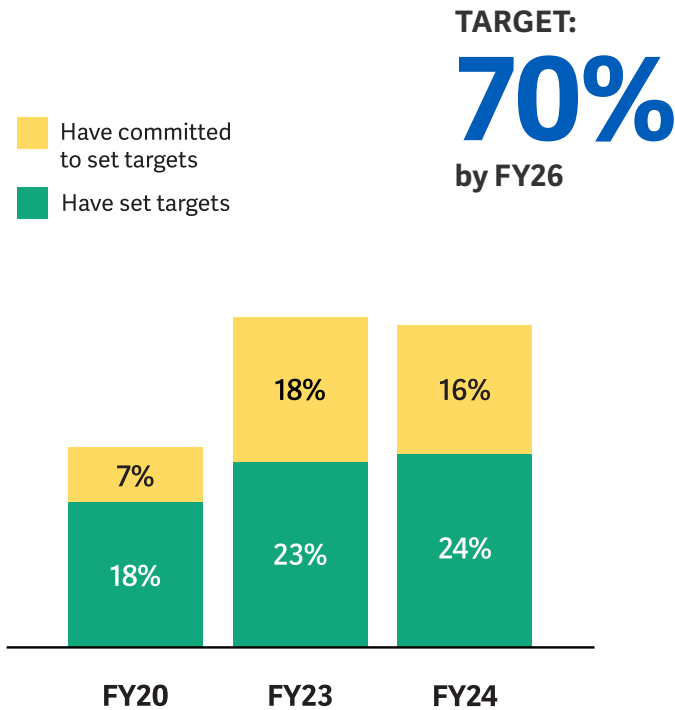
[11] Using FY20 as our base year.

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TARGET

Workday commits that 70% of our suppliers, by spend covering purchased goods and services and capital goods, will have SBTs by FY26.

FY24 PROGRESS

OFF TRACK: 24% of suppliers by spend have set SBTs, compared to 70% target.

TARGET:
70%
by FY26

- Have committed to set targets
- Have set targets

	FY20	FY23	FY24
Have committed to set targets	7%	18%	16%
Have set targets	18%	23%	24%

What we achieved.

We directly engaged with more than 80 suppliers (comprising 75% of spend) and communicated our expectation to work with suppliers that prioritize emissions reductions. We provided educational resources for suppliers to measure GHG emissions and set emissions reduction targets, and hosted supplier workshops with a key focus on supplier sustainability. As of the end of FY24, 24% of our suppliers have set SBTs, and another 16% have committed[12] to set them.

Where we need to focus.

We invested in a solution to support Workday and customers in addressing Scope 3 emissions and began implementing our Workday supplier sustainability solution to manage supplier emissions and engage suppliers. Despite these efforts, we are facing challenges in meeting our supplier engagement target and at current trajectory are unlikely to reach our goal of 70% by FY26. We will continue working with suppliers that either have commitments and need support crossing the line, or large suppliers that are determining the best path to align with the Science-Based Targets initiative (SBTi). Additionally, we're focusing on encouraging companies that have no targets at all to take steps to starting the process.

For more information on our SBT progress, see our performance tables at the end of this report.

[12] According to the SBTi, to "commit" means the company has submitted a letter establishing its intent to set a science-based target within 24 months.

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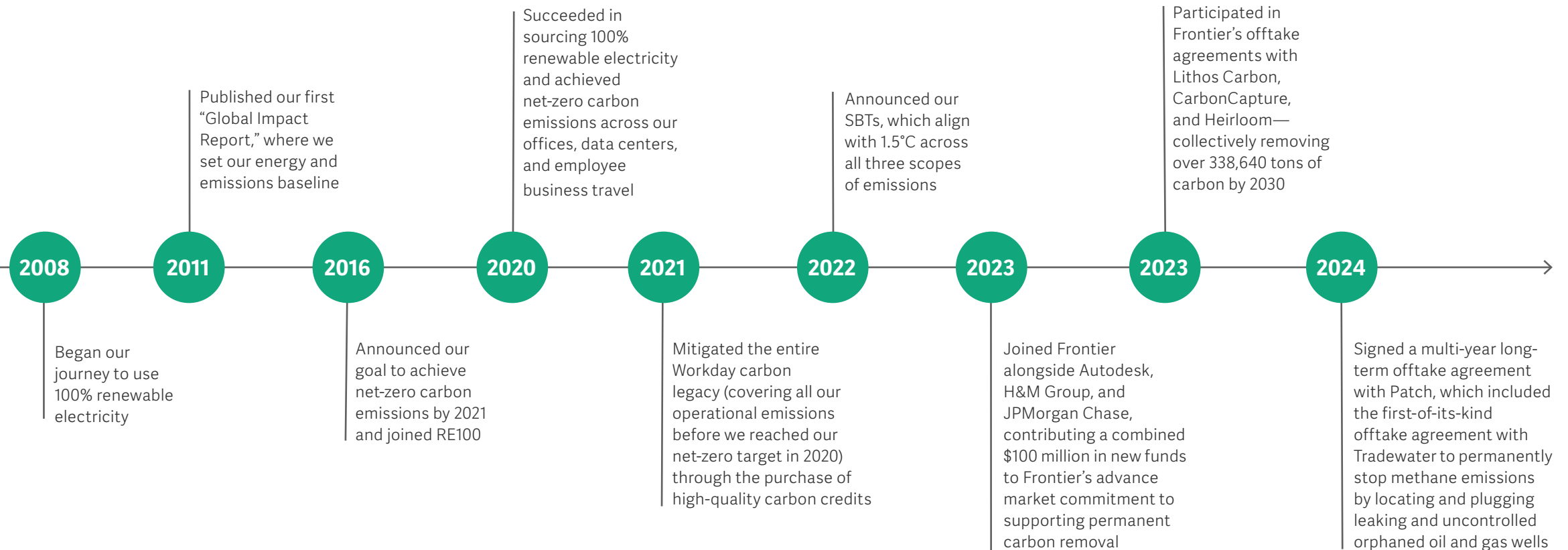# Our evolving sustainability journey.

Over the years we've evolved our sustainability practices to ensure we're keeping up with the latest science-based recommendations on how we can drive impact.

In 2011, we disclosed our baseline carbon footprint in our first-ever "Global Impact Report." Now, in 2024, we've shifted our focus to ensure we're keeping pace with the scientific community and are funding efforts to support permanent carbon removal.

Science-based best practices we've adopted over the years to mitigate our environmental impact include:

- Avoiding carbon-intensive activities where possible
- Investing in high-quality carbon credits
- Mitigating historical emissions
- Partnering with peers to accelerate the development of permanent carbon removal technologies

We're proud of the positive changes we've made in how we operate and support the health of our planet, and we know there's more to do. Take a look at the highlights of our sustainability journey year-over-year:

2008
Began our journey to use 100% renewable electricity

2011
Published our first "Global Impact Report," where we set our energy and emissions baseline

2016
Announced our goal to achieve net-zero carbon emissions by 2021 and joined RE100

2020
Succeeded in sourcing 100% renewable electricity and achieved net-zero carbon emissions across our offices, data centers, and employee business travel

2021
Mitigated the entire Workday carbon legacy (covering all our operational emissions before we reached our net-zero target in 2020) through the purchase of high-quality carbon credits

2022
Announced our SBTs, which align with 1.5°C across all three scopes of emissions

2023
Joined Frontier alongside Autodesk, H&M Group, and JPMorgan Chase, contributing a combined $100 million in new funds to Frontier's advance market commitment to supporting permanent carbon removal

2023
Participated in Frontier's offtake agreements with Lithos Carbon, CarbonCapture, and Heirloom— collectively removing over 338,640 tons of carbon by 2030

2024
Signed a multi-year long-term offtake agreement with Patch, which included the first-of-its-kind offtake agreement with Tradewater to permanently stop methane emissions by locating and plugging leaking and uncontrolled orphaned oil and gas wells

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Accelerating climate engagement through policy.

We recognize that public policy is key to addressing climate change, and we're encouraged by ongoing discussions to advance science-based climate policy. At Workday, our sustainability and policy teams both sit within our larger Corporate Affairs department to support a close partnership in our climate strategy and advocacy. To help establish a foundation for our advocacy efforts, we developed a climate policy statement that continues to guide our policy engagements globally.

As detailed in our statement, we are broadly supportive of policies that increase the availability of and accelerate the transition to clean energy sources. In early 2024, Workday joined 45 other corporate clean energy buyers in a letter filed with the Federal Energy Regulatory Commission (FERC) asking the commissioners to finalize a forward-looking rule that can set the U.S. on the course to a more resilient, expanded electric grid capable of meeting the demands and opportunities in the coming years. The letter supports the upcoming FERC regional transmission planning rule—an opportunity to reform the planning and financing processes for transmission that would enable future economic and load growth, and increase customer access to clean, lower-cost, reliable electricity.

We continue to focus on global access to renewable energy to power decarbonization efforts and transition the globe to net-zero carbon emissions. In 2023 and early 2024, we met directly with U.S. policymakers to urge further action in the transition to a cleaner economy. And at a global executive level, Workday CEO Carl Eschenbach joined more than 100 other CEOs ahead of COP28 in a letter organized by the World Economic Forum calling on world leaders to scale up investment in renewable energy, transform public procurement practices, increase nature- and technology-based carbon removals, and harmonize climate disclosure standards.

Discussions on climate change policy.

In 2023, we participated in a series of events at New York Climate Week that brought together climate leaders from business, government, and the climate community. These included:

- A panel discussion at the Nest Climate Campus on how we catalyze climate progress and engage in the policymaking process to encourage decarbonization

- An event at our New York office hosted by the Workday Foundation on the importance of accelerating skills development opportunities to meet future demands of the clean energy economy

- A virtual event on strategies for reducing business travel emissions with SAF

Additionally, a few days ahead of COP28, we hosted a virtual panel discussion with other sustainability-focused business leaders on how to break down barriers to buying carbon removal and how to further accelerate the purchasing of carbon removal solutions.

To help drive forward our efforts, Workday participates in collaborative groups, including:

- Business Alliance to Scale Climate Solutions
- Business Council on Climate Change
- Ceres Business for Innovative Climate and Energy Policy (BICEP) Network
- Corporate Leaders Group Europe
- Future of Internet Power
- RE100
- Clean Energy Buyers Association (CEBA)
- SABA
- We Are Still In

For more information about our climate policy comments and engagements, see page 132. We work with our membership organizations across a variety of issues. Where there is divergence on policy perspectives, we actively engage to drive alignment in support of our business, values and commitment to creating a better future for all.

In a panel event at The Nest Climate Campus during Climate Week NYC 2023, Workday CSO Erik Hansen was invited to speak with JUST Capital CEO Martin Whittaker alongside two other sustainability-focused executives who are making real change on environmental and climate-focused issues.
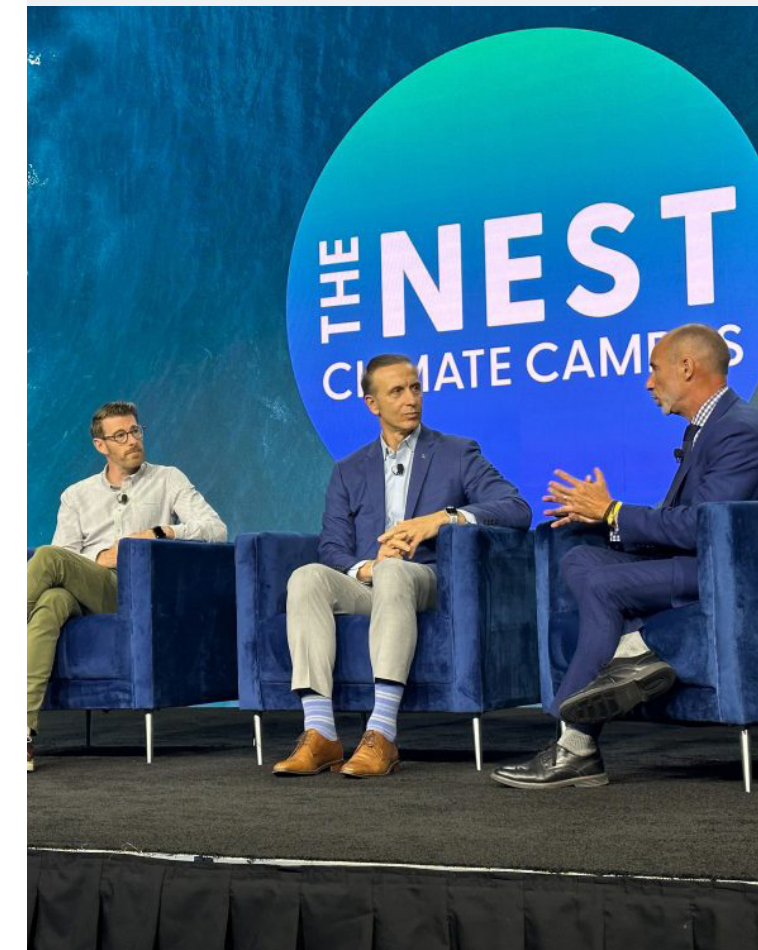
Our commitment to net-zero.

In 2016, we made the commitment to reach net-zero carbon emissions across our offices, data centers, and business travel by 2021. And by the close of our 2020 fiscal year, one year before our targeted deadline, we reached that goal, and have since included public cloud in our net-zero boundary. We've since learned that avoiding carbon-intensive activities is a huge team effort, and reducing carbon intensity through efficiency requires strong partnerships with other teams. These efforts, along with investing in high-quality carbon credits to help maximize our organization's positive impact, has allowed us to continue to meet our goal. In the "Workday's FY24 net-zero operations" graph below, we showcase how we reach net-zero carbon emissions across our offices, data centers and public cloud, and business travel.

Emissions from Scope 2 and Scope 3 upstream leased assets (comprising data center non-information technology (IT) electricity and serviced offices electricity) are addressed by a mix of on-site solar, our virtual power purchase agreement (VPPA), and other renewable electricity (comprising supplier-sourced renewable electricity, utility renewable energy tariffs, and Energy Attribute Certificates (EACs)). Workday procures and retires one EAC for every megawatt-hour (MWh) of non-renewable electricity used to power our global operations. In addition, Workday procures and retires one EAC for every MWh of electricity used for overhead electricity in our data centers, as part of our Scope 3 Category 8: Upstream Leased Assets emissions. While we do not account for the EACs as reducing Scope 3 emissions (in line with SBTi guidance), we do consider the application of the market-based instruments toward our net-zero boundary.

Scope 1, Scope 3 public cloud, and Scope 3 business travel emissions are addressed through SAFc and high-quality carbon credits.
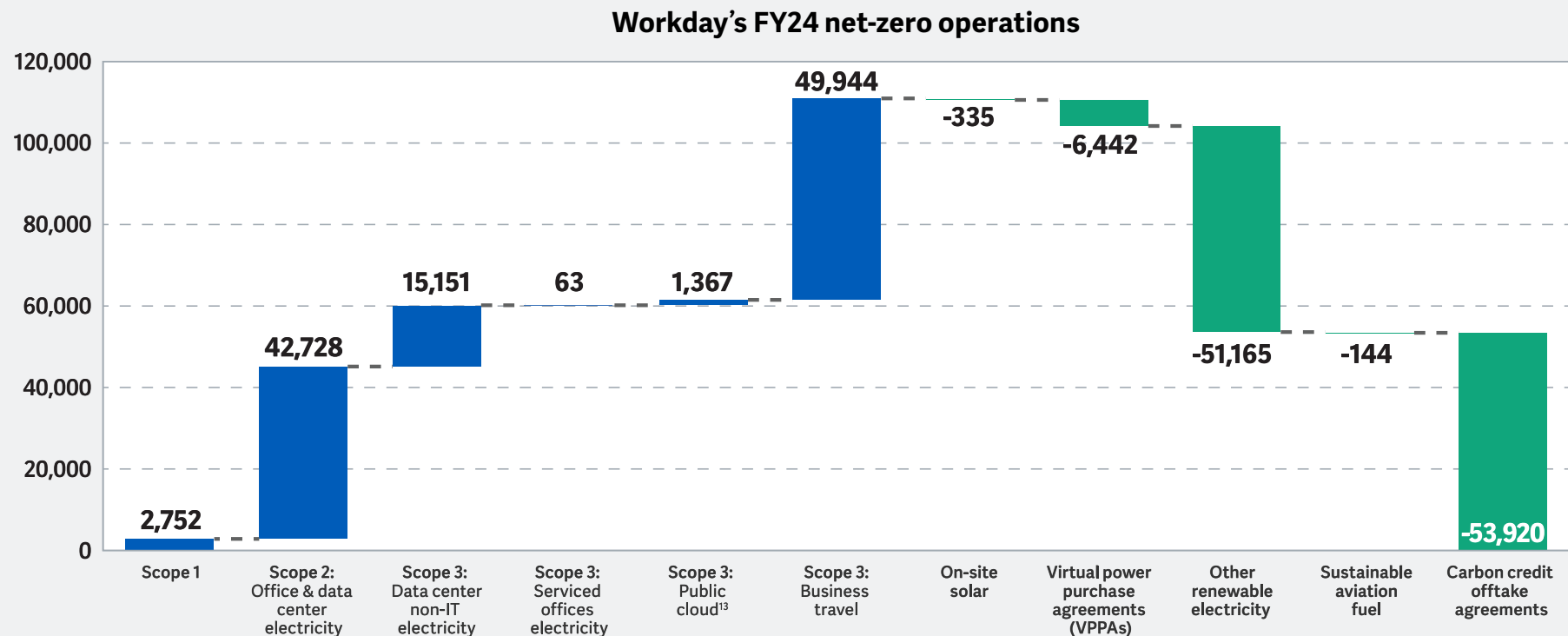
Workday's FY24 net-zero operations

[13] Public cloud emissions consist of the Scope 1 and 2 market-based emissions reported by our public cloud providers and allocated to Workday's Scope 3 Purchased Goods and Services.

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A carbon-neutral cloud.

A key part of our climate commitments since 2017 is to offer our customers—all 10,500 across our global operations—a carbon-neutral cloud.

We do this by:

Sourcing 100% renewable electricity, effectively reducing data center Scope 2 market-based emissions to zero

Achieving net-zero carbon emissions by sourcing renewable electricity to mitigate emissions from electricity consumption for data center cooling

Mitigating our public cloud emissions, including the Scope 1 and 2 market-based emissions reported to us by our public cloud providers, by purchasing high-quality carbon credits

We know it's key for companies to understand not only what their own operations' emissions are, but also the emissions across their entire value chain. Workday offers an opportunity to support customers by measuring, communicating, and mitigating the emissions footprint of our cloud-based applications.

Designing for energy savings.

Our data center operations team is always looking for ways to improve functional efficiency. Our team has previously leveraged revised power monitoring software that provides improved data on how we can maximize power utilization for the cabinets that vertically house our servers. This is in addition to a unique power optimization project that our data center operations team utilized in the past, in order to identify the Basic Input/Output System (BIOS) settings, kernel parameters, and appropriate processor drivers for our servers across various models to enable power-saving settings that could significantly reduce power consumption without impacting application performance.

We also continue to migrate out of older data center contracts and into lower-power usage effectiveness (PUE) suites as we refresh our servers. Workday recognizes the environmental and operational benefits of moving to higher-efficiency data centers, and we'll continue to evolve our utilization methods to reduce our carbon footprint.

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Engaging with providers to increase energy efficiency.

Rather than owning our own data centers, we partner with colocation providers to deliver our services. During the data center selection process, our sustainability, infrastructure, and procurement teams work in collaboration to evaluate energy efficiency, renewable electricity, and carbon emissions of our colocation providers to help us try to source 100% renewable electricity.
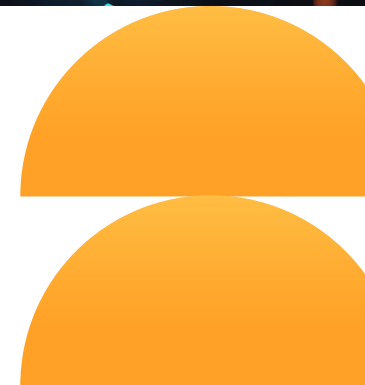
As part of the process, we help colocation providers learn about and adopt high-quality, impactful renewable options, including VPPAs or utility renewable energy tariffs, that meet Scope 2 quality criteria. In addition, we encourage our colocation providers to directly procure credible renewable energy, and we require colocation providers to commit to setting science-based emissions reduction targets.

Public cloud infrastructure: Amazon Web Services and Google Cloud Platform.

Workday is actively expanding its **partnership** with leading public cloud providers, including Amazon Web Services (AWS) and Google Cloud Platform (GCP). We believe expanding our public cloud offerings across multiple enterprise-class vendors will help us continue to deliver unique value to our customers—no matter their size, region, or industry—and give them more opportunities for innovation, regardless of regulatory or business drivers.

In alignment with our net-zero commitments, we're proud to work alongside public cloud providers who have made similar strides toward making their operations more sustainable. We are supportive of the commitments by Google to operate on **24/7 carbon-free electricity** by 2030, and AWS to power operations with **100% renewable energy** by 2025. We anticipate that achieving their climate commitments will greatly benefit customers, including Workday, and help us to reach our decarbonization goals more effectively.

We continue to also work on industry partnerships to improve criteria for companies using colocation services. For example, Workday was one of the founding signatories to **The Corporate Colocation and Cloud Buyers' Principles**, which outlines criteria such as providing data on customer energy consumption, disclosing facility energy sources, and supporting renewable energy advocacy efforts.

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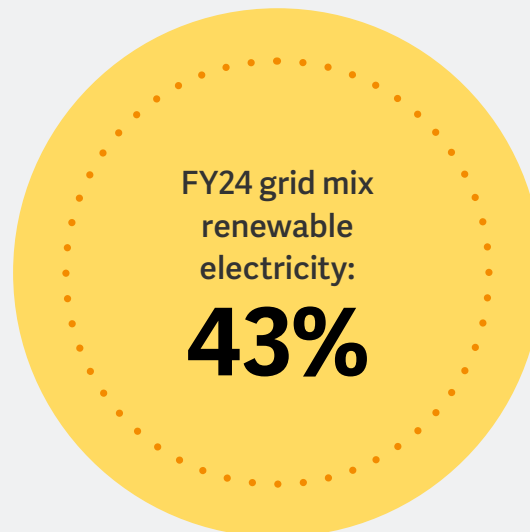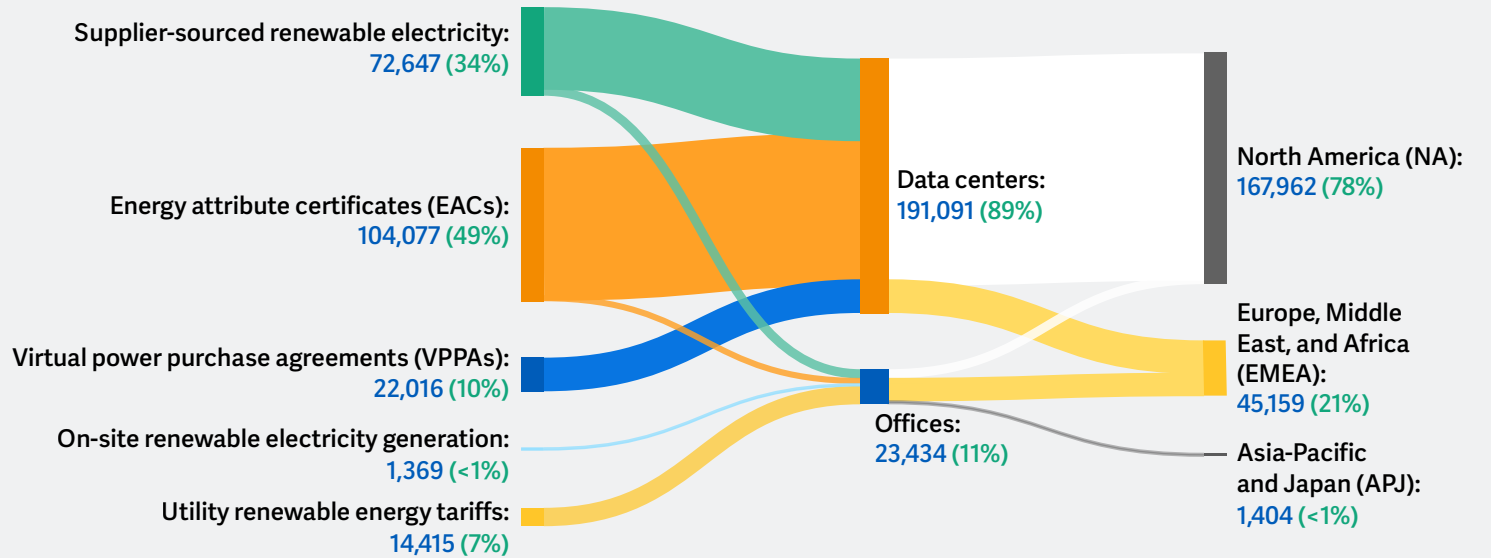
Clean and renewable energy.

As a technology company, Workday heavily relies on the use and development of clean energy to meet our sustainability goals. And while we work with others in our industry to decarbonize electricity grids, we're focused on making sure we procure renewable electricity. In FY24, we matched 100% of the electricity we used at our offices and data centers globally with clean, renewable sources.
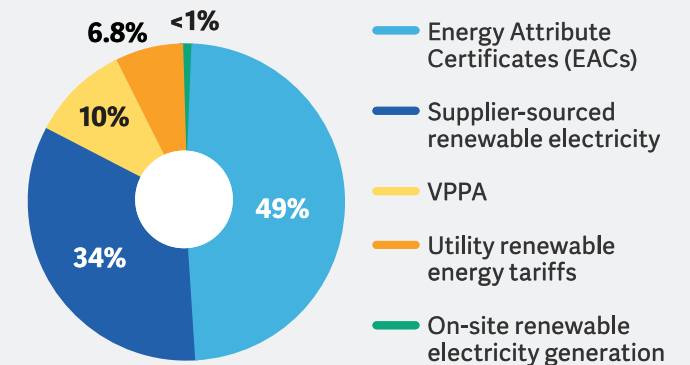
We source renewable electricity from renewable energy sources equivalent to what we use globally on an annual basis, in alignment with the criteria outlined by RE100. We'll continue to do this, as we have since 2019, to help us meet our SBT of 100% renewable electricity through FY30.

In our 2023 "Global Impact Report," we introduced the diagram to the right to share how we distribute our renewable energy sources. We've continued to update the graph in FY24: we share how we utilize our sources of renewable energy and where they are distributed in our operational footprint. This also includes where in our geographic footprint these operations are located.

FY24 renewable energy sources (MWh—source, operational footprint, and region):

Supplier-sourced renewable electricity: 72,647 (34%)
Energy attribute certificates (EACs): 104,077 (49%)
Virtual power purchase agreements (VPPAs): 22,016 (10%)
On-site renewable electricity generation: 1,369 (<1%)
Utility renewable energy tariffs: 14,415 (7%)

Data centers: 191,091 (89%)
Offices: 23,434 (11%)

North America (NA): 167,962 (78%)
Europe, Middle East, and Africa (EMEA): 45,159 (21%)
Asia-Pacific and Japan (APJ): 1,404 (<1%)

FY24 grid mix renewable electricity:
43%

FY24 market-based renewable electricity sources:

49%
34%
10%
6.8%
<1%

- Energy Attribute Certificates (EACs)
- Supplier-sourced renewable electricity
- VPPA
- Utility renewable energy tariffs
- On-site renewable electricity generation

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Our renewable strategy.

While our first priority is always energy efficiency, we set a clear strategy on our use of renewable electricity to help ensure we meet our goals and do so as responsibly as possible.

On-Site Generation

Where feasible, we will prioritize on-site renewable energy generation at our offices, such as solar arrays. For example, one of our headquarters office buildings has on-site solar providing up to one-half of the building's electricity needs, and we're continuing to implement new solar arrays paired with battery storage on our campus.

Supplier-Sourced Renewable Energy

We engage actively with our colocation data center providers to encourage renewable energy investments that are mutually beneficial, and expect any new data center to procure 100% credible renewable energy. In FY24, Workday data center partners provided 72,647 MWh of renewable energy to power operations in Oregon, Virginia, Ontario, Amsterdam, and Dublin. Workday will continue to encourage this type of supplier relationship through our advocacy as a member of CEBA's **Future of Internet Power initiative**.

Long-Term Investments

We engage in strategic renewable energy investments that add clean energy to grids in markets where we have operations. Our first VPPA plays a crucial role in achieving 100% renewable electricity at our three Virginia data centers. We are in the process of exploring additional opportunities for impactful VPPAs to support our data center electricity load.

Utility Renewable Energy Tariffs

Where appropriate, we take advantage of utility renewable energy—otherwise known as green—tariff programs through energy suppliers for our offices. We review these tariff programs to ensure they meet the quality criteria in line with the **GHG Protocol's Scope 2 Guidance** and **RE100 Technical Criteria**. In FY24 more than 60% of our office electricity was supplied via green tariff programs, and we strive to continue growing our use of this renewable energy option going forward.

Renewable Energy Certificates (REC) and EACs

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

Public Policy

Public policy shapes business and leads to long-term change; therefore, we support policies that promote clean energy availability. This includes bringing more renewable energy technologies online and encouraging market adoption. See our **"Climate Policy"** section.

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Industry collaborations for impact at scale.

We want to scale our impact wherever possible, so we join partnerships that enhance environmental innovation and long-term change. For example, we're founders of the Clean Energy Buyers Institute's **Beyond the Megawatt Initiative** and signatories of the **Principles for Purpose-Driven Energy Procurement**. We hope these initiatives will act as a roadmap for developers and corporate renewable energy procurement teams to come together to build projects that respect the land, deliver tangible benefits to local communities, and help us build a resilient and clean grid.

By working together with other large organizations, we can bring our purchasing power and demand for renewable energy where they are needed most to maximize carbon avoidance and focus on displacement of fossil fuel resources.

Our progress.

Outside of the work we do with other climate actors to make a broader impact, in FY24 we continued to look for ways in which we can minimize our energy footprint in the places we live and work.

Part of this work is to increase our energy efficiency at our Pleasanton, California, headquarters. This includes:

- Utilizing an 865-kilowatt solar array that **provides** up to half of the daily electricity needs of our largest building at our headquarters

- Installing new solar arrays and industrial-sized megapack batteries to offset an additional 25% of electricity usage of our largest building at our headquarters, enabling 350 kilowatts of solar energy and 730 kilowatts of battery storage

- Installing 320 charging ports, making our campus one of the largest workplaces for charging ports in Alameda County, and increasing the charging ports and bike racks available at other offices worldwide to encourage low-carbon commuting methods

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Our electricity consumption.

We know it's important to share our energy data with our stakeholders, so each year we provide our electricity and renewable electricity consumption. The primary form of energy that Workday purchases is electricity, which is consumed in our data centers and our offices worldwide. This section summarizes our estimated electricity consumption by primary source for our reporting period.

Scope 2 emissions
Offices and data centers globally

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

Workday Emissions
Emissions after accounting for Workday renewables purchasing (market-based emissions)
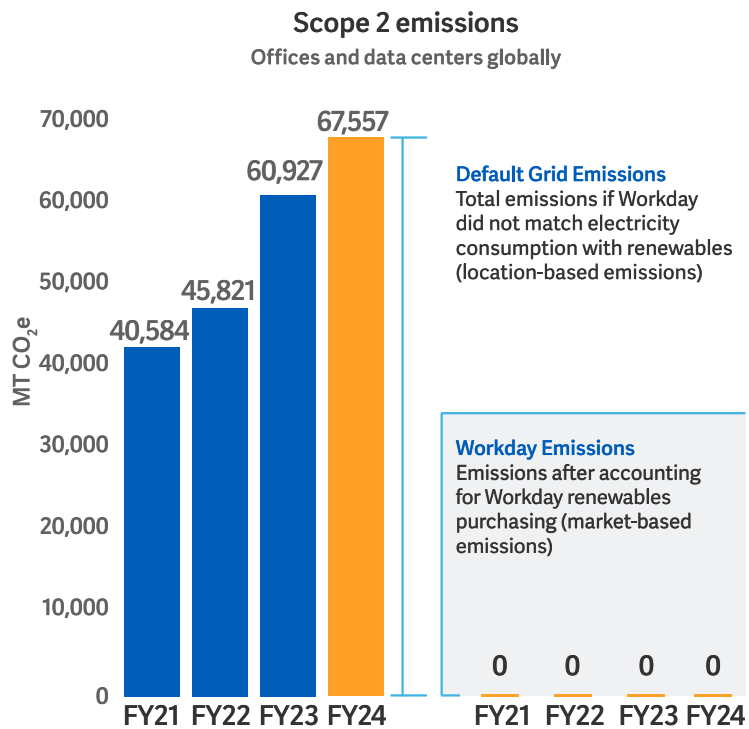
Overall electricity use.

Total MWh:

214,525

Detailed energy and emissions data **here**.

APJ <1%
EMEA 21%
NA 78%
FY24
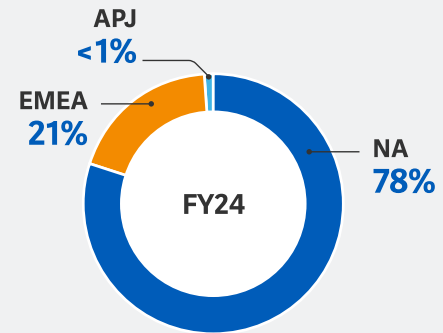
Office electricity use.

Total offices MWh:

23,434

APJ 6%
EMEA 22%
NA 72%
FY24

NA | 16,944
38 LOCATIONS

EMEA | 5,086
27 LOCATIONS

APJ | 1,404
19 LOCATIONS
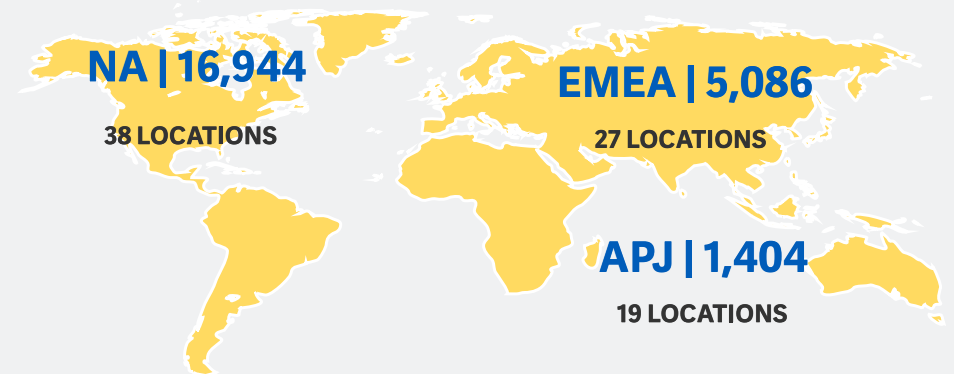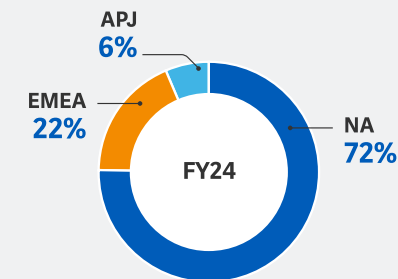
Data center electricity use.

Total data center MWh:

191,091

CAN <1%
NL 6%
IRE 15%
VA 19%
GA 23%
OR 37%
FY24

NA | 151,018
CAN | 30
OR | 69,868
VA | 37,219
GA | 43,901
IRE | 28,780
NL | 11,294
EMEA | 40,073
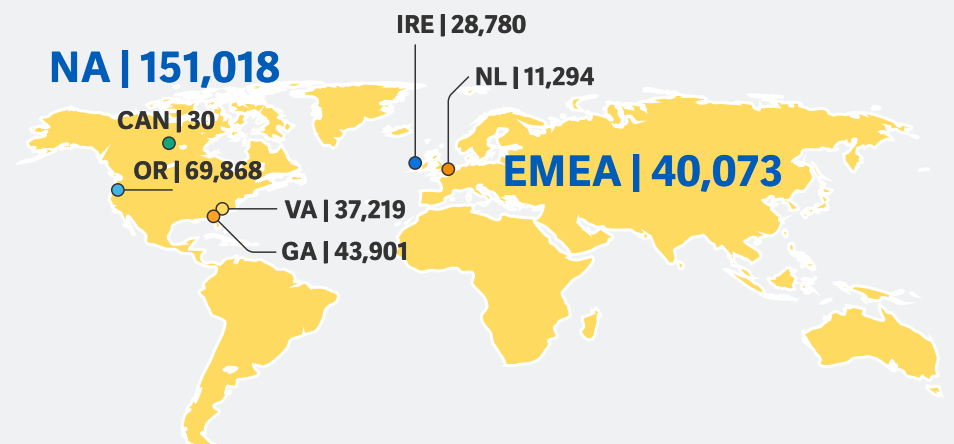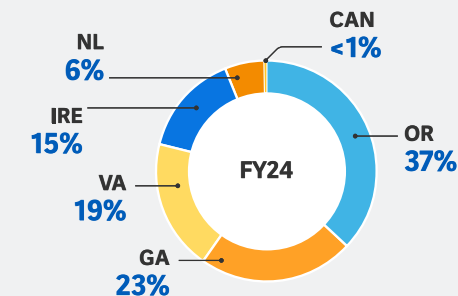
Carbon reduction and removal.

The time to combat climate change is now, and while we continue to partner with organizations to make the greatest impact, we also evolve our strategy to ensure we're continuing to align with transitioning to a zero-carbon future. We've achieved net-zero carbon emissions (across offices, data centers and public cloud, and business travel), providing our entire customer community with a carbon-neutral cloud, and we'll continue to focus on achieving our SBTs and collaborating with peers.

Our carbon management strategy.

Our strategy for reducing our carbon footprint focuses on the following:

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

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

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

4. **Offsetting or removing emissions that can't be eliminated.** We purchase high-quality carbon credits for the residual emissions that we can't reduce through steps 1–3.

Using an internal price on carbon.

To achieve our sustainability goals and create a financial incentive to make carbon-efficient business decisions, we established an internal price on our GHG emissions. We allocate costs across cost centers so that different areas of our business—for example, our data centers or offices—are accountable for their emissions footprint. We use those funds to procure renewable energy and finance carbon credits to maintain our commitment to net-zero carbon emissions across our offices, data centers and public cloud, and business travel.

Each year, we evaluate our internal price on carbon to ensure it's optimized to help us meet our goals while allowing us to focus on improving quality and impact. Over the next few years, we will steadily increase our internal price on carbon to maintain our quality and impact objectives and align our investments to accelerate the transition to a zero-carbon future.

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The transition to permanent carbon removal.

It is clear that we need more than one solution to help the world combat climate change—it will take multiple pathways. And just as innovation is one of our core values, we know that the complex problem of getting the world to a 1.5°C future will require innovative problem solving and solutions that require corporate collaboration.

Most climate models agree we need to not only reduce emissions, but permanently remove carbon dioxide from our environment. This is why Workday is focused on helping accelerate the availability of new climate technologies.

While we continue to focus on our carbon management strategy of avoiding emissions, increasing efficiency, and utilizing carbon-free energy sources, we are also transitioning to permanent carbon removal to mitigate residual emissions to achieve long-term decarbonization.

The Workday transition to carbon removal by FY31
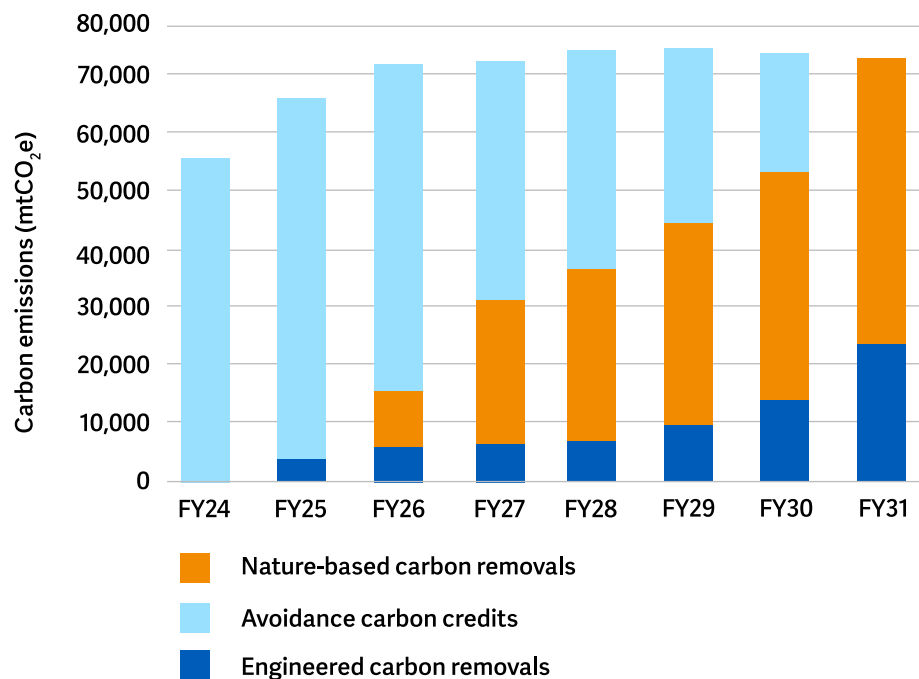
- Nature-based carbon removals
- Avoidance carbon credits
- Engineered carbon removals

Net-zero carbon emissions goal boundary includes global Scope 1, Scope 2 market-based, Scope 3 market-based data center non-IT, Scope 3 business travel, Scope 3 public cloud emissions, and Scope 3 serviced offices.

Supporting carbon removal.

Funding from businesses can be catalytic in scaling investment in the climate solutions necessary to achieve a just and sustainable 1.5°C future. As a large, global organization, we recognize the opportunity we have to invest in real advancements to address the climate crisis. Guided by our values of innovation and integrity, we support cutting-edge, science-based efforts to help us on our path to a sustainable 1.5°C future. Following these values spurred our partnership with Frontier, announced last year.

We joined Frontier alongside Autodesk, H&M Group, and JPMorgan Chase, contributing a combined $100 million in new funds to Frontier's $1B+ advance market commitment, which significantly:

- "Derisks" the development of needed technologies

- Enables more companies to support durable carbon removal

- Pushes carbon removal technologies to the next stages of development

Frontier is a $1B+ advance market commitment that aims to accelerate the development of carbon removal technologies by guaranteeing their future demand.

Since joining, Frontier has facilitated the following in FY24:

- The first set of offtake agreements with Charm Industrial, totaling $53 million to remove 112,000 tons of CO_2 from the atmosphere and store it permanently underground between 2024 and 2030.

- The largest enhanced weathering purchase to date with Lithos Carbon, totaling $57.1 million to remove 154,240 tons of CO_2 between 2024 and 2028. Furthermore, more than half of these tons are expected to be delivered by the end of 2025.

- The first set of direct air capture (DAC) offtakes with CarbonCapture and Heirloom. Frontier buyers will pay CarbonCapture $20 million to permanently remove 45,500 tons of CO_2 by 2028, and Heirloom $26.6 million to remove 26,900 tons of CO_2 by 2030.

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Investing in natural climate solutions.

Natural climate solutions will also continue to be part of our strategy toward decarbonization. We're supporting a $1 million investment to scale up two natural climate solution projects focused on **mangrove reforestation** in Mexico and Kenya—one of the highest-impact climate and blue carbon solutions available.

Mangroves are estimated to store up to 4x more carbon than rainforests, making them a highly effective natural climate solution. Natural climate solutions such as this one are also beneficial to surrounding communities by:

- Offering protection from coastal flooding
- Restoring healthy marine habitats
- Generating income from growing and nurturing a thriving mangrove forest

By investing in high-quality, nature-based solutions, we can help restore the natural world and its rich biodiversity, while also benefiting local communities.

"

If we're going to have a 1.5°C just and sustainable future, nature will play a critical role. As a company with the opportunity to make catalytic investments in nature, we're not only benefiting from nature, but also from all of the co-benefits that go along with it.

—**Erik Hansen**
Chief Sustainability Officer, Workday

Our carbon credit program.

Climate change cannot be solved with a simple solution; instead, it requires multiple strategies and avenues to get to a 1.5°C world. Companies must utilize diverse solutions from tried-and-true methods in addition to using their investing and purchasing power to help advance innovation and the development of new solutions. Carbon credit projects have received some criticism for not producing the environmental results they claim. And while not all carbon credits are equally beneficial, Workday has long had a strategy of using high-quality investments that maximize both environmental and social impacts.

We **work with others** in the industry to increase the scale and impact of business investment in climate solutions. For example, we became a founding member of the Business Alliance to Scale Climate Solutions (BASCS), to raise awareness of funding opportunities for climate solutions, close surface gaps in knowledge and infrastructure, increase the scale and impact of corporate carbon credit purchases and other climate solutions funding, and accelerate the private sector's pivot from climate ambition to climate action.

An objective third party—an entity other than the project developer and Workday— must independently verify each project to ensure adherence to internationally recognized standards to quantify, monitor, and report on emissions reductions. We work with carbon project specialists who have deep expertise in carbon finance projects and perform due diligence on each project. In the Appendix of this report, you will find our **carbon credit projects**, with details on each Workday high-quality carbon credit project.

Our criteria includes:

⊕ **Additionality.**
Emission reductions beyond business as usual

⊙ **Leakage Prevention.**
Prevent shifting of emissions to other locations

⟳ **Permanence.**
Permanent and long-lasting reductions—not temporary

✓ **Verifiability.**
Rigorous independent third-party verification

♡ **Social Impact.**
Sustainable development, including local workforce development, and health and well-being benefits for the local community

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The evolving Workday offtake strategy.

Multi-year long-term offtake agreements are critical to providing a demand signal for high-quality, high-integrity projects that are currently in short supply. These agreements help to channel the carbon finance needed up front for truly additional projects—particularly with the higher-cost engineered removals that need to become affordable for all. In addition, innovative technology, including AI and remote sensing can help derisk multi-year nature-based projects by setting more accurate baselines, monitoring for leakage, and ensuring permanence.

Our new multi-year offtake agreements.

In order to scale the necessary solutions for climate change, carbon credit project developers require future demand commitments to underpin confidence in capital investment and growth to drive down costs. With this in mind, Workday has worked with **Patch** to preorder credits through Patch's multi-year offtake agreement construct. This approach helps Workday to:

- Ensure access to high-integrity carbon credits
- Maximize climate impact through catalytic-forward purchase agreements
- Amplify impact by sending a clear signal to the market

The **multi-year offtake** is designed to ensure Workday procures 225,000 metric tons of high-quality carbon credits with expected delivery over the next 6 years from 3 separate suppliers/projects. These include procuring carbon removals from **Planboo's** Biochar **project** in Namibia, which tackles multiple challenges by transforming encroaching bush into biochar. Applying biochar to soils enhances nutrient retention, increases water-holding capacity, and improves agricultural productivity, reducing the need for chemical fertilizers. This pioneering initiative removes CO_2 from the atmosphere, while also addressing bush encroachment, water scarcity, and global inequality. In addition to addressing the pressing environmental issue, the current production site employs 40 people directly and another 500 indirectly for harvesting biomass. Decent work and economic growth are among the main co-benefits of developing and scaling the carbon dioxide removal project in Namibia, as job creation and wealth distribution is critical in a country that had an unemployment rate of 21% in 2022.

Workday will also procure from Pachama's Avoided Unplanned Deforestation (AUD) conservation project. The **Manoa AUD** project is designed to protect a 79,000 hectares tract of land in the heart of the Amazon in Brazil from agricultural conversion. **Pachama** harnesses AI and satellite data—using the latest technological advances includes benefits such as derisking investments in nature-based projects by setting more accurate baselines, monitoring for leakage, and ensuring permanence.

Working with Tradewater to address methane emissions from uncontrolled, orphaned, and leaking oil and gas wells.

The IPCC is clear: reducing methane emissions is a critical component of any pathway that keeps us below 1.5°C of warming. Methane is a potent GHG that has more than 80x the warming power of carbon dioxide over the first 20 years after it reaches the atmosphere.

The American Carbon Registry (ACR) has been working to bring awareness to corporate and government leaders on a new solution—the call to cap the nearly 1 million orphaned oil and gas wells throughout the U.S. The term "orphaned wells" refers to those without a solvent operator and that are not plugged or require additional plugging measures to prevent ongoing methane emissions to the atmosphere.

Orphaned, uncontrolled oil and gas wells are huge contributors to climate change—early estimates indicate that an unplugged well can actively emit thousands of tonnes of CO_2e per year with the potential to emit substantial volumes over time. These wells are also sources of air and groundwater pollution, leaking toxic substances such as arsenic, hydrogen sulfide, and the carcinogen benzene, even after they are no longer operational. Methane and toxins from these wells can seep into nearby buildings, including homes, schools, or offices, and pose major health hazards to surrounding communities. In many states, the number of orphaned wells grows each year. And while we can't get to a 1.5°C future without addressing these unsealed oil and gas wells emissions, they are often overlooked when it comes to carbon credit project funding.

While some federal money has been allocated to plug these wells, it is nowhere near enough to cover the cost of plugging all of the existing orphaned wells in the U.S. ACR published its final methodology in May 2023 for projects that effectively allows private climate finance to plug more orphaned and leaking oil and gas wells. As part of the Patch multi-year offtake agreement, Workday will procure credits from Tradewater, which is working quickly to plug these wells. Tradewater is a Certified B Corp and experienced carbon project developer with a long track record of creating measurable, permanent climate benefit through the collection, control, and destruction of potent non-CO_2 gases. These credits are regarded as highly additional and critical to the climate equation because methane and other non-CO_2 gases cannot be removed from the atmosphere once emitted through nature-based solutions or DAC technology. The only way to address these gases is to prevent their release in the first place.
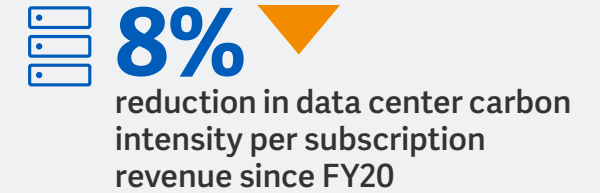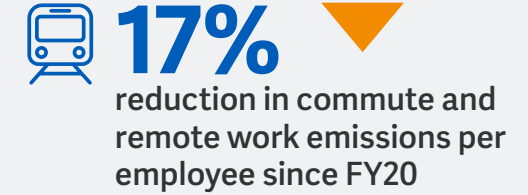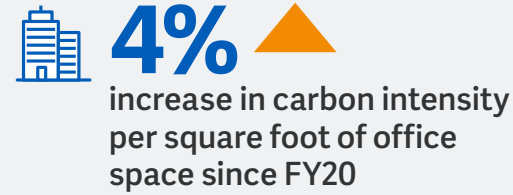

From government funding as well as corporate funding such as Workday, the nationwide program could create nearly 100,000 jobs per year for the next 7 years if all orphaned wells were to be located and plugged. Many of the jobs would go to former oil and gas industry employees who would be arriving at their new job effectively pretrained, with a robust understanding of the mechanics and technologies involved in the capping process. This additional social benefit is aligned with Workday's carbon credit criteria to fund projects that promote local workforce development, add health and well-being benefits for the local community, and work toward creating a just transition to a sustainable future. Read more about the work here.
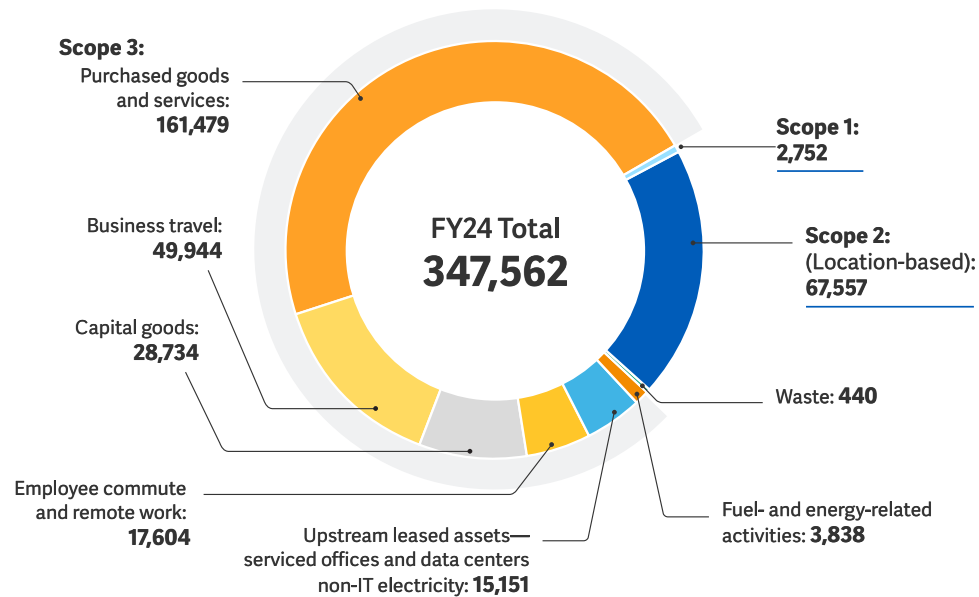
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Our progress.

Workday shares our Scope 1, 2, and 3 emissions both in our annual "Global Impact Report" and CDP Climate Change response. Reduction in our own operations continues to be a priority focus, and as mentioned earlier in this report, part of our enterprise-wide SBTs include a reduction in our Scope 3 emissions.

Moving forward, we'll continue to update our data to give our stakeholders a complete look at our operations, allowing us to communicate progress and identify areas of focus and investment.
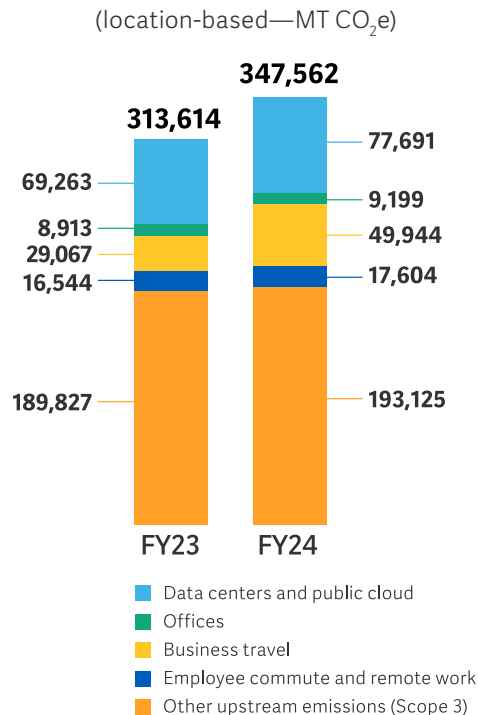
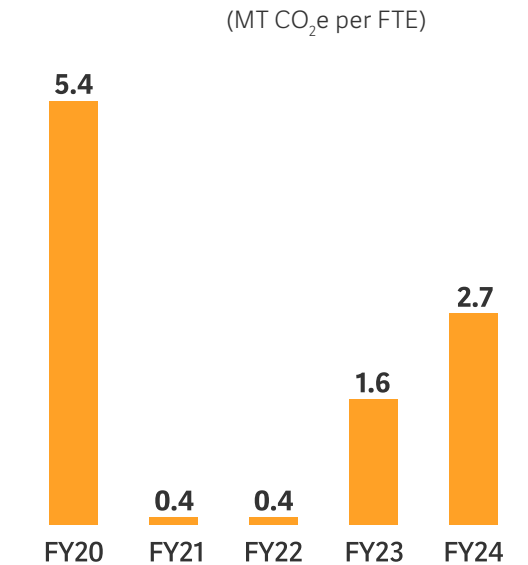## Workday carbon intensity (location-based)

4% ▲ increase in carbon intensity per square foot of office space since FY20

17% ▼ reduction in commute and remote work emissions per employee since FY20

8% ▼ reduction in carbon intensity per total revenue since FY20

8% ▼ reduction in data center carbon intensity per subscription revenue since FY20

FY24 Workday scope breakdown (MT CO_2e)[14]

FY24 Total
347,562

Scope 3:
Purchased goods and services: **161,479**

Business travel: **49,944**

Capital goods: **28,734**

Employee commute and remote work: **17,604**

Upstream leased assets— serviced offices and data centers non-IT electricity: **15,151**

Scope 1: **2,752**

Scope 2: (Location-based): **67,557**

Waste: **440**

Fuel- and energy-related activities: **3,838**

Total GHG emissions over time

(location-based—MT CO_2e)

313,614

- 69,263
- 8,913
- 29,067
- 16,544
- 189,827

347,562

- 77,691
- 9,199
- 49,944
- 17,604
- 193,125

FY23 | FY24

- Data centers and public cloud
- Offices
- Business travel
- Employee commute and remote work
- Other upstream emissions (Scope 3)

Business travel emissions per employee

(MT CO_2e per FTE)

- FY20: **5.4**
- FY21: **0.4**
- FY22: **0.4**
- FY23: **1.6**
- FY24: **2.7**

[14] To see our full list of footnotes for our Scope 1, 2, and 3 emissions, see our detailed energy and emissions data here.

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Environmental impact at Workday Rising.

When creating experiences at Workday, we want to make sure we align with our commitment to people and the planet through environmental and social stewardship. At the beginning of the planning process for both Workday Rising events (in North America and EMEA), we met with key vendors and the Moscone Center to share our sustainability goals and best practices, including sustainability verbiage in contracts and education around data collection.

Similar to previous years, we had a commitment to offset all attendee travel to Workday Rising. As expected, travel was the largest source of emissions, so we purchased high-quality carbon credits for attendee and Workmate travel.

We gathered data from our vendors at Workday Rising across key areas to develop a per-person carbon footprint. Using a carbon emissions measurement tool specifically for large events—TRACE by isla—we collected data on energy, water usage, food and beverage, travel, graphics, building materials, transportation, waste, and recycling. This information allows us to evaluate total carbon emissions. Using this new historical data, we learned we reduced our per-person emissions by 55%. Our waste production declined in 2023 due to production designed around circularity and a robust back-of-house sorting system that diverted a majority of recycling and compost opportunities from the landfill.

Mitigating our historical emissions.

At Workday, we're one of the first large, global companies to reach a lifetime net carbon footprint of zero by mitigating our carbon legacy through the purchase of high-quality carbon credits. This was an important, actionable step toward achieving a zero-carbon future, as we also look to set futuristic goals and invest in technology that will take some time to implement systematic change.

As of the end of FY24, we have mitigated the entire Workday carbon legacy (covering all our operational emissions before we reached our net-zero target in 2020) through the purchase of high-quality carbon credits.

Chart legend:
- Electricity (offices & data centers)
- Public cloud
- Data centers (non-IT electricity)
- Natural gas
- Refrigerant, diesel and mobile
- Business travel
- **Net emissions (MT CO$_2$e)**
- Renewable electricity (energy attribute certificates)
- Sustainable aviation fuel (SAFc)
- Carbon credits

Y-axis: Carbon emissions (tCO$_2$e) — 150,000 / 100,000 / 50,000 / 0 / -50,000 / -100,000 / -150,000

X-axis: FY05 → FY12 / FY14 / FY16 / FY18 / FY20 / FY22 / FY24
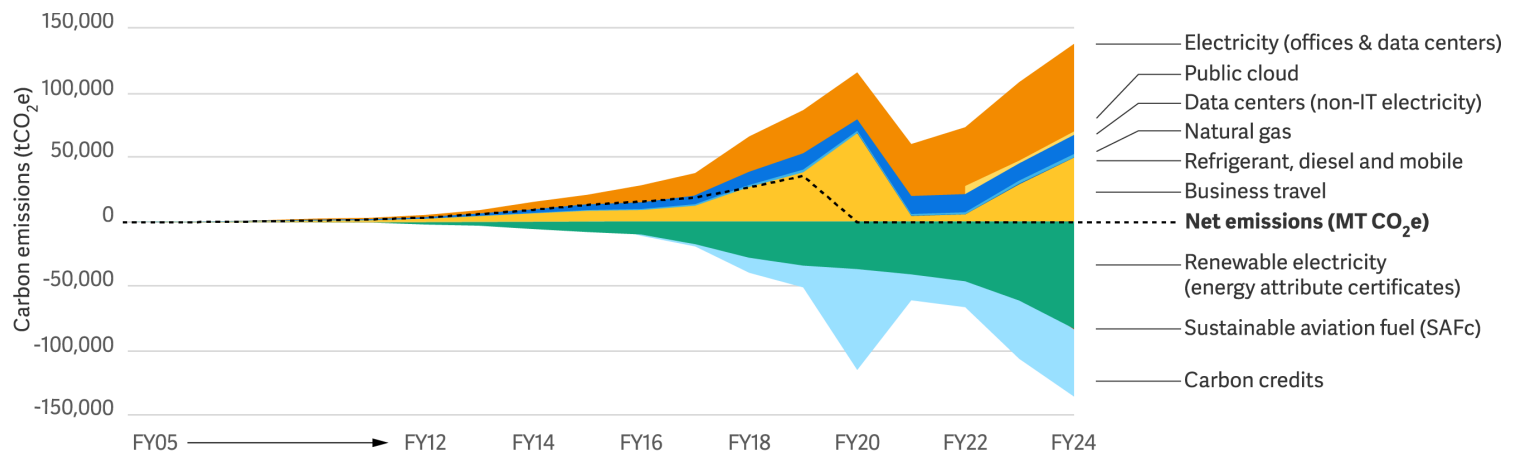
In 2023 at Workday Rising, for the first time, we also offered two full-capacity VIP Sustainability Tours for members of the Society of Sustainable Events and registered attendees.

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Managing our water footprint.

Climate change is driving water scarcity, and while water use is not a primary input nor widely used in our operations, we recognize it's important to consider many aspects of environmental sustainability for our company. In FY23, we calculated our water baseline in order to measure our impact and share it with our stakeholders. Moving forward, we'll continue our water efficiency initiatives, such as our innovative greywater system at our Pleasanton headquarters that recycles water captured from rainwater and showers on-site. The first commercial greywater system in Pleasanton, this water goes through a multistep treatment process and is used to flush toilets and urinals.

FY23 water baseline.

Withdrawals

86,295,781 gallons

Discharges

49,505,961 gallons

Consumption

36,789,820 gallons

Recycling

266,502 gallons

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Reducing e-waste.

As a technology company offering cloud applications to our customers, the most prominent and material waste stream for Workday is electronic equipment. Workday has long worked toward our goal of responsibly disposing 100% of our IT equipment.

We have two primary sources: one stream includes servers, network equipment, and other infrastructure used in our data centers to provide applications to our customers. The other includes computers and peripherals provided to our employees to conduct their daily work.

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

We have partnered with a global electronics-disposition company that meets our requirements for operating under ISO 14001 certification, as well as the strong e-Stewards certification (or a comparable local standard). Data security is always paramount—all drives are wiped and destroyed while certificates of destruction are retained.
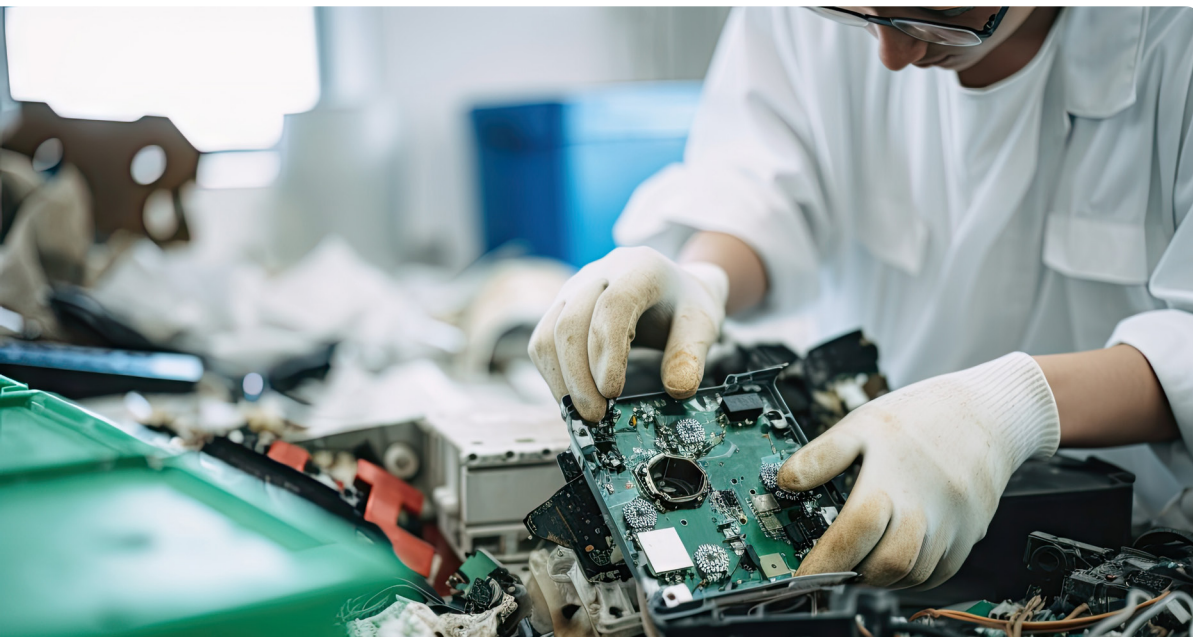
FY24 electronic dispositions at Workday.

11,906
assets recycled or resold

89,714
lbs. total weight (offices)

326,801
lbs. total weight (data centers)

$2.6 million
value recovered

Workday helps others reduce waste.

Workday customer Washington State University (WSU) determined that it's saving about 45,000 sheets of paper once used to track employee leave each month as a result of switching to Workday. The modernization team at WSU has found that Workday cloud-based software is saving the WSU system money, time, and resources by nearly eliminating the use of paper from dozens of routine business processes. Prior to implementing Workday, WSU relied on paper-based processes to perform a broad range of business activities, contributing to considerable paper waste and reduced efficiency with lost forms and missing signatures.

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Workmate Communities: Green Teams.

Our employees care about giving back to causes they are passionate about, including supporting efforts to honor and protect our environment. Our Sustainability Workmate Community Leaders program gives our employees a way to tap into their passion for sustainability by taking an active and meaningful role in our company-wide sustainability efforts, all while building community.

Employees can join their local office's Sustainability Workmate Community, an employee-led environmentally focused club that helps implement sustainability solutions that impact one office or make a larger impact across Workday operations. Each office is unique, so Sustainability Workmate Community chapters implement initiatives that most resonate with their office culture, and each supports a variety of initiatives, including projects focused on reusing and recycling, volunteering for causes directly connected to environmental impact, and creating philanthropic campaigns to support their communities.

According to our FY24 Commute and Remote Work Sustainability survey, 87% of our Workmates say sustainability is very important to them or that they support it.

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Social impact.

We nurture our culture and work each day to enhance the lives of our employees by building a workplace that is diverse and supportive, and provides opportunities for everyone to grow and thrive.

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Our strategy.

Since Workday was founded, our leaders have always prioritized employees as the company's number one core value. We believe our culture is what sets us apart, and we work hard to ensure that our values drive our decisions and behaviors across the organization.

Even as our business strategy, products, and development practices have evolved over the years, our commitment to our employees has never wavered. It informs our approach to everything from learning and development opportunities to flexible work policies, well-being support, and having fun while building meaningful connections.

Our priorities.

With our core values as our guiding principles to lead us into the future, here are our strategic priorities for our people.

Employee experience: At Workday, we seek to provide a best-in-class experience for all employees. We understand that employee needs have evolved in recent years, and that designing work around the needs of our people and co-creating experiences with their input is more important than ever. We put employees first by prioritizing their well-being, supporting their productivity in their roles, simplifying the experiences they have at work every day, and caring for them outside of work, too.

Agility: At Workday, we know that employees are most engaged when they have access to opportunities to develop new skills and flexibility in when and how work gets done. To meet these needs, we have a keen focus on skills. Our skills-first people strategy comes to life through a common skills language, enterprise-wide talent practices, and constant innovation fueled by our Workday Human Capital Management application suite, including a skills-based Career Hub where people find access to gigs, learning, and connections to help them develop skills relevant to their interests and business needs. As our business continues to grow, we will continue to focus on upskilling our employees and scaling our talent practices.

Belonging and diversity (B&D): At Workday, we believe our employees are at their best when we create a sense of belonging and enable equitable opportunities for everyone to grow and thrive. Our approach to diversity is simple: it's about embracing everyone. From cultivating a culture where all employees can bring their best selves to work to deploying diversity initiatives that support all, we're doing what it takes to help build a more equitable workplace and world. We encourage employees to navigate differences with curiosity, compassion, and courage so that they can operate respectfully and coexist safely, in order to do their best work.

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Employee development.

Succeeding in an evolving, competitive business environment requires Workday to invest in the continuous growth and performance of our people. We are transparent with both employees and people leaders about what's expected of them to succeed at Workday, and about investing in high-impact development opportunities to grow employee skills and careers.

Our talent strategy includes:

- Setting clear expectations for how to succeed and grow at Workday, while encouraging a high-performance mindset

- Leveraging Workday technology to enable skills and career growth

- Providing world-class development opportunities for every Workmate based on their unique needs

- Enabling every Workmate to share regular feedback on their employee experience

- Encouraging consistent dialogue between Workmates and their people leaders via quarterly check-ins and compensation conversations

- Supporting people leaders with the resources and practical tools to get better every day at leading their teams

Empowering performance and growth.

Our talent philosophy puts employees at the center of their own career and performance journey by providing them with the tools and resources to further their careers.

We have done this by establishing a clear philosophy and set of expectations. Every Workmate receives enablement on our performance and growth philosophy, and details on what's expected of them and how to leverage these practices to ensure their own personal success and career growth at Workday.

These practices are realized through ongoing conversations between employees and their people leaders, culminating in what we call Quarterly Check-Ins (formerly called Career and Progress Check-Ins). During Quarterly Check-Ins, employees lead the discussion on their performance to date, the skills they are building, the types of career experiences they're looking for, and the ways their people leader can support them on their journey. Launched within the Workday product using a collaborative conversation-starter tool, we encourage employees to initiate this dialogue 2x to 4x a year.

Employee feedback shows this approach is working. According to a post-Check-In survey in the second half of FY24, 91.8% of employees held an effective career conversation with their people leader, and 85.8% have a clear plan to grow a core skill that will contribute to their success at Workday.

Skills growth powered by the Workday product.

Skills are the modern currency of work. Understanding our employees' skills enables our organization to match the right work to the right people and invest in upskilling efforts to achieve key business results. Employees' awareness of their own skills (and skills gaps) enables them to know which skills to develop to accelerate their career growth and take advantage of opportunities for internal mobility.

Career Hub in Workday allows us to harness these opportunities in one place. Employees can:

- Input their skills and skills interests, their current career interests, and the amount of time available to dedicate to development
- Benefit from AI that matches their interests to personalized development recommendations, including relevant learning courses to take, professional connections to make, and future career opportunities
- Apply to participate in a gig—a part-time assignment sponsored by a Workday leader

More than 10,000 active employees have completed onboarding in Career Hub, and we continue to build more opportunities to leverage our products to enable growth. For example, past data[15] showed that internal mobility was nearly 50% greater for employees who participated in a gig than for those who did not.

In 2023, we amplified the impact of Career Hub by launching Career Pathing and the Manager Insights Hub. Career Pathing is a new feature in the Career Hub that allows employees to take their career into their own hands by building out their ideal career journey utilizing the information stored in their profile. The Manager Insights function is a people leader complement to the Career Hub that provides a consolidated view of career and skills interests, as well as personalized recommendations for each team member. These solutions help employees and their people leaders track their career growth, understand how they want to grow, and enable them both to create and suggest opportunities.

Workday Sustainability Team uses gigs through Workday Talent Marketplace.

Dedicated sustainability teams at companies are often small but mighty, responsible for tackling important work for our environment, but often with limited resources. Using the Workday Talent Marketplace gig program enabled the Workday sustainability team to leverage skilled resources at the company to help with larger projects, while providing an opportunity for Workmates outside of the dedicated sustainability team to develop new skills while working on a project they're passionate about.

"

Working with the Workday sustainability team on this year's Global Impact Report via the gig program in Workday Talent Marketplace has been a great experience. I've been able to deepen my relationships with colleagues, develop new connections, and learn more about how Workday is making an impact in the world. Having this work formalized through the gig program has helped give this work credibility and has supported career growth and exploration.

—Ellen Murphy
Senior Content Marketing Manager, Workday

[15] Career Hub and mobility data are tracked internally by Workday People Analytics teams.

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World-class development opportunities.

In today's dynamic workplace, we believe that the way our people and our company succeed is through continual learning and growth. People tell us they are most engaged when they are continuously exposed to new things, empowered to build new skills, and feel that their work makes an impact. We offer a number of educational resources and an incredible support community to help Workmates through this experience.

- **Learning at Workday:** These experiences begin right from the moment employees start at Workday to help them onboard and get acquainted with Workday culture, business, and technology. Highlights include a six-month onboarding journey— launched through the Workday product—to help new Workmates get familiar with the Workday organization, our values, and our strategies for success; skills learning opportunities targeting core skills valuable to all Workmates; and eLearning courses covering an array of core and job skills needed across Workday.

- **Leading at Workday:** Whether someone plays an informal leadership role, manages a team of people, or leads an entire business organization, we offer development resources to enable their growth as a leader. Highlights of our leadership programs include a self-driven learning journey for aspiring people leaders; a targeted curriculum covering expectations and fundamentals of leading others; high-potential development programs targeted at director- and executive-level leaders; and our annual in-person People Leadership Summit, a two-day internal event that explores how the Workday purpose, culture, and values enable our performance, set us apart, and help us support our customers. Through all of our programs, our leaders come away with a deep understanding of the leadership principles, capabilities, and practices that enable every Workmate's success.

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Early career programs.

In addition to enterprise learning, many functions across Workday have tailored programs to serve their employee needs, including Product and Technology, Sales, and more. Workday also invests in growing early career talent through our Pre-Intern, Intern, and Generation Workday® programs, and function-specific training experiences. To start, our Early Career Workmates participate in extended onboarding within a supportive cohort environment before diving into their daily roles. From day one, our programs aim to ensure the seamless integration of our Early Career Workmates into the cultural fabric of Workday, encompassing both enterprise-wide and function-specific content. We believe this fosters well-rounded individuals who quickly adapt, proactively solve challenges, and contribute meaningfully.

Generation Workday® serves as a cornerstone for professionals launching their careers, offering foundational core skills training and cross-functional networking opportunities during the 12-month program. Workday also offers a variety of functional enablement programs, including ORBIT in Product and Technology, SPARK in Customer Experience, and Corporate Sales Development in Sales. Together, Generation Workday® and Workday job-skills training programs provide a strong launching point to help develop world-class professionals at Workday.

Here's what our graduates have to say:

> "
> I'm really grateful that the ORBIT program was the first thing I experienced after graduation from college. From the networking, I made genuine friendships with other [Generation Workday participants] and with my team that I can see lasting for a long time, inside and outside of Workday.
>
> —**ORBIT Graduate**

> "
> I am blown away with the Generation Workday program and the level of support that enables me to continuously learn and grow. It is very exciting to belong to an organization that shares the same level of investment in my career as I do.
>
> —**Generation Workday® graduate**

Workday drives skills transformation.

As companies grapple with rapid technology acceleration, digital transformation, and changing worker expectations, Workday believes that skills are a key component of succeeding in the future of work. Our latest innovations deepen our commitment to providing organizations with the tools they need to accelerate their skills-based talent strategies, and our skills practices help our employees make the most out of their experience at Workday.

Workday Skills Cloud is a next-generation skills technology that identifies and organizes approximately 190,000 skills. AI enables the skills to be recommended to employees to put on their worker profile based on information such as their current role, job history, skills they've expressed they're interested in learning, and other sources. Once on their worker profile, they receive recommendations for learning, teammates to meet, gigs, and internal job openings—all based on their skills. This capability gives companies deeper insight into workforce skills and delivers more personalized employee experiences.

Working closely with our customers and partners, we're delivering an open and connected experience that empowers companies to leverage a consistent set of skills across their business, which will help them drive more meaningful talent management and employee experiences.

Workday has always believed skills are key enablers of greater agility and adaptability, and has increased the focus on skills-based career development. Our internal program to transform into a skills-based organization is making skills the focal point of our hiring, career development, and mobility practices.

> "
> Investing in skills is a triple win. It supports employees in their career growth, helps to build new and diverse talent pools, and ultimately creates a more agile and high-performing workforce.
>
> —**Ashley Goldsmith**
> Chief People Officer, Workday

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Employee feedback: Workday Peakon Employee Voice.

Since the inception of Workday Peakon Employee Voice[16] surveys, Workmate sentiment showed the biggest improvement in the following areas:

- **Growth:** "I feel that I'm growing professionally."
- **Workload:** "The demands of my workload are manageable."
- **Accomplishment:** "Most days I feel a sense of accomplishment for what I do."

Specifically in FY24, Workday sentiment showed the biggest improvement in the following areas:

- **Connection:** "I am building connections at Workday."
- **Future:** "I see a future for myself at Workday."

Analyzing feedback has also **helped the company** to act on the most pressing topics of the day, including understanding which well-being initiatives are most effective at reducing burnout risk, identifying the talent programs that best contribute to a sense of growth, surfacing unforeseen challenges as we manage our offices, and defining focus areas for senior leaders' communications. We'll continue to build solutions that help create a remarkable experience and a brighter work day for all.

[16] The Workday Peakon Employee Voice core measure of employee engagement is based on the employee Net Promoter Score questions, "How likely is it that you would recommend [Company name] as a place to work?" This question is also used by customer organizations providing robust benchmarking. Through FY22, FY23, and FY24, Workday placed in the top 10% of the Technology-Software and Services industry benchmark for this core measure of engagement.

Participation in Workday Peakon Employee Voice surveys:

95%

of employees have taken part at least once.

Since the inception of Workday Peakon at Workday, employees have provided over

486,000

confidential comments, and in FY24, employees provided over

140,000

confidential comments using Workday Peakon Employee Voice.

"Workday Peakon Employee Voice has been adopted wholeheartedly within our People Analytics team, but even more importantly, by our people leaders— taking our employee listening culture to the next level. On average, people leaders review feedback once a week. They have read, acknowledged, and responded to hundreds of thousands of survey comments, and logged thousands of actions in Workday Peakon—complementing our strategic use of this data with bottom-up improvements on the things our employees care about most.

—Phil Willburn
Vice President, People Analytics, Workday

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Career Series program.

As part of our **skills-first talent strategy**, we have identified a set of core skills aligned to our values and required for success across all roles at Workday, such as inclusivity, problem solving, and candid communication. The Career Series program is designed to help employees focus on growing one core skill per year—in 2023, the skill was candid communication.

This program was created to provide learning for all employees, no matter what their learning style is or how much time they have to commit. Each month we publish learning offerings that include resources such as easy reference tools, videos, podcasts, eLearning courses, book clubs, and a speaker series.

For example, April 2023 featured content on speaking up. As part of this series, we offered a job aid with tips to establish team norms for candid communication, peer-led book club discussion groups about psychological safety at work, and a workshop on building psychological safety for those who play a leadership role.

Career Days.

In November 2023, we launched Career Days, a three-day global learning event that aims to help employees understand the value of the Workday talent philosophy and skills strategy, in a simple and easy-to-consume way. The event offered a mixture of global and local, synchronous and asynchronous events in a conference format. Each day began with a keynote session, followed by breakout sessions, which Workmates could register for based on their areas of interest. In three days, we hosted over 8,200 attendees across more than 80 sessions.

As a new offering, Career Days was met with much enthusiasm, with 50% of employees engaging with Career Days content, a major success for a pilot program. When asked about the experience, Workmates described Career Days using words such as helpful, insightful, interesting, and worthwhile, and comments such as:

"

This is the type of event that sets Workday above other employers.

"

. . . I'm so grateful for the learning culture at Workday and everyone's eagerness to share their journey.

Having received such a positive response to the Career Days experience, we look forward to offering it again in the future to continue to grow our reach and impact with our Workmates.

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Making meaningful connections.

We take fun seriously at Workday, and there is a reason it's one of our core values. It is woven into our everyday interactions in ways that build meaningful relationships no matter where you are in the world. As we continue to evolve what it means to work in a hybrid environment, fun means gathering for and celebrating the moments that matter, and is a core reason that drives Workmates back to the office and fuels engagement, belonging, and innovation.

Employee life around the world.

Connecting more than 19,000 Workmates across our global sites has always been a priority, and in 2023, the Employee Life team strategically designed events for every site to host, aligning to a global mission while remaining true to each site's unique culture.

In May 2023, the Employee Life team rebranded a favorite Workday tradition and challenged all Workmates to participate in Venture Outdoors—an outdoor event to encourage Workmates to get into nature, recharge, and build community while enjoying the numerous benefits of spending time outdoors. 67 Workday offices participated in this event—from Pune Workmates trekking to Sinhagad Fort to Madrid Workmates hosting a padel tournament, the activities varied across the globe. In Pleasanton, the Employee Life team hosted 27 outdoor activities over three days, ranging from sound baths to circuit training, followed by a Benefits Fair that hosted 14 benefits vendors on-site to educate Workmates on available wellness programs ranging from mental health to financial well-being. The activities received a 96% satisfaction rate from Workmates, underscoring the positive impact of aligning employee well-being and events.

Workclubs.

Workclubs are vital to Workday culture, bringing together more than 4,450 Workmates across the globe to unite around their shared interests. Each of the 270 clubs meets regularly and hosts gatherings (on-site and/or virtually). They also identify a cause close to their heart and give back through an annual "do good" event. The commitment to connect with one another and give back to communities is consistent in the Workday culture, and shows up in Workclub events such as the Dog Lovers Club's efforts to raise money to benefit the Maui Humane Society and the Pelomates Club (Workmates who love their Peloton!) fundraising for donations to Every Mother Counts.

Workmate Community Leader program.

Our Workmate Community Leader (formerly Local Leaders) program empowers volunteer employee champions to bring events and initiatives to life at our sites around the globe. Events span four pillars—Employee Programs, Giving & Doing, Well-Being, and Sustainability—and are designed to bring Workmates together and strengthen local communities. In FY24, Well-Being Community Leader volunteers organized events in 64 locations, including local volunteer activities, summer picnics, well-being workshops, sustainability lunch-and-learns, holiday celebrations, and end-of-year parties.

Global benefits and well-being.

We believe employees do their best work when they are supported to prioritize their well-being, show up for their families and communities, make their money work for them, take time away, and have fun—both at and away from the office. Our Workmates' holistic health and well-being is important, and we have made it a focus at Workday.

We support employee well-being, enriched careers, winning teams, and a profitable company by ensuring that work—and life—at Workday is rewarding, from the personal satisfaction of being able to grow in your career and working among people who share your values, to being compensated and recognized for your skills, talents, and contributions and having opportunities to share in the company's success.

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Benefits.

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

Supporting workmates' financial well-being.

From an employee's first Workday paycheck through to retirement, we're here to help them save, invest, protect, and manage their finances. We strive to help Workmates prosper, and we believe financial well-being starts at work. We offer market-based compensation and benefits that reflect our core values and align with our business strategy. In the U.S., we offer plans to help save for retirement, such as a 401(k) plan with a company match and a Health Savings Account (HSA). In 2023, Workday funded 75% of the deductible through our HSA contribution, and monthly employee premiums are held very low to help ensure Workmates have affordable healthcare. We also offer a variety of benefits to support family needs, including specialized support for fertility treatments and new parents, reimbursement for adoption costs, contributing to a 529 college savings plan, and even pet insurance. And in 2023, we expanded our Northstar Financial Advisory services to all countries globally for our Workmates.

Our Workday Employee Relief Fund prioritizes the safety and well-being of our employees, it covers—among other things—unexpected events such as the death of a family member, mental health support, and short-term illness, as well as support for those who have family displaced by current wartime events. Through the fund, employees may be eligible for up to $5,000 per qualified event.

We conduct frequent benchmarking to help us stay at or above the market in Total Direct Compensation. All employees participate in a cash-based incentive plan (Sales Commission Plan, Customer Experience Bonus Plan, or Workday Bonus Plan). Every full-time Workmate is a shareholder in Workday and is invested in the long-term success of our company, with opportunities to increase ownership through additional grants provided to high-performing employees at certain levels and investments in our future through the Employee Stock Purchase Program.

Compensation philosophy.

At Workday, our compensation philosophy helps ensure that pay is competitive and equitable. We pay for performance, with differentiated rewards based on individual skills, contributions, and potential, and the majority are owners in the company, which aligns long-term interests and rewards with interests of Workday shareholders. Workmates have multiple ways to increase ownership of Workday stock. All employees receive a new-hire grant, and we grant additional restricted stock units to a majority of employees each year. In addition, our Employee Stock Purchase Plan provides employees worldwide with the opportunity to purchase Workday stock at a 15% discount through payroll deductions.

We know competitive pay is a critical component in helping our Workmates feel valued, motivated, and recognized for their contributions. That is why Workday has developed a thoughtful, competitive philosophy that we aim to apply consistently across the company, and that is benchmarked every year against other companies with similar attributes.

Our commitment to pay parity.

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

During each year's annual compensation cycle, we run our pay parity analysis and make adjustments, where appropriate, to prevent inequity. We have a market-based pay structure that compares our roles to those of our peers in each region. As part of this review, not only do we take a look at base salary, but we also examine on-target earnings as well as annual stock refresh grants. This process helps confirm that we pay according to the market value of every role we offer, diminishing unconscious bias and structural barriers.

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Pay parity results.

Each year, the results of the pay parity analysis are encouraging, and support the goal to compensate all employees fairly and equitably. Our annual reviews consistently reveal no disparities for greater than 99% of our global population. In FY24, similar to prior years, the adjustments required to address any disparities in our annual pay parity analysis equated to less than 0.01% of our global base-salary payroll, and less than 0.01% of our total stock budget was needed to adjust total stock grant refreshes. We're thrilled to see the continued great results in the pay parity analysis as we continue to strive toward inspiring a brighter work day for all.

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

Social well-being and flexibility.

Workday provides global access to resources for family planning and support. This includes access to an app-based program that helps manage costs related to adoption, surrogacy, egg freezing, and more—and this has been expanded beyond the U.S. to include all Workmates. It offers a lifetime allowance of $25,000 per family, plus free, 24/7 access to virtual care providers who can guide Workmates' family-building plans.

Workday is also proud to support people experiencing menopause and their families. Our model for menopause support includes benefits around holistic health, and it aims to create a comfortable working environment, provide time off, and offer a specialized program that supports Workmates at every step through their menopause journey. This holistic suite of reproductive health and family planning benefits is available at no cost to employees.

We added expanded caregiving to provide comprehensive support to employees who are caring for loved ones with neurodiverse or complex care needs. Over the last several years we have increased support for childcare and eldercare needs, including providing 20 days for backup care. We know financial support and flexibility are critical in helping to balance work with dependent care needs. Moving to a maximum annual amount gives employees the flexibility to care for their dependents in the way that works best for their family. We're also implementing a fully paid global parental leave framework—all available from the first day of employment.

Through our Compassionate Leave Policy, Workday supports employees through times of difficulty, with a global Compassionate Leave Policy that allows for up to 10 days of paid leave for a wide range of challenging events and circumstances.

See a list of benefits by **significant locations**.

Supporting physical and mental health.

With our global virtual healthcare network, Workmates and their family members across the globe can feel confident that their medical needs are safely covered wherever they are. From access to local healthcare systems and the option to work with alternative doctors and providers if their regular doctor is unavailable, to the ability to take a doctor appointment at home, employees have plenty of options with 24/7 support. Additionally, for Workmates and their eligible dependents near our Pleasanton or Atlanta office locations, we offer an on-site clinic managed by Premise Health. The centers provide convenient access to comprehensive healthcare and wellness services with high-quality, personalized preventive care providers and same-day appointments. Our flu vaccination program gives all Workmates access to free vaccinations, no matter where in the world employees are.

Mind Matters, powered by Lyra, is the Workday global mental health program—a trusted resource for holistic mental and emotional health support. All Workmates and their family members now have access to a comprehensive suite of on-demand resources, unlimited coaching sessions, and 16 sessions of therapy or counseling per person, per year—all at no cost. We offer a well-being reimbursement program to reimburse employees for physical and mental well-being expenses, such as yoga and gym memberships, light therapy, wearable technology, mindfulness apps, and more.

We offer all employees generous paid time off to rest, recharge, or simply take a mental health day. Our leadership team heavily encourages all employees to take advantage of our generous paid-time-off program to ensure our Workmates feel cared for and supported to prioritize their health and well-being.

85% of Workmates who completed a session with Lyra showed significant clinical improvement as measured by GAD-7 and PHQ-9 scales—valid and reliable clinical screening instruments.

Workday emphasizes culturally responsive care; 42% of Lyra providers self-identify as people of color, and 20% of Lyra providers speak a language other than English, helping to ensure positive and meaningful care experiences.

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The Global Workplace Safety team.

At Workday we take the safety of our employees seriously. Ensuring all of our employees are empowered with the tools and resources they need each day helps them feel secure and ultimately enables them to bring their best selves to work. We work to support employee safety both in our offices and while traveling for work.

Hosting live, in-person events was back in full swing in 2023, and the Global Workplace Safety team supported implementing our flex work model, ensuring our employees were informed of new in-office expectations for full-time employees and hybrid work best practices. Our team supported industry-leading safety and security protocols and business travel best practices, and maintained a healthy workplace policy.

Security operations center.

Global Workplace Safety Operations Centers (GSOCs) are based in our U.S. headquarters in Pleasanton, California, our Europe headquarters in Dublin and our office in Pune, India. A generator backs our GSOCs to enable seamless operations during any power disruption. GSOCs are multifunctional and designed to monitor, assess, and respond to various environmental or human-made disasters that can impact our people and our business. They are staffed 24/7, and are at the core of our operational services with a continuous commitment to keep Workday people, property, and business operations safe.

Emergency Response and Life Safety teams.

Workday has procedures in our Global Emergency Action Plan for how to respond to emergency situations, and we periodically test our response procedures, where practicable. Each site controlled or managed by Workday has site-specific emergency response plans.

In most offices, we have Life Safety teams composed of employee volunteers who are trained in building-evacuation procedures, CPR, AED use, and first aid, and are able to assist in an emergency. Our AED tracking system allows us to centrally track the readiness of our AED devices, our consumables, and our AED-trained volunteers.

## Corporate event security program.

Our Global Workplace Safety team has a corporate event security program, so employees and guests can attend and participate in Workday events with ease, knowing that their health and safety are our top priorities. Global Workplace Safety uses a time-tested methodology for developing, organizing, and implementing security plans at corporate events.

Health, safety, and security incident reporting.

We're using our own product to report on and monitor health and safety incidents, including reporting safety concerns, security threats, occupational injuries, evacuation drills, and more. The system also enables comprehensive investigations to be carried out to determine root causes and corrective actions, including risks review and process improvement.

Traveler medical and security support.

Global Workplace Safety monitors employee travel globally, using industry-leading services and technology. We strive to ensure the safety of our employees with ease by providing assistance when needed, along with communicating what to do in an emergency. International travelers are provided with pre-travel health and safety advice on their destination, and have access to medical and security support while abroad.
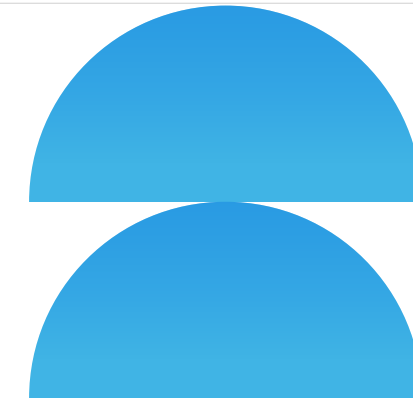
Risk assessments.

Health safety and physical safety risk assessments are conducted across the globe to evaluate risk and meet compliance needs where applicable. Assessments are documented, and any applicable risk elimination and/or mitigation measures are assigned and tracked for completion.

Training programs.

Global Workplace Safety provides training, including but not limited to, topics including hazardous materials awareness, manual handling, ladder and trolley safety, CPR/AED/first aid, data center health and safety awareness, concerning behaviors in the workplace, and tailgating and badging awareness. Global Workplace Safety also provides an emergency action plan to help ensure that our employees are equipped with the information they need to stay aware and safe.

We've also updated our Healthy Working training with an on-demand ergonomics training program to support hybrid work. With this program, each employee receives customized training to suit their environment and individual workspace. This ensures that they get what they need to support their physical well-being whether working from home, in the office, or both.

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Our VIBE™ journey at Workday.

Value Inclusion, Belonging, and Equity for all.

We pursue inclusion, belonging, and equity for all because it's right for people, and it's good for business and the world. Over six years ago, Workday hired our first chief diversity officer, and we haven't looked back since. Our dedication to nurturing an inclusive culture where every employee feels valued, respected, and empowered is driven by **VIBE™** —Value Inclusion, Belonging, and Equity for all. Workday was founded on the idea of putting people at the center of enterprise software, and today our employees remain our number one core value. By embracing divergent perspectives, backgrounds, skills, and approaches, we push the boundaries of innovation and drive toward delivering experiences and solutions that have meaningful, lasting impact for our employees, customers, and communities.

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Driving impactful change with VIBE™ signature programs.

Empowering abilities: We believe in a world where potential knows no bounds. The launch of our Disability Inclusion Center of Excellence (CoE) marks a transformative milestone for Workday and embodies our commitment to fostering a truly inclusive workplace. We strive toward a workplace climate where difference is not just welcomed, but also celebrated. As we write the next chapter of our VIBE journey, the launch of this CoE ignites ongoing hope, unity, and limitless possibilities for all individuals, helping ensure that each voice can resonate with purpose and impact. Embracing inclusion in the workplace is not just a commitment to our employees—it's a goal to build a better and more compassionate, innovative, and harmonious world, unlocking the full potential of humanity.

Building communities: Accelerating a sense of belonging at Workday is made possible by our Employee Belonging Councils (EBCs) that help foster a culture of VIBE by providing safe spaces for community members and allies to foster ideation and spur innovation. EBCs are committed to driving awareness and understanding by centering the experiences of all Workmates. From enabling opportunities for professional and personal growth and development, to building social capital and connections, EBC members challenge us to engage in important dialogue, build bridges of understanding, and acknowledge and celebrate the beauty of our diversity and the power of our intersections. Members of our global EBC network are trusted partners who help advance business imperatives, enhance employee experiences, and serve as Workday representatives across myriad communities in the world.

Giving back: The Workday Giving & Doing program reinforces our unwavering belief in making a difference. Through this program, we empower our Workmates to actively engage in charitable efforts, community service, and volunteerism because we know that true success isn't only what we achieve as an organization—it's also the collective impact we have beyond our walls. Serving the communities in which we live, work, and operate allows us to have tangible experiences supporting the causes that matter most to us and the people we serve. Workforce Week®—our annual, all-employee volunteer program—is a great example of how we reinforce our commitment to uplifting underserved communities, advocating for equity, creating greater access to opportunity, and addressing societal challenges head-on to help make the world a better place.

This year's "Global Impact Report" celebrates our unwavering commitment to boldly championing diversity through VIBE™ and the transformative power it holds. Together we thrive with VIBE as we forge an inspired, brighter, and more inclusive future.

> "
>
> Against the backdrop of this divided world, organizations will face mounting pressure to maintain inclusive workplaces and help ensure their people feel like they belong . . . the ones that get ahead will focus on what unites their workforce versus what divides them—encouraging employees to navigate differences with curiosity, compassion, and courage so that they can operate respectfully and coexist safely in order to do their best work.
>
> **—Carin Taylor**
> Chief Diversity Officer, Workday

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VIBE goals.

Diversity, equity, and inclusion is not a destination, it's an ongoing journey powered by human experience, stories, and data. Setting goals for inclusion, belonging, and equity serves as a roadmap to empower intention in our actions and behaviors. From demanding diversity in talent pools to implementing interventions that help retain top talent and build future leaders, our goals are in place to balance representation and inject equity into everything we do. For us, measuring progress goes beyond tracking numbers; it's a testament to our accountability for and commitment to driving meaningful outcomes. Setting and communicating clear goals, utilizing objectives and key results (OKRs), and leveraging metrics drives greater accountability and provides insights into the effectiveness of our efforts. In addition, this data equips us with the knowledge needed to refine strategies, address challenges, and amplify successes. As the world evolves, we must adapt to changing needs, emerging perspectives, and societal challenges and complexities.

Achieving our goals takes all of us. At Workday, we believe VIBE™ is everyone's responsibility, starting with our leaders who play a pivotal role by communicating clear expectations, modeling inclusive behaviors, and fueling the passion and determination needed for ongoing improvement. In 2023, we launched a VIBE People Leader Actions pilot, consisting of 154 people leaders across selected business functions. The pilot resulted in 96% of participants adopting and entering VIBE action goals into the Workday system. We also validated our hypothesis: with proper support and guidance, our people leaders will proactively embrace and adopt VIBE goals as a testament to their commitment toward driving a culture of VIBE.

As our CEO Carl Eschenbach said, "If we think the secret sauce at Workday is our culture, and part of the culture is VIBE, we need to lean into that." But rarely is the path linear, particularly when setting ambitious goals, so we must be steadfast in our efforts to create more transparency as we relentlessly aim for a diverse workforce that ignites unparalleled innovation, creativity, and success.

We're excited to share that last year's VIBE People Leader Actions pilot also informed the addition of required VIBE goals in FY25 for all people leaders at Workday, as well as EBC leaders and VIBE council members, who focus on designing and executing initiatives at functional and regional levels in support of the enterprise VIBE vision. Examples of these required goals include supporting the EBC events, learning something new from a VIBE way course, reviewing team Workday Peakon scores for inclusion and belonging, and more.

The ability to scale VIBE goals across our global organization, including fit-for-purpose functional goals, inspires hope for notable progress with lasting outcomes. We look forward to maintaining our momentum toward strategic action, accountability, and impact with continued focus on inclusion, belonging, and equity.

As we propel forward with strategic action, the following snapshot offers a glimpse into our multifaceted efforts, which we've continued to measure through a variety of Workday tools.

Workday VIBE objectives.

Inclusion: Workday commits to increase inclusive capabilities, behaviors, and practices throughout the organization.

- **Disability Inclusion Center of Excellence:** championing global empowerment and accessibility
- **Expanded Global Self-ID:** ensuring every individual's unique identity is recognized

Belonging: Workday strives to create a culture where all Workmates feel they belong.

- **Employee Belonging Councils:** providing safe spaces for community members and allies to foster ideation and spur innovation
- **Giving & Doing Program:** actively creating belonging and transformative impact for employees and communities

Equity: Workday commits to balancing diverse representation by infusing VIBE in development, enablement, hiring, promotion, performance management, and retention practices.

- **Equity in talent practices:** intentionally and consistently embedding equity to unlock the full potential of every individual, ensuring fair access to opportunities to evolve and advance career trajectories
- **Representation:** implementing strategies and practices to address gaps in representation across dimensions of diversity in an effort to balance representation across our global workforce

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We value inclusion.

At Workday, inclusion means we embrace and empower a diversity of backgrounds and perspectives, making room for everyone, including groups and perspectives that have been systematically marginalized. It is about welcoming differences and recognizing that every Workmate comes with unique characteristics and a complex mix of skills, advantages, and disadvantages. Inclusion is also about appreciating the diverse lived experiences that shape who we are, how we show up, and what we bring to the table, and which ignite our curiosity, raise our awareness, and enable greater growth and collective compassion.

To encourage a continued commitment to embodying and applying VIBE, we facilitate ongoing learning opportunities for Workmates and leaders alike.

VIBE education.

We use a VIBE Mindset as a way for us to put VIBE into practice through three critical behaviors: curiosity, compassion, and courage. Learning about these behaviors and how to take action toward VIBE initiatives is embedded within our broader learning portfolio, such as leadership programs, and through The VIBE Way series of courses.

In 2023, we also introduced the VIBE Mindset to prospects and customers at Workday Rising and Workday Rising EMEA, captivating audiences with a highly interactive experience that brought thought leadership, practitioner perspective, and product together in one setting. It was a tremendous opportunity to showcase how our product helps people leverage a mindset of curiosity, compassion, and courage to inform their actions. Whether a Workmate is just embarking on a VIBE journey or is well into the VIBE experience, we're excited to see how the VIBE Mindset will help evolve experiences and productivity at Workday and beyond.

The VIBE Way is a learning journey designed to equip and empower all employees with the tools and resources to incorporate VIBE into everything we do, from the language we use every day, to how we approach our work and each other, to the way we recruit and hire for diversity. The VIBE Way courses are offered and tailored to different audiences based on their readiness and understanding of VIBE. Each experience is coupled with tangible actions that anyone can take to create a more inclusive workplace that infuses and embodies VIBE.

> "Embracing a culture of continuous learning not only deepens our understanding, but also fuels our collective consciousness and enhances our efforts toward creating a workplace where every voice is heard, divergent perspectives are valued, and every individual can thrive.

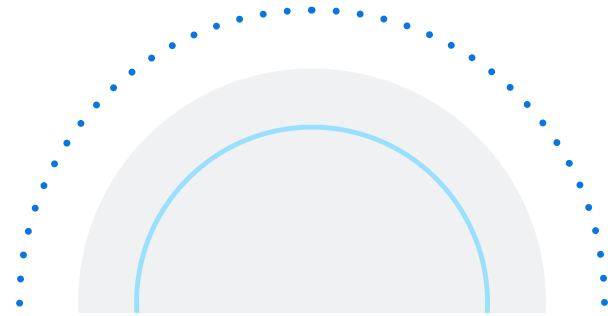—**Chris Ernst**
Chief Learning Officer, Workday

Since its inception, The VIBE Way learning series continues to see strong completion rates. In FY24:

83%
of Workmates completed "Talking VIBE at Workday."

72%
of Workmates completed "Inclusive Language."

92%
of people leaders completed "Inclusive Hiring Foundations."

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Leading with supplier diversity.

The Workday supplier diversity program was created to develop a supplier network that follows our VIBE principles and aligns with the diversity of our workforce and our customers.

As part of the program, we've continued to refine our processes and reporting systems to align with corporate best practices. We have also increased our partnerships with external organizations to advocate for the advancement of diverse owned businesses. These efforts focus on increasing our spend with qualified minority-owned businesses, women-owned businesses, disability-owned businesses, veteran-owned businesses, disabled veteran-owned businesses, lesbian/gay/bisexual/transgender (LGBT)-owned businesses, indigenous-owned businesses, and other small business-owned enterprises.

For more information about our program, check out our 2024 Supplier Diversity Overview.

Disability inclusion at Workday.

In a world striving for inclusivity, disability inclusion stands as a powerful catalyst for change, unlocking untapped potential and amplifying endless possibilities. Workday recognizes the immense value that individuals with disabilities bring to the workplace and is committed to championing their empowerment, growth, and belonging. That is why we've endeavored to build a Disability Inclusion CoE, an epicenter dedicated to breaking barriers, promoting accessibility, and nurturing inclusion and equity for all. Serving as a hub of knowledge, expertise, and enablement, at its core the Disability Inclusion CoE works in collaboration and alignment with cross-functional teams to provide company-wide direction and guidance on best practices to best support our Workmates and customers with disabilities.

Our program focuses on four areas of strategic impact: Environment, Workmate & Customer Practices, Workmate Enablement, and Leadership Commitment.

- **Environment** refers to the physical, social, and attitudinal surroundings in which individuals with disabilities live and interact. It encompasses all aspects of a person's surroundings, including buildings, transportation systems, communication methods, and attitudes toward disability.

- **Workmate & Customer Practices** takes into account the policies, procedures, and actions to help ensure people with disabilities are included and supported in the workplace.

- **Workmate Enablement** refers to providing employees at all levels with the right tools, resources, and support needed to create an inclusive and supportive work environment in which all Workmates feel empowered and valued for their integral contributions and unique skills.

- **Leadership Commitment** involves active participation from leadership in our commitment to embrace and empower a diversity of backgrounds and perspectives.

The importance of accessibility and inclusion cannot be overstated, and by prioritizing it we're well positioned to constantly evolve an inclusive technology ecosystem. Thanks to the Disability Inclusion CoE, as well as the work of our dedicated Product Accessibility team members who build with accessibility in mind, we are striving toward access for everyone on every device and every platform. As Global Accessibility Awareness Day (GAAD) Foundation sponsors, we invite external and internal subject-matter experts as speakers during GAAD celebrations to educate our workforce and empower each employee to act as an accessibility champion.

This evolution of our VIBE journey—bringing people and product together—represents a transformative opportunity for us to help shape a future where every individual can contribute, thrive, and be celebrated for their diverse abilities.

We value belonging.

We define belonging as the feeling that is created when we treat one another with respect, and as equal and integral members of the Workday community. Belonging matters in the workplace because it strengthens human connection and inspires us to bring our best selves to work, unlock our full potential, and amplify our unique contributions. The power of belonging is its ability to leverage our similarities while transcending differences and create collective consciousness, so that together we can foster a culture that enables us all to contribute to positive change. Our VIBE programs and EBCs help us do just that.

VIBE Councils across leadership levels and geography.

Every employee plays a role in creating and practicing the VIBE culture at Workday. Our VIBE Councils, made up of diverse groups of employees, play a key role in making our VIBE culture a reality. Our council members value representation and are passionate about creating an inclusive workplace for employees across functional roles and across regions.

Employee Belonging Councils.

At Workday, our EBCs help foster a culture of VIBE by providing a designated space for members and allies to encourage ideation, advance inclusion, and spur innovation. Made up of business leaders, thought leaders, and storytellers, these councils advocate for belonging for our many communities.

Our EBCs also help advance business initiatives, contribute to product development, enable professional development, promote connections, support talent, and engage in community outreach activities by focusing efforts in four key areas:

- **Workmates:** support a diverse workforce to help improve recruitment, retention, and development
- **Workplace:** influence a culture of belonging by providing a diverse lens to internal efforts
- **Business:** support business objectives and influence internal and external business outcomes
- **Community:** increase brand awareness and the Workday vision of VIBE through collaboration with external partners and thought leaders

As part of their dedication to develop, upskill, and evolve our Workforce, several of our EBCs implemented programs they continue to own and drive for the betterment of the greater good. The programs are open to all Workmates.

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Elevar.

Elevar was initiated by the Unidos EBC in 2020, in response to the Workday goal to enhance leadership representation in director-level positions and above. This cohort-based initiative aims to expedite the advancement of talented managers and senior managers to leadership positions traditionally lacking representation. Beyond its structured format, Elevar fosters meaningful relationships, provides valuable insights, and exposes participants to opportunities that fuel increased confidence and ambition, as attested to by both past participants and their mentors.

Adelante!

Adelante! was launched in 2022 by the Unidos EBC to provide the understanding and means needed to fuel professional growth and achieve career success. Adelante! is a three-month high-touch, cohort-based professional development program featuring a classroom-based curriculum that consists of 12 one-hour sessions. It is intended for Workmates who are new to the work world, new to Workday, or new to the tech industry. The program aims to empower and prepare participants for an exciting and thriving career at Workday, and is open to everyone.

DevelUp.

DevelUp is a mentorship program established in 2020 by Black@Workday EBC to empower employees by offering a professional development and coaching opportunity framework. Its primary objectives are to support retention efforts and facilitate the advancement of Workmates' career aspirations. The program pairs mentees with mentors based on various criteria, including skills development and professional interests, in order to provide a tailored experience. Over time, DevelUp has broadened its scope to nearly 600 Workmates globally, creating an environment where all people can thrive and achieve their career goals.

In addition to all of the strategic work our EBCs bring to Workday, they also continue to host more than 12 different "signature moments" every year, bringing Workmates together to acknowledge, celebrate, and expand collective awareness of different cultures and customs. Our EBCs remain central to Workday culture as is made evident in their mission statements.

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EBC mission statements:

Black @ Workday. Educates, inspires, and excites Black communities about careers in software technology, while fostering fellowship and excellence.

Dosti. Which means friendship, brings people together to meet the goals of the Workday B&D mission by representing the diverse region of South Asia. We achieve this by promoting cultural awareness, networking, leadership training, coaching, and mentoring opportunities for its members.

East Asians. Fosters and promotes B&D, cultural awareness, empowerment, mentorship, and connectivity for all Workmates who desire to engage with the East Asian community.

Families @ Workday. Exists to support and empower our caregiving community so that we can thrive at both work and home. We provide opportunities for connection, education, and advocacy for Workmates across the caregiving spectrum from family planning through parenthood, adult care, and elder care.

Indigenous @ Workday. Creates space for global Indigenous Workmates to present, educate, and bring awareness of community needs. To create an inclusive environment for all Indigenous Workmates where ideas, culture, and uniqueness are celebrated across the globe. We embrace diverse talent and aim to affect positive hiring practices for our communities through mentorship and strategic partnerships. We elevate Indigenous perspectives through education, awareness, and professional development.

Jewish @ Workday. Fosters a community that welcomes everyone who identifies as Jewish and those who identify as allies to the Jewish community. We strive to build a strong professional network with others who embrace ALL forms of Jewish culture, expression, and religious practice—allowing all to bring their true, authentic selves to Workday. We are committed to the Jewish principle of Tikkun Olam ("repair the world"), and therefore are committed to building a workplace culture that is inclusive of all.

KAMPI. Strives to capture the Filipino and Pacific Islander spirit within Workday. We will nurture and cultivate the Filipino community with engagement both within Workday and in the external community.

Military and Veterans. Exists to create leadership, development, and fellowship opportunities for Workmates who are allies, currently serving, have prior service, or are service-connected within the Workday community.

Pride. Advocates for an equitable, safe, and inclusive workplace that empowers LGBTQ+ employees at Workday by driving changes in organizational policies, building Workmate connections, educating Workmates, and supporting our local LGBTQ+ communities.

Unidos. At Unidos, our mission is to empower and support Latin/Hispanic Workmates to strengthen and maintain a culture of belonging at Workday. We foster a vibrant community, united toward common goals. Always in celebration of the diverse perspectives that enrich our ecosystem and continuously empower each individual to reach their fullest potential.

Women @ Workday. Creates a space that values inclusion, belonging, and equity for all. Our group is focused on connecting our participants and supporting them in their professional growth and everyday lives.

Workday for People with Disabilities. Is a celebrated space for Workmates, our friends and families, and our extended community where we can come together to respect, empower, and include all people with disabilities.

This year we introduced our newest EBC, Indigenous @ Workday.

Indigenous @ Workday reflects our profound appreciation for the distinctiveness of Indigenous cultures and the invaluable perspectives they offer. We recognize the unique strengths, wisdom, and resilience of Indigenous people, which enrich our global community in profound ways.

> "
> On a professional level, it has been extremely rewarding to apply my passion for planning, transformation, and leadership development within the Military and Veteran EBC as the executive sponsor. In the last year, we have hosted ~20 firesides, mentorship events, and marquis events—all designed to benefit the EBC. This has been an extraordinary opportunity to give back, develop leaders, and multiply our impact. In addition, I now have connections across every function at Workday.
>
> —Ingrid Franzen
> Vice President, Enterprise Transformation Management, Workday

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We value equity.

Equity means identifying and overcoming barriers to opportunities so that we can create fair access for everyone. Achieving equity in everything we do means that we must acknowledge differences, understand history, and take into account many other considerations. We know equity is an investment and not easy to achieve. For us, equity is a cornerstone of our culture, and one way we pursue it is through our talent practices. By operationalizing a cadence that includes accountability, rigor, and consistent monitoring, we aim to ensure our talent practices are fair and just because everyone deserves a platform to contribute, shine, and succeed.

> From the decisions we make to the actions we take and the voices we uplift, Workday stands resolute in our commitment to the pursuit of equity for all.

—Ashley Goldsmith
Chief People Officer, Workday

Inclusive and equitable hiring.

At Workday, we recognize that skills are gained in different ways. Focusing on conventional recruitment processes leaves exceptional talent untapped and underrepresented in the workforce. In FY24, our talent acquisition team made it a goal to disrupt convention and infuse VIBE in every facet of our hiring practices. Through this foundational initiative, we aim to foster an inclusive and equitable hiring experience for everyone involved.

Investing in foundational change.

Workday is invested in infusing VIBE into all aspects of the employee experience, including for those who are part of the hiring process. As we focus on standardizing practices that attract and assess talent fairly and equitably, we will reduce barriers and bias to promote skills-first hiring.

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Investing in talent.

Partnerships and engagement events.

We are proud to make strategic investments to increase how we source and recruit a diverse talent pool. In FY24, Workday-sponsored conferences and events provided us with an opportunity to connect to untapped talent to promote our roles and move them into our recruiting pipelines. This included events and organizations such as AfroTech, Association of Latino Professionals for America, iRelaunch, Latinas in Tech, Lesbians Who Tech, National Black MBA Association, Service Academy, Sistas in Sales, Society of Women Engineers, and Women Returners. In Workday-specific offices around the world, we were proud to host VIBE Mixers geared toward building social connections with community members and increasing awareness of career opportunities at Workday for underrepresented talent.

Opportunity Onramps®.

Opportunity Onramps® values skills above experience, creating pathways for diverse talent—regardless of background—to launch or relaunch Workday careers. We know that talent is everywhere, but opportunity and access isn't shared equitably. We invest in opening career pathways that provide Workday with access to untapped talent from diverse backgrounds.

Valuing skills without four-year degrees.

Whether it's an individual who wasn't afforded the opportunity to attend a traditional four-year college or someone who never envisioned themselves belonging in a technology company, Workday has internships and career pathways for early career talent who are skilled through alternative routes and ready to launch their careers in tech.

Valuing transferable skills.

Workday has been committed to helping veterans transition from military to civilian careers since 2016, and continues to expand our investment to support the military community at large within the Workday customer ecosystem. Through hiring, upskilling, community support, and volunteerism, Workday makes investments to support the military veteran, reservist, and military spouse community.

We are proud to help returners relaunch their careers in tech. People step away from their career for many reasons—from caregiving and mental health, to seeking refuge in a new country. Workday embraces the pause and values the perspectives and skills gained inside and outside of the paid workforce.

Valuing neurodiversity.

In 2023, Workday was proud to launch an initiative to drive neuro-inclusion in the recruitment, hiring, and talent management lifecycles. We partnered with industry experts such as Disability:IN and Specialisterne to assess our current practices, pilot career pathways, and design inclusive interview processes and training. Our commitment to neurodiversity continues as we strive to reduce barriers and bias to entry and drive more inclusive practices holistically.

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Embracing transparency: navigating the long game of diversity and representation at Workday.

We understand the importance of transparency when it comes to diversity representation data. While our journey to achieve true equity and balanced representation may not always reflect the progress we aspire to make, being transparent about our challenges and areas for improvement is a vital step in fostering trust, accountability, and continual improvement. The reality is, diversity and a balance of representation in the workplace requires persistence, resilience, and a willingness to confront uncomfortable truths. And it takes time. That's why last year, we began openly sharing diversity and representation data trends with our most senior leaders across the organization to reveal gaps, disparities, and opportunities, further demonstrating our unwavering dedication to equity, even in the face of discomfort. Transparency is important: it serves as a catalyst for change, sparking real and necessary conversations, driving strategic initiatives, and holding us accountable to our core values and goals. At Workday, we firmly believe that trust and transparency aren't just a reflection of where we are today, but also guide us toward where we aspire to be tomorrow.

We've continued to implement Global Self-Identification (self-ID) for Workmates in various countries around the world, including Australia, Canada, New Zealand, and the U.S. Inviting our Workmates to proudly share who they are goes beyond compliance; it's about inclusion and making sure our employees know they matter, and it's about our

commitment to VIBE. Encouraging self-ID reinforces our support for Workmates to bring their authentic and best selves to work. By employees voluntarily sharing self-ID data such as race, gender, sexual orientation, disability status, caregiver status, military and veteran status, and more, we can accurately track diversity progress, as well as offer greater visibility into the current diversity of our workforce, which helps us develop or implement programs, services, and benefits that support all employees. We're pleased to share that, by the end of FY24, 73% of Workmates have access to expanded self-ID, and we intend to continue our momentum.

We recognize the importance of a holistic approach when it comes to collecting diversity data, particularly as we consider the many intersections of diversity that may exist within each of us. To that end, we leverage internally **developed products** to bring diversity- and inclusion-related data into one centralized location to help inform VIBE OKRs, including our diversity strategy. Through these products, we can assess, measure, benchmark, and manage diversity and inclusion, as well as empowering our leaders to create appropriate plans, measure performance, and articulate outcomes across critical areas such as hiring, development, and employee experience.
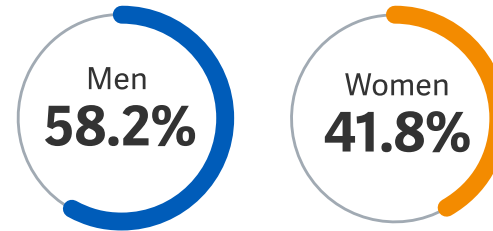
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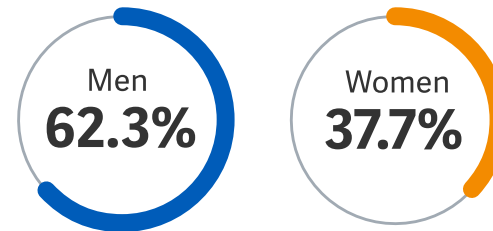
As of January 31, 2024, women hold

37.7%

of Workday leadership positions.

FY24 global gender diversity[17, 18]

Total global population

Men **58.2%**

Women **41.8%**

Leadership

Men **62.3%**

Women **37.7%**

Management

Men **59.2%**

Women **40.8%**

Tech

Men **61.5%**
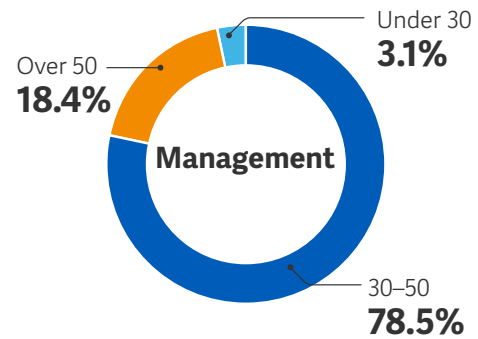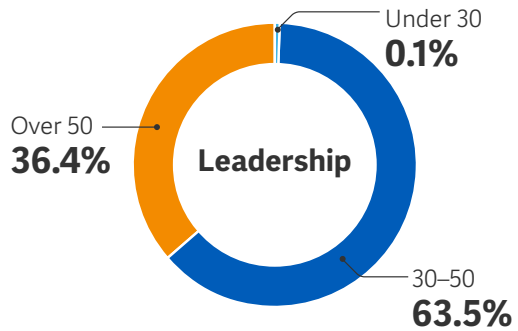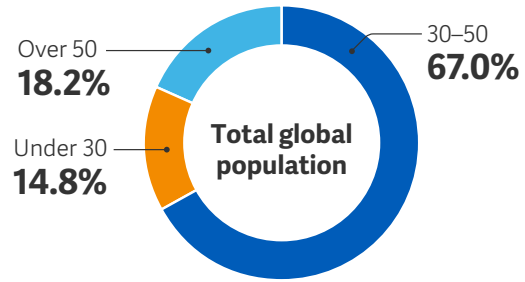
Women **38.4%**

Non-tech

Men **50.6%**

Women **49.4%**
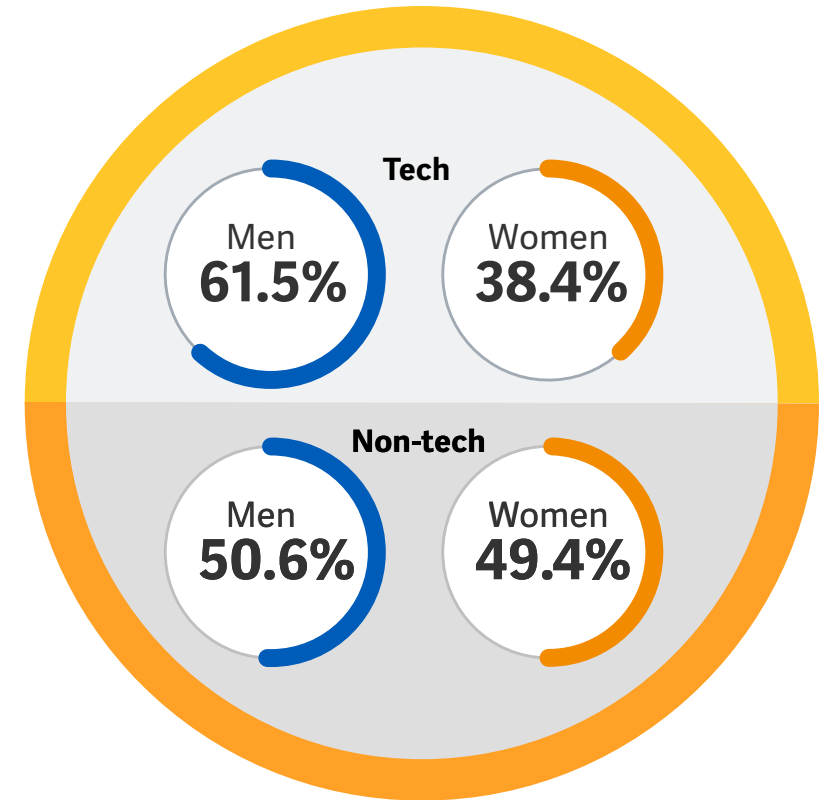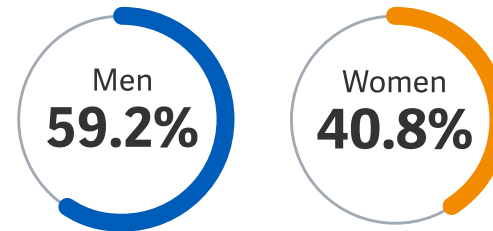
[17] Leadership is defined as director and above; management is defined as associate manager through senior manager.
[18] Due to rounding, these charts may total slightly above 100%.

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FY24 global age diversity[19]

Total global population
- 30–50 **67.0%**
- Over 50 **18.2%**
- Under 30 **14.8%**

Leadership
- 30–50 **63.5%**
- Over 50 **36.4%**
- Under 30 **0.1%**

Management
- 30–50 **78.5%**
- Over 50 **18.4%**
- Under 30 **3.1%**

FY24 U.S. ethnic diversity[20]

Tech
- 42.9%
- 40.1%
- 5.3%
- 4.1%
- 3.9%
- 3.0%
- 0.4%
- 0.2%

Non-tech
- 63.5%
- 17.0%
- 7.0%
- 5.1%
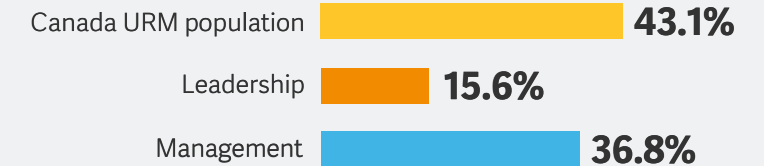- 3.5%
- 2.8%
- 0.7%
- 0.4

Legend:
- ● American Indian or Alaskan Native
- ● Asian
- ● Declined to answer
- ● Black
- ● Hispanic or Latino
- ● Native Hawaiian or Other Pacific Islander
- ● Two or more races
- ● White

FY24 underrepresented minority (URM) U.S.

- U.S. URM population **14.1%**
- Leadership **10.3%**
- Management **12.2%**

FY24 URM Canada

- Canada URM population **43.1%**
- Leadership **15.6%**
- Management **36.8%**

[19] Due to rounding, these charts may total slightly above 100%. Data represents all global regular employees.

[20] Data represents global regular employees; employees not disclosing their gender have been excluded. Due to rounding, these charts may total slightly above 100%. We've begun self-identification in Canada and continue to expand to several other geographical locations. Members of visible minorities means persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in color. Values were selected based on population for each race/ethnicity.

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Community impact.

We invest in communities to help lift up those most impacted by the social, economic, and global health challenges of today and build resilience that will result in a brighter future for all.

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Our strategy.

At Workday, we believe it is our responsibility to positively impact the communities where we work and live. Every year we empower our communities through cash contributions, public advocacy, collaborative social impact partnerships, donated time and strategic expertise, in-kind donations, and event partnerships generating millions of dollars in support of our nonprofit partners.

The Workday Foundation is dedicated to transforming lives by creating career pathways that unleash human potential. We firmly believe that talent is everywhere, but opportunity is not, and that a person's future should not be determined by their background or postal code. By supporting and actively accelerating the shift to a skills-first talent ecosystem, we open up access to opportunity for all, while simultaneously creating a robust economy where human talent is maximized and no one is left sitting on the sidelines just because they have a nonlinear career education path.

The Workday Foundation's primary grant portfolio is directed to workforce development organizations reskilling their learners for digitally enabled career paths and careers supporting a low-carbon economy. We have focused on these career tracks because they are in high demand and show promising career growth opportunities, and learners can be trained for positions in these fields within six months. Our nonprofit partners provide the opportunity for their learners to quickly develop these in-demand skills, participate in work-based learning projects, earn industry-recognized certifications, build their professional networks, connect with mentors, and help program graduates secure a family-sustaining wage with room for future career advancement.

The Foundation also invests in workforce development ecosystem partners who are leading the skills-first transformation of the education-to-employment pipeline. These ecosystem partners are working with state and local governments as well as employers to develop and accelerate the adoption of skills-based practices, reduce barriers to employment for job seekers, and support the expansion of hiring pipelines. Intentionally building inclusive skills-based practices will allow more people from diverse backgrounds and diverse experiences to have the opportunity to access middle- and high-wage careers that they may have previously been excluded from, while at the same time providing employers with access to talent that they may have previously overlooked.

FY24 Foundation giving

Foundation grants

$7.9M

**Total grants (since 2013)**

$41.3M+

Corporate

$6.1M

Total corporation & Workday Foundation giving

$14.1M

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Our strategy | **Supporting workforce development organizations** | Giving & Doing

Supporting workforce development organizations.

Technical training programs.

Since 2014, the Workday Foundation has invested in technical training programs, reskilling underemployed workers and accelerating them into technical careers within 12 months. Training tracks include cybersecurity, data analytics, software engineering, quality assurance, desktop support, and more. These organizations support their learners in developing the skills they'll need to succeed in the workforce, and we're proud to highlight the successes of these organizations in creating economic opportunity for all, including:
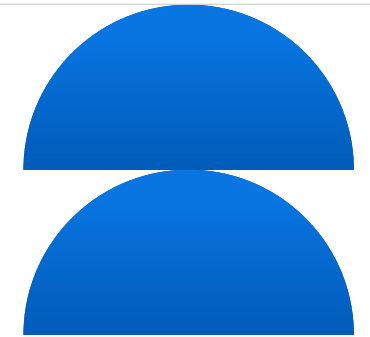
Ada.

Ada exists to educate and empower the next generation of diverse digital talent in Britain. Its vision is a thriving, diverse tech sector, offering fulfilling opportunities to all. Offering a Sixth Form and Higher Level Apprenticeships for those who are passionate about tech, Ada provides a pipeline of talent straight to the UK's tech industry, with a key focus on improving diversity and equity within the sector.

Upwardly Global.

Today there are more than 1.8 million immigrants in the U.S. who are college educated but unemployed or significantly underemployed, even though in their home countries they were engineers, doctors, scientists, accountants, and nonprofit professionals. Upwardly Global was established to fill a gap at the intersection of immigration and workforce development, where thousands of professional immigrants and refugees struggle to find roles commensurate with their skill level due to cultural and systemic barriers. The organization addresses these barriers through a combination of individualized coaching and job readiness training, opportunities for re/upskilling, and connections to employers.

Year Up.

Year Up began as a workforce development program training young adults in a single city. Since then, it has grown to become one of the largest workforce development organizations in the country. Having served more than 43,000 young adults to date and grown a national alumni network of more than 28,700, its graduates are thriving. Year Up has also expanded its reach and impact to more than 20 geographic markets nationwide, built partnerships with more than 250 employers, expanded its menu of program offerings, and launched an employer consultancy and recruiting firm through its Grads of Life organization. Year Up is currently building effective partnerships with mission-aligned organizations, such as community colleges, to leverage its unique strengths and deliver more impact than the organization could alone.

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Our strategy | **Supporting workforce development organizations** | Giving & Doing

Green jobs.

The threat of climate change will have long-lasting consequences for our planet and communities worldwide. Government funding is accelerating a once-in-a-generation opportunity for the reskilling and employment of the workforce as we transition to a low-carbon economy. The Workday Foundation is committed to helping people from diverse backgrounds gain the skills needed to secure jobs that will have a lasting and positive impact on our planet. We're proud to support organizations in their pursuit of reskilling workers for a low-carbon economy, including:

INCO-Group.

INCO is a social and environmental impact nonprofit group that is active in 50 countries around the world. INCO supports small businesses and start-ups building green and digital solutions to create a global economy that is inclusive and sustainable. INCO offers more than 30 free courses, ranging from foundational employment skills all the way to intensive job-specific training. Since 2019, INCO has been strategically investing more resources and energy into developing skilling programs leading to careers in the green economy. Today, one of its key missions is to tackle the shortage of green skills that is slowing down the transition to a zero-carbon economy.

Coalfield Development Corporation.

Coalfield Development is focused on cultivating communities opportunity in central Appalachia. Coalfield Development addresses the region's economic downturn due to the coal industry's collapse by training workers in new industries while creating sustainable businesses that allow workers to put their new skills and credentials to use. Since 2010, Coalfield has trained more than 2,000 people in new economic sectors, supported 72 new businesses, and created more than 700 new jobs. Today, Coalfield hires/trains people in green construction, deconstruction/reuse, solar, regenerative agriculture, light manufacturing, and logistics.

Supporting the Green Jobs movement.

In January 2023, the Workday Foundation joined the World Economic Forum's **Giving to Amplify Earth Action** (GAEA) initiative, announced at the annual meeting in Davos, Switzerland. This initiative seeks to catalyze funding to build public, private, and philanthropic partnerships (PPPPs) that are building equitable solutions to combat our most pressing climate challenges.

In alignment with our Green Jobs initiatives and the GAEA partnership, the Workday Foundation cohosted a convening during New York Climate Week in September 2023 focused on accelerating the clean energy skills-to-employment pipeline. The gathering included philanthropic, corporate, and government voices and explored potential opportunities to develop a PPPP mapping training and career pathways, as well as the demand for green jobs for the world's transition to clean energy.
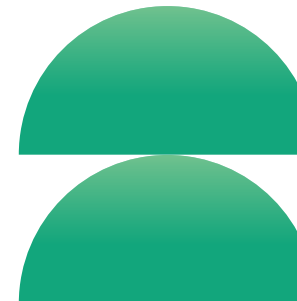
Workforce development ecosystem grants.

In addition to our investments in training programs, we also support systems-change organizations that are advancing a skills-first talent marketplace. These organizations advocate for policy change, guide organizations in building skills-based hiring and training practices, and work to simplify education-to-employment pathways. We're grateful for our ecosystem partners, including:

Jobs for the Future (JFF).

JFF envisions a society in which everyone has the skills, resources, and credentials needed to achieve equitable economic advancement. To achieve this vision, JFF accelerates the alignment, transformation, and reimagination of the American workforce and education systems. Through its nine centers and practices and innovation incubator JFFLabs, it has built deep partnerships across the public, private, and nonprofit sectors to help drive change. Its strategy seeks to reduce barriers to employment by supporting workers in accessing the skills and experiences they need to obtain employment, helping communities build strong regional economies, and redesigning educational and workforce development systems to better meet the needs of workers, learners, and employers. Over the next 10 years, JFF seeks to enable 75 million people who face systemic barriers to advancement find work in quality jobs.

SkillUp.

SkillUp is a coalition-driven effort, more than 100 partners strong, that gives low-wage and low-education workers the opportunity to build new skills suited to in-demand jobs with promising career paths. SkillUp's mission is to ensure that every worker gains equity and dignity in the workforce through access to high-opportunity and high-quality employment with promising career growth. SkillUp operates a national platform, as well as 14 regional sites across the country. Each site is customized to give users a localized experience when exploring careers, training programs, and job opportunities. Its results are impressive: SkillUp has served more than 1.6 million job seekers online, connected nearly 100,000 people to high-quality jobs and/or training programs, and supported almost 15,000 low-wage workers in securing high-opportunity employment.

The SHRM Foundation.

The SHRM Foundation seeks to widen pathways to work by driving a holistic, "whole human" approach to hiring, retention, and growth. The SHRM Foundation is launching the Skilled Credentials Center of Excellence—a first-of-its-kind resource to accelerate and ease employer adoption of skills-first strategies. This center houses an artificial intelligence-driven self-assessment to help identify and filter needed resources, a knowledge warehouse, a clearinghouse of skills tech products and vendors, employer case studies, research and mentorship/consulting access, a skills credential for human resources professionals, and additional key resources that will help guide organizations on their journey toward embracing skills-first hiring and training practices.

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Upstream Grant Fund.

While our focus on a skills-based talent ecosystem remains our grantmaking priority, we also believe it is our responsibility to positively contribute to broad global issues that impact us all. That core belief led the Workday Foundation to formalize our long-standing commitment to grantmaking in the areas of natural disasters and humanitarian crises, public health, and social justice through the creation of our Upstream Grant Fund, which supports annual investments in proactive prevention initiatives seeking to take on root causes. By addressing the root causes of some of our most pressing global issues, we can help build healthier and more resilient communities and reduce the severity of events when they do occur.

Our Upstream Grant Fund investments cover three areas:

- **Fighting hate and polarization** funds organizations dedicated to reducing and preventing vitriol and violence through interventions that foster a culture of understanding, appreciation, and trust across differences.

- **Pandemic and disease prevention** funds global health organizations working to prevent the next pandemic and equip communities for health and resilience.

- **Natural disaster and crisis prevention** funds charities preparing for and responding to natural disasters and humanitarian crises with an aim to reduce devastation and provide support with rapid recovery efforts.

Grantees in these issue areas include:

New Pluralists.

New Pluralists is a cross-ideological funder and field collaborative focused on supporting the growing field of practitioners, storytellers, researchers, and innovators working to foster a culture of pluralism in America. The collaborative is building the resources and capacity needed to fuel long-term culture change in the United States. The collaborative believes in building a pluralistic society—one that acts in community together, challenging the view that one group's gain is another's loss so that we can build a more inclusive future together. A culture of pluralism invites everyone to bring curiosity and goodwill to engagements with one another, and to build resilient communities that can face their toughest challenges together, rather than be stifled by polarization and marginalization.

More in Common.

More in Common takes a people-centric approach to better understanding and combatting the root causes of hate-based violence in the UK, Germany, and France. Through the Diffusing Hate Project, frontline organizations will be equipped with concrete and actionable insights to better grasp and address the demand side of hate-based violence and the relationship between hate-based violence and the public's ever-increasing feeling of being under threat. Through its community research, More in Common will build actionable insights developed in close partnerships with grassroots organizations working on hate-based violence in Europe and working with our partners to apply these insights and track how they inform government policies, build stronger social cohesion within these communities, and reduce incidents of hate crimes, racism, and discrimination.

WHO Foundation.

Supporting the World Health Organization's (WHO) mission both directly and by supporting WHO's network of partners on the ground, the WHO Foundation brings together donors, world health professionals, and the WHO network, creating partnerships that drive innovative actions to address the most pressing health challenges of today and tomorrow.

Direct Relief.

Direct Relief places a high priority on emergency preparedness because communities that are prepared to face an event fare better than those that aren't. Direct Relief works to equip healthcare providers that care for vulnerable people on an ongoing basis and during emergencies. Direct Relief's strong network of trusted partners enables it to assess immediate healthcare needs, understand the situation on the ground, and respond quickly and efficiently when a disaster strikes.

Grants supporting those affected by the Israel-Hamas conflict.

While our Upstream Grant Fund seeks to get at the root causes to prevent conflicts, it does not limit us from making additional investments in organizations providing support to those impacted by specific events. After the events of October 7, 2023, and the resulting Israel-Hamas conflict, the Workday Foundation, through our Upstream Grant Fund, invested in charities providing humanitarian aid in the region and in organizations focused on reducing antisemitism and anti-Muslim hate globally.

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Our strategy | Supporting workforce development organizations | **Giving & Doing**

Giving & Doing.

We make it easy for employees to serve our communities. Whether it means helping shelter pets, supporting children's well-being, expanding opportunities for deserving job seekers, or providing services to those experiencing homelessness or food insecurity, Workday employees across the globe are inspired and empowered to make the world a better place through impactful volunteer events and charitable efforts.

Our employees care deeply about their local communities and value opportunities to deepen connections with their colleagues all while doing good and uplifting underserved communities. With a common goal at the center, our Workmates come together to find purpose, community, and a sense of belonging as they improve our world.

BY THE NUMBERS

In FY24, employees logged over

45,000

volunteer hours

All those volunteer hours resulted in almost $1 million donated to nonprofits in FY24.

Volunteer of the Year.

During our Volunteer of the Year (VOTY) awards, we celebrate the employees who truly embody our values. Each year, we honor our top three volunteers with a grant of $1,000, $2,500, or $5,000, which is donated to the nonprofits where each winner volunteers their time and resources. VOTY winners are selected by their peers and our Giving & Doing Community Leaders.

In 2023, VOTY winner Tracy Nguyen earned a $5,000 donation to the Bay Area Freedom Collective. Workmates Celia Soriano and Adam Harych earned $2,500 and $1,000 respectively for their charities Los Niños Primero, based in Georgia, and Rainbow Team Association in Poland.

Giving & Doing Community Leaders.

Since 2014, the Giving & Doing Community Leaders have brought our community engagement programming to life in our offices across the globe. As of FY24, we have 159 Giving & Doing Community Leaders across 67 offices. These leaders host Giving & Doing volunteer events and fundraisers that positively impact their local communities.

Workday Giving & Doing Community Leaders shine bright.

Mike Sanders, principal product manager, joined Workday in 2018, in our Victoria, BC, office. Mike was drawn to Workday because of our employee-first culture and quickly became involved with our Giving & Doing program. Mike routinely shares that the Workday super powers are our people, culture, and enthusiasm for giving and doing.

Due in part to Mike's leadership, in 2023, the 117 Workmates in the Victoria office put on 18 Giving & Doing events where they served multiple organizations: The Mustard Seed, The Victoria Native Friendship Centre (VNFC), and The Cridge Centre for the Family in addition to local high schools, universities, and the Victoria technology association, VIATEC.

A favorite event was the Back to School Picnic, a collaborative effort with Cedar Child & Family Services, VNFC, and the newly formed Indigenous@Workday EBC where Mike and team helped prepare children to go back to school by providing free school supply kits.

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Volunteer events.

Workday employees support their communities year-round. Employees can plan their own events and invite their colleagues, or they are welcome to join any of the many volunteer opportunities planned by their teams or their Giving & Doing Community Leaders, through Workday-sponsored events, or even through events organized by Workday EBCs.

Black@Workday Atlanta and Customer Experience (CX) completed 8 Giving & Doing events, including neighborhood clean-up projects, the Hosea Helps community food drive, CX Wellness Fair, mentoring with The Hidden Genius Project, and more. By volunteering, we foster a culture of empathy and responsibility. Our efforts promote positive change and demonstrate dedication to social impact and leaving a legacy of compassion and service.

The Hidden Genius Project has a special place in our hearts for Black@Workday Atlanta and CX. This program trains and mentors Black male youth in technology creation, entrepreneurship, and leadership skills needed to succeed in science, technology, engineering, and mathematics (STEM). The mission resonates with Workday equity and inclusion efforts by breaking down systemic barriers and empowering underrepresented individuals in the tech industry. By participating in volunteer activities, Black@Workday Atlanta and CX reinforce the Workday commitment to social responsibility and community engagement.

"

The Hidden Genius Project is a catalyst for positive impact, a testament to our collective strength, and a reminder of the power we have to make a difference when we come together with purpose and intention.

—Preston Harden
Co-Leader for Black@Workday Atlanta EBC and
CX Senior Program Manager, Workday

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Employee giving.

Our Charitable Donation Matching Gift program allows Workmates 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.

Workforce Week™ at Workday.

Since 2015, we've encouraged our Workmates to participate in our annual, all-employee volunteer program Workforce Week—our largest employee volunteer event and an important Workday tradition.

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

More than

$14.2 million

in employee donation matches since 2013

More than

$1.9 million

in FY24

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Workforce Week of 2023.

Employees in 16 locations across the globe, including Atlanta; Auckland; Melbourne; Victoria, BC; Bangkok; Mason, Ohio; and Tokyo, rallied to plan Workforce Week events and support local job seekers.

- The Workday office in Madrid partnered with Generation Spain for a virtual Workforce Week. Employees helped 35 job seekers with resume reviews, interview strategies, and mentoring.

Our commitment to Workforce Week also meant partnering with Generation Spain at Workday Rising in Barcelona.

- In Paris, job seekers participated in a resume clinic and LinkedIn workshop, and practiced their interview skills.
- Our office in Boston made a positive difference in the lives of young people from the YES Academy, a nonprofit organization that offers sports-based youth development and leadership programs for Boston children and teens. We invited the teen staff, who are either graduating from high school or starting their college journey, to join us for a two-day Workforce Week event in August 2023. Workday volunteers helped the teen staff prepare for their future careers by offering them career coaching, resume review, and public speaking practice. They impressed us with their elevator pitches to potential employers and showed us their confidence and ambition.

Workforce Week at our Year Up in-person event.

During Workforce Week at our Pleasanton headquarters (HQ), we partnered with Year Up, this time welcoming twice as many students as last year. In all, 130 students visited our campus to experience Workday and learn more about what it means to have a career in tech. Over the course of the day, students joined a fireside chat with Workday chief diversity officer Carin Taylor and chief information officer (CIO) Rani Johnson to hear about their career journeys. Students also enjoyed connecting with employees and gained valuable career advice during mock interviews and career conversations. They also had the opportunity to hear from Year Up alumni.

"

During Workforce Week, I had the opportunity to join Workday CIO Rani Johnson for a fireside chat. Rani shared that we are all capable of driving change if we lend our skills, time, and creativity to help others achieve equity. I am beyond thrilled that my team and Workday are at the forefront to create this positive change. I'm so proud to be a Workmate. Thank you to our partners at Year Up and to our many volunteers at Workday who made this possible.

—Carin Taylor
Chief Diversity Officer, Workday

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STEM education.

Workday Ireland has a unique location in the North Inner City in Dublin where all surrounding schools are categorized as DEIS (Delivering Equality of Opportunity in Schools initiative) or disadvantaged. Our commitment is to leverage our partnerships with organizations such as Technological University Dublin (TU Dublin) to provide opportunities to students, teachers, and their communities to experience STEM fields firsthand through hands-on workshops, educational programs, and events. Our ambition is to make STEM learning more accessible, and help shift perceptions about careers in tech. Now celebrating 10 years, Workday is proud to continue to partner with Business in the Community to provide literacy and math classes to local schoolchildren under the Time to Read and Time to Count programs. Some examples on how we work with students include:

- **Workday transition year experience program** provides an interactive exploration of various aspects within a tech company, such as the User Experience (UX) team, sales and marketing, and software development. Workday hosts 60 students from local schools affiliated with the DEIS network for a one-week period each year. The program aims to inspire students in shaping their future career paths and educational journeys.

- **Try Five Plus** is an innovative primary school program aimed at children between 8 and 12 years old, and is designed to foster curiosity and interest in STEM disciplines through practical modules such as rocket building and science experiments. This program is a collaboration between TU Dublin and Workday Ireland volunteers. During FY24, Workday volunteers co-delivered 30 workshops, directly benefiting more than 350 children.

- **Space Week** was sponsored by Workday at TU Dublin and involved nine schools and more than 600 students. The week involved workshops, experiments, and competitions, culminating in a call from some of the students to a NASA astronaut via amateur radio to learn about life in space (in partnership with Amateur Radio on the international space station ARISS).

We also work directly with educators to bridge the gap between the theoretical curriculum school content and the practical implementation and real-life use of STEM skills and related technologies. For example:

- As part of our educator engagement, Workday hosts teacher interns under the STint program to inspire innovative learning by deepening future teachers' understanding about technology and career paths within tech companies so they can share this understanding in the classroom. The goal of the program is to empower students to make more informed career choices around STEM areas of study.

- In May 2023, Workday successfully launched its inaugural Industry Insights program with Business in the Community. These workshops, tools, and resources provide valuable firsthand experience of on-site work environments, offering an overview of business operations, functions, and ecosystems.

- Workday is proud to partner with Science Foundation Ireland, Amazon Web Services, and TU Dublin on EdTips, a new program to provide every primary school teacher in Ireland with the tools, skills, knowledge, and confidence to deliver a new school curriculum subject in digital technologies.

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Governance.

We foster a culture guided by integrity, ethical conduct, and compliance. We promote the long-term success of our business and provide clear guidelines for decision-making, risk management, and ethical conduct. We are committed to ethical, responsible, and trustworthy artificial intelligence (AI) development.

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Governance.

Workday's strong corporate governance practices are guided by our core values and drive sustainable value creation and the long-term success of our business. Our governance framework promotes transparency and establishes clear guidelines for decision-making, risk management, ethical conduct, and compliance. As stewards of the most critical data to our customers, suppliers, partners, and employees, we operate with integrity and prioritize trust and security in both reality and reputation. Our commitment to effective corporate governance is detailed in our 2024 Proxy Statement, which provides disclosure on risk oversight, stockholder engagement, executive compensation, and other key governance topics.

Board of directors.

The Workday board of directors oversees areas significant to our business, such as strategy and long-term plans, risk management, compliance, and ethical standards and behavior. Our board sets high standards for Workday employees, contractors, officers, and directors, and is committed to a corporate governance structure that promotes long-term stockholder value creation.

In addition to selecting directors who will contribute to the Workday core values of employees, customer service, innovation, integrity, profitability, and fun, we recognize the value in diversity and endeavor to assemble a board with diverse skills, professional experiences, perspectives, and demographics. Find more information on the Workday board of directors—including committees, structure, and director biographies—in our 2024 Proxy Statement and in the Governance section of the Workday Investor Relations webpage. On the Investor Relations webpage, you'll also find the charters of each of our board committees, which outline each committee's respective roles and responsibilities, as well as the Workday Code of Conduct and Corporate Governance Guidelines.

Workday board of directors.

11 members

8 independent members (as defined by NASDAQ rules)

Leadership
- Chair is a co-founder and executive chair
- Vice chair is lead independent director

Committees
- Audit
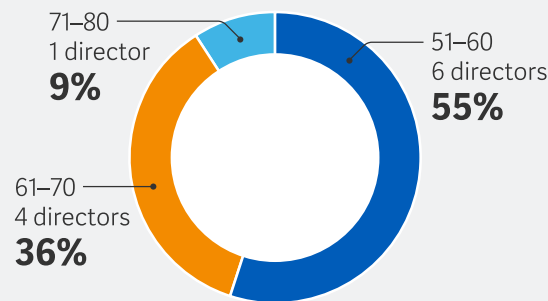- Compensation
- Nominating and Governance
- Investment

Gender
3 women

8 men

Board diversity
>50% of all directors are gender and/or ethnically diverse.

3 women

2 Asian

2 Black

Workday board of directors by age

71–80 1 director **9%**

61–70 4 directors **36%**

51–60 6 directors **55%**

Workday board of directors by tenure

+10 years **5**

4–10 years **2**

<4 years **4**
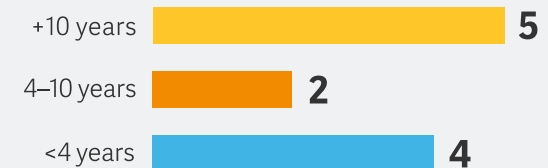
Experience
- Software and technology
- Executive leadership
- Cybersecurity
- Public company board
- Financial expertise and accounting
- Marketing, sales, and brand building
- Global business operations
- Business development and strategy
- Human capital management (HCM)

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Environmental, social, and governance (ESG) oversight.

The Workday core values compel us to be a **leading corporate** citizen, and to protect and serve the communities around us and the planet we live on. We believe that strong ESG oversight and governance contributes to the long-term success of Workday and allows us to make positive impacts for the environment and within the communities in which we operate. Our ESG program is implemented at every level of our business and includes board and board committee oversight, executive-level leadership, and subject-matter experts who lead our ESG efforts across the company.

Workday ESG Oversight.

BOARD OF DIRECTORS
- Oversight of ESG program, including priorities, goals, performance, risks, and key metrics

Nominating and Governance Committee
Charter includes:
- Oversight and review of policies and programs concerning environmental sustainability, social responsibility, and governance, as well as Workday participation and visibility as a global corporate citizen
- Review and discussion with management on ESG strategy, initiatives, policies, and progress

Audit Committee
Charter includes:
- Oversight of global ethics and compliance function
- Review of significant climate-related financial risks

Compensation Committee
Charter includes:
- Oversight of human capital management, including belonging and diversity (B&D) and employee development

Executive Management
Our chief people officer, chief diversity officer, and CEO regularly update our board of directors and Compensation Committee on human capital matters and seek their input on various ESG issues.

Chief People Officer
- Responsible for human capital strategy, including human resources, global impact, and employee development, engagement, and well-being

Chief Diversity Officer
- Responsible for the development and execution of Workday inclusion and B&D programs and strategy

Chief Legal Officer and Chief Financial Officer
- Executive sponsors of ESG Steering Committee
- Manage ongoing ESG risks
- Approve ESG priorities, goals, and budget

ESG Steering Committee
- Reports to the board at least annually on environmental sustainability matters, progress toward the company's ESG goals and initiatives, and status with ESG regulatory reporting requirements
- Responsible for formalizing Workday ESG strategy, goals, and structure
- Includes representatives from legal, finance, and internal audit functions

ESG Task Force
- Meets regularly and supports the ESG Steering Committee
- Consists of chief sustainability officer, chief responsible AI officer, chief philanthropy officer, senior vice president of Total Rewards, and other subject-matter experts in sustainability, diversity, equity and belonging, compensation, talent and culture, workforce development, philanthropy, corporate governance, product innovation and customer satisfaction, communication, privacy and data security, and responsible AI
- Responsible for day-to-day execution of ESG priorities

Integrity as a core value.

At Workday, ethical and responsible business practices are the very foundation upon which our company rests. Operating with our core value of integrity isn't just good for the bottom line; it builds trust with our employees, customers, and communities; fosters a culture of innovation; and allows us to contribute to a more equitable and sustainable future.

We are committed to conducting business in accordance with applicable laws and regulations, and we strive to be one of the most ethical companies in the world. We are proud to have been **named** to Ethisphere's World's Most Ethical Companies List every year since 2021, based on our culture; environmental and social practices; ethics and compliance activities; governance; diversity; and initiatives to support a strong value chain.

2024 WORLD'S MOST ETHICAL COMPANIES® ETHISPHERE™

The Workday Code of Conduct.

The Workday **Code of Conduct** describes our core values and the expectations for how our employees, board members, and contractors should act when conducting business on behalf of Workday. Our ethics and compliance program and our Code of Conduct address the importance of:

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

- Fostering a safe and inclusive workplace where everyone feels valued

- Protecting privacy, confidentiality, and company property

- Acting with integrity and in an honest and ethical manner

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

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

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

In addition to our Code of Conduct, we have policies, standards, and guidelines to ensure our employees and business partners conduct business ethically and are held to the highest principles within their own operations, such as the:

- **Workday Partner Code of Conduct**
- **Workday Supplier Code of Conduct**
- **Workday Statement Against Modern Slavery**
- **Whistleblower and Complaint Policy**

Our ethics and integrity program and efforts are overseen by the Workday board of directors and our chief legal officer, and led by our chief integrity and compliance officer. Our employees are trained at onboarding—and annually—on how to comply with our Code of Conduct and other key corporate policies, as well as on the importance of acting with integrity in all of our business operations. We continuously build awareness through regular communications, guidance, and targeted employee engagement to further support our Workmates in their daily work. To learn more, visit **Workday Ethics and Compliance**.

"

Building on our strong ethical foundation, we work to maintain customer and stakeholder trust by innovating with integrity. As we look to the future, we are taking a leading role in developing responsible AI solutions for our customers, employees, and the world around us.

—**Chris Fedrow**
Chief Integrity and Compliance Officer, Workday

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Responsible AI.

At Workday, we understand that AI is an exciting and transformative technology; however, AI development and use also present the risk of unintended consequences. **We are committed to building responsible, trustworthy AI solutions**, and we look to our core values of integrity and innovation to define our approach. We believe in the power of AI to unlock human potential, drive business value, and enable our customers and their employees to focus on strategic and fulfilling work. We're all in on developing AI solutions that solve real business problems and give our customers a competitive advantage, and we understand what it takes to build and maintain trust in these technologies.

As organizations navigate the changing world of work, we aim to enhance their experiences across finance and human resources (HR) using AI to help elevate human capabilities. We know that people are and always will be essential to business operations and decision-making, so we build our technologies to increase process efficiencies and provide insights and predictions to help people do their work effectively.

In early 2024, Workday published our latest global study "**Closing the AI Trust Gap**," which demonstrated that while business leaders and employees are in agreement that AI holds great potential for business transformation, there is a lack of trust that it will be deployed responsibly, especially among employees. In fact, only 22% of employees reported that their organization had guidelines for responsible AI use.

At Workday, we're proud of our world class data privacy and responsible AI (RAI) governance programs, and we are working hard to share information transparently about the AI safeguards that we have in place with our employees across the board. The Workday responsible AI program sits at the intersection of our innovation and integrity core values—we seek to lead the industry

in the development of responsible and trustworthy enterprise AI products by developing and using AI ethically and with robust safeguards in place. Our internal training program is key to this ethical innovation approach: through a variety of trainings developed by in-house experts, employees learn the Workday way of identifying and mitigating the risks that arise in AI development and prioritizing fairness and transparency in the process. While 100% of our employees have already been trained on the basics of our RAI governance program, by the end of fiscal year 2025, we aim to provide more robust and detailed training to all employees so they can feel confident about the responsible AI guidelines and safeguards that we have in place and champion the Workday approach to responsible AI.

Responsible AI governance framework.

In our whitepaper "**Empowering Innovation with Integrity**," we share in great detail what we've been doing with RAI governance at Workday. Our **RAI governance framework** can be described in the context of four pillars: Principles, Practices, People, and Public Policy. Each of these are described below.

Principles.

Since 2019, we have publicly committed to ethical, responsible, and trustworthy AI development, and as the market and our customers' understanding of the space has matured, so too has our approach. Our commitment to RAI is a reflection of our core values. In our effort to develop responsible and trustworthy AI, we aspire to develop products that:

- Amplify human potential
- Positively impact society
- Champion transparency and fairness
- Deliver on our commitment to data privacy and protection

> "
> There's no denying that AI holds immense opportunities for business transformation. However, our research shows that leaders and employees lack confidence in, and understanding of, their organization's intentions around AI deployment within the workplace. To help close this trust gap, organizations must adopt a comprehensive approach to AI responsibility and governance, with a lens on policy advocacy to help strike the right balance between innovation and trust.

—Jim Stratton
Chief Technology Officer, Workday

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We think of these **AI Ethics Principles** as our North Star, helping to guide our approach to developing trustworthy AI. In alignment with our core values of integrity and innovation, RAI is concerned with both the identification and mitigation of AI risk, as well as the facilitation of AI development for societal good.

Practices.

AI Ethics Principles are important, but these principles must manifest in solid practices in order for them to be impactful. While robust Workday data privacy and security protections are in place regardless of whether the relevant solution incorporates AI, we understand that additional risks for unintended consequences arise with the development and use of AI solutions. Therefore, we've developed specific AI risk identification and mitigation practices in alignment with our AI Ethics Principles. Our scalable RAI risk evaluation and associated guidelines represent the core of these practices.

RAI risk evaluation.

Each new AI product is assessed to determine its sensitivity level at the earliest stages of development. Product managers pilot the completion of this risk evaluation by responding to a series of questions about both the product's characteristics and its intended context of use. Products with a potential to significantly impact workers' economic opportunities are subject to increased review and oversight, as are those that incorporate sensitive or emerging technologies such as generative AI. If the context or characteristics associated with the AI product shift or change throughout its lifecycle, the product manager is responsible for updating the risk evaluation.

RAI guidelines.

Upon completion of the risk evaluation, the product manager is delivered a set of bespoke RAI guidelines to document throughout the build of the relevant AI product. Product managers working to develop our most sensitive use cases receive the greatest number of RAI guidelines, while those developing solutions with lower risk levels receive fewer guidelines.

An example of a sensitive use case requiring the greatest number of RAI guidelines for documentation would be one that is intended to be used by our customers to assist with worker transitions, such as hiring or promotion. An example of a relevant guideline that would be required in this case is "Provide customers a summary of fairness test results derived for analyzing aggregate data samples."

Workday's RAI practices were created to align with existing and developing regulations such as the European Union's (EU)AI Act and best-practice frameworks including the National Institute of Standards and Technology (NIST) AI Risk Management Framework. Our RAI practices cover categories of trustworthy AI system characteristics including:

- Safety and security
- Human oversight
- Transparency and explainability

We document appropriate risk mitigation actions in alignment with the specific nature of the AI solution.

> At Workday, we take a risk-based approach to responsible AI governance and rely on a diverse set of stakeholders to shape associated policies and practices. A dedicated, independent responsible AI team with guidance from cross-disciplinary subject matter experts and senior leadership is foundational.

—**Kelly Trindel, PhD**
Chief Responsible AI Officer, Workday

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People.

When it comes to RAI governance, a major strength at Workday is the diverse network of people who contribute to our RAI program. Contributions come from a wide array of backgrounds, disciplines, and seniority levels across the company, beginning with our RAI advisory board. This board meets monthly to provide oversight, guidance, and support to our chief RAI officer and dedicated RAI team. Chaired by the Workday chief legal officer and including our chief technology officer, chief diversity officer, and chief integrity and compliance officer to name a few, this board provides expert guidance on emerging issues, addresses escalations as needed, and reviews and approves new aspects of our RAI governance framework as the program grows and evolves.

The Workday chief RAI officer is responsible for overseeing the governance program described in this section, for convening the advisory board and ensuring that its guidance is translated into action, and for overseeing our dedicated RAI team and network of champions. Our chief RAI officer reports to our chief integrity and compliance officer. This structure allows for independence of oversight and aligns with best practices such that reporting lines for frontline technology developers should be distinct from those engaged in governance work. This reporting structure also provides the RAI program with access to Workday senior leaders, including its board of directors, for regular progress reporting and an added layer of escalation should it be needed.

Because responsible AI is multidisciplinary by nature, the Workday dedicated RAI team is composed of diverse subject matter experts who work together to develop and maintain its governance structure. The RAI team is staffed by data and social scientists, as well as engineering and technology experts, who focus specifically on ethics and customer trust, with an eye toward global emerging AI regulation.

Finally, the Workday RAI program relies heavily on its network of RAI Champions. These are frontline subject-matter experts from diverse teams including AI engineering, data science, product management, legal and compliance, and UX design. The RAI Champions help shape aspects of our governance framework to ensure that these safeguards are workable, practical, and aligned with the appropriate development frameworks at Workday.

Workday has continued to emphasize transparency, fairness, and responsible development through various initiatives, and we actively participate in broader conversations on ethical AI standards. For example, Workday RAI work has been covered by CNBC, Forbes, Fortune, and more. To learn more about the Workday thought leadership on RAI, see these additional resources:

- Enhancing Human Performance with AI
- Workday Shapes How the Future Works with New AI and ML Capabilities
- How Workday Is Leading the Enterprise Generative AI Revolution
- How AI Is Transforming Industries Across the Globe
- The Future of AI for Business

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Public policy.

The Workday RAI team works in close concert with our corporate affairs team to advance forward-thinking, meaningful, and thoughtful AI regulation, and ensure that these developments are reflected in our own governance framework. For years, Workday has helped drive policy discussions in the U.S., EU, UK, Canada, and across APAC and APJ in support of meaningful AI regulation.

Some of the key themes we focus on in our advocacy include:

- **Defining AI:** The technology should be clearly defined and distinguished from systems that support human decision-making and are fully automated, especially in the enterprise context.

- **Ensuring a risk-based approach:** Not all AI is the same, which is why regulation should begin with a risk-based approach, meaning that more stringent safeguards are applied to AI solutions that present a higher risk of unintended consequences.

- **Leveraging workable accountability tools:** We favor impact assessments as a proven accountability technique for AI.

- **Recognizing shared responsibilities:** To be effective, regulatory responsibilities should reflect the unique and differentiated roles of AI developers and AI deployers.

- **Supporting international harmonization:** AI regulatory frameworks should be harmonized across borders, helping to ensure that guardrails are consistent worldwide.

- **Enabling skills-based approaches to talent:** AI plays a crucial role in bringing skills-based approaches to talent at scale—helping workers unlock opportunity and enabling employers to attract, retain, and develop talent.

At Workday, we collaborate with policymakers, customers, and industry partners to advocate for policies that bolster trust in enterprise software and enable growth and innovation. Our **Corporate Affairs** team works with these stakeholders to advance the policy priorities below.

AI.

Since 2019, Workday has proactively helped to lay the foundations for **robust AI regulation** that builds trust and advances innovation. We're proud to be a leading voice for smart AI regulation in enterprise software, working closely with policymakers in the U.S. at the federal, state, and local levels; and the EU, UK, Canada, and Asia to support meaningful and concrete regulatory proposals. We **advocate** for frameworks that are grounded in a risk-based approach, leverage best-in-class accountability tools such as impact assessments, recognize shared responsibilities throughout the value chain, and drive international harmonization. We also believe policy should support AI's role as an enabler of a skills-based approach to talent, an issue on which we **testified** before the U.S. Senate. We're championing efforts within industry, such as co-developing a set of **best practices** for responsible AI in the workplace with the Future of Privacy Forum and industry peers. And we're working with governments to develop innovative tools for public-private collaboration, such as Singapore's **AI Verify Foundation** focused on developing open source AI testing frameworks and standards.

> "
> Smart public policy plays a crucial role in harnessing the immense potential of artificial intelligence while safeguarding against its potential risks.
>
> —Chandler C. Morse
> Vice President, Public Policy, Workday

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Privacy, data, and cloud.

Workday supports strong privacy policies that safeguard personal data and build trust in the digital economy. In the U.S., Workday has supported the passage of a federal privacy law that provides consistent, nationwide protections for data. Globally, Workday advocates for the free flow of data across borders through trusted, government-backed certifications and contractual tools. We work with policymakers to help ensure that common-sense data and cloud regulation benefit our customers, while raising concerns with data localization measures that don't improve privacy or security.

Workforce development.

As a leader in human capital management, we recognize the important role policy plays in helping organizations and workers navigate rapid change. Workday is an active participant in workforce policy conversations in the U.S. and around the world, supporting policies that advance skills-based approaches to talent that help workers unlock opportunity and enable employers to attract, retain, and develop talent. Recognizing that skills-based approaches depend on high-quality and timely data, we're working with Congress to modernize labor data systems to provide a clearer picture of market demands, workforce-wide skills, and areas of alignment. And with Workday uniquely positioned at the intersection of AI and the workforce, we're focusing policy conversations on the importance of leveraging AI with better data as the key enabler for skills-based approaches at scale, including through Workday participation in the Department of Labor's Workforce Information Advisory Council.

Climate policy.

We support science-based climate policy and engage directly with policymakers to drive meaningful climate action. For more information on our climate policy engagement, see page 132.

Value Inclusion, Belonging, and Equity (VIBE™).

Workday weighs in on policy issues tied to our efforts to build a more equitable workplace and world. With employees being our number one core value and our Workmates hailing from around the globe, Workday engages on immigration policy issues. We're supporting reforms to help ensure the

U.S. can attract the best and brightest talent from around the world, and we advocate for a permanent statutory solution to safeguard the Deferred Action for Childhood Arrivals (DACA) program. And Workday speaks up on other policy issues that impact our Workmates, from signing the White House Equal Pay Pledge and supporting the Respect for Marriage Act, to joining a Supreme Court amicus brief in support of LGBTQ workers and advocating for the passage of the Equality Act.

Information technology modernization.

Public sector organizations are increasingly looking to modernize legacy IT systems, and are turning to cloud technologies to help them navigate change, address workforce challenges, and attract and retain talent. Workday collaborates with policymakers to help public sector organizations leverage cloud transformation. And Workday works closely with appropriators and individual agencies and departments to help unlock resources in support of IT modernization.

Cybersecurity.

With cybersecurity high on the agenda for governments around the world, Workday collaborates with lawmakers and regulators to help ensure that cybersecurity policies strengthen trust and security, reflect the technological state of the art, and incorporate leading-industry best practices. We support cybersecurity policies that are risk-based and outcome-focused, recognize the unique benefits of software-as-a-service technologies, are domestically harmonized and consistent, and are aligned with international standards and other regulations around the world.

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Data privacy and security.

Compliance.

Trust is foundational to everything we do. We strive to be transparent with our customers about how data will be safeguarded and processed. Workday deeply invests in certifying to leading industry standards and frameworks so our customers can easily verify our privacy practices. The strength of the Workday security and privacy commitments can be seen by our long history of adherence to global compliance programs such as SOC 1 Type II, SOC 2 Type II, ISO/IEC 27001, ISO/IEC 2701, Asia-Pacific Economic Cross-Border Privacy Rules, and the EU Cloud Code of Conduct. Learn more about our compliance program.

Security.

Protecting our customers' data is a top priority. As such, Workday security practices are integrally woven into our foundation rather than bolted on as an afterthought. We commit to continuous auditing to keep pace with the dynamic security landscape. We employ rigorous security measures across our people, processes, and technology to secure their data, applications, and infrastructure.

Workday security strategies and practices are grounded in globally recognized standards from the NIST and the Center for Internet Security (CIS), affirming our commitment to world-class security. As data security and regulatory requirements evolve, Workday leverages our core values of innovation, customer service, and integrity to deliver meaningful value to customers. Learn more about our robust security program.

Across the globe, organizations must safeguard their customer, employee, and proprietary data against escalating security challenges. Concurrently, data privacy laws are continuously evolving, rendering compliance more complex. In such a climate, it is imperative to select a software partner renowned for robust data security and privacy practices. To learn more about how Workday prioritizes security, read the whitepaper "Trusting Workday with Your Data Security Needs."

Privacy.

Workday has implemented a holistic privacy program that is embedded in all our services. We invest in compliance with international privacy regulations by maintaining a comprehensive global data protection program that contains robust and up-to-date technical, administrative, and organizational safeguards. We provide our customers with an in-depth contractual data protection commitment that sets forth our responsibilities and obligations as a data processor. Incorporating privacy by design into our innovation and enhanced privacy protections enables us to help customers meet their own data protection compliance requirements, such as the General Data Protection Regulation.

The Workday array of international certifications, third-party audits, and contractual commitments serve as a testament to our robust privacy program. As AI innovation and regulation continue to move at lightning speed, privacy remains a priority for us, underpinning any use of data.

Workday remains an advocate for risk-based regulatory approaches that balance privacy with innovation. Learn more about our global privacy program.

We equip our customers' compliance and legal teams with a wealth of resources through the Workday Community portal, assisting them in meeting their privacy and compliance needs.

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Global Reporting Initiative Index

This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines.

This report has been prepared in reference to the GRI Universal Standards. In addition to GRI, content also has been informed by an every-other-year reexamination of our materiality assessment, as well as other reporting frameworks, such as the Sustainability Accounting Standards Board (SASB) Software and IT Services industry-specific guidance, and environmental, social, and governance (ESG) rating and ranking agencies.

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
General Disclosures		
GRI 2: General disclosures 2021		
The organization and its reporting		
2-1	Organizational details	Workday, Inc. Pleasanton, CA
2-2	Entities included in the organization's sustainability reporting	2024 Form 10-K
2-3	Reporting period, frequency and contact point	Annual reporting period: February 1, 2023, through January 31, 2024 sustainability@workday.com
2-4	Restatements of information	About Workday > About this report
2-5	External assurance	Workday engaged Apex as an independent third party to review our FY24 Greenhouse Gas (GHG) inventory and energy consumption, and received limited assurance of its accuracy and completeness. The scope of this review, included in this report, includes our global Scope 1 and Scope 2 (location- and market-based) GHG emissions, Scope 1 and 2 energy consumption, and Scope 3 GHG emissions related to business travel, purchased goods and services, capital goods, and non-IT emissions from colocation data centers. At this time Workday does not seek external assurance for the rest of our report.

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Activities and workers		
2-6	Activities, value chain, and other business relationships	2024 Form 10-K > **Business** **About Workday**
2-7	Employees	2024 Form 10-K > **Human Capital** Appendix > **Performance tables > Workforce breakdown**
2-8	Workers who are not employees	Appendix > **Performance tables > Workforce breakdown > Employment contract by region**
Governance		
2-9	Governance structure and composition	Our governance structure and composition of the board and its committees is described on pages 8-14 and 20-25 of the **2024 Proxy Statement**. The committees of the board that are responsible for decision-making on and overseeing the management of Workday's impacts on the economy, environment, and people are listed on page 30 of the **2024 Proxy Statement** and on pages 81-82 of this Global Impact Report.
2-10	Nomination and selection of the highest governance body	The nomination and selection process and criteria for the board is described on pages 26-27 of the **2024 Proxy Statement**. The Nominating and Governance Committee considers and makes recommendations to the board regarding committee size, structure, and composition. After consultation with the Nominating and Governance Committee, the board has discretion to appoint directors to serve on committees so that the committees are composed entirely of directors satisfying applicable legal, regulatory, and stock exchange requirements necessary for an assignment to any such committee, as set forth in the applicable committee charters.
2-11	Chair of the highest governance body	Aneel Bhusri, our executive chair, has served as our board chair since April 2021. Effective February 1, 2024, the start of our fiscal 2025, in accordance with an established succession plan, Mr. Bhusri stepped down from his role as co-chief executive officer and assumed the role of executive chair, and Carl Eschenbach, formerly co-chief executive officer alongside Mr. Bhusri, assumed the role of sole chief executive officer. As co-founder and executive chair, Mr. Bhusri possesses in-depth knowledge of the issues, opportunities, and challenges facing Workday and its business. Because our chair is a current executive officer of Workday, George Still, an independent director, serves as vice chair and lead independent director of the board to prevent and mitigate conflicts of interest. Our board believes that the current leadership structure provides effective independent oversight of management, while allowing the board and management to benefit from the extensive executive leadership and operational experience of Aneel Bhusri. Our board also has a policy of conducting executive sessions of independent directors during each regularly scheduled board meeting, as described on page 23 of the **2024 Proxy Statement**.

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
2-12	Role of the highest governance body in overseeing the management of impacts	Our Nominating and Governance Committee oversees and periodically reviews our policies and programs related to environmental sustainability, social responsibility, and governance, as well as our participation and visibility as a global corporate citizen. The role of the board and senior executives in relation to ESG oversight and policies is further described on page 82 of this Global Impact Report. As described on page 82 of this Global Impact Report, the board receives reports from the ESG Steering Committee on the effectiveness of Workday's ESG program annually and on an as needed basis. The board engages with stakeholders, including stockholders as described on page 32 of the 2024 Proxy Statement, on matters relating to the economy, environment, and people, and will consider appropriate changes as a result of these engagements.
2-13	Delegation of responsibility for managing impacts	The board has appointed senior executives and other employees with relevant subject-matter expertise to manage the company's impacts on the economy, environment, and people, as described on page 81 of this Global Impact Report. The ESG Steering Committee reports to the board on an annual and as-needed basis.
2-14	Role of the highest governance body in sustainability reporting	The Compensation Committee reviews pay equity and other compensation disclosures which are included in our proxy statement. The Nominating and Governance Committee reviews ESG disclosures including the proxy statement. The Audit Committee reviews the development and implementation of disclosure controls and procedures with respect to material environmental, social, and governance disclosures.
2-15	Conflicts of interest	Directors will inform the chair of the Nominating and Governance Committee of any potential or actual conflicts of interest and will recuse themselves from any decision affecting their personal, business, or other individual interests. If it is determined that a conflict of interest would materially impact a director's ability to fulfill their duties as a director of Workday and the conflict cannot be adequately addressed in another manner, the director will, if requested, resign from our board. Our Audit Committee reviews related party transactions as disclosed per SEC rules in our 2024 Proxy Statement on pages 35-36. None of our executive officers are directors of any companies in which our directors serve as executive officers. See pages 71-72 of the 2024 Proxy Statement for controlling shareholder information.
2-16	Communication of critical concerns	Critical concerns are communicated to the board as a part of the board's risk oversight process, which is described on page 21 of our 2024 Proxy Statement. The board receives regular reports from members of senior management on areas of material risk to the company. Our stockholder engagement program, as described on pages 21-22 of our 2024 Proxy Statement, provides stockholders with the opportunity to provide feedback on our corporate governance, compensation programs, and sustainability practices. Stockholders and other interested parties wishing to communicate with the board may do so via the process described on page 29 of our Proxy.

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
2-17	Collective knowledge of the highest governance body	The board is given regular and as-needed training sessions and briefings on matters related to sustainable development.
2-18	Evaluation of the performance of the highest governance body	The board and each of its committees conduct a self-evaluation, which considers responsibilities under their charters and best practices, including matters related to the management of the organization's impacts on the economy, environment, and people.
		The board is also evaluated as a part of an assessment process relating to ESG issues across the company. The board and committee self-evaluation process is not independent and occurs annually.
		The Nominating and Governance Committee utilize the results of the self-evaluation process to: (i) determine if the board and its committees are functioning effectively; (ii) assess and determine the characteristics and critical skills required of prospective candidates for election to the board; and (iii) make recommendations to the board with respect to assignments of board members to various committees. The full board will discuss the evaluation to determine what action, if any, would improve the board and committee performance and whether any changes to the Corporate Governance Guidelines would be appropriate.
		The board will consider changes to the ESG program following the independent ESG issue assessment, as appropriate.
2-19	Remuneration policies	2024 Proxy Statement > **Executive Compensation**
		2024 Proxy Statement > **Executive Compensation Philosophy, Objectives**
2-20	Process to determine remuneration	2024 Proxy Statement > **Our Compensation Setting Process**
2-21	Annual total compensation ratio	2024 Proxy Statement > **CEO Pay Ratio Disclosure**

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
Strategy, policies, and practices		
2-22	Statement on sustainable development strategy	CEO Letter
2-23	Policy commitments	**Governance Policies:** Code of Conduct Corporate Governance Guidelines Officer Compensation Recoupment Policy Policy on Hedging in Securities Stock Ownership Guidelines Whistleblower and Complaint Policy Workday Tax Strategy Privacy Policy **Employee & Business Partner Policies:** Statement Against Modern Slavery Partner Code of Conduct Supplier Code of Conduct Whistleblower and Complaint Policy Environmental Sustainability Policy
2-24	Embedding policy commitments	Governance > Integrity as a core value; Data privacy and security Environmental Sustainability > Our strategy
2-25	Processes to remediate negative impacts	Governance > Integrity as a core value
2-26	Mechanisms for seeking advice and raising concerns	Governance > Integrity as a core value Whistleblower and Complaint Policy
2-27	Compliance with laws and regulations	2024 Form 10-K > Legal Proceedings

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE	
2-28	Membership associations	ACT-IAC AFCEA International Alliance for Digital Innovation AmCham EU AmCham Ireland AmCham Japan Australian Information Industry Association Bay Area Council Bitkom BSA | The Software Alliance Business Alliance to Scale Climate Solutions Business Council on Climate Change Business Roundtable Centre for International Policy Leadership Ceres Policy Network Clean Energy Buyers Association Consumer Technology Association Corporate Leaders Group Europe Cross-Border Data Forum Cyber Ireland Democratic Governors Association DIGITALEUROPE Dublin Chamber of Commerce	Enterprise Cloud Coalition European Internet Forum Friends of Europe Future of Privacy Forum National Association of Software and Service Companies National Conference of State Legislatures RE100 REFORM Republican Governors Association Sustainable Aviation Buyers Alliance Tech Council Australia TechCalifornia TECHNATION Canada Technology Association of Georgia TechUK Texas Association of Business The Danish ICT Industry Association U.S. Chamber of Commerce U.S.-Ireland Partnership for Growth US-ASEAN Business Council US-India Business Council World Economic Forum

Stakeholder engagement			
2-29	Approach to stakeholder engagement	About Workday > **Stakeholder engagement**	
2-30	Collective bargaining agreements	As of the end of our reporting period (FY24), none of our employees are covered by a collective bargaining agreement.	

Material topics			

GRI 3: Material Topics 2021

3-1	Process to determine material topics	About Workday > **Our priority ESG topics**	
3-2	List of material topics	About Workday > **Our priority ESG topics**	

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 200: Economic		
GRI 201: Economic Performance		
3-3	Management of material topic	About Workday > Who we are 2024 Form 10-K > Financial Statements and Supplementary Data
201-1	Direct economic value generated and distributed	2024 Form 10-K > Consolidated Statements of Operations
201-2	Financial implications and other risks and opportunities due to climate change	Workday conducted a climate scenario analysis and risk assessment within the FY23 reporting period. Please see the TCFD Report for more information. 2024 Form 10-K > Risk Factors Environmental Sustainability > Our strategy; Our priorities and commitments
201-3	Defined benefit plan obligations and other retirement plans	Social Impact > Global benefits and well-being > Supporting Workmates' financial well-being Performance Tables > Benefits
GRI 203: Indirect Economic Impacts		
3-3	Management of material topic	Community Impact > Our strategy
203-1	Infrastructure investments and services supported	**Community Impact** Social Impact > STEM education Workday is committed to the local economies in which it operates and understands that climate change will impact them. For more information about economic investment, see the Workday Foundation site. As part of our work to expand our operations in Ireland, we have expanded our Science, Technology, Engineering, and Mathematics (STEM) education program, which you can read more about on page 78 of this report. In addition, in 2024 Workday also announced plans to invest over £550 million in its UK operations over the next three years, an increase of as much as 40% over the previous three years. Workday also plans to continue to grow its employee base in the region, furthering the organization's commitment to strengthen the nation's economy. This includes Workday recently launching a range of new apprenticeship schemes in the UK. Read more here.
203-2	Significant indirect economic impacts	**Community Impact**

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 204: Procurement Practices		
3-3	Management of material topic	Workday Supplier Code of Conduct Supplier Diversity Program
GRI 205: Anti-corruption		
3-3	Management of material topic	Governance > Integrity as a core value Code of Conduct
205-1	Operations assessed for risks related to corruption	Governance > Integrity as a core value Partner Code of Conduct Supplier Code of Conduct
205-2	Communication and training about anti-corruption policies and procedures	Governance > Integrity as a core value In fiscal year 2024, we had a 100% completion rate for our annual Code of Conduct training. Our Code of Conduct includes information on our Anti-Corruption Policy.
205-3	Confirmed incidents of corruption and actions taken	Within this reporting period, Workday is not aware of any material allegations of violations or violations of anti-corruption laws by Workday.
GRI 206: Anti-competitive Behavior		
3-3	Management of material topic	Governance > Integrity as a core value Code of Conduct
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Within this reporting period, Workday is not aware of any allegations of anti-competitive behavior or violations of anti-trust or monopoly legislation by Workday.

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 300: Environmental		
GRI 302: Energy		
3-3	Management of material topic	Environmental Sustainability > Clean and renewable energy > **Our renewable strategy**
302-1	Energy consumption within the organization	Environmental Sustainability > Clean and renewable energy > **Our electricity consumption** Performance Tables > **Energy**
302-2	Energy consumption outside of the organization	Clean and renewable energy > **Our progress** Performance Tables > **Energy**
302-3	Energy intensity	Performance Tables > **Energy**
302-4	Reduction of energy consumption	Environmental Sustainability > **Clean and renewable energy** 2023 CDP Climate Change, C8.2a
302-5	Reductions in energy requirements of products and services	Environmental Sustainability > **Clean and renewable energy**
GRI 303: Water and Effluents		
3-3	Management of material topic	Environmental Sustainability > **Managing our water footprint**
303-3	Water withdrawal	Environmental Sustainability > **Managing our water footprint**
303-4	Water discharge	Environmental Sustainability > **Managing our water footprint**
303-5	Water consumption	Environmental Sustainability > **Managing our water footprint**

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 305: Emissions		
3-3	Management of material topic	Environmental Sustainability > **Carbon reduction and removal**
305-1	Direct (Scope 1) GHG emissions	Environmental Sustainability > Carbon reduction and removal > **Our progress**
305-2	Energy indirect (Scope 2) GHG emissions	Environmental Sustainability > Carbon reduction and removal > **Our progress**
305-3	Other indirect (Scope 3) GHG emissions	Environmental Sustainability > Carbon reduction and removal > **Our progress**
305-4	GHG emissions intensity	Environmental Sustainability > Carbon reduction and removal > **Our progress**
305-5	Reduction of GHG emissions	Environmental Sustainability > Carbon reduction and removal > **Our progress**
GRI 306: Waste		
3-3	Management of material topic	Environmental Sustainability > Managing our water footprint > **Reducing e-waste**
306-1	Waste generation and significant waste-related impacts	Environmental Sustainability > Managing our water footprint > **Reducing e-waste**
306-2	Management of significant waste-related impacts	Environmental Sustainability > Managing our water footprint > **Reducing e-waste**
GRI 308: Supplier Environmental Assessment		
3-3	Management of material topic	Environmental Sustainability > **Our priorities and commitments**
308-1	New suppliers that were screened using environmental criteria	Environmental Sustainability > **Our priorities and commitments** **Supplier Code of Conduct**

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DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 400: Social		
GRI 401: Employment		
3-3	Management of material topic	Social Impact > Our strategy; Employee development
401-1	New employee hires and employee turnover	Appendix > Performance Tables > Annual new hire by region
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social Impact > Global benefits and well-being Appendix > Performance Tables > Benefits
401-3	Parental leave	Social Impact > Global benefits and well-being > Social well-being and flexibility Appendix > Performance Tables > Parental leave
GRI 404: Training and Education		
3-3	Management of material topic	Social Impact > Our strategy; Employee development
404-1	Average hours of training per year per employee	Workday does not share the specific number of average hours per employee, as this number is difficult to track given that training and employee development is at the center of our talent strategy, and occurs on many different platforms and avenues. Our talent philosophy puts employees at the center of their own career and performance journey. A fundamental tenet of this approach is the belief that we should put the employee in the driver's seat and provide them with the tools and framework to further their careers. We offer a number of educational resources and an incredible support community to help Workmates through this experience. We have an entire section of our Global Impact Report dedicated to Employee Development that shares all of the ways in which we do this. Social Impact > Employee development
404-2	Programs for upgrading employee skills and transition assistance programs	Social Impact > Employee development
404-3	Percentage of employees receiving regular performance and career development reviews	Social Impact > Employee development > Empowering performance and growth; Belonging and diversity In FY24, all employees received the opportunity for a regular performance and career development review. Of those employees, 42.15% were women and 57.85% were men. Of the women employees, 99.61% were full-time and .39% were part-time. Of the men employees, 99.83% were full-time and .17% were part-time.

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GRI 405: Diversity and Equal Opportunity		
3-3	Management of material topic	Social Impact > Our strategy; Belonging and diversity
405-1	Diversity of governance bodies and employees	Social Impact > Belonging and diversity
405-2	Ratio of basic salary and remuneration of women to men	Social Impact > Global benefits and well-being > Pay parity results Commitment to Pay Equity
GRI 413: Local Communities		
3-3	Management of material topic	Community Impact > Our strategy
413-1	Operations with local community engagement, impact assessments, and development programs	Community Impact > Our strategy Workday Foundation
GRI 414: Supplier Social Assessment		
3-3	Management of material topic	Social Impact > Belonging and diversity > Leading with supplier diversity Supplier Code of Conduct
414-1	New suppliers that were screened using social criteria	Social Impact > Belonging and diversity > Leading with supplier diversity Supplier Code of Conduct
GRI 415: Public Policy		
3-3	Management of material topic	Governance > Public policy
415-1	Political contributions	Workday did not make any political contributions during the reporting period.
GRI 418: Customer Privacy		
3-3	Management of material topic	Governance > Data privacy and security
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance > Data privacy and security

Sustainability Accounting Standards Board Index

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

TOPIC	ACCOUNTING METRIC	CODE	2024 RESPONSE
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	TC-SI-130a.1	Environmental Sustainability > Clean and renewable energy 2023 CDP Climate Change, C8
	(1) Total water withdrawn, (2) total water consumed, (3) percentage of each in regions with High or Extremely High Baseline Water Stress	TC-SI-130a.2	Environmental Sustainability > Managing our water footprint
	Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-SI-130a.3	Environmental Sustainability > A carbon-neutral cloud 2023 CDP Climate Change, C2.4a, C3.3, C4.3b, 4.5a
Data Privacy and Freedom of Expression	Description of policies and practices relating to behavioral advertising and user privacy	TC-SI-220a.1	Governance > Data privacy & security Workday Security and Data Privacy Workday Privacy Statement
	Number of users whose information is used for secondary purposes	TC-SI-220a.2	Workday Privacy Statement
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	TC-SI-220a.3	Any material losses would be disclosed in our 10-K filing with the SEC. In FY24, there were none.
	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	TC-SI-220a.4	Workday is committed to protecting the privacy and security of our customers' data and meeting our obligations as a processor of that data. Providing transparency to our customers in the event we receive a valid legal process from law enforcement or other government agencies for access to electronic information customers submit into Workday's software-as-a-service applications ("Government Request") is an ongoing part of that Workday commitment. This report covers all Government Requests from May 1, 2023, through to October 31, 2023: Transparency Report	Workday US

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TOPIC	ACCOUNTING METRIC	CODE	2024 RESPONSE
Data Security	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of users affected	TC-SI-230a.1	Workday is publicly traded, and any material breach would be reported to the SEC in our annual and quarterly reports.
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-SI-230a.2	Governance > Data privacy and security Workday Security and Data Privacy Trusting Workday with Your Data
Recruiting & Managing a Global, Diverse Skilled Workforce	Percentage of employees that require a work visa	TC-SI-330a.1	Performance Tables > Workforce breakdown > Employment contract by region
	Employee engagement as a percentage	TC-SI-330a.2	Social Impact > Employee development > Employee feedback: Workday Peakon Employee Voice
	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees, and (d) all other employees	TC-SI-330a.3	Social Impact > Belonging and diversity
Intellectual Property Protection & Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	TC-SI-520a.1	Within the reporting period, Workday suffered no material monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations.
Managing Systemic Risks from Technology Disruptions	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	TC-SI-550a.1	Cybersecurity risk management practices at Workday are based on widely adopted industry risk management frameworks and standards which include identification, assessment, internal reporting, monitoring, and management of risks. 2024 Form 10-K > Risk Factors, pages 8-32
	Description of business continuity risks related to disruptions of operations	TC-SI-550a.2	

ACTIVITY METRIC	CODE	2024 RESPONSE
(1) Number of licenses or subscriptions, (2) percentage cloud-based	TC-SI-000.A	(1) More than 10,500 customers representing 65 million workers (2) 100% cloud-based products

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Task Force on Climate-related Financial Disclosures Index

Workday has adopted the reporting recommendations set forth by the Task Force on Climate-related Financial Disclosures (TCFD) to communicate the evolving impacts of climate change on our business. Additionally, in line with recommendations made by the TCFD, Workday responded to the CDP Climate Change 2023 questionnaire, references to which are included in the table below.

DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	2024 RESPONSE	REFERENCE
Governance			
Disclose the organization's governance around climate-related risks and opportunities	a) Describe the board's oversight of climate-related risks and opportunities.	The Workday board of directors provides oversight of our ESG program and is actively engaged in ESG issues important to our company and business strategy. Our Nominating and Governance Committee oversees and periodically reviews Workday policies and programs concerning environmental sustainability and has oversight of significant risks related to ESG, including climate-related risks. Our Audit Committee oversees significant climate-related financial risks. In 2023, Workday appointed Erik Hansen as the company's first chief sustainability officer (CSO). The CSO will continue to lead sustainability operations at Workday and work with our Nominating and Governance Committee on our board of directors to oversee policies and programs concerning climate-related risks. See page 82 of our Global Impact Report for the overview of our ESG oversight.	Environmental Sustainability > Our strategy Governance > Environmental, Social, and Governance (ESG) Oversight Appendix > GRI Index > Governance 2-9-17 CDP Climate Change 2023 C1.1a, C1.1b
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	The Workday ESG Steering Committee, with executive sponsorship from both our chief legal officer and our vice chair, reports to the board and is responsible for formalizing Workday ESG strategy, goals, and structure. The ESG Steering Committee is composed of leaders from internal legal, finance, and audit functions at Workday and provides reports to the board on progress toward the company's ESG goals and initiatives annually and as needed. The ESG Steering Committee is supported by the Workday cross-functional ESG Task Force. The ESG Task Force meets regularly and includes subject-matter experts from across the company in environmental sustainability, diversity, equity and belonging, talent and culture, workforce development, corporate governance and business ethics, product innovation and customer satisfaction, privacy and data security, and artificial intelligence (AI) ethics. The Workday CSO role is focused on planning and driving projects to reduce emissions, manage climate targets, and advance sustainability across the company.	GRI Index > Governance 2-13 CDP Climate Change 2023, C1.2, C1.2a, C1.3a

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DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	2024 RESPONSE	REFERENCE
Strategy			
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	In 2023, Workday conducted a climate scenario analysis and risk assessment which modeled the potential financial impact of three climate-related risks and one climate-related opportunity under two climate scenarios. Of the three selected risks, one was a transition risk and the remaining two were physical climate risks:	Environmental Sustainability > Our priorities and commitments; Our evolving sustainability journey CDP Climate Change 2023, C2.1a, C2.3, C2.3b, C2.4, C2.4a

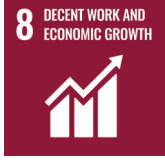| Type & Category	Risk/Opportunity Description	Time Horizon
Transition Risk Market	Unreliable electricity supply and increased cost of RECs may impact Workday supply chain and increase operating costs.	Short (0-2 years)
Physical Risk Acute	Increased frequency and severity of extreme heat events may result in disruption of Workday's data center operations.	Short (0-2 years)
Physical Risk Chronic	Rising mean temperatures may impact Workday operations and supply chain, including increased energy demand as a result of increased cooling in data centers building on Workday's historic data center electricity usage and projected cooling degree days.	Medium (2-10 years)
Climate Opportunity Products & Services	Development of climate mitigation and ESG services may lead to increased revenue as existing customers purchase potential new climate-related products and services.	Medium (2-10 years)
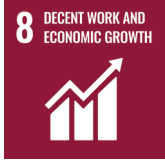
In 2024, Workday reviewed the three risks and one opportunity identified from the 2023 climate scenario analysis and risk assessment and determined the results were still applicable and accurate in 2024.

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DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	2024 RESPONSE	REFERENCE
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate change may impact Workday's operations and business strategy in two ways: through physical impacts from increased intensity of acute weather and potential long-term chronic changes in weather patterns, and through the economic impacts of the transition to a lower carbon economy, primarily manifesting through the cost and availability of renewable electricity. Workday has made substantial commitments to invest in renewable energy for its direct operations and data center supply chain, and has taken steps to help put us on track to a 1.5°C future and transition to a lower carbon economy. Our strategy includes partnering with others to advocate for increased access to and availability of renewable energy, to implement projects to generate and source renewable energy for our direct operations, and to incorporate energy efficiency, renewable energy, and carbon emissions to our colocation data center vendor selection process. Some examples include: • Workday joined several other large companies to create the Emissions First Partnership, outlining a set of principles to update the accounting systems for greenhouse gas emissions to accelerate grid decarbonization. See the "Our priorities and commitments" section of our FY24 Global Impact Report. • Workday has made significant investments toward decarbonizing the aviation industry, including joining the Sustainable Aviation Buyers Alliance (SABA) and driving investment in and adoption of sustainable aviation fuel. See the "Our priorities and commitments" section of our FY24 Global Impact Report. • Workday was also one of the founding signatories to The Corporate Colocation and Cloud Buyers' Principles, which outlines six criteria that companies using colo-services would like to see their providers meet, such as providing data on customer energy consumption, disclosing facility energy sources, and supporting renewable energy advocacy efforts. See our "A carbon-neutral cloud" section of our FY24 Global Impact Report. • Workday became a founder of the Clean Energy Buyers Institute (CEBI) Beyond the Megawatt Initiative, with the aim to create a resilient, equitable, and environmentally sustainable energy system for the benefit of all by leveraging customer demands for clean energy. See our "Industry collaborations for impact at scale" section of our FY24 Global Impact Report. These initiatives are in addition to our Science-Based Targets, which align with 1.5°C across all three scopes of emissions. In regards to our identified opportunity, Workday has increased our focus and technology investments to help customers advance their environmental, social, and governance (ESG) goals using Workday. Our solutions aim to enable leaders to collect data from across the organization, build strategy frameworks, help ensure the organization is audit ready, report with confidence, and plan for the future. See the "Supporting our customers' sustainability goals" section of our FY24 Global Impact Report.	Environmental Sustainability CDP Climate Change 2023, C2.3b, C2.4a, C3.1, C3.3, C3.4
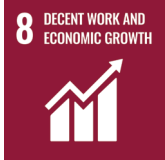
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DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	2024 RESPONSE	REFERENCE
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	c) Describe the potential impact of different scenarios, including a 2°C scenario, on the organization's businesses, strategy, and financial planning.	The climate scenarios Workday used in our scenario analysis exercise are those developed by the Intergovernmental Panel on Climate Change (IPCC) (for physical risks), the Network for Greening the Financial System (NGFS) (for transition risks), and custom scenarios developed for climate opportunity analysis. **IPCC scenarios representing a high-emission (SSP5-8.5) and low-emissions (SSP1-2.6) scenario:** Data centers are typically designed to operate within specific temperature ranges. As outdoor temperatures increase, companies may experience increased equipment failure, resulting in potential downtime. Extreme heat was modeled from present day through 2050 under two climate scenarios. Additionally, as global temperatures increase, additional energy will likely be needed to maintain the optimal indoor temperature for data center operations. The scenarios include bookend high-emissions and low-emissions IPCC (SSP5-8.5 and SSP1-2.6) scenarios and NGFS (Current Policies and Net Zero 2050) scenarios, corresponding to physical and transition risk, respectively. **NGFS Current Policies and Net Zero 2050 country-level projected electricity prices:** As the world transitions to a low carbon economy, the fluctuation of electricity prices could result in increased operating costs for companies. This model estimates projected data center electricity costs under a high- and a low-emissions scenario, using NGFS Current Policies and Net Zero 2050 country-level projected electricity prices. The projected costs under the NGFS scenarios were then compared with Workday's internal energy cost projections available through 2028. As the world transitions to a low carbon economy, REC and electricity prices could fluctuate due to increased demand for electricity and renewable energy. Using annual electricity consumption from the Electricity Cost portion of the model, the total quantity of RECs needed from both Workday's PPAs and the unbundled REC marketplace was forecasted from present day through 2050. **SEC transition scenarios: a three-year transitionary period (moderate) and a 10-year transitionary period (lenient):** This model allows Workday to explore the impact of potential new products on company revenue as the SEC transitions toward requiring public companies to report climate-related information. Potential future revenue was modeled under two SEC transition scenarios: a 3-year transitionary period (moderate) and a 10-year transitionary period (lenient).	CDP Climate Change 2023, C3.2, C3.3, C3.4

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DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	2024 RESPONSE	REFERENCE
Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	Climate risks and opportunities can have long time horizons with high uncertainty regarding how policy and socioeconomic factors might emerge and develop. To begin to explore the impact of climate-related risks and opportunities on its short-, medium- and long-term business strategy, Workday has undertaken a qualitative risk assessment and quantitative scenario modeling analysis. This quantitative analysis involves identifying the key climate drivers that may lead to future risks and opportunities for Workday and then quantifying the impacts of some of the most material climate-related risks and opportunities under low- and high-emissions climate scenarios. In FY23, we engaged a third party to conduct a climate risk assessment based on the Workday ERM framework and leveraging climate-related risks and opportunities outlined by TCFD and other reporting frameworks. Workday's risks and opportunities were assessed drawing on public disclosures, internal documentation, external research, and interviews with internal Workday stakeholders. Based on this assessment, three risks and one opportunity were selected for further quantitative scenario analysis.	About Workday > Our Priority ESG Topics CDP Climate Change 2023, C2.2, C2.2a
	b) Describe the organization's processes for managing climate-related risks. c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	In our current public-facing documents, we acknowledge risks to our business related to climate change in our FY24 Form 10-K disclosure. Workday maintains a formal Disaster Recovery Plan for the production environment. If the production application becomes unavailable and is expected to remain unavailable, a disaster is declared, and the Disaster Recovery Plan is executed. Workday also maintains a formal Business Continuity program, which provides the framework for enabling preparedness and recoverability from disruptive events, including severe weather events, in order to continue delivery of critical business services at acceptable predefined levels. With respect to transitional risk, our environmental sustainability team has been leading Workday efforts to actively track, reduce, and mitigate Workday greenhouse gas emissions for several years. These efforts serve to reduce policy, investor, and customer related risks that could potentially be substantive for us if we were not proactively managing our emissions footprint or disclosing our commitments and performance. To address the disclosure recommendations of the TCFD framework, we have conducted a climate scenario analysis and risk assessment to identify the risks and opportunities posed by climate change. In FY24, we incorporated the findings from our climate scenario analysis and risk assessment into our ERM enterprise risk analysis framework and annual Enterprise Risk Assessment. This includes assessment of the risk drivers, in this case climate events, for impact to ability to achieve Workday's strategic objectives. The assessment process includes impact, likelihood, preparedness, and velocity (time horizon) scales to assess inherent and residual risk consistently across the enterprise. After completion of the assessment, Workday determined none of the risks identified to be material or substantive at this time, as Workday's current mitigation actions seem to be effective. Once assessed as a top enterprise risk through the outlined framework, ERM reports the risk drivers and related information to executive leadership and a sub-committee of the board of directors (Audit Committee). A discussion is held with leadership to confirm that mitigation strategies have been planned to address the top risks and reduce the residual risk to an acceptable level.	Environmental Sustainability > Our priorities and commitments; Our evolving sustainability journey Governance > Environmental, Social, and Governance (ESG) Oversight CDP Climate Change 2023, C2.2, C2.2a

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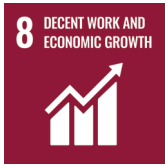
DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	2024 RESPONSE	REFERENCE
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	We track our sustainability and climate-related metrics across our organization and value chain. Our main focus areas are reducing our carbon emissions and investing in renewable energy programs. We match 100% of the electricity we use at our offices and data centers globally with clean, renewable sources. In fiscal 2021, we achieved net-zero carbon emissions across our offices, data centers, and business travel. In early 2022, our ambitious science-based targets were approved by the SBTi. With this commitment, we are taking our next steps toward minimizing our impact on the planet and helping our world transition to a net-zero future by 2050. We are committed to: • continue annually sourcing 100% renewable electricity through fiscal 2030; • reducing absolute scope 3 business travel GHG emissions by 25% by fiscal 2026 from a fiscal 2020 base year; and • having 70% of our suppliers by spend (covering purchased goods & services and capital goods) commit to science-based targets by fiscal 2026. We share our metrics and progress against our targets in our FY24 Global Impact Report and CDP Climate Change responses.	Environmental Sustainability > Our priorities and commitments; Our evolving sustainability journey; Clean and renewable energy > Our progress; Carbon reduction and removal > Our progress CDP Climate Change 2023, C4.1, C4.1a, C4.2, C4.2b, C4.3, C4.3a, C4.3b
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	We share our metrics and progress against our targets in our FY24 Global Impact Report performance tables and CDP Climate Change responses. • FY24 Scope 1 — 2,752 • FY24 Scope 2 — 67,557 • FY24 Scope 3 — 277,253	Environmental Sustainability > Carbon Reduction and Removal CDP Climate Change 2023, C6.1, C6.3, C6.4, C6.5, C6.6, C6.10

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Topic Glossary and SDG Index

TOPICS	DEFINITION	SDG ALIGNMENT	WORKDAY'S FY24 SUPPORTING ACTIONS
AI Ethics	Practice of using artificial intelligence (AI) with good intention to empower employees and businesses—and fairly impact customers and society—allowing companies to engender trust and scale AI with confidence.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Responsible AI
Community Engagement	Programs to engage and give back to the local communities where Workday operates. Includes seeking and integrating community feedback, philanthropy, volunteerism, and disaster response, and supporting employee charitable investments of time and money.	4 QUALITY EDUCATION; 8 DECENT WORK AND ECONOMIC GROWTH; 11 SUSTAINABLE CITIES AND COMMUNITIES	Giving & Doing; Community Impact; Making meaningful connections
Corporate Governance and Business Ethics	Practices related to corporate governance and operating ethically and with integrity. Includes core values, code of conduct, and governance structure.	8 DECENT WORK AND ECONOMIC GROWTH	Integrity as a core value

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TOPICS	DEFINITION	SDG ALIGNMENT	WORKDAY'S FY24 SUPPORTING ACTIONS
Diversity, Equity, and Belonging	Programs and policies related to hiring, developing, and retaining a diverse global workforce; providing fair treatment and access to equal opportunities and advancement; and encouraging a culture of belonging. The diverse global workforce includes, but is not limited to, people of different genders, races, ethnicities, abilities and disabilities, religions, cultures, ages, and sexual orientations, and people with diverse backgrounds, experiences, skills, and expertise. Also includes Workday's ability to serve a diverse customer set so they too can build a more diverse workforce through use of Workday's products.	5 GENDER EQUALITY / 10 REDUCED INEQUALITIES	Belonging and diversity
Employee Health and Well-Being	Programs, policies, and efforts to safeguard employee health and wellness (physical, emotional, and mental) in their day-to-day experiences, as well as during emergencies and disasters.	8 DECENT WORK AND ECONOMIC GROWTH	Benefits
Energy and Carbon Emissions	Efforts to measure, manage, and minimize energy use and the resulting GHG emissions across the value chain. Includes direct and indirect energy consumption, utilizing renewable energy sources where possible, energy-efficient building practices, reducing the impacts of Workday's IT operations, efforts to minimize the environmental impacts of transporting employees, and initiatives to reduce value chain (Scope 3) emissions.	7 AFFORDABLE AND CLEAN ENERGY / 13 CLIMATE ACTION	Our evolving sustainability journey / A carbon-neutral cloud / Clean and renewable energy / Carbon reduction and removal

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TOPICS	DEFINITION	SDG ALIGNMENT	WORKDAY'S FY24 SUPPORTING ACTIONS
Human Rights and Labor	Related to a range of human rights issues. Includes nondiscrimination, child labor, forced labor, indigenous rights, freedom of association, and collective bargaining.	5 GENDER EQUALITY / 8 DECENT WORK AND ECONOMIC GROWTH	**Integrity as a core value**
Privacy and Data Security	Programs, policies, and efforts to safeguard customers' and employees' sensitive business information and data. Includes initiatives to maintain rigorous data-security standards to prevent unauthorized data disclosures.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**Data privacy and security**
Product Innovation and Customer Satisfaction	Workday is evaluated on its efforts to continually innovate, creating and improving its suite of products to attract, retain, and serve its customers' business needs now and in the future. There is an emphasis on creating products that are easy to use, accessible for a diverse audience group, and inclusive. This topic also includes programs related to customer satisfaction, including customer service, product stewardship, and general customer relationship.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE / 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	**Using Workday AI solutions for employment for all** **Embedding digital product accessibility**
Public Policy	Participation in public policy development. Includes lobbying efforts and political contributions.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	**Public policy**

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TOPICS	DEFINITION	SDG ALIGNMENT	WORKDAY'S FY24 SUPPORTING ACTIONS
Talent and Culture	Initiatives related to employee satisfaction, talent retention, and company culture. Includes employee compensation, benefits, performance review practices, employee recognition, quality of work environment, culture and values, and commitment to work-life balance.	8 DECENT WORK AND ECONOMIC GROWTH	Supporting workforce development organizations Employee development
Waste Management	Efforts and initiatives to minimize solid waste and e-waste, and increase e-waste and solid waste recycling and diversion from landfills.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Reducing e-waste
Water Management	Efforts and initiatives to minimize water use. Includes methods used to evaluate the water intensity of operations, the water stress in areas of operation, and efforts to manage water-related risks and opportunities.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Managing our water footprint

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Performance Tables

Workforce breakdown.

We have updated performance data below to include FY24 data. All data is reported as of fiscal year ending 1/31.

102-8—EMPLOYMENT CONTRACT BY REGION	FY24			FY23			FY22		
	CONTINGENT	EMPLOYEE	TOTAL	CONTINGENT	EMPLOYEE	TOTAL	CONTINGENT	EMPLOYEE	TOTAL
Americas	193	13,369	**13,562**	220	12,741	**12,961**	250	11,226	**11,476**
EMEA	71	4,166	**4,237**	57	3,920	**3,977**	56	3,217	**3,273**
APJ	23	1,305	**1,328**	24	1,102	**1,126**	17	782	**799**
TOTAL	**287**	**18,840**	**19,127**	**301**	**17,763**	**18,064**	**323**	**15,225**	**15,548**

102-8—EMPLOYMENT TYPE	FY24			FY23			FY22		
	FULL-TIME	PART-TIME	TOTAL	FULL-TIME	PART-TIME	TOTAL	FULL-TIME	PART-TIME	TOTAL
Regular	18,770	51	**18,821**	17,698	44	**17,742**	15,156	45	**15,201**
Intern and Co-op	19	0	**19**	21	0	**21**	22	2	**24**
TOTAL	**18,789**	**51**	**18,840**	**17,719**	**44**	**17,763**	**15,178**	**47**	**15,225**

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401-1—ANNUAL NEW HIRES BY REGION

	FY24	%	FY23	%	FY22	%
Americas	1,878	67%	2,682	65%	2,690	67%
EMEA	616	22%	1,055	25%	1,032	26%
APJ	321	11%	409	10%	321	8%
TOTAL	**2,815**	**100%**	**4,146**	**100%**	**4,043**	**100%**

405-1—GENDER DIVERSITY[21]

	FY24			FY23			FY22		
	TOTAL GLOBAL POPULATION	LEADERSHIP[22]	MANAGEMENT[22]	TOTAL GLOBAL POPULATION	LEADERSHIP[22]	MANAGEMENT[22]	TOTAL GLOBAL POPULATION	LEADERSHIP[22]	MANAGEMENT[22]
Women	41.8%	37.7%	40.8%	41.8%	36.7%	41.0%	41.2%	36.6%	39.6%
Men	58.2%	62.3%	59.2%	58.2%	63.3%	59.0%	58.8%	63.4%	60.4%

[21] Data represents global regular employees; employees not disclosing their gender have been excluded.
[22] Leadership is defined as director and above; management is defined as associate manager through senior manager.

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405-1—ETHNIC DIVERSITY—UNITED STATES[23]

	FY24			FY23			FY22		
	TOTAL U.S. POPULATION	LEADERSHIP[24]	MANAGEMENT[24]	TOTAL U.S. POPULATION	LEADERSHIP[24]	MANAGEMENT[24]	TOTAL U.S. POPULATION	LEADERSHIP[24]	MANAGEMENT[24]
American Indian or Alaskan Native	0.3%	0.4%	0.2%	0.2%	0.4%	0.2%	0.2%	0.4%	0.2%
Asian	32.2%	18.1%	34.3%	32.5%	18.3%	34.6%	32.0%	17.8%	34.3%
Black	4.4%	2.8%	3.7%	4.3%	2.6%	3.8%	4.0%	2.5%	3.6%
Declined to Answer	3.7%	3.7%	4.9%	3.7%	4.5%	4.4%	3.8%	4.5%	4.8%
Hispanic or Latino	5.9%	4.9%	5.4%	5.9%	4.9%	5.0%	5.8%	4.4%	5.8%
Native Hawaiian or Other Pacific Islander	0.5%	0.2%	0.2%	0.5%	0.4%	0.5%	0.5%	0.4%	0.5%
Two or More Races	3.1%	2.1%	2.7%	3.2%	2.0%	3.3%	3.2%	2.3%	3.3%
White	50.0%	67.9%	48.6%	49.7%	67.0%	48.1%	50.4%	67.7%	47.5%
TOTAL	**46.3%**	**28.4%**	**47.7%**	**46.6%**	**28.5%**	**47.4%**	**45.7%**	**27.8%**	**47.7%**

405-1—UNDERREPRESENTED MINORITY[25]

	FY24			FY23			FY22		
	TOTAL U.S. POPULATION	LEADERSHIP[24]	MANAGEMENT[24]	TOTAL U.S. POPULATION	LEADERSHIP[24]	MANAGEMENT[24]	TOTAL U.S. POPULATION	LEADERSHIP[24]	MANAGEMENT[24]
U.S. Underrepresented Minority (URM)	14.1%	10.3%	12.2%	14.1%	10.3%	12.8%	13.7%	10.0%	13.4%

[23] Data represents U.S. regular employees.

[24] Leadership is defined as director and above; management is defined as associate manager through senior manager.

[25] Underrepresented minority (URM) is an industry term that refers to ethnic or racial groups whose populations in the workplace are disproportionate to the population in society. In the U.S., we are referring to our Alaskan Native, American Indian, Black, Latinx, Native Hawaiian, Other Pacific Islander, and multiracial employees.

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405-1—ETHNIC DIVERSITY—CANADA[26]

	FY24			FY23			FY22		
	TOTAL CANADA POPULATION	LEADERSHIP[27]	MANAGEMENT[27]	TOTAL CANADA POPULATION	LEADERSHIP[27]	MANAGEMENT[27]	TOTAL CANADA POPULATION	LEADERSHIP[27]	MANAGEMENT[27]
I am a Visible Minority	43.1%	15.6%	36.8%	38.7%	18.2%	34.7%	31.8%	11.8%	30.4%
I am not a Visible Minority	42.8%	57.8%	48.3%	45.3%	52.3%	52.8%	46.9%	50.0%	58.9%
Decline to Answer	14.0%	26.7%	14.9%	16.0%	29.5%	12.5%	21.3%	38.2%	10.7%

405-1—AGE GROUP DIVERSITY[28]

	FY24			FY23			FY22		
	TOTAL GLOBAL POPULATION	LEADERSHIP[27]	MANAGEMENT[27]	TOTAL GLOBAL POPULATION	LEADERSHIP[27]	MANAGEMENT[27]	TOTAL GLOBAL POPULATION	LEADERSHIP[27]	MANAGEMENT[27]
Under 30 Years Old	14.8%	0.1%	3.1%	16.5%	0.0%	4.2%	17.7%	0.1%	4.3%
30-50 Years Old	67.0%	63.5%	78.5%	65.8%	65.8%	77.2%	61.9%	60.7%	75.4%
Over 50 Years Old	18.2%	36.4%	18.4%	17.8%	34.2%	18.6%	20.4%	39.3%	20.3%

405-1—GLOBAL GENDER DIVERSITY—TECH[26]

	FY24	FY23	FY22
	TOTAL GLOBAL POPULATION	TOTAL GLOBAL POPULATION	TOTAL GLOBAL POPULATION
Women	38.4%	38.3%	38.1%
Men	61.5%	61.7%	61.9%

[26] Data represents global regular employees; employees not disclosing their gender have been excluded.

[27] Leadership is defined as director and above; management is defined as associate manager through senior manager.

[28] Data represents all global regular employees.

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405-1—GLOBAL GENDER DIVERSITY—NON-TECH[29]

	FY24	FY23	FY22
	TOTAL GLOBAL POPULATION	TOTAL GLOBAL POPULATION	TOTAL GLOBAL POPULATION
Women	49.4%	48.4%	48.0%
Men	50.6%	51.6%	52.0%

405-1—ETHNIC DIVERSITY TECH[30]

	FY24	FY23	FY22
	TOTAL U.S. POPULATION	TOTAL U.S. POPULATION	TOTAL U.S. POPULATION
American Indian or Alaska Native	0.2%	0.2%	0.1%
Asian	40.1%	40.3%	39.2%
Black	4.1%	3.8%	3.6%
Declined to Answer	3.9%	3.9%	4.1%
Hispanic or Latino	5.3%	5.3%	5.2%
Native Hawaiian or Other Pacific Islander	0.4%	0.4%	0.5%
Two or More Races	3.0%	3.0%	2.9%
White	42.9%	43.1%	44.5%

[29] Data represents global regular employees; employees not disclosing their gender have been excluded.

[30] Data represents U.S. regular employees.

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405-1—ETHNIC DIVERSITY NON-TECH[31]			
	FY24	**FY23**	**FY22**
	TOTAL U.S. POPULATION	**TOTAL U.S. POPULATION**	**TOTAL U.S. POPULATION**
American Indian or Alaska Native	0.4%	0.3%	0.4%
Asian	17.0%	16.3%	14.8%
Black	5.1%	5.1%	4.8%
Declined to Answer	2.8%	3.1%	3.1%
Hispanic or Latino	7.0%	7.1%	7.5%
Native Hawaiian or Other Pacific Islander	0.7%	0.7%	0.7%
Two or More Races	3.5%	3.7%	3.9%
White	63.5%	63.7%	64.7%

[31] Data represents U.S. regular employees.

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Benefits

401-2—BENEFITS		
	U.S.	**Ireland**
Life Insurance	X	X
Health Care (health insurance)	X	X
Disability Coverage	X	X
AD&D Insurance	X	x
Voluntary Life Insurance	X	x
Parental Leave	X	X
Retirement Provision	401(k)	X
401(k)/Pension Company Match	X	X
Stock Ownership	X	X
Employee Stock Purchase Plan	X	X
Time Off	X	X
Fitness Benefit	X	X
Holidays	X	X
Business Travel Accident Insurance	X	X
Employee Assistance Program	X	X
Commuter Benefits	X	X

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401-2—BENEFITS		
	U.S.	**Ireland**
Health Savings Account	X	
Dental Plan	X	X
Vision Plan	X	X
Long-Term Care	X	
Pet Insurance	X	X
Flexible Spending Account	X	
Leave Compensation	X	X
Back-Up Child Care	X	X
Adoption Reimbursement	X	X
College Savings (529) Plan	X	
Student Loan Repayment through Payroll	X	

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401-3—PARENTAL LEAVE

REPORTING YEARS: FY24 (U.S. AND IRELAND ONLY)[32]

	MEN	WOMEN
A. TOTAL NUMBER OF EMPLOYEES WHO WERE ENTITLED TO PARENTAL LEAVE		
United States	6,794	5,503
Ireland	1,405	618
B. TOTAL NUMBER OF EMPLOYEES WHO TOOK PARENTAL LEAVE[33,34]		
United States	464	276
Ireland	153	59
C. TOTAL NUMBER OF EMPLOYEES WHO RETURNED TO WORK IN THE REPORTING PERIOD AFTER PARENTAL LEAVE ENDED[35,36]		
United States	423	237
Ireland	144	47
E. RETURN TO WORK AND RETENTION RATES OF EMPLOYEES THAT TOOK PARENTAL LEAVE[37]		
United States	100%	100%
Ireland	99%	100%

[32] Reporting Period is the full reporting Fiscal Year.

[33] Those with multiple leave types/dates only had their most recent return counted.

[34] Currently active employees only.

[35] For the U.S. those who returned to work during the reporting FY were determined by their not having a U.S. New Parent Time Off entry for 2/1 of the following FY.

[36] For Ireland those who returned to work during the reporting FY were determined by their actual last day of leave date sorted to the most recent date and that date not being in the following FY. Those with only estimated last dates in the following FY and/or blank actual last days of leave were not included in those who have returned.

[37] Determined by taking the count of active workers (as of 1/31) who returned from leave during the FY (i.e., FY24) and dividing it by the total (active and inactive) worker counts for those who would have returned to work in the FY.

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Performance Tables

Energy and Emissions

	FY24	FY23	FY22	FY21
SCIENCE-BASED TARGETS				
Achieve 100% renewable electricity through fiscal year 2030	100% compared to 100% target	100% compared to 100% target	N/A	N/A
Reduce business travel emissions by 25% by fiscal year 2026 (fiscal year 2020 base year)	24% compared to 25% target	56% compared to 25% target	N/A	N/A
70% of our suppliers by spend will have science-based targets by fiscal year 2026	24% compared to 70% target	23% compared to 70% target	N/A	N/A

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	FY24	FY23	FY22	FY21
302—ENERGY				
ELECTRICITY CONSUMPTION (MWh)				
Data Centers	191,091	176,261	133,698	104,460
Offices	23,434	23,050	18,502	15,520
TOTAL[38]	**214,525**	**199,311**	**152,200**	**119,980**
North America	167,962	159,957	121,348	97,846
Europe	45,154	37,885	29,926	21,605
Africa	5	5	10	8
APJ	1,404	1,464	916	521
RENEWABLE ELECTRICITY (MWh)				
On-site renewable electricity generation	1,369	1,385	1,437	1,416
Virtual power purchase agreements	22,016	22,390	23,457	1,729
Energy Attribute Certificates—EACs (i.e., RECs, GOs, I-RECs)	104,077	103,689	91,481	94,812
Supplier-sourced renewable electricity	72,647	59,146	34,622	21,810
Utility renewable energy tariffs	14,415	12,701	1,203	486
TOTAL	**214,525**	**199,311**	**152,200**	**120,253**

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	FY24	FY23	FY22	FY21
302—ENERGY				
On-site renewable electricity generation—% of total electricity consumption	0.6%	0.7%	0.9%	1.2%
EACs—% of total electricity consumption	49%	52%	60%	79%
VPPAs—% of total electricity consumption	10%	11%	15%	1.4%
Supplier-sourced RE—% of total electricity consumption	34%	30%	23%	18%
Utility renewable energy tariffs—% of total electricity consumption	6.7%	6.4%	0.8%	0.4%
RE from grid—% of total electricity consumption	43%	45%	45%	43%
RE100—% of global electricity consumption by market[39]	100%	100%	100%	100%
RE100—% of North America electricity consumption	100%	100%	100%	100%
RE100—% of EMEA electricity consumption	100%	100%	100%	100%
RE100—% of APJ electricity consumption	100%	100%	100%	100%
OTHER ENERGY INDICATORS				
Weighted average data center power usage efficiency (PUE)	1.30	1.35	1.36	1.38
Consumption of electricity (MWh)	214,525	199,311	152,200	119,980
Consumption of fuel (MWh)	13,613	13,178	8,689	12,443
Total energy consumption (MWh)	**228,138**	**212,489**	**160,889**	**132,423**

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	FY24	FY23	FY22	FY21
305—EMISSIONS				
GREENHOUSE GAS (GHG) EMISSIONS BY SOURCE (METRIC TONS CO_2e)				
Data Centers (Scope 2 + Scope 3)[40, 41] and Public Cloud (Scope 3)[42]	77,691	69,263	58,023	50,360
Offices (Scope 1, Scope 2, & Scope 3)[40]	9,199	8,913	6,672	5,599
Business Travel (Scope 3)[43]	49,944	29,067	5,770	4,843
Employee Commute and Remote Work (Scope 3)[44]	17,604	16,544	8,905	9,238
Other Upstream Emissions (Scope 3)[45]	193,125	189,827	139,837	207,265
TOTAL	**347,562**	**313,614**	**219,207**	**277,305**
GREENHOUSE GAS (GHG) EMISSIONS BY SCOPE (METRIC TONS CO_2e)				
Scope 1[46]	2,752	2,660	1,834	1,471
Scope 2 (location-based)	67,557	60,927	45,821	40,584
Scope 2 (market-based)	0	0	0	0
TOTAL SCOPE 1 + SCOPE 2 (LOCATION-BASED)	**70,309**	**63,587**	**47,655**	**42,055**
Scope 3 Purchased Goods and Services[47]	161,479	163,389	121,591	153,662
Scope 3 Capital Goods	28,734	23,869	18,160	49,957
Scope 3 Fuel- and Energy-Related Activities	3,838	3,292	2,864	3,363
Scope 3 Waste	440	415	355	283
Scope 3 Business Travel[43]	49,944	29,067	5,770	4,843

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	FY24	FY23	FY22	FY21
305—EMISSIONS				
Scope 3 Employee Commute and Remote Work[44]	17,604	16,544	8,905	9,238
Scope 3 Upstream Leased Assets—Data Centers Non-IT Electricity[41]	15,151	13,405	13,874	13,867
Scope 3 Upstream Leased Assets—Serviced Offices[48]	63	46	33	37
TOTAL SCOPE 3 EMISSIONS	**277,253**	**250,027**	**171,552**	**235,250**
GREENHOUSE GAS (GHG) EMISSIONS INTENSITY (METRIC TONS CO_2e)[49]				
Scope 1+2 per employee	3.73	3.58	3.13	3.36
Scope 1+2 per million $ revenue	9.69	10.23	9.27	9.74
Scope 1+2+3 offices per sq ft office space	0.00369	0.00370	0.00289	0.00257
Scope 2+3 data center and public cloud emissions[42] per million $ subscription revenue				
Scope 2+3 data center market-based and Scope 3 public cloud[42]	2.50	2.61	3.74	3.66
Scope 2 data center location-based, Scope 3 data center market-based, and Scope 3 public cloud[42]	11.77	12.44	12.76	13.29
Scope 3 commute and remote work emissions per employee[44]	0.934	0.931	0.585	0.737
Scope 3 business travel emissions per employee	2.7	1.6	0.4	0.4

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	FY24	FY23	FY22	FY21
305—EMISSIONS				
NET ZERO BOUNDARY EMISSIONS (METRIC TONS CO_2e)				
Carbon credits	60,000	45,000	21,000	22,000
Emissions associated with Scope 3 Upstream Leased Assets addressed by EACs[50]	15,214	46	33	37
GHG emissions in net-zero emissions goal boundary[51]	69,277	41,289	18,974	20,218
Net GHG emissions after offsets within net-zero emissions goal boundary	0	0	0	0
% of total GHG emissions within boundary balanced by market-based instruments	109%	109%	111%	109%
GHG emissions across global offices, data centers, and public cloud[52]	19,333	17,249	15,741	15,375
Net GHG emissions after offsets across global offices and data centers	0	0	0	0
% of total GHG emissions across global offices and data centers balanced by carbon credits	100%	100%	100%	100%
GHG emissions across Scope 1 & Scope 2 market-based	2,752	2,660	1,834	1,471
Net GHG emissions after offsets across Scope 1 & Scope 2 market-based	0	0	0	0
% of total GHG emissions across Scope 1 & Scope 2 market-based balanced by carbon credits	100%	100%	100%	100%

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	FY24	FY23	FY22	FY21
303—WATER & EFFLUENTS				
WATER (GALLONS)[53]				
Withdrawal	—	86,295,781	—	—
Discharges	—	49,505,961	—	—
Consumption	—	36,789,820	—	—
Greywater recycling	—	266,502	—	—

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Footnotes and Methodology

[38] Our total electricity use includes Scope 3 serviced offices, electricity, however it does not include Scope 3 data center non-IT electricity. As leased and serviced offices both serve the same purpose in our operational footprint—providing a workspace for employees—data center non-IT electricity use is overseen by our data center providers and are removed from our operational footprint.

[39] Workday adheres to the EAC market boundaries set forth by the GHG Protocol and RE100: EACs for both offices and data centers are procured from the same grid region. A small portion of our office emissions are covered by EACs from within the same geographic region, particularly for countries in which EACs in the same grid region are not available.

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

[41] Emissions for co-located data centers comprised of location-based Scope 2 electricity and market-based Scope 3 non-IT electricity. Workday calculates GHG emissions from electricity consumed by its IT hardware assets housed in co-located data centers and allocates these emissions to Scope 2. Workday additionally calculates GHG emissions from non-IT electricity load (e.g., electricity used in cooling systems) at co-located data centers and allocates them to Scope 3 Upstream Leased Assets as these emissions sources are not under Workday's operational control.

[42] Public cloud emissions consist of the Scope 1 and 2 market-based emissions reported by our public cloud providers and allocated to Workday's Scope 3 Purchased Goods and Services. FY2022 is the first year we included public cloud emissions in the calculation as data for prior years was unavailable.

[43] Business travel includes emissions from air travel, rental cars, hotels, and other transportation (e.g., rail, ferry, taxi, and rideshare). Air travel emissions are calculated using UK DEFRA's emission factors. For FY24, Workday opted to utilize DEFRA 2021 emission factors for all commercial air emission calculations, as the load factor in DEFRA 2021 is more of an accurate reflection of the load factor capacity in 2023. DEFRA 2023 emission factors are utilizing travel patterns that occurred in FY2021, which was during the height of the pandemic and resulted in an increase in emission factors due to the lower load capacity. Air travel emissions are calculated on a tank to wake basis and include radiative forcing effects. FY24 business travel emissions reflect 144 MTCO$_2$e of emissions reductions from sustainable aviation fuel (SAF) book and claim purchases. While our current air travel calculation methodology does not capture well to wake emissions, our inclusion of radiative forcing effects means that our air travel emissions prior to subtraction of SAF purchases are more conservative than would otherwise be the case if emissions were calculated on a well to wheel basis and excluded radiative forcing.

[44] Employee commuting includes emissions from commuting to and from offices and, beginning in FY21, emissions from remote working. Remote work emissions are calculated based on a methodological approach developed and published by Anthesis Group in 2021. Note: In alignment with the GHG Protocol's guidance, remote work emissions are allocated under the same Scope 3 Category 7 Employee Commuting and considered optional (i.e., not counted towards our Scope 3 science-based targets coverage).

[45] Other Upstream Emissions takes into account our Scope 3 emissions not already represented in Data Centers and Public Cloud, Offices, Business Travel, and Employee Commute and Remote Work.

[46] Scope 1 includes emissions from natural gas consumed in our buildings, company-operated vehicles, estimated fugitive emissions from refrigerants, and diesel fuel used in backup generators.

[47] Beginning in FY2022, public cloud emissions were calculated via a hybrid approach that combined EEIO analysis with supplier emissions reported to Workday via provider-specific carbon footprint tools. We are in the process of requesting the complete set of emissions data allocated to Workday's operations from our public cloud providers and evaluating the applicability to our net-zero commitment.

[48] Emissions from serviced offices are categorized as Scope 3 Upstream Leased Assets since they are not under Workday's operational control.

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

[50] To address emissions associated with Scope 3 Upstream Leased Assets, Workday procures and retires one Energy Attribute Certificate (EAC) for every MWh of non-renewable electricity used to power our global operations. In addition, Workday procures and retires one EAC for every MWh of electricity used in our serviced offices and for overhead electricity use in our data centers, as part of our Scope 3 Category 8: Upstream Leased Assets emissions. While we do not account for the EACs as reducing Scope 3 emissions (in line with SBTi guidance), we do consider the application of the market-based instruments towards our net-zero boundary. Prior to FY24, emissions associated with our data center non-IT electricity use were addressed by procuring high-quality carbon credits.

[51] Net-zero carbon emissions goal boundary includes global Scope 1, Scope 2 market-based, Scope 3 market-based data center non-IT, Scope 3 business travel, Scope 3 public cloud emissions (reported to Workday via provider-specific carbon footprint tools—i.e., AWS Carbon Footprint tool, Google Cloud Carbon Footprint tool), and Scope 3 serviced offices.

[52] Emissions across global offices and data centers include Scope 1, Scope 2 market-based, Scope 3 market-based data center non-IT, Scope 3 serviced offices, and Scope 3 public cloud emissions (reported to Workday via provider-specific carbon footprint tools).

[53] Actual metering data was used where available, and where not available water withdrawals were estimated using CBECS data. For data centers, water use efficiency (WUE) from the provider was used, and where not available an estimated WUE was used.

Workday's Approach to Market-Based Instruments

Energy Attribute Certificates (EACs)

At Workday, we are dedicated to powering our global operations with 100% renewable electricity. To achieve this, we procure and retire one Energy Attribute Certificate (EAC) for every megawatt-hour (MWh) of electricity consumed to ensure that our electricity use is matched with renewable sources originating from the same geographic or grid region. We apply this approach to our Scope 2 electricity use in offices and data centers, as well as to Scope 3 leased assets, which includes serviced offices and data center non-IT electricity load.

Our goal is to ensure that our procurement of renewable electricity is impactful and supports the transition to a low-carbon grid in the areas where we operate. To achieve this, we adhere to the following EAC market boundaries, in alignment with RE100's market boundary definitions:

- Leased data centers: EACs from the same grid region
- Owned and leased offices: EACs from the same grid region or same geographic region
- Scope 3 serviced offices and data center non-IT load: EACs from the same grid region or same geographic region

Sustainable Aviation Fuel (SAF)

Workday procures Sustainable Aviation Fuel certificates (SAFc) and applies the associated emissions reductions as a market-based instrument to Scope 3 Category 6: Business Travel.

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FY24 Climate Policy Engagement Table

DATE	MARKET	DESCRIPTION
January 2024	U.S.	Joined a letter filed with the Federal Energy Regulatory Commission (FERC) asking the commissioners to finalize a forward-looking rule that can set the U.S. on the course to a more resilient, expanded electric grid capable of meeting the demands and opportunities in the coming years.
November 2023	Global	Hosted a virtual discussion ahead of COP28 on carbon removal solutions.
October 2023	Global	Joined a letter with more than 100 CEOs and senior executives from Alliance of CEO Climate Leaders to world leaders ahead of COP28.
September 2023	U.S.	Participated in Climate Week NYC with a panel discussion on how we catalyze climate progress; an event on the importance of accelerating skills development opportunities to meet future demands of the clean energy economy; a virtual discussion on reducing business travel emissions with sustainable aviation fuel.
July 2023	EU	Submitted comments to the European Commission regarding the European Sustainability Reporting Standards, focusing on the need for harmonization and mutual recognition between ESRS and other voluntary and mandatory international frameworks.
March 2023	EU	Spoke at AmCham Ireland's 2023 Global Business Conference in Dublin on opportunities for Ireland and the role of the business community in advancing climate action.
March 2023	U.S.	Spoke at the Ceres Global conference in New York for a discussion on the importance of developing a corporate climate policy engagement strategy to create pathways for an economy-wide transition.

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FY24 Carbon Credit Projects

Carbon Credit Program and AB 1305 Statement

Science-Based Targets

Approved by the Science Based Targets initiative (SBTi) in 2022, our science-based targets (SBTs) are aligned with 1.5°C across all three scopes of emissions. All science-based targets were developed in conjunction with the Science Based Targets initiative and are validated to the standards of SBTi. See page 21 of the 2024 Global Impact Report for more information.

Carbon-Neutral Cloud

Since 2017, we've offered our customers a carbon-neutral cloud. We do this by:

- Sourcing 100% renewable electricity, effectively reducing data center Scope 2 market-based emissions to zero;

- Achieving net-zero carbon emissions by sourcing renewable electricity to mitigate emissions from electricity consumption for data center cooling;

- Mitigating our public cloud emissions, including the Scope 1 and 2 market-based emissions reported to us by our public cloud providers, by purchasing high-quality carbon credits

For more information on how we achieve a carbon-neutral cloud, including working with our colocation data center providers—also referred to in our Global Impact Report by achieving net-zero emissions— see page 27 of our Global Impact Report. Our carbon credit program (detailed starting on page 35 of our Global Impact Report) focuses on purchasing high-quality carbon credits to effectively mitigate our residual emissions.

In FY21, we announced that we mitigated the entire Workday carbon legacy (covering all our operational emissions before we reached our net-zero target in 2020) through the purchase of high-quality, third-party carbon credits. We partnered with a third-party carbon accounting firm to estimate our emissions using our actual GHG inventory dating back to 2010, and an estimated calculation of our emissions across our boundary back to our founding in 2005.

Net-zero carbon emissions goal boundary (including how we achieve a "carbon-neutral cloud") includes global Scope 1, Scope 2 market-based, Scope 3 market-based data center non-IT, Scope 3 business travel, Scope 3 public cloud emissions (reported to Workday via provider-specific carbon footprint tools—i.e., AWS Carbon Footprint tool, Google Cloud Carbon Footprint tool), and Scope 3 serviced offices. Please see page 131 of our Global Impact Report for more notes on methodology.

100% Renewable Electricity

We source renewable electricity from renewable energy sources equivalent to what we use globally on an annual basis, in alignment with the criteria outlined by RE100. We also share the specifics of our renewable energy data on page 29 in our Global Impact Report, such as our purchase of on-site renewable electricity generation, virtual power purchase agreements, Energy Attribute Certificates—EACs (i.e., RECs, GOs, I-RECs), supplier-sourced renewable electricity, and utility renewable energy tariffs.

Workday Rising Travel Emissions

As we've done since Workday Rising in 2018, we offset emissions from travel not only for Workday employee travel to Workday Rising, but all attendee travel. We utilize information from surveys distributed to non-Workday employees to calculate each attendee's carbon emissions from travel, and purchase high-quality carbon credits to offset emissions. Workday's employee travel emissions are included in our net-zero scope boundary.

Assurance

We engaged Apex as an independent third party to review our FY24 Greenhouse Gas (GHG) inventory and energy consumption, and received limited assurance of its accuracy and completeness. The scope of this review, included in our 2024 Global Impact Report, includes our global Scope 1 and Scope 2 (location- and market-based) GHG emissions, Scope 1 and 2 energy consumption, and Scope 3 GHG emissions related to business travel, purchased goods and services, capital goods, and non-IT emissions from colocation data centers. At this time Workday does not seek external assurance for the rest of our report.

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FY24 Carbon Credit Projects

PROJECT NAME AS LISTED IN THE REGISTRY	NAME OF SELLER	REGISTRY & PROJECT ID	PROJECT TYPE	PROJECT METHODOLOGY	CARBON REMOVAL, AVOIDED EMISSIONS OR BOTH	LOCATION
Thailand 6 Refrigerant Destruction	Tradewater	ACR 937	Waste Handling and Disposal	Destruction of Ozone Depleting Substances from International Sources, Version 1.0	Avoided Emissions	Thailand
Manoa REDD+ Project	Patch	VCS 1571	REDD+	VM0015 V1.1	Avoided Emissions	Brazil
Water Filtration and Improved Cookstoves	Climate Impact Partners	Gold Standard 1321	Energy Efficiency—Domestic	GS TPDDTEC	Avoided Emissions	Guatemala
Bondhu Chula Stoves	Climate Impact Partners	Gold Standard 10833	Energy Efficiency—Domestic	AMS-II.G	Avoided Emissions	Bangladesh
Katingan Peatland Conservation REDD+	Climate Impact Partners	VCS 1477	Forest Conservation (REDD+)	VM7	Both Avoided Emissions and Carbon Removal	Indonesia

FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements, which are subject to safe harbor protection under the Private Securities Litigation Reform Act of 1995. All statements contained in this report other than statements of historical fact, including statements regarding our future financial condition and operating results, business strategy and plans, and objectives for future operations, are forward-looking statements. The words "believe," "may," "will," "estimate," "continue," "anticipate," "intend," "expect," "aim," "seek," "strive," "plan," "targets," "commitments," "goals," and similar expressions are intended to identify forward-looking statements. Such statements may include, among other things, statements regarding our expectations and priorities for ESG initiatives, strategies and systems for implementing our goals, commitments to programs and policies, future financial and climate performance, and achievement of stated ESG goals. We have based these forward-looking statements largely on our current expectations, beliefs, estimates, and projections about future events, conditions, and trends that we believe may affect our financial condition, operating results, business strategy, short-term and long-term business operations and objectives, and financial needs. We continually review emissions quantification methodologies and are committed to implementing best practice quantification methodologies. These forward-looking statements are subject to a number of risks, uncertainties, assumptions, and changes in circumstances that are difficult to predict and many of which are outside of our control, including those risks described in our filings with the Securities and Exchange Commission ("SEC"), including our most recent report on Form 10-Q or Form 10-K and other reports that we have filed and will file with the SEC from time to time, which we encourage you to read carefully.

In light of these risks, uncertainties, assumptions, and potential changes in circumstances, the future events, conditions, and trends discussed in this report may not occur and actual results could differ materially and adversely from those anticipated or implied by the forward-looking statements. Accordingly, you should not rely upon any forward-looking statements. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future results, levels of activities, performance, or achievements. We are under no duty to update any of these forward-looking statements after the date of this report or to conform these statements to actual results or revised expectations, except as required by applicable law. If we do update any forward-looking statements, no inference should be drawn that we will make additional updates with respect to those or other forward-looking statements. The contents of the various websites referenced throughout this report are not incorporated by reference and do not constitute a part of any filing we have made or will make with the SEC. Further, we undertake no obligation to revise or update the information included in the links to websites referenced throughout this report.