



servicenow®

GLOBAL IMPACT REPORT 2022

WE MAKE THE WORLD WORK BETTER FOR EVERYONE

At ServiceNow, our dream is to be the defining enterprise software company of the 21st century. This includes creating an impact beyond our four walls to enable everyone to contribute to a more sustainable, equitable, and ethical world.

It all starts with our corporate purpose: We make the world work better for everyone. As work takes on new meaning, there's never been a more important time to connect the people who make great things happen, the processes that help work flow, and the systems that support it all.

We want to help other companies achieve their own ESG goals. We are proud that our Now Platform and solutions enable this.

This is how we keep the world working better for everyone—in times of change, challenge, and opportunity. Inspired by our people, we'll continue to dream big, live our purpose, and make progress toward creating the future we imagine.

About this report

Our second annual Global Impact Report provides a comprehensive, year-over-year update on our environmental, social, and governance (ESG) strategy, initiatives, and metrics, with highlights of our future plans. Although we're early in our global impact journey, we're extremely proud of the commitments, investments, and progress our people have made across the organization and our ecosystem.

How we drive global impact: As we operationalize our ESG strategy, we're pleased to report our strategic framework is resonating with our stakeholders, addressing their expectations for increased transparency and governance around our ESG priority issues. Our platform for digital business is helping customers and partners achieve more of their own goals for impact and value. We also recognize the opportunity to align our ESG efforts to our purpose. In this report, we'll highlight the evolution of our strategy and sharper focus across our ESG priority issues.

How we govern our efforts: We continue to prioritize oversight of our ESG strategy through our board of directors' nominating and governance committee, the sponsorship of our chief financial officer, and the guidance of our ESG steering committee. The board of directors' audit committee is responsible for overseeing the company's processes, procedures, and validation of our ESG disclosures. Our greenhouse gas (GHG) emissions, purchased and generated renewable energy, purchased carbon offsets, and net emissions were **verified by Apex**, a third party, in accordance with ISO 14064-3.

How we report our progress: Our voluntary ESG reporting is informed by the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) Software and IT Services standards. For the first time, we also align to the Task Force on Climate-related Financial Disclosure (TCFD) and the UN Sustainable Development Goals (UN SDGs). We are closely following recent developments in ESG reporting and regulation, and will continue to do so and adapt accordingly. For information on our ESG materiality assessment, which informed our strategy development, and our alignment to reporting standards. [**See the Annex.**](#)

Unless otherwise noted, the data reflected in this report covers ServiceNow's global operations for fiscal year 2021, representing Jan. 1 through Dec. 31, 2021. This report contains figures that have been rounded or approximated. Certain reclassifications of data from previous public disclosures may be made to conform to current period presentation.

Letter from our CEO

When we say our dream is to be the defining software company of the 21st century, what does it actually mean? Our dream isn't simply to put forth the best technology in the market. What's paramount to our dream is to exemplify responsible business leadership for decades to come.

That means when we read reports like the UN Climate Report, we ask ourselves, "what do we, ServiceNow, need to do to address climate change? And how do we help our customers do the same?"

In the face of social unrest, we ask ourselves, "How can we aid in creating a more equitable world? What can we do to create more economic and educational opportunities for underserved communities?"

When faced with a global pandemic that has forever changed our way of doing business, we ask ourselves, "what can we do to keep our employees, customers, and communities safe?"

We have a once-in-a-lifetime opportunity and a responsibility to make a significant impact on these, and many more, once-in-a-lifetime challenges.

We recognize ESG's ties to enterprise value creation and financial performance over the long term.

Since publishing our inaugural Global Impact Report in 2021, our progress has accelerated, and our commitments have gained greater focus. I'm proud to share that in the past year we've:

- Launched an integrated ESG Command Center solution to help our customers achieve their ESG goals
- Achieved 100% renewable electricity, carbon neutrality, and approval for our science-based targets by the Science Based Targets initiative (SBTi)
- Developed a new employee value proposition (People Pact) aligning our people strategy to our business strategy, and made significant progress in representation across three categories: Black or African American, Hispanic or Latinx, and women in leadership
- Fully distributed our \$100M Racial Equity Fund in 10 communities across the US
- Developed an EU-based solution for customers who would prefer to have their EU-hosted data handled within EU borders

But we won't stop there. We can't. There's so much more work to do. That's why, going forward, we are fully committed to:

- Continue to develop ESG solutions on the Now Platform to help address our customers' risks and opportunities
- Build our roadmap to achieve net zero by 2030 with a specific focus on our supply chain
- Deliver a new enterprise-wide strategic workforce plan that establishes a strong foundation for growth and scale
- Deliver a new global diversity, equity, and inclusion framework and amplify impact in and through our business
- Accelerate our impact in communities and scale our NextGen Professionals digital skills program

This report showcases our ambitions and our progress made against those ambitions. As we advance our own global impact journey, we're building systems to help customers turn their ESG strategy into action. I invite you to join us in dreaming even bigger to unlock unimaginable value for business, society, and the planet.

With deep gratitude,



Bill McDermott
CEO, ServiceNow



“

**The world's
greatest challenges
are our biggest
opportunities**

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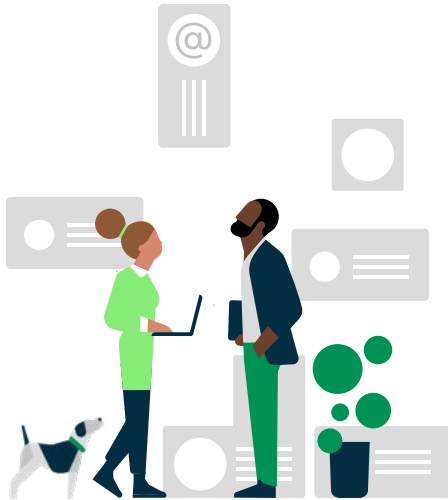
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Use of forward-looking statements

This report contains “forward-looking statements” that are based on our management’s beliefs and assumptions and on information currently available to management. Such forward-looking statements include information concerning our ESG strategy relating to future operations, potential growth opportunities, and plans and objectives of management. Forward-looking statements include all statements that are not historical facts and can be identified by terms such as “anticipates,” “believes,” “could,” “seeks,” “estimates,” “targets,” “expects,” “intends,” “may,” “plans,” “potential,” “predicts,” “prospects,” “projects,” “should,” “will,” “would,” or similar expressions and the negatives of those terms, although not all forward-looking statements contain these identifying words. Forward-looking statements involve known and unknown risks, uncertainties, assumptions, and other factors that may cause our actual results, performance, or achievements to be materially different from any future results, performance, or achievements expressed or implied by the forward-looking statements. Factors that may cause actual results to differ materially from those in any forward-looking statements include, without limitation, changes in global economic conditions; unexpected delays, difficulties, and expenses in executing against our ESG goals set forth in this report; and changes in the regulatory landscape. Further information on factors that could cause or contribute to such differences include, but are not limited to, those discussed in the section titled “Risk Factors” in our most recent Annual Report on Form 10-K and our most recent Quarterly Report on Form 10-Q filed with the Securities and Exchange Commission (SEC) and in our other SEC filings. We cannot guarantee that we’ll achieve the plans, intentions, or expectations disclosed in our forward-looking statements, and you should not place undue reliance on our forward-looking statements. Forward-looking statements represent our management’s beliefs and assumptions only as of the date of this report. We undertake no obligation, and do not intend to update the forward-looking statements.

About ServiceNow

~17,000
employees

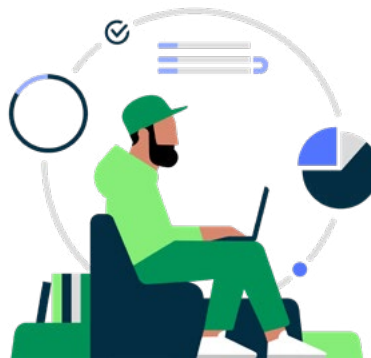


76 offices in **29** countries

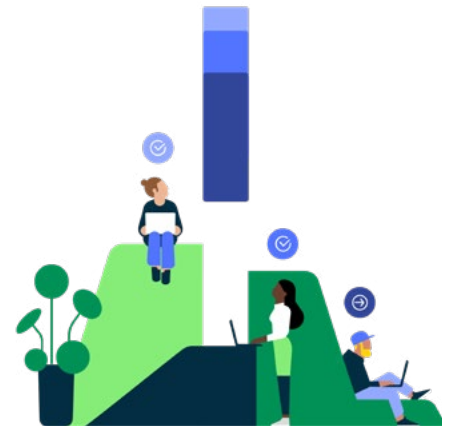


30+ data centers in **13** countries

~80%
of Fortune 500 use ServiceNow



7,400+
global enterprise customers



98%
renewal rate

\$5.573B
subscription revenues

Recognitions

FORTUNE® Future 50 2021¹

**FORTUNE® World's Most
Admired Companies 2022¹**

**Silicon Valley Business
Journal's Top 50 Silicon
Valley Philanthropists**

Great Place to Work—Certified™

**Newsweek's America's Most
Responsible Companies 2022**

**Dow Jones Sustainability
Index North America Member**

**Human Rights Campaign
Foundation's Corporate
Equality Index**

**Just Capital's JUST100:
America's Most JUST
Companies 2022**

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ServiceNow provides solutions that deliver on our purpose: We make the world work better for everyone

This purpose drives us to create the connections that help people do their best work. Our platform spans business functions, bringing people, processes, and systems together. This allows information and ideas to flow freely, making it possible for everyone to have a positive impact on the world.



Now Platform: The platform for digital business



Customer experience

Bring the power of your whole company to serve your customers: Address their needs quickly, consistently, and proactively and offer new ways of doing business that make their lives easier.



Employee experience

Establish connected and unified employee experiences to drive employee engagement and productivity while delivering departmental efficiencies.



Operating excellence

Build common services and competencies to accelerate transformation and support business goals with increased efficiency, lower costs, reduced risk, and higher ESG impact.



Technology excellence

Accelerate digital transformation by streamlining the resilient, cost-efficient, and secure delivery of differentiating technology across internal functions and customer-facing offerings.



Build and automate

Empower your team with a strategic low-code platform to deliver workflow automation fast with a modern user experience, connect siloed systems, and create productive ways to get work done.

Driving long-term impact for people and our planet

“

Building on an incredible year of progress, we're aiming higher, grounded in an actionable path forward. Given ESG's connection to long-term value creation, we've made it a strategic imperative at ServiceNow. We've embedded it into our operations, solutions, and cultural mindset to benefit our employees, customers, partners, and communities.

Gina Mastantuono
Chief Financial Officer, ServiceNow



All in for a better world

As the world continues to navigate ever-changing environmental, social, and economic shifts, we're pushing forward and evolving our ESG strategy to make significant progress on our commitments to drive long-term impact for our stakeholders and the planet. We do this through digital experiences that make work flow to deliver more impactful outcomes. Connecting people, processes, and systems across the complex ESG landscape helps align investments, empower decision-making, and streamline delivery, enabling organizations to better serve all stakeholders and create meaningful, sustainable change.

Our ESG strategy

Aligned with ServiceNow's purpose—We make the world work better for everyone—our strategy centers on three main pillars: sustaining our planet, creating equitable opportunity, and acting with integrity, all supported by our Now Platform and solutions. To help our stakeholders realize those commitments, we embed ESG into our business strategy, culture, and values across our global operations. We achieve even greater impact by delivering solutions on the Now Platform that empower

our customers to embed and strengthen ESG in their own operations and better serve their stakeholders. How we help and what we learn from our customers informs our global impact program. What we learn from our global impact program informs what we build and enable for our customers, as well as our communities. It's a continuous cycle that helps us make the world, and everyone who works in it, better.

We make the world work better for everyone



Environment

Sustaining our planet

Championing the transition to a net-zero world



Social

Creating equitable opportunity

Making work more equitable, accessible, and rewarding for all people



Governance

Acting with integrity

Building trust through ethical, transparent, and secure business practices

ESG Priority Issues

Climate and energy
Responsible procurement
Waste

Our people
Diversity, equity, and inclusion
Community engagement

Security and data privacy
Governance and ethics
Business continuity

Key Initiatives

- Accelerate decarbonization
- Advance responsible procurement (ESG)

- Empower the workforce of the future
- Cultivate diversity, equity, and inclusion
- Strengthen employee engagement and community investment

- Lead with ethics, transparency, and disclosure
- Assure security and data privacy
- Foster responsible and ethical use of data, and respect human rights

Now Platform and solutions

The world works with ServiceNow



Environment—Sustaining our planet

We've achieved our 2021 goals of 100% renewable electricity and carbon neutrality.² We've accelerated our initial commitment to net zero by 20 years, with a goal of achieving net zero by 2030. We've also set ambitious near-term science-based targets for Scope 1, 2, and 3 emissions, which have been approved by the SBTi.



Social—Creating equitable opportunity

We're continuing our commitment to support our employees, partners, and communities. We empower employees through a strong company culture, an even stronger focus on an inclusive employee experience, and new opportunities to make a difference in their communities. We work to increase supplier diversity by generating more opportunities for small, minority-owned and women-owned businesses. And we support our communities through employee donations and volunteering, cash and in-kind donations, and programs such as our NextGen Professionals digital skills initiative and our US Racial Equity Fund.



Governance—Acting with integrity

We continue to embed robust governance and ethical business practices in every area of our company to increase transparency and accountability while protecting the security and data privacy of our customers.

Although we've moved quickly and made tremendous advances over the past year, there's more work to do on our global impact journey. We understand there will be challenges ahead, as well as opportunities. We're fully committed to continue to drive the innovation, collaboration, and inclusion needed to build stakeholder trust and create a more sustainable, equitable, and ethical world.

82% of employees responded favorably to "ServiceNow's commitment to global impact/ESG is meaningful"

² Our carbon neutral boundary includes Scope 1 + Scope 2 (Market-based) + Scope 3 (Category 6: business travel, and work from home from Category 7: employee commuting).

Our 2021 global impact



100%

renewable electricity achieved, and carbon neutrality achieved in operations³, business travel⁴, and work from home⁵



Committed to net zero by 2030⁶

Science-based targets (near-term) approved by SBTi

Significant progress in representation across Black or African American, Hispanic or Latinx, and women in leadership



82%

favorable employee engagement (2021 Employee Voice Survey)

\$100M

Racial Equity Fund fully distributed across 10 US communities



\$10M+

community grants, corporate match, and rewards⁷

19K+

volunteer hours

3x increase

in employee volunteerism



99.995%

average uptime

Launched integrated ESG Command Center solution including ESG Management product

³ We define operations in line with the GHG protocol. This includes all required operational GHG emissions from within our inventory boundary at our offices and data centers.

⁴ Business travel includes all flights, accommodations, ground transportation, and all travel related business.

⁵ The work from home footprint is part of Category 7: employee commuting under the GHG protocol.

⁶ Our commitment to net zero by 2030 includes Scope 1, 2, and 3.

⁷ A reward is a donation credit given to an employee through their account on our donation-management platform to support initiatives such as volunteering, employee recognition, and new hire rewards. Rewards can only be used to make donations to eligible nonprofits.



SERVICENOW SOLUTIONS

The world works with ServiceNow

Bringing people, processes, and systems together

Turning strategy into action

“

By harnessing the power of the Now Platform, ServiceNow ESG solutions empower organizations to mobilize ESG and build customer, investor, and employee trust. We're committed to helping companies contribute to a better, more sustainable, and equitable world while delivering growth and value over the long term.

CJ Desai

Chief Operating Officer, ServiceNow

ESG is a top priority for our customers and partners in every corner of the enterprise—from the C-suite and board of directors to every employee, supplier, customer, and business partner around the world. Corporate leaders care about ESG because of this broad stakeholder impact: Employees increasingly choose to work for purpose-driven companies, boards and investors mandate progress, and getting ESG right has significant financial and competitive implications. Every C-suite stakeholder in every industry is compelled to act—from the CEO and CFO to the CHRO and CIO, as well as business segment leaders.



That's why we're developing integrated solutions that cut across enterprise silos and ecosystems—solutions that address our customers' biggest issues (and the issues their customers, employees, and investors care about). These solutions help mitigate risk, control costs, and even grow the top line. We're not reinventing the wheel. We're taking the power of the Now Platform and the solutions our customers have come to trust and rely on, and we're enhancing them to address environmental, social, and governance needs.

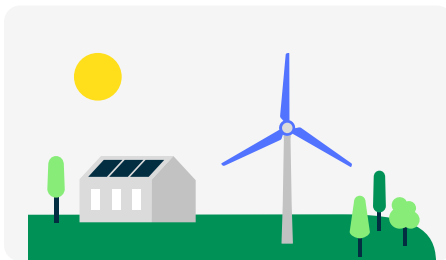
As we progress on our own ESG journey, we're building systems to help customers turn ESG strategy into action. Together, we create value for business, society, and the planet.

Building connections that turn ESG strategy into action

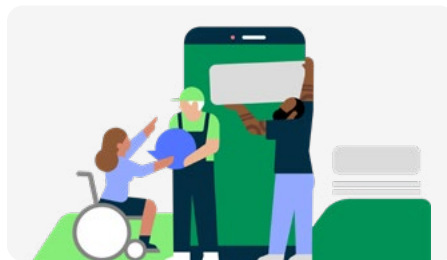
By keeping data and ideas flowing across value chains and providing engaging and productive digital experiences, the Now Platform unites the people, processes, and systems that make work happen in the right way for the benefit of everyone.

The power of ServiceNow solutions to address ESG

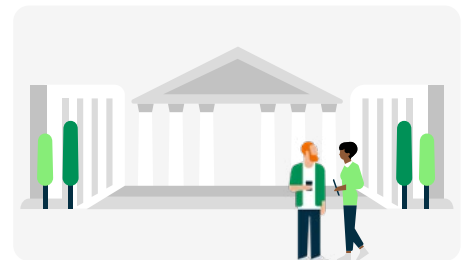
Strategy, management, governance, and reporting



Environmental



Social



Governance

ServiceNow products for ESG use cases

Creator Workflows for industry and customer-specific needs

ServiceNow Store integrations, content, and partner-built apps

Now Platform

External data sources

Laying the foundation for ESG activation

Our integrated ESG solution, ESG Command Center, launched in October 2021. It brings together an all-new ESG Management product and our Integrated Risk Management and Strategic Portfolio Management solutions—along with our partner ecosystem. This solution, together with our existing and custom-built workflows and apps, gives organizations the range of tools they need to turn their ESG strategies into action.

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



A closer look at ESG Command Center

Our ESG Command Center solution helps organizations at every level of maturity integrate their ESG initiatives—from setting goals and collecting data to auditing activities and tracking and disclosing performance. This solution allows customers to plan, manage, govern, and report on ESG initiatives in every part of the organization.



ServiceNow ESG Management

Helps companies document material topics, create goals and metrics, track performance, collect and validate audit-ready data, and create metric disclosures that align with major ESG reporting frameworks.



ServiceNow Strategic Portfolio Management

Helps organizations build and maintain their ESG roadmap through strategy, planning, and budgeting tools. Companies can track costs and resources, gain visibility into their ESG investments, and improve the scale and impact of their ESG efforts.



ServiceNow Integrated Risk Management

Incorporates ESG considerations and data into enterprise-wide risk and compliance management by offering core governance capabilities, advanced risk assessments, continuous monitoring, artificial intelligence (AI), audits, privacy, automation, and analytics for better decision-making and business performance.

How ServiceNow helps the world work

Evidence of customer interest in how the Now Platform can address ESG can be found in the sheer volume of customer conversations. In less than four months, the number of customer conversations where ESG is addressed has increased tenfold. These conversations have spanned industries and many started with the C-suite, confirming that ESG is a top business priority. We also found that C-suite executives are looking for digital platforms that can help them gain control and visibility

over all ESG activities across the enterprise, and activate their ESG agenda faster and at scale—while managing cost and risk.

Many customers are using the power of our Now Platform and solutions to solve a broad range of ESG issues, from governance and compliance to risk management to vaccine management and much more. Here are a few examples.

New South Wales Health: Keeping people safe with a swift vaccine rollout

New South Wales, Australia

In October, ServiceNow announced that nearly 1.7 million appointment bookings have been made and more than 1.2 million doses of COVID-19 vaccines delivered by New South Wales Health through the ServiceNow Vaccination Administration Management (VAM) solution, supporting the rapid scale-up of the state's vaccine rollout.



The ServiceNow VAM solution was selected by NSW Health in May 2021 to ensure scalability and ease of use. It's designed to manage the entire vaccination process, including booking an appointment, tracking vaccination doses, recording clinical information, managing clinic workflows, and interfacing with the Australian Immunization Register. [**Read more.**](#)

Our work in developing the VAM solution has further advanced the innovation of the ServiceNow digital health platform. It allows healthcare providers, payers, and life science companies to bring together data, systems, and workflows to increase the value for each patient and reduce the complexity of care delivery across the healthcare ecosystem. Our digital health platform helps organizations support changing business and care models that increase patient engagement, reduce the burden on care teams, and increase transparency needed for a better care experience.

“

The ServiceNow VAM has simplified and automated workflows between administrators, clinicians, and patients, so that NSW Health centers can vaccinate more people, faster and safer.

DR. ZORAN BOLEVICH
CHIEF EXECUTIVE OF EHEALTH NSW AND CIO FOR NSW HEALTH

DNB: Reducing risk across a network of partnerships

Oslo, Norway



DNB is Norway's largest financial services group. In financial services, reputation is everything, and DNB understands that its partnerships with an extensive network of vendors are a critical fundament of that reputation. DNB's challenge was to control partner-related risk without incurring astronomical costs. The company needed a streamlined process built around a flexible tool that supported easy integration and automation. The tool DNB chose was ServiceNow Vendor Risk Management.

A holistic approach to third-party risk management made much better sense than monitoring specific risk triggers. Among the areas it wanted that holistic approach to cover were:

- Corporate social responsibility: A third-party partner with lax ethics (tolerating, for instance, child labor) can pose a threat to a company's market reputation and customer loyalty.
- Supply chain integrity: Any breach along the supply chain can have dire security consequences for an entire partner network. [Read more.](#)

Avanade (a subsidiary of Accenture): Connecting processes to demonstrate compliance

Seattle, WA



As a leading global professional services company, Avanade needs to show compliance to its clients, regulators, and its parent company. It's especially important to meet strict regulatory requirements, including ISO, GDPR, HIPAA, CCPA, and SSAE 18. Because of this, Avanade has an overriding focus on effective governance, risk, and compliance (GRC). [Read more.](#)

“

We had an on-premises system, but we were concerned about its scalability. And, despite having a tool, our compliance team still had to use spreadsheets to track regulatory updates from our legal team. Our team is small, so we were overloaded—particularly with the high number of regulatory changes. The transition to ServiceNow for GRC was completed with the help of Accenture in just six months. Before, governance, risk, and compliance were disconnected processes. With ServiceNow, they all work together. For example, by looking at compliance, we can immediately see our risks.

ANN AUERBACH

GLOBAL CERTIFICATION AND COMPLIANCE MANAGER, AVANADE

To explore more about how ServiceNow helps customers and communities address ESG challenges see our [ESG Use Case Guide](#) and our [ESG solutions](#).

Partnering for broader and deeper impact

We're taking bold action to deliver ESG value across the enterprise. But we know we can't do it alone. That's why, in 2021, we teamed up with KPMG as our launch partner to activate ESG in organizations around the world.

Over the past year, we strengthened our KPMG partnership to help our customers better manage risk and compliance, increase security, build resilience, and deliver ESG value faster. The combination of KPMG industry expertise and the Now Platform—including our ESG Command Center, ServiceNow Security Operations, and ServiceNow Vendor Risk Management solutions—offers organizations a powerful set of tools to build and maintain trust with the people they do business with.

We continue to forge partnerships like this to address industries, regions, regulations, and emerging ESG challenges and opportunities. We've also expanded our partnership and developer programs to enlist more technology and content innovators in this mission. In addition to those with apps already on the ServiceNow Store, we have new partnerships with key ESG data providers, including Interos, EcoVadis, and Watershed—and currently have more than 10 partners enrolled in our Early Adopter Program.

Meeting our customers' unique ESG needs

In addition to the solutions we provide, customers and partners create custom apps and apply their own deep expertise to address the ESG use cases specific to their organization, industry, and region.

As an example, a major German chemical and consumer goods company built out a shared Service Portal with App Engine, eliminating multiple workflow systems. Many custom apps are deployed to the portal, including Scrap Management for waste material management in the company's beauty, laundry, home care, and adhesive business units.





ENVIRONMENT

Sustaining our planet

Championing the transition to a net-zero world

When we protect our planet, the world works

“

We are committed to our goal of net zero by 2030. Reaching this goal will require building strong partnerships across our entire value chain.

Rebecca Marshall

VP, Global Sourcing, Workplace Services, and Sustainability, ServiceNow

Climate change has left no region on Earth untouched. We're seeing the results now in floods and droughts, heat waves and wildfires, rising seas, and species extinctions.

According to the Intergovernmental Panel on Climate Change (IPCC) [2021 Climate Report](#), our planet will probably reach or exceed a temperature 1.5° C (2.7° F) over pre-industrial levels, the limit of global warming targeted under the Paris Agreement on climate change. Only with dramatic cuts in GHG emissions can we keep increases in global temperature to below 1.5° C.

COP26, the 2021 United Nations Climate Change Conference, reinforced the urgency for all of us to act quickly to create the greatest impact. ServiceNow was already making inroads. We laid the foundation with our ambitious environmental goals in 2020 and then built on that by assessing our full carbon footprint in 2021. Establishing our baseline let us commit to science-based targets and accelerate our goals for 2021 and beyond.

We also moved our net-zero emissions goal forward from 2050 to 2030. And we've made solid progress. At the end of 2021, we balanced 100% of our electricity demand with renewable electricity across all offices and data center

operations and reached carbon neutrality across those operations, business travel, and work from home.

Measuring our carbon footprint let us understand the full impact of our business, not only in our operations but across our value chain. This effort helped lay the groundwork for engaging with suppliers to reduce our carbon footprint. Collaboration and innovation are the keys to reaching our goals.

To achieve more sustainable data centers, we're improving our energy efficiency programs by collecting monthly and real-time data on power usage and then implementing energy-saving infrastructure. Some targets we set for 2021—advancing the circular economy and surveying waste and water usage—are no longer our top priorities. We can achieve a greater impact by helping our customers use the Now Platform and our solutions to manage assets and decarbonize their operations and infrastructure.

Our new environmental policy outlines our key commitments for a sustainable future. [Learn more about the policy.](#)

Climate and energy

In our Global Impact Report 2021, we announced three ambitious goals:

100% renewable electricity



Carbon neutrality



Reducing our carbon footprint

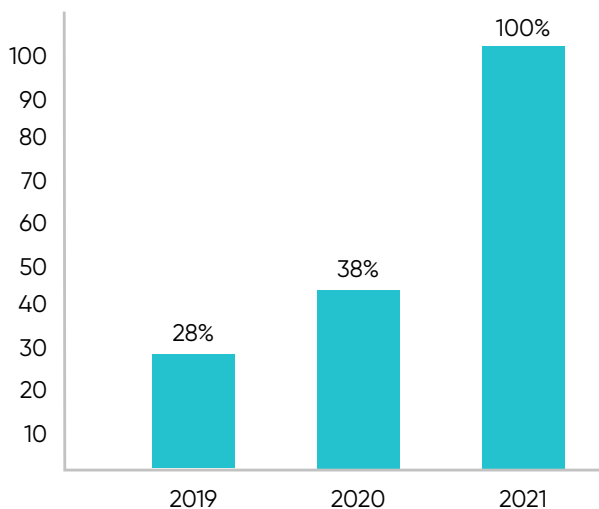


100% renewable electricity

We achieved the milestone of 100% renewable electricity for 2021 through a combination of options: 5% is sourced through green utility tariffs, and 43% of our co-location partners across our 30+ data center facilities, deployed globally, now provide high-quality renewable electricity. We balance the remaining 52% of our demand with the purchase of renewable energy certificates (RECs).

An example of our green utility tariffs is for our Santa Clara, California, headquarters. Here, we purchase renewable electricity through the Santa Clara Green Power program that matches 100% of our electricity usage with RECs. At least 80% of this solar generation comes from California.

Progress to 100% renewable electricity



Carbon neutrality

In 2021, we expanded our carbon neutrality claim from operations and business travel to include our work-from-home footprint. As our carbon footprint shifted away from business travel due to the COVID-19 pandemic and moved into our homes, this was a natural evolution.

We achieved carbon neutrality through efficiency measures, 100% renewable electricity, and financing of carbon offset projects. Our portfolio approach to high-quality carbon offsets includes five projects ranging from reforestation to community cookstoves in locations around the world. High-quality carbon offsets are from projects that adhere to the highest standard of third-party verification.

High-quality carbon offset projects

Project: Lake Victoria Cookstoves

Location: UGANDA: Buikve, Mukono, and Kayunga

This project distributes efficient cookstoves to households, providing co-benefits of cleaner air for women and children while reducing carbon.

Project: Serradura Biomass

Location: BRAZIL: São Miguel do Guamá

The Serradura project has developed a new biomass brick design, which replaces virgin wood with acai residue and sawdust. As a result, 1,773 hectares of forest are saved from destruction every year.

Project: Kupika Cookstoves

Location: KENYA: Shimba Hills, Maungu, Kasigau, Kwale Village, and Golini Village

This project distributes improved cookstoves to households in the Shimba Hills and Meru districts, saving at least 50% of wood required for each household.

Project: Brickstar Woodstoves

Location: SOUTH AFRICA: Mahlaba

The project aims to improve community health by replacing traditional cooking methods while helping to reduce deforestation.



Protecting habitat in the Congo Basin

The Congo Basin is the second largest tropical rainforest on Earth and the largest carbon sink. The forest is essential to mitigate impacts of climate change, maintain biodiversity, and sustain life. ServiceNow supports the **Mai Ndombe REDD+ Project** that protects 740,000 acres of critical bonobo and forest elephant habitat within the Congo Basin.

Our SBTi commitment

In December 2021, the Science Based Target initiative (SBTi), which drives climate action in the private sector, approved our near-term emissions targets:

- Reduce Scope 1 and 2 GHG emissions 70% by 2026 from a 2019 baseline year, in line with the 1.5°C trajectory recommended by the Intergovernmental Panel for Climate Change.

- Reduce Scope 3 GHG emissions from business travel and work from home 40% per unit of value added—in other words, total revenue less cost of revenues—within the same time frame.
- Ensure 65% of suppliers by spend have approved science-based targets by 2026.

[Search for ServiceNow's targets at SBTi.](#)

Our corporate carbon footprint organized by business activity

We organize GHG protocol categories into business activities to illustrate where the greatest impact is from our carbon footprint. We allocate carbon based on business activities where appropriate. For example, all scope 1, 2, and 3 emissions associated with offices are allocated to the offices category footprint. Other general carbon (IT, software, consulting, etc.) falls into the goods and services category if it is not associated with other business activities.



38%
Goods and services



29%
Data centers



14%
Marketing



10%
Offices

7%
Employees



2%
Travel



Shrinking our carbon footprint

Achieving 100% renewable electricity let us mitigate 33,446 mtCO₂e from our footprint in 2021.

We've decoupled our revenue growth from our carbon emissions growth. While our revenue increased 70% from 2019 to 2021, our carbon footprint reduced by 21% in the same period. Our carbon emissions went down from 228,228 mtCO₂e in 2019 (our baseline year) to 180,251 mtCO₂e in 2021. This reduction resulted from a combination of efficiencies across our operations and data centers, and updates in emission factors.

Now that we've reduced Scope 2 emissions by achieving 100% renewable electricity, 99% of our emissions come from our value chain—including purchased goods and services, capital goods, business travel, employee commuting (including work from home), fuel- and energy-related activities. That majority portion makes engaging our suppliers critical to achieving our reduction goals.

As such, in 2021, we initiated a project to gather information about our supply chain and pinpoint where our suppliers are in their sustainability journeys. After surveying our top 150 suppliers by spend, we learned 33% of our suppliers had either set or committed to targets, which is a good start. Having this information helps us understand how we can meet our SBTi supplier engagement target of 65% by 2026. In 2022, we'll further engage with our supply chain on climate

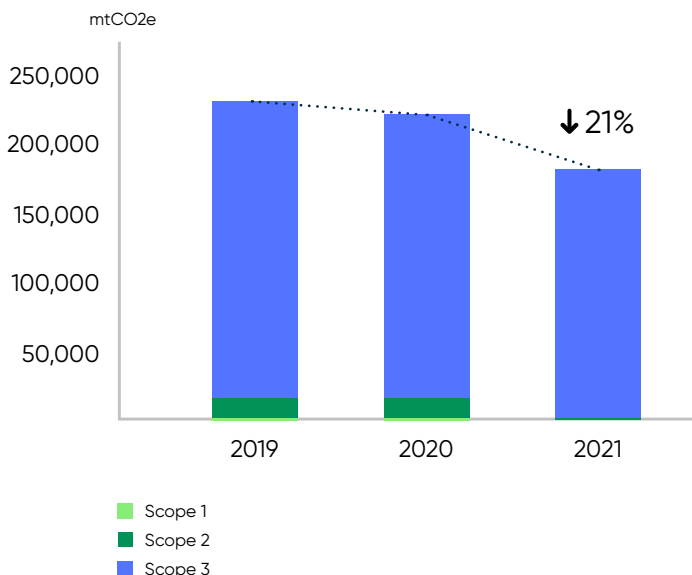


and energy through the **CDP Supply Chain Program**, which helps companies drive action in their supply chains to improve environmental performance.

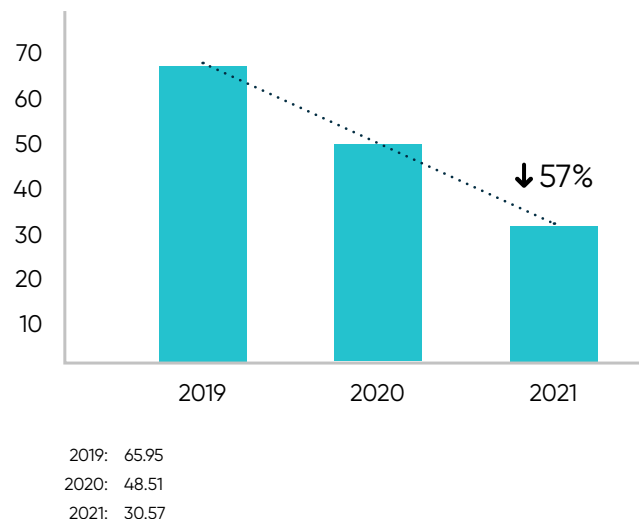
Going forward, we'll continue to commit to 100% renewable electricity across our operations to further shrink our carbon footprint and we're committed to providing our customers with a carbon neutral cloud.

Our carbon footprint

GHG emissions (Scope 1, 2, 3)



Emissions intensity (mtCO₂e/\$ revenue)



Green data centers

To be sustainable, data centers depend on energy-efficient design. Most data centers got off to a bad start—making them clean and green wasn't in the plan. They're huge consumers of electricity, and that may only increase with cloud services, edge computing, artificial intelligence, and the Internet of Things. Along with energy use comes a critical demand for cooling.

Although adopting a sustainability mindset for data centers is a culture shock for many operators, it's nothing new for us. We've been working to improve data center efficiency and increase capacity for years. And it's what ServiceNow customers expect.

When it comes to improving data center efficiency, knowledge is power. We gather data from more than 30 global data centers, including historical and real-time power usage. By collecting and analyzing data from the co-location providers that lease rack space to us at the majority of these data centers, we can help them run as efficiently as possible.

In many cases, we're renting shared spaces, not purpose-built rooms. So, it's critical to work closely with providers and highlight issues they may not be aware

of, such as temperature or humidity values beyond expected ranges or localized hot spots that could indicate mechanical inefficiencies or data center design issues. ServiceNow can work with data center providers to improve mechanical solutions, change rack layouts, or enhance room design to reduce power consumption.

As we add new data centers around the world, sustainability has also become a top criterion when we source, evaluate, and award contracts.

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ServiceNow is intensely focused on improving all environmental sustainability aspects of our global cloud infrastructure. This means utilizing the power of the Now Platform for insights into what's happening within our data centers and using those insights to enact the changes that will accelerate our environmental goals and commitments around the world.

MIKE LENTS

SVP, GLOBAL CLOUD SERVICES, SERVICENOW

Our global data centers and sustainability-certified employees



The path to efficiency

In 2021, our priorities included using the Now Platform to capture and analyze real-time data on power use at the rack level, establish a baseline, and monitor and evaluate the impact of actions we take to save energy.

We successfully piloted a data center environmental monitoring solution to identify areas with inefficient cooling and power usage and address problems by modifying infrastructure. For instance, precise temperature and relative humidity measurements can tell us where a co-location provider could reduce cooling and save substantial energy.

As noted above, 43% of our co-location partners provide high-quality renewable electricity. We're working with them to increase that over time and put RECs in place for the remainder.

We're also working to help customers meet their carbon reduction goals with a trial of power usage reporting on the Now Platform. We hope to ratify and approve implementation in 2022. Customers will be able to look at power use from both rack internals and power distribution units to understand their carbon footprint.

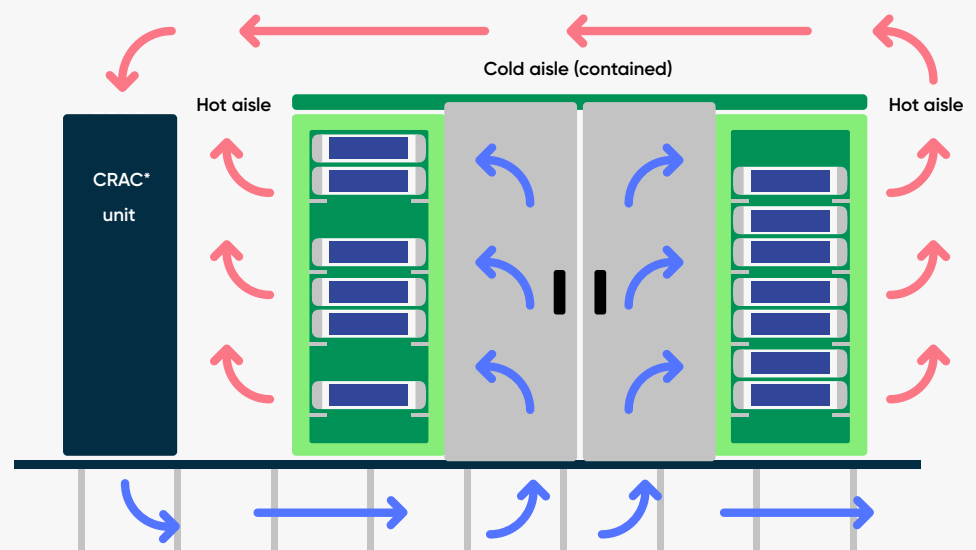
Advancing a sustainability mindset

Data center operations teams need to know the latest best practices in data center sustainability to support our climate goals and our customers' expectations. Through sustainability initiatives and training toward Data Center Sustainability Professional certification, we're building both a culture and knowledge of sustainability across our operations team.

Several data center operations staff around the globe have earned independent certification in Certified Data Center Sustainability Professional (CDCSP®) training. They've gained a deep understanding of mechanical and electrical engineering components to design, build, and operate the most efficient data centers possible.

The big chill

To prevent mixing hot and cold air at the rack level and to boost efficiency, we developed a cold aisle containment solution in 2021. Hot waste air from hardware is exhausted out of the data center. Cold air that costs a lot in power and money to produce is routed directly to the rack/server hardware intakes. This arrangement means the temperature doesn't rise significantly before the chilled air reaches the devices that need cooling.



* Computer room air conditioner

Responsible procurement

To achieve our net-zero emissions target by 2030—especially the reduction in Scope 3 emissions—it's vital we select suppliers that share our purpose, values, and vision. By working together, we can help them become more capable, compliant, and competitive.

In 2021, one of our top priorities was to implement third-party tools to measure various aspects of responsible procurement—sustainability, labor and human rights, ethics, supplier diversity, and financial health. We found our predictive risk rating to be low for the majority of active ServiceNow suppliers. We've communicated with our highest risk suppliers—and the most critical ones—to help them raise their scores.

We now have a baseline for our supplier ecosystem available to our sourcing staff. By looking at the scores for multiple areas together, we have a more complete profile of each supplier and can make more responsible decisions on procurement. Tools that allow continuous monitoring will show us how the baseline evolves over time.

Responsible procurement requires a commitment to diverse suppliers—we've outlined our plans to support diverse suppliers in our creating equitable opportunity pillar.



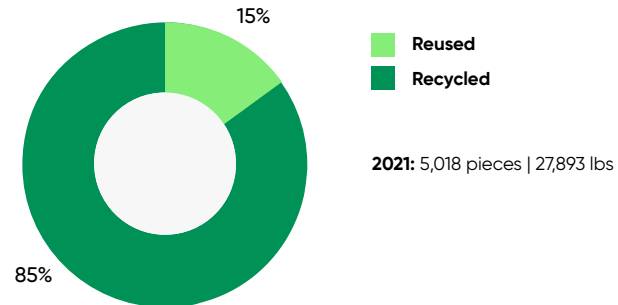
Waste reduction

Although assessing our carbon footprint took precedence over a waste survey in 2021, we still made meaningful advances. We successfully implemented a pilot to reduce packaging waste for data center hardware deliveries by truck in Germany. By consolidating orders into larger shipments, we cut what would normally be five or more materials deliveries for the data center build to two, significantly reducing packaging materials as well as emissions. In addition, for our recent Germany-based project, we requested our suppliers to reduce the volume packaging materials and return what they use for recycling or reuse. We're now working to adopt that practice with our suppliers for future projects.

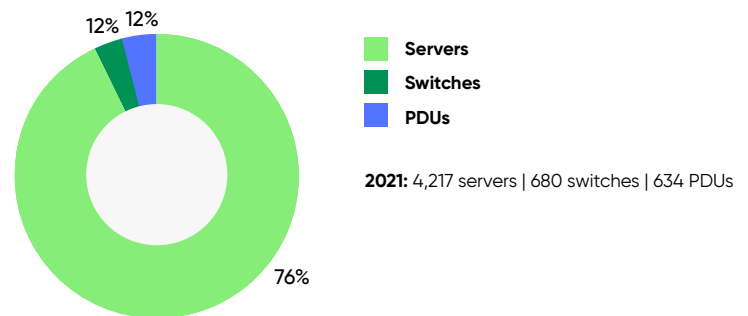
In 2022, we plan to review the pilot results with suppliers and extend this effort globally. We'll also continue to resell and e-recycle our technology components, as well as donate IT equipment to nonprofits supporting underserved communities through our Technology Donation Program.

E-waste reused, resold, or recycled

Retired corporate IT equipment 100% reused/recycled



Retired data center equipment 100% reused/recycled



Real progress takes real work

To achieve our goals for adopting sustainable business practices and protecting the planet, we must act quickly to deliver on our science-based targets and achieve net-zero emissions by 2030.

Our future depends on reducing GHG emissions across operations, data centers, and especially our supply chain. We have the talent, tools, and commitment to do the work and to make a profound impact for our employees, customers, partners, investors, communities, and planet.





SOCIAL

Creating equitable opportunity

Making work more equitable, accessible,
and rewarding for all people

When we create equity, the world works

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Everything we do should help our people live their best lives, do their best work, and fulfill our purpose together. The key to our company's growth is fostering an inclusive culture in which all our people have equitable opportunities to thrive.

Jacqui Canney

Chief People Officer, ServiceNow

Nurturing people is how we grow our company and ecosystem while doing good in the larger community. What differentiates ServiceNow is how we bring our values to life—and how they influence and inform our culture in a way our people can embrace.

- **Wow our customers**
- **Win as a team**
- **Create belonging**
- **Stay hungry and humble**

In 2021, we welcomed a new chief people officer and followed in January 2022 with a new chief equity and inclusion officer. Both have rich experience in making the world work better for everyone, from employees to customers.

Throughout the COVID-19 pandemic, economic disruption, and social unrest, we continued to keep our employees safe, healthy, and thriving. We're spearheading a once-in-a-generation opportunity to improve how we work and the world we live in as we reckon with transformative forces, from artificial intelligence to the rise of the gig economy.

Our people are the lifeblood of ServiceNow. They're the face of our company today—along with customers, partners, and other stakeholders—and the true measure of success as we grow to \$15 billion in revenue and beyond.

Our investments go beyond our employees to the communities around the world in which we work and live. In 2021, we shifted our community focus to four critical areas: decarbonization, racial equity, digital readiness, and disaster response.

Our people

In 2021, we simplified our values, aligned our people and business strategies, developed our People Pact, and identified our priorities and goals. We also established pandemic-related policies, processes, infrastructure, and solutions to keep employees safe and healthy in the new world of work.

Amplifying the power of people

ServiceNow puts people at the center of everything we do. At the foundation, our people strategy is rooted in our unique values, the authentic culture we've fostered, and the systems, data, and insights we put in place to help us scale and grow.

The People Pact

Our CEO, Bill McDermott, says we need to know more, care more, and do more to inspire people to be their best. That's why we created and launched our People Pact in January 2022—codifying our commitment to each other at ServiceNow.



The 3 pillars of our people strategy

Purpose and culture



Scale and innovation

Build a talent system that helps us attract, grow, and retain the people who will drive our business forward.



Inclusive employee experience

Power our company with a more diverse workforce, equitable processes that drive equitable outcomes, and inclusive employee experience.



Growth and development

Invest in new learning journeys for our people to grow themselves and their teams.

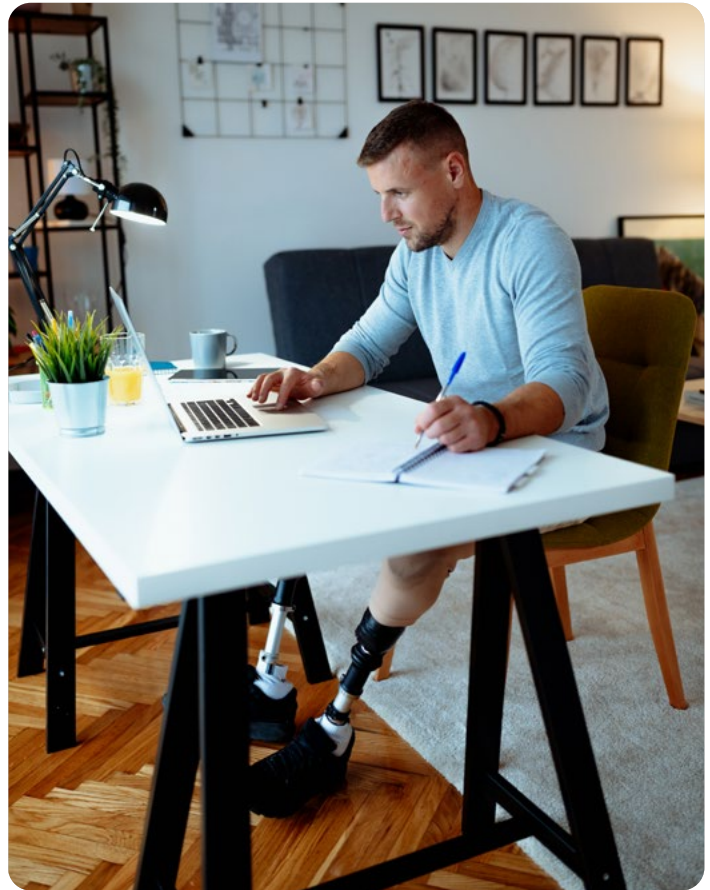
Systems, data, and insights

Safety and health first

At the start of the pandemic, ServiceNow committed to supporting employee well-being. We quickly adopted a company policy encouraging all employees to work remotely.

As COVID-19 peaked in countries around the world, we responded. We implemented a pandemic medical leave policy, provided a one-time home office equipment and wellness stipend **in 2020**, and from June through September 2021, all of our global employees enjoyed additional time off with “recharge half-day Fridays.” In addition, our standard, comprehensive benefits cover physical, emotional, and financial wellness programs beyond COVID-19.

During the largest wave of the pandemic in India, ServiceNow provided on-campus vaccination drives, virtual information sessions with doctors, and other COVID-19-related medical benefits for our India-based employees. [Learn more about the India COVID-19 response.](#)



Shaping new ways of working

We developed a distributed work model in 2021 that gives employees more flexibility about where they work and added new guidelines, policies, and benefits to complement the model. The model lets employees easily change their work personas among flexible, remote, and in-office options. It also provides a 30-day work-from-anywhere benefit for flexible and remote employees and a home office reimbursement benefit for remote employees.

In October, we announced our new Future of Work policy, designed to treat our people fairly and equitably wherever they work. For example, beginning in 2022, most of our employees are expected in a workplace three or fewer days a week.



Opening new pathways to opportunity

To fuel our incredible growth during 2021, we reimagined our early-in-career (EIC) global internship and co-op program, resulting in a record 500-plus virtual interns at ServiceNow. Of those interns who received an offer, 81% accepted a return offer as either a full-time employee or an intern.

We partnered closely with our diversity program and partnership team to open doors for women and underrepresented talent for leadership roles. We exceeded our representation objectives across three categories: Black or African American, Hispanic or Latinx, and women in leadership. We're particularly proud of our **Women Back to Work "returnship" program**, our **\$1 million investment in Benedict College** (a historically Black college in South Carolina), and our **Strive leadership program** for Black and Latinx employees.

As of the second quarter of 2020, our underrepresented minorities representation in the US stood at 11.4%. It includes Black or African American, Hispanic or Latinx, two or more races, Native American or Alaska Native, and Native Hawaiian or Pacific Islander ("URM"). This prompted us to set a goal to achieve 15% URM representation by 2025. We ended 2021 at 13.8% URM representation.

Additionally, our NextGen program helps create equitable opportunities and empower the workforce of the future for people traditionally excluded from technology. [Learn more about NextGen.](#)

Building capabilities and skills for the new world of work

Our new leadership-through-innovation strategy is designed to develop leaders at every level, equipping them with the capabilities needed to flourish in the new world of work. In addition to programs designed to hone technical skills, we're implementing new development programs for our EIC colleagues and a Future Readiness program for senior leaders led by Frances Frei, a Harvard Business School professor.

The burden on managers in the new world of work has never been greater, so we're investing in a best-in-class manager development experience to equip them to elevate themselves and their teams. Programs like our partnership with The Leadership Consortium, G100, Strive, and Signature Leaders will continue to focus on building a diverse pipeline of future leaders at the company.

To help women network, learn, and share experiences, our Power of 10 women in leadership program brings cohorts of 10 women together from across the company. In 2021, we expanded the program to include senior managers and more than tripled participation year over year from approximately 170 participants to nearly 600.



Fostering a world of difference

Inclusivity encourages ideas and innovation. Our company benefits from a diverse and global representation of genders, ethnicities, cultures, ages, mindsets, and abilities in our workforce—in a welcoming environment with equitable treatment for everyone. To ensure everyone thrives, we need the right policies, resources, and cultural awareness.

Our Belonging Groups, which promote engagement in our community, included 41% of our employee population in 2021. We also launched our eighth Belonging Group, for Asian and Pacific Islander employees at ServiceNow. We're building awareness of our communities through employee storytelling, including **Pride at ServiceNow (LGBTQ+)**, **Unidos at ServiceNow (Latinx)**, **Veterans at ServiceNow**, and **People with Disabilities at ServiceNow**.

Going forward, we're committed to weaving diversity, equity, and inclusion (DEI) into everything we do—hiring, developing, promoting, and rewarding people. Our chief equity and inclusion officer will lead the effort with a three-pronged DEI strategy:

- Enable and empower our people: Drive a relentless commitment to employee belonging and success by enhancing equitable processes, policies, and practices across moments that matter for our employees
- Hire with intent: Recruit high performing and diverse talent across all levels by designing a unique and exemplary hiring process that is global and collaborative
- Amplify DEI impact: Build on the global ESG/DEI movement with human ingenuity and technology by advancing DEI with like-minded customers, suppliers, and community partners

One of the primary measures of equity is pay. Because pay is so dynamic, especially in a high-growth company like ours, we manage it on a regular basis. We perform ongoing, regular analysis and adjust as needed. As part of our process, we engage a third party to analyze pay including base salary and On Target Earnings across

gender globally and race and ethnicity in the US. This has enabled us to achieve systematic pay equity and make sure it is lasting. In 2021, all of our global pay adjustments impacted less than 1% of our employee population and accounted for less than 0.05% of our global payroll costs. We are proud that we continue to maintain systematic pay equity company-wide across gender globally and race and ethnicity in the US.



ServiceNow Belonging Groups

Asian & Pacific Islander at ServiceNow

We elevate Asian & Pacific Islander representation through authenticity, empowerment, and service.

Black at ServiceNow

Together we reflect, grow, and heal from racial division to strengthen our bond as people.

Interfaith at ServiceNow

We create awareness and support for faith and diverse beliefs with respect and tolerance.

Unidos at ServiceNow

We celebrate Latinx culture, promote representation, engage talent, and give back.



People with Disabilities at ServiceNow

We advocate for disabled employees, accessibility, and experiences that benefit all.

Pride at ServiceNow

We champion an inclusive workplace and authentic self for LGBTQ+ employees.

Veterans at ServiceNow

We serve those who served and connect veterans to purpose and community at work.

Women at ServiceNow

We advance a diverse workforce where women are enabled, empowered, and valued equally.

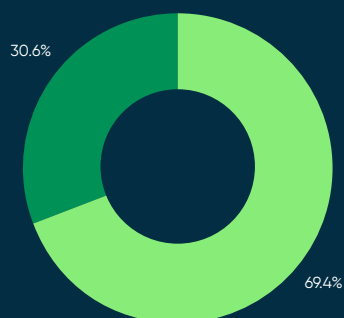
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Our purpose is to make the world work better for everyone. It's my firm belief that we can extend that goal in diversity, equity, and inclusion, building a culture of belonging that is bold, brave, and benevolent.

KAREN PAVLIN
CHIEF EQUITY AND INCLUSION OFFICER, SERVICENOW

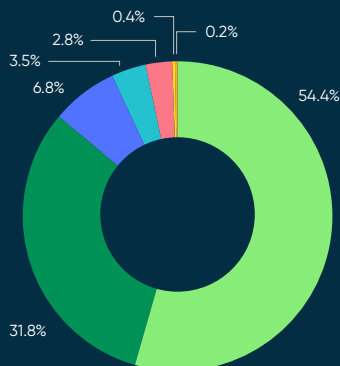
Diversity, Equity, and Inclusion Report metric highlights

Global gender



Male
Female

Race and ethnicity in the US



White
Asian
Hispanic or Latinx
Black or African American
Two or more races
Native Hawaiian or Pacific Islander
American Indian or Alaska Native

13.8% URM representation
in 2021

15% URM representation
goal by 2025

Committed to supplier diversity

The more diverse our suppliers, the more backgrounds, perspectives, and experiences we can tap to shape our future. Our diverse supplier spend, which is 16% of our overall 2021 spend, runs above the industry norm of 3% to 5%.⁸ We plan to continue driving spend toward diverse suppliers, including small businesses, and maintaining an above-average spend.

Previously, we lacked information to help the sourcing team or stakeholders consider or select diverse suppliers. To remedy this, we've engaged the **National Minority Supplier Development Council** and **Women's Business Enterprise National Council**. These groups cover the majority of diverse supplier categories. By working with them, we anticipate generating more opportunities for minority and women-owned suppliers.

For more information, please refer to our **Diversity, Equity, and Inclusion Report 2022**.



Empowering women-owned businesses

In 2021, Waste Management hosted a multiday supplier diversity event, "Share the Green," to provide opportunities for women of all ethnicities who own US businesses. Giving these businesses a chance to create awareness and engagement opened the door to corporate commitments for further exploration—and the possibility of becoming suppliers.

Our participation in this virtual event enabled us to meet with suppliers who offer business consulting, IT services, catering, event planning, accounting, marketing, advertising, and more. We selected two diverse suppliers for further evaluation.

⁸ Karina Swette and Timi Boyo, "[Tracking the Supplier Diversity Dollar](#)," Oliver Wyman.

Investing in our communities

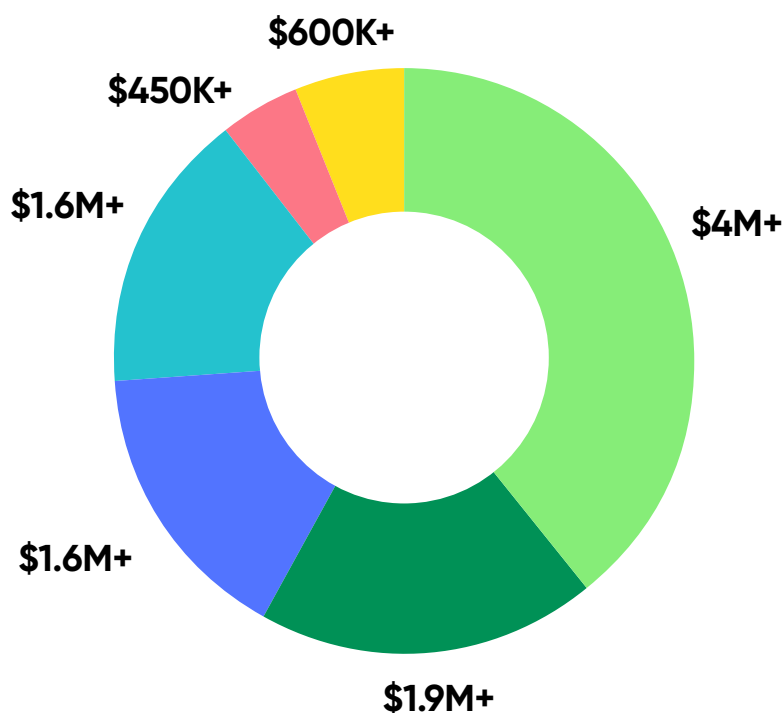
When it comes to creating equitable opportunity for everyone, we don't stop at employees, customers, or partners. We embrace the global community, too.

In 2021, we shifted our community engagement strategy from digital literacy and food security to decarbonization, racial equity, digital readiness, and disaster response. We made these changes to better align with our employees' interests, address societal challenges, and support our overarching ESG strategy.

Our 2021 goal was to deliver \$7.5 million in grants—including corporate match and rewards—to organizations that align with our focus areas. We exceeded that by more than \$2.5 million, thanks in part to almost 3,700 donors representing nearly 22% of our employee base.



Social investments and charitable donations



\$10+ million
total investments

- Digital readiness
- Corporate match and rewards
- Racial equity
- Disaster response*
- Decarbonization
- Other

* Includes \$192K+ in-kind to Second Harvest of Silicon Valley

Expanding our focus

We believe that to solve some of the world's most complex problems, we must first target areas where we can make the greatest impact.

Community engagement

Our focus areas and 2022 goals

Decarbonization Measurable goal: CO2 emissions reduced through technology and trees planted	Racial equity Measurable goal: Lives improved through economic empowerment and businesses created/scaled	Digital readiness Measurable goal: People impacted through digital skills training	Disaster response Measurable goal: Supporting the communities in which we live and operate our business
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Our resources to drive impact

 Cash donations Goal: \$12M+	 In-kind donations Goal: 6 in-kind donations	 Impact funds Goal: Continue to manage the Racial Equity Fund	 Volunteering and giving Goal: 15% employee volunteering
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Decarbonization



Accelerating carbon emission reductions is critical for all our stakeholders, and it's an area where we can make a major impact. We're taking a two-pronged approach, encouraging rapid growth of natural vegetation with reforestation programs and investing in organizations that create more sustainable energy resources. [Learn more.](#)

2021 highlight

We made a \$1 million, two-year commitment to support decarbonization through nonprofit partnerships, including [GivePower](#) and [Amigos de Iracambi US](#).

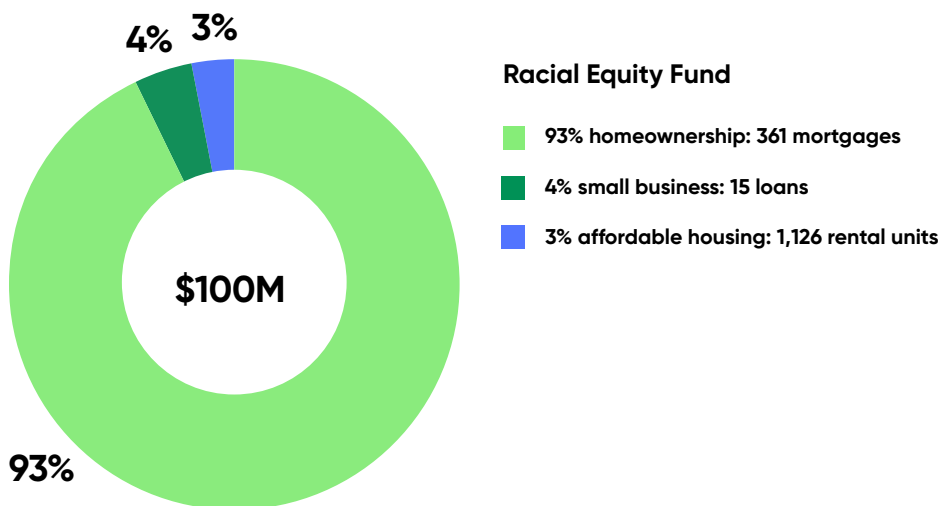
Racial equity

We're intent on increasing representation for diverse groups by breaking down barriers for wealth creation, including entrepreneurship, homeownership, and leadership in underserved communities. [Learn more.](#)



2021 highlight

Our \$100 million [Racial Equity Fund](#) was fully distributed. It is designed to drive more sustainable wealth creation through homeownership, entrepreneurship, and neighborhood revitalization within Black communities in 10 regions across the US.



Digital readiness

Future generations must have the tools and resources to be successful in the digital economy. We work with our people team, product team, and others to invest in secondary education, early-in-career development, and reskilling opportunities. [Learn more.](#)



2021 highlight

Our \$1 million donation to the University of California San Diego scholarship endowment fund will help ensure more students can access an engineering education. Each year, six to 12 students who are majoring in computer science and show a demonstrated contribution to diversity, equity, and inclusion will receive a scholarship with the chance to renew every year as long as they remain in good academic standing.

Disaster response

To support the communities in which we live and operate, we've built strategic relationships with organizations on the ground. This collaboration will ensure we can respond quickly when disaster strikes.



2021 highlight

We provided in-kind product donations, including Workplace Service Delivery facility management software, in addition to a multiyear cash donation commitment to Second Harvest of Silicon Valley.

Employees tackle the COVID-19 crisis in India

Colleagues in India suffered a second wave of the COVID-19 pandemic in early 2021. Employees on the ground took fast action to help.

Arun, workplace services lead, took part in a crisis management tiger team in Hyderabad. The team quickly created a community communication channel to provide information to employees and respond to requests for help.

Jeba, senior director of software engineering management, worked with his team to create a bot called PRIME—Pandemic Response and Incident Engagement for Emergencies. It provides critical information about resources such as hospital beds and COVID-19 tests.

Responding to the crisis forged strong connections among employees all over the world. Our team made significant contributions to one of our largest giving campaigns, resulting in more than \$500,000 being donated solely through our corporate match program. ServiceNow also worked with employees to identify local and international organizations assisting on the ground to support communities in need. [Read the story.](#)



Signature programs

Our two signature programs include NextGen, which supports our focus on digital readiness, and Incubators and Accelerators, which supports all of our community engagement focus areas.

NextGen creates value and closes the digital divide

The NextGen Professionals program helps make work better for everyone with skills, training, and opportunities to thrive in the digital economy.

[Learn more.](#)

6,300+
NextGen beneficiaries
since inception

2021 highlight

Of the more than 1,900 NextGen beneficiaries eligible for employment, we connected more than 1,300 to jobs in our ecosystem, exceeding our hiring goal by almost 10% for the year. We reached more than 2,700 beneficiaries in total, just shy of our goal of 3,000. This was primarily due to shifting our focus from a technical university program in India to underserved communities. Since inception, we've engaged with more than 6,300 beneficiaries and helped connect more than 3,000 to employment. By closing the digital divide, we also created value for our ecosystem. To see how the program looks in action, [watch the video](#) about Emmanuel Ndohku from the UK.

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I'm a migrant who came to the UK with nothing about seven years ago. Despite having a physics degree from Cameroon and some experience in accounting, my job search proved unsuccessful. I knew that I had a lot to offer... that's when NextGen came and transformed my life. It's given me my life back and set me up on a career path I would have never thought that I would have.

EMMANUEL NDOHKU
NEXTGEN GRADUATE, UK



Incubators and Accelerators support nonprofits and small businesses

Our resources enable us to help entrepreneurs and visionaries develop businesses that address issues aligned with our community engagement focus areas. ServiceNow supports incubators and accelerators that provide mentorship, skills and, potentially, funding to nonprofits and small businesses that develop innovative solutions for the world's most complex problems.

2021 highlight

The ServiceNow 2021 MIT Solve Digital Workforce Challenge asked, "How can historically underserved communities prepare for, access, and prosper in the digital workforce?" The winner of the \$100,000 grand prize was Fable, a Toronto-based company that conducts user research and accessibility testing to help leading companies improve digital products. [Watch the announcement video](#) of all the winners.



Our employee volunteers invest in the greater community

Employee volunteerism is an integral part of our global impact program. When we all come together for the greater community, we can foster ideas, drive innovation, and create the change we want to see.

We support employees who want to give back to the community in several ways:

- Skills-based volunteering with the [Taproot Foundation](#) to help nonprofits and social change organizations solve critical community challenges
- 20 hours of paid time off per year for volunteering
- \$10 donation credit for each volunteer hour logged, up to 20 hours per year, through Dollars for Doers
- Team-building volunteer opportunities with [Goodera](#)
- In-person and virtual volunteering
- Global impact councils in 17 of our larger offices and remote employees that organize giving and volunteer opportunities



2021 highlight

During our inaugural Month of Service in October, our employees and C-suite executives played an active role in accelerating our impact by collectively volunteering nearly 7,000 hours. In 2021, we logged more than 19,000 volunteer hours, exceeding our goal of 15,000 by almost 33%, with 13% of employees participating. The work of ServiceNow volunteers benefited more than 440 organizations.

We're walking the talk

Our work on social initiatives starts with our employees but extends to customers, partners, communities, and the world.

We're developing robust opportunities to bring people into the workforce and providing flexibility for them to work where they want and contribute in ways that are meaningful to them. These efforts are driving a new level of engagement, inspiration, and purpose among our employees.

We're also spearheading vital change in communities globally. We'll continue to walk the talk to achieve a global vision that works for us and generations to come.





GOVERNANCE

Acting with integrity

Building trust through ethical, transparent, and secure business practices

When we build trust, the world works

“

Integrity isn't a part-time principle. Every day, we earn trust with our customers, our employees, our shareholders, and our communities by acting with integrity and aligning to our values.

John Castelly

Chief Ethics and Compliance Officer, ServiceNow

At ServiceNow, we strive to build and evolve a governance framework that keeps us aligned, accountable, and transparent to our stakeholders which builds trust. Trust is the foundation of our relationship with all of our stakeholders, from our employees to our customers to our shareholders, and beyond. We work every day to earn that trust and to build on that trust to make great things happen.

In 2021, we stepped up ethics training for our employees, building content relevant to the real-life issues our employees face, and increasing employee engagement with our ethics program. We also continued to build on the transparency of our ESG strategy, creating our first Global Impact Report that publicly states our commitments and goals, and frames our conversations with stakeholders.

As caretakers of our customers' data, we have an immense responsibility to protect it. We're laser-focused on—and invest heavily in—security, compliance, and privacy to meet industry and regulatory expectations to secure customer data. Our dedicated global team of more than 225 security professionals are focused 24/7 to ensure the confidentiality, integrity, and availability of our network infrastructure and our customers' data.



Governance

Trust, governance, and ethics underscore how we work—from our ESG strategy to our business strategy. Although the nominating and governance committee of our board of directors has specific responsibility for overseeing our ESG strategy, our entire board of directors is involved.

In 2021, environmental- and DEI-related targets were considered part of the individual component in each of our Named Executive Officer's 2021 Cash Incentive program to motivate execution against our ESG strategy. See [2022 Proxy Statement](#).

We use our own Now Platform and solutions in areas of governance, risk, and compliance, including our new ESG Management solution. This helps us develop better solutions for our customers—from complying with

new and ever-evolving laws and regulations to facing the challenges that come with the ethical use of data, privacy issues, and security.

Through our Policy and Compliance Management tool, we can assess the health of our policies and control environment. This helps define which policies should be reviewed and updated. Effective governance starts with up-to-date policies and controls.

Nominating and governance committee of the board of directors

Charter includes advising the board on environmental, social responsibility, and corporate governance matters

Audit committee of the board of directors

Charter includes reviewing company's processes, procedures, and validation surrounding the company's ESG governance disclosures

Executive management team

Gina Mastantuono, CFO (ESG executive sponsor)

Lead our vision to become the defining enterprise software company of the 21st century

ESG steering committee

Corporate strategy, IT/security, global cloud services, people, product, legal, marketing, global sourcing & sustainability, customer & partner, sales, risk & control assurance

Guide ServiceNow's global impact (ESG) strategy, goals, progress

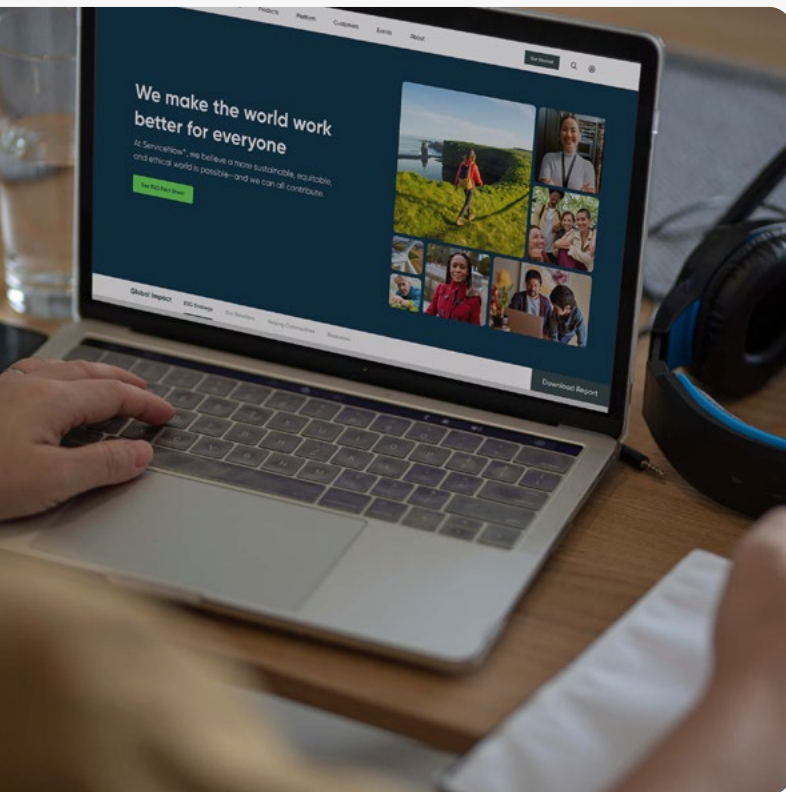
ESG initiative business owners

Oversee ServiceNow's top 10 global impact initiatives across strategy pillars

Strengthening transparency and disclosure

Our cross-enterprise ESG steering committee, with executive sponsorship from our CFO, continues to provide oversight support for our ESG strategy, goals, and progress. Our board of directors updated the charter of the audit committee to specifically outline its role in the oversight of the controls for ESG disclosures.

The updated charter states, "Committee will periodically review and meet separately with the independent auditor, the internal audit function, and the Company's management to discuss: the Company's processes, procedures, and validation surrounding the Company's environmental, social, and governance disclosures."



How our ESG disclosures are making a difference

In 2021, we issued our first Global Impact Report, building on the precedent we set the prior year in issuing our first ESG Fact Sheet. We gathered feedback on the 2021 report and our ESG strategy by speaking to approximately 48% of our shareholders during the proxy season and again in the fall.

We used this shareholder feedback, in addition to feedback received through ESG ratings and customer and partner inquiries, to increase the transparency of our disclosures while creating an accessible, readable report. In addition, we created a global impact webpage, which received more than 9,100 unique visitors to the site and more than 12,000 total visits during 2021.

Our increased transparency and disclosure have led to:

- Improved ESG ratings from Sustainalytics, MSCI, CDP (climate change), and the S&P Global Corporate Sustainability Assessment
- Recognition as a member of the Dow Jones Sustainability Index North America

Ethics

Integrity. Teamwork. Trust. These qualities are core to our Code of Ethics. Along with our values and purpose, they're how we make sure we win the right way for our company, teams, customers, partners, shareholders, and communities.

100% of our employees have completed their Code of Ethics training

Embedding a commitment to ethics

We continue to embed these qualities across the business, including the various scenarios by which we use data, under our Data Ethics Council. The council comprises a cross-functional group of key leaders who work together to consider the key aspects and challenges around how we use data, including any ethical crossroads, to provide guidance based on our values and purpose.

To ensure all employees are aligned with our values, we provide each one—from our executive officers to new hires—with annual ethics and compliance training. New employees are required to complete this training within 45 days of joining the company.

Over the past year, we strengthened our Code of Ethics training to be more friendly and relatable, incorporating our company values into the module and using examples specifically tailored to situations employees may see in their work at ServiceNow. We also updated our compliance training to provide more awareness around the ethical use of AI and data. In the future, we plan to develop more training programs and processes around our ethical use of data.

Addressing unintended impacts of AI

In June and July 2021, we hosted an employee-led discussion series on the societal impact of AI. We used "Coded Bias"—a 2020 award-winning documentary on facial recognition technology—as the starting point for the conversations. The discussion series aimed to:

- Raise awareness of issues at the intersection of technology and society
- Use our collective brainpower to think about actions we can take as individuals, within our teams, and at ServiceNow as an organization to address these issues

“

The event is cool in and of itself: taking a step back to consider how our work—building workflows—could have unintended consequences for the very people we are trying to serve. That's important and essential for us to reach our goals.

SERVICENOW EMPLOYEE

Encouraging our employees to speak up

We're committed to fostering an environment in which open, honest communication is the expectation, not the exception. Our Speak Up program makes it easy for employees to raise concerns. We've invested in communicating our Speak Up program to employees and have seen the benefits of that investment in greater employee engagement. [Learn more.](#)

In 2021, we advocated for the inclusion of language in the National Defense Authorization Act that mandates the US Department of Defense (DoD) track sexual assaults in the military.



Respecting human rights

At the end of 2021, we published a new Human Rights Statement. It outlines our pledge to respect human rights, including how we comply with all related laws and regulations, our stance on the ethical use of data, how we support accountability for our employees, and our position on DEI. [Review our Human Rights Statement.](#)



Security and data privacy

When it comes to security and data privacy, we take a comprehensive approach to governance. We're vigilant in protecting the security of the data customers entrust to us, bringing together various business stakeholders to review how that data is managed and to provide guidance. Our board of directors also reviews security risks and control gaps on a regular basis to ensure we're continuously improving. [Learn more at our Trust and Compliance Center.](#)

The Now Platform supports some of the most highly regulated customers in the world. Our continuous investment in data privacy, security, and compliance features is aligned with rigorous global regulatory requirements and standards. This approach allows our customers to foster a trusted relationship with their customers and enhance brand loyalty.

Driving data governance

In 2021, we launched the data governance steering committee to further mature and evolve governance for ServiceNow data usage, storage, and deletion policies. The committee helps us evaluate our various data governance processes, as well as monitor and evaluate our data governance health as an organization. This leads to more robust capabilities and developments across our Now Platform and product offerings. For example, we adapted a workflow that was built on the Now Platform to make it more efficient and comprehensive in addressing data subject requests. In turn, we were able to offer this capability to our customers.

Protecting data privacy

We continue to evolve our data privacy approach to stay ahead of global trends and key inflection points. This includes proactive engagement, positioning, and reaction to upcoming legislation, as well as building processes ahead of legislation.

For example, in response to various concerns in the European Union from the Schrems II decision and the subsequent European Data Protection Board recommendations, we announced and developed an EU-based solution for customers who would prefer to have their EU-hosted data handled within EU borders.

This new delivery model is market-leading and helps build trust and reassurance with our customers. It helps customers continue their day-to-day business with a unique offering, granting further comfort for them around their compliance obligations.



Our new EU-centric service delivery model will give our current customers and partners peace of mind. For customers and partners operating in highly regulated industries, in the public sector, or those that have yet to make the switch to the cloud, this model gives them certainty and simplicity when selecting the cloud service that best suits their needs.

MARK COCKERILL
VP, LEGAL, EMEA, SERVICENOW

Ensuring security

We take a non-competitive approach to dealing with emerging cyberthreats and security challenges. We worked with like-minded firms to establish a critical software as a service special interest group (CSaaS-SIG) that was launched in 2022 and operates under the framework of the Information Technology-Information Sharing and Analysis Center (IT-ISAC). This facilitates the flow of information between organizations, accelerates response, stops the proliferation of repeated attacks, and reduces security risk.

"Critical SaaS providers provide essential services that a vast array of critical infrastructure operators rely on for core operations," said the IT-ISAC's chair, Jeffrey DiMuro, deputy CISO of ServiceNow. "While critical SaaS providers compete in the marketplace, we share a common goal of advancing security in the industry."

Internally, every employee at ServiceNow contributes to our data security efforts. We require employees to complete a formal privacy and security training each year, and we provide a number of learning tools to remind employees of their important role in protecting data security. We also allow customers to perform penetration tests so they can feel more confident working with us.

From financial services to telecommunications to the public sector, our data practices help customers around the globe feel more secure so they can do their best work with confidence.

We continue to conduct regular tabletop exercises with select targeted customer accounts to help increase resilience and preparedness. Working together through a simulated disaster scenario around security and data privacy helps us build greater levels of assurance and trust.

“

Our customers are some of the most regulated in the world. We make significant investments in security and data privacy not only to meet their expectations, but also so they can provide the same level of security and privacy protections to their own customers.

BEN DE BONT
CHIEF INFORMATION AND SECURITY OFFICER, SERVICENOW

Our state of security

\$100M

annual cybersecurity investment

Aligned with the FAIR cyber risk framework

Follow BSIMM application security standard

Follow Common Control risk framework, which covers cross-industry standards



\$100 million
annual cybersecurity investment

How we build resiliency

99.995%

average uptime (99.8% SLA)

30+ data centers with top-tier providers and dedicated power distribution

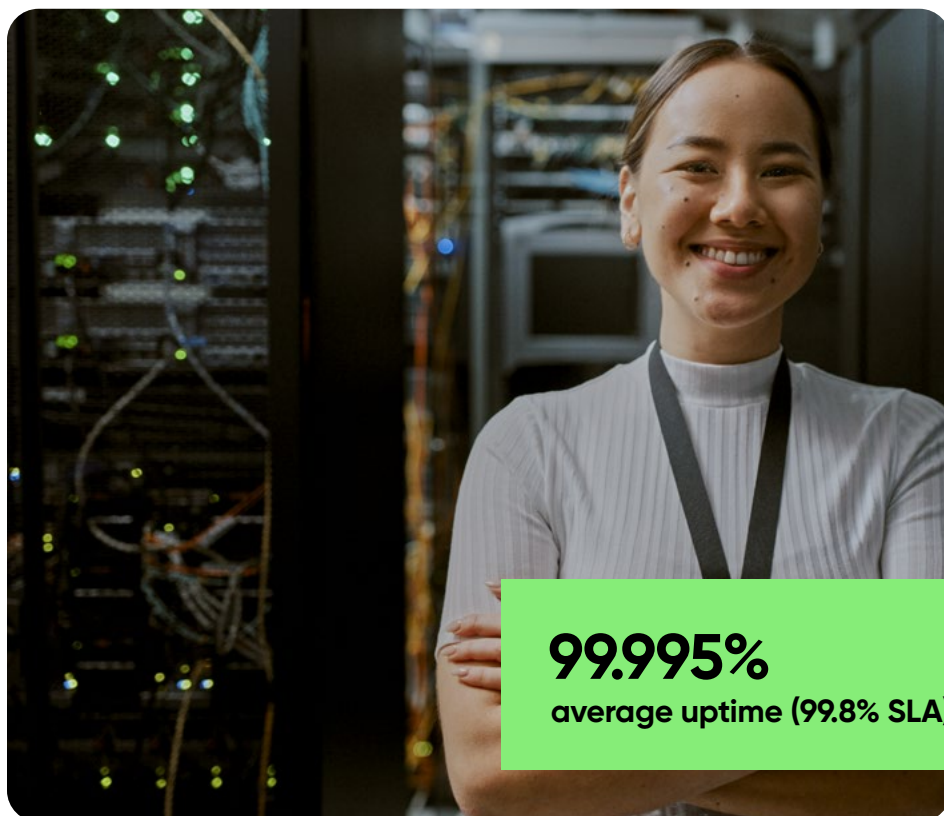
Real-time availability dashboard

Multi-instance architecture

Automated transfer and failover

Fully redundant cloud infrastructure with 24/7 site reliability

Tier-1 ISPs in all geographies



Global cloud certifications, authorizations, and attestations

We added or expanded seven cloud certifications, authorizations, and attestations in 2021 for a total of 22. [See the full list in the Annex.](#)

In March 2022, we increased our US Department of Defense (DoD) Impact Level from IL4 to IL5.

SSAE 18/ISAE 3402 SOC 1 dated 3/31

AICPA 2017 Trust Services Criteria SOC 2 for Hybrid Singapore Cloud

Multi-Tier Cloud Security (MTCS) Standard for Singapore Level 3

Australian IRAP PROTECTED

UK Cyber Essentials Plus Certification

Hébergeurs de Données de Santé (HDS) for French health data hosting

Agenzia per l'Italia Digitale (AgID) Certification

Business continuity management

The pandemic has tested—and validated—our business resilience and our ability to work anywhere, anytime. As the pandemic continued during 2021, we hired and onboarded an estimated 5,500 new employees and 500 interns, all virtually. As we started bringing employees back to our locations, we used our own solutions such as Safe Workplace Suite, HR Service Delivery, and Vaccine Administration Management to ensure their safe return, manage risks, and avoid business disruptions.

The lessons we learned since the start of the pandemic have helped us better understand the potential impacts of future systemic disruptions. We have a firmer grasp on how to engage our workforce differently as we move to a new distributed work model that will be more sustainable and benefit our workforce and planet. See our [business continuity FAQ](#).

As we noted in last year's report, managing risk is not only our responsibility, it's also our opportunity. Our Business Continuity Management solution, launched in late 2020, continues to help us and our customers be more resilient when confronted with adverse events.

Delivering resilience in times of crisis

Aegon is a multinational insurance, pension, and asset management company with 299 million customers and 22,300 employees. Having a global ServiceNow Business Continuity Management solution helped the IT infrastructure business unit of Aegon fight COVID-19, enabling it to pass vital information between countries. It also supported the company's planning when an inland hurricane, or derecho, hit its largest US office.

[Read more.](#)

“

With COVID, followed by the storm disaster, our use of the Now Platform has been monumental.

DENNY HODGE
BUSINESS CONTINUITY MANAGER, GLOBAL TECHNOLOGY
SERVICES, AEGON

Building trust for a better future

We are committed to continuously earn the trust of our stakeholders—our employees, customers, partners, and communities—to make great things happen. We will remain laser-focused on protecting our customers' data through employee training, proactive industry engagement, and the power of our Now Platform and solutions. We will lead with ethics, accountability, and transparency, and in doing so live our values, achieve our purpose, and exemplify responsible leadership.



Future forward

We're extremely proud of the pace we've set and the progress we've made over the past year. We also understand that we have more work to do. We'll continue to listen to and learn from all of our stakeholders to help us better support the people and communities we serve. We're committed to addressing the challenges and opportunities that are in front of us.

We're dreaming even bigger. Our plans for 2022 include:

Now Platform and solutions

- Achieve even greater impact by delivering solutions on the Now Platform that empower our customers to embed and strengthen ESG in their own operations and better serve their stakeholders

Sustaining our planet

- Expand our carbon neutrality commitment to provide our customers with a carbon neutral cloud
- Continue to meet 100% renewable electricity
- Continue to develop our roadmap for 2026 near-term SBTi targets
- Build on our 2021 progress to develop our net zero by 2030 roadmap
- Increase our engagement with our supply chain to advance responsible procurement

Creating equitable opportunity

- Deliver a new enterprise-wide strategic workforce plan and location strategy focused on underserved communities
- Strengthen our culture of belonging through a dynamic DEI strategy
- Deliver on our [January 2022 announcement](#) to make the Now Platform more inclusive for a wide range of diverse needs, whether physical or cognitive
- Create measurable impact around the world through our community engagement efforts, including 25,000 hours of volunteer time logged and 30% giving participation
- Contribute to closing the digital divide by reaching 4,500 beneficiaries through our NextGen Professionals digital skills programs

Acting with integrity

- Continue to mature the disclosure of our ESG strategy through strong governance and oversight
- Continue to build customer trust around our use of data through the guidance of our Data Ethics Council and our data governance steering committee
- Develop new training programs and processes for ServiceNow and our partners around the ethical use of data
- Uphold our commitment to protecting security and data privacy for our business, customers, and partners
- Work toward certification of our platform apps to meet the Payment Card Industry–Data Security Standard (PCI-DSS)

At ServiceNow, the connections we create open a world of possibilities. Everyone has a voice. Innovation soars. Our planet thrives. And progress speeds ahead. It's what happens when we come together to do what's right—and take actions that move us forward.

As we progress on our ESG journey, we dream even bigger. And we'll continue to listen, learn, and take bold steps to ensure we make the world work better for everyone.



DATA

Annex

ESG materiality

We engage in a wide variety of activities to support our ESG strategies. While we disclose what we believe to be the material items in this report, certain information may not be disclosed within our Annex if it is not considered material; privileged, or confidential; could cause a competitive disadvantage to our business if publicly disseminated; or is not currently collected in a manner wholly correlated with the related ESG metric.

In 2020, we partnered with a third-party sustainability adviser, BSR, to update our ESG materiality assessment to prioritize the most important near-term and long-term emerging environmental, social, and governance (ESG) topics to our business and stakeholders. The priority topics that emerged are reflected as Tier 1, 2, or 3 issues and guide the content of this report. Our tier 1 issues are those in which we have the greatest opportunity to create value. They will inform the ongoing development of our sustainability strategy.

In 2021, we streamlined two of our material issues by making future of work part of our people priority, and making digital divide part of our community engagement priority. In 2022, we will refresh our materiality assessment.

Standards and regulations in this area are evolving, and we will continue to develop and adapt our reporting accordingly.

ESG materiality

Tier 1 issues

High importance to stakeholders and high importance to business success

Business continuity risks

Climate and energy

Corporate governance and business ethics

Diversity, equity, and inclusion

Emerging technology and ethics

Our people

Security and data privacy

Tier 2 issues

High importance to stakeholders or high importance to business success

Community engagement

Employee and workplace health and safety

Workflow for good

Tier 3 issues

Moderate importance to stakeholders and moderate importance to business success

Responsible procurement

Waste

Water

Stakeholders

We engage a broad set of stakeholders across our value chain as part of delivering on our ESG strategy and fulfilling our purpose. Those stakeholders, and how we engage with them, are listed below.

Stakeholders	How we engage
Employees	• Annual Employee Kickoff • Annual Employee Voice Survey (EVS) – first half of year • Biannual Global Leaders Summit • Biannual Senior Director Meeting • Diversity, Inclusion, and Belonging Leadership Summit • Employee Belonging Groups • Employee Voice Survey (EVS) check-in survey (second half of year) • Giving employees a voice storytelling • Now at Work (Workplace by Facebook) communications channel • Now Insider • Ongoing cultural moment celebrations • Quarterly growth conversations • Quarterly managers forum • SVP Sync event • Twice-quarterly Global Leaders Sync • Twice-quarterly Now Live
Customers	• Advisory panels and focus groups • Annual Knowledge conference • Best practice sharing via Now Create and Customer Success Center • Customer 1:1 meetings/calls • Customer service inquires • Customer surveys • Now at Work regional events • Research forums • Training and certification programs • Usability studies

Stakeholders	How we engage
Partners	• 1:1 partner meetings, bidirectional communications • Biannual partner advisory council • Global partner ecosystem summit • Quarterly partner webinars • Regional partner summits
Investors	• Annual financial analyst day • Annual shareholder meeting • Investor bus tours • Investor conferences • Investor Relations website • Investor roadshows • Quarterly earnings calls • Shareholder proposals • Year-round investor outreach
Communities	• Collaborative partnerships and memberships • Employee giving and volunteering activities • Engage with civil society and nonprofit organizations on topics related to our community engagement focus areas (decarbonization, racial equity, digital readiness, disaster response) • ESG conferences • Philanthropic donations, including in-kind and cash donations

Memberships and recognitions

Memberships and associations

- AnitaB.org
- Association of Corporate Citizen Professionals (ACCP)
- BSR
- Chief Executives for Corporate Purpose (CECP)
- Clean Energy Buyers Association (CEBA)
- Congressional Black Caucus Foundation
- Congressional Black Caucus Institute
- Congressional Hispanic Caucus Institute
- Coqual (formerly Center for Talent Innovation)
- DIAN, DIAN India
- Hispanic IT Executive Council (HITEC)
- Information Technology Industry Council (ITI)
- Leading Women Defined Conference
- National Urban League
- Points of Light
- Stanford VMware Women's Leadership Innovation Lab
- The Council of Europe (COE) – Ad hoc Committee on Artificial Intelligence
- The Software Alliance (BSA)

Recognitions

- AnitaB.org Top Companies
- Dow Jones Sustainability Index North America member
- FORTUNE® World's Most Admired Companies™ 2022
- FORTUNE® World's Most Admired Companies™ 2021
- FORTUNE® Future 50 2021 list
- Great Place to Work-certified
- Human Rights Campaign Foundation's Corporate Equality Index
- Just Capital's JUST100: America's Most JUST Companies 2022
- Newsweek's America's Most Responsible Companies 2022
- Silicon Valley Business Journal Top 50 Philanthropists

Cloud certifications, authorizations, and attestations

- Agenzia per l'Italia Digitale (AgID) Certification
- AICPA 2017 Trust Services Criteria SOC 2
- AICPA 2017 Trust Services Criteria SOC 2 for Hybrid Singapore Cloud
- AICPA 2017 Trust Services Criteria SOC 2+HITRUST CSF V9.5 Level 1
- Asia-Pacific Economic Cooperation (APEC) Privacy Recognition for Processors (PRP)
- Australian IRAP OFFICIAL
- Australian IRAP PROTECTED
- BSI Cloud Computing Compliance Criteria Catalog (C5:2020)
- DoD Impact Level 4 Authorization (for US DoD/IC entities)
- FedRAMP JAB High P-ATO (for US Federal government entities)
- Government of Canada GC Cloud Provider
- Hébergeurs de Données de Santé (HDS) for French health data hosting
- ISO/IEC 27001:2013
- ISO/IEC 27017:2015
- ISO/IEC 27018:2019
- ISO/IEC 27701:2019
- Multi-Tier Cloud Security Standard for Singapore (MTCS) Level 3
- SSAE 18/ISAE 3402 SOC 1 dated 3/31
- SSAE 18/ISAE 3402 SOC 1 dated 9/30
- UK Cyber Essentials Plus Certification
- (Self-Assessment) CAIQ v4.0.1
- (Self-Assessment) SIG 2021.01

Greenhouse gas emissions (mtCO2e)

Calculations are consistent with the GHG Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Emissions are presented in metric tonnes of CO2e.

In 2021, we improved and expanded our GHG emissions inventory methodology by using a climate software platform for reporting against our environmental metrics. We used this reporting methodology and applied it to previously reported 2019 and 2020 emissions. The adjusted data is reflected below. This data was then used to calculate our carbon footprint. Additional details are footnoted where applicable.

Our data was verified by Apex, a third party, in accordance with ISO 14064-3.

Greenhouse gas emissions (mtCO2e)

	2019 (baseline)	2020	2021
Scope 1¹	2,035	1,915	1,401
Scope 2 (Location-based)	19,182	22,811	33,880
Scope 2 (Market-based)¹	14,117	14,684	434
Scope 3 - Purchased goods and services	100,153	117,722	131,770
Scope 3 - Capital goods	72,201	62,280	32,272
Scope 3 - Fuel and energy related activities	2,818	3,006	3,019
Scope 3 - Waste generated in operations	1,191	371	0
Scope 3 - Business travel^{1, 2}	22,948	8,943	3,860
Scope 3 - Employee commuting (including work from home)⁵	12,766	10,333	7,495
TOTAL EMISSIONS (Market-based)^{3, 4}	228,228	219,254	180,251

Greenhouse gas emissions Scope 1 and 2 by Region (mtCO2e)

	2019 (baseline)	2020	2021
GHG Emissions by region			
AMER (Location-based)	10,796	12,366	20,147
AMER (Market-based)	9,210	8,647	1,265
EMEA (Location-based)	4,067	5,369	8,070
EMEA (Market-based)	918	1,618	132
APJ (Location-based)	6,354	6,990	7,064
APJ (Market-based)	6,024	6,333	437

Greenhouse gas emissions intensity

GHG emissions normalized by revenue (mtCO2e/\$ millions)	2019 (baseline)	2020	2021
Scope 1	0.59	0.42	0.24
Scope 2 (Location-based)	5.54	5.05	5.75
Scope 2 (Market-based)	4.08	3.25	0.07
Scope 3 - Purchased goods and services	28.94	26.05	22.35
Scope 3 - Capital goods	20.86	13.78	5.47
Scope 3 - Fuel and energy related activities	0.81	0.67	0.51
Scope 3 - Waste generated in operations	0.34	0.08	0
Scope 3 - Business travel ²	6.63	1.98	0.65
Scope 3 - Employee commuting (including work from home)	3.69	2.29	1.27
TOTAL EMISSIONS (all scope 1, 2, 3) ^{3,4}	65.95	48.51	30.57
GHG emissions normalized by full-time employee (mtCO2e/# of full-time employees)	2019 (baseline)	2020	2021
Scope 1	0.20	0.15	0.08
Scope 2 (Location-based)	1.85	1.74	2.01
Scope 2 (Market-based)	1.36	1.12	0.03
Scope 3 - Purchased goods and services	9.66	8.99	7.81
Scope 3 - Capital goods	6.96	4.76	1.91
Scope 3 - Fuel and energy related activities	0.27	0.23	0.18
Scope 3 - Waste generated in operations	0.11	0.03	0
Scope 3 - Business travel ²	2.21	0.68	0.23
Scope 3 - Employee commuting (including work from home)	1.23	0.79	0.44
TOTAL EMISSIONS (all scope 1, 2, 3) ^{3,4}	22.01	16.74	10.68

Electricity Demand

Electricity (in MWh)	2019 (baseline)	2020	2021
Electricity consumption by region (MWh) – AMER	41,682	47,719	63,369
Electricity consumption by region (MWh) – APJ	8,098	9,134	9,843
Electricity consumption by region (MWh) – EMEA	12,734	16,663	24,758
Total electricity use (in MWh) – Electricity	62,515	73,516	97,970
PERCENTAGE OF RENEWABLE ELECTRICITY	28%	38%	100% ⁶

Energy Demand

Energy Demand (in MWh)	2019 (baseline)	2020	2021
Electricity use (in MWh)	62,515	73,516	97,970
Energy use (in MWh) – Other fuels ⁷	11,226	10,565	7,728
TOTAL ENERGY (MWH)	73,741	84,082	105,698

Carbon Neutral¹

GHG Emissions in boundary	2019 (baseline)	2020	2021
Greenhouse gas emissions within boundary (mtCO ₂ e)	–	–	13,190
Offsets Purchased	–	–	13,190
Net GHG emissions	–	–	0

1 Included in carbon neutral boundary (Scope 1 + Scope 2 (Market-based) + Scope 3 (Category 6: business travel, and work from home from Category 7: employee commuting)).

2 Business travel includes all flights, accommodations, ground transportation, and all travel related business.

3 All Scope 3 emissions are Market-based.

4 Total Emissions (Market-based) = Scope 1 + Scope 2 (Market-based) + Scope 3 (Market-based).

5 Category 7: Employee Commuting (includes working from home).

6 South Korea renewable energy certificates (RECs) were sourced from the nearest available geography (China). While these RECs contribute to ServiceNow's 100% renewable electricity coverage, according to the GHG protocol, they cannot be used to reduce the Scope 2 (Market-based) emissions as the RECs purchased are not in the market of use. This is reflected in Scope 2 (Market-based) emissions above.

7 Other fuels refers to natural gas from offices.

Human capital

Employees	2019	2020	2021
Total number of employees	10,371	13,906	16,881
New hires	3,216	3,551	5,573
Voluntary turnover rate	10.7%	7.0%	10.1%
Gender			
Global % female	29.0%	29.2%	30.6%
Global leaders % female	28.2%	27.6%	30.1%
Global tech % female	22.8%	22.9%	23.8%
Global non-tech % female	33.7%	34.5%	36.6%
Race and ethnicity in the US			
American Indian or Alaska Native	0.3%	0.3%	0.2%
Asian	31.4%	32.2%	31.8%
Black or African American	2.1%	2.7%	3.5%
Hispanic or Latinx	6.2%	6.2%	6.8%
Native Hawaiian or Pacific Islander	0.3%	0.3%	0.4%
Two or more races	2.3%	2.5%	2.8%
White	57.4%	55.8%	54.4%
Race and ethnicity in the US-leadership (dir+)			
American Indian or Alaska Native	0.0%	0.0%	0.3%
Asian	22.9%	24.3%	23.4%
Black or African American	1.3%	2.1%	3.2%
Hispanic or Latinx	3.5%	3.9%	4.4%
Native Hawaiian or Pacific Islander	0.1%	0.1%	0.2%
Two or more races	1.3%	1.0%	1.1%
White	70.9%	68.6%	67.5%

Race and ethnicity in the US-tech	2019	2020	2021
American Indian or Alaska Native	0.0%	0.0%	0.0%
Asian	52.4%	52.5%	51.3%
Black or African American	1.5%	1.9%	2.2%
Hispanic or Latinx	5.5%	5.3%	5.6%
Native Hawaiian or Pacific Islander	0.3%	0.3%	0.3%
Two or more races	2.1%	2.2%	2.5%
White	38.2%	37.9%	38.0%
Race and ethnicity in the US-non-tech			
American Indian or Alaska Native	0.5%	0.5%	0.5%
Asian	16.4%	16.5%	16.6%
Black or African American	2.5%	3.3%	4.4%
Hispanic or Latinx	6.7%	6.9%	7.9%
Native Hawaiian or Pacific Islander	0.4%	0.4%	0.4%
Two or more races	2.4%	2.8%	3.0%
White	71.7%	69.6%	67.1%

Community engagement

Community engagement	2019	2020	2021
Total community cash donations (grants, corporate match, and rewards)	\$1,554,115	\$5,035,127	\$10,151,737
Community cash grants	\$955,182	\$3,801,665	\$8,195,404
Employee matching gifts*	\$598,933	\$1,233,462	\$1,956,333
Employee donations	\$810,520	\$1,605,134	\$1,956,772
Employee donation participation	17.5%	25.3%	21.8%
Charitable organizations supported (giving and volunteering)	1,777	2,626	4,163
Employee volunteer hours logged	5,467	10,165	19,903

*ServiceNow provides 1:1 matching up to \$1,000 USD per full-time employee annually.

*The decrease in employee giving in 2021 is expected due to unprecedented giving trends in 2020 as a result of the start of the Covid-19 pandemic and Racial Injustice in the United States.

Sustainability Accounting Standards Board (SASB)

ServiceNow is committed to transparently disclosing material sustainability information for our investors and other stakeholders. The table below references SASB's Software and IT Services Standard, Version 2018–10, which is most relevant to our operations. Unless otherwise specified, the data and descriptions are current as of year-end 2021. We will continue to evaluate additional topics and metrics for inclusion in future reports.

Sustainability accounting standards

Metric code	Metric	Response
Environmental footprint of hardware infrastructure		
TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Electricity demand
TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	ServiceNow does not currently report on water consumption but plans to assess this further in the future.
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for datacenter needs	Green data centers
Data privacy and freedom of expression		
TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	ServiceNow Privacy Statement
TC-SI-220a.2	Number of users whose information is used for secondary purposes	As ServiceNow primarily operates in a B2B environment, it is not focused on secondary utilization, and therefore this information is not relevant to this report.
TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	In 2021, ServiceNow did not have any fines or losses as a result of legal proceedings with user privacy.
TC-SI-220a.4	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	As ServiceNow primarily operates in a B2B environment and such requests are more likely to be requested from our customers directly, this information is not relevant to this report.
TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	ServiceNow complies with any necessary obligations, including, but not limited to, requirements under the Foreign Corrupt Practices Act and Export Control Regulations.
Data security		
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Protecting data privacy Ensuring security Cloud certifications, authorizations, and attestations
Recruiting and managing a global, diverse, and skilled workforce		
TC-SI-330a.1	Percentage of employees who are (1) foreign nationals (2) located offshore	ServiceNow headquarters are in Santa Clara, California. At the end of 2021, 25.3% of full-time employees in the United States were foreign nationals and 1.25% of US employees were located outside of the US.
TC-SI-330a.2	Employee engagement as a percentage	Results from ServiceNow's 2021 Employee Voice Survey found 82% favorable employee engagement. 91% participation rate/11,602 employees.
TC-SI-330a.3	Percentage of gender and racial/ethnic groups as a representation for (1) management, (2) technical staff, (3) all other employees	Human capital Diversity, Equity, and Inclusion Report 2022
Intellectual property protection and competitive behavior		
TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	In 2021, ServiceNow did not have any fines or losses as a result of legal proceedings associated with anti-competitive behavior
Managing systemic risks from technology disruptions		
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	2021 Form 10-K (Risk Factors)

Global Reporting Initiative (GRI)

We considered recommended disclosures from the Global Reporting Initiative (GRI), unless otherwise noted, data reported covers Jan. 1, 2021-Dec. 31, 2021, ServiceNow's fiscal year.

Disclosure number	Disclosure title	Response
General disclosures		
GRI 102-1	Name of the organization	ServiceNow, Inc.
GRI 102-2	Activities, brands, products, and services	2021 Form 10-K (Business) The world works with ServiceNow
GRI 102-3	Location of headquarters	Santa Clara, California
GRI 102-4	Location of operations	Our global headquarters are in Santa Clara, California, with 76 offices in 29 countries and 30+ data centers in 13 countries. ServiceNow locations
GRI 102-5	Ownership and legal form	Publicly traded Delaware US corporation 2021 Form 10-K
GRI 102-6	Markets served	2021 Form 10-K (Business)
GRI 102-7	Scale of the organization	2021 Form 10-K About ServiceNow
GRI 102-8	Information on employees and other workers	16,881 full-time employees at the end of 2021 Human capital 2021 Form 10-K (Human Capital Management) Diversity, Equity, and Inclusion Report 2022 ServiceNow does not have a significant portion of the company's activities performed by workers who are not employees. ServiceNow does not have a significant seasonal variation in employees.
GRI 102-9	Supply chain	2021 Form 10-K (Risks Related to General Economic Conditions) Responsible procurement
GRI 102-10	Significant changes to the organization and its supply chain	2021 Form 10-K (Risks Related to General Economic Conditions)
GRI 102-11	Precautionary Principle or approach	We consider the precautionary principle in the introduction of a new product or process whose ultimate effects are disputed or unknown should be resisted.
GRI 102-12	External initiatives	Memberships and recognitions Human Rights Statement
GRI 102-13	Membership of associations	Memberships and recognitions
GRI 102-14	Statement from senior decision-maker	CEO letter
GRI 102-15	Key impacts, risks, and opportunities	ESG materiality Task Force on Climate-related Financial Disclosure (TCFD)
GRI 102-16	Values, principles, standards, and norms of behavior	2021 Form 10-K (Business) Code of Ethics Acting with integrity
GRI 102-17	Mechanisms for advice and concerns about ethics	All employees are encouraged to Speak-Up and report any good faith belief that misconduct or a violation of our Code of Ethics has occurred. Employees have several ways to Speak-Up to report their concerns. The various ways employees can Speak-Up are highlighted in our Code of Ethics and on our Legal Ethics and Compliance microsite. Code of Ethics
GRI 102-18	Governance structure	2022 Proxy Statement Corporate governance

Disclosure number	Disclosure title	Response
General disclosures (cont'd)		
GRI 102-19	Delegating authority	About this report
GRI 102-20	Executive-level responsibility for economic, environmental, and social topics	Our Chief Financial Officer is the ESG executive sponsor and the ESG function is managed by the VP, ESG & Finance Strategy. ESG governance
GRI 102-22	Composition of the highest governance body and its committees	2022 Proxy Statement We post select information about our board of directors on our website .
GRI 102-23	Chair of the highest governance body	Frederic B. Luddy is chairman of the board of directors and is not an executive officer.
GRI 102-24	Nominating and selecting the highest governance body	Nominating and Governance Committee Charter 2022 Proxy Statement
GRI 102-26	Role of highest governance body in setting purpose, values, and strategy	Nominating and Governance Committee Charter 2022 Proxy Statement
GRI 102-28	Evaluating the highest governance body's performance	2022 Proxy Statement
GRI 102-30	Effectiveness of risk management processes	The effective management of enterprise risks is reported to the Board of Directors annually based on risk information collected from key stakeholders throughout the year. This risk report is presented by the VP of Audit, Risk and Control Assurance and includes top of mind enterprise risks showing inherent and residual scoring as well as key risk drivers and their mitigations. ESG is specifically addressed as an individual risk but is also represented as a subset of other key risks, for example cyber, data privacy, talent.
GRI 102-33	Communicating critical concerns	The process for communicating critical concerns to the Board of Directors leverages input from the Risk and Compliance Steering Committee, executive management and the annual risk assessment results. These are collated and distributed to the Board of Directors on an annual basis or ad-hoc pending criticality.
GRI 102-35	Remuneration policies	2022 Proxy Statement
GRI 102-36	Process for determining remuneration	2022 Proxy Statement
GRI 102-37	Stakeholders' involvement in remuneration	2022 Proxy Statement
GRI 102-38	Annual total compensation ratio	2022 Proxy Statement
GRI 102-40	List of stakeholder groups	Stakeholders
GRI 102-41	Collective bargaining agreements	None of our US employees are represented by a labor union. Employees in certain European countries are represented by workers' councils and may have the benefits of collective bargaining arrangements at the national level.
GRI 102-42	Identifying and selecting stakeholders	ServiceNow engages with stakeholders who have impact and interest in issues important to ServiceNow. ESG materiality Stakeholders
GRI 102-43	Approach to stakeholder engagement	Stakeholders
GRI 102-44	Key topics and concerns raised	2021 Form 10-K (Risk Factors) 2022 Proxy Statement ESG materiality Stakeholders Task Force on Climate-related Financial Disclosure (TCFD)
GRI 102-45	Entities included in the consolidated financial statements	2021 Form 10-K (Financial Statement Schedule)
GRI 102-46	Defining report content and topic Boundaries	About this report ESG materiality
GRI 102-47	List of material topics	ESG materiality

Disclosure number	Disclosure title	Response
General disclosures (cont'd)		
GRI 102-48	Restatements of information	There are two reporting restatements for our Global Impact Report 2021 (2020 data): 1) We improved and expanded our GHG emissions inventory methodology by using a climate software platform for reporting against our environmental metrics. We used this reporting methodology and applied it to previously reported 2019 and 2020 emissions. The adjusted data is reflected in our Greenhouse Gas Emissions data. 2) We stated that "30 global data centers with Tier 1 providers," this should have read "30 global data centers with top-tier providers." In addition, we had Tier-1 ISPs in all geographies.
GRI 102-49	Changes in reporting	In 2021, we streamlined our material issues by making future of work part of our people priority, and making digital divide part of our community engagement priority.
GRI 102-50	Reporting period	Jan. 1, 2021 to Dec. 31, 2021. The Global Impact Report 2022 discloses data for the period stated unless otherwise noted.
GRI 102-51	Date of most recent report	Jan. 1, 2020 to Dec. 31, 2020
GRI 102-52	Reporting cycle	Annual
GRI 102-53	Contact point for questions regarding the report	global.impact@servicenow.com
GRI 102-55	GRI content index	GRI content index
GRI 102-56	External assurance	Third-party verification of GHG emissions data is provided by Apex .
Economic disclosures		
Economic approach		
GRI 103-1	Explanation of the material topic and its Boundary - Economic	2021 Form 10-K ESG materiality
GRI 103-2	Management approach and its components - Economic	2021 Form 10-K
GRI 103-3	Evaluation of the management approach - Economic	2021 Form 10-K 2022 Proxy Statement
Economic performance		
GRI 201-1	Direct economic value generated and distributed	2021 Form 10-K
GRI 201-2	Financial implications and other risks and opportunities due to climate change	Task Force on Climate-related Disclosure (TCFD)
GRI 201-3	Defined benefit plan obligations and other retirement plans	ServiceNow does not have pensions or non-qualified deferred compensation. Here is a full list of benefits for US employees.
Indirect economic impact		
GRI 203-2	Significant indirect economic impacts	Our NextGen Professionals program employed more than 1300 (68% conversion), and our US Racial Equity Fund was fully distributed to 361 mortgages, 1,126 rental housing units, and 15 small business loans. Investing in our communities
Anti-corruption		
GRI 205-1	Operations assessed for risks related to corruption	We conduct an annual enterprise-wide risk assessment which includes a review of our anti-corruption policies. We continually review our business practices to ensure compliance.
GRI 205-2	Communication and training about anti-corruption policies and procedures	Upon new hire, and every February, all employees are required to take the Anti Bribery/Anti-Corruption training. Embedding a commitment to ethics
Anti-competitive Behavior		
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2021, ServiceNow did not have any fines or losses as a result of legal actions associated with anti-competitive behavior, anti-trust, or monopoly practices.
Tax		
GRI 207-1	Approach to tax	Approach to Tax
GRI 207-2	Tax governance, control, and risk management	Approach to Tax

Disclosure number	Disclosure title	Response
Environmental disclosures		
Environmental approach		
GRI 103-1	Explanation of the material topic and its Boundary – Environmental	ESG materiality Greenhouse gas emissions Task Force on Climate-related Financial Disclosures (TCFD) 2021 Form 10-K (Environmental, Social, Governance) 2022 Proxy Statement
GRI 103-2	Management approach and its components – Environmental	Climate and energy Responsible procurement Task Force on Climate-related Financial Disclosures (TCFD) Waste
GRI 103-3	Evaluation of the management approach – Environmental	Sustaining our planet Acting with integrity
Energy		
GRI 302-1	Energy consumption within the organization	Greenhouse gas emissions (Electricity demand)
GRI 302-2	Energy consumption outside of the organization	Climate and energy Greenhouse gas emissions
GRI 302-3	Energy intensity	Greenhouse gas emissions intensity
GRI 302-4	Reduction of energy consumption	Climate and energy Greenhouse gas emissions Shrinking our footprint
GRI 302-5	Reductions in energy requirements of products and services	ServiceNow does not sell hardware and, therefore, does not currently track the reduction in energy requirements of products.
Emission		
GRI 305-1	Direct (Scope 1) GHG emissions	Greenhouse gas emissions
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Greenhouse gas emissions
GRI 305-3	Other indirect (Scope 3) GHG emissions	Greenhouse gas emissions
GRI 305-4	GHG emissions intensity	Greenhouse gas emissions (GHG emissions intensity by revenue and by full-time employee)
GRI 305-5	Reduction of GHG emissions	Climate and energy Greenhouse gas emissions
GRI 305-6	Emissions of ozone-depleting substances (ODS)	ServiceNow does not currently track emissions of ozone-depleting substances.
GRI 305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	ServiceNow does not currently track emissions of ozone-depleting substances.
Waste		
GRI 306-2	Waste by type and disposal method	Waste ServiceNow does not currently track operational waste metrics.
Environmental compliance		
GRI 307-1	Non-compliance with environmental laws and regulations	In 2021, there were no findings of non-compliance with environmental laws and regulations.

Disclosure number	Disclosure title	Response
Employment disclosures		
Management approach		
GRI 103-1	Explanation of the material topic and its Boundary – Employment	<u>Creating equitable opportunity</u> 2021 Form 10-K (Human Capital Management)
GRI 103-2	Management approach and its components – Employment	<u>Creating equitable opportunity</u> 2021 Form 10-K (Human Capital Management) Diversity, Equity, and Inclusion Report 2022
GRI 103-3	Evaluation of the management approach – Employment	2021 Form 10-K (Human Capital Management) 2022 Proxy Statement
Employment		
GRI 401-1	New employee hires and turnover	In 2021, there were 5,573 new employees hired globally and there was a 12% global, 1.9% involuntary, and 10.1% voluntary attrition rate.
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	ServiceNow operates globally and, therefore, benefits vary between countries of operation. US employees working more than 20 hours a week are eligible to participate in ServiceNow's benefits plan, which includes healthcare, life insurance, disability, parental leave, and 401(k), among others. A full list of benefits for US employees can be found on our <u>Benefits page</u> .
GRI 401-3	Parental leave	ServiceNow operates globally and, therefore, benefits vary between countries of operation. US employees working more than 20 hours a week are eligible to participate in ServiceNow's benefits plan, which includes parental leave. A full list of benefits for US employees can be found on our <u>Benefits page</u> . In 2021, 13,135 employees were entitled to parental leave (3,831 women and 9,303 men). Of those, 738 employees took parental leave (230 women and 507 men).
Occupational health and safety		
GRI 403-1	Occupational health and safety management system	ServiceNow has implemented an occupational health and safety system as outlined in our Health, and Safety Policy and US Injury and Illness Prevention Program Policy. Our H&S policy defines ServiceNow's commitment to ensuring the occupational health and safety of its employees, providing a safe environment for contractors and visitors to our sites, and complying with health, and safety legislation as a minimum standard. ServiceNow recognizes the importance of health, and safety best practices in providing optimal workspaces for its employees, contractors, and visitors. In 2022, we will align all of our internal processes to ISO 45001.
GRI 403-2	Hazard identification, risk assessment, and incident investigation	We are currently in the process of aligning all of our internal safety management system to ISO 45001. Currently we carry out risk assessment for our activities. A new accident / incident investigation process is being written and will be rolled out in 2022.
GRI 403-3	Occupational health services	ServiceNow's Workplace Security and Safety Team, within Workplace Services, is responsible for this area. These issues are addressed in ServiceNow's Health, and Safety Policy; US Injury and Illness Prevention Program Policy; and Ergonomics Policy. Our H&S policy defines ServiceNow's commitment to ensuring the occupational health and safety of its employees, providing a safe environment for contractors and visitors to our sites, and complying with health, and safety legislation as a minimum standard. ServiceNow recognizes the importance of health, and safety best practices in providing optimal workspaces for its employees, contractors, and visitors. We have undertaken an alignment process of all our procedures to ISO 45001 and ISO 45003 and this shall be completed by end of year 2022.

Disclosure number	Disclosure title	Response
Occupational health and safety (cont'd)		
GRI 403-5	Worker training on occupational health and safety	We provide our employees with information, training and, where needed, equipment to foster a culture of health and safety and to support safe work practices. These issues are addressed in ServiceNow's Health, and Safety Policy; US Injury and Illness Prevention Program Policy; and Ergonomics Policy. Our H&S policy defines ServiceNow's commitment to ensuring the occupational health and safety of its employees, providing a safe environment for contractors and visitors to our sites, and complying with health, and safety legislation as a minimum standard. ServiceNow recognizes the importance of health, and safety best practices in providing optimal workspaces for its employees, contractors, and visitors.
GRI 403-8	Workers covered by an occupational health and safety management system	All employees are covered by ServiceNow's Environmental, Health, and Safety Policy. In 2022 we are aligning all of our internal process and procedures to ISO 45001 and ISO 45003. It addresses the many areas that can impact a worker's psychological health, including ineffective communication, excessive pressure, poor leadership and organizational culture. ServiceNow aims to adopt alignment to both ISO standards under OHS.
Training and education		
GRI 404-1	Average hours of training per year per employee	In 2021, employee training hours included: • Annual mandatory code of ethics and anti-bribery/corruption training: 1 average hour (100% of employees) • New Hire Orientation: 8 average hours (~5,500 new employees) • Sales training (field-facing): 16 average hours (~4,900 employees) • Technical training and enablement: 24 average hours (~7200 employees) • Management and leadership training: 6,500 hours (completed companywide – senior director and above) • Udemy online learning: 38,000 hours (completed companywide)
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	ServiceNow offers a variety of programs for upgrading employees' skills: • New Hire Onboarding • Manager Journey (various courses) • Udemy • BetterUp coaching and WalkMe • Lead at Now <u>Buliding capabilities and skills for the new world of work</u>
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	• All employees receive regular performance and career development reviews.

Disclosure number	Disclosure title	Response 2022
Diversity and equal opportunity		
GRI 405-1	Diversity of governance bodies and employees	Human capital Diversity, Equity, and Inclusion Report 2022 2021 Form 10-K (Human Capital Management) 2022 Proxy Statement
GRI 405-2	Ratio of basic salary and remuneration of women to men	Pay is so dynamic, especially in a high-growth company like ours, we manage it on a regular basis. We perform ongoing, regular analysis and adjust as needed. As part of our process, we engage a third party to analyze pay including base salary and On Target Earnings across gender globally and race and ethnicity in the U.S. This has enabled us to achieve systematic pay equity and make sure it is lasting. In 2021, all of our global pay equity pay adjustments impacted less than 1% of our employee population and accounted for less than 0.05% of our global payroll costs. We are proud that we continue to maintain systematic pay equity company-wide across gender globally and race and ethnicity in the US.
Local communities		
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	1. Employees are encouraged to dedicate up to 20 hours/year of working time toward volunteerism. Investing in our communities. 2. ServiceNow has created a skills-based volunteering program in collaboration with Taproot Foundation to ensure employees can utilize their skills to give back. Our employee volunteers invest in the greater community. 3. In 2021, ServiceNow completed a formal assessment of our emissions including Scope 1, 2, and 3 and publicly disclosed our Scope 3 emissions data. Additionally the company's approved near-term SBTi targets have been publicly disclosed. Our corporate carbon footprint. 4. In 2021, we updated our donation tracking process through an upgraded version of our Donation and Sponsorship form which lives on our SURF platform. This allows us to properly vet and understand all donations that ServiceNow commits to.
GRI 415-1	Political contributions	ServiceNow did not make any political contributions in 2021.
Marketing and labeling		
GRI 417-2	Incidents of non-compliance concerning product and service information and labeling	To date, the organization has not identified any noncompliance with regulations or voluntary codes concerning product and service information and labeling.
GRI 417-3	Incidents of non-compliance concerning marketing communications	To date, the organization has not identified any noncompliance with regulations or voluntary codes concerning marketing communications.
Customer privacy		
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ServiceNow is committed to protecting its customers, and we comply with all relevant legal and regulatory notification requirements that are applicable to our business.
Socioeconomic compliance		
GRI 419-1	Non-compliance with laws and regulations in the social and economic area	In 2021, ServiceNow did not have any fines or nonmonetary sanctions for noncompliance with laws or regulations in the social and economic area.

Task Force on Climate-related Financial Disclosure (TCFD)

2021 represents the first year we're aligning with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We also disclose information on the management of our climate risks and opportunities through our Global Impact Report and our annual CDP Climate Change questionnaire. This TCFD disclosure provides links to relevant climate-related information and includes new information since the completion of our last CDP questionnaire in July 2021.

Topic & focus area	Disclosure focus	New information (since CDP climate change questionnaire 2021)	Reference
Governance			
a. Board oversight	Disclose details of the process by which the board is informed of and manages climate-related risks and opportunities.	- The Nominating and Governance Committee of the Board of Directors advises the board on ESG, including climate related risks and opportunities. It receives briefings, at least twice a year, from ServiceNow's ESG Steering Committee, which is chaired by the CFO. - The Audit Committee of the Board of Directors reviews the Company's risk management and control processes, including those for assessing and managing environmental, social and governance (ESG) related risks, which are typically addressed annually. Should a specific climate-related risk require more immediate attention, the Chief Audit Executive will raise it with the Committee during their regular quarterly meetings.	Nominating and Governance Committee Charter; Audit Committee Charter; CDP Report (C1.1b)
b. Management's role	Disclose details of the process by which management is informed of and manages climate-related risks and opportunities.	- The ESG Steering Committee, which is chaired by the CFO, is responsible for overseeing the management of climate-related risks and opportunities. In 2021 it established a climate risk and opportunity assessment process in partnership with the Enterprise Risk Management (ERM) team. - The assessment adopts standard ERM methods and criteria used at ServiceNow to identify climate-related risks and opportunities, assess significance, assign risk and opportunity owners, and track the effectiveness of control measures. - The effectiveness of the assessment and controls process will be addressed at least once a year by the ERM team (including Business Continuity Management) and reported to the ESG Steering Committee. - The ESG Steering Committee, which meets quarterly, and reviews risk and opportunity owners, sponsors strategies for addressing the risks and opportunities, and measurement and reporting of performance. - The Director of Environmental Sustainability reports to the VP, Global Sourcing, Workplace Services, and Sustainability, who sits on the ESG Steering Committee, and is responsible for monitoring and reporting on climate related issues, including progress towards overall climate related goals.	CDP Report (C1.2)
Strategy			
a. Climate-related risks and opportunities over the short, medium, and long term	Describe the climate related risks and opportunities the organization has identified over the short, medium, and long term.	- Potential climate-related physical risk drivers were identified related to operational resilience of ServiceNow's Workplace, critical IT/Data Center operations, and Supply Chain. These include the short and mid-term impact of increasing frequency/severity of climate-driven weather events, and longer-term changes in mean temperatures, weather patterns and sea levels. Short and mid-term transitional risks including increased energy and carbon costs, emerging regulatory requirements, and investor-led reporting requirements were also identified. - Potential opportunity drivers were also identified, including enhanced business continuity and resilience planning, value-chain decarbonization, industry climate leadership, impact investing, and customer demand for sustainable products and solutions.	CDP Report (C2.1, C2.3, C2.4)

Topic & focus area	Disclosure focus	New information (since CDP climate change questionnaire 2021)	Reference
Strategy			
b. Impact on business, strategy, and financial planning	Details the process and methodology used to identify impacts of climate-related risks and opportunities.	- The process and methodology for identifying climate-related risks and opportunities includes regular assessment, review, and research of climate-related customer, employee and investor concerns, peer group priorities and strategies, and regulatory developments. Risk owners assess the business impact of research findings and work with subject matter experts to develop the appropriate response. - The research and analysis findings are assessed by risk and opportunity owners and subject matter experts in facilitated workshops for the annual climate risk and opportunity assessment. The workshops rank the risk and opportunities in relation to their impact on ServiceNow's strategic objectives and performance; and the effectiveness of strategies and control measures is also discussed.	CDP Report (C2.2, C3.1, C3.3, C3.4)
c. Scenario analysis and resiliency strategy	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	- As a platform as a service business, and after taking into consideration the cost of energy and carbon, and business resiliency and continuity planning processes currently in place for critical infrastructure and operations, ServiceNow's residual physical and transitional climate-related risks are assessed to be low. Should the residual risk increase in the future, more detailed scenario analysis may be performed. - Opportunities for industry leadership, through its Net Zero commitment, and the opportunity to accelerate customer climate strategies with its Now Platform and workflow solutions are assessed to be higher and detailed in its Global Impact Report.	CDP Report (C3.2); Global impact strategy and product initiatives
Risk Management			
a. Process for identifying and assessing climate-related risks	Summarize the enterprise's current risk assessment framework and introduces climate-related risks.	Climate-related risks are assessed and managed within the umbrella of ServiceNow's ERM framework and methodology. Risk drivers are assessed for potential regulatory, operational, reputational, employee and marketplace impacts using scales for impact severity and likelihood (i.e. probability of occurrence within a given timeframe) to establish an inherent risk rating. Control strategies are documented, and their effectiveness assessed to determine residual risk ratings and any gaps and improvement opportunities.	CDP Report C2.1, C2.2
b. Process for managing risk	Describe organization's process for managing climate-related risks	- Climate risks and opportunities identified are assigned "owners". Risk and opportunity owners are typically leaders and managers of key business functions across the organization. They are responsible for developing strategies and mitigation plans and incorporating them into their functional strategic and financial planning in line with the company's priorities or strategic objectives. - A dedicated environmental sustainability team provides subject matter expertise and strategy and management support to functional risk and opportunity owners.	CDP Report C2.1, C2.2
c. Integration into overall risk management	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	- Climate and Energy is identified as a potential strategic enterprise risk by ServiceNow and is tracked as part of its ERM approach. - Individual climate-risk drivers identified during the annual climate risk and opportunity assessment are also mapped to other strategic, operational, financial, regulatory, reputational and information technology & security risks and are therefore also subject to the oversight and controls provided to them. - For example, the impact of more extreme weather events maps to and is included in the assessment of business continuity management. Policies and procedures are maintained to assess and manage business continuity risks and their effectiveness is also subject to Board oversight and reporting.	CDP Report C2.1, C2.2

Topic & focus area	Disclosure focus	New information (since CDP climate change questionnaire 2021)	Reference
Metrics and Targets			
a. Metrics	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	- Absolute Scope 1, 2, and 3 GHG emissions - Percentage renewable electricity procured - Percentage suppliers by spend with approved Science Based Targets (SBTs) - Employee GHG emissions from business travel and work from home per unit of value added.	CDP Report C4.2 Climate and energy
b. Scopes 1, 2, and 3 emissions	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	ServiceNow discloses its Scope 1, 2, and 3 GHG emissions and related risks in its annual CDP and Global Impact Reports.	CDP Report C6.1, C6.2, C6.3; Greenhouse gas emissions
c. Targets	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	- Our approved near-term Science Based Target commitments are: - Reduce Scope 1 and 2 GHG emissions 70% by 2026 from a 2019 baseline year - Reduce Scope 3 GHG emissions from business travel and work from home 40% per unit of value added by 2026. - Ensure 65% of suppliers by spend have approved science-based targets by 2026. - Commitment to becoming Net Zero by 2030. 2021 goals of procuring 100% renewable electricity and becoming carbon neutral¹ across operations,² business travel,³ and work from home⁴ were achieved. - In 2022, expand our carbon neutrality commitment to provide our customers with a carbon neutral cloud.	CDP Report C4.1, C4.2; Climate and energy

1 Our carbon neutral boundary includes Scope 1 + Scope 2 (Market-based) + Scope 3 (Category 6: business travel, and work from home from Category 7: employee commuting).

2 We define operations in line with the GHG protocol. This includes all required operational GHG emissions from within our inventory boundary at our offices and data centers.

3 Business travel includes all flights, accommodations, ground transportation, and all travel related business.

4 The work from home footprint is part of Category 7: employee commuting under the GHG protocol.

United Nations Sustainable Development Goals (UN SDGs)

The Sustainable Development Goals (SDGs) are interlinked global goals set up in 2015 to be a “blueprint to achieve a better and more sustainable future for all” by 2030. With our purpose to make the world work better for everyone, ServiceNow aligns most notably to seven of the 17 UN SDGs and 14 related targets. Actions we take in support of these UN SDGs include programs, policies, commitments, and charitable donations. Direct impact refers to impact created through our own operations. Indirect impact refers to impact created through our platform and solutions, our ecosystem, or our charitable donations. We also include which of our ESG priority issues align to each goal.



Quality Education

SDG goal	ESG priority issue(s)	Actions	Impact	More information
Target 4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.			
	Community engagement / Diversity, equity and inclusion (DEI)	NextGen Professional program provides skills, training, and opportunities to thrive in the digital economy	Direct	NextGen creates value and closes the digital divide Northeastern University Apprenticeship
	DEI	Women Back to Work Returnship program	Direct	Women Back to Work Returnship
	DEI	\$1M donation to Benedict College (HBCU) to support Tech Scholars program and NextGen Academy	Indirect	Benedict College pathways to success
	Community engagement	\$1M donation to University of California San Diego scholarship endowment fund	Indirect	Investing in our communities – Digital readiness
Target 4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.			
	Our People	Offer early career programs including Undergrad Internships, MBA and PhD Internships, Marketing Co-op, Finance Rotations, Solution Consulting Academy	Direct	Opening new pathways to opportunity Early careers – Bring your you
	Our People	Offer employee tuition reimbursement	Direct	ServiceNow benefits
	Our People	Offer employee training and development programs	Direct	ServiceNow training and certification
	Community engagement / DEI	NextGen Professional program provides skills, training, and opportunities to thrive in the digital economy	Direct	NextGen creates value and closes the digital divide Northeastern University Apprenticeship
	Community engagement	Support economic development through MIT Solve Incubator	Indirect	MIT Solve Digital Workforce Challenge
	DEI	\$1M donation to Benedict College (HBCU) to support Tech Scholars program and NextGen Academy	Indirect	Benedict College pathways to success
	Community engagement	Support non-profits focused on digital readiness	Indirect	Investing in our communities – Digital readiness



Gender Equality

SDG goal	ESG priority issue(s)	Actions	Impact	More information
Target 5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life			
	DEI	Gender diversity on our Board	Direct	Executive team 2022 Proxy Statement
	DEI	Advance women in leadership	Direct	Human capital (Gender)
	DEI	Women at ServiceNow Belonging Group	Direct	Diversity, Equity, and Inclusion website Women at ServiceNow blog
	DEI	Power of 10 women leaders' program	Direct	Building capabilities and skills for the new world of work
	DEI	Strive leadership program	Direct	How Black and Latinx leaders strive for excellence in their careers
	DEI	Women Back to Work Returnship program	Direct	Women Back to Work Returnship
	Governance and ethics	SpeakUp program for reporting concerns	Direct	Encouraging employees to speak up
	Governance and ethics / Responsible procurement	Supplier Code of Conduct	Indirect	Supplier Code of Conduct
Target 5.c	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels			
	DEI	Commitment to gender pay equity	Direct	Fostering a world of difference Diversity, Equity, and Inclusion Report 2022
	Governance and ethics	Explore our Code of Ethics and how we embody teamwork through belonging	Direct	Code of Ethics



Affordable and Clean Energy

SDG goal	ESG priority issue(s)	Actions	Impact	More information
Target 7.1	By 2030, ensure universal access to affordable, reliable and modern energy services			
	Climate and energy	Purchase high quality carbon offsets	Indirect	Carbon neutrality
	Community engagement	Cash grants to non-profits focused on addressing decarbonization	Indirect	Investing in our communities - Decarbonization
Target 7.2	By 2030, increase substantially the share of renewable energy in the global energy mix			
	Climate and energy	Set targets to increase our own share of renewable electricity consumption	Direct	100% Renewable electricity Greenhouse gas emissions
	Climate and energy	Set targets for carbon neutrality in operations, business travel, and employee commuting (including work from home)	Direct	Carbon neutrality Greenhouse gas emissions
	Climate and energy	Set and received approval for near-term science-based targets (Scope 1, 2, 3)	Direct / Indirect	Our SBTi commitment
	Climate and energy	Ensure 65% of suppliers by spend have approved science-based targets by 2026	Indirect	Carbon neutrality



Decent Work and Economic Growth

SDG goal	ESG priority issue(s)	Actions	Impact	More information
Target 8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors			
	Community engagement / DEI	NextGen Professional program provides skills, training, and opportunities to thrive in the digital economy	Direct	NextGen creates value and closes the digital divide Northeastern University Apprenticeship
	Community engagement / DEI	\$1M donation to Benedict College (HBCU) to support Tech Scholars program and NextGen Academy	Indirect	Benedict College pathways to success
	Community engagement	\$1M donation to San Diego State University Information Technology Scholarship Endowment Fund	Indirect	Investing in our communities - Digital readiness
Target 8.3	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services			
	Community engagement / DEI	\$100M US Racial Equity Fund to drive more sustainable wealth creation within Black communities	Indirect	Investing in our communities - Racial equity
	Community engagement	Support economic development through MIT Solve Incubator	Indirect	MIT Solve Digital Workforce Challenge
	Governance and ethics / Responsible procurement	Supplier Code of Conduct	Indirect	Supplier Code of Conduct
	DEI / Responsible procurement	Share the Green event sponsorship for economic and gender inclusion in our supply chain	Indirect	Empowering women-owned businesses
Target 8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value			
	DEI	Commitment to global gender pay equity	Direct	Fostering a world of difference Diversity, Equity, and Inclusion Report 2022
	Our People	Ensure a safe and healthy work environment	Direct	Safety and health first
	Our People	We provide comprehensive employee benefits	Direct	Employee benefits
	Governance and ethics	SpeakUp program for reporting concerns	Direct	Encouraging employees to speak up
	Governance and ethics	ServiceNow Code of Ethics	Direct	Code of Ethics
	Community engagement / DEI	NextGen Professional program provides skills, training, and opportunities to thrive in the digital economy	Direct	NextGen creates value and closes the digital divide Northeastern University Apprenticeship
	Governance and ethics / Responsible procurement	Supplier Code of Conduct	Indirect	Supplier Code of Conduct



Industry, Innovation and Infrastructure

SDG goal	ESG priority issue(s)	Actions	Impact	More information
Target 9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities			
	Climate and energy	Data center efficiency	Direct	Green data centers
	All	We create digital experiences that help organizations work smarter, faster, and better	Indirect	ServiceNow ESG Solutions



Reduced Inequalities

SDG goal	ESG priority issue(s)	Actions	Impact	More information
Target 10.2	By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status			
	Governance and ethics	Commitment to respecting human rights	Direct	Human Rights Statement
	DEI	Diversity, equity, and inclusion training	Direct	Diversity, Equity, and Inclusion website Diversity, Equity, and Inclusion Report 2022 (training)
	DEI	Diversity, Equity, and Inclusion Report Belonging Groups	Direct	Belonging Groups
Target 10.3:	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.			
	DEI	Commitment to pay equity	Direct	Fostering a world of difference Diversity, Inclusion, and Equity Report 2022
	Governance and ethics	ServiceNow Code of Ethics	Direct	Code of Ethics
	Our people	We provide comprehensive employee benefits including parental leave	Direct	Employee benefits GRI 401-3 (Parental Leave)
	Governance and ethics	SpeakUp program for reporting concerns	Direct	Encouraging employees to speak up



Climate Action

SDG goal	ESG priority issue(s)	Actions	Impact	More information
Target 13.2 Integrate climate change measures into national policies, strategies and planning				
	Climate and energy	Report and reduce CO2 emissions and energy consumption	Direct	Climate and energy Greenhouse gas emissions
	Climate and energy	Alignment to Task Force on Climate-related Financial Disclosure (TCFD)	Direct	Task Force on Climate-related Financial Disclosure (TCFD)
	Climate and energy	Established Environmental Sustainability Policy	Direct	Environmental sustainability policy
	Governance and ethics / Responsible procurement	Supplier Code of Conduct	Indirect	Supplier Code of Conduct
Target 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning				
	Climate and energy	Training of data center employees for CDCSP (Certified Data Centre Sustainability Professional)	Direct	Advancing a sustainable mindset
	All	Global Impact website	Direct	Committed to decarbonization
	Community engagement / Climate and energy	Host Earth Day and Climate Week employee education sessions and volunteer activations	Direct	Investing in our communities Global Impact website
	Climate and energy	Environmental Sustainability Policy	Direct	Environmental sustainability policy
	Governance and ethics / Responsible procurement	Supplier Code of Conduct	Indirect	Supplier Code of Conduct

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