



Impact for a changing world.

2023 GLOBAL IMPACT REPORT



Aneel Bhusri
Co-Founder and Co-CEO, Workday



Carl Eschenbach
Co-CEO, Workday

A Letter from Our Co-CEOs

From the start, Workday set out to revolutionize the world of enterprise software. Today, we aspire to be the intelligent digital backbone of business, and the essential partner that organizations turn to as they navigate the current environment and prepare for what's next.

At our core, we are a company of nearly 18,000 diverse and talented Workmates who focus on forging trusted relationships with one another and the broader Workday community so that together, we can drive the future of work.

These trusted relationships, guided by our six core values (*employees, customer service, innovation, integrity, fun, profitability*), are the bedrock of how we operate and engage with our extended Workday ecosystem and the communities in which we live and work. Today, with more than \$6 billion in annual revenue, more than 10,000 customers across 175 countries, and a 95%+ customer satisfaction rating for more than a decade, it's clear that this philosophy serves us well. It's fueled our ability to serve our communities and pursue our purpose of inspiring a brighter work day for all.

Innovating for customer success.

Through our innovations we've always aimed to put people at the center of enterprise software, and as our customers face rapid shifts in workforce and workplace norms that approach couldn't be more relevant or powerful than it is today.

One of the biggest forces shaping the future of work is artificial intelligence (AI) and machine learning (ML). While generative AI technologies are dominating headlines of late, Workday has invested in building trustworthy AI innovations for nearly a decade. We believe that for AI and ML to deliver on its potential, it must augment human capability, not displace it. Our ethical AI and ML [principles](#) guide us in the development of these technologies that drive positive societal outcomes and expand growth opportunities for our customers and their employees.

Another topic that is top of mind for many of our customers is ESG, or environmental, social, and governance. The disclosure and reporting requirements for ESG are complex and demand access to high-quality data.

Thanks to the power of the Workday cloud, we've continued to innovate to provide our customers with the data and analysis on their people, finance, and supply chain that they need to address their evolving ESG needs. In fact, since our last report, Workday and our ecosystem of partners have released six unique solutions to support our customers' ESG efforts.

Making progress in belonging and diversity.

At Workday, we've always understood the importance of fostering a diverse and inclusive workforce, which is central to our #1 core value—employees. Our commitment to creating a culture of belonging and diversity comes to life for us through VIBE™, which stands for Valuing Inclusion, Belonging, and Equity. In 2020, we created a set of VIBE **commitments** to hold ourselves accountable and ensure we're making progress. One of our key commitments was to double the number of Black and Latinx leaders in the U.S. by the end of 2023. We are pleased to share that as of January 31, 2023, we are more than three quarters of the way to meeting our goal.

Ensuring our hiring process is inclusive is an important part of fulfilling our VIBE commitments as well. We know talent is everywhere, but opportunity is not, which is why we created the **Opportunity Onramps®** movement to help break down the barriers that keep talented people from pursuing careers in technology. We're excited that 16% of all FY23 U.S. hires for early to mid-career roles have come through Opportunity Onramps, which means we're well on our way to reaching our commitment to fill 20% of these roles with untapped talent by the end of calendar year 2023. You will find additional details on the progress we are making against our other VIBE commitments later in this report.

Creating a sustainable future.

Workday is committed to doing our part to create a more sustainable future. Our approach spans Workday's operations and how we can help our customers meet their sustainability goals. As part of our climate strategy, we've continued 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.

While we're proud of the work we've done already to mitigate our environmental impacts, we know there's more to do. We recently **announced** our membership with **Frontier**, which allows us to transition from purchasing carbon credits to supporting carbon removal. Additionally, our science-based targets, aligned with keeping global warming to 1.5°C, were recently **approved** by the Science Based Target initiative across all three scopes of emissions. We share our initial progress toward meeting these goals in this report.

But we know that our changing environment also has an impact on jobs, as we've seen the global shift from fossil fuels to green alternatives result in job losses in coal communities. We believe a robust economy and sustainable planet can co-exist, which is why we've invested \$1 million in organizations, including the **Just Transition Grant fund**, to retrain workers for emerging green jobs.

There's no doubt it's a season of constant change for business and society. But in the midst of so much change lies a massive opportunity to define and shape how the future works. With our values guiding our efforts, we are committed to working closely alongside our employees, customers, partners, and communities to build on the promise of tomorrow and create a brighter work day for all.



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Carl Eschenbach
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About Workday



About this report.

The 2023 “Workday Global Impact Report” seeks to share our vision and progress toward operating a more sustainable business and discusses areas for potential improvement. Our reporting cycle is biennial, and the last report was published in [2021](#). Previous reports were published in [2019](#), [2017](#), and [2015](#). The reporting period is FY22 and FY23, which covers the period from February 1, 2021, through January 31, 2023. Reporting scope, unless otherwise indicated, covers all Workday, Inc. operations and offices globally.

In FY22, we acquired Peakon ApS (“Peakon”), a continuous listening platform that captures real-time employee sentiment; Zimit, a configure, price, quote solution built for services industries; and VNDLY, a cloud-based external workforce and vendor management technology. Read more in our [FY23 10K](#).

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](#) and the [Sustainability Accounting Standards Board \(SASB\)](#) frameworks as well. In addition to these frameworks, content also has been informed by an every-other-year reexamination of our materiality assessment (which was 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.



Who we are.

Workday is a leading provider of enterprise cloud applications for finance and human resources, helping customers adapt and thrive in a changing world. Workday applications for financial management, human resources, planning, spend management, and analytics are built with artificial intelligence and machine learning at the core to help organizations around the world embrace the future of work. Workday is used by more than 10,000 organizations around the world and across industries—from medium-sized businesses to more than 50% of the Fortune 500. For more information about Workday, visit [workday.com](https://www.workday.com).

For more about the Workday story and key milestones, please visit [Our Story](#).

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

FY23 Workday by the numbers:

\$6.22 billion

total revenue (21% revenue growth year over year)

\$13.49 billion

total assets

~17,700

employees¹

\$1.21 billion

non-GAAP operating income

\$1.66 billion

operating cash flow

WDAY

NASDAQ listing

¹ As of Jan. 31, 2023.

In FY23 we achieved a significant milestone as we surpassed the **10,000 customer mark.**



Who we serve.



More than **50%** of Fortune 500 have selected Workday

The Workday customer community represents more than **60 million** workers

Products:

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

Office of the CHRO: [Workday Human Capital Management](#) 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](#).

Industries served:

- Education²
- Financial services
- Government
- Healthcare
- Insurance
- Life sciences
- Manufacturing
- Nonprofit
- Professional services
- Retail and hospitality
- Technology

² Workday also offers Workday Grants Management and Workday Student for higher education.

Our core values.

Our Workday values aren't just words on a page. They are deeply held beliefs that we put into action every day. We know we are living those values when we experience our employees putting them into action, reinforcing them, and contributing to our culture and the communities around us.



Employees: Happy employees lead to happy customers, and that's why employees are at the center of our values. We practice empathy and compassion. 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. We support our employees, their families, and the communities in which they live and work.



Customer service: We are deeply committed to the long-term success of our customers, always striving for the highest levels of customer and user satisfaction. Workday improves the employee experience for millions of workers around the world, and that responsibility means we aim to put customers at the heart of every decision we make and every action we take. We relentlessly seek to drive value for every customer, balanced within the context of the overall Workday strategy and direction.



Innovation: Innovate or fade away. It's a call to action for companies today—an idea that companies must always be changing and growing. Workday was founded with this mindset. We are committed to driving innovation within a fiercely competitive enterprise software industry. We believe diversity fuels innovation. We gather different groups of creative people, take smart risks, and then learn from the results. We act decisively, and emphasize adding value over flashy innovation. What got us here won't get us to the future; that requires continuous transformation in an always-changing world.



Integrity: At Workday, we work hard to build and sustain a culture of honesty. We are committed to earning the trust of our employees, customers, partners, investors, and communities. 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, even when the decisions may result in incurring costs to ourselves and to our business. With courage, integrity, and commitment, we embrace our responsibility to do the right thing.



Fun: It's simple, really. We believe work should be fun. And we know you can have fun while working hard at the same time. In fact, the better we do as a company, the more fun we get to have. At Workday, fun isn't limited to an annual party. It's ingrained into the way we work every day. How do we encourage fun? By inspiring, by winning, and by celebrating in ways that build meaningful relationships no matter where you are in the world. So go ahead, make time to laugh. Join one of the many events happening around the globe. Get together with your team (in person or virtually). It's these real, personal relationships that are central to our collective success.



Profitability: Profitability is really important—and the more profitability we have, the more we can reinvest in our business and people. But we don't exist to be profitable. We exist to inspire a brighter work day for all. We believe that by living our values extraordinarily well, making smart choices, being responsible, and spending wisely, profitability will follow naturally.

FY22 and FY23 highlights.



Environmental sustainability highlights

Set and approved **science-based targets** by the Science Based Targets initiative

Joined Frontier, a \$1B+ advance market commitment to purchase **permanent carbon removal**

Continued to source **100% renewable electricity**, achieved **net-zero carbon emissions**,³ and provided all of our customers a **carbon-neutral cloud**



Social highlights

Achieved and exceeded our target on overall representation of **Black and Latinx employees**

Established new **VIBE™ goals** in 2023 to create lasting change

Invested more than \$20 million in organizations focused on **closing the opportunity gap for workers**



Governance highlights

Named one of the **World's Most Ethical Companies** by Ethisphere for the third year in a row, reflecting our commitment to integrity

Put in place a **dedicated Responsible AI team** to develop governance in support of the delivery of trustworthy artificial intelligence

Established an **ESG Task Force and ESG Steering Committee** that report on progress to the board of directors



RECOGNITION

JUST100 #1 for Environment overall, *JUST Capital (FY23)*

JUST100 America's Most Just Companies, *JUST Capital (FY22 and FY23)*

World's Most Ethical Companies, *Ethisphere (FY22 and FY23)*

Future 50, *Fortune (#19) (FY22)*

World Changing Ideas, *Fast Company (Honorable Mention: VIBE Index™) (FY22)*

Top Products, *HR Executive (FY22)*

Best Company for Diversity, *Comparably (FY22)*

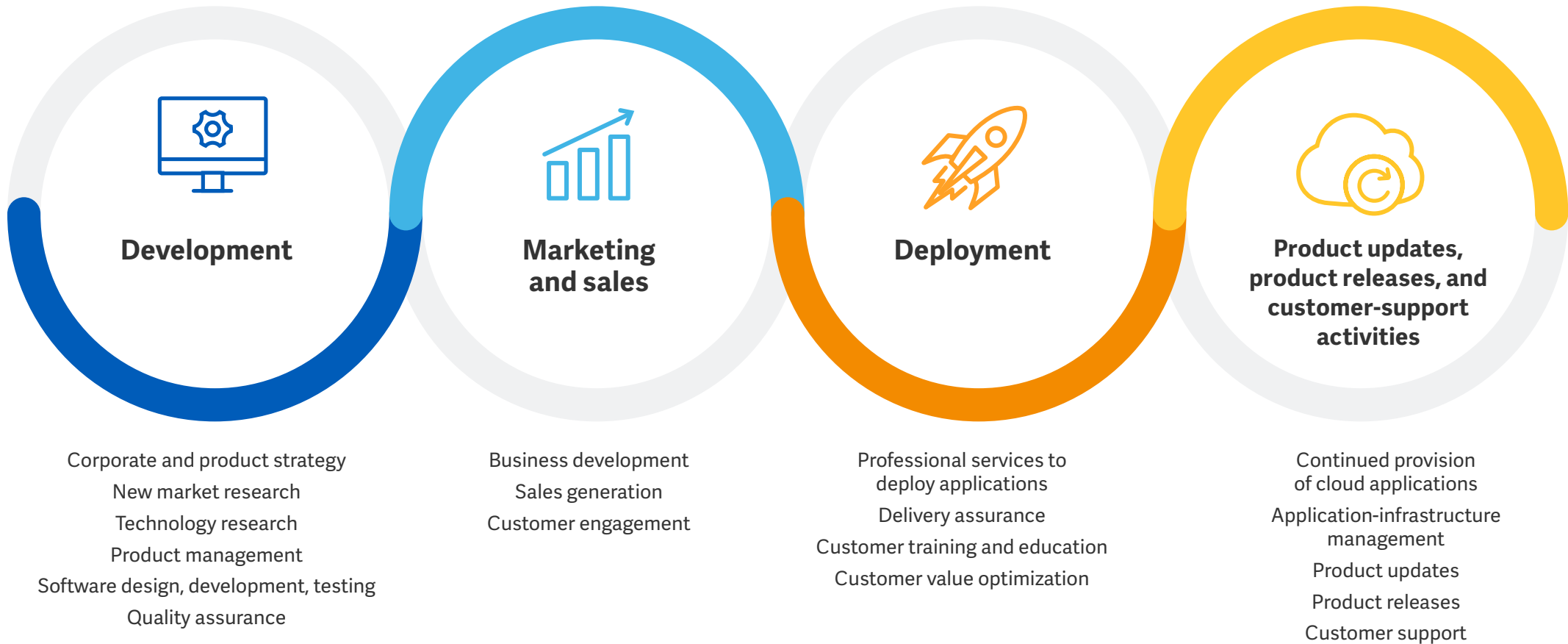
Best Company for Culture, *Comparably (FY22)*

2022 Best Places to Work for Disability Inclusion, *Disability:IN (FY22)*

2022 Best Places to Work for LGBTQ Equality, *Human Rights Campaign (HRC) Corporate Equality Index (FY22)*

³ All references to "net-zero" in this report encompass Workday's emissions from offices, data centers and public cloud, and business travel.

Workday value chain.



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



Product innovation and customer satisfaction



Privacy and data security



Energy and carbon emissions

Our priority ESG topics.

In 2022, Workday engaged with a leading professional services firm to conduct a refreshed environmental, social, and governance (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.

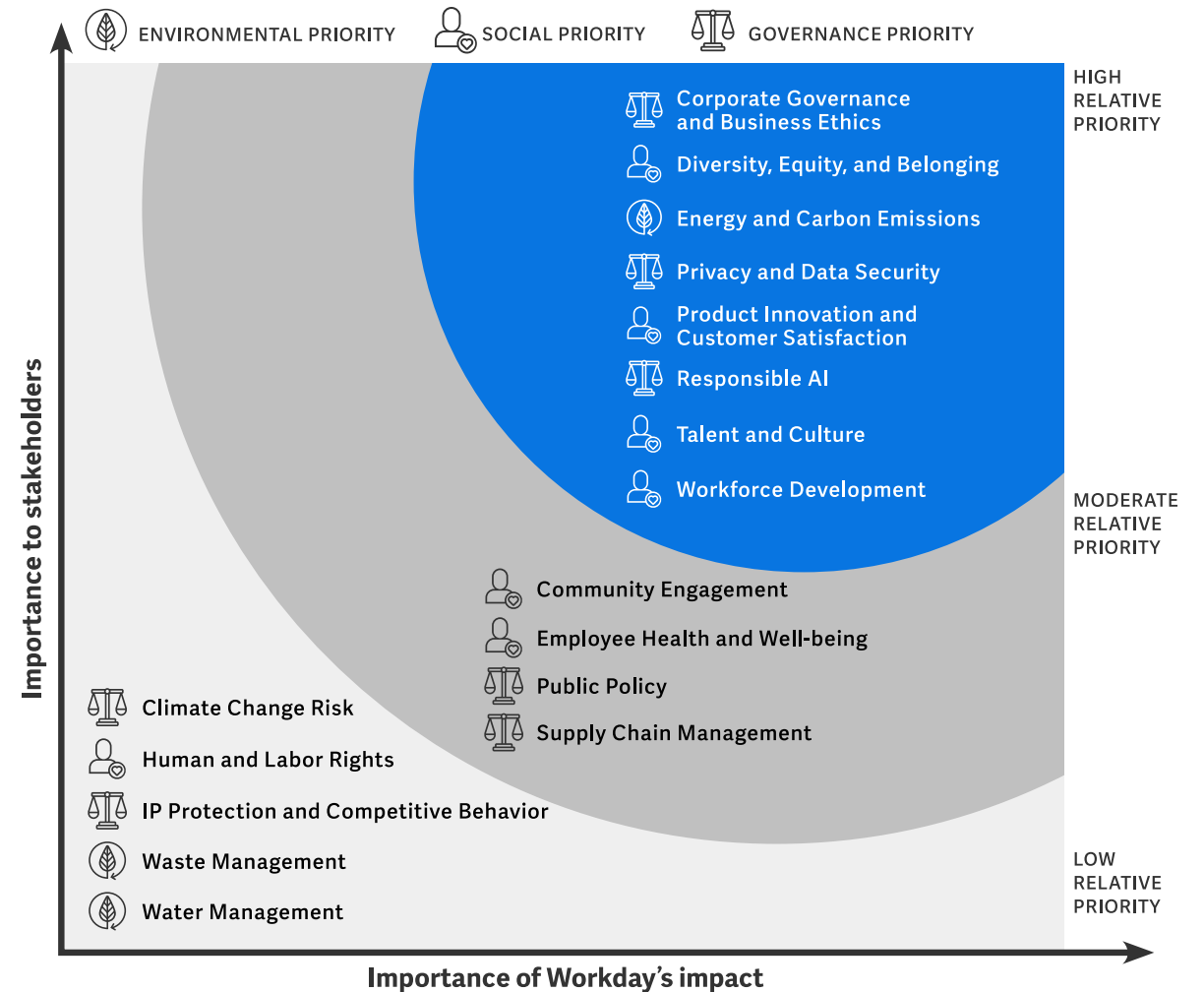
How we determine what matters most.

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:

- 1 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.
- 2 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 Europe, which included customers, partners, prospective customers, and employees. In FY23, our internal and external surveys included over 9,500 responses.
- 3 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 topic matrix.⁴

We review our highest-priority ESG topics in detail within this report and cover lower-priority topics as applicable. Our practice is to update our priority topics and matrix every other year. See the Appendix at the end of this report for our [Topic Glossary](#).



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

⁴ Material topics listed in alphabetical order within each tier.

The United Nations 17 Sustainable Development Goals.

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



Privacy and data security.

Workday is responsible for safeguarding our customers’ most sensitive information and data. Along with our customers, we must also adhere to applicable data privacy regulations. We maintain rigorous data-privacy and security standards to appropriately safeguard our customers’ data. Learn more about the Workday data security and privacy program in “[Data Privacy and Security](#).”



Product innovation and customer satisfaction.

Customer satisfaction is a key metric for Workday that we measure throughout the year in an effort to retain our existing customer base and attract new customers. And not only do customers care about whom they are doing business with, but they’re also looking to work with organizations that can help support their own sustainability goals. Learn more about how Workday promotes customer success in “[Our ESG Solutions and Customer Success](#).”



Talent and culture.

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. Learn more about Workday employee learning and development, well-being, and engagement programs in “[People and Purpose](#).”



Diversity, equity, and belonging.

Our Belonging and Diversity vision is to Value Inclusion, Belonging, and Equity (VIBE) for all by maintaining a workplace in which all Workmates are valued for their unique perspectives, respected as equal and integral members of the Workday community, and given fair access to opportunities across the company. Together, we are inspired to bring our best to Workday, our customers, and our communities. Learn more about Workday diversity programs in “[Belonging and Diversity](#).”



Workforce development.

Succeeding in a dynamic, competitive business environment requires Workday to invest in the continuous growth and performance of our people. We do this by putting skills at the center of our talent strategy, being transparent with both employees and people leaders about what’s expected of them to succeed at Workday, and investing in high-impact development opportunities to grow employee skills and careers. Our Opportunity Onramps® program provides a pathway for great talent—regardless of background—to launch or relaunch careers in technology. Learn more about workforce development at Workday in “[People and Purpose](#)” and “[Belonging and Diversity](#).”



Energy and carbon emissions.

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



Responsible AI.

We understand the opportunity that artificial intelligence (AI) offers to positively transform how people and organizations operate. Our commitment to responsible AI is a reflection of our [core values](#); most notably a focus on our employees, customer service, innovation, and integrity. Learn more about our approach to Responsible AI in “[Responsible AI](#).”



Corporate governance and business ethics.

The Workday commitment to sound [corporate governance](#) is rooted in integrity, ethical conduct, and compliance. Our core value of integrity enables the success of our culture, our business, and our customers. Learn more about our corporate governance and business ethics in “[Governance](#).”

Stakeholder engagement.

An essential aspect of our priority topics assessment and the management of our ESG programs is how we engage with our stakeholders. As a company founded on the idea of putting people at the center of enterprise software, we know we need to create value for all stakeholders, which includes our customers, employees, investors, communities, partners, and all individuals who or entities that are affected by our business activities.

Building relationships with stakeholders and engaging in collaborative rather than competitive strategies are important for our long-term business success. By listening to and engaging with a diverse group of stakeholders, we better understand their priorities and can react more quickly to business trends that impact our customers.

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, such as reports.

Workday leadership.

In 2022, Workday piloted Workday Connect, a new, more flexible, condensed, and focused company meeting format to keep pace with the new needs of Workmates and the business. Our leadership team regularly holds fireside chats and Q&A sessions during our Workday Connect meetings where Workmates can ask questions. Outside of these meetings, any employee can ask anything of, as well as provide feedback directly to, senior leaders. Our co-CEOs also share their email addresses directly with employees, and our chief people officer regularly asks for feedback on the pulse of our culture.

Workday Peakon Employee Voice.

We use Workday Peakon Employee Voice to collect feedback in real time from our employees and turn that feedback into dialogue and action. Since we introduced Workday Peakon Employee Voice in fiscal 2022, we have had an average weekly participation rate of approximately 70% across our global employees, which reflects strong continuous participation by our employees. 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 barriers to employment.

Local Leaders.

Our Local Leaders are 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.

Employee Belonging Councils.

At Workday, our Employee Belonging Councils (EBCs) 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.

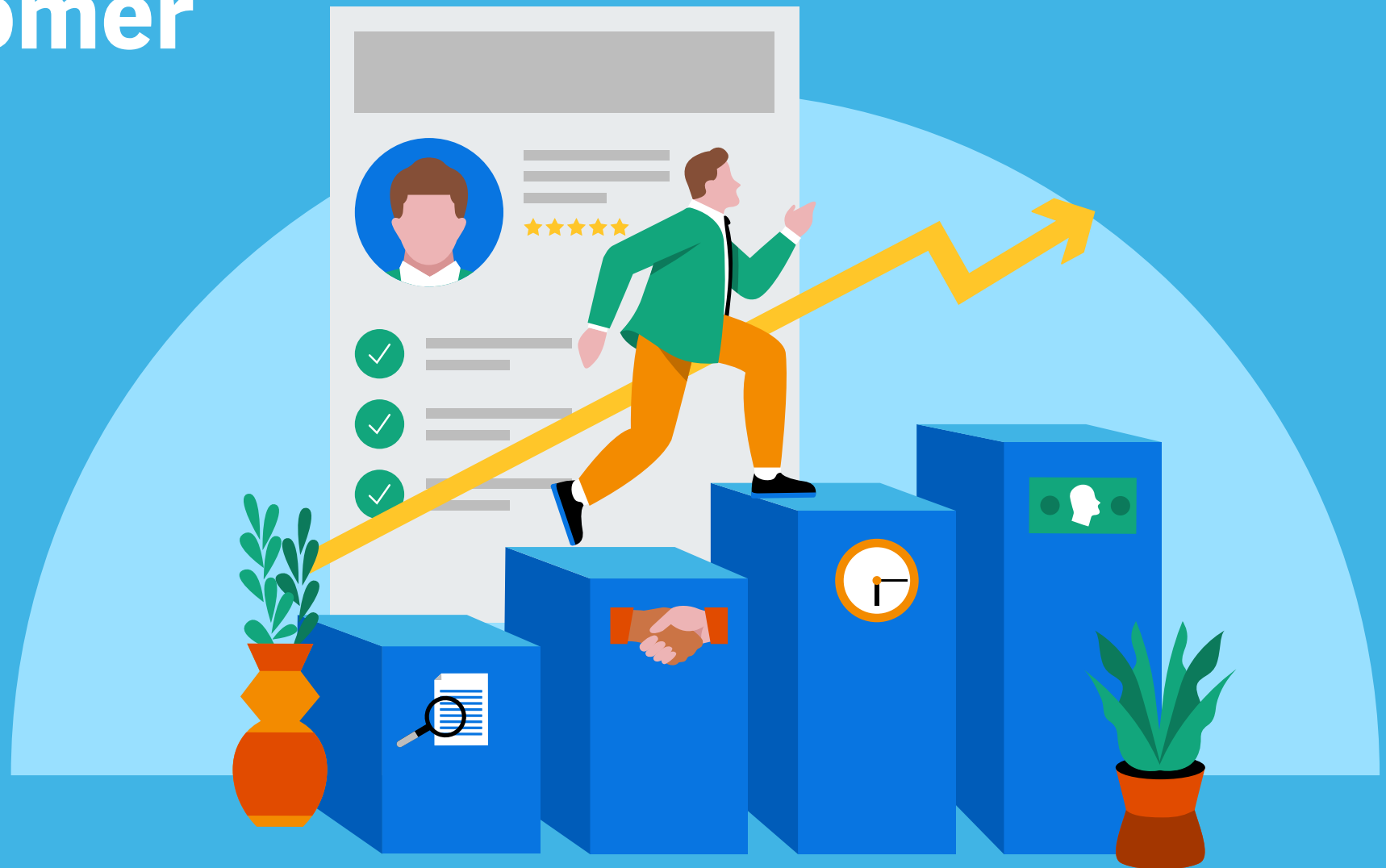
Engagement with nongovernmental organizations (NGOs) and nonprofits helps us better understand key issues, stay on top of best practices, and achieve certification in some of the sustainability areas that are key priorities for us.

Influencers of public policy.

We frequently engage directly with policymakers, 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.

Supporting our customers' sustainability goals | Committed to customer satisfaction

Our ESG Solutions and Customer Success



Supporting our customers' sustainability goals.

Long-term, sustainable success for all can't happen in isolation—it requires collaboration and strong partnerships. Not only do customers care about whom they are doing business with, but they're also looking to work with organizations that can help support their own sustainability goals. 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, and 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.

We've 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.

Tracking emissions and supplier sustainability.

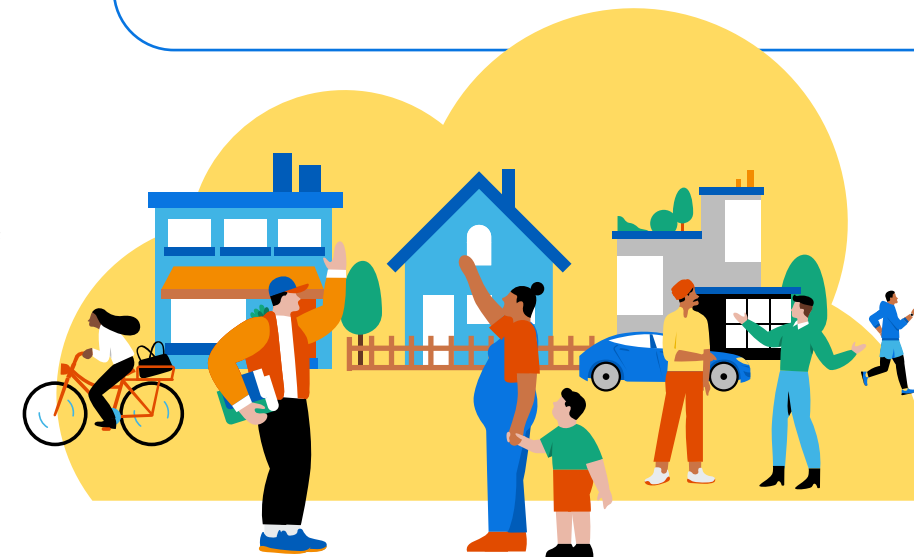
Workday offers an adaptable platform that enables companies to manage their emissions reduction strategy. Accelerate2zero—built by Deloitte on [Workday Adaptive Planning](#)—helps organizations capture Scope 1, Scope 2, and Scope 3 emissions. The solution enables companies to undertake a cost-benefit 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 organizations' assets, people, and operations may be impacted against potential warming scenarios. This allows optimal future planning and operational and financial modeling.

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 enables 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. This enables the sourcing and tracking of supplier data that can help drive progress toward ESG goals.

Learn more about our [ESG solutions](#).

Commuter emissions survey.

At Workday, we wanted to understand our own commuter and remote work environmental impacts to better plan how to reduce our footprint. To do so, our Sustainability team created the Commute, Remote Work, and Sustainability survey tool built with [Workday Human Capital Management \(HCM\)](#) and [Workday Extend](#) to distribute to our Workmates globally. Over 50% of Workmates answered the survey in 2023, surpassing the Sustainability team's engagement goal. 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. Not only will this information provide the data needed for emissions calculations, but it also provides valuable insight for sustainability and HR teams to collaborate and make changes within the organization that can help reduce these emissions.



Supporting our customers' sustainability goals | Committed to customer satisfaction

Reporting social impact and driving change.

To track progress against goals and identify areas for improvement, 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. For example, customers can quickly see their worker breakdown by metrics such as age, race and ethnicity, and veteran status, and understand how they are compensating different employees, including base and bonus breakdown and benefits enrollment. Workday HCM also includes our [Workday Skills Cloud](#), which helps customers gain deeper insights into workforce skills and deliver more personalized employee experiences.

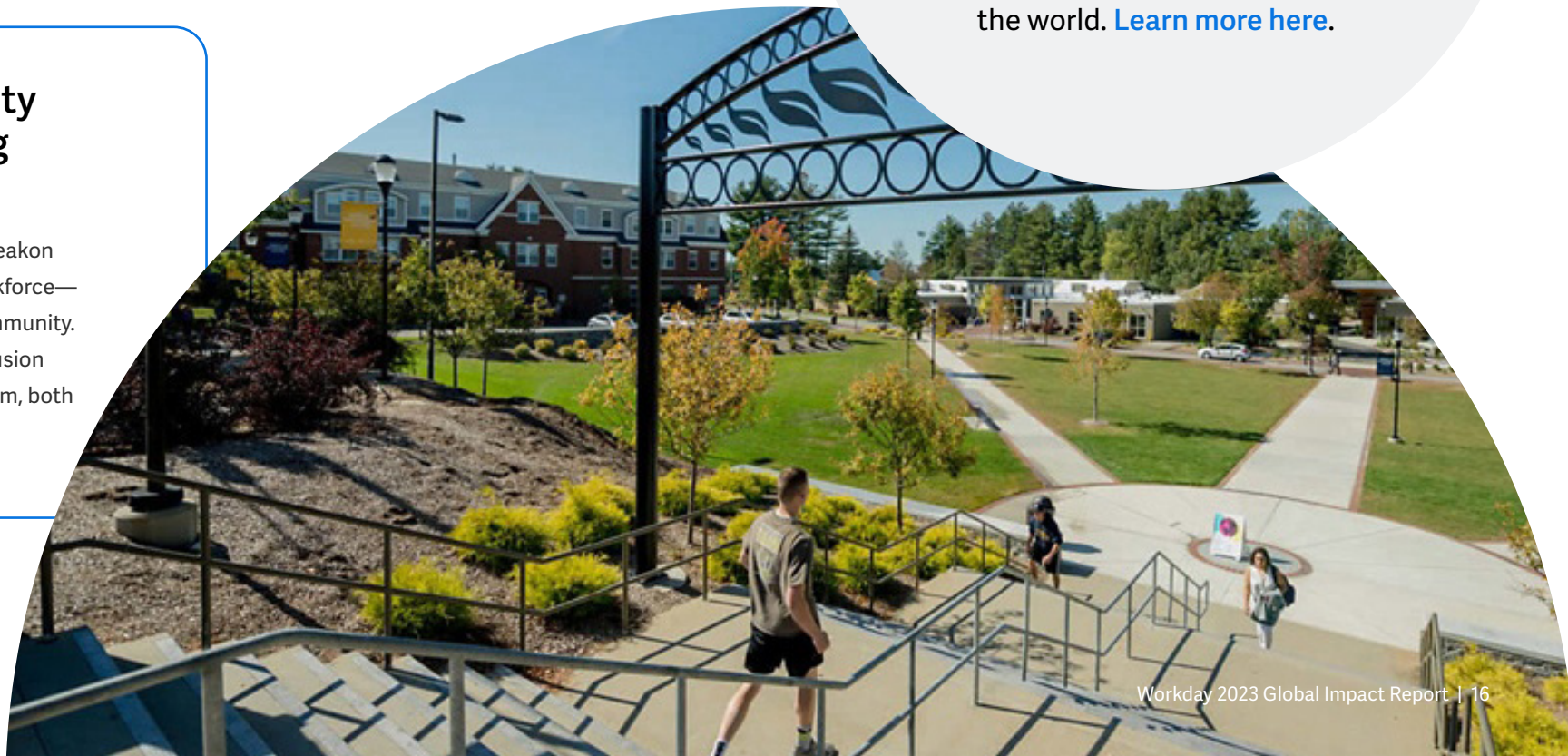
Additional insights from [Workday People Analytics](#) (including the VIBE Index™), [Workday Peakon Employee Voice](#), and [Workday Learning](#) can further enhance an organization's efforts around the social component of ESG, including helping customers seamlessly track the progress of their social initiatives and take action to drive change. Not only do our solutions allow our customers to report on their social impact, but they also help them fully understand their workforce to drive actions toward lasting change with an evidence-based approach using demographic data, skills and talent data, and perceptual data in a uniquely holistic way. For more information on how our customers can use Workday tools to drive change, please visit our "[Belonging and Diversity](#)" section.



Workday Peakon Employee Voice has amassed more than 500 million survey responses from employees worldwide, representing one of the largest standardized data sets of employee sentiment feedback in the world. [Learn more here.](#)

Southern New Hampshire University is cultivating a culture of belonging where every employee can thrive.

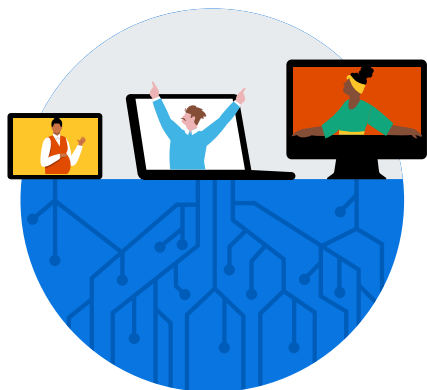
Southern New Hampshire University (SNHU) uses Workday Peakon Employee Voice every day to take quick snapshots of the workforce—and find out which actions would best support the SNHU community. Workday has helped further SNHU's diversity, equity, and inclusion strategic objectives and build more conversations around them, both on and off the platform. [Learn more here.](#)



Committed to customer satisfaction.

Our partnership with our customers is built on listening. We genuinely value and take action on what our customers have to say. Ongoing, open communication shapes how we guide them smoothly through deployment and every transition.





- **Their goals are our goals.** Not only do we take the time to really understand our customers' business goals, we aim to hold ourselves accountable to them.
- **Innovating to bring customers a competitive edge.** Workday strives to innovate based on what our customers have to say and how we anticipate evolving business needs. We understand how important ongoing improvement is, so we continually innovate alongside our customers to help them embrace the opportunity in change.
- **With Workday, you're never alone.** The Workday commitment to helping our customers achieve their goals doesn't end with a smooth deployment. It's the partnership that happens after deployment that can be most meaningful to long-term success.



97%
customer satisfaction rating.

A 97% customer satisfaction rating.

As a company, Workday aims to maintain a customer satisfaction rating of over 95%, and in 2022, we surpassed this rating again—as we have for more than a decade. We've continued to stay laser-focused on customer success, delivering the vision and innovation that global organizations need in order to navigate rapidly changing business and workforce circumstances. We are committed to building long-lasting relationships with our customers in four key stages:

-  **Deployment:** We have 70% of our customers live because of our carefully vetted partner ecosystem, deployment best practices, and our own deployment offering.
-  **Education and Training:** Our education services help customers efficiently adopt and make the best use of Workday.
-  **Optimization:** We provide the services customers need to increase the value of their investment.
-  **Support:** We are committed to quickly resolving customer issues with around-the-clock support.

If you'd like to read more stories from our inspirational customers, [visit here](#).

Accelerating growth with Workday Ventures.

Workday Ventures is the strategic capital arm of Workday, Inc., focused on accelerating the growth of emerging enterprise software companies that are valuable to Workday customers and complementary to Workday products. Our intention is rooted in Workday core values, which we feel are foundational to our success. In addition to a focus on innovation and customer commitment, we also function with integrity.



When companies have access to the right technology to help inform, drive, and report change, they have the power to become what we refer to as 'Changemakers'—those who rise to meet today's challenges and leverage change to their advantage."

Mike Magaro
Senior Vice President, Corporate Growth, Workday

We want to be known for making good on our promises and doing things the right way by helping our portfolio companies understand the enterprise technology space, connecting them with customers, and offering technical integrations that help their business grow.

Ten of the companies we invest in are led by women CEOs, and five of the companies we invest in are B-corporations, certified to meet the highest standards of verified social and environmental performance. One of these new strategic partnerships is with **pulsESG**, a public benefit corporation dedicated to empowering purpose-driven enterprises to manage and improve their ESG footprint. The new partnership aims to support joint Workday and pulsESG customers to better respond to rapidly evolving ESG management and disclosure requirements.

In 2023, Workday **announced** a \$250-million expansion of the Workday Ventures fund. The additional investment capital further reinforces our strategic focus on artificial intelligence and machine learning, intelligent automation, and serving targeted markets.

Environmental Sustainability



Our strategy.

At Workday, we aim to think about sustainability in everything we do, and measure our success not only in financial terms but also in how we impact the world.

As a leading provider of enterprise cloud applications, our approach to environmental stewardship focuses on the key areas that we believe are most material to our business. These include our carbon footprint, investments in renewable energy, climate policy, reducing and responsibly disposing of our e-waste, and engaging with our employees to maximize their collective impact on how we operate.

Guided by our core values, we're committed to creating a sustainable future and know we're stronger when we work together with our community. We'll continue to partner with other climate-focused leaders worldwide who believe it's our collective responsibility to support a more sustainable future.

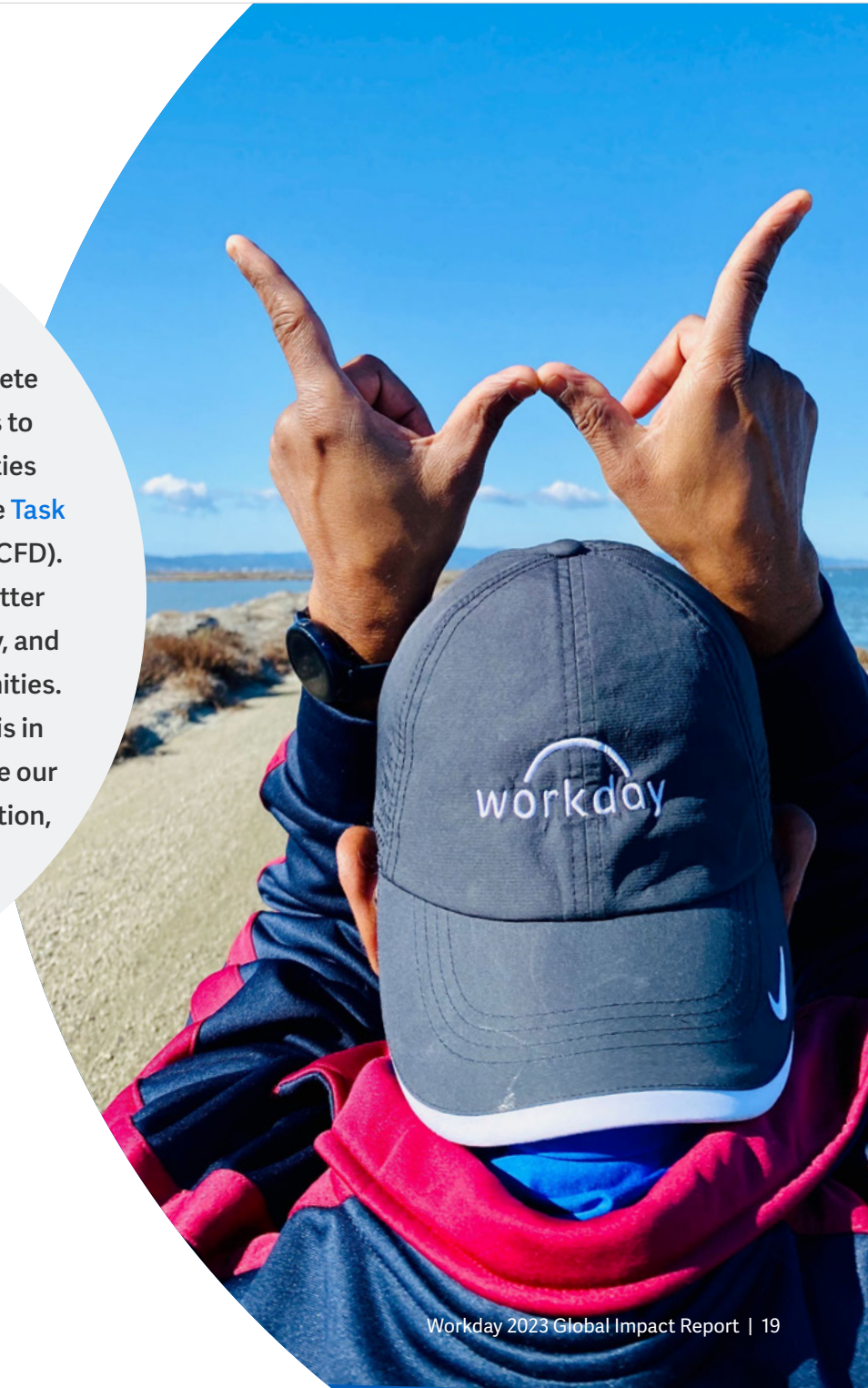
At Workday, we believe every individual can take action to sustain a healthy planet, and at an enterprise level, we know Workday can drive progress through innovation and partnership. Through collaboration, we can make a greater impact.



In 2023, Workday engaged a third party to complete a climate risk assessment and scenario analysis to identify our biggest climate risks and opportunities in accordance with the recommendations from the [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#).

The information from this analysis will help us better understand the resilience of our business strategy, and help us inform our investors, leaders, and communities.

We have included initial findings from the analysis in our TCFD index in our Appendix, and aim to update our findings in our future reporting. For more information, please refer to our TCFD index in our [Appendix](#).



Our priorities and commitments.

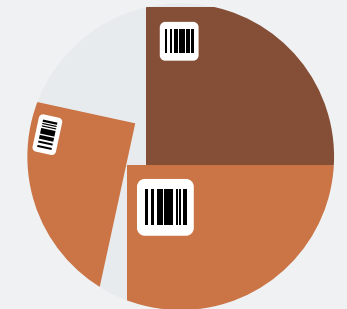
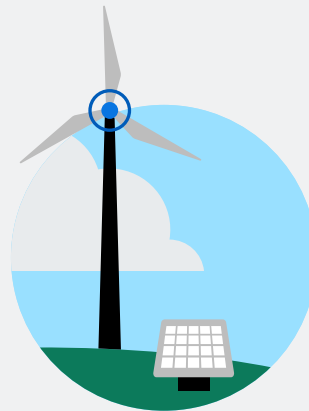
While our commitments to net-zero carbon emissions, 100% renewable electricity, responsibly disposing of our [electronic waste](#) and expanding our [Green Teams](#) remain the same, we know we still have more work to do to protect the planet and its people.

According to scientists, the next decade will be more critical than ever to dramatically reduce carbon emissions and help flatten the climate curve to limit the worst impacts of climate change. By pledging to support the [Science Based Targets initiative](#) (SBTi), we're aligning Workday's sustainability journey to the transition to a zero-carbon future.

Approved by SBTi in 2022, our science-based targets (SBTs) are aligned with 1.5°C across all three scopes of emissions. Our SBTs prioritize emissions reductions in alignment with climate science, and as an organization focused on supporting our customers' sustainability journey as well as our own, we knew putting our SBTs into action was an important step in our strategy. We look forward to sharing updates in the future on the progress we're making toward these goals.

We continue to look for and adopt new ways in which we can positively address the planet's sustainability challenges. Our [Environmental Sustainability Policy](#) further outlines our commitments to the planet.

Workday science-based targets.



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

We've continued to match 100% of the electricity we use at our offices and data centers globally with clean, renewable sources which we're committed to continuing. We're also expanding our efforts in improving energy efficiency in our operations and investing in on-site generation at our global headquarters and offsite generation such as virtual power purchase agreements (VPPAs).

FY23 PROGRESS—ON TRACK
100% renewable electricity achieved compared to 100% target.

To learn more about our clean energy partnerships, 100% renewable electricity matching, and on-site solar plus storage projects, see [page 26](#).

Workday commits to reduce absolute Scope 3 business travel greenhouse gas emissions by 25% by FY26.⁵

While we surpassed this target in FY23, we fully recognize that business travel only recently restarted as the global pandemic subsided. As travel resumes, we remain committed to reducing our business travel emissions by utilizing video conferencing and digital tools and prioritizing carbon-efficient travel options for our employees.

FY23 PROGRESS—ON TRACK
65% reduction achieved compared to 25% reduction target.

To learn more about our advance purchase of sustainable aviation fuel (SAF), our Sustainable Aviation Buyers Alliance (SABA) partnership, and carbon-efficient travel planning, see [page 30](#).

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

As we ramp up our supplier program, we aim to achieve this goal through supply chain management, and will engage with our top suppliers and encourage them to set science-based climate targets.

FY23 PROGRESS—ON TRACK
33% of suppliers by spend have set SBTs, compared to 70% target.

To learn more about our supplier solutions and our collaboration with industry organizations such as the Clean Energy Buyers Association (CEBA) Future of Internet Power initiative, see [page 30](#).

⁵ Using FY20 as our base year.

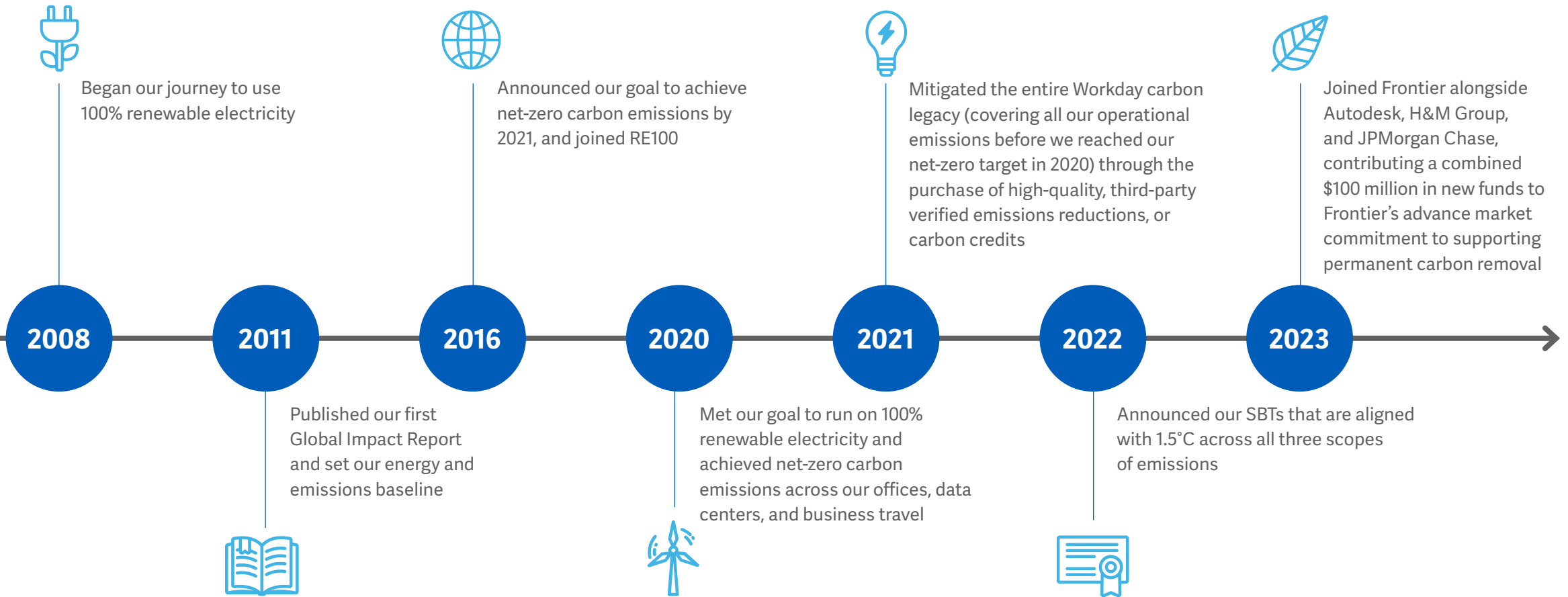
Our evolving sustainability journey.

From the company’s inception, Workday has always believed in doing the right thing. And doing the right thing means creating a sustainable future. Throughout our sustainability journey, we’ve prioritized transparency around all of our efforts, and have published our carbon footprint dating back to our 2010 baseline in our first Global Impact Report.

As the world has evolved and new science-based evidence emerges on how to better support the health of our people and planet, we’ve adjusted our strategy to ensure we’re making the most impact. From avoiding carbon-intensive activities, investing in high-quality carbon credits, mitigating historical emissions, and partnering with peers to accelerate the development of permanent carbon removal

technologies, we are always looking for ways to advance our commitment to the environment.

Looking back, we’re proud of the accomplishments we’ve made. However, we know there’s more that needs to be done. We will continue to work toward our SBTs and other priorities to align to a 1.5°C future.



Accelerating climate engagement through policy.

The scale of the challenge posed by rising global temperatures demands comprehensive, system-wide action, elevating the importance of public policy as a tool to respond. Our sustainability efforts sit within our Corporate Affairs team, which allows us to strategically drive forward our climate policy advocacy plan. In 2020, we developed a [climate policy statement](#), which created a foundation for our advocacy globally. Since then, we accelerated our participation in the climate policymaking process to drive meaningful climate action.

Both globally and within the U.S., we're encouraged by conversations among policymakers around tangible and effective measures to advance science-based climate policy that can put us on track for a 1.5°C future, including proposals that increase the availability of carbon-free energy, remove barriers to corporate renewable energy purchasing, and transition us to a clean energy economy through supporting supply-chain emissions transparency.



2023 Ceres BICEP Internal Champion: Our Sustainability and Corporate Affairs team members were recognized for bringing our advocacy to new heights at both the federal and state levels — including in our home state of California, where we have played a strong role in helping to advance some of the nation's leading climate policies. [Learn more here.](#)

We continue to focus heavily on expanding access to [renewable energy](#) to help power our own decarbonization efforts as well as the economy-wide transition to net-zero carbon emissions. We [met directly](#) with policymakers, joined industry letters, and helped build momentum to support the energy and climate provisions of the Inflation Reduction Act in the U.S., and advancing progress for the European Green Deal in the EU. For example, in 2021, we signed on to support the Federal Clean Energy Policy Statement, calling on the U.S. federal government to enact national policy solutions that will accelerate the transition to a zero-carbon power system. This [joint policy statement](#), organized by the Renewable Energy Buyers Alliance, now the Clean Energy Buyers Association (CEBA), emphasizes the need for ambitious policies that modernize the power grid and ensure it is resilient, affordable, customer-focused, and most importantly, carbon free. And in 2022, our co-CEO [joined](#) over 150 business leaders and organizations in signing a joint letter to the European Commission president to show business' support for increased investment in renewables, ambitious energy efficiency measures, and an inclusive and fair transition as a way to strengthen Europe's energy security and resilience.

In 2022, we also engaged in the policymaking process for new climate risk and emissions disclosure requirements. In the U.S., we supported the direction of the U.S. Securities and Exchange Commission's proposal for climate-related disclosures, and we [provided feedback](#) during the consultation process to help shape and improve the final rules. In particular, we advocated for a more thorough safe harbor around Scope 3 emissions reporting to reduce liability around this challenging data set and support innovation to further improve access to actionable insights to address climate change. In the EU, we provided comments to the European Financial Reporting Advisory Group, advocating for increased alignment and mutual recognition between the European Sustainability Reporting Standards and international frameworks such as a global baseline developed by the International Sustainability Standards Board.

Workday accelerates grid decarbonization with Emissions First Partnership.

In late 2022, 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. The Emissions First Partnership highlights the need for updated standards in order to improve corporate emissions accounting accuracy and ensure that clean energy investments maximize electricity decarbonization.



Finally, over the last two years, we stepped up our participation on the global stage to amplify our voice in support of an economy-wide decarbonization. In 2022, we joined [Climate Week NYC](#) and, in both 2021 and 2022, participated in the annual UN Climate Change Conference of Parties (COP) to advocate for ambitious climate policies. The COP26 event in 2021 brought together leaders from both business and civil societies to discuss ways in which companies can design their renewable energy strategies to support equitable transition, while the COP27 event in 2022 promoted harmonization of environmental, social, and governance (ESG) reporting standards that underpin climate accountability.

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

- [Business Alliance to Scale Climate Solutions](#)
- [Business Council on Climate Change](#)
- [Ceres BICEP Network](#)
- [Corporate Leaders Group \(CLG\) Europe](#)
- [Future of Internet Power](#)
- [RE100](#)
- [Clean Energy Buyers Association \(CEBA\)](#)
- [Sustainable Aviation Buyers Alliance \(SABA\)](#)
- [We Are Still In](#)

For more information about our climate policy comments and engagements, [see page 124](#).



To make change, companies must focus on prioritizing high-leverage, high-impact areas. In every company, working to combat climate change should be the number one environmental focus area. Be bold and be ambitious.”

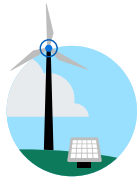
Erik Hansen
Senior Director, Environmental Sustainability, Workday

During Climate Week 2022 in New York City, Workday Senior Director of Environmental Sustainability Erik Hansen was invited to speak with JUST Capital Chief Executive Officer Martin Whittaker. Our team also had the opportunity to engage with policymakers leading sustainability conversations around the globe.



A carbon-neutral cloud.

Since 2017, we've been proud to offer our customers—all 10,000 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 procuring high-quality carbon credits to mitigate emissions from data center cooling

We achieve a carbon-neutral cloud by obtaining **Power Usage Effectiveness (PUE)** for each data center to understand the total energy attributable to our use. Our carbon credit program ([learn more on page 34](#)) ensures we purchase **high-quality carbon credits** to effectively mitigate our emissions.

Studies have found that moving to cloud applications proves to be more energy and carbon efficient than traditional on-premise computing—companies can optimize energy needs and flexible resources to increase cost and sustainability benefits of the technology. As concern about global climate change continues to grow and companies are taking greater responsibility for emissions arising across their entire value chain, Workday offers an opportunity to support customers by measuring, communicating, and mitigating the emissions footprint of our cloud-based software products. By moving to cloud applications such as Workday, our customers find value beyond the environmental impacts, benefiting corporate stakeholders and the bottom line.

As we move forward, we look for additional ways to operate efficiently and offer our customers a carbon-neutral cloud.



Designing for energy savings.

Our Data Center Operations team is always looking for ways to advance functional efficiency, from refined server component configurations to unique power optimization projects. In early 2022, the team leveraged revised power monitoring software that provides improved data on how we can maximize power utilization for the cabinets that vertically house our servers. Optimizing new cabinet power density ensures that we're making the most of our committed power budget and reduces our physical infrastructure growth rate. We were also able to utilize the data to backfill existing cabinets that are underutilized.

Moving to this newly standardized design has allowed us to pack 12.5% more devices in the same data center footprint. This translates to more efficient use of data center resources, lowering overall data center PUE—a metric calculated by dividing the total amount of power needed to operate a data center by the power used to run the IT equipment within it. We also continue to migrate out of older data center contracts and into lower-PUE suites as we refresh our server fleet.

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.

Engaging with providers to increase energy efficiency.

Workday does not own our data centers, but uses colocation providers to deliver our services and help meet our sustainability goals. The Sustainability team at Workday works closely with our Infrastructure and Procurement teams during the data center selection process, ensuring we consider energy efficiency, renewable electricity, and carbon emissions for all of our colocation providers.

This includes expecting any new data center colocation provider to procure credible renewable electricity for 100% of the site. In some cases, this means working with our colocation providers during our procurement process to help them understand high-quality impactful renewable options available for the location, such as VPPAs or utility renewable energy tariffs, and requiring contractual commitments to source 100% renewable energy for the site, thereby benefiting all tenants in our multitenant facilities. We also require new providers to commit to set science-based emissions reduction targets. By partnering with our data center providers, we can accelerate the transition to a cleaner cloud.

Engagement with our colocation providers is enabling Workday to identify high-quality renewable energy purchases that meet Scope 2 quality criteria, and encourage our colocation providers to directly procure credible renewable energy.

Public cloud infrastructure Amazon Web Services and Google Cloud Platform.

As the way people work continues to evolve with hybrid and remote models, we want to provide customers with cloud solutions that give their employees secure access to applications and data, while allowing them to improve the productivity of employees and operational resiliency.

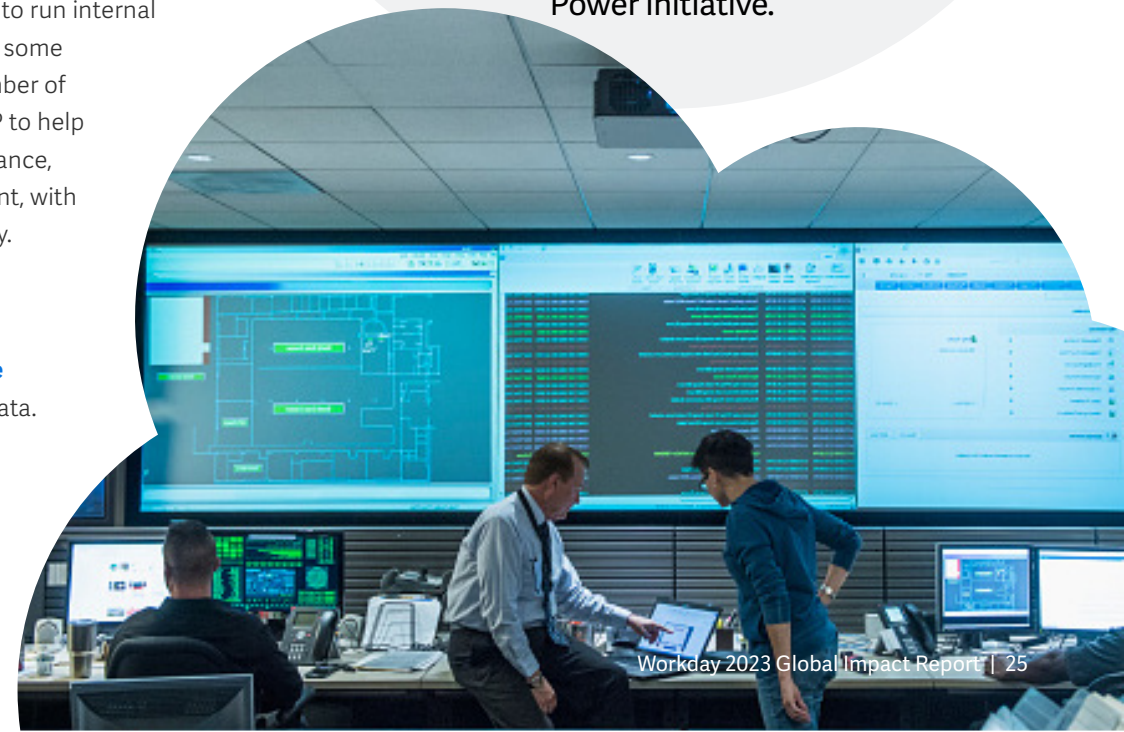
Workday, with more than 60 million users and serving more than 10,000 customers globally, supports finance and people operations for some of the world’s largest organizations, many of which have varied requirements regarding where their data can be stored, accessed, and managed. Workday uses Amazon Web Services (AWS) and Google Cloud Platform (GCP) to provide customers with greater choices to meet their specific needs.

We use AWS for computing services primarily to run internal development and test systems, and also offer some customers the choice to run on AWS in a number of regions. As a new partner in 2021, we use GCP to help businesses run enterprise applications for finance, HR, and planning in a public cloud environment, with ease-of-management and low network latency.

We have updated our carbon footprint data in this report with data provided by our cloud infrastructure providers. See our [Performance Tables](#) in the Appendix for updated Scope 3 data.



Workday was one of the founding signatories to [The Corporate Colocation and Cloud Buyers’ Principles](#), which outlines six criteria that companies using colo services would like to see their providers meet, such as providing data on customer energy consumption, disclosing facility energy sources, and supporting renewable energy advocacy efforts. Interested in engaging your colocation or cloud provider? Check this [toolkit](#) from CEBA’s Future of Internet Power initiative.



Clean and renewable energy.

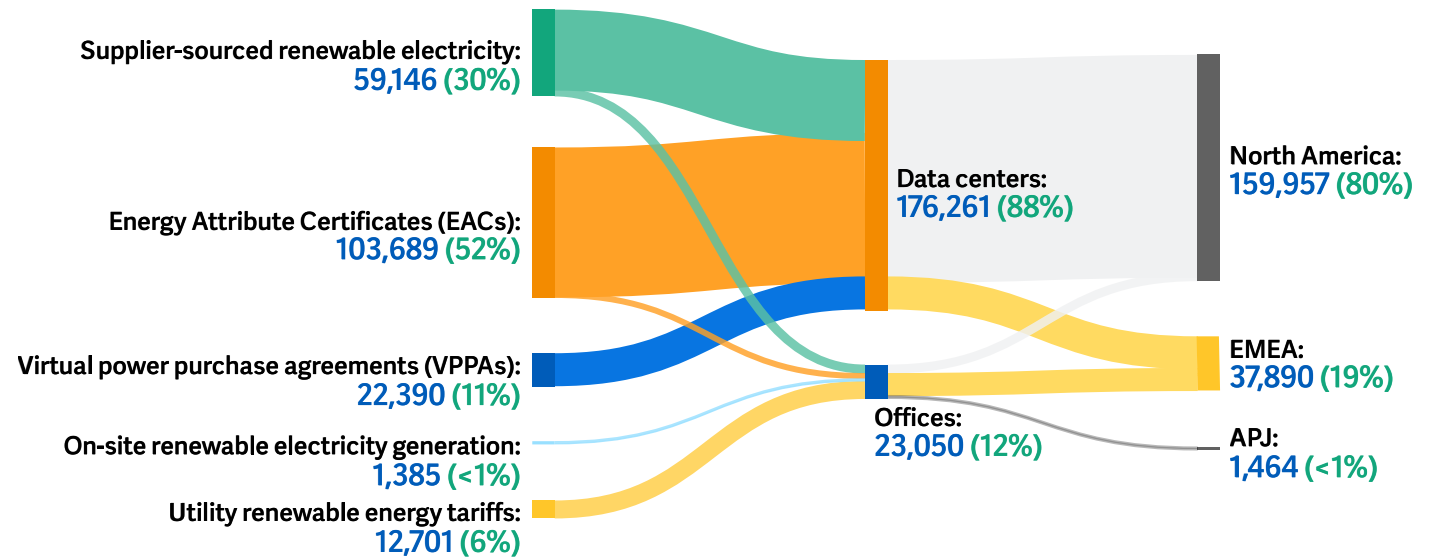
As energy emissions and the transition to clean energy are top sustainability focus areas, it's important for us to meet and set ambitious goals. As such, continuing to annually source 100% renewable electricity at our office and data centers globally through our FY30 is one of our approved SBTs.

Workday has continued to meet this goal since 2019. 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.

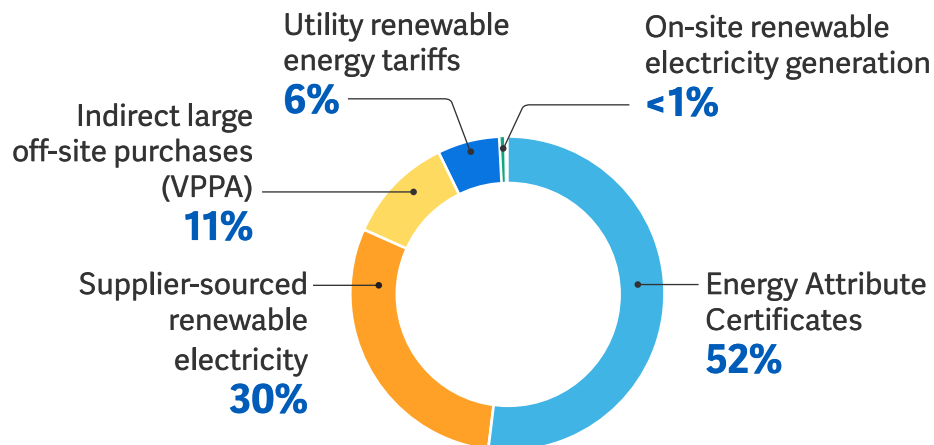
In FY23, we matched 100% of the electricity we used at our offices and data centers globally with clean, renewable sources.

In the FY23 Renewable energy sources diagram, moving from left to right, 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.

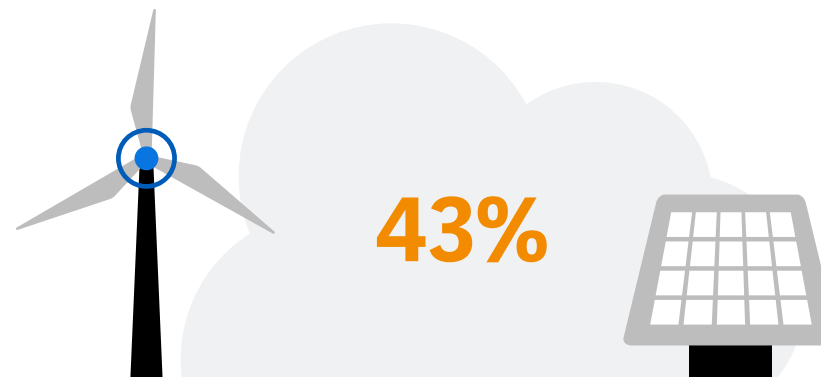
FY23 Renewable energy sources (MWh - source, operational footprint, and region):



FY23 Market-based renewable electricity sources:

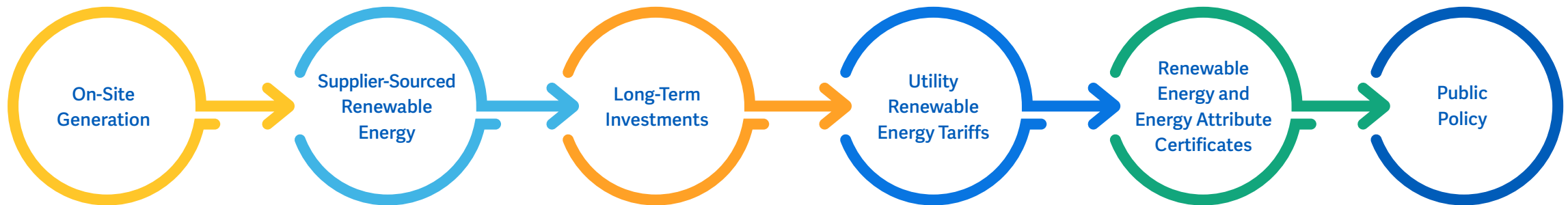


FY23 Grid mix renewable electricity:



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.



Where feasible, we will prioritize on-site renewable energy generation at our offices, such as solar arrays. For example, one of our HQ office buildings has on-site solar providing up to one-third of the building’s electricity needs, and we’re continuing to implement new solar arrays paired with battery storage on our campus ([see story on page 28](#)).

We engage actively with our colocation data center providers to encourage renewable energy investments that are mutually beneficial. In FY23, Workday data center partners provided 59,146 MWhs of renewable energy to power operations in Oregon; Virginia; Ontario, Canada; Amsterdam, the Netherlands; and Dublin, Ireland. Workday will continue to encourage this type of supplier relationship through our advocacy as a member of CEBA’s Future of Internet Power initiative. Workday expects any new data center colocation provider to procure credible renewable energy for 100% of the site as part of our selection criteria.

Where feasible, we engage in strategic renewable energy investments that add clean energy to grids in markets where we have operations. Along with our first VPPA that provides our three Virginia data centers with 100% renewable electricity, we have a new “beyond the megawatt” VPPA in the works ([read more on page 28](#)).

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 [Greenhouse Gas \(GHG\) Protocol’s Scope 2 Guidance](#) and [RE100 Technical Criteria](#). While currently only a small portion of our global office electricity load, we hope to grow our use of these utility-supplied renewable energy options going forward.

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

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. For example, we supported Renewable Portfolio Standard initiatives in [California](#), [Oregon](#), and [Virginia](#), where Workday has a significant presence, to increase states’ reliance on renewable energy. In the EU, we supported the proposal for a revision of the Renewable Energy Directive that increased the EU target for renewable energy generation.

Industry collaborations for impact at scale.

Our focus has been on partnerships that enhance environmental innovation and long-term change that can scale much greater impact than our own Workday operations. In 2022, we became a founder of the Clean Energy Buyers Institute [Beyond the Megawatt Initiative](#). The aim is to create a resilient, equitable, and environmentally sustainable energy system for the benefit of all by leveraging customer demands for clean energy. And in 2023, we became signatories of the [Principles for Purpose-Driven Energy Procurement](#), aspirational considerations for industry stakeholders to individually and independently evaluate and integrate the maximization of clean energy procurement benefits. Joining this initiative helps Workday focus on impact “beyond the megawatt” that emphasizes social and environmental benefits, environmental justice, and community benefits.

Within energy purchasing, we must find the areas with the highest impact. As part of an [innovative clean energy deal](#), in 2018 we partnered with Bloomberg, Cox Enterprises, Gap Inc., and Salesforce to sign the first-ever small-buyer aggregate renewable energy project. This effort helped [create a blueprint](#) for smaller energy buyers to engage in similar aggregation projects to achieve the large-scale impact that traditionally only the largest corporate buyers could achieve.

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.

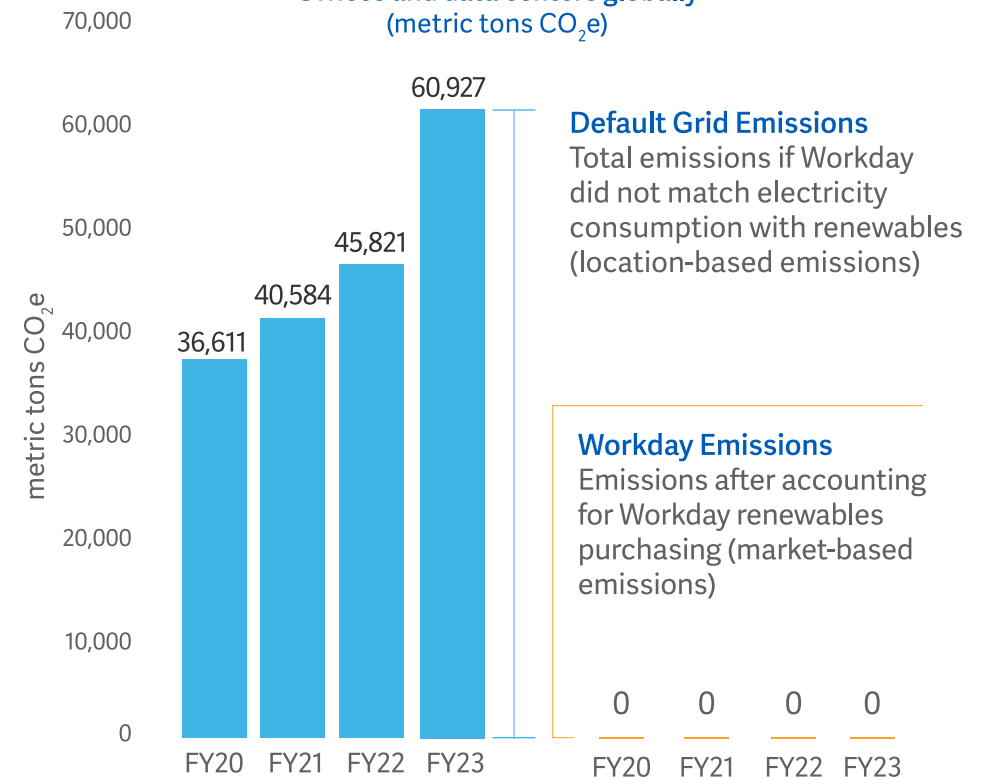
While we continue to work with corporate peers, environmental organizations, nongovernmental organizations, and other climate actors on pathways to clean energy, we know it’s important to share our current progress with our stakeholders.

In FY22 and FY23, we continued to look for ways in which we can minimize our energy footprint in the places we live and work. For example, we are in the planning process of installing new solar arrays and industrial-sized megapack batteries at our Pleasanton, California, headquarters. This project will enable 1.2 megawatts of solar energy and 1.5 megawatts of battery storage. The effort will also offset 25% of electricity usage of one of our buildings on our campus and greater than 40% of electricity usage of another building on our campus by the beginning of 2025. This is in addition to the 865 kilowatt solar array that [already provides](#) up to half of the daily electricity needs of our largest building at our headquarters.

For our employees who commute to our Pleasanton headquarters with their electric vehicles, we also installed 320 charging ports, making our campus one of the largest workplaces for charging ports in Alameda County. We’re also increasing the charging ports available in other offices. We’re hoping that by providing the availability for employees to charge their electric vehicles at work, it will open the opportunity and encourage employees to look into this option, avoiding more traditional, emissions-intensive methods of commuting.

Scope 2 Market-based emissions

Offices and data centers globally (metric tons CO₂e)



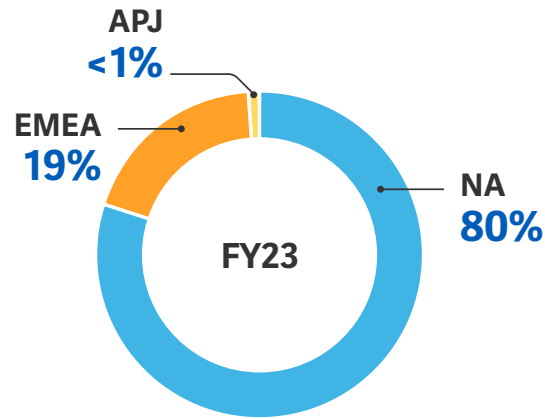
Our electricity consumption.

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

Overall electricity use

Total MWh:

199,311

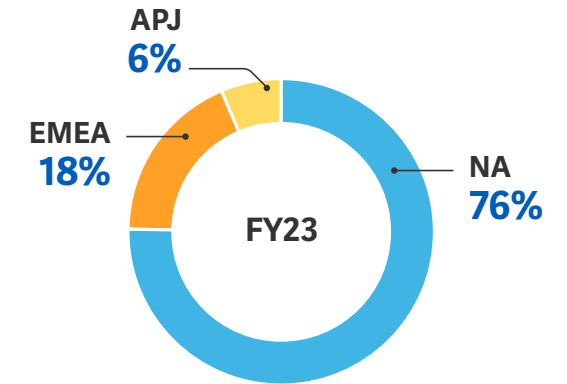
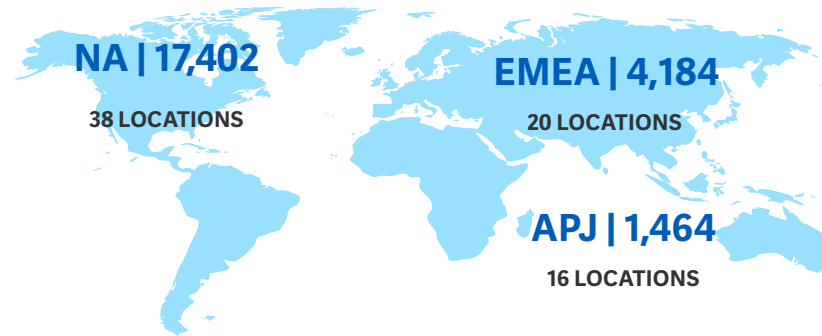


Detailed energy and emissions data [here](#).

Office electricity use

Total Offices MWh:

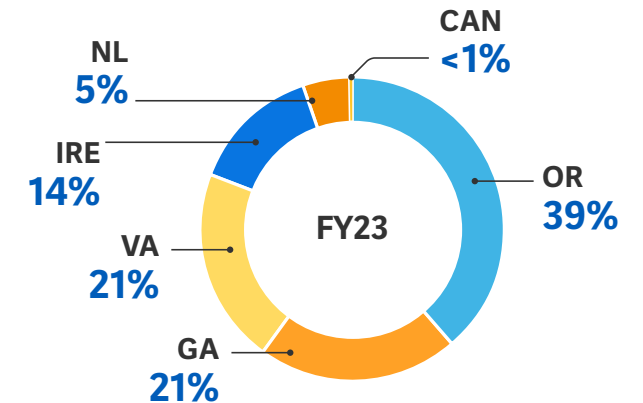
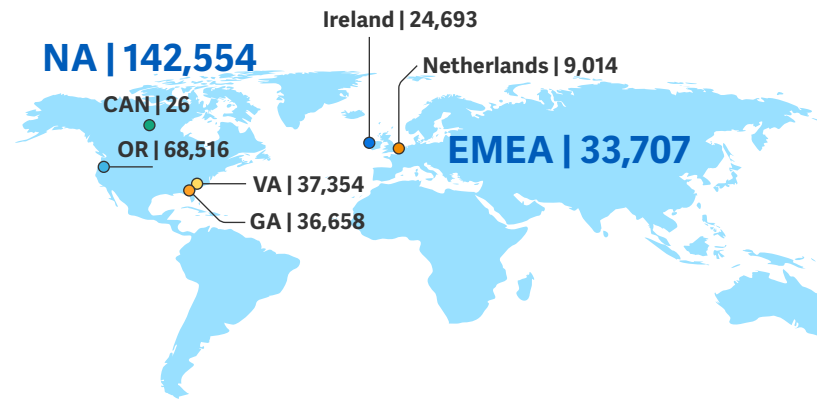
23,050



Data centers electricity use

Total DC MWh:

176,261



Carbon reduction and removal.

We know the next decade will be a critical time to reduce carbon emissions and limit the worst climate change impacts. Therefore, we've aligned our sustainability strategy at Workday with transitioning to a zero-carbon future. We've achieved net-zero carbon emissions (across offices, data centers and public cloud, and business travel), have reached our 100% renewable electricity goal, and have provided our entire customer community with a carbon-neutral cloud.

Moving forward, we'll focus on [achieving our SBTs](#), collaborating with peers, and incorporating other forms of innovation into our strategy so we can keep moving toward a healthier planet.

Achieving our science-based targets.

Our SBTs are another important step in our journey to a 1.5°C emissions trajectory. Our reduction targets not only include our direct operations, but also our entire value chain. In order to achieve our SBTs to reduce absolute Scope 3 business travel GHGs by 25% and increase the number of our suppliers that have SBTs of their own to 70%—and both by our FY26—we are focusing on the following:

Business travel.

To help address our SBTs for business travel emissions from aviation, we are:

- **Entering into a five-year advance purchase of SAF** via the [SkyNRG Board Now program](#). By investing, we'll support the development of the first European SAF production facility, located in the Netherlands, which will produce 100,000 tons of SAF annually. As the only corporate SAF program that enables new production capacity, Board Now helps companies reduce business travel emissions and accelerate the energy transition in aviation. Functioning as a substitute for fossil jet fuels, SAF is produced from sustainable resources instead of being refined from petroleum. SAF reduces lifecycle CO₂ emissions compared to fossil kerosene and is a drop-in fuel that can be blended with fossil jet fuel, which requires no additional infrastructure.
- **Joining the SABA**, a buyer-led collaboration spearheaded by RMI and the Environmental Defense Fund focused on accelerating the path to decarbonizing aviation and driving investment in and adoption of SAF. SABA will directly drive high-quality investments in SAF, standing up a rigorous and transparent system of SAF certification, educating members on policy opportunities to advance SAF adoption in the market, and addressing barriers to scaling SAF.
- **Reducing our business travel emissions**, and prioritizing carbon-efficient travel options for our employees. For example, we encourage employees to travel by train, metro, and bus rather than driving by car or flying. We recognize that the most effective way to reduce our air travel footprint is to fly less. We'll continue to use video conferencing and digital tools to minimize unnecessary business travel for our employees.

Supplier engagement.

Engaging with our top suppliers to meet our SBTs is necessary, and we'll do this by:

- **Using Workday Strategic Sourcing to manage supplier engagements.** This collaborative, cloud-based solution provides enterprise-wide visibility into sourcing projects that are driving science-based transformation targets and enables us to manage, prioritize, and track all sourcing projects in one place. In addition, with Workday Strategic Sourcing we can create a transparent and competitive environment that gives our suppliers visibility into how they compare with other bidders in terms of carbon footprint.
- **Continuing to innovate** to help our customers evolve their sustainability efforts and track progress toward their goals. The [supplier sustainability solution](#), which works in tandem with our existing solutions, supports sustainable sourcing and tracking of Scope 3 emissions.
- **Focusing on our reduction targets** that include operations across our entire value chain. This is a continuation of our supplier engagement work with our data center providers and our collaboration with the [CEBA Future of Internet Power initiative](#) to source renewable electricity and reduce emissions across the data center industry.

For more information on our SBT progress, see our [performance tables](#) at the end of this report.



Our carbon management strategy.

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

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



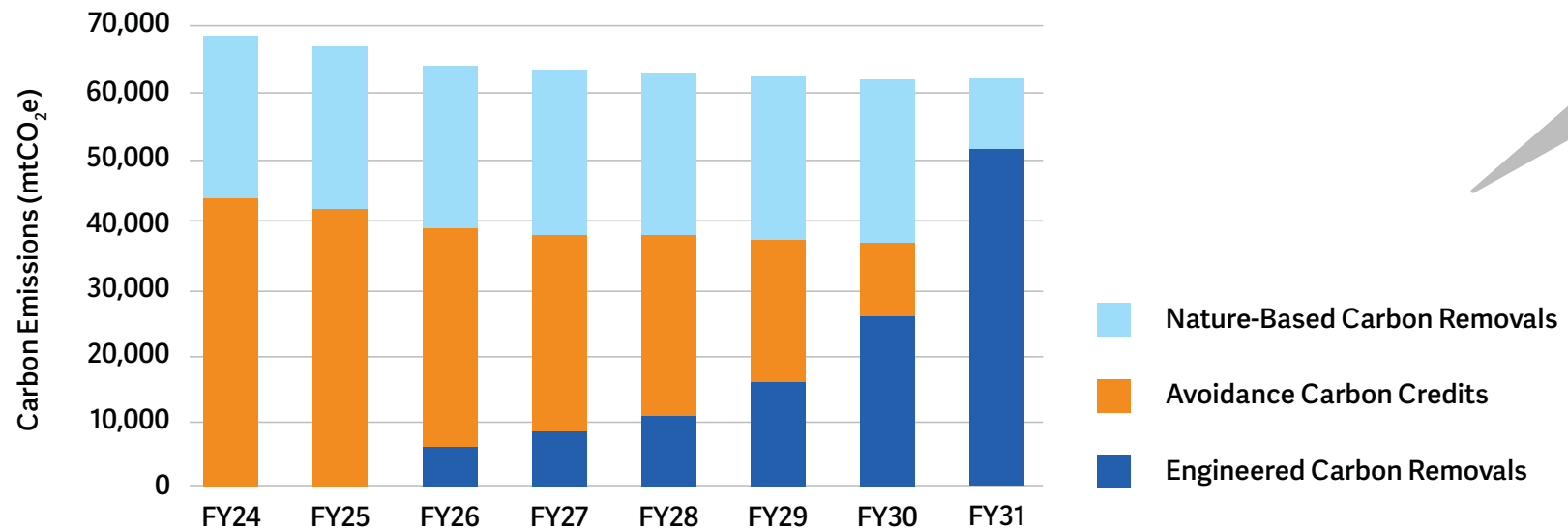
Investing in carbon removal strategies.

According to the [IPCC Sixth Assessment Report](#), most climate models agree it won't be enough to just reduce emissions. As we look to the future, we know that reduction and offsets cannot be the only tenets of our strategy for addressing the urgent challenge of climate change. We'll also need to permanently remove carbon dioxide already in the atmosphere and ocean. That's why we're transitioning from purchasing traditional high-quality carbon credits to supporting carbon removal.

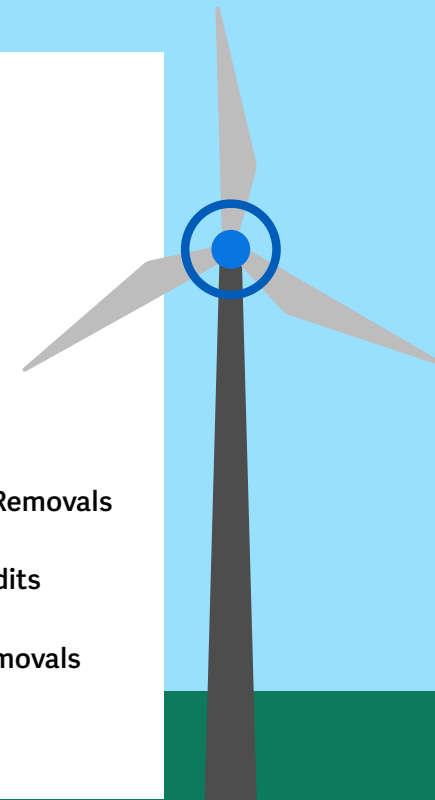
Coupled with successful (and significant) emissions reductions, carbon removal projects serve as necessary solutions on the journey to achieving long-term decarbonization. We recognize that some of our Workday emissions will be very difficult to reduce by 2050 to support a net-zero future. To avoid the worst effects of climate change, we must not only support carbon reduction but also carbon removal as a critical solution.



The Workday Transition to Carbon Removal by FY31



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.



Our partnership with Frontier.

Funding from businesses can be catalytic in scaling investment in the climate solutions necessary to achieve a just and sustainable 1.5°C future. In 2023, we **announced our new partnership with Frontier**. Frontier is an advance market commitment that aims to accelerate the development of carbon removal technologies by guaranteeing future demand for them. We recognize the power we have as a company to be part of a real advancement in the handling of the climate crisis. And, like all innovation efforts, funding from companies such as ours is needed to push carbon removal technologies to the necessary next stages of development.

Workday is joining Frontier alongside Autodesk, H&M Group, and JPMorgan Chase, contributing a combined \$100 million in new funds to Frontier’s advance market commitment. Frontier is bringing on new members, including Workday, to increase demand and spur supply. Pooling corporate funds into an advance market commitment “derisks” the development of needed technologies, enabling more companies to support durable carbon removal. They’re signaling to researchers, entrepreneurs, and investors that there’s a growing market for these technologies. And in May 2023, we shared that Frontier facilitated its **first set of offtake agreements**

with Charm Industrial, totaling \$53 million. With this purchase, Charm will remove 112,000 tons of CO₂ from the atmosphere and store it permanently underground between 2024 and 2030.

Investing in natural climate solutions.

Along with our commitment to carbon removal technologies, we’re also supporting a \$1 million investment to scale up two natural climate solution projects focused on **mangrove reforestation** in Mexico and Kenya.

Natural climate solutions are widely regarded as critical to our progress on climate change—both through conserving the existing carbon sinks in our natural world and through restoring them where they have been degraded. As mangroves are disappearing globally at a rate of 1% to 2% per year and are estimated to store up to four

times more carbon than terrestrial trees, they are an important and highly impactful natural climate solution.

In our FY22 and FY23, Workday supported the funding of 165,000 mangroves planted in Mexico, and 35,000 in Kenya. On top of the environmental benefits, these projects also helped provide jobs to those local communities. In Mexico, 30 full-time employees and hundreds of seasonal workers planted mangrove seedlings, creating new jobs and economic opportunities.



We’re supporting a \$1 million investment to scale up two natural climate solution projects focused on mangrove reforestation in Mexico and Kenya.



We understand that permanent carbon removal is needed to achieve net-zero targets by 2050, and that requires significant development to ensure emerging technologies in this space are in place quickly so this important work can be done at scale.”

Rich Sauer
Chief Legal Officer, Workday



Our carbon credit program.

Companies must use multiple strategies and avenues to get to a 1.5°C world, which means utilizing diverse solutions from tried-and-true methods and investing in new and innovative technologies. 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.

While we continue to focus on emissions reductions, and we look to new commitments such as our partnership with Frontier, our carbon credit program continues to play an important role in helping Workday mitigate our impacts on climate change. We intend to transition our strategy from purchasing traditional carbon credits to carbon removals by our FY31. In order for deep decarbonization to occur in the meantime, carbon credit projects can work concurrently with our other solutions.

Each project must be independently verified by an objective third party—an entity other than the project developer and Workday—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 map**, with details on each of Workday’s high-quality carbon credit investment projects.

Our criteria includes the following:



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

In the spirit of collaboration, we became a founding member of the **Business Alliance to Scale Climate Solutions** (BASCS), which was founded to increase the scale and impact of business investment in climate solutions—a critical component for meeting the ambition of the Paris Agreement. BASCS is working 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. By joining BASCS, we’ll work to scale the funding of climate solutions as necessary to achieve our goal of a 1.5°C future.

We recognize that it will continue to be important for Workday to be transparent about how carbon credit projects are evaluated and selected, and we’ll continue to update our stakeholders on efforts around carbon credits, removals, reductions, and more.

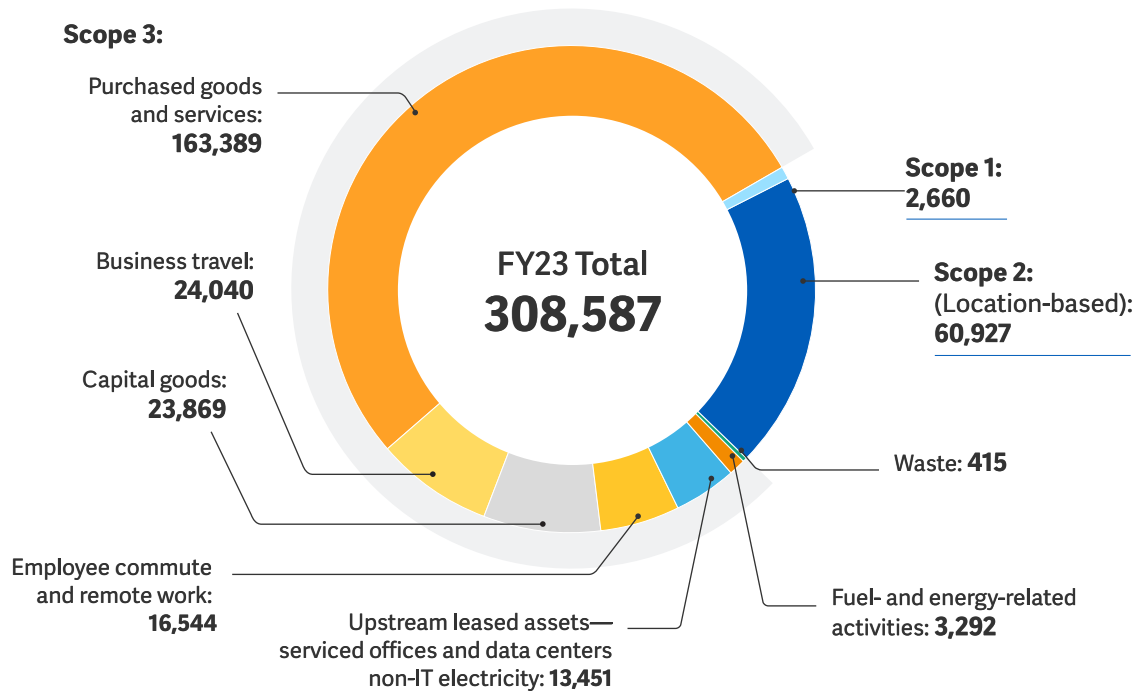


Our progress.

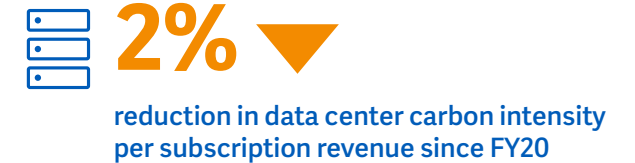
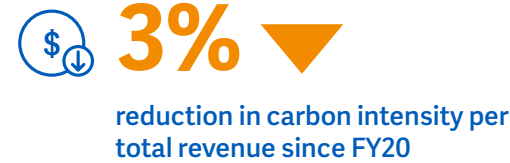
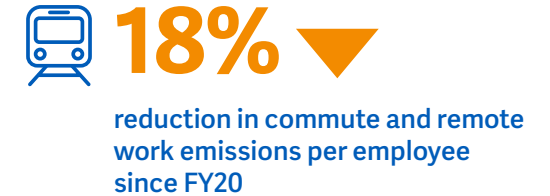
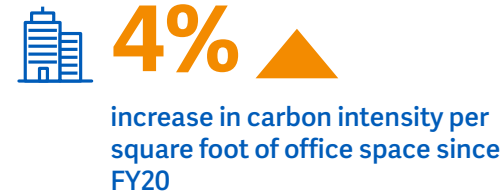
In FY22, while setting and approving our SBTs, we recalculated our baseline year for our emissions to FY20.

Through this exercise we were also able to gather a more comprehensive look at our Scope 3 emissions. For the first time in our CDP Climate Change Response, in 2022 we shared our purchased goods and services, capital goods, fuel- and energy-related activities, and waste Scope 3 categories. 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.

FY23 Workday scope breakdown (metric tons CO₂e)⁶



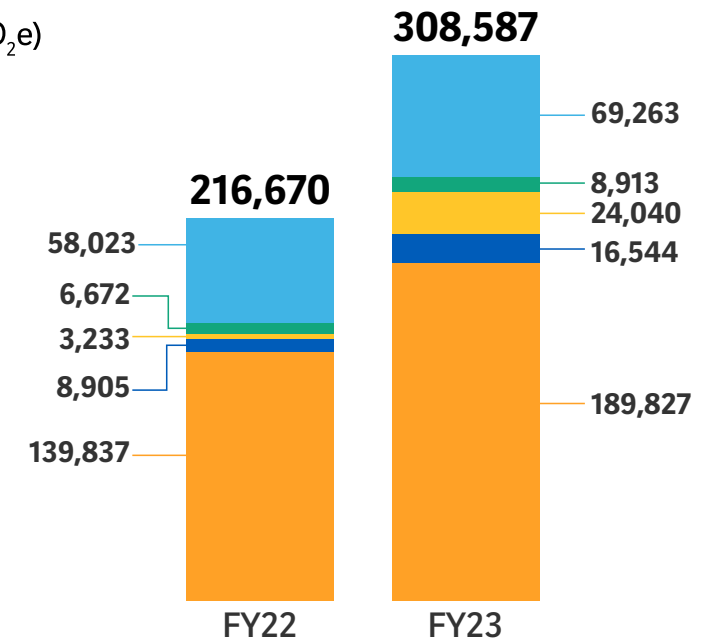
Workday carbon intensity (location-based):



Total GHG emissions over time

(location-based - MT CO₂e)

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



⁶ To see our full list of footnotes for our Scope 1, 2, and 3 emissions, see our detailed energy and emissions data [here](#).

Improving our environmental impact at Workday Rising.

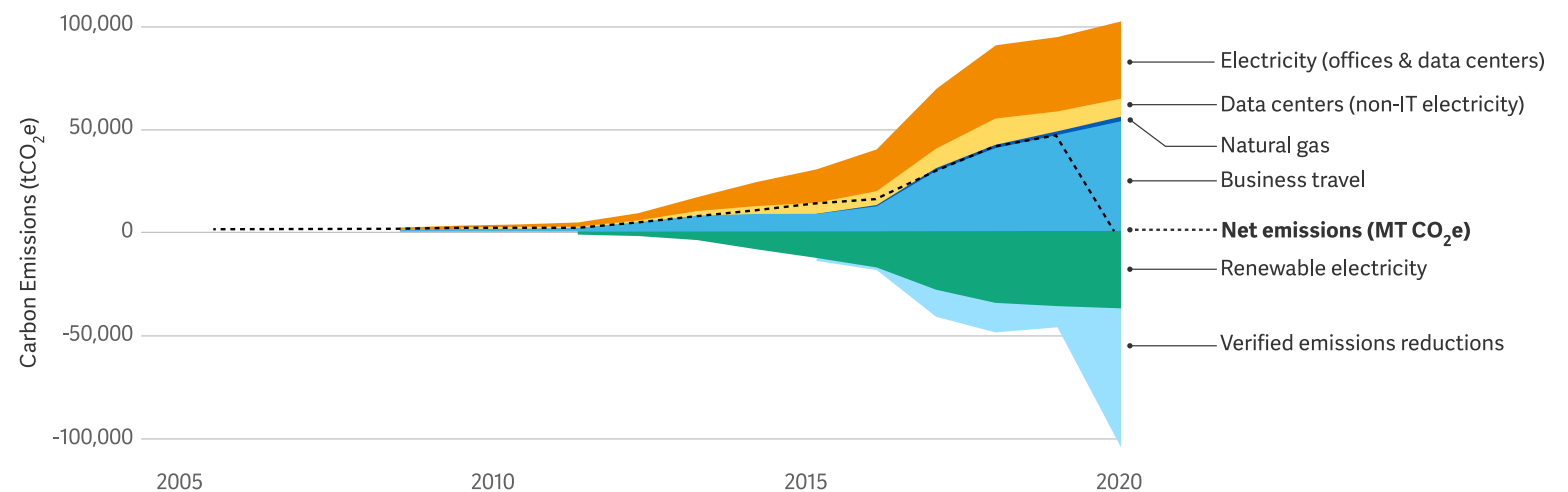
As we came [together again in 2022 for Workday Rising](#), we also continued our tradition that we started in 2018, of offsetting emissions from travel not only for Workday employee travel to Workday Rising, but for all attendee travel. We did this by purchasing high-quality carbon credits that support sustainable development projects around the world. By limiting on-site travel to only essential needs, we tried to reduce additional emissions strategically.

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 created a baseline this year for future event measurement. By collecting data on energy, water usage, food, beverage, travel, graphics, building materials, transportation, waste, and recycling, we'll be able to evaluate total carbon emissions. We'll incorporate this data into future event planning and share our post-show outcomes.

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 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 FY23, we have mitigated the entire Workday carbon legacy (covering all our operational emissions before we reached our net-zero target in 2020) through the purchase of high-quality, third-party verified emissions reductions, or carbon credits.



Managing our water footprint.

At Workday, water usage is not a primary input nor widely used in our operations, and as such our water impact is not a critical material topic. However, in the spirit of ongoing transparency, in FY23 we calculated our water baseline in order to measure our impact and share it with our stakeholders. While climate change is driving water scarcity and more severe and frequent droughts, we recognize it's important to consider many aspects of environmental sustainability for our company.

FY23 water baseline

Withdrawals

86,295,781 gallons

Discharges

49,505,961 gallons

Consumption

36,789,820 gallons

Recycling

266,502 gallons



At our Pleasanton headquarters, we make sure that we are using our water as efficiently as possible. We have implemented an innovative grey water system that recycles water captured from rainwater and showers on-site. The first commercial grey water system in Pleasanton, this water goes through a multistep treatment process and is used to flush toilets and urinals. In FY23, the system recycled more than a million liters of water.

Moving forward, we'll continue to look for ways to reduce our water footprint.



Employee leadership for Green Teams.

Our Green Team program gives our Workmates a way to [align their purpose](#) and passion in the workplace. Provided globally across 56 of our largest offices, our Workmates are able to take an active role in our sustainability efforts by joining their office's Green Team. We support these teams through a formal Green Team Local Leader program—where passionate volunteer champions inspire employees to get involved and help implement beneficial environmental solutions across Workday operations.

Workmates also have the latitude to work on the programs that are most material to their local offices. We recognize that each global office is unique, and Green Teams can implement initiatives that best fit their office culture. The program has been a success at supporting a culture of sustainability at Workday, and 88% of our Workmates say sustainability is very important to them or that they support it.

Outside our offices.

Our Green Teams support a variety of local initiatives around their communities. Our Pleasanton campus Green Teams held over 30 activities in FY22 and FY23 to support a variety of initiatives. This includes a hike and a park cleanup, an electronics waste drive, clothing/toiletries and stuffed animal drives, recycling events, and more.

Reducing e-waste.

Along with our goals around energy and emissions reductions, we also have an e-waste goal: to responsibly dispose of 100% of our IT equipment. As a technology company offering cloud applications to our customers, the most prominent and material waste stream for Workday is electronic equipment. We have two primary sources: data centers and employees.

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

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.

FY23 Electronic dispositions at Workday

 **11,652**
assets recycled or resold

 **35,279**
lbs. total weight (offices)

53,881
lbs. total weight (data centers)

 **\$1.3 million**
value recovered

Building with recycled materials.

While constructing our Pleasanton headquarters, we also worked with a third party, Acoufelt, on our acoustic paneling. Acoufelt's primary material component, FilaSorb, is made from regenerated PET (polyethylene terephthalate) fibers with a minimum of 60% recycled content.

The fibers used are also made from discarded soda/drinking bottles that are cleaned and cut into flakes before being melted and extruded into pure white fibers. FilaSorb can be recycled again at the end of its useful life. With the use of the FilaSorb in our office, we helped divert 702,771 20-oz. plastic bottles—or 17 tons—from landfills and waterways.



People and Purpose



Our strategy.

Why this is important.

Every week, Workday welcomes new employees into our company across the globe. And every week, those new employees hear the same message: 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.

Since Workday was founded in 2005, our co-founders Aneel Bhusri and Dave Duffield have prioritized employees as a core value because happy employees lead to happy customers. We're a global community of "good people, kicking ass"—high performers who make room for everyone to bring their best selves to work. 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.

Even as our company scales—growing larger than ever, and working in more offices, continents, and video conference rooms—this commitment to our employees never wavers. It informs our approach to everything from learning and development opportunities to flexible work policies, well-being support, and a little office fun. Although 2023 looks different than 2005, and our business strategy, products, and development practices have evolved, the core values guiding these decisions remain steady and poised to guide us into the future.

Our priorities.

To truly inspire a brighter work day for all, we keep a keen focus on our strategic priorities. With our core values as our guiding principles, here are our strategic priorities for our people:

Employee experience: Providing a best-in-class employee experience has always been top of mind at Workday. Employee needs have evolved in recent years, and designing work around the needs of our people and co-creating experiences with their input are 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. We encourage our leaders to lead with empathy and curiosity—skills that go a long way, whether you're working together in an office or connecting via video conferencing.

Agility: The need to embrace change became a common theme during the pandemic years, but agility is no less relevant today. Businesses need the ability to adapt and respond quickly to whatever comes next—and their employees are most engaged

when they have access to opportunities to develop new skills and flexibility in when and how work gets done. Solving for both of these challenges requires a focus on skills. Our skills-first people strategy comes to life through a common skills language, enterprise-wide talent practices, and constant innovation in the way we use our own Workday Human Capital Management product, 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 keep focusing heavily on upskilling our employees and scaling our talent practices to best ensure performance today and growth toward the roles of the future.



Employee development.

Succeeding in a dynamic, competitive business environment requires Workday to invest in the continuous growth and performance of our people. We do this by putting skills at the center of our talent strategy, being transparent with both employees and people leaders about what's expected of them to succeed at Workday, and investing in high-impact development opportunities to grow employee skills and careers.

Our strategy includes:

- Setting clear expectations for how to succeed and grow at Workday
- 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

Empowering performance and growth.

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.

To help employees put this approach into practice, we have established clear principles outlining our philosophy, expectations for employees and their leaders, and practices that enable success. Every Workmate receives enablement on this philosophy, and learns what's expected of them and how to leverage these practices to ensure their own personal success and career growth at Workday.

These practices come to life through ongoing conversations between employees and their people leaders, and culminate in conversations we call Career and Progress Check-Ins (CPCIs). Unlike a traditional performance review, this conversation is designed for our Workmates to lead a 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 two to four times a year.

Feedback from Workmates tells us this approach is working. According to a post-CPCI survey, 91% of Workmates held an effective CPCI conversation with their people leader, and 87% had a plan to grow one or more skills as a result of their CPCI.



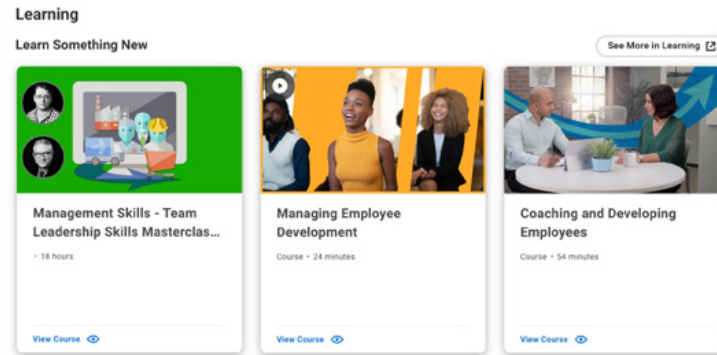
Skills growth powered by the Workday product.

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 brings all these opportunities to life in one place. Employees can:

- Input their skills and skills interests alongside information on their current career interests and the amount of time available to dedicate to development
- Benefit from machine learning that matches their interests to personalized development recommendations, including relevant learning courses to take, professional connections to make, and future career opportunities to consider
- Apply to participate in a gig—a part-time assignment sponsored by a Workday leader; since we first piloted Workday Career Hub in 2020, we have matched more than 2,100 Workmates to these growth assignments

More than 7,500 active Workmates have completed onboarding in Career Hub and we continue to build more opportunities to leverage our products to enable growth. For example, in 2022, we launched gigs for Employee Belonging Council (EBC) leadership roles, bringing greater visibility to the important work these Workmates are doing and helping the Belonging and Diversity team with coordination and management across EBCs.



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 multimonth 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 a huge array of core and job skills needed by different parts of the organization.

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 include a self-driven learning journey for those who want to grow into people leadership, a signature learning experience for new people leaders, and high-potential development programs targeted at director- and executive-level leaders. We also invest in the People Leadership Summit to drive our Talent Brand, Values, Experience, Belonging, Connections, and Leadership as measured by employee experience and the Great Place to Work® rankings.

The VIBE™ way at Workday: VIBE (Value Inclusion, Belonging, and Equity) journeys explore why the idea of VIBE is important, and equip all employees with the tools and resources to put VIBE into action. We attract and hire diverse talent through our Opportunity Onramps® program, and have programs specially designed for mid-career professionals, such as someone who might have put their career on pause. Additionally, our EBCs provide a designated space for members and allies to foster ideation, advance inclusion, and spur innovation.

Workday Skills Cloud: building the next generation of tech skills.

As part of our ongoing efforts to create more diverse and inclusive talent pools and fuel career mobility, Workday has increased the focus on skills-based career development. Workday has always believed skills are key enablers of greater agility and adaptability, and our latest innovations double down on our commitment to providing organizations with the tools they need to accelerate their skills-based talent strategies.

At Workday Rising in 2022, we [introduced Workday Skills Cloud](#), a next-generation skills technology that allows organizations to easily and securely bring skills data into and out of Workday.

This capability gives companies deeper insight into workforce skills and delivers more personalized employee experiences. As a skills data ontology, Workday Skills Cloud breaks down the components of what constitutes a skill, connects those components in relation to other skills, and relates those skills to other categories. 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.

At Workday, a growth mindset and culture of learning have always been embedded into how we work. We aim to take smart risks, learn from successes and failures, and continuously invest in skills development and career growth. And with people at the center, learning significantly contributes to productivity, innovation, engagement, satisfaction, and career mobility.

Gathering employee feedback via Workday Peakon Employee Voice.

The idea of gathering employee feedback isn't new to Workday. In 2017, we launched the Best Workday Survey—developed in partnership with Great Place to Work®—to ensure we had data on how to provide a great employee experience for everyone. But our ability to generate meaningful insights took a big step forward when Workday acquired Peakon in 2021.

Participation in Workday Peakon Employee Voice surveys:

Averaging around 70% each week, with 97% of employees having taken part at least once.

Workday Peakon Employee Voice is a continuous listening platform that surveys employees every week on a subset of engagement, well-being, and belonging questions; provides real-time data to people leaders on their team's sentiment; and recommends actions based on employee responses. It even enables leaders to engage with the comments shared by employees—while also protecting the confidentiality of those who leave the responses.

Participation in Workday Peakon Employee Voice surveys is consistently very high—averaging around 70% each week, with 97% of employees having taken part at least once. The Workday employee engagement score puts our organization in the top 10% of software and services companies globally.⁷ Through these responses, we've collected over 300,000 Workmate comments and over 250,000 people leader responses, and over 1,000 people leader actions have been completed in response to this feedback.

During the first year of Workday Peakon Employee Voice 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."

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 people return to Workday offices, and defining focus areas for senior leaders' communications.

⁷ 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 and FY23, Workday placed in the top 10% of the Technology-Software and Services industry benchmark for this core measure of engagement.

For example, Workmates used Workday Peakon Employee Voice to make it clear they wanted more insight into Workday's direction and strategic goals. Using that sentiment data, Workday launched an initiative to share the vision and strategy with every Workmate, resulting in our first-ever Strategy Week.

We're proud to see the thousands of comments, ideas, conversations, and actions from around the company add up, and will continue to listen to our Workmates' suggestions, and build solutions that help create a remarkable experience and a brighter work day for all.



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

The career series.

As part of our [skills-first talent strategy](#), we have identified nine core skills required for success across all roles at Workday. In 2022, we developed a new learning series to help employees focus on growing one core skill per year. In our first year, we focused on the core skill of execution.

One of our primary objectives is to enable learning by a wide variety of Workmates, no matter what their learning style or how much time they have to commit. To make this possible, each month we publish different learning offerings categorized as small (5–10 minutes), medium (30–60 minutes), and large (more than 60 minutes). Across these categories, we have offered easy reference tools, videos, podcasts, eLearning courses, book clubs, and speaker series, just to name a few.

For example, September 2022 featured content on the topic of building productivity habits. As part of this series, we offered a job aid with quick productivity habits (small), a live speaker event with a *New York Times* bestselling author (medium), a podcast featuring interviews with Workmates sharing productivity tips (medium), and a book club discussion on a book about productivity for those who wanted to deep-dive into the topic (large).

In under a year, Workmates have engaged with Career Series content more than 6,500 times. Here is some feedback we've received:

“This session came at a pivotal time in my life as I juggle many things in my personal and professional life. I really felt seen, and plan to apply these tips as I interact and lead my team into the future.”

“Great practical learning session, with tidbits of practical solutions to apply for. Thank you for the learning opportunity.”

“I appreciated that there was a range of options and that the time commitment was listed. I also appreciated the grouping by theme and that the time frame for each set of activities was monthly. Thank you for providing these resources!”



Making meaningful connections.

At Workday, “fun” isn’t just a buzzword—it is one of our core values for a reason. As we have returned from a fully virtual environment, we have thoughtfully considered how to bring “fun” back to all of our global offices and ensure fun is always happening in the flow of work—whether that work is happening virtually or in person.

Employee Life “Return to Office” events.

Welcoming employees back to the office was an important initiative in 2022. From April through August, the Pleasanton Employee Life team executed five events supporting a larger return to office strategy. These events included Welcome Back Days, a summer concert series, the Spring Has Sprung Food Fair, and the Here Comes the Sun Food Fair. The goals for these events were to safely bring people back into the office after two years of working remotely, provide guidance through “Ask Me Anything” booths, and reconnect with one another. Over the course of five months, these events reached over 9,000 Workmates, highlighting Workday core values of Employees and Fun. On average, these events were given a 93% satisfaction rate from Workmates, resulting in a positive return to office experience that met our objectives.

Workclubs.

Our Workclubs are vital to Workday culture. From our Pleasanton tennis club that hosted a tournament to raise money for Early Intervention for Autism, to our Chicago sports club raising money for Children’s Home & Aid, Workclubs helped maintain strong social connections for the more than 5,300 participating Workmates—even virtually. And in addition to annual funding to help support their activities, Workclubs also give back, with each club hosting one “do good” event a year.

Wellbeing Local Leaders.

At Workday, we’ve leaned on our network of Wellbeing Local Leaders—employee champions who take on volunteer duties to bring programming to life at a local level—to engage our workforce, even virtually. Our Wellbeing Local Leaders stepped up in big ways in 2022 to ensure our Workmates felt supported, prioritized, and heard—especially at that challenging time. In FY23, we had 120 Wellbeing Local Leaders in 56 offices around the globe.

Wellbeing Local Leaders spearheaded Mountain Day events for Workmates to get outdoors, connect with peers, and enjoy nature. Thousands of Workmates participated across the globe—some locations planned hikes in the mountains (Vancouver, Canada; Arizona; and Oregon), while others took walks to the water (Hong Kong; Victoria, Canada; and Johannesburg, South Africa).

The flex work model: Workday return to office initiative.

Our flex model—which means that employees work from their designated office 50% of each quarter and have the option to work remotely the remaining 50%—is guided by two core beliefs:

- 1 Being together strengthens our connections, sparks great ideas, and brings out the best in Workmates and our teams. While this is important for all of us, it is of particular importance for the thousands of new Workmates we have welcomed over the past few years who have not had the benefit of spending time with colleagues in person.
- 2 The flexibility to work remotely increases individual productivity and supports well-being.

Achieving this balance of in-office and at-home working is foundational to the company’s future and essential to the continued growth and success of Workday. When welcoming employees back to the office, we took our time and gave employees great reasons to get together in person, including free lunches the month that most offices reopened, and Welcome Back days full of music, fun, and frivolity, while still allowing employees the flexibility to adjust to changing family schedules and caregiving needs.



Well-being for all.

We believe that our Workmates' total well-being is important and have made employee well-being a focus. We feel that by taking care of our employees, we are in turn helping take care of our customers. These past three years have taken a toll on employees globally due to the global pandemic, worldwide economic changes, and having to reinvent their work-life balance.

We support employee well-being, enriched careers, winning teams, and a profitable company by ensuring 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. 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.

Here are some of the ways we showed that support:

- **We offered Northstar Financial Advisory services** to the vast majority of employees in 2022, with plans to continue expanding eligibility in 2023.
- **We broadened our well-being support.** In lieu of a fitness reimbursement program that would reimburse employees for gym membership and physical well-being expenses, we expanded the program to include reimbursement for mental health expenses as well, such as yoga, light therapy, wearable technology, mindfulness apps, and more.

- **We made flu vaccinations a global benefit.** Our flu vaccination program gives all Workmates access to a free vaccination, no matter where in the world employees are. In the event vaccinations are not covered by the state or a Workday medical plan, we created a cash reimbursement scheme for out-of-pocket expenses.
- **We offered emergency response legal assistance** for U.S. employees impacted by the crisis in the Ukraine. All Workmates were provided access to free legal services for immigration assistance; adoptions and guardianships; personal property matters, including expatriate assets; and real property issues, including estate planning.
- **We updated our Caregiver Leave policy** to become an ongoing global benefit, meaning it's no longer a program tied to COVID-19.
- **We simplified our Backup Caregiving subsidy.** Over the last several years we have increased support for childcare and eldercare needs, because we know financial support and flexibility are critical in helping to balance work with dependent care needs. Instead of a specified number of days for backup care, employees now have up to \$1,500 or local equivalent per year for backup caregiving expenses. 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 expanded 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.
- **We expanded benefits within the Workday Employee Relief Fund** to prioritize the safety and well-being of our employees. We have expanded our financial relief program to cover—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.



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're here 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 business strategy. In the U.S., we offer plans to help save for retirement, such as a 401(k) plan with a company match and a Health Savings Account (HSA). Workday funds 75% 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.

We conduct frequent benchmarking to help us stay at or above the market in Total Direct Compensation. In 2022, all employees participated 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 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 around the world 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.

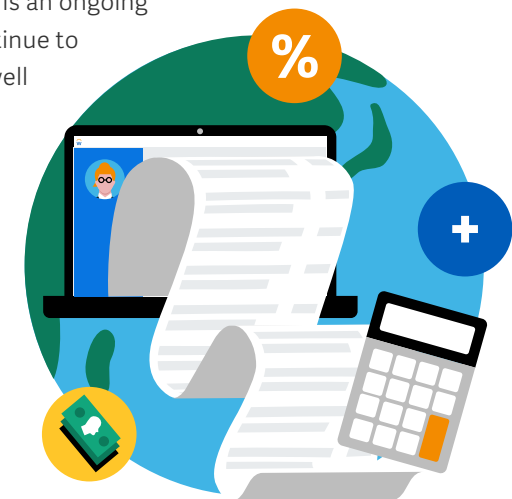
Workday embraces diversity—including different perspectives, insights, backgrounds, and skills—because it fuels innovation, and creates a broader connection to the world. We believe that all employees deserve fair and equitable pay and an equal chance to succeed. Each year, we conduct a company-wide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

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 FY22 and FY23, 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 continue to enhance Workday applications to support this work for both ourselves and our customers.



Social well-being and flexibility.

Workday now provides global access to resources for family planning and support. Workday provides access to an app-based program that helps manage costs related to adoption, surrogacy, egg freezing, and more—and 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 to create an inclusive environment where everyone can thrive. Our support model for menopause includes benefits to support holistic health, and 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.

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

[See a list of benefits by significant locations.](#)

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 preventative care providers and same-day appointments.

Mind Matters, powered by Lyra, is the new 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 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.

Workmates can also access unlimited sessions with our dedicated, full-time Workplace Mental Health Consultants on-site or virtually in our offices in Pleasanton, California; Boulder, Colorado; Atlanta, Georgia; Dublin, Ireland; and Singapore.



The Global Workplace Safety team.

The Global Workplace Safety team supports the traditional corporate areas of physical security and occupational health and safety for Workday on a global scale. From the workplace to work-related travel, it's our goal to keep our Workmates safe and secure.

In 2022, the Global Workplace Safety team supported the reopening of our offices around the world, ensuring our employees were as safe as possible during the transition from remote work. As we returned to hosting live, in-person events, our team led safety protocols that included COVID-19 testing, contact tracing, masking requirements, sanitization protocols, and more.

These protocols were in addition to the COVID-19 responses we already had in place, including monitoring the pandemic and other global and local disasters, developing our Healthy Workplace policy to screen for COVID-19 symptoms, and developing enhanced cleaning protocols and other safety management practices.

Security operations center.

Global Workplace Safety Physical Security Operations Centers (GSOCs) are based in our U.S. headquarters in Pleasanton, California, and our Europe headquarters in Dublin, Ireland, along with our newest location in Pune, India. Our GSOCs are backed by a generator 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 on how to respond to a variety of emergency situations. We periodically test our response procedures, where practicable. Each site controlled or managed by Workday has site-specific Emergency Response Plans in place.

In the majority of our offices, we have Life Safety teams comprised of Workmate volunteers who are trained in building-evacuation procedures, CPR, AED use, and first aid, and ready to assist in an emergency. We have invested in a new AED tracking system that allows us to centrally track the readiness of our AED devices, our consumables, and the volunteers who are trained to use one.

Corporate event security program.

Our Global Workplace Safety team has a corporate event security program in place. 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 utilizes a time-tested methodology in 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. This includes the reporting of safety concerns, security threats, occupational injuries and near misses, building-evacuation drills, and other related incidents. 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, utilizing industry-leading services and technology. We strive to ensure the safety of our Workmates with ease by providing assistance when needed, along with communicating to them about what to do in the event of an emergency. International travelers are provided with pre-travel health and safety advice regarding their destination, and have access to medical and security support while abroad.

Risk assessments.

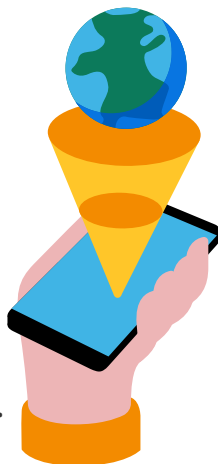
Health and Safety and Physical Safety risk assessments are conducted across the globe to evaluate risk and meet compliance needs where applicable. Assessments are documented, and any applicable risk elimination and/or mitigation measures are assigned and tracked for completion.

Training programs.

Global Workplace Safety has launched new trainings on Concerning Behaviors in the Workplace, Tailgating and Badging Awareness, and our Emergency Action Plan to help ensure that our Workmates are equipped with the information they need to stay aware and safe.

We've also updated our on-demand ergonomics training program to support hybrid work. With this program, each Workmate 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.

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



[Our Belonging and Diversity journey at Workday](#) | [VIBE™](#) | [We value Inclusion](#) | [We value Belonging](#) | [We value Equity](#) | [Inclusive and equitable hiring](#) | [Our representation and diversity](#) | [Using Workday to take everyone on the journey](#)

Belonging and Diversity



Our Belonging and Diversity journey at Workday.

A letter from our chief diversity officer.

More than five years ago, and as part of our Belonging and Diversity (B&D) journey, I became Workday's first-ever chief diversity officer. Value Inclusion, Belonging, and Equity (VIBE™) is our vision for Belonging and Diversity at Workday. VIBE makes us stronger as a company, connects us to our purpose, is infused in our core values, and is central to our culture and employee experience. VIBE is what helps unite us.

These past few years have been uniquely challenging with political, social, and world events all taking center stage. We've seen new approaches to work across all sectors, including increasingly flexible and hybrid ways of working, preferences for remote working, increased focus on employee well-being, and recognizing burnout. Each shift represents a new focus for employers as they respond to evolving employee needs while managing the needs of a multigenerational workforce. Amid the challenges that impacted people and companies worldwide over the last few years, we have seen how a focus on diversity, equity, and inclusion inspires people and gives them hope for change to come.

As I reflect on the strides we've made at Workday in the last year, I'm proud of what we've been able to achieve and know that looking forward, we'll work together to build on this great momentum.

Solidarity, compassion, empathy, and support for one another are the key ingredients needed to move in the right direction. As we come together we also acknowledge the challenges we solve, the healing we need to do, and the long but important path ahead. At Workday, we remain committed to this journey.



Impact for a changing world.

Change can be both big and small. We need to think about the impact of the changes each of us can make in our day-to-day lives to move the needle. That's vital. But we also need to think big, and examine the entire system we operate in.

Sincerely,

Carin Taylor
Chief Diversity Officer, Workday

Value Inclusion, Belonging, and Equity for all.

Our Belonging and Diversity (B&D) vision is to **Value Inclusion, Belonging, and Equity (VIBE)** for all by maintaining a workplace in which all Workmates are valued for their unique perspectives, respected as equal and integral members of the Workday community, and given fair access to opportunity across the company. Together, we are inspired to bring our best to Workday, our customers, and our communities.

The progress we've made on our company commitments.

Our commitments to VIBE.

Since day one, our employees have been our number one core value, helping shape who we are as a company, and we remain committed to rooting everything we do to help further our commitment to equity in the workplace. Against the backdrop of the social justice movement we saw unfold in 2020, many organizations took action to address inequality and foster more inclusive work environments. In 2020, **we developed** our one-year and three-year company-wide commitments to support social justice, as well as support and activate our internal communities to drive positive change. Over the last three years, we've **made significant progress** on these commitments. To continue our momentum and build upon our progress, we're excited to introduce new VIBE goals.

Belonging and Diversity commitments.



Hiring and Developing Diverse Talent⁸

Increase overall representation of Black and Latinx employees in the U.S. by 30% by the end of 2023.⁹

Goal Achieved



Cultivating a Culture of Belonging

Ensure less than a 3% difference in Belonging for all Workmates across all demographics (as measured by the Belonging outcome of our VIBE Index™).

Goal Achieved



Strengthening our Communities¹²

Invest \$10M toward social justice initiatives over the next year.

Goal Achieved



Building Inclusive Products and Technology

Empower our customers via product and solution innovations to measure and benchmark diversity and belonging in the workplace using VIBE Central™ in 2020 and VIBE Index in 2021.

Goal Achieved

Double the number of Black and Latinx leaders respectively in the U.S. by the end of 2023.¹⁰

Goal In Progress

Infuse VIBE into how we think about and act on our Workday core values.

Goal Achieved

Empower Workmates to contribute to Opportunity in Action, our 250,000-hour commitment toward mentoring and skills-based volunteering in communities around the globe by 2023.^{11,13}

Goal In Progress

Offer workshop services at no charge for our first 300 customers deploying VIBE Central.

Goal Achieved

Invest 25,000 hours in training over the next year to ensure all managers are able to attract, recruit, hire, and advance employees of all backgrounds.¹¹

Invest 150,000 hours in career development programs and education that increase visibility and opportunity for Black and Latinx talent over the next year.

Goal Achieved

Accelerate Opportunity Onramps® hiring to fill 20% of our early to mid-career full-time roles by the end of 2023.

Goal In Progress

Publish a biannual B&D product roadmap to highlight innovative solutions for our customers.

Goal Achieved

⁸ Due to laws in some countries and regions, we are only presenting race/ethnicity data for the U.S. at this time.

⁹ For more on representation, see [page 62](#).

¹⁰ We reached 86% of this goal as of Jan. 31, 2023, and continuing. We have established new VIBE goals, and increasing the number of Black and Latinx leaders will continue to be a focus.

¹¹ Goals are sunset.

¹² For more on Workday philanthropic efforts, see [page 69](#).

¹³ As of January 31, 2023, we have accomplished 32% of our goal of having Workmates contribute 250,000 hours toward mentoring and skills-based volunteering in communities around the globe by the end of 2023. We recognize the hard work it takes to reach this ambitious goal. With our employees in mind, we wanted to safely navigate through the many challenges of the global pandemic that significantly disrupted our ability to create, execute, and achieve 250,000 hours of volunteering.

Our efforts and outcomes: progress we've made since 2020.

Thanks to efforts across Workday, we've successfully achieved our goal of increasing our Black and Latinx representation by 30% in the U.S. While we've surpassed our goal, our commitment to improving and balancing representation will continue with an unwavering focus on attracting, hiring, and retaining great talent with diverse backgrounds.¹⁴

Our method for measuring employee belonging and satisfaction changed as we adopted usage of [Workday Peakon Employee Voice](#), our intelligent listening platform, to gather incredibly valuable feedback and insights from our employees. At a company level, the feedback puts us in the top 10% of our industry benchmark for belonging and satisfaction—a figure that reflects our diversity and inclusion efforts. Of course, what matters to us is that every employee feels a sense of belonging here at Workday.

Our pursuit of sustaining and strengthening our culture of VIBE isn't just about doing the right thing; it's about the positive impact Workday has on the world, our workforce, our communities, and our customers. To that end, our program [Opportunity Onramps](#) is making a difference:

As of January 31, 2023, 16% of all FY22 U.S. hires for early to mid-career roles have come through our Opportunity Onramps program. We are on track to meet our commitment to fill 20% of these roles with talent from untapped communities by the end of 2023—and every year thereafter.

Previously, [we invested \\$10 million](#) toward organizations fighting for social justice, which supports people from underresourced communities, including Asian American and Pacific Islander. To learn more about how our Workmates are getting involved with our social justice grantees through volunteerism, visit the [“Social Impact”](#) section of this report.

Recognizing that B&D is the foundational element for a more equitable and sustainable future, [B&D is now one of the top solutions](#) we're investing in to help address the most important business challenges for the office of the chief human resources officer.¹⁵ We are proud of the Workday VIBE Index, a solution that helps organizations gain valuable insights about equity within their workforce across multiple outcomes—such as hiring, belonging, and leadership—and intersections of identity—such as gender and race. We continue to build momentum with [VIBE Index and VIBE Central](#).

Workday remains focused on increasing gender equity and representation globally, and continuing efforts to support our underrepresented communities. To continue our progress, and to help develop our leaders of tomorrow, we have internal programs and partnerships such as Ascend, LevelUp, Elevar, and DevelUp that are all designed to provide opportunities for career growth and advancement for emerging underrepresented leaders at Workday.

Looking to the future, Workday remains steadfast in our commitment to being a workplace where everyone feels valued for their unique perspectives, respected as equal and integral, and given fair access to opportunity in an organization that reflects the rich diversity of the world. This year, we're partnering closely with key business

functions to infuse VIBE™ goals throughout business practices, driving action and accountability for all. When we boldly champion inclusion, belonging, and equity, we improve our ability to create lasting change. We look forward to enabling our Workmates to help us achieve the following objectives:

Inclusion and Belonging: Improve employee engagement in Peakon Employee Sentiment tool through increasing inclusive capabilities, behaviors, and practices throughout the organization, and striving to create a culture where all workmates feel they belong.

Equity: Balance diverse representation by infusing VIBE™ in development, enablement, hiring, promotion, performance management, and retention practices. To help achieve this, we'll focus on increasing representation in the following areas:

- Women in senior/executive leadership globally
- Black and Latinx Workmates in the U.S.
- Asian, Black, and Latinx Workmates in leadership in the U.S.
- Early/mid-career talent for full-time roles in the U.S.

¹⁴ For more on representation, see [page 62](#).

¹⁵ For more on solutions, see [page 65](#).



We value Inclusion.

We embrace and empower a diversity of backgrounds and perspectives.

At Workday, we make room for everyone. Inclusion is about embracing differences and recognizing that every Workmate comes with unique characteristics and a complex mix of skills, advantages, and disadvantages. We take the time to listen to different points of view, consider diverse experiences within our teams, and facilitate difficult conversations. We empower and encourage everyone to bring their best selves, as well as to make a personal commitment to VIBE™ every day. Some of the ways we do this are through ongoing learning opportunities.

VIBE education.

Our knowledge on how to put VIBE into practice is shared through The VIBE Way—a learning journey designed to equip and empower all employees with the tools and resources to incorporate VIBE™ into everything we do, from the language we use every day, to how we approach our work and each other, to the way we recruit and hire for diversity. 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.



VIBE is a learning mindset: gathering and examining data, gleaning insights, and sharing experiences, enabling us to learn from each other.”

Carin Taylor
Chief Diversity Officer, Workday

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

83%

of Workmates completed “Talking VIBE at Workday”

75%

of Workmates completed “Inclusive Language”

63%

of people leaders completed “Inclusive Hiring Foundations”

Supplier Diversity program.

In partnership with our Global Procurement Office, we are working to build a supplier base that mirrors the diversity of our workforce and customers. To that end, we created the Supplier Diversity program to focus on growing and supporting a supplier network that truly embodies our VIBE principles. To achieve our supplier diversity goals, our Global Procurement Office has refreshed its processes and reporting systems to align with corporate best practices. This year, Global Procurement will be partnering with key Workday business leaders to align on Supplier Diversity targets and goals, as well as to establish new metrics to track Workday’s progress. These actions will allow us to accelerate and increase our spend with qualified minority-owned businesses, women-owned businesses, disability-owned businesses, veteran-owned businesses, disabled veteran-owned businesses, lesbian / gay / bisexual / transgender-owned businesses, indigenous-owned businesses, and other small business-owned enterprises.

[See here for Workday’s Annual Supplier Diversity Report.](#)



I must admit that the Inclusive Language course was one of the most profoundly moving and thought-provoking learning experiences I have ever had—personally or professionally. Your respective stories combined with the ‘I want you to know’ montages caused me to spend most of the course with tears in my eyes. As a white, middle-aged, heterosexual male, I fall outside most of the communities you respectively represent, but I was interested to learn that my hearing loss and the fact that I wear hearing aids is recognized as part of ‘Workday for People with Disabilities,’ and I was immediately compelled to join that Employee Belonging Council. So just in case you’re wondering if your story and what you say and do make a difference, it does.”

Lynn Knight, Senior Engagement Manager, Workday

Accessibility at Workday.

Creating a Workday that's accessible to all.

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 to all users. We're building Workday to work for everyone, on every device and every platform.

We build with accessibility in mind.

We have a dedicated Accessibility team that partners with product teams to build better, more inclusive products for everyone. This team continues to grow and explore innovative ways to ensure our Workday products are inclusive and accessible for all to use.

Every year, Workday celebrates Global Accessibility Awareness Day (GAAD) led by our Accessibility team to help raise awareness on digital accessibility and inclusion for people with disabilities. As [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.

We know when we solve with disabilities in mind, we're creating accessible and inclusive solutions and experiences for all. Our Workday for People with Disabilities Employee Belonging Council (EBC) is a celebrated space for Workmates, our friends and families, and our extended community to come together to respect, empower, and include all people with disabilities. Each year, our People with Disabilities EBC delivers meaningful events and experiences designed to educate all employees and improve the employee experience through disability inclusion initiatives and awareness. Learn more how our [People with Disabilities EBC is making an impact](#) for a changing world.

We're committed to educating each Workmate on what it means to value accessibility and disability inclusion through our core training called Introduction to Accessibility. This is a key lesson within our new-hire onboarding orientation that ensures each employee begins their Workday experience with foundational knowledge on accessibility. We've heard from our Workmates on their own experiences with accessibility, and plan to use what we've learned to inform our future priorities. We'll continue to update our practices to provide an accessible experience to all users. Learn more about what we're doing by visiting [Accessibility at Workday](#).



We value Belonging.

We respect one another as equal and integral members of the Workday community.

We celebrate diversity in many ways, and to help share this message at Workday, we hosted our second biennial event, VIBE: Connect and Inspire GlobALLY. The celebration throughout May and June in 2022 aimed to create belonging, showcase allyship, teach how to model inclusive behaviors, nurture personal connections, and hear from different voices. Across 54 Workday locations, employees had the opportunity to deepen their understanding of VIBE and true advocacy, as well as to hear directly from senior leaders about the importance of VIBE for all.

VIBE Councils for functions and regions.

Workday leaders are passionate about creating an inclusive work environment. They understand the importance of representation, and support and model inclusive behaviors to reinforce our commitment to VIBE. But because every Workmate is essential to fostering the VIBE culture, we have established VIBE Councils across the organization that focus on integrating critical VIBE initiatives to meet the unique needs of functions or regions.

In January 2023, our Dublin, Ireland, office celebrated the Lunar New Year. The office was delighted to share the occasion with so many Workmates and celebrated the Year of the Rabbit/Cat with delicious East Asian food, decorations, traditional clothes, calligraphy, and a chopsticks challenge!



It's important our company is representative of the markets we operate in. That's why our EMEA VIBE Council is key in bringing together diverse perspectives, making our Workmates feel represented, and driving allyship and awareness."

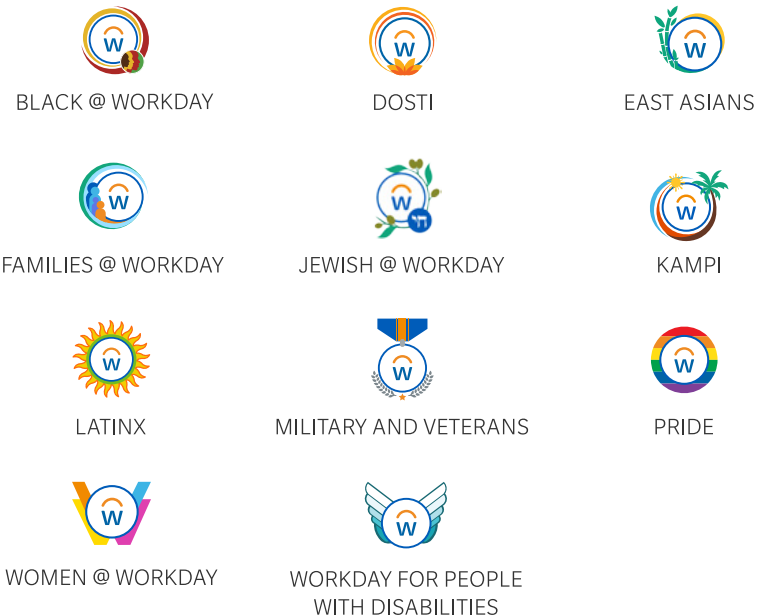
Fredrik Nylander
Senior Vice President, Services, Workday

Our London office in June 2022, hosting the UK Gender Pay Gap Forum with an open discussion about what Workday is doing to be a more inclusive, diverse, and supportive organization. We shared Workday commitments to Workmates and opened it up to a Q&A session.



Employee Belonging Councils.

At Workday, our EBCs play an integral role in fostering a culture of VIBE. Not only are members business and thought leaders, but they are also our culture keepers and storytellers, striving to promote and advocate for equal opportunity for and understanding of diverse communities. EBCs are open communities designed for groups whose members are frequently deprived of equal treatment in society due to their disability status, ethnicity, gender, gender identity, race, sexual orientation, or veteran status, or other groups and the allies who support them. EBCs provide a designated space for members and allies to foster ideation, advance inclusion, and spur innovation. They also help enable and advance business initiatives, enable professional development, promote connections, and bring greater visibility to diverse talent, as well as engage in community outreach activities. Throughout the year, our EBCs actively model and practice belonging in the workplace and invite us to participate in more than 12 different “signature moments,” expanding collective awareness of significant cultural, diversity-related programs and events, from Black History Month to International Women’s Day, Pride and more.



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 Workday’s 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 diversity, belonging, cultural awareness, empowerment, mentorship, and connectivity for all Workmates who desire to engage with our community.
- **Families @ Workday.** Exists to flip the narrative of what makes successful employees, by exemplifying our caregiving workforce who make Workday successful in our changing world of work.
- **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.
- **Latinx.** Empowers and supports Latinx talent as we strive to strengthen and maintain a culture of belonging at Workday.
- **Pride.** Aims to build a global community and support of the LGBTQ+ community.
- **Military and Veterans.** Raises awareness of the unique value veterans bring to Workday through active participation in the recruitment, retention, and engagement of veterans.
- **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.





As service members, we’re required to effectively and efficiently work together to accomplish common goals and missions, regardless of our differences.”

Aaron Davis
Data Conversion Consultant, Military and Veterans EBC Lead, Workday



Our Military and Veterans EBC raises awareness of the unique value veterans bring to Workday through active participation in the recruitment, retention, and engagement of veterans. [Read the blog: Honoring Veterans Day and Supporting Our Veteran Community in Tech.](#)

Creating belonging doesn’t happen in a vacuum, and that’s why our EBCs are critical, because they represent the voices of their communities and foster a sense of belonging by encouraging the sharing of lived experiences, stories, and diverse perspectives, as well as inviting critical and courageous conversations into the workplace. EBCs recognize the importance of collaboration; there is power in elevating both unique and shared perspectives to deepen compassion, empathy, and understanding. In FY23, all Workday EBCs came together for International Women’s Day, providing 24 hours of global programming that recognized intersectionality and connectedness.

Introducing our newest EBC, Jewish @ Workday.

Formerly known as the Jewish Culture Club, Jewish @ Workday is the newest EBC at Workday, fostering 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”).



We value Equity.

Equity is an investment, and at Workday we all do our part to promote access to opportunity and fairly share the successes of our work.

Our commitment to Black equity.

For the first time ever, Workday is participating in the [Management Leadership for Tomorrow \(MLT\) Black Equity at Work certification](#), which establishes a clear and comprehensive Black equity standard for employers. The certification provides the roadmap and the recognition necessary to enable and encourage employers across America to pursue Black equity with the same rigor and results orientation as with their pursuit of earnings and other key priorities.

LevelUp at Workday.

Our newly launched program LevelUp provides greater visibility of and opportunity for underrepresented minority (URM) talent to accelerate equitable recognition and promotion through curated experiences including expanding career opportunities and connections, and coaching and mentorship circles, as well as skills development workshops and webinars.

“

Equity is not easy to achieve—it requires acknowledging differences, understanding history, and many other considerations. But equity is worth the effort, because everyone should enjoy the chance to contribute and succeed.”

Carin Taylor
Chief Diversity Officer, Workday



Inclusive and equitable hiring.

Workday recognizes that great talent doesn't always follow a linear path to growth. Skills, education, and experience are gained in a variety of ways that the traditional recruiting process often doesn't recognize, leading to great talent from diverse backgrounds that remains untapped. Talent acquisition at Workday is intentional about weaving VIBE throughout our hiring practices to help promote an inclusive and equitable experience for all.

Opportunity Onramps.

With a mission to attract and hire diverse talent, **Opportunity Onramps** is a diversity talent acquisition program at Workday aimed at valuing skills above experience. Opportunity Onramps® is a pathway for great talent—regardless of background—to launch or relaunch careers in technology.

Investing in diverse partnerships.

We make strategic investments to expand how we source and recruit diverse talent. Workday is a proud sponsor of many career conferences and organizations that identify underrepresented talent and those from diverse backgrounds.

Opportunity Onramps programs at Workday.

Early career talent.

Whether it's for an individual who wasn't afforded the opportunity to attend a traditional four-year college or someone who never envisioned him or herself at a technology company, we are increasing the number of career pathways open to early career talent. With all the professional development, mentorship, and social connections of an internship program, early career professionals are launching new careers in technology—eliminating the need for a four-year degree.



Jean-Paul Mestres

Early career internships.

With a focus on technical skills in 2022, we partnered with technical training programs to access incredibly skilled pools of untapped talent. Full of potential, 100% of our 2022 early talent cohort converted to full-time positions. Workday has also partnered with **Year Up** since 2014, providing internships for talented, motivated, yet underserved young adults.

Increasing representation in sales teams - NEW!

Based on the continuous demand for tenacious entry-level sales talent, we curated a new diversity hiring program to bridge the gap between individuals with customer service skills and high-potential careers in tech sales. With Workday-led classroom training, we are harnessing the competitive mindsets of ex-athletes and the customer-first mentality gained in retail to enable individuals to move from minimum-wage jobs to tech-sales careers at Workday. Through this program, we are not only gaining great talent, but also diversifying our global sales teams.



Danielle Norman

Mid-career talent.

We also have specially designed programs built for mid-career professionals, such as those who might have put their career on pause due to a life circumstance, or a military veteran who gained valuable skills during their time in service but is struggling to land civilian employment due to their lack of corporate work experience.



Nina Joshi

Career returners.

The career returner program at Workday supports professional talent who are eager to relaunch their careers in tech after a pause of more than 18 months. We've grown partnerships with organizations such as **iRelaunch, Women Back to Work, Women Returners UK**, and others to attract great talent who stepped away from the workforce

for caregiving responsibilities, the COVID-19 pandemic, or to seek refuge in a new country, and who are ready to jump back into the paid workforce. As career returners relaunch their careers at Workday, they are supported with the training and mentorship needed to pick up their careers where they left off.

Transitioning military veterans.

Since 2016, Workday has been helping veterans get the training and support they need to shift from military to civilian careers. We know that veterans and reservists have highly transferable skills gained in their military service that can be translated into careers at Workday. We are proud to work with organizations such as **Service Academy Career Conference, FourBlock, Breakline**, and others to amplify Workday to transitioning veterans. Through mentorship, on-the-job training, and the full support of the military community at Workday, these individuals have what they need to transition from service to full-time careers in tech.



Sean Williams

Our representation and diversity at Workday.

In 2020, we announced a set of company commitments to increase overall representation of Black and Latinx employees in the U.S. We're proud to say that we've accomplished this goal, as our Black leadership is trending upwards, and Latinx leadership has increased and is trending in the right direction.

Looking at our diversity data, we've seen several notable trends across our organization this past year. For example, we continue to make strides in increasing the diversity of our leadership—defined as roles of director and above—across Workday. In FY23, our Asian, Black, and Latinx leadership has increased and continues to trend in the right direction. While we may have doubled these numbers, we recognize this demographic remains relatively small, so we are committed to continuing to put effort into creating a more balanced representation across our company.

Overall representation is up. As of January 31, 2023, our total Black and Latinx representation in the U.S. was 10.2% (4.3% Black; 5.9% Latinx). Our intention is to continue improving and balancing this representation as we work to attract, hire, and retain the best talent.

Leadership representation is up. Our Black and Latinx leadership representation in the U.S. has also been moving in a positive direction. As of January 31, 2023, we reached 86% of our three-year goal to double the number of Black and Latinx leaders. We increased our number of Black leaders by 125%, and increased our Latinx leaders by over 50%.

Our overall global gender representation continues to trend upward for women in leadership and management positions, with women representing 41.8% of our global employees and 36.7% of global leadership positions. Although our diversity data is in alignment with, and in some instances ahead of, industry standards, we still believe there is much more to do and are committed to doing better.

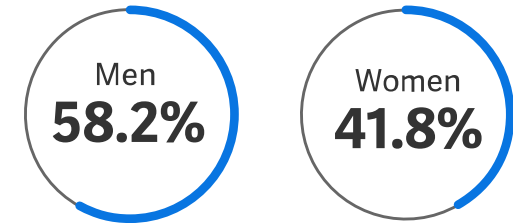
To track progress and plan for the future, we have begun the expansion of self-identification options in Workday globally, enabling our employees to share unique dimensions of their identity. Workday is invested in collecting employee self-identification (self-ID) data, which involves asking employees to voluntarily share key demographic information about themselves (such as race, gender, sexual orientation, disability status, veteran status, and so on) to further advance our commitments, as well as track our diversity progress. Additionally, we use internally **developed products** to bring diversity- and inclusion-related data into one centralized location and set our B&D strategy. Through these products, we can assess, measure, benchmark, and manage diversity and inclusion, as well as empower our leaders to create B&D plans and measure performance and outcomes across areas such as hiring, development, and employee experience.



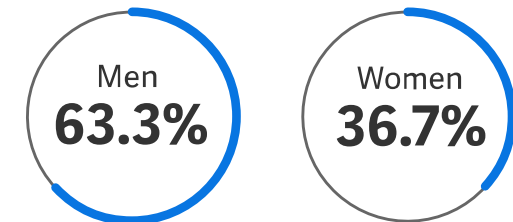
As of January 31, 2023, **36.7%** of Workday leadership positions are held by women.

FY23 Global gender diversity^{16,17}

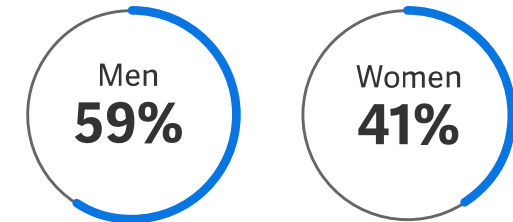
Total Global Population



Leadership



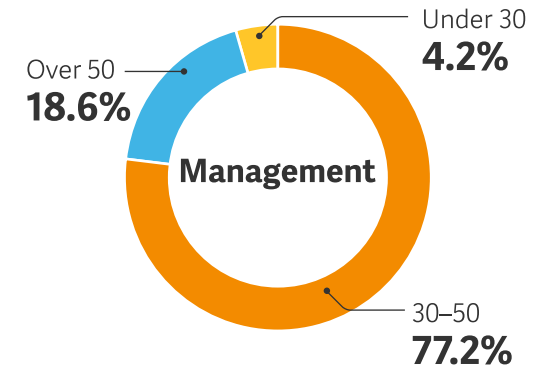
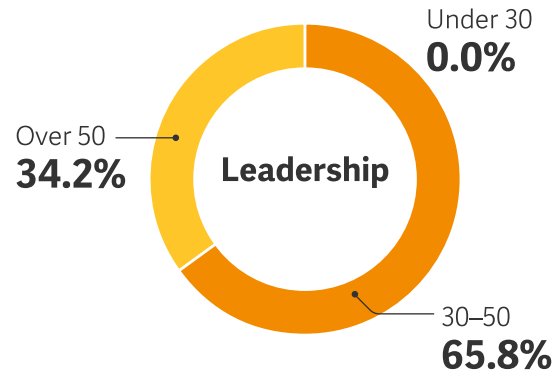
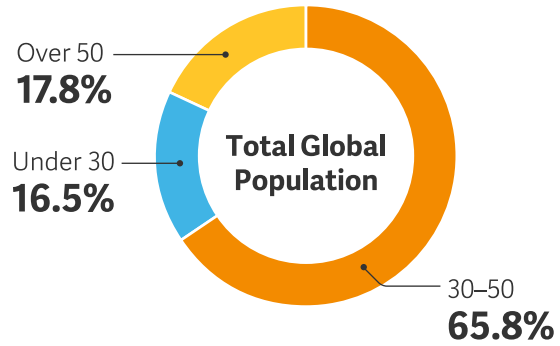
Management



¹⁶ Leadership is defined as director and above; management is defined as associate manager through senior manager.

¹⁷ Due to rounding these charts may total slightly above 100 percent.

FY23 Global age diversity^{18,19}



FY23 Global gender diversity

Total Global Population

Tech

Men
61.7%

Women
38.3%

Non-Tech

Men
51.6%

Women
48.4%



¹⁸ Due to rounding these charts may total slightly above 100 percent.

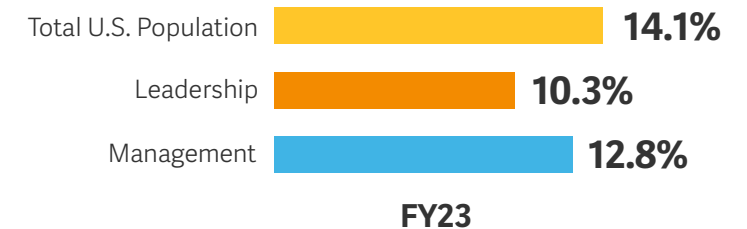
¹⁹ Data represents all global regular employees.

FY23 U.S. ethnicity and race diversity.

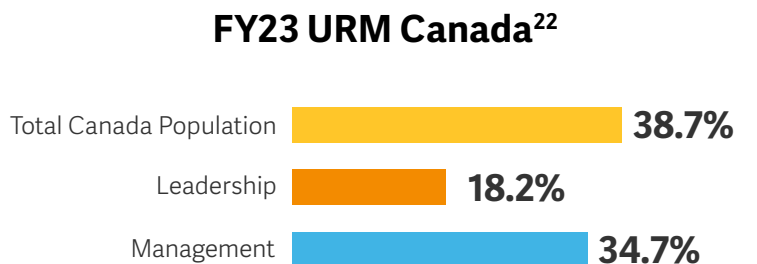
Our U.S. ethnicity and race diversity has seen some notable upward trends. As of FY23, underrepresented minorities make up 14.1%—a 17.5% increase from previous reports. We’ve seen positive upward trends in our Black representation over the last few years, growing Black leadership and management steadily over the last few years from 1.6% to 2.5%, then to 2.6% in FY23. While we recognize the progress we’re making, we have an opportunity to do better and are developing programs to increase belonging, accelerate career growth, and usher these groups into leadership positions. We plan to continue to use data to understand the makeup of our organization and recognize important patterns in overall representation, belonging sentiment, and hiring trends. We can see that we are starting to hire more diversely and expect to see more significant growth in the future.

Underrepresented minority (URM).

“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. As of FY23, our underrepresented minorities represent 14.1% of our U.S. employees and 10.3% of leadership positions in the U.S.



Canada by the numbers.



²⁰ Data represents global regular employees; employees not disclosing their gender have been excluded.
²¹ Due to rounding, these charts may total slightly above 100%.
²² 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.

FY23 Ethnic diversity^{20,21}

Total U.S. Population



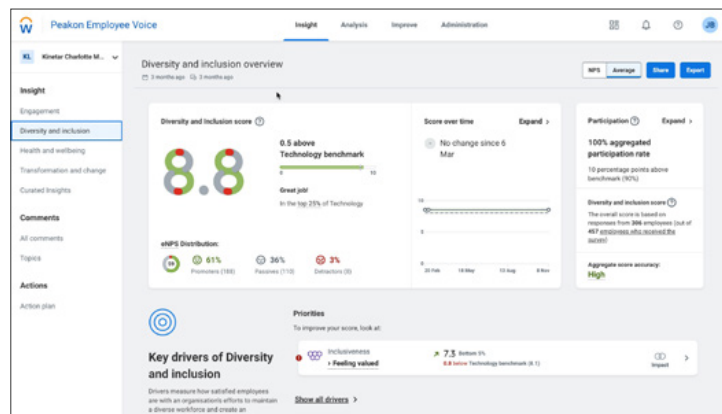
- American Indian or Alaskan Native
- Declined to Answer
- Two or More Races
- Asian
- Hispanic or Latino
- White
- Black
- Native Hawaiian or Other Pacific Islander

Using Workday to take everyone on the journey.

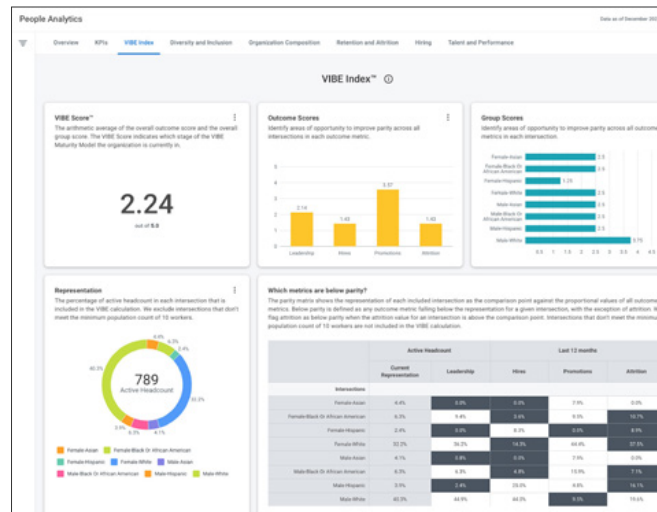
As we studied our own organization, we understood that diversity shouldn't be our sole focus. We also looked at how to create an environment where everyone feels valued for who they are and what they bring to the organization. We believe it starts with a deep understanding of who your people are and how each person is unique. This belief is reflected in our solutions.

Workday Peakon Employee Voice provides a holistic overview of the employee experience across the organization with real-time insights into employee engagement, sentiment, productivity, well-being, diversity, equity, and inclusion (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.



Workday Peakon Employee Voice



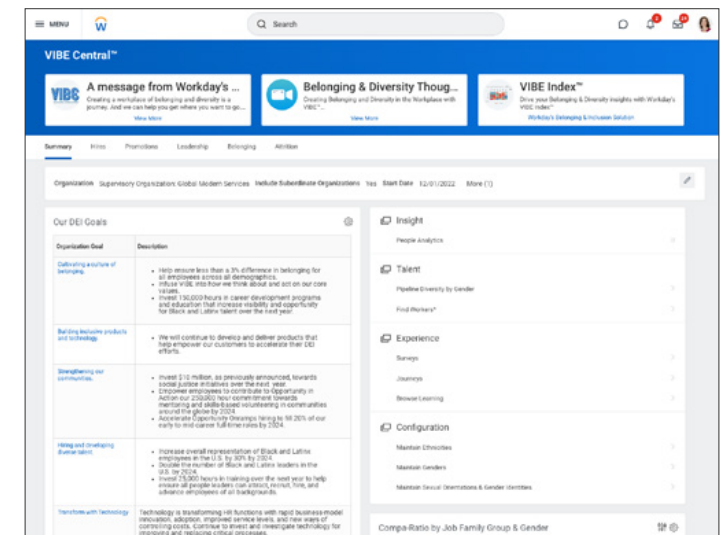
VIBE Index

VIBE Index enables organizations to holistically measure and benchmark 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, and much more (based on legally permissible attribute collection guidelines).
- Equity and parity: Identify disparity across intersectionalities and prioritize the biggest areas for improvement.

Our survey results show that improving employee well-being is the top reason companies and HR leaders continue to drive DEI initiatives forward (41%).

VIBE Central gives organizations a view of all belonging and diversity metrics and reporting tools in one centralized place. For example, let's say you see hiring is low for a certain intersection group. Where in the hiring process is the issue? Is it a lack of diverse candidates applying, or that diverse candidates are dropping off in the pipeline—for example, from the screening to the interview stage? VIBE Central surfaces these indicators.



VIBE Central

Driving lasting change: embedded in all HR processes.

These holistic insights enable organizations to 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. And these insights help create a culture of belonging and inclusion for all, unlocking the potential of the entire workforce with curated content and personalized experiences that drive employee engagement and learning that responds to the needs of all.



We start a conversation about diversity and inclusion and we end up talking about engagement. As we gain a better understanding of how we engage different types of people, we get insights into how we are doing on inclusion. Based on Workday Peakon Employee Voice's drivers you can identify what drives people without a separate survey on specific D&I initiatives."

Janet Pope
North America Corporate Responsibility, Capgemini



Social Impact



Our strategy.

At Workday, our company's purpose—to inspire a brighter work day for all—guides us to focus on doing our best in service of others. Ongoing global health, economic, and social crises impact our most vulnerable populations the hardest and our deep commitment to creating opportunity for all drives our strategic approach to making a positive social impact in the communities where we live and work.

At Workday, our ongoing commitment to closing the opportunity gap drives our philanthropic and volunteer investments in organizations upskilling workers for careers in technology and green jobs in a low-carbon economy. We invest in direct service organizations that provide the most cutting-edge training to help program graduates quickly secure family-sustaining careers in their chosen field, as well as workforce ecosystem partners dedicated to building a more effective education-to-employment pipeline.

More recently, we launched our preventative grantmaking portfolio that focuses on three pillars: disaster prevention, pandemic prevention, and hate-crime prevention. Through this proactive approach, we invest in organizations that are addressing root causes. We invest in organizations dedicated to preventing hate crimes and violence through interventions that foster a culture of understanding and appreciation across differences, in global health organizations working to prevent and prepare for the next pandemic, and in disaster preparedness and relief to reduce the devastation of these events and assist with rapid recovery and rebuilding efforts. These investments 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.



Philanthropy.

The Workday Foundation.

At Workday, we invest in our communities and the broader world through cash contributions, public advocacy, collaborative social impact partnerships across industries, donated time and strategic expertise, in-kind donations, and event partnerships that raise millions of dollars for our nonprofit partners each year.

The **Workday Foundation** is dedicated to transforming lives by creating career pathways that unleash human potential. The Foundation focuses its investment strategy on creating opportunity for all, which means the majority of its funding is invested in workforce development organizations around the world that provide technical skills training for in-demand careers, work-based learning opportunities, industry-recognized certifications, essential skills development, networking connections, mentorship, and wrap-around support services for job seekers.

The Foundation also invests in systems-change organizations and collaborations focused on collective efforts to connect the education-to-employment pipeline so more people from diverse backgrounds with diverse experiences have access to opportunity through a broader variety of earning and learning experiences. This includes advocating for skills-first hiring and mobility talent practices, striving to reduce degree-focused biases in job postings, and encouraging on-the-job skills development opportunities that lead to upward mobility and increased earning potential.



The Workday Foundation is primarily focused on preparing people for digitally enabled career paths and careers supporting a low-carbon economy. These two career tracks show enormous future growth potential; the baseline skills for these jobs can be gained within six months, and the base starting pay is typically a family-sustaining wage with room for future wage gains.

The Foundation also invests a portion of its grant portfolio to prevention initiatives. Rather than take a reactive approach to

things such as natural disasters, pandemics, mass shootings, and hate crimes after they take place, the Foundation makes strategic investments in our nonprofit partners working to prepare for and prevent these devastating events. Through preparation and prevention, we can reduce the horrific harm caused to individuals, families, and communities while simultaneously reducing the costs required to repair the damage after an event has already taken place.

Supporting workforce development organizations.

We're proud of the successes our nonprofit partners have demonstrated in our shared mission to create access to opportunity. Here are highlights from some of the organizations we're working with to create economic opportunity for all.

- **Generation.**

Generation transforms education-to-employment systems to prepare, place, and support people in life-changing careers that would otherwise be inaccessible. Generation's training programs create real business value for employers and lasting career impact for participants. Active in 17 countries, with tens of thousands of graduates worldwide, Generation trains its students for jobs in healthcare, technology, green jobs, skilled trades, and customer service and sales industries. Having recently identified support gaps for mid-career workers, Generation has launched a new pilot effort to recruit, train, and reskill job seekers age 40 and over, and to help combat hiring manager age biases.

- **Code Platoon.**

Code Platoon helps veterans, active duty service members, and military spouses transition into the civilian workforce by providing technical training and career placement. Its training programs are designed specifically for members of the military community, and feature immersive curricula combined with career preparation and coaching, professional networking, and opportunities for paid apprenticeships after graduation.

- **Per Scholas.**

Per Scholas' mission is to advance economic equity through rigorous training for tech careers and connect skilled talent to leading businesses. Working with the belief that a thriving workforce starts with equitable access to education, Per Scholas provides skills training and access to employer networks to individuals often excluded from tech careers. Per Scholas envisions a technology workforce as diverse as the customers it serves. More than 20,000 graduates have launched successful careers in tech to date through its no-cost technical training.

- **Opportunity@Work.**

The mission of Opportunity@Work is to rewire the labor market so that everyone Skilled Through Alternative Routes can work, learn, and earn to their full potential. In the next decade, Opportunity@Work aims to enable at least 1 million working adults in America to translate their learning into earning—generating a \$20-billion boost in annual earnings. Through its recent Tear the Paper Ceiling Campaign in partnership with the Ad Council, Opportunity@Work has delivered a strong message to employers in the U.S. about the benefits of skills-based hiring practices.



Green Jobs.

It is clear that the threat of climate change will have long-lasting consequences for our planet and communities across the globe. At Workday, we have long worked with other climate-focused leaders worldwide who believe it's our collective responsibility to support a more sustainable future.

Having a workforce with the skills needed for the green jobs of the future is a key lever to accelerate our global 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 positive impact on our planet.

Some of our Green Jobs grantees include:

- **The Just Transition Fund.** The **Just Transition Fund** works to create economic opportunities for those frontline communities and workers most impacted by the transition away from coal. This fund supports communities in securing funding, both public and private, to advance equitable and low-carbon energy solutions and build more resilient communities.
- **Coalfield Development.** Coalfield Development creates and supports new climate-forward businesses in the West Virginia region. Coalfield Development's ecosystem of employment-based social enterprises is dedicated to training individuals for the diversifying regional economy, and providing jobs that advance employee well-being.

- **GreenWave.** GreenWave has a goal to empower 10,000 regenerative ocean farmers over the next 10 years. Regenerative ocean farming has been identified as a key solution to climate change. It has the power to sequester carbon on land and sea, reduce methane production in livestock, rebuild marine ecosystems, enrich soil, and address the global plastics problem. GreenWave's polyculture farming system grows a mix of seaweeds and shellfish that requires zero inputs—making it the most sustainable form of food production on the planet—while removing carbon and rebuilding reef ecosystems.
- **GRID Alternatives.** GRID Alternatives' training programs offer a variety of ways to gain skills in different aspects of the solar industry with the opportunity to participate in the installation process from start to finish. Trainees learn while participating on real-world solar installations, getting a full picture of the industry by meeting the clients and communities served. GRID is committed to providing training opportunities that are accessible and inclusive of groups traditionally underrepresented in solar, including women, people of color, and those impacted by the criminal justice system.



The Workday Foundation
agreed to invest

\$1 million

in upskilling people for
green jobs.

Prevention grantmaking.

As the past few years have demonstrated, there are ongoing and critical social, environmental, and health concerns across the globe that demand and deserve a heightened response. From natural disasters and global health emergencies to mass shootings and racially motivated hate crimes in our communities, there are multiple crises in the world each year that need and deserve support and attention.

Similar to the way the Workday Foundation has long supported natural disaster preparedness by making annual, proactive donations, we have also expanded our preventative grantmaking portfolio to include nonprofit organizations in the global public health and social justice fields. These grants allow organizations to (a) invest in prevention, and (b) respond very quickly and nimbly when specific events do arise without having to fundraise in response. By proactively making annual donations in these areas, we can support organizations focused on root causes in an effort to help prevent the issues from occurring in the first place, while simultaneously acknowledging they are important societal issues that merit ongoing investments.

Making these proactive investments does not preclude us from acting in the moment when another crisis strikes. When further support is needed, we are there to help those impacted by significant events around the globe.

Disaster relief.

Through our annual support of organizations including [Habitat for Humanity](#), [the American Red Cross](#), and [Direct Relief](#), we're able to help fund important initiatives that provide people with the safety and stability they need to prepare for a disaster before it happens, or to quickly recover and rebuild after a disaster has impacted their homes and communities. With these grants, we're helping to prevent loss of life and property, and providing emergency shelter assistance, access to supplies and toiletries, meals, healthcare, and education and training to those impacted by natural disasters.

Social justice.

Our Social Justice grants are investments in organizations focused on interventions that address the root causes of vitriol and violence targeting dimensions of diversity that include (but are not limited to) race, gender, religion, sexual orientation, and more—with the goal of reducing hate-based discrimination and violence and increasing a global culture of appreciation and understanding across differences.

Global health.

The impacts of the COVID-19 pandemic are still with us, and the potential to be impacted by future pandemics has not diminished. To continue the momentum of public health grants made during the pandemic, the Workday Foundation has made proactive investments with the WHO Foundation and Gavi, the Vaccine Alliance to support their work in preventing and responding to global health emergencies.

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

\$33 million.

Grants supporting those impacted by the war in the Ukraine.

The Workday Foundation supports those impacted by the war in the Ukraine by making grants to organizations providing humanitarian and medical aid, as well as to those who offer support for refugees, including the [USA Association for UNHCR](#), [Nova Ukraine](#), and [The Community Foundation of Ireland's](#) Ukraine Response Fund.



It's not about replacing coal with a new mono-cultural economy, but rather creating diverse and more resilient economies where everyone is included and can thrive in a lower-carbon world."

Brian Sewell

Director of Development, Just Transition Fund

Giving and Doing.

Giving back is in our DNA. Through a wide variety of programs, Workday strives to support the causes our employees care about most. Whether it means helping shelter pets, expanding access to education, supporting military veterans, or providing services for those experiencing homelessness and food insecurity, we make it easy for employees to get involved and to reward the nonprofits closest to them.

Bright Days Off initiative.

As we kicked off 2022, Workday introduced a new initiative called Bright Days Off that made it easier for Workmates to give back to their communities by offering up to three days per calendar year to volunteer their time and talents to the charities of their choice. Bright Days Off supports our employees' personal passions and helps employees live our purpose of inspiring a brighter work day for all. With Bright Days Off, employees are free to take an afternoon off to volunteer at their favorite nonprofit and give back in a way that is meaningful to them.

BY THE NUMBERS

In FY22, employees logged more than

33,000

volunteer hours

In FY23, employees logged more than

53,600

volunteer hours²³

All those volunteer hours resulted in a total of over

\$1.2 million

donated to nonprofits in FY22 and FY23.

²³ Of these, over 60,000 hours were dedicated to Opportunity in Action



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 and Doing Local Leaders.

In FY22, VOTY winner Shannon Clark earned a \$5,000 donation to [Breakthrough New York](#). Workmates Jennifer Wong, Alessia Sharma, and Ken Moore were our FY23 winners. Click here to learn why [A Home Away from Homelessness](#), [Alzheimer's Society](#), and [TutorMate](#) mean so much to them.



Giving and Doing Local Leaders.

Since 2014, the Giving and Doing Local Leaders have helped us bring our community engagement programming to life in our offices across the globe. As of FY23, we have 129 Giving and Doing Local Leaders in 56 offices worldwide. Our Local Leaders bring to life company-wide moments of giving and doing and, perhaps most importantly, tailor volunteer events and fundraisers so they are directly applicable to the particular needs of each location. Workday Local Leaders are offered support and financial resources to ensure their office is able to give back in a way that's most impactful and meaningful to their city.

Volunteer events.

Workday employees strive to 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, their Giving and Doing Local Leaders, Workday sponsored events, or even events organized by Workday Employee Belonging Councils.

- Employees in Melbourne, Australia, have joined the battle against food insecurity by partnering with [Eat Up](#) on four occasions to make sandwiches for hungry kids who don't have a school lunch. Melbourne Workmates prepared a total of 3,260 cheese sandwiches!
- Pleasanton Workmates have volunteered with the [Eat. Learn. Play. Foundation](#) several times, including to build playgrounds for Oakland, California, schools. In October and December, over 80 employees got their hands dirty painting murals, building benches and planter boxes, mixing concrete, and assembling playground equipment.

Employee giving.

Our Charitable Donation Matching Gift program allows employees to double their donation to any qualified charity organization up to \$1,000 or equivalent per employee, per year. As the company has grown, so have our contributions to the community.

More than

\$12.3 million

in employee donation matches made since 2013

More than

\$2.1 million

in FY22

More than

\$1.9 million

in FY23

Workday Giving and Doing Local Leaders shine bright.

Since 2017, Meri Antin has been an enthusiastic Giving and Doing Local Leader at the Workday Boulder, Colorado, office. Meri says she followed in the footsteps of her colleague Julie Weibech, who Meri credits with establishing the Giving and Doing Local Leader program in Colorado. According to Meri, the Giving and Doing Local Leader program was part of the glue that kept the Denver and Boulder Workday community connected and engaged during the pandemic. The Local Leaders would meet weekly to develop fun and creative virtual ways to give back. Sometimes these efforts would include a Boulder Site Leader rocking a costume to raise funds for local nonprofits and bringing a smile to our faces when we needed it most. As Workmates have begun returning to the office, Meri will continue to host virtual campaigns to keep the Boulder and Denver offices connected, but she's also thrilled to volunteer in person with local nonprofit partners.



Employee giving during challenging times.

As we faced ongoing humanitarian challenges, natural disasters, and racial injustice, Workday responded with special giving campaigns that provided employees with up to an additional \$1,000 in matching per campaign. Employees responded generously in times of need and in FY22 and FY23, they raised almost \$1.2 million in combined donations and matching in support of 10 different special giving campaigns.

Ukraine campaign.

As the conflict in the Ukraine continued to escalate, Workday stood by those affected by the invasion and condemned the acts of violence. Workday and its employees came together to take action.

In response to the crisis in the Ukraine, Workday donated a total of \$1.5 million, including employee contributions and employee matching, grants from the Workday Foundation, and support from the Workday co-CEO and co-founders. These donations will go to organizations that are providing humanitarian and medical aid as well as to organizations supporting people in Ukraine, including the [USA Association for UNHCR](#), [UNICEF USA](#), [International Medical Corps](#), [Nova Ukraine](#), and [RAZOM, Inc.](#)

As the war in the Ukraine continued to unfold, employees helped out in many ways, including hosting refugees and opening their homes through Airbnb. We were inspired to hear of employees who put their lives on hold to join in the Ukrainian war relief efforts.

- Workmate Graham Begg and his wife Cathy generously opened their home in Reading, UK, to mother and daughter Ukrainian refugees Elena and Natasha. During their stay, the families learned much from each other about their respective cultures and about each other. The Begg family shared a slice of life in the UK, and Natasha and Elena have shared stories about their life in Kyiv. Graham and Cathy now consider them family.
- In July 2022, employee Kylie McGowan headed to Hungary to volunteer at The Red Shed, an animal shelter that has been inundated with dogs from the Ukraine. Kylie holds a degree in wildlife biology and over the years has cared for wolves, lions, tigers, and all sorts of other animals, but nothing prepared Kylie for the conditions she encountered at the shelter. Upon arrival, Kylie set to work feeding the animals, giving them water, and helping with cleanup. Kylie has stayed in touch with the shelter and hopes to make another volunteer trip.

Our continued commitment to social justice.

In response to rising violence against our Asian American and Pacific Islander (AAPI) communities, Workday pledged to donate \$2 million to organizations working to combat racial injustice against AAPI communities. To learn more about the organizations selected, visit the Belonging and Diversity section of this report. Workmates looking for ways to support the AAPI community donated to a special giving campaign that raised over \$55,000 for organizations fighting racial injustice.



Workforce Week™ at Workday.

We engage our employees annually to participate in an all-employee volunteer program called **Workforce Week**, our largest employee volunteer event and an important tradition since 2015.

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

Workforce Week of 2021.

During Workforce Week events in 2021, we teamed up for a second time with others in the tech sector—DocuSign, LinkedIn, Okta, and Salesforce—to host virtual career workshops for job seekers across the globe. We increased our impact by expanding Workforce Week beyond Workday walls and collectively supported more workforce development organizations and more job seekers than we could've done on our own.

Workforce Week at Workday Rising.

In 2022, Workforce Week even made it to Workday Rising. Workday is committed to creating economic opportunity for all, so in 2022, we asked our customers to join us at Workday Rising. We were proud to support three local workforce development organizations: Black Orlando Tech, Year Up, and military veterans from Four Block. By inviting job seekers, students, and transitioning military veterans to the conference, we were able to connect them with professionals for networking, informational interviews, and mock interviews.



It was such a treat getting face-to-face with Workday's best. Thank you for the insight and all the inspiration! Perhaps I'll get to join as an alum one day."

Workday Year Up Student

Workforce Week of 2022.

In 2022, we hosted our first in-person Workforce Week event in over two years. Employees in locations across the globe, such as Boulder, Colorado; Munich, Germany; Singapore; and Atlanta, Georgia, rallied to plan Workforce Week events and support local job seekers. In all, over 15 locations participated and we supported over 20 nonprofit partners.

Our employees in Mumbai, India, volunteered during Workforce Week by partnering with the **Udaan India Foundation**. Workmates created content and delivered training sessions for more than 250 low-income students on topics such as problem-solving and impactful communications.

In Johannesburg, South Africa, employees spent a day with students prepping them for the job market through coaching on interview skills, presentation skills, and personal branding.

Workforce Week at our HQ-Year Up in-person event.

In October 2022, our Pleasanton headquarters hosted 70 Year Up students. Over the course of the morning, Year Up alumni, including Chassidy Tabios and Elisha Evelyn—now Workday employees—shared their career journeys. Year Up students then joined employees for one-on-one career conversations to gather advice and insights. We ended our event with a fun tour of Workday.



As a person coming from a nontraditional background, I've often felt overlooked and undervalued compared to my peers no matter how hard I worked because I did not hold those degrees or certificates that prove my worthiness. However, through Year Up and the Workday **Opportunity Onramps®** program, I've been given the opportunity to experience something different. When I joined Workday, I was immediately and warmly welcomed into an inclusive environment. I've continued to receive constant support and encouragement from my team, as I feel they truly want to see me succeed and excel in my career."

Chassidy Tabios

Program Manager, Product Development, Workday

Governance



Governance.

The Workday commitment to sound [corporate governance](#) is rooted in integrity, ethical conduct, and compliance. This commitment includes establishing clear guidelines for decision-making, risk management, and ethical conduct, and promoting adherence to relevant laws and regulations. As stewards of information that is valuable to Workday and its customers, suppliers, and partners, we prioritize trust and security in both reality and reputation. Our corporate governance practices are guided by Workday core values and promote the long-term success of our business.

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 experience, perspectives, and demographics. Find more information on the Workday board of directors—including committees, structure, and director biographies—in our [2023 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.

12
members

9
independent members
(as defined by NASDAQ rules)

Leadership

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

Vice chairman is lead independent director

Committees

- Audit
- Compensation
- Nominating and Governance
- Investment

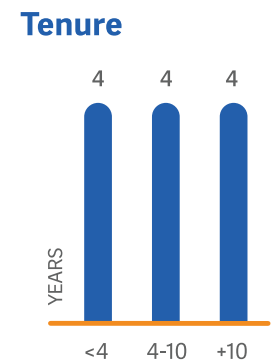
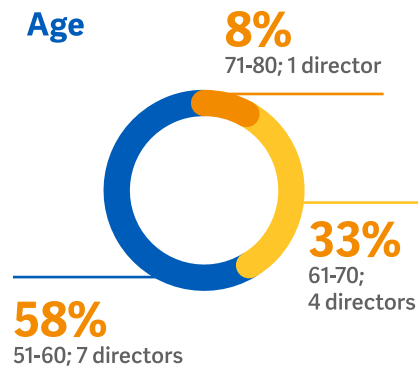
Gender

3 Women **9** Men

Board Diversity

50%
of all directors are gender and/or ethnically diverse

3 Women **2** Asian **2** Black



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

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 oversight and governance of ESG 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.

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, social responsibility, and governance, as well as Workday participation and visibility as a global corporate citizen; our Audit Committee oversees our global ethics and compliance function.

At the executive level, our chief people officer, in partnership with our chief diversity officer, is responsible for developing and executing Workday human capital strategy, including programs focused on belonging and diversity and employee development, engagement, and well-being. These executives and our co-CEOs regularly update our board of directors and Compensation Committee on human capital matters and seek their input on various ESG issues.

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 Workday’s legal, finance, and internal audit functions 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 responsible AI. Workday also has a Sustainability team, led by our senior director of Environmental Sustainability, that is responsible for setting and implementing the company’s environmental strategy and programs. The ESG Steering Committee reports to the board at least annually on environmental sustainability matters.

Workday ESG Oversight



Integrity as a core value.

Our core value of integrity enables the success of our culture, business, and customers. As our organization continues to grow and the world around us continues to change, it's vital that integrity remains central to the way we support our employees, our customers, and the wider community. 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 consecutively to Ethisphere's [2021](#), [2022](#), and [2023 World's Most Ethical Companies List](#).

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 Slavery and Human Trafficking Statement](#)
- [Whistleblower and Complaint Policy](#)

Our ethics and integrity program and efforts are overseen by the Workday board of directors and our 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](#).



Ethics and integrity are ingrained in our DNA as we execute on our mission to help companies and organizations worldwide to thrive in a fast-changing environment.”

Chris Fedrow
Chief Compliance Officer, Workday



We are proud to have been named consecutively to Ethisphere's [2021](#), [2022](#), and [2023 World's Most Ethical Companies List](#).

Data privacy and security.

Compliance.

We recognize that **trust** is not assumed, it's earned. 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. Find out more about our [compliance program](#).

Security.

Our top priority is keeping our customers' data secure. We employ rigorous security measures across our people, processes, and technology to protect their data, applications, and infrastructure. Find out more about our robust [security program](#).

Privacy.

We stay ahead of 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. Privacy by design is closely tied to Workday core values—especially integrity, customer service, and innovation. Find out more about our [global privacy program](#).



Our top priority is keeping our customers' data secure.

Public policy.

At Workday, trust and transparency are core to everything we do. That's why we advocate for policies that bolster trust in enterprise software and enable growth and innovation. Our **Corporate Affairs** team works with policymakers, regulators, industry partners, and nonprofits to advance the policy priorities below.

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 commonsense data and cloud regulation benefits our customers, while raising concerns with data localization measures that don't improve privacy or security.

Artificial intelligence (AI) and machine learning (ML). As an enterprise leader in AI and ML, Workday is actively sharing our expertise in AI legislative processes in the U.S., EU, Canada, and Asia. We **recognize** that policy plays a key role in ensuring that AI technologies are trusted, and we support risk-based and interoperable regulation that mitigates potential risks while fostering beneficial AI innovation. Workday advocates for **impact assessments** as a key accountability tool in AI policies, and we're working to ensure that AI technical standards mature and effectively support emerging regulation. To read more about how we support AI and ML policy, see [page 83](#).

Workforce development. As a leader in human capital management, we recognize the important role policy plays in supporting workforces and helping organizations and workers navigate constant change. Workday is an active participant in workforce policy conversations in the U.S. and around the world,

supporting **policies** that advance skills-based people strategies to widen talent pools and help workers and organizations thrive. Recognizing that skills-based approaches depend on high-quality and timely data, we're working with policymakers 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.

Climate policy. We **support** science-based climate policy and engage directly with policymakers to drive forward meaningful climate action. For more information on our climate policy engagement, see [page 124](#).

Value Inclusion, Belonging, and Equity (VIBE™). Workday weighs in on policy issues relevant 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 is actively involved in immigration policy. 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 thrive. Workday collaborates with IT modernization- and procurement-focused policymakers to help public sector organizations take advantage of 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 advocate for policies that bolster trust in enterprise software and enable growth and innovation.

Responsible AI.

At Workday, we believe in the power of AI and ML to unlock human potential, drive business value, and enable our customers and their employees to focus on more strategic and fulfilling work. We've embedded AI and ML into the very core of our platform, delivering unrivaled business adaptability and competitive advantage to our customers while providing a clear understanding of how our products are developed and assessed.

However, as AI is quickly transforming modern life fueled by exponential growth in data, computing power, and network capacity, we believe that AI needs thoughtful safeguards. We have established our own [ethical AI principles](#) to help guide our approach to developing trustworthy AI. In parallel, and in order to advance consistent and thoughtful regulation, Workday plays a leading role in AI-focused policy discussions globally and has an outsized impact on the development of smart AI policy. As the AI policy landscape continues to rapidly evolve globally, we continue to advance safeguards on AI in the same way we show up for our customers: sleeves rolled up and focused on solution-oriented engagement.

How Workday uses AI.

As organizations navigate the changing world of work, we enhance their experiences across finance and HR using AI and ML 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. Workday differentiates itself in the AI and ML space through embedded AI in the platform core, a leading skills-based approach applied to talent management, rich high-quality data for improved learning and scaling, and an intelligent data structure for efficient use case

deployment. Additionally, Workday's human-in-the-loop approach ensures AI and ML enhance workers' experiences without replacing them, keeping people in control of all decisions while providing intelligent automation and recommendations.

One example of our unique approach is reflected in AI in [Workday Skills Cloud](#). As we reach the limits of traditional career trajectories, credentials, degrees, and formal resumes, the future economy must be much more dynamic, flexible, and capable of allowing people with nontraditional backgrounds to participate effectively. Skills Cloud uses AI and ML to analyze the way skills are used in human language, understand their relationship to each other, and map that to a skills-centric workforce at scale. This in turn empowers employers to understand the skills and capabilities of their entire workforce in order to upskill, reskill, redeploy, and hire new talent with ease. To read more about how AI and ML are powering the future of work, [read our blog here](#).

Responsible AI governance.

At Workday, we understand the opportunity that AI offers to positively transform how people and organizations operate. 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 responsible AI is a reflection of our core values, most notably a focus on our employees, customer service, innovation, and integrity. 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



Workday has long advocated for policies that bolster trust in technology, enable growth, and ignite innovation for the future of work.”

Chandler Morse, Vice President, Corporate Affairs, Workday

Workday uses a Shared Value framework adopted across functions that guides our internal AI and ML development process. It is deliberately sequential, includes multiple stakeholders, and has multiple checkpoints built into the development process. As part of this process we ask ourselves:

- Can we identify a clear customer pain point?
- What data would we need to solve this using AI or ML?
- What is the risk or potential impact of using this system? Could its use result in unintended consequences?
- Is the system scalable and beneficial to multiple customers?

Each AI and ML product is assessed for risk at the earliest stages of development. Products with a potential to significantly impact workers, economic or financial opportunities are subject to increased review and oversight. Workday takes a lifecycle approach to AI and ML product development that is iterative and continuous, with multiple checkpoints. Each process is solution specific, as the ethical implications depend on the objective of the solution. A key aspect of this process is to identify, address, and mitigate any unintended consequences that may arise in our solutions. The lifecycle approach is intended to include ongoing assessment of these offerings as they evolve.

In 2022, Workday put in place a dedicated Responsible AI team, staffed by a diverse group of data and social scientists, to specifically address how Workday delivers AI and ML technologies with a laser focus on ethics and customer trust, and an eye toward global emerging AI regulation. On a mission to facilitate our ambition to develop innovative and trustworthy AI and ML products that delight customers and positively impact society, the Workday Responsible AI team is in the process of building a complete governance program in alignment with existing and developing regulations. In 2023 and beyond, this team is formalizing processes, growing, and adding resources commensurate to Workday's focus on AI and ML development.

Shaping AI policy.

Our Corporate Affairs team works diligently to leverage thought leadership, advocacy, and partnerships to influence social and policy issues, shape the business environment, and elevate Workday's global brand. For AI policy, this is especially true. For years, Workday has helped drive forward policy discussions in the U.S., EU, UK, Canada, and increasingly across APJ in support of meaningful AI regulation.

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

- **Defining AI:** AI needs to be clearly defined and distinguished from systems that support human decision-making and are fully automated, especially in the context of the enterprise.
- **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 rules should be applied to AI tools that present a higher risk of impact to key areas.
- **Deploying Workable Accountability Tools:** We favor impact assessments as a proven accountability technique for AI. Lacking common standards, mandatory third-party auditing requirements are currently premature for AI.
- **Clearly Delineating Roles and Responsibilities:** To be effective, regulatory responsibilities should reflect the unique and differentiated roles of AI developers and AI deployers.
- **Supporting International Harmonization:** Because Workday is a global company, we support harmonizing global AI rules to avoid fragmented policy country-by-country.
- **Connecting Skills-Based Approaches to Talent and AI:** While at times disruptive, AI can also create opportunities in the workforce by helping facilitate a skills-based approach to talent.

While these themes reinforce consistency across our advocacy efforts, the speed of regulation and unique circumstances vary across markets. In response, we tailor our engagements to support harmonized frameworks and prevent international regulatory fragmentation. Recent examples of this work [include shaping and launching](#) the U.S. Department of Commerce's National Institute of Standards and Technology's AI Risk Management Framework as

a means of jumpstarting international harmonization. In addition, our Co-President Sayan Chakraborty, in his personal capacity, sits on the U.S. Department of Commerce's National AI Advisory Committee. We worked with U.S. congressional leaders to advocate for a bipartisan high water mark for AI policy that embraced an impact assessment approach and continue to engage directly on potential legislative proposals. At the state and local level, we are working with a legislative proposal that would embrace both impact assessments as well as a clear developer/deployer distinction in California. In addition, we've led engagement in New York City and helped scope their new AI and hiring law with a reasonable definition of AI.

In Europe, we also play a role in positively shaping the risk-based approach in the EU's AI Act. As the first major AI regulation globally, we emphasized the importance of creating a foundation with high standards that result in responsible innovation and ethical AI. We engaged directly with European policymakers, suggested amendments to the European Commission's initial proposal focused on a workable definition of AI, and advocated for a risk-based approach that is targeted and reasonable. Many of our advocacy efforts are reflected in the final text, which the European Parliament voted to approve in mid-June 2023. While AI advocacy efforts have focused most heavily on U.S. and EU policy, we continue to increase our engagements around the world, in places like Canada, the UK, and Singapore, as our footprint grows and AI policy discussions gain traction in key markets. The AI regulatory landscape is evolving rapidly, and Workday will continue to play a constructive role in supporting meaningful safeguards for AI that help build trust and support innovation.

Appendix



Global Reporting Initiative Index

In this section.

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) Technology and Communication sector 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	2023 Form 10-K
2-3	Reporting period, frequency, and contact point	Biennial Reporting period: February 1, 2021, through January 31, 2023 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 FY23 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.

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
ACTIVITIES AND WORKERS		
2-6	Activities, value chain, and other business relationships	2023 Form 10-K > Business About Workday
2-7	Employees	2023 Form 10-K > Human Capital Belonging and Diversity > Our representation and diversity at Workday Performance Tables > Workforce breakdown
2-8	Workers who are not employees	Belonging and Diversity > Our representation and diversity at Workday Performance Tables > Workforce breakdown > Employment contract by region
GOVERNANCE		
2-9	Governance structure and composition	2023 Proxy Statement > Directors and Corporate Governance Governance
2-10	Nomination and selection of the highest governance body	2023 Proxy Statement > Directors and Corporate Governance Governance
2-11	Chair of the highest governance body	2023 Proxy Statement > Directors and Corporate Governance Workday Code of Conduct Corporate Governance Guidelines
2-12	Role of the highest governance body in overseeing the management of impacts	2023 Proxy Statement > Directors and Corporate Governance Governance > ESG oversight Co-CEO letter

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
2-13	Delegation of responsibility for managing impacts	2023 Proxy Statement > Directors and Corporate Governance Governance > ESG oversight
2-14	Role of the highest governance body in sustainability reporting	2023 Proxy Statement > Directors and Corporate Governance Governance > ESG oversight Co-CEO letter
2-15	Conflicts of interest	2023 Proxy Statement > Directors and Corporate Governance
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 in our 2023 Proxy Statement. 2023 Proxy Statement > Board of Directors and Corporate Governance
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	Critical concerns are communicated to the board as a part of the board's risk oversight process, which is described in our 2023 Proxy Statement. 2023 Proxy Statement > Board of Directors and Corporate Governance
2-19	Remuneration policies	2023 Proxy Statement > Executive Compensation 2023 Proxy Statement > Executive Compensation Philosophy, Objectives, and Design
2-20	Process to determine remuneration	2023 Proxy Statement > Our Compensation Setting Process
2-21	Annual total compensation ratio	2023 Proxy Statement > CEO Pay Ratio Disclosure

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
STRATEGY, POLICIES, AND PRACTICES		
2-22	Statement on sustainable development strategy	Co-CEO letter
2-23	Policy commitments	<p>Governance Policies: Code of Conduct Officer Compensation Recoupment Policy Policy on Hedging in Securities Stock Ownership Guidelines Whistleblower and Complaint Policy Workday Tax Strategy</p> <p>Privacy Policy</p> <p>Employee & Business Partner Policies: Statement Against Modern Slavery Partner Code of Conduct Supplier Code of Conduct Whistleblower and Complaint Policy</p> <p>Environmental Sustainability Policy</p>
2-24	Embedding policy commitments	<p>Governance</p> <p>Data Privacy</p> <p>Environmental Sustainability</p>
2-25	Processes to remediate negative impacts	Integrity as a core value
2-26	Mechanisms for seeking advice and raising concerns	Integrity as a core value
2-27	Compliance with laws and regulations	No material non-compliance violations were reported in FY23.

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
2-28	Membership associations	<p>ACT-IAC Ceres Policy Network Nasscom</p> <p>Alliance for Digital Innovation Clean Energy Buyers Association RE100</p> <p>AFCEA International Cross-Border Data Forum TECHNATION</p> <p>AmCham EU Corporate Leaders Group Europe Tech Council Australia</p> <p>AmCham Ireland Consumer Technology Association Sustainable Aviation Buyers Alliance</p> <p>Bay Area Council Cyber Ireland TechUK</p> <p>Bitkom DIGITALEUROPE The Danish ICT Industry Association</p> <p>BSA The Software Alliance Dublin Chamber of Commerce U.S.-Ireland Partnership for Growth</p> <p>Business Alliance to Scale Climate Solutions Enterprise Cloud Coalition U.S. Chamber of Commerce</p> <p>Business Council on Climate Change European Internet Forum U.S.-ASEAN Business Council</p> <p>Business Roundtable Future of Privacy Forum World Economic Forum</p> <p>Please see Public Policy webpage for more information.</p>

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
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 (FY23), 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 > ESG topic matrix
3-3	Management of material topics	About Workday > Our priority ESG topics
GRI 200: ECONOMIC		
GRI 201: ECONOMIC PERFORMANCE		
3-3	Management of material topic	About Workday > Who we are 2023 Form 10-K > Financial Statements and Supplementary Data
201-1	Direct economic value generated and distributed	2023 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 index . 2023 Form 10-K > General Risk Factors Environmental Sustainability > Our priorities and commitments
201-3	Defined benefit plan obligations and other retirement plans	People and Purpose > Benefits Performance Tables > Benefits

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 203: INDIRECT ECONOMIC IMPACTS		
3-3	Management of material topic	Social Impact
203-1	Infrastructure investments and services supported	<p>Workday is committed to the local economies in which it operates. For more information about economic investment, see the Social Impact section of the Global Impact Report or visit the Workday Foundation site to learn more about Workday's \$1 million investment into upskilling people for green jobs.</p> <p>As part of our work to expand our operations in Ireland, we have expanded our Science, Technology, Engineering, and Mathematics (STEM) education program, which involves 13 disadvantaged junior cycle schools for kids ages 10-12. Workday also provides an experience program for older kids which runs in four local disadvantaged secondary schools. Separately, we engage in literacy and basic math education for young children in local schools in programs called "Time to Read" and "Time to Count." Workday also hosts industry insights sessions for teachers to showcase the career pathways within Workday and help them to engage with students on technology career options. At a college level, we partner closely with Technological University Dublin, and in 2022, ran a Sustainability Innovation Challenge two-day hackathon event targeting United Nations Sustainable Development Goals (UN SDG) challenges, with the 2022/23 theme being reducing household food waste. We'll continue to share more about our efforts to invest in and support different communities and local economies in the future.</p>
203-2	Significant indirect economic impacts	Social Impact
GRI 204: PROCUREMENT PRACTICES		
3-3	Management of material topic	Supplier Code of Conduct Supplier Diversity Program
GRI 205: ANTI-CORRUPTION		
3-3	Management of material topic	Governance > The Workday Code of Conduct Code of Conduct
205-1	Operations assessed for risks related to corruption	Ethics and Compliance Supplier Code of Conduct Partner Code of Conduct

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
205-2	Communication and training about anti-corruption policies and procedures	We conduct annual compliance and ethics training of our Code of Conduct for all employees. In FY23, 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 > The Workday Code of Conduct 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 material allegations of anti-competitive behavior or violations of anti-trust or monopoly legislation by Workday.
GRI 300: ENVIRONMENTAL		
GRI 302: ENERGY		
3-3	Management of material topic	Environmental Sustainability > Clean and renewable energy Environmental Sustainability > Our renewable strategy
302-1	Energy consumption within the organization	Environmental Sustainability > Clean and renewable energy Performance Tables > Energy
302-2	Energy consumption outside of the organization	Environmental Sustainability > Our progress Performance Tables > Energy
302-3	Energy intensity	Environmental Sustainability > Carbon intensity
302-4	Reduction of energy consumption	2022 CDP Climate Change , C7.9a Environmental Sustainability > Clean and renewable energy

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
302-5	Reductions in energy requirements of products and services	Environmental Sustainability > Our renewable strategy Performance Tables > 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 Performance Tables > Water
GRI 305: EMISSIONS		
3-3	Management of material topic	Environmental Sustainability > Carbon reduction and removal Performance Tables > Emissions
305-1	Direct (Scope 1) GHG emissions	Environmental Sustainability > FY23 Workday scope breakdown Performance Tables > Emissions
305-2	Energy indirect (Scope 2) GHG emissions	Environmental Sustainability > FY23 Workday scope breakdown Performance Tables > Emissions
305-3	Other indirect (Scope 3) GHG emissions	Environmental Sustainability > FY23 Workday scope breakdown Performance Tables > Emissions
305-4	GHG emissions intensity	Environmental Sustainability > FY23 Workday scope breakdown Performance Tables > Emissions
305-5	Reduction of GHG emissions	Environmental Sustainability > Total GHG emissions over time Environmental Sustainability > Mitigating our historical emissions

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 306: WASTE		
3-3	Management of material topic	Environmental Sustainability > Reducing e-waste Environmental Sustainability > Improving our environmental impact at rising
306-1	Waste generation and significant waste-related impacts	Environmental Sustainability > Reducing e-waste
306-2	Management of significant waste-related impacts	Environmental Sustainability > Reducing e-waste
GRI 307: ENVIRONMENTAL COMPLIANCE		
307-1	Noncompliance with environmental laws and regulations	Within this reporting period, Workday is not aware of any allegations of violations of environmental laws or regulations by Workday and has not incurred environmental fines or sanctions during the reporting period.
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
GRI 400: SOCIAL		
GRI 401: EMPLOYMENT		
3-3	Management of material topic	People and Purpose > Employee development
401-1	New employee hires and employee turnover	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	People and Purpose > Well-being for all Performance Tables > Benefits
401-3	Parental leave	People and Purpose > Well-being and benefits Performance Tables > Parental leave

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 404: TRAINING AND EDUCATION		
3-3	Management of material topic	People and Purpose > Employee development
404-1	Average hours of training per year per employee	People and Purpose > Employee development
404-2	Programs for upgrading employee skills and transition assistance programs	People and Purpose > Employee development
404-3	Percentage of employees receiving regular performance and career development reviews	<p>From 2021–2023, all employees received the opportunity for a regular performance and career development review. Of those employees, 41.5% were women and 58.5% were men. Of the women employees, 99.7% were full-time and 0.30% were part-time. Of the men employees, 99.9% were full-time and 0.1% were part-time.</p> <p>People and Performance > Employee development > Empowering performance and growth</p>
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY		
3-3	Management of material topic	Belonging and Diversity
405-1	Diversity of governance bodies and employees	Belonging and Diversity > Our representation and diversity at Workday
405-2	Ratio of basic salary and remuneration of women to men	2023 Form 10-K > Our Commitment to Pay Parity
GRI 412: HUMAN RIGHTS ASSESSMENT		
3-3	Management of material topic	Governance > Integrity
412-2	Employee training on human rights policies or procedures	Governance > Integrity
GRI 413: LOCAL COMMUNITIES		
3-3	Management of material topic	Social Impact
413-1	Operations with local community engagement, impact assessments, and development programs	<p>Social Impact</p> <p>Workday Foundation</p>

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
413-2	Operations with significant actual and potential negative impacts on local communities	Social Impact
GRI 414: SUPPLIER SOCIAL ASSESSMENT		
3-3	Management of material topic	Workday Supplier Code of Conduct Belonging and Diversity > Supplier diversity program
414-1	New suppliers that were screened using social criteria	Workday Supplier Diversity Program Belonging and Diversity > Supplier diversity program
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	RESPONSE
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	TC-SI-130a.1	Environmental Sustainability > Our progress 2022 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	At Workday, water usage is not a primary input nor widely used in our operations; as such, our water impact is not a critical material topic. However, in the spirit of ongoing transparency, in FY23 we calculated our water baseline in order to measure our impact and share with our stakeholders. 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 2022 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 and security Workday Security and Data Privacy Workday Privacy Statement
	Number of users whose information is used for secondary purposes	TC-SI-220a.2	Workday Privacy Statement
Data Security	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-SI-230a.2	Governance > Data privacy and security Workday Security and Data Privacy
	(1) Number of data breaches, (2) percentage involving personally identifiable information, (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.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Recruiting and Managing a Global, Diverse Skilled Workforce	Percentage of employees who are (1) foreign nationals and (2) located offshore	TC-SI-330a.1	Belonging and Diversity > Our representation and diversity at Workday Performance Tables > Workforce breakdown > Employment contract by region
	Employee engagement as a percentage	TC-SI-330a.2	People and Purpose > Gathering employee feedback via Peakon
	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	TC-SI-330a.3	Belonging and Diversity > Our representation and diversity at Workday Performance Tables > Workforce breakdown
Intellectual Property Protection and Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TC-SI-520a.1	Within the reporting period, Workday suffered no material monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations. Governance > Integrity
Managing Systemic Risks from Technology Disruptions	Description of business continuity risks related to disruptions of operations	TC-SI-550a.2	2023 Form 10-K > Risk Factors
ACTIVITY METRIC			
(1) Number of licenses or subscriptions, (2) percentage cloud-based		TC-SI-000.A	(1) More than 10,000 customers representing 60 million workers (2) 100% cloud-based products

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 2022 questionnaire, references to which are included in the table below.

DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	RESPONSE	REFERENCE						
GOVERNANCE									
<p>Disclose the organization's governance around climate-related risks and opportunities.</p>	<p>a) Describe the board's oversight of climate-related risks and opportunities.</p>	<p>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.</p> <p>For example, following acceptance by the Science Based Targets initiative (SBTi) in early 2022, the full board was presented with our finalized science-based targets (SBTs). Looking ahead, the Nominating and Governance Committee will continue to be engaged as we set up internal programs to address and achieve these targets.</p> <div data-bbox="842 1003 1744 1558" style="border: 1px solid #0056b3; padding: 10px;"> <p style="text-align: center; margin: 0;">Board of Directors Oversight of ESG Program</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border: 1px solid #0056b3; padding: 5px;"> <p>Nominating Committee Charter includes:</p> <ul style="list-style-type: none"> • Oversight and review of ESG policies and programs • Review and discussion with management on ESG strategy, initiatives, policies, and progress </td> <td style="width: 50%; border: 1px solid #0056b3; padding: 5px;"> <p>Audit Committee Charter includes:</p> <ul style="list-style-type: none"> • Oversight of global ethics and compliance function </td> </tr> <tr> <td style="border: 1px solid #0056b3; padding: 5px;"> <p>Executive Management</p> <p><i>Chief People Officer</i> Responsible for human resources and global impact</p> <p><i>Chief Diversity Officer</i> Responsible for the development and execution of Workday's inclusion and diversity strategy</p> <p><i>Chief Legal Officer and Vice Chair</i> Executive Sponsors of ESG Steering Committee</p> </td> <td style="border: 1px solid #0056b3; padding: 5px;"> <p>ESG Steering Committee</p> <p>Responsible for formalizing Workday's ESG strategy, goals, and structure Includes representatives from Legal, Finance, and Audit functions</p> </td> </tr> <tr> <td colspan="2" style="border: 1px solid #0056b3; padding: 5px; text-align: center;"> <p>ESG Task Force</p> <p>Includes subject-matter experts in sustainability, diversity, compensation, philanthropy, corporate governance, product, and communication</p> </td> </tr> </table> </div>	<p>Nominating Committee Charter includes:</p> <ul style="list-style-type: none"> • Oversight and review of ESG policies and programs • Review and discussion with management on ESG strategy, initiatives, policies, and progress 	<p>Audit Committee Charter includes:</p> <ul style="list-style-type: none"> • Oversight of global ethics and compliance function 	<p>Executive Management</p> <p><i>Chief People Officer</i> Responsible for human resources and global impact</p> <p><i>Chief Diversity Officer</i> Responsible for the development and execution of Workday's inclusion and diversity strategy</p> <p><i>Chief Legal Officer and Vice Chair</i> Executive Sponsors of ESG Steering Committee</p>	<p>ESG Steering Committee</p> <p>Responsible for formalizing Workday's ESG strategy, goals, and structure Includes representatives from Legal, Finance, and Audit functions</p>	<p>ESG Task Force</p> <p>Includes subject-matter experts in sustainability, diversity, compensation, philanthropy, corporate governance, product, and communication</p>		<p>Governance > ESG oversight GRI Index > Governance CDP Climate Change 2022* C1.1a, C1.1b</p>
<p>Nominating Committee Charter includes:</p> <ul style="list-style-type: none"> • Oversight and review of ESG policies and programs • Review and discussion with management on ESG strategy, initiatives, policies, and progress 	<p>Audit Committee Charter includes:</p> <ul style="list-style-type: none"> • Oversight of global ethics and compliance function 								
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DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	RESPONSE	REFERENCE
<p>Disclose the organization's governance around climate-related risks and opportunities.</p>	<p>b) Describe management's role in assessing and managing climate-related risks and opportunities.</p>	<p>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 Workday's legal, finance, and internal audit functions and provides reports to the board on progress toward the company's ESG goals and initiatives annually and as needed.</p> <p>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 responsible AI. The Workday senior director, environmental sustainability role is focused on planning and driving projects to reduce emissions, manage climate targets, and advance sustainability across the company.</p>	<p>GRI Index > Governance 2-13 CDP Climate Change 2022, C1.2, C1.2a, C1.3a</p>

DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	RESPONSE	REFERENCE															
STRATEGY																		
<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p>	<p>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p>	<p>In 2023, Workday conducted a climate scenario analysis and risk assessment which modeled the potential financial impacts 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:</p> <table border="1" data-bbox="842 591 1602 1341"> <thead> <tr> <th data-bbox="842 591 1019 664">TYPE AND CATEGORY</th> <th data-bbox="1019 591 1452 664">RISK/OPPORTUNITY DESCRIPTION</th> <th data-bbox="1452 591 1602 664">TIME HORIZON</th> </tr> </thead> <tbody> <tr> <td data-bbox="842 664 1019 795"> Transition Risk Market </td> <td data-bbox="1019 664 1452 795"> Unreliable electricity supply and increased cost of renewable energy certificates may impact Workday supply chain and increase operating costs. </td> <td data-bbox="1452 664 1602 795"> Short (0–2 years) </td> </tr> <tr> <td data-bbox="842 795 1019 925"> Physical Risk Acute </td> <td data-bbox="1019 795 1452 925"> Increased frequency and severity of extreme heat events may result in disruption of Workday's data center operations. </td> <td data-bbox="1452 795 1602 925"> Short (0–2 years) </td> </tr> <tr> <td data-bbox="842 925 1019 1147"> Physical Risk Chronic </td> <td data-bbox="1019 925 1452 1147"> 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. </td> <td data-bbox="1452 925 1602 1147"> Medium (2–10 years) </td> </tr> <tr> <td data-bbox="842 1147 1019 1341"> Climate Opportunity Products and Services </td> <td data-bbox="1019 1147 1452 1341"> Delivering climate mitigation and ESG solutions leveraging Workday or partner applications may lead to increased revenue as existing customers purchase potential new climate-related products and services. </td> <td data-bbox="1452 1147 1602 1341"> Medium (2–10 years) </td> </tr> </tbody> </table>	TYPE AND CATEGORY	RISK/OPPORTUNITY DESCRIPTION	TIME HORIZON	Transition Risk Market	Unreliable electricity supply and increased cost of renewable energy certificates 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 and Services	Delivering climate mitigation and ESG solutions leveraging Workday or partner applications may lead to increased revenue as existing customers purchase potential new climate-related products and services.	Medium (2–10 years)	<p>Environmental Sustainability CDP Climate Change 2022, C2.1a, C2.3, C2.3b, C2.4, C2.4a</p>
TYPE AND CATEGORY	RISK/OPPORTUNITY DESCRIPTION	TIME HORIZON																
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DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	RESPONSE	REFERENCE
<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p>	<p>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p>	<p>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.</p> <p>Workday has made substantial commitments to invest in renewable energy for its direct operations and data center supply chain, and taken steps to help put us on track to a 1.5° future and transition to a lower-carbon economy.</p> <p>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:</p> <ul style="list-style-type: none"> • Workday joined several other large companies to create the Emissions First Partnership, outlining a set of principles to update the accounting systems for GHG emissions to accelerate grid decarbonization. See our “Accelerating climate engagement through policy” section of our 2023 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 “Engaging with providers to increase energy efficiency” section of our 2023 Global Impact Report. • Workday became a founder of the Clean Energy Buyers Institute 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 2023 Global Impact Report. • We incorporate climate considerations in our financial planning. 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. See the “Our carbon management strategy” section of our 2023 Global Impact Report. <p>These initiatives are in addition to our SBTs, which align with 1.5°C across all three scopes of emissions.</p> <p>In regard to our identified opportunity, Workday has increased our focus and ecosystem investments to help customers advance their ESG goals using Workday data and applications. Our partner-driven solutions aim to enable leaders to collect data from across the organization, build strategy frameworks, and help ensure the organization is audit ready. Workday products like Adaptive Planning help customers report ESG metrics with confidence, and plan for the future. See the “Supporting our customer's sustainability goals” section of our 2023 Global Impact Report.</p>	<p>Environmental Sustainability CDP Climate Change 2022, C2.4a, C3.1, C3.3, C3.4</p>

DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	RESPONSE	REFERENCE
<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p>	<p>c) Describe the potential impact of different scenarios, including a 2°C scenario, on the organization's businesses, strategy, and financial planning.</p>	<p>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.</p> <ul style="list-style-type: none"> <p>IPCC scenarios representing a high-emissions (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.</p> <p>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, renewable energy credits (RECs) 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 power purchase agreement (PPA) and the unbundled REC marketplace was forecasted from present day through 2050.</p> <p>SEC transition scenarios: a 3-year transitional period (moderate) and a 10-year transitional 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 transitional period (moderate) and a 10-year transitional period (lenient).</p> 	<p>CDP Climate Change 2022, C3.2., C3.3, C3.4</p>

DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	RESPONSE	REFERENCE
RISK MANAGEMENT			
<p>Disclose how the organization identifies, assesses, and manages climate-related risks.</p>	<p>a) Describe the organization's processes for identifying and assessing climate-related risks.</p>	<p>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.</p> <p>In FY23, we engaged a third party to conduct a climate risk assessment based on the Workday Enterprise Risk Management (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.</p>	<p>About Workday > Our priority ESG topics CDP Climate Change 2022, C2.1, C2.2g</p>

DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	RESPONSE	REFERENCE
<p>Disclose how the organization identifies, assesses, and manages climate-related risks.</p>	<p>b) Describe the organization's processes for managing climate-related risks.</p>	<p>In our current public-facing documents, we acknowledge risks to our business related to climate change in our FY23 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.</p> <p>With respect to transitional risk, our Environmental Sustainability team has been leading Workday efforts to actively track, reduce, and mitigate Workday GHG 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.</p> <p>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. The climate risk and opportunity register has been shared with the ERM team and is being folded into ERM's 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.</p> <p>Once assessed as a top enterprise risk through the outlined framework, ERM reports the risk drivers and related information to executive leadership. 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.</p>	<p>Environmental Sustainability CDP Climate Change 2022, C2.1, C2.2g</p>
	<p>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</p>		<p>Governance > ESG oversight CDP Climate Change 2022, C2.1, C2.2g</p>

DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	RESPONSE	REFERENCE
METRICS AND TARGETS			
<p>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.</p>	<p>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p>	<p>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 FY21, 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:</p> <ul style="list-style-type: none"> • annually sourcing 100% renewable electricity through FY30 • reducing absolute scope 3 business travel GHG emissions by 25% by FY26 from a FY20 base year • encouraging 70% of our suppliers by spend covering purchased goods and services and capital goods commit to SBTs by FY26 <p>We share our metrics and progress against our targets in our 2023 Global Impact Report and CDP Climate Change responses.</p>	<p>Environmental Sustainability > Our priorities and commitments Environmental Sustainability > Achieving our science-based targets Environmental Sustainability > Carbon reduction and removal Environmental Sustainability > Investing in carbon removal strategies Environmental Sustainability > Our carbon credit program Environmental Sustainability > Mitigating our historical emissions CDP Climate Change 2022, C4.1, C4.1a, C4.2, C4.2b</p>
	<p>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p>	<p>We share our metrics and progress against our targets in our 2023 Global Impact Report performance tables and CDP Climate Change responses.</p> <p>FY23 Scope 1 — 2,660 metric tons CO₂e FY23 Scope 2 — 60,927 metric tons CO₂e FY23 Scope 3 — 245,000 metric tons CO₂e</p>	<p>Environmental Sustainability > Carbon reduction and removal Environmental Sustainability > Investing in carbon removal strategies Environmental Sustainability > Our carbon credit program CDP Climate Change 2022, C6.1, C6.3, C6.4, C6.5, C6.5a, C6.10</p>
	<p>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.</p>	<p>We share our metrics and progress against our targets in our 2023 Global Impact Report performance tables and CDP Climate Change responses.</p> <p>FY23 Scope 1 — 2,660 metric tons CO₂e FY23 Scope 2 — 60,927 metric tons CO₂e FY23 Scope 3 — 245,000 metric tons CO₂e</p>	<p>Environmental Sustainability > Carbon reduction and removal Environmental Sustainability > Investing in carbon removal strategies Environmental Sustainability > Our carbon credit program CDP Climate Change 2022, C6.1, C6.3, C6.4, C6.5, C6.5a, C6.10</p>

Performance Tables

Workforce breakdown.

Workday publishes our Global Impact Report on a biennial basis and provides annual data updates to performance tables. We have updated performance data below to include FY23 data.

2-8—EMPLOYMENT CONTRACT BY REGION

	FY23 ²⁴			FY22			FY21		
	CONTINGENT	EMPLOYEE	TOTAL	CONTINGENT	EMPLOYEE	TOTAL	CONTINGENT	EMPLOYEE	TOTAL
Americas	220	12,741	12,961	250	11,226	11,476	174	9,577	9,751
EMEA	57	3,920	3,977	56	3,217	3,273	28	2,441	2,469
APJ	24	1,102	1,126	17	782	799	16	513	529
TOTAL	301	17,763	18,064	323	15,225	15,548	218	12,531	12,749

2-8—EMPLOYMENT TYPE

	FY23			FY22			FY21		
	FULL-TIME	PART-TIME	TOTAL	FULL-TIME	PART-TIME	TOTAL	FULL-TIME	PART-TIME	TOTAL
Regular	17,698	44	17,742	15,156	45	15,201	12,493	32	12,525
Intern and Co-op	21	0	21	22	2	24	6	0	6
TOTAL	17,719	44	17,763	15,178	47	15,225	12,499	32	12,531

401-1—ANNUAL NEW HIRES BY REGION

	FY23 ²⁴	%	FY22	%	FY21	%
Americas	2,682	65%	2,690	67%	847	69%
EMEA	1,055	25%	1,032	26%	288	24%
APJ	409	10%	321	8%	86	7%
TOTAL	4,146	100%	4,043	100%	1,221	100%

405-1—GENDER DIVERSITY²⁵

	FY23			FY22			FY21		
	TOTAL GLOBAL POPULATION	LEADERSHIP ²⁷	MANAGEMENT ²⁷	TOTAL GLOBAL POPULATION	LEADERSHIP ²⁷	MANAGEMENT ²⁷	TOTAL GLOBAL POPULATION	LEADERSHIP ²⁷	MANAGEMENT ²⁷
Women	41.8%	36.7%	41.0%	41.2%	36.6%	39.6%	40.1%	34.1%	41.0%
Men	58.2%	63.3%	59.0%	58.8%	63.4%	60.4%	59.9%	65.9%	59.0%

405-1—ETHNIC DIVERSITY—UNITED STATES²⁶

	FY23 ²⁴			FY22			FY21		
	TOTAL U.S. POPULATION	LEADERSHIP ²⁷	MANAGEMENT ²⁷	TOTAL U.S. POPULATION	LEADERSHIP ²⁷	MANAGEMENT ²⁷	TOTAL U.S. POPULATION	LEADERSHIP ²⁷	MANAGEMENT ²⁷
American Indian or Alaskan Native	0.2%	0.4%	0.2%	0.2%	0.4%	0.2%	0.2%	0.3%	0.1%
Asian	32.5%	18.3%	34.6%	32.0%	17.8%	34.3%	32.2%	16.7%	34.2%
Black	4.3%	2.6%	3.8%	4.0%	2.5%	3.6%	2.8%	1.6%	2.6%
Declined to Answer	3.7%	4.5%	4.4%	3.8%	4.5%	4.8%	4.2%	3.8%	5.4%
Hispanic or Latino	5.9%	4.9%	5.0%	5.8%	4.4%	5.8%	5.1%	4.4%	5.6%
Native Hawaiian or Other Pacific Islander	0.5%	0.4%	0.5%	0.5%	0.4%	0.5%	0.7%	0.8%	0.6%
Two or More Races	3.2%	2.0%	3.3%	3.2%	2.3%	3.3%	3.2%	1.9%	2.3%
White	49.7%	67.0%	48.1%	50.4%	67.7%	47.5%	51.7%	70.6%	49.3%
TOTAL	46.6%	28.5%	47.4%	45.7%	27.8%	47.7%	44.2%	25.7%	45.4%

405-1—UNDERREPRESENTED MINORITY²⁹

	FY23 ²⁴			FY22			FY21		
	TOTAL U.S. POPULATION	LEADERSHIP ²⁷	MANAGEMENT ²⁷	TOTAL U.S. POPULATION	LEADERSHIP ²⁷	MANAGEMENT ²⁷	TOTAL U.S. POPULATION	LEADERSHIP ²⁷	MANAGEMENT ²⁷
U.S. Underrepresented Minority (URM)	14.1%	10.3%	12.8%	13.7%	10.0%	13.4%	12.0%	9.0%	11.2%

405-1—ETHNIC DIVERSITY—CANADA²⁵

	FY23			FY22			FY21		
	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	38.7%	18.2%	34.7%	31.8%	11.8%	30.4%	22.1%	6.9%	43.8%
I am not a Visible Minority	45.3%	52.3%	52.8%	46.9%	50.0%	58.9%	45.7%	51.7%	50.0%
Decline to Answer	16.0%	29.5%	12.5%	21.3%	38.2%	10.7%	32.2%	41.4%	6.3%

405-1—AGE GROUP DIVERSITY ²⁸									
	FY23 ²⁴			FY22			FY21		
	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	16.5%	0.0%	4.2%	17.7%	0.1%	4.3%	18.8%	0.0%	4.7%
30–50 Years Old	65.8%	65.8%	77.2%	61.9%	60.7%	75.4%	63.4%	68.3%	78.3%
Over 50 Years Old	17.8%	34.2%	18.6%	20.4%	39.3%	20.3%	17.9%	31.7%	17.0%

405-1—GLOBAL GENDER DIVERSITY—TECH ²⁵			
	FY23	FY22	FY21
	TOTAL GLOBAL POPULATION		
Women	38.3%	38.1%	37.5%
Men	61.7%	61.9%	62.5%

405-1—GLOBAL GENDER DIVERSITY—NON-TECH ²⁵			
	FY23	FY22	FY21
	TOTAL GLOBAL POPULATION		
Women	48.4%	48.0%	46.1%
Men	51.6%	52.0%	53.9%

405-1—ETHNIC DIVERSITY—TECH²⁶

	FY23 ²⁴	FY22	FY21
	TOTAL U.S. POPULATION	TOTAL U.S. POPULATION	TOTAL U.S. POPULATION
American Indian or Alaska Native	0.2%	0.1%	0.1%
Asian	40.3%	39.2%	39.6%
Black	3.8%	3.6%	2.8%
Declined to Answer	3.9%	4.1%	4.4%
Hispanic or Latino	5.3%	5.2%	4.8%
Native Hawaiian or Other Pacific Islander	0.4%	0.5%	0.6%
Two or More Races	3.0%	2.9%	3.0%
White	43.1%	44.5%	44.8%

405-1—ETHNIC DIVERSITY—NON-TECH²⁶

	FY23 ²⁴	FY22	FY21
	TOTAL U.S. POPULATION	TOTAL U.S. POPULATION	TOTAL U.S. POPULATION
American Indian or Alaska Native	0.3%	0.4%	0.4%
Asian	16.3%	14.8%	14.9%
Black	5.1%	4.8%	2.8%
Declined to Answer	3.1%	3.1%	3.4%
Hispanic or Latino	7.1%	7.5%	5.9%
Native Hawaiian or Other Pacific Islander	0.7%	0.7%	0.9%
Two or More Races	3.7%	3.9%	3.8%
White	63.7%	64.7%	67.9%

²⁴ Data reported as of fiscal year ending 1/31.

²⁵ Data represents global regular employees; employees not disclosing their gender have been excluded.

²⁶ Data represents U.S. regular employees.

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

²⁸ Data represents all global regular employees.

²⁹ 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 Alaska Native, American Indian, Black, Latinx, Native Hawaiian, Other Pacific Islander, and multiracial employees.

Performance Tables

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

401-2—BENEFITS

	U.S.	IRELAND
Employee Assistance Program	X	X
Commuter Benefits	X	X
Health Savings Account	X	
Dental Plan	X	X
Vision Plan	X	X
Long-Term Care	X	
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	

401-3—PARENTAL LEAVE

REPORTING YEARS: FY23 (U.S. AND IRELAND ONLY)

	TOTAL	MEN	WOMEN
A. TOTAL NUMBER OF EMPLOYEES WHO WERE ENTITLED TO PARENTAL LEAVE			
United States	11,859	6,552	5,307
Ireland	1,827	1,294	533
B. TOTAL NUMBER OF EMPLOYEES WHO TOOK PARENTAL LEAVE^{30,31}			
United States	683	428	255
Ireland	177	53	124
C. TOTAL NUMBER OF EMPLOYEES WHO RETURNED TO WORK IN THE REPORTING PERIOD AFTER PARENTAL LEAVE ENDED^{32,33}			
United States	536	342	194
Ireland	139	108	31
D. RETURN TO WORK AND RETENTION RATES OF EMPLOYEES WHO TOOK PARENTAL LEAVE³⁴			
United States	N/A	93%	94%
Ireland	N/A	94.7%	100%

³⁰ Those with multiple leave types/dates only had their most recent return counted.

³¹ Currently active employees only.

³² For the U.S., those who returned to work during the reporting FY was determined by their not having a U.S. New Parent Time Off Entry for 2/1 of the following FY.

³³ For Ireland, those who returned to work during the reporting FY was 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.

³⁴ Determined by taking the count of active workers (as of 1/31) who returned from leave during the FY (i.e., FY23) and divided it by the total (active and inactive) worker counts for those who would have returned to work in the FY.

Performance Tables

Energy and Emissions

	FY23	FY22	FY21	FY20
SCIENCE-BASED TARGETS				
Achieve 100% renewable electricity through FY30	100% compared to 100% target	N/A	N/A	N/A
Reduce business travel emissions by 25% by FY26 (FY20 base year)	65% compared to 25% reduction target	N/A	N/A	N/A
70% of our suppliers by spend will have SBTs by FY26	33% compared to 70% target	N/A	N/A	N/A
302—ENERGY				
	FY23	FY22	FY21	FY20
ELECTRICITY CONSUMPTION (MWh)				
Data Centers	176,261	133,698	104,460	85,721
Offices	23,050	18,502	15,520	22,525
TOTAL	199,311	152,200	119,980	108,246
North America	159,957	121,348	97,846	89,902
Europe	37,885	29,926	21,605	17,397
Africa	5	10	8	12
APJ	1,464	916	521	935

302—ENERGY				
	FY23	FY22	FY21	FY20
RENEWABLE ENERGY (MWh)				
On-site renewable electricity generation	1,385	1,437	1,416	901
Virtual power purchase agreements	22,390	23,457	1,729	—
Energy Attribute Certificates—EACs (i.e. RECs, GOs, I-RECs)	103,689	91,481	94,812	91,544
Supplier-sourced renewable electricity	59,146	34,622	21,810	15,700
Utility renewable energy tariffs	12,701	1,203	486	116
TOTAL	199,311	152,200	120,253	108,261
On-site renewable electricity generation—% of total electricity consumption	0.7%	0.9%	1.2%	0.8%
EACs—% of total electricity consumption	52%	60%	79%	85%
VPPAs—% of total electricity consumption	11%	15%	1.4%	—
Supplier-sourced RE—% of total electricity consumption	30%	23%	18%	15%
Utility renewable energy tariffs—% of total electricity consumption	6.4%	0.8%	0.4%	0.1%
RE from grid—% of total electricity consumption	43%	45%	43%	45%
RE100—% of global electricity consumption by market	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%

305—EMISSIONS

	FY23	FY22	FY21	FY20
GREENHOUSE GAS (GHG) EMISSIONS BY SOURCE (METRIC TONS CO₂e)				
Data Centers (Scope 2 + Scope 3) ^{35,40} & Public Cloud (Scope 3) ⁴⁴	69,263	58,023	50,360	39,428
Offices (Scope 1, Scope 2 & Scope 3) ³⁵	8,913	6,672	5,599	7,970
Business Travel (Scope 3) ³⁶	24,040	3,233	5,497	68,992
Employee Commute and Remote Work (Scope 3) ³⁸	16,544	8,905	9,238	13,848
Other Upstream Emissions (Scope 3) ⁴⁵	189,827	139,837	207,265	206,184
TOTAL	308,587	216,670	277,959	336,422
GREENHOUSE GAS (GHG) EMISSIONS BY SCOPE (METRIC TONS CO₂e)				
Scope 1 Natural Gas	2,350	1,544	1,200	1,467
Scope 1 Company-Operated Vehicles	29	31	35	15
Scope 1 Diesel	6	3	3	—
Scope 1 Fugitive (Refrigerant)	275	256	233	250
TOTAL SCOPE 1 EMISSIONS	2,660	1,834	1,471	1,732
Scope 2 Purchased Electricity ³⁵	60,927	45,821	40,584	36,611
TOTAL SCOPE 1 + SCOPE 2 EMISSIONS	63,587	47,655	42,055	38,343
Scope 3 Purchased Goods and Services ⁴⁶	163,389	121,591	153,662	155,214
Scope 3 Capital Goods	23,869	18,160	49,957	47,431
Scope 3 Fuel- and Energy-Related Activities	3,292	2,864	3,363	3,253

305—EMISSIONS				
	FY23	FY22	FY21	FY20
GREENHOUSE GAS (GHG) EMISSIONS BY SCOPE (METRIC TONS CO₂e), continued				
Scope 3 Waste	415	355	283	286
Scope 3 Business Travel ³⁶	24,040	3,233	5,497	68,992
Scope 3 Employee Commute and Remote Work ³⁸	16,544	8,905	9,238	13,848
Scope 3 Upstream Leased Assets—Data Centers Non-IT Electricity ⁴⁰	13,405	13,874	13,867	8,960
Scope 3 Upstream Leased Assets—Serviced Offices ⁴¹	46	33	37	95
TOTAL SCOPE 3 EMISSIONS	245,000	169,015	235,904	298,079
LOCATION- AND MARKET-BASED EMISSIONS (METRIC TONS CO₂e)				
Scope 2 Market-Based: Purchased Electricity—Offices	0	0	0	0
Scope 2 Market-Based: Purchased Electricity—Data Centers	0	0	0	0
SCOPE 2 MARKET-BASED TOTAL	0	0	0	0
Scope 2 Location-Based: Purchased Electricity—Offices	6,207	4,805	4,091	6,143
Scope 2 Location-Based: Purchased Electricity—Data Centers	54,720	41,016	36,493	30,468
SCOPE 2 LOCATION-BASED TOTAL	60,927	45,821	40,584	36,611
Scope 3 Market-Based: Non-IT Electricity—Data Centers and Public Cloud ⁴⁴	14,543	17,007	13,867	8,960
Scope 3 Location-Based: Non-IT Electricity—Data Centers and Public Cloud ⁴⁴	20,445	17,942	14,042	10,350

305—EMISSIONS				
	FY23	FY22	FY21	FY20
GREENHOUSE GAS (GHG) EMISSIONS INTENSITY (METRIC TONS CO₂e)³⁷				
Scope 1+2 per Employee	3.58	3.13	3.36	3.14
Scope 1+2 per Thousand \$ Revenue	0.010	0.009	0.010	0.011
Scope 1+2+3 Offices per sq ft Office Space	0.00370	0.00289	0.00257	0.00356
Scope 2+3 Data Center and Public Cloud Emissions per Thousand \$ Subscription Revenue ⁴⁴				
Scope 2+3 Data Center Market-Based and Scope 3 Public Cloud	0.0026	0.0037	0.0037	0.0029
Scope 2 Data Center Location-Based, Scope 3 Data Center Market-Based and Scope 3 Public Cloud	0.0124	0.0128	0.0133	0.0127
Scope 3 Commute and Remote Work Emissions per Employee ³⁸	0.931	0.585	0.737	1.132
CARBON CREDITS (METRIC TONS CO₂e)				
Verified Emissions Reductions (VERs) or Carbon Credits	45,000	23,100	21,000	80,035
GHG Emissions in Net-Zero Emissions Goal Boundary ⁴²	41,289	22,107	20,872	79,779
Net GHG Emissions After Offsets Within Net-Zero Emissions Goal Boundary	0	0	0	0
% of Total GHG Emissions Within Boundary Balanced by Carbon Credits	109%	104%	101%	100%
GHG Emissions Across Global Offices and Data Centers (incl. Public Cloud) ⁴³	17,249	18,874	15,375	10,787
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 and Scope 2 Market-Based	2,660	1,834	1,471	1,732

305—EMISSIONS

	FY23	FY22	FY21	FY20
Net GHG Emissions After Offsets Across Scope 1 and Scope 2 Market-Based	0	0	0	0
% of Total GHG Emissions Across Scope 1 and Scope 2 Market-Based Balanced by Carbon Credits	100%	100%	100%	100%

303—WATER AND EFFLUENTS

	FY23	FY22	FY21	FY20
WATER (GALLONS)⁴⁷				
Withdrawal	86,295,781	—	—	—
Discharges	49,505,961	—	—	—
Consumption	36,789,820	—	—	—
Greywater recycling	266,502	—	—	—

³⁵ Scope 2 emissions are calculated using location-based methodology.

³⁶ Business travel includes emissions from air travel, rental cars, hotels, and other transportation (e.g., rail, ferry, taxi, and rideshare).

³⁷ Emissions intensity metrics are calculated using location-based methodology for Scope 2 emissions.

³⁸ 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 toward our Scope 3 science-based targets coverage).

³⁹ 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.

⁴⁰ Emissions for colocated 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 colocated 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 colocated data centers and allocates them to Scope 3 upstream leased assets as these emissions sources are not under Workday's operational control.

⁴¹ Emissions from serviced offices are categorized as Scope 3 upstream leased assets since they are not under Workday's operational control.

⁴² 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.

⁴³ 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).

⁴⁴ Public cloud emissions include 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. FY22 is the first year we included public cloud emissions in the calculation as data for prior years were unavailable.

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 Beginning in FY22, 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.

⁴⁷ Actual metering data was used where available, and, where not available, water withdrawals were estimated using Commercial Buildings Energy Consumption Survey data. For data centers, water use efficiency (WUE) from the provider was used, and, where not available, an estimated WUE was used.

Climate Policy Engagement Table

DATE	MARKET	DESCRIPTION
Jan. 2021	U.S.	Joined a letter with other large power buyers to encourage grid modernization to help accelerate decarbonization.
Apr. 2021	U.S.	Joined an open letter in support of the Biden Administration's commitment to climate action and setting a federal climate target to reduce emissions.
May 2021	U.S.	Signed a letter to the Oregon State Legislature in support of a goal to eliminate GHG emissions from the state's electricity supply by 2040.
Oct. 2021	Global	Developed an official Workday Position on Climate Policy .
Oct. 2021	Global	Signed on to an open letter by the We Mean Business Coalition to G20 leaders ahead of COP26 urging them to take action to limit average global temperature rise to 1.5°C.
Nov. 2021	Global	Signed on to an open letter from World Economic Forum calling on world leaders to step up climate action ahead of COP26.
Nov. 2021	Global	Convened a session at COP26 to advocate for equitable transition.
Dec. 2021	U.S.	Signed a letter to the Virginia State Assembly in support of expanding access to renewable energy to accelerate Virginia's decarbonization efforts.
Feb. 2021	U.S.	Submitted an amicus brief with other tech leaders in the Supreme Court case of West Virginia v. Environmental Protection Agency.
Apr. 2022	U.S.	Joined a letter to members of U.S. Congress urging congressional action on climate and renewable energy.
Apr. 2022	Europe	Joined Corporate Leaders Group (CLG) Europe as an affiliate member. CLG Europe is a leading cross-sectoral business association in the EU advocating for policing enabling a climate neutral economy.
May 2022	U.S.	Joined Ceres' LEAD on Climate to advocate for climate legislation.
May 2022	EU	Joined over 150 business leaders and organizations in signing a joint letter to the European Commission President von der Leyen to show business's support for increased investment in renewables, ambitious energy efficiency measures, and an inclusive and fair transition.
June 2022	U.S.	Submitted comments to the SEC in support of the direction of the proposed rule on climate-related disclosures to include Scope 3 emissions with a stronger safe harbor.
June 2022	U.S.	Joined a letter with other leading technology companies in response to the proposed rule on climate-related disclosures.

DATE	MARKET	DESCRIPTION
Aug. 2022	EU	Filed comments in response to the European Financial Reporting Advisory Group's public consultation on the European Sustainability Reporting Standards.
Sept. 2022	EU/U.S.	Hosted a private roundtable with European Commission Executive Vice President for the European Green Deal Frans Timmermans convened by CLG Europe during New York Climate Week.
Nov. 2022	Global	Convened a session at COP27 to advocate for harmonization of global ESG reporting standards.
Nov. 2022	Global	Signed a We Mean Business COP27 letter reaffirming commitment to limit global temperature rise to 1.5°C and call on governments to strengthen their commitments and plans, and implement them without delay.
Dec. 2022	Global	Launched the Emissions First partnership with other practitioners to advocate for updated GHG emissions accounting systems to accelerate grid decarbonization and climate action.
Jan. 2023	U.S.	Signed the Virginia Businesses Support Climate and Clean Energy Policies letter in support for policies that deploy clean technologies and achieve economy-wide emissions reductions.
Apr. 2023	EU	Joined CLG Europe as a full member. CLG Europe is a leading cross-sectoral business association in the EU advocating for policies enabling a climate neutral economy.

Carbon credit map. Americas



1 Guatemala

Water Filtration and Improved Cookstoves

Since over half of rural Guatemala does not have access to clean water, harvesting wood for boiling is a major cause of deforestation. The Ecofiltro ceramic filter is made locally of clay and sawdust to filter up to 2 liters of water per hour, reducing emissions from boiling water and deforestation for fuel. [Learn more.](#)

Standard: **Gold Standard**



3 USA

Ducks Unlimited and North Bridge Prairie Conservation

The Prairie Pothole Region (PPR) has been the breeding grounds for 50–80% of all North American migratory waterfowl; however, these grasslands have disappeared at a rate and extent that exceeds that of the Amazon rainforest. This project—part of a strategic partnership between North Bridge Carbon and Ducks Unlimited—works with landowners, many of whom are ranching families, to proactively protect the landscapes of the PPR through partnerships, innovative finance, and managed grazing. [Learn more.](#)

Standard: **American Carbon Registry**



2 Colombia

Chocó-Darién Bioregion

The humid forests of the Chocó-Darién bioregion on Colombia’s Pacific coast are some of the most biodiverse in the world, known for their variety of ecosystems, including mangroves. Fully owned by six Afro-Colombian and indigenous communities, this project was established to avoid illegal logging, deforestation, and land conversion for agriculture. Thanks to capacity-building initiatives, community members can carry out project activities without outside assistance, including managing and protecting the forests and creating enterprises to expand, intensify, and diversify local crop cultivation. [Learn more.](#)

Standard: **VCS**



Americas

4 Brazil

ACRE Amazon REDD+

Deforestation in Brazil has accounted for nearly one-third of the global decline in forest cover in recent years. This portfolio of CCB Gold-rated projects protects 100,000+ hectares of pristine Amazon rainforest. Carbon finance supports the local families in gaining formal land rights for preventing deforestation, and farmers are trained in conversation-based agriculture. [Learn more.](#)

Standard: **VCS, CCB**



Pacajá Pará

The “Fazenda Pacajá” is located on private property in the Northeast Amazon. Started in 2017, this project protects the native vegetation from deforestation and degradation through sustainable forest management, reduced impact logging, and regulated minimum cutting cycles. In doing so, it serves as an ecological corridor, helps fund community services, and provides alternative income opportunities through the sustainable use of natural resources and forest by-products. The project currently serves five local communities, but plans to gradually expand to include thirteen. [Learn more.](#)

Standard: **VCS**



Avoided Unplanned Deforestation in Manoa

Manoa Farm has been under threat of this agricultural conversion and timber theft. In 2013, Manoa was established as a REDD+ carbon project with a 30-year crediting period in order to preserve the forest. With a focus on environmental education, Manoa works hard to support the communities that inhabit and maintain the landscape. They direct funding from carbon credit sales toward continued support of project activities, proposed improvements, and socioeconomic development initiatives. [Learn more.](#)

Standard: **VCS**



Asia



5 China

Three Rivers Grassland Reforestation

The plateau region of the Yangtze, Yellow, and Lancang rivers has suffered grassland degradation over the past few decades due to overgrazing and warming. This project removes carbon from the atmosphere by restoring the plateau's degraded grasslands. Located in the central Chinese province of Qinghai, this project is restoring over 160,000 hectares of degraded grasslands by seeding three species of native grass. [Learn more.](#)

Standard: **VCS, CCB**



Danjiang River Solar Cookers

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

Standard: **Gold Standard**



Planting Native Species in Guizhou

The Huadu Afforestation project plants native species on barren lands to help with GHG removal. Prior to the project, no natural renewal or reforestation was taking place. The project's activity has provided 25,615 jobs for local villagers—60% of whom are women—and its implementation is expected to remove 21,072,163 tCO₂e of GHG emissions over 30 years, with an average annual removal of 702,405 tCO₂e.

Standard: **VCS**



Karst Mountain Afforestation

Since 2000, China has lost over 10 million hectares of tree cover according to Global Forest Watch. This project restores degraded lands and connects existing forests, providing corridors for wildlife and enhancing the local biodiversity in southwestern China. Over 70,000 hectares across two project areas are being planted. [Learn more.](#)

Standard: **Gold Standard, CCB**



Rural Clean Cooking

This project brings a clean cooking solution to rural homes in the Guizhou Province in Southern China through the construction of biodigesters. In total, over 18,500 backyard biodigesters have been built and in the process, new skills were shared with the communities on building and maintaining them. [Learn more.](#)

Standard: **Gold Standard**



Black River Afforestation

This project restores over 23,000 hectares of degraded land in the Gansu province along the valleys of the Heihe (Black River). The planting of native trees will help create connections between existing forests and provide corridors of wildlife habitat for a positive impact on biodiversity in addition to removing carbon emissions. [Learn more.](#)

Standard: **VCS, CCB**



Sichuan Household Biodigesters

Hundreds of thousands of biodigester tanks that convert animal waste into clean biogas for cooking have been installed across Sichuan. By switching to biogas, each household saves around two tCO₂e of methane and carbon dioxide emissions each year. In addition to eliminating indoor smoke, each tank also produces organic fertilizer for the farmer's crops. [Learn more.](#)

Standard: **CDM, Gold Standard**



Asia

6 Indonesia

Katingan Peatland Conservation REDD+

Tropical peatlands support the storage of massive amounts of carbon, with stocks below the ground making up to 20 times the amount stored in trees and vegetation. Located in Kalimantan, this project protects nearly 150,000 hectares of peatland ecosystems. It is surrounded by villages for which it supports traditional livelihoods including farming, fishing, and non-timber forest harvesting projects. [Learn more.](#)

Standard: **VCS, CCB, SD V1StA**



Central Kalimantan Peatlands

The Provincial government planned to convert the Central Kalimantan Peatlands, which can store 20 times more carbon than typical forests, into palm oil estates. This project protects these natural carbon sinks that would have otherwise been drained and logged and creates a physical buffer along the world-renowned Tanjung Puting National Park's eastern border, offering sanctuary to countless plant and animal species. The Central Kalimantan Peatlands Project funnels substantial and sustainable financial resources for project area protection, local community development, and provincial government infrastructure. The villages along the project's borders have been participating in and will continue to be integral to the planning and development of project activities. [Learn more.](#)

Standard: **VCS**



Borneo Peatlands

The Borneo Peatlands project is one of the largest intact peat swamp forests in Indonesia. This rare piece of land is at significant risk of conversion to industrial timber plantations, as well as illegal deforestation for pulpwood. The project seeks to collaborate with local communities to protect and restore this critical ecosystem through education, alternative livelihood financing, and robust monitoring regimes. All benefits are long-lasting and are passed on to local communities, the region, and the wider state of Indonesia. The team has partnered with 34 villages in the surrounding area, supporting traditional livelihoods including farming, fishing, and non-timber forest products harvesting. [Learn more.](#)

Standard: **CCB, VCS**



Asia

7 India

Solar Water Heating

As heating water is a major energy use for households, this project brings clean and reliable energy to homes and companies in India, enabling solar energy to scale and thus avoiding further investment in fossil fuels. Carbon finance lowers the cost of adoption for both households and businesses to buy solar water heaters. [Learn more.](#)

Standard: **Gold Standard, CDM**



Domestic Energy India

This project aims to establish an ecosystem for the dissemination and maintenance of integrated lighting and clean cooking technologies. By providing efficient forced-draft biomass cookstoves to replace traditional biomass cookstoves, this project provides access to clean and affordable cooking and energy services across India. [Learn more.](#)

Standard: **Gold Standard**



Tamil Nadu Reforestation

Integrating reforestation to sequester carbon with community development activities, this community project based in Tamil Nadu combines hundreds of individual tree planting activities and enables communities to improve access to food while creating opportunities for additional income. [Learn more.](#)

Standard: **VCS, CCB**



8 Bangladesh

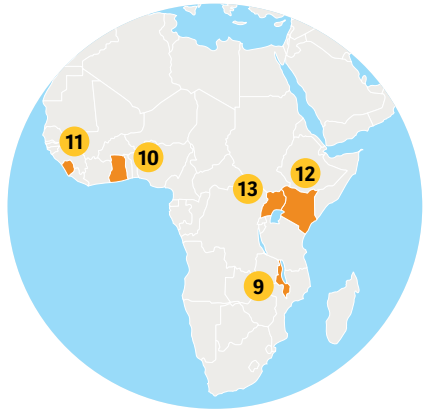
Gas Distribution Leak Reduction

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

Standard: **CDM**



Africa



9 Malawi

Kulera Landscape REDD+ and Cookstoves

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

[Learn more.](#)

Standard: **VCS, CCB**



10 Ghana

Gyapa Efficient Cookstoves

In Ghana, more than 80% of the population uses solid fuels for cooking. This project introduces families to an efficient cookstove called the Gyapa, which cooks food more quickly, requires nearly 50% less fuel, and creates less smoke. Reducing the amount of wood used for cooking saves families as much as \$100 annually while also protecting Ghana's tree cover, which has reduced by 19% since 2000, according to Global Forest Watch. [Learn more.](#)

Standard: **Gold Standard**



11 Sierra Leone

Miro Sierra Leone Reforestation

Prior to this project, the area possessed sparse tree cover, mostly comprising grassland, a few forest patches, and limited farmland. By expanding the plantation area, this project plants carefully selected trees—such as eucalyptus and acacia—as well as grasses, low-level bushes, and palms. This significantly removes greenhouse gas emissions from the atmosphere for a low-emissions future, while promoting sustainable farming for increased food production, as well as sustainable tree cultivation for construction-destined timber. [Learn more.](#)

Standard: **VCS**



12 Kenya

SunCulture Solar Water Pumps

Africa's smallholder farmers have a leading role to play in climate resilience as guardians of natural assets and pioneers of climate-smart agricultural practices. Currently, they must resort to cheap fuel pumps to adapt to the unpredictable climate. As Africa's first solar irrigation carbon project, SunCulture uses the power of the sun to drive climate resilience, mitigation, and adaptation. The purchase of carbon credits helps enable this by lowering the cost of solar irrigation to a price below existing diesel and petrol water pumps. Without the SunCulture systems, farmers would continue using harmful CO₂-emitting fuel pumps. [Learn more.](#)

Standard: **VCS**



KOKO Kenya Tropical Forest Protection

KOKO is driving a national-scale energy transition from deforestation-causing charcoal to sustainable bioethanol cooking fuel, delivered through dense networks of self-service KOKO Fuel ATMs that provide convenient access to ultra-clean fuel at a price that significantly undercuts charcoal. Over 2.5 million Kenyans now benefit from cooking with KOKO Fuel, including ~30% of all homes in Nairobi. [Learn more.](#)

Standard: **Gold Standard**



13 Uganda

Bukaleba Reforestation

The Bukaleba Forest Project contributes to the fight against climate change and deforestation in Uganda through the reforestation of more than 5,000 ha of previously degraded forest reserve around the Mayuge District, along the shores of Lake Victoria. The project's activities support 17 villages, covering more than 5,000 households and providing direct and indirect employment to more than 600 people.

Standard: **VCS**



Topic Glossary

TOPIC	DEFINITION	SDG ALIGNMENT
Climate Change Risk	Oversight and management of Workday's potential environmental risks related to the impacts of climate change on its business and its ability to mitigate climate change risk.	#13
Community Engagement	Programs to engage and give back to the local communities where Workday operates. Includes seeking and integrating community feedback, philanthropy, volunteerism, disaster response, and supporting employee charitable investments of time and money.	#4, #8, #11
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
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, #10
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.	#3, #8
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, #13
Human and Labor Rights	Related to a range of human rights issues. Includes nondiscrimination, child labor, forced labor, indigenous rights, freedom of association, and collective bargaining.	#5, #8
IP Protection and Competitive Behavior	Oversight and management of intellectual property protection and legal proceedings associated with anticompetitive behavior. This may also include societal reactions and considerations related to IP practices (e.g. impeding innovation or limiting the effects of market competition).	#16
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

TOPIC	DEFINITION	SDG ALIGNMENT
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.	#16, #9
Public Policy	Participation in public policy development. Includes lobbying efforts and political contributions.	#16
Responsible AI	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
Supply Chain Management	Efforts to manage the carbon intensity and environmental impact of products, including the carbon footprint of product supply chains and the product use phase.	#12
Talent and Culture	Initiatives related to employee satisfaction, talent retention, and company culture. Includes employee compensation, benefits, performance review practices, employee recognition, quality of work environment, culture and values, and commitment to work-life balance.	#8
Waste Management	Efforts and initiatives to minimize solid waste and e-waste, and increase e-waste and solid waste recycling and diversion from landfills.	#12
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
Workforce Development	Managing the evolution and development of our workforce, inclusive of training, capabilities, resources, performance management, and career endings due to retirement or termination. Also includes initiatives to enhance the workforce by providing candidates from diverse and/or nontraditional backgrounds with training, internships, and job opportunities.	#5, #8, #10

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 described in the “Risk Factors” section and elsewhere in our Annual Report on Form 10-K, filed with the Securities and Exchange Commission on February 27, 2023, 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.



+1-925-951-9000 +1-877-WORKDAY (+1-877-967-5329) Fax: +1-925-951-9001 [workday.com](https://www.workday.com)

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