



servicenow®

# DIVERSITY, EQUITY, AND INCLUSION REPORT 2022

# WE MAKE THE WORLD WORK BETTER FOR EVERYONE

This year's edition marks the five-year milestone of our annual diversity report. In it, we share the progress we have made working together to accelerate meaningful, sustainable change. We also provide a look at our strategy for 2022, which sets a bold and focused course for our future.

Amid the challenges that impacted people and companies worldwide over the last two years, we have seen how a focus on diversity, equity, and inclusion inspires people while giving them strength and perspective. No matter where or how we worked together, our aim was to fulfill our collective purpose. We make the world work better for everyone. And we do it together.

But the work doesn't stop. We are eager to continue the transparency with which we've shared our journey—and to continue to focus on making our company, and the world around us, better.



# Five years of progress

Five years ago, we introduced our first program dedicated to changing mindsets, building different—better—employee experiences, and evolving our practices. Here is a snapshot of some of the progress we have made thus far.

## Introduced Diversity, Inclusion, and Belonging (DIBs)

2017



2018



- Hired head of Diversity, Inclusion, and Belonging
- Launched first diversity report
- Drove a 5% increase in women in leadership roles
- Held inaugural Women's Leadership Summit
- Introduced DIBs Community of Action employee community

2019



- Launched Power of 10 learning circles for women
- Launched Friends at Now (Allyship)
- Launched NextGen Professionals Program
- Added "Selling to Diverse Teams" session to Sales Kickoff
- Piloted DIBs augmented reality (AR) training with Product and Engineering leaders

2020

- Built unified DIBs Community with our Employee Belonging Groups
- Created DIBs 5-point plan
- Appointed **Larry Jackson** to our board of directors
- Launched virtual reality Impact Labs, simulating real-life situations
- Expanded from Women's Leadership Summit to DIBs Leadership Summit
- Received perfect rating of 100% in the Human Rights Campaign Foundation's Corporate Equality Index

**\$100M**

2021

- Launched \$100 million Racial Equity Fund
- Expanded DEI learning with Strive and virtual reality training
- Created Center of Excellence for Accessibility (announced January 2022)
- Appointed **Larry Quinlan** and **Sukumar Rathnam** to our board of directors
- Tripled participation in Power of 10
- Received perfect rating of 100% in HRC Foundation's Corporate Equality Index for second consecutive year

# Moving forward with focus and intent

At ServiceNow, we kicked off 2022 with a challenge to dream even bigger.

We have set our sights even higher than in years past—both in how we wow our customers, and in how we lead with empathy and continue to create belonging throughout our culture.

To dream even bigger, we had to reflect. We don't take success for granted; we're always ready to learn and evolve. We know that our business is all about people. And as we grow—as a company and as a culture—we bring fresh ideas and new perspectives every day.

That's especially true as we recognize the fifth annual publication of our diversity report. Over the last five years, we have acknowledged that change requires more than a mindset; it takes focus, intent, and the courage to act. Only then can we make change meaningful and sustainable. Since our first report in 2018, we've grown from 6,000 employees to more than 17,000, who are as diverse and unique as the customers we serve. We've listened; we've learned; and we have emphasized certain actions to make an impact.

We're humbled by where we've been. Now, as we look ahead, we believe our best work is what we're doing next. ServiceNow is growing at light-speed and fast becoming the defining enterprise software company of the 21<sup>st</sup> century. Our growth puts us in a position to expand globally, serving clients in countries all over the world. Advanced opportunities for our business lead to advanced opportunities for our people ... for all people. Join us as we make the world work better for everyone.

**With growth comes change.** We're making a subtle, but intentional, change in our function name and evolving from Diversity, Inclusion, and Belonging (DIBs) to Diversity, Equity, and Inclusion (DEI). This is rooted in our belief that equity holds us accountable for producing real, measurable change. By emphasizing equity, we are showing the world how seriously we take this responsibility—and by keeping belonging as a key company value, we can make sure that our efforts align with our culture.


**With change comes opportunity.** Last year, we vowed to change our mindset—in order to change our experience. To lead us in this important work, we've welcomed a new Chief Equity and Inclusion Officer, Karen Pavlin, who will help us to be bold in our DEI efforts in 2022 and beyond. When we all share the same goals and have clear roles in achieving them, anything is possible.

**With opportunity comes responsibility.** Our people are the key to our success. We cannot achieve our ambition to be the defining enterprise software company of the 21<sup>st</sup> century without them. That's why our People Pact drives everything we do. It's our commitment to helping employees live their best lives, do their best work, and fulfill our purpose together. As we continue to grow, we are hiring with intention—recruiting diverse talent across all levels, while creating equitable experiences and programs that support everyone's career path.

**With responsibility comes accountability.** We've only scratched the surface of what we can achieve as we move forward on this journey. Our efforts over the past five years have helped us reach this important moment in our history, with all of us championing DEI. As we acknowledge five years of change in this year's report, you'll see we're dreaming even bigger now—not only creating a place that fosters a culture of belonging, but also one that is equitable and takes an active role in building a more inclusive world. When we get DEI right, belonging shines through—and when everyone belongs, the world works.



Bill McDermott  
President and CEO



Chris Bedi  
Chief Information Officer



Lara Caimi  
Chief Customer  
and Partner Officer



Jacqui Canney  
Chief People Officer



Chirantan "CJ" Desai  
Chief Operating Officer



Russ Elmer  
General Counsel



Kevin Haverty  
Senior Advisor to the CEO



Gina Mastantuono  
Chief Financial Officer



Paul Smith  
Chief Commercial Officer



Nick Tzitzon  
Chief Strategy and  
Corporate Affairs Officer



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Action

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**Our work makes the  
world work**



# At ServiceNow, diversity, equity, and inclusion isn't just a program or initiative.



We're making it our business to create a better experience for everyone and to contribute to a world that is more caring, fair, and just. This is possible through our people, who bring the energy, teamwork and entrepreneurial spirit to our company. And because of them our work makes the world work.

Since we made an intentional commitment to elevate our DEI efforts five years ago, we have learned a lot that has sharpened our focus. Across the company, our leaders are asking the important questions to ensure DEI is naturally embedded within their organizations and influencing how we work. Just as important, they're listening to feedback—and acting on it within their teams. Recognizing that DEI excellence is not a “corporate initiative” but a moral imperative, they are embracing DEI pursuits at a personal and team level.

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**My advice to leaders is to constantly ask yourselves: Whose perspective are we missing? Who are we leaving out? Why does everyone here think, look, act like me?... What am I going to do about it? If we don't ask ourselves these questions and take actions to be genuinely inclusive, we lose out on the magic of people.**

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Nick Tzitzon  
Chief Strategy and Corporate Affairs Officer

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**Inclusivity means more than just having a seat at the table. It means we are valued and heard. As a leader, I hold myself accountable and role-model inclusive behavior not only because it's the right thing to do but because I know in doing so, others will follow.**

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Gina Mastantuono  
Chief Financial Officer

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**Study after study shows that employees have increased job satisfaction, higher levels of trust, and are more engaged in inclusive companies. And it impacts a company's bottom line—companies with more racial and gender diversity bring in more sales revenue, more customers, and higher profits.**

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CJ Desai  
Chief Operating Officer



# Be bold, be brave, be benevolent

With every action we have taken as individuals and as an organization, we have experienced firsthand how we can win as a team. Not solely in growing the business—although we’ve more than tripled in size during the past five years—but also in creating a happier and healthier culture.

Through 2022 and beyond, we are reaching even higher and doing even more to unlock the potential of every individual and lead the future of work. With this in mind, we brought in a change maker to help us continue to infuse DEI in and through our company: Karen Pavlin.

Karen believes tech companies can lead the fight for equity by championing the voices of all. As our chief equity and inclusion officer, she is examining how we will take the best of what we have learned to create an unmatched employee experience that enables everyone to achieve their full potential.

“Change will only happen with people who believe in the power of diversity and understand it’s not just a ‘nice to have.’ It’s an incredible opportunity to drive sustainable growth and a sense of belonging,” Karen says. “Our sights for 2022 and beyond are set on becoming even more personally and organizationally involved in the DEI movement as we strive for a bold, brave, and benevolent culture.”



“

**At her core, Karen believes in transparent leadership that gives people the courage to care and advocate for one another. She believes in building trust and meaningful connections. She believes in prioritizing psychological safety and nurturing a workplace in which everyone feels valued, seen, and heard. I’m excited to work with her to help all our people grow and thrive.**

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Jacqui Canney  
Chief People Officer





Focus

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**With intention  
comes progress**



# The best part of you is you



Each team member at ServiceNow is a catalyst to make the world work better. I believe that we can always do more to honor our unbreakable commitment to diversity, equity, and inclusion. We are better than we were yesterday but not as good as we will be tomorrow. We will continue to create equal chances for everyone as we serve our purpose with high integrity, empathy, action. We will continue to raise the bar for ourselves, our team, our customers—the world. This is how we will become the defining enterprise software company of the 21<sup>st</sup> century, together!

Bill McDermott  
ServiceNow President and CEO

At ServiceNow, we believe the best part of you is you. That's why one of the core values we hold as a company is to create belonging. We consistently lead with empathy, which means listening and acting so that we all feel at home here.

Two years ago, we outlined five areas where we would focus to create an environment that enables every "you" at ServiceNow to live their best lives, do their best work, and, as we come together, to fulfill our purpose. Following are those focus areas, and the progress we made against each over the past year.

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**01. Giving employees a voice**

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**02. Workforce training**

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**03. Equity for all**

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**04. Lobbying for good**

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**05. Recruiting and career advancement**



# Giving employees a voice

# 01

At ServiceNow, we are committed to enabling our employees to fully and authentically express themselves. We do that by fostering a sense of belonging and space for dialogue through our values, behaviors, and new and ongoing programs.

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**A team cannot thrive and innovate until all voices and backgrounds have a seat at the table and feel heard and included.**

—  
CJ Desai  
Chief Operating Officer



# Employee Belonging Groups

Our Employee Belonging Groups (EBGs), our version of employee resource groups, make up our Employee Belonging Community. They build awareness, spark ideas, and help drive change across the organization. They also create networking opportunities and help participants see possible paths for growth and advancement. They are a vital part of our culture.

In 2021, we grew total membership in our EBGs to nearly half of our employees (41%). We also launched our eighth group, Asian and Pacific Islander at ServiceNow.

The Employee Belonging Community, which celebrates intersectionality, includes the following groups:

- Asian and Pacific Islander at ServiceNow
- Black at ServiceNow
- Interfaith at ServiceNow
- People with Disabilities at ServiceNow
- Pride at ServiceNow
- Unidos at ServiceNow (formerly Latinx at ServiceNow)
- Veterans at ServiceNow
- Women at ServiceNow

Employees can participate in any EBG, either as a member of the community or an ally.

"I like to think that our focus on DEI has brought us closer together as a team," says General Counsel Russ Elmer, who is an executive sponsor of Pride at ServiceNow. "Just by being more aware of our diversity and the unique aspects of ourselves that we bring to work with us allows us to talk about issues more freely and constructively. And talking more freely not only highlights what is unique about each of us, it highlights what we have in common. It also makes each of us feel a little more comfortable in expressing our opinions, which always makes for better outcomes."



## Hispanic Heritage Month

During **Hispanic Heritage Month 2021**, the Unidos at ServiceNow Belonging Group hosted a Career Insights Panel in partnership with **Students Rising Above**, a nonprofit that supports low-income, first-generation college students. During the event, ServiceNow employees shared their career journeys and gave the student attendees insights into how they were able to successfully navigate their careers in tech.

**"It was an incredibly rewarding experience to know we were able to inspire this group of first-generation students to strive to accomplish their dreams!"**

Kristina R.  
Senior Technical Recruiter

# Raising money for important causes

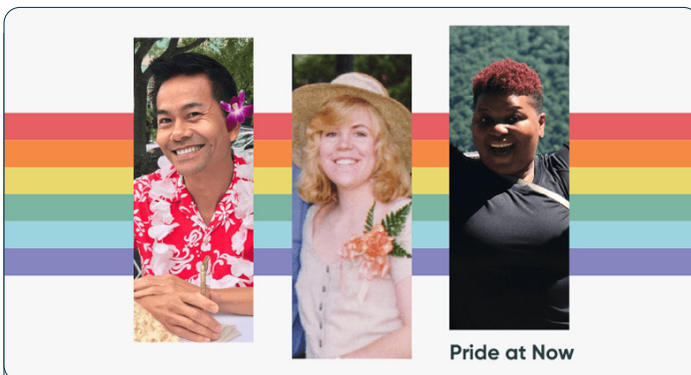
In 2021, our EBGs collaborated with local artists to create a collection of unique T-shirts—one representing each group. The results were beautiful and inspiring. ServiceNow employees are invited to purchase shirts, and a portion of sales benefit nonprofit organizations selected by the EBGs.





# Creating a more inclusive culture

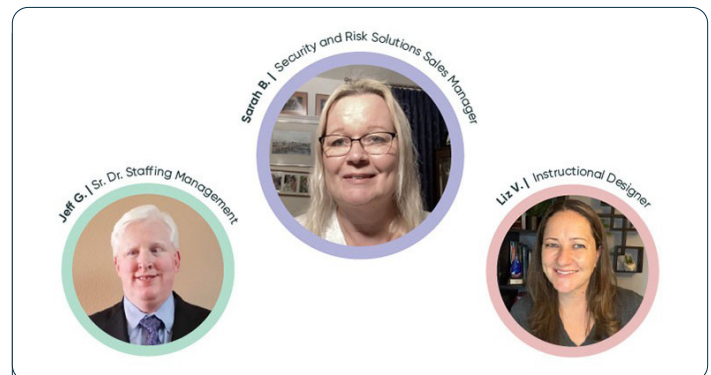
To help our employees champion inclusivity at work and beyond, we launched an interactive microsite in 2021 that offers learning resources, event replays, ally toolkits, and more. We also invited employees to recognize their peers with a **2021 Champion Award** for leading inclusive efforts in the areas of growing our communities, practicing a growth mindset, and evolving inclusive practices and programs.



## Pride at ServiceNow

Tai N., a Senior Staff Technical program manager, loves dressing up to go to work. One day, as Tai was driving to work, he began thinking his outfit might be considered “too out and proud.” “Then I realized I can dress like this to go to work because I work at ServiceNow, and I can be myself. I no longer have to hide.”

Lead Technical Writer Asha H. didn’t come out until 2004 because “I didn’t think I was gay until 2004.” Asha is enjoying being part of our Pride at ServiceNow Belonging Group. “It’s not that I felt unwelcome at other companies ... It’s just that who we were as people was kept under our hats. Being at ServiceNow is refreshing. I feel like I belong.”



## People with Disabilities at ServiceNow

Employees are creating a more-inclusive culture at ServiceNow through their involvement in the **People with Disabilities at ServiceNow Belonging Group**. They also share stories of how they navigate and work to change a world that isn’t always designed for people living with disabilities.

One example is Jeff G., a Senior Director of Staffing Management. Jeff, who is blind, mentors young people who are living with vision problems and blindness. He often shares with them the lessons he learned from running track in high school. “We’re all human. Some of us may have different obstacles that we need to overcome, but at the end of the day, we are far more the same than we are different,” he says.

# Cultural Moments

In 2021, ServiceNow continued its tradition of honoring different cultures around the world through special activities and events. These moments celebrate our diversity and help make everyone at ServiceNow feel welcome, recognized, and valued.

Our Cultural Moments often coincide with holidays and other festivals and celebrations such as Diwali, Easter, Passover, Ramadan, **Pride Month**, Juneteenth, International Women’s Day, and **Veterans Day**.

**Cultural Moments inspire employees across ServiceNow. Here are just a few comments from surveys in 2021:**

### Hispanic Heritage Month

“To achieve something, you need inclusion. Try to look for and achieve something that brings together your team in an amazing way.”

### Black History Month

“I have two daughters. I’ve always told them, ‘If you experience discrimination, remember, it’s not you—it’s them. It’s not your problem—it’s their problem.’ We should be open and empathetic. Strive to be our authentic self.”

### Earth Day

“Earth Day should be every day—DEI should be every day. Respecting each other and working for a better ServiceNow should be part of our DNA.”

↓ Some of our Cultural Moments



# Workforce training

# 02

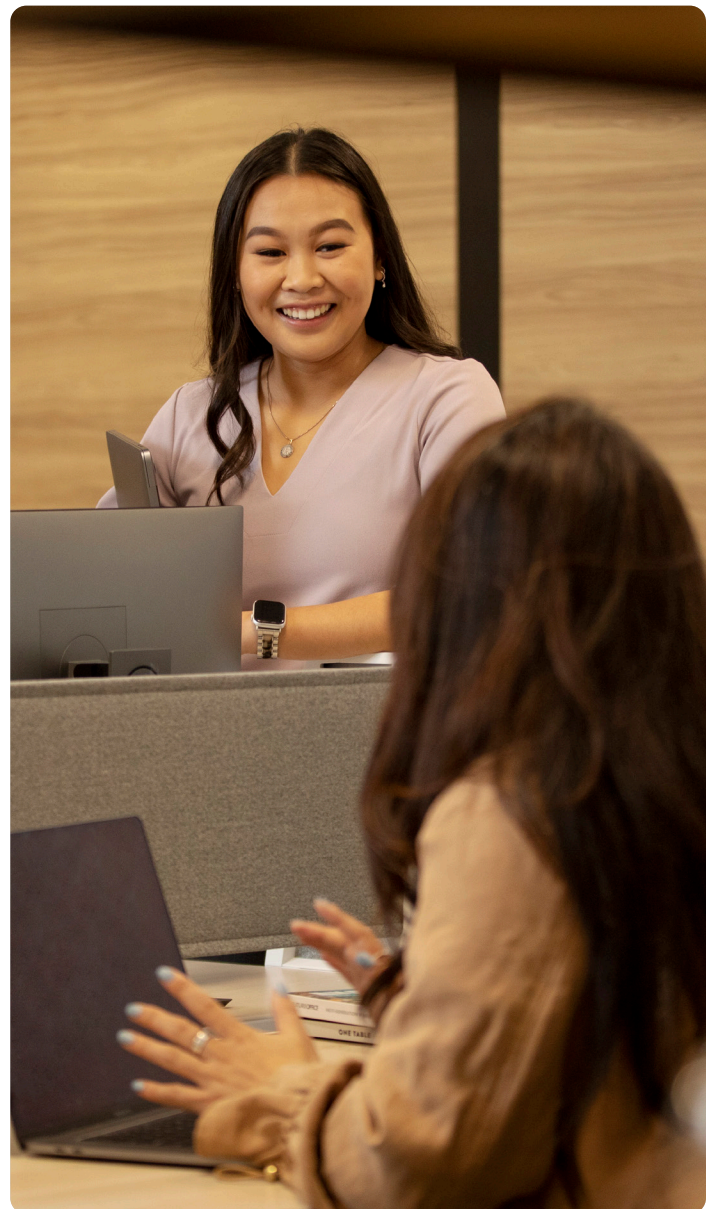
With a commitment to building inclusive mindsets and skills, we are intensely focused on including DEI principles in our Learning & Development programs. Over the course of 2021, we instituted several advancements at every level of the company.



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**We need to improve ourselves and evolve continuously.**

Carolina R.  
Manager, Sales Operations Management





# Executives and leaders

To drive further awareness and understanding of ServiceNow's "7 Inclusive Leadership Skills," our Talent Development team embedded the skills in all our offerings related to executive development. The skills include active listening, openness, perspective taking, bridging—connecting with people who are different and seeking ways to build common ground—and having the courage to challenge oneself, accept feedback, and make mistakes.

In addition, our annual leadership summit dedicated to diversity, equity, and inclusion learning brought together nearly 200 ServiceNow leaders. The summit was designed to help leaders become agents of change to dismantle injustice in every form and build

an equitable world for everyone on their teams. They built on their skills for empathetic listening, speaking up, and showing up as an ally.

Furthermore, 525 global senior leaders attended a three-part series on inclusive leadership, trust, and strategy led by Frances Frei from Harvard Business School.

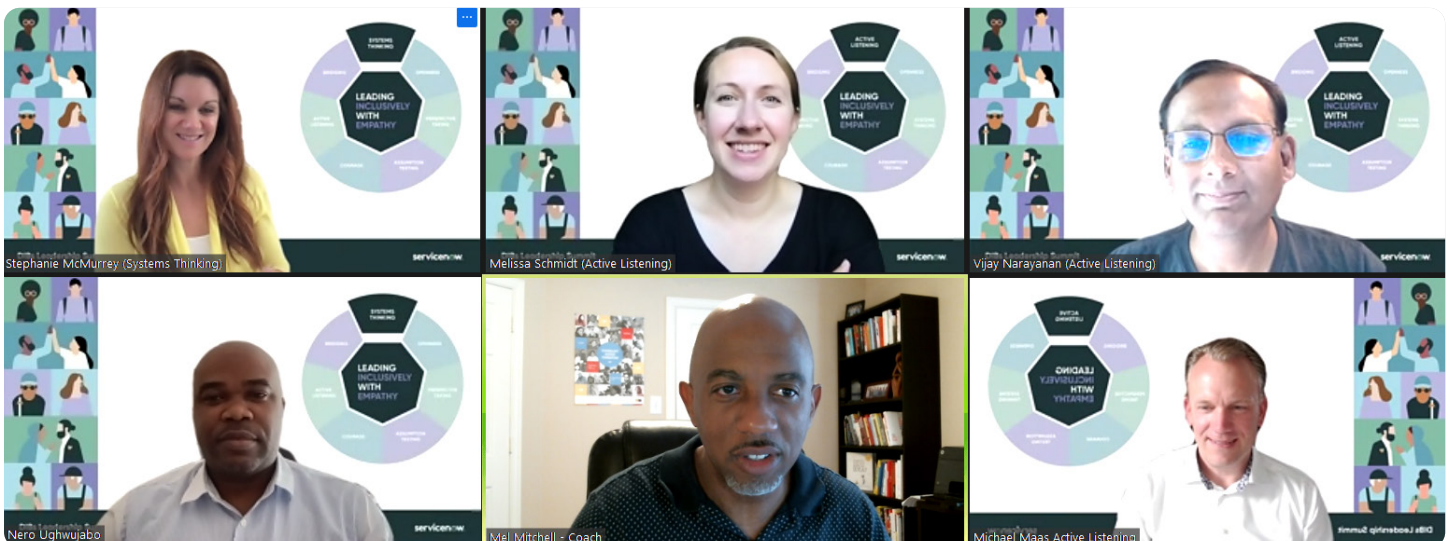
Professor Frei researches how leaders can create the conditions for organizations and individuals to thrive. She regularly advises senior executives embarking on large-scale change initiatives and organizational transformation, including embracing diversity and inclusions a lever for significantly improving performance.

## ServiceNow leaders are putting the valuable lessons they learned during the summit into action:

Lisa M., Senior Director of Process and Data, says, "What I'm committing to doing is finding more diverse opinions and people to inform priority-setting solution design." She's doing that by "actively seeking out people with different backgrounds, different ways of looking at the world, and different abilities."

Jim D., Senior Vice President of Operations, says the summit gave leaders "the operational framework we need to really sustain the change that needs to happen."

↓ Leaders discussing DEI topics at the annual leadership summit



# Managers

When DEI becomes an innate part of individual teams within organizations, companies benefit even more. That's why we have made a concerted effort to offer people managers DEI learning opportunities, as well. For example, in January 2021, we launched a partnership with **Strive**, a year-long leadership development program.

Strive combines a diagnostic 360-degree assessment of strengths and opportunities, cohort-style learning, and ongoing career development. The program also ensures that participants go beyond learning content in a classroom to applying the lessons in their work. In our first year of the program, we focused on 50 early-to mid-career Black and Latinx employees to strengthen our internal pipeline of current and future leaders.

Also in 2021, 970 of our managers completed our Elevate program, our flagship manager bootcamp. This training has DEI embedded in every session, giving us the opportunity to reach new managers on the way up or just arriving at our company with training that will enable them to create a strong sense of belonging and engagement in their teams.

As an extension of the bootcamp, 350 of our managers registered for augmented reality (AR) learning opportunities related to DEI to help them add depth to their learning by experiencing real-life scenarios and situations. They were able to build skills and gain confidence to foster DEI among their teams.

Mica M., vice president of global sales and business operations, says of the AR experience: "It was so real, in fact, that I do feel like I got sufficient practice of listening empathetically, being an ally, and having a crucial conversation with this avatar."

## Reflections on Strive



"You feel like this is a safe space to explore and explain what's happening in our careers and not be judged for it," says April O., Head of Deployment. "You're in a cohort of people who are facing similar situations. We're all there to learn and grow and lift each other up."

Carolina R., Manager, Sales Operations Management, shares her thoughts on the importance of ongoing development. "We need to improve ourselves and evolve continuously," she says. "We can learn from critical moments across our professional and personal life, keeping in mind that we need to change our behaviors, actions, and attitude to achieve a more desirable outcome."





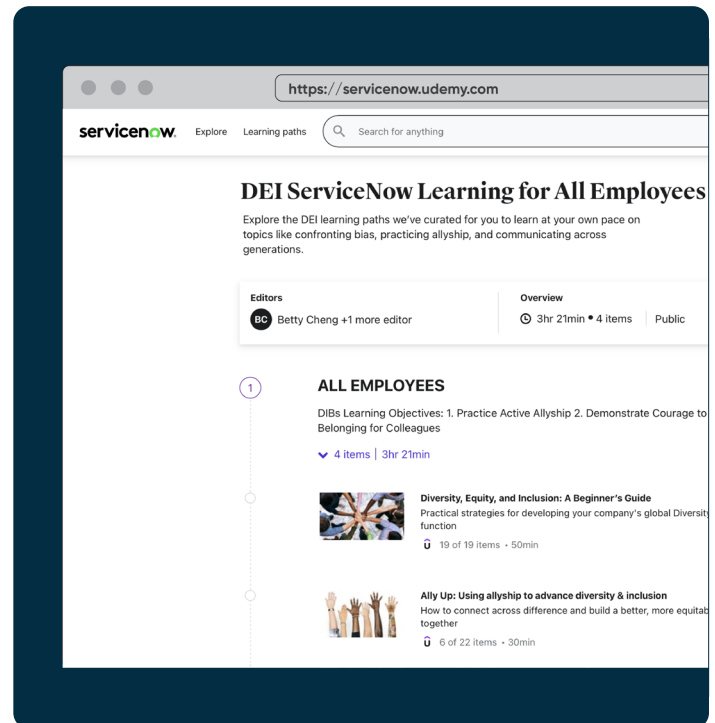
# All employees

Over the course of the year, employees worldwide took advantage of a wealth of DEI learning opportunities. Nearly 7,500 participated in personalized microlearning adapted to their unique needs and styles. Hundreds more learned from Udemy business courses on topics such as respecting gender and sexual differences, navigating diversity, understanding unconscious bias, and practicing bold allyship.

Employees also had a chance to experience DEI scenarios through a “Pivotal Experiences” virtual reality pilot cohort offered in partnership with Praxis Labs. Of the 200 employees who participated, 89% reported an increase in empathy, 67% reported change in behavior, and 84% reported an increase in confidence to take action.

Knowing there is significant demand for people with ServiceNow certification, we offered no-cost ServiceNow training and certification to several thousand people from non-traditional backgrounds, including veterans, mothers returning to the workplace, and those who had chosen not to attend a four-year university.

This training provided opportunities for potential candidates to find lucrative jobs in our ecosystem. We are proud to say that more than 98% of those we trained were hired.



# Equity for all

# 03

Everyone deserves to be treated fairly. We believe there should be equity across the entire talent ecosystem—from hiring and development to pay and career advancement.

“We invest in equitable outcomes for our people because it’s the right thing to do, and it’s better for the bottom line,” says Lara Caimi, chief customer and partner officer. “We empower our team members to show up as their whole, authentic selves because they’ll be better equipped to make the world work better for everyone—and that’s a win for us all.”

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 U.S. 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.

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**These new investments will create more equitable experiences for ServiceNow employees and customers.**

Amy L.  
SVP, Global Head of Design



# Committed to accessibility



To ensure that our products provide an optimal experience for all users, ServiceNow created a cross functional organization, the Center of Excellence for Accessibility. We also appointed Apple and Nike veteran Eamon McErlean as vice president and global head of accessibility to lead inclusive innovation and guide other departments throughout the company.

“These new investments will create more equitable experiences for ServiceNow employees and customers,” says Amy L., Senior Vice President and Global Head of Design at ServiceNow. “Diversity, inclusion, and belonging foster innovation and are a business imperative for the long-term success of our company. Accessible technology for all increases productivity, attracts a wider talent pool, and can play an important role in driving business growth.”

## Inclusive language in our documentation

Senior Director of Product Content Toni M. merged her personal and professional passions for DEI and language to help create [guidelines for more inclusive language](#) and remove problematic terms from the product interface and documentation.

“We know that words are really powerful. Words can hurt and harm but also be part of the solution. We have so much potential in terms of being inclusive with our language,” says Toni, who is also a global co-chair of our Pride at ServiceNow Belonging Group.



# Earning a perfect score in the Corporate Equality Index—again



For our work in 2021, ServiceNow was honored to receive a perfect rating of 100% in the Human Rights Campaign (HRC) Foundation's Corporate Equality Index (CEI), the annual assessment of lesbian, gay, bisexual, transgender, and queer (LGBTQ+) workplace equality. This was the second year in a row we scored 100%.

To earn a top rating, employers need to demonstrate that they've taken concrete steps to establish and implement comprehensive policies, benefits, and practices that ensure greater equity for LGBTQ+ employees and their families.

The CEI rating criteria has four key pillars:

- Nondiscrimination policies across business entities
- Equitable benefits for LGBTQ+ workers and their families
- Supporting an inclusive culture
- Corporate social responsibility

By earning the Index's top score, ServiceNow was also recognized as a Best Place to Work for LGBTQ+ Equality by the HRC Foundation—for the second time, as well. We continue to be honored by this achievement. We know there is much more work to do in this space and are committed to doing it.

# Lobbying for good

# 04

From the start, working for the good of our communities and the world at large has been central to our culture at ServiceNow. It's something that adds even greater purpose, meaning, and excitement to our lives at work.

To ensure we put a diverse lens on everything we do in our communities, the DEI team partnered closely with the Global Impact/ESG (Environmental, Social, and Governance) team in 2021 to develop community engagement in areas, including racial equity, which is aimed at driving our goal of advancing entrepreneurs and businesses and increasing representation; and digital readiness, focused on secondary education, [early in career](#), and reskilling. Read more about our global ESG commitments and goals in our Global Impact Report, available April 22, 2022.



# Racial Equity Fund: Sustainable wealth creation for the common good

In January 2021, our company further responded to widespread social unrest by creating a **\$100 million Racial Equity Fund** designed to drive more sustainable wealth creation by funding homeownership, entrepreneurship, and neighborhood revitalization within Black communities in 10 regions across the United States.

ServiceNow worked with RBC Global Asset Management to deploy the \$100 million by buying loans from community banks and other lenders to increase their lending capacity in Black communities. By increasing access to capital, the fund facilitated homeownership, affordable housing, and entrepreneurship, supporting the fund's objective of reducing the wealth gap and expanding opportunities for individuals, families, and business owners in Black communities.

Our Racial Equity Fund, which was the first of its kind for ServiceNow, made initial investments in Boston, Chicago, Dallas, Houston, New York, Orlando, San Diego, the San Francisco Bay Area, and Washington, D.C.—locations where ServiceNow has significant operations and community presence.

By December 2021, all the funds were fully deployed to qualifying programs and projects.



## Akin's story

### Technical Consultant

Akin studied IT in school, but went into a sales role after graduation. When COVID-19 hit, my role became redundant, he says. "I was out of work for almost two years before I learned about the ServiceNow and TechBridge partnership and was able to enroll as a **NextGen** participant."

The training was intense—but the instructors were great, Akin says. "They were patient and thorough, and they prepared us well. I was able to earn three certifications, and I'm currently employed as a technical consultant for ServiceNow."

Akin says he uses the skills he learned in class every day. "The work is interesting, and I'm challenged, but I've also been well supported by my ServiceNow mentor, and with the community platform. The experience has been life-changing for myself, my wife, and my three daughters."



# Expanding our impact

In addition to the Racial Equity Fund, we donated \$1.6 million to organizations supporting racial equity, including grants to Braven, Reboot Representation, and YWCA USA. We also made a \$500k-donation to the National Urban League, and we signed on as supporters of the John R. Lewis Voting Rights Advancement Act; the Development, Relief, and Education for Alien Minors Act (also known as the DREAM Act); and Verizon's plan to invest heavily to help underserved communities bridge the digital divide.

A key sponsorship we made during the year was of the National Museum of African American History and Culture, which we will be supporting with a \$1 million investment over five years.



## Supplier diversity

In 2021, we continued our efforts to ensure that our suppliers in aggregate reflect the diversity of the communities we serve. Our diverse supplier spend, which is 16% of our overall 2021 spend, runs above the industry norm of 3% to 5%.\* We are committed to ensuring diversity in our supplier base and to maintaining an above-average spend.

\*Karina Swette and Timi Boyo, "Tracking the Supplier Diversity Dollar," Oliver Wyman

# Strengthening support for Historically Black Colleges and Universities

We are also dedicated to strengthening our relationship with Historically Black Colleges and Universities (HBCUs) and being a catalyst for uncovering diverse talent everywhere. Now, more than ever, it's incumbent upon companies like ours to create new ways to attract, recruit, and retain people who might not otherwise have the opportunity. We benefit, they benefit, and it spurs economic development in communities across the country.

That's why ServiceNow, through our Unified Technologies Group (UTG), committed to making a **\$1 million donation to Benedict College**, an HBCU in Columbia, South Carolina. Founded in 1870 by Bathsheba A. Benedict, the college is known as a leader in science, technology, engineering, and math (STEM) degrees, including cybersecurity, engineering, computer science, and more.

The multiyear donation and strategic partnership will equip traditionally underrepresented students with a brand-new computer lab and training for the digital skills they'll need in today's workforce. The ServiceNow training and certification is also available for free to Benedict College alumni. Our goal is for the students to help meet the demand for ServiceNow administrators, developers, and more, and work with us or within our vast ecosystem of partners.

"There is an incredible amount of HBCU talent that often goes overlooked or untapped," says Cheick C., Senior Director of Platform Engineering at ServiceNow. "This partnership, among others, will help ServiceNow grow our ecosystem while ensuring a more diverse workforce as we continue on our pursuit to be the defining enterprise software company of the 21<sup>st</sup> century."



# Employee volunteering

ServiceNow is also a strong proponent of volunteer work and provides paid time off for employees to volunteer, matches donations, and regularly shares opportunities for employees to support causes they are passionate about in their local communities and even globally through virtual volunteering.

In October 2021, we had our first-ever Month of Service. Employees answered the campaign's theme of "What can you do with an hour?" by participating in a wide variety of in-person and virtual events to make an impact.

Altogether, employees volunteered nearly 7,000 hours during our Month of Service.

The Unified Technologies Group is an example of how teams across the company are becoming active in the DEI cause. The group supports A Bridge for Kids, a nonprofit in San Diego that helps prepare children from low-income families for the digital world.

ServiceNow is a corporate sponsor and, for 10 children annually, provides each a \$1,000-donation, a laptop, and free access to ServiceNow training, which could open employment doors.

In addition, UTG's employees donated laptops to children in Oakland in 2021 and Christmas gifts to children through [the Boys & Girls Clubs of Silicon Valley](#).



↑ ServiceNow partnered with the Boys & Girls Club of Silicon Valley on a Christmas shopping spree for 150 young people. Each kid received a \$300 dollar gift card.



# Skills-based volunteering

With the persistent challenges caused by COVID-19, many employees volunteered virtually throughout the year by teaching others business, career, and technical skills that could change their lives.

“Skills-based volunteering has enabled employees to give back from the safety of their own homes while making a profound impact to organizations all around the world,” says Alan N., Senior Manager of In-Kind Donations.



↑ ServiceNow employees learned how to sign a few phrases of American Sign Language and recorded a brief message for individuals who are Deaf, in support of a non-profit called 826Chi.

## A heart for others

At ServiceNow, we recognize that people with disabilities live and work in every community. And we understand that not all disabilities, such as mental health challenges, are readily recognizable. We support individuals with varying abilities through our People with Disabilities at ServiceNow Belonging Group, commemoration of the International Day of Persons with Disabilities, and through volunteer activities worldwide.

Katalin T-N., a Senior Customer Support Team Lead, organized an event for her geographically dispersed team in Europe, the Middle East, and Africa (EMEA) region (with members located in Dublin, London, and Amsterdam) during ServiceNow's Month of Service. They decided to support Letters to Strangers, a global nonprofit that works to destigmatize mental illness and improve access to treatment for youth.

Katalin and her fellow volunteers selected the topics they wanted to write about and then composed messages of understanding and encouragement. Katalin chose to write about teen suicide. “I come from a loving family and a secure background. Therefore, I often feel we have an obligation to give back to the community and lift up people who were not as lucky as us, especially if they are teenagers. I really hope that what I wrote will be helpful to someone at some point,” she said.

# Recruiting and career advancement

# 05

Through our recruiting efforts in 2021, we increased representation and inclusion across all levels, and welcomed more Black, Latinx, and women candidates into leadership positions (see our representation and inclusion data for detailed metrics).

Career advancement for women continued to be a top focus area for us. One of the programs we offered in 2021 to support that was the Signature Leaders program. Thirty of our women in senior leadership positions completed the first cohort.

We also grew participation in our “Power of 10” learning circles, which are made up of women from different

parts of our organization. The circles provide the opportunity to network, mentor, and educate, and serve as a circle of trust for women at ServiceNow.

Nearly half (46%) of all eligible women at ServiceNow (senior manager level and above) took part in the 2021 global program, with participation more than tripling from approximately 170 participants to nearly 600, as we expanded the Power of 10 to women at additional levels.

We were honored to make three “Best Companies for Women” lists in 2021 as a result of our efforts around creating equity for women.



# Creating synergy with our partners



One way we advance our efforts to support diversity, equity, and inclusion is to partner with organizations that are making a difference in these areas. We value the opportunity to do impactful work together and to support their efforts to improve people’s lives.

## Our partners







Strategy

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# Moving forward together

# We are humbled by the recognition and feedback we've received as a result of our DEI efforts.



But we know that real change comes from ongoing, meaningful actions, and so we are sharpening our focus to expand on the good work we have done over the past five years.

To ensure we are moving forward with even greater impact, we are evolving our strategy to bolster the company's efforts around DEI, and to better leverage ServiceNow's solutions to drive inclusion within and beyond our business.

The framework we are putting into place in 2022 builds on our initiatives to "Enable and Empower Our People" and "Hire with Intention," and seizes the global momentum around the [ESG movement](#) to "Amplify DEI impact."







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## Enable and empower our people

Through this initiative, we will drive a relentless commitment to employee belonging and success by enhancing equitable processes, policies, and practices across the employee lifecycle, from onboarding and day-to-day management to development and advancement.

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## Hire with intent

We will recruit high performing and diverse talent across all levels by designing a unique and exemplary hiring process that is global and collaborative.

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## Amplify DEI impact

Our third initiative is centered on amplifying ServiceNow's impact on DEI beyond our own organization. We will build on the global ESG/DEI movement with human ingenuity and technology by advancing DEI with like-minded customers, suppliers and community partners.

In addition, we will continue to support communities around the world—both at the local and global level—through employee volunteerism and refugee support, among other initiatives.



# BUILDING ON OUR PROGRESS TOGETHER

At ServiceNow, we never accept the status quo. This applies to everything we are doing to bring DEI to life in our company and in the world. We are committed to being at the forefront of the DEI movement, and our leaders, managers, and employees are continually looking for ways we can build on our past achievements and improve.

We believe the movement to make workplaces and society in general more diverse, equitable, and inclusive will continue to grow, and the rewards will be meaningful and uplifting. Our businesses will be more successful. Our workplaces, whether in person or digital, will be more vibrant, caring, and fun. More people will feel valued and supported in their work and life, and they'll be able to contribute their best and feel their best.

# Representation and inclusion

Our 2021 data provides a look at who we are today. While we still have work to do, we are making real progress.

During 2021, our global female leader representation (directors and above) increased by more than 2% to 30.1%. In the US, representation of Black or African American employees rose to 3.5%, an increase of over 0.8%, and Hispanic/Latinx employees rose to 6.8%, an increase of over 0.6% during 2021.

As of Q2 2020, our underrepresented minorities (URM) representation in the US—comprising Black or African American, Hispanic or Latinx, two or more races, Native American or Alaska Native, and Native Hawaiian or Pacific Islander—stood at 11.4%. This prompted us to set a goal to achieve 15% URM representation by 2025. We ended 2021 at 13.8% URM representation.

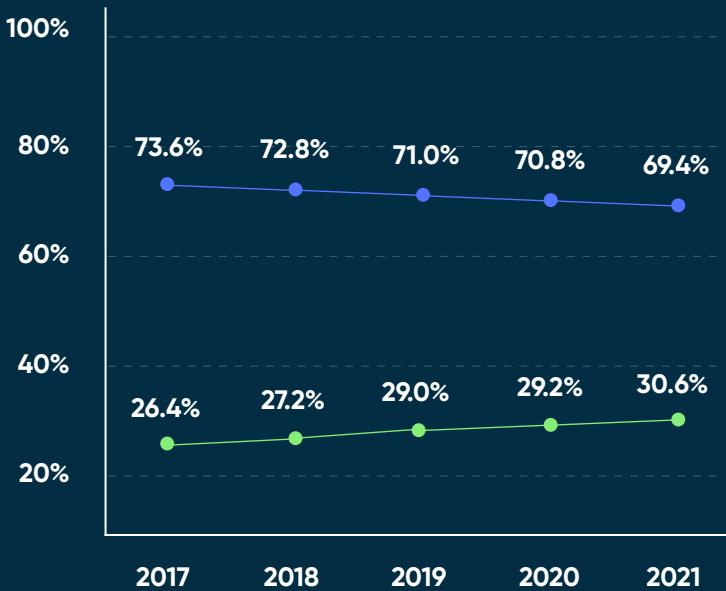
Given our strong commitment to diversity, equity, and inclusion, we are continually moving forward.

# Global gender

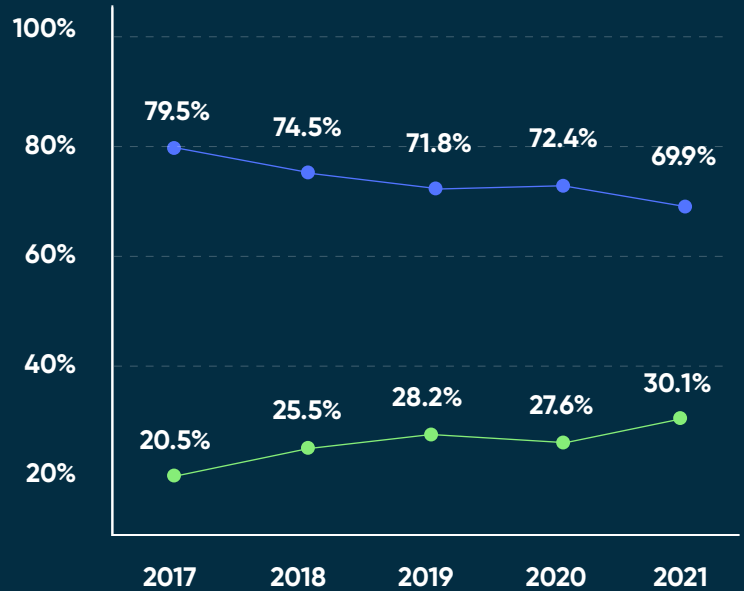
Female Male

We report gender data according to EEO-1 categories. We recognize that this does not reflect everyone's gender identity, and we celebrate our trans and non-binary colleagues.

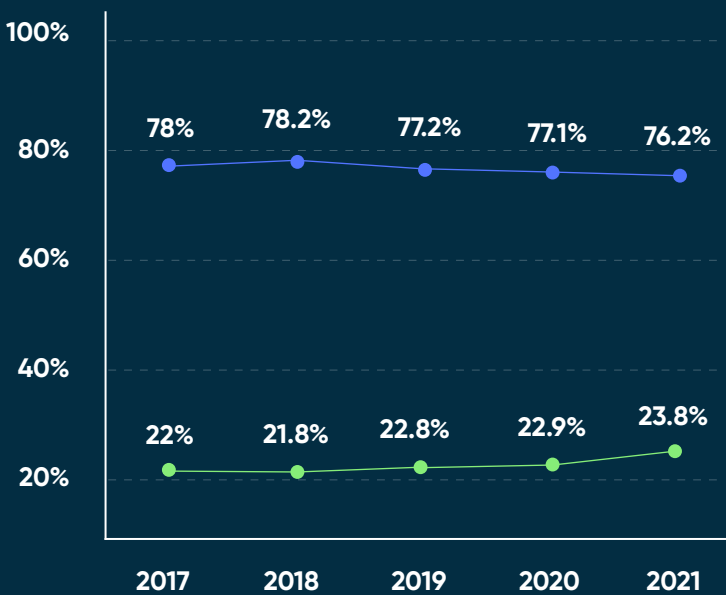
## Global gender



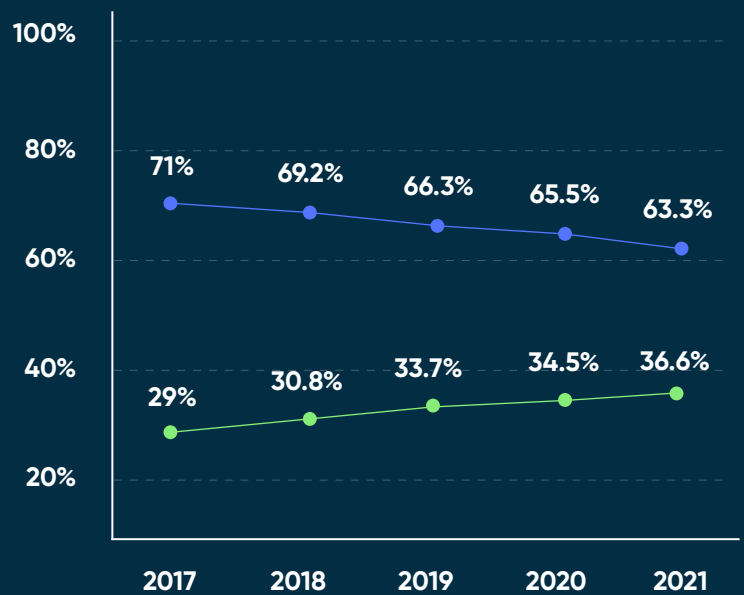
## Global leaders\*



## Global technical positions\*\*



## Global nontechnical positions



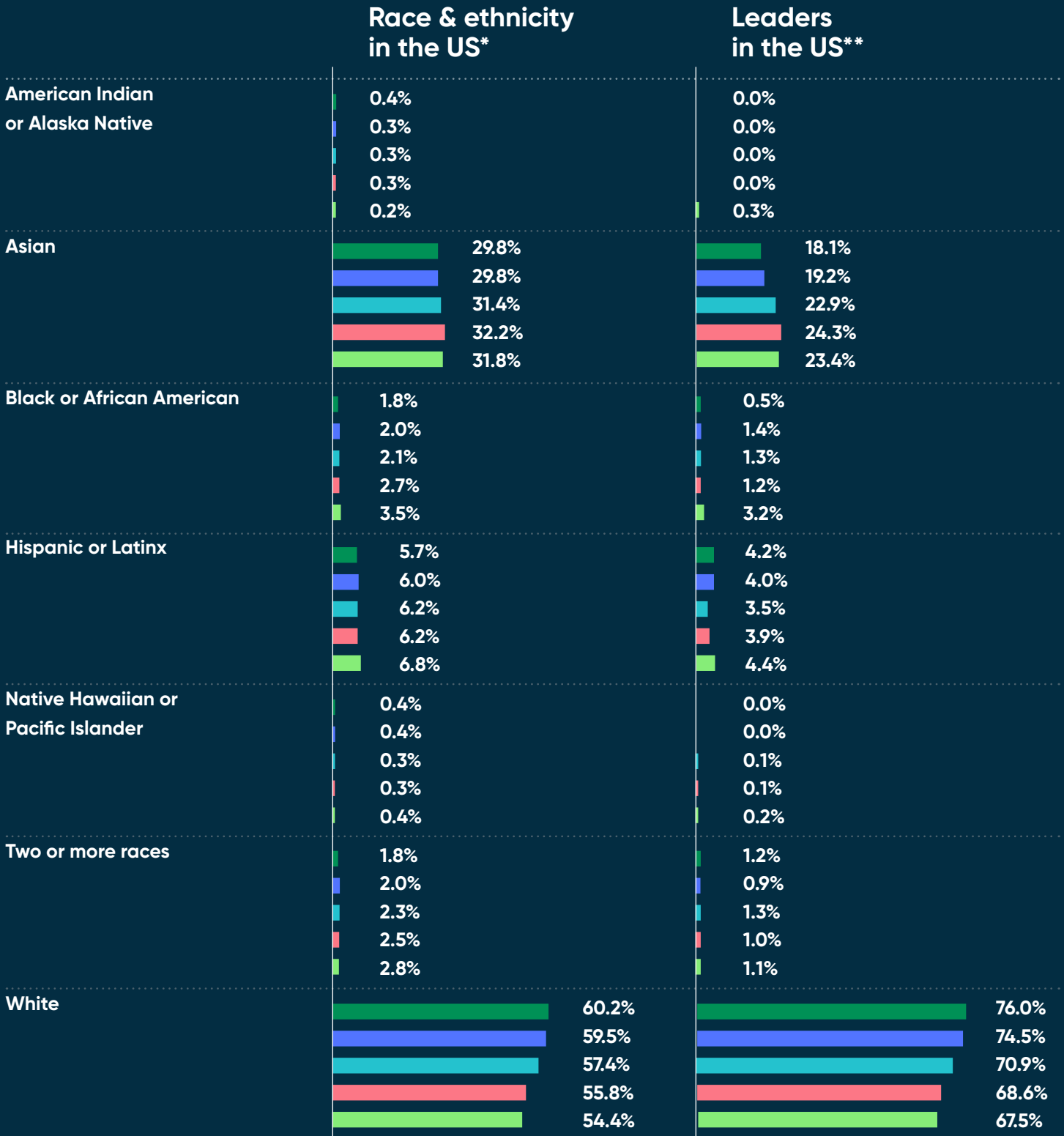
\* Leadership roles are defined here as director level and above.

\*\* Technical roles are defined here by job codes designating positions with technology responsibilities.



# US race & ethnicity

2017 2018 2019 2020 2021



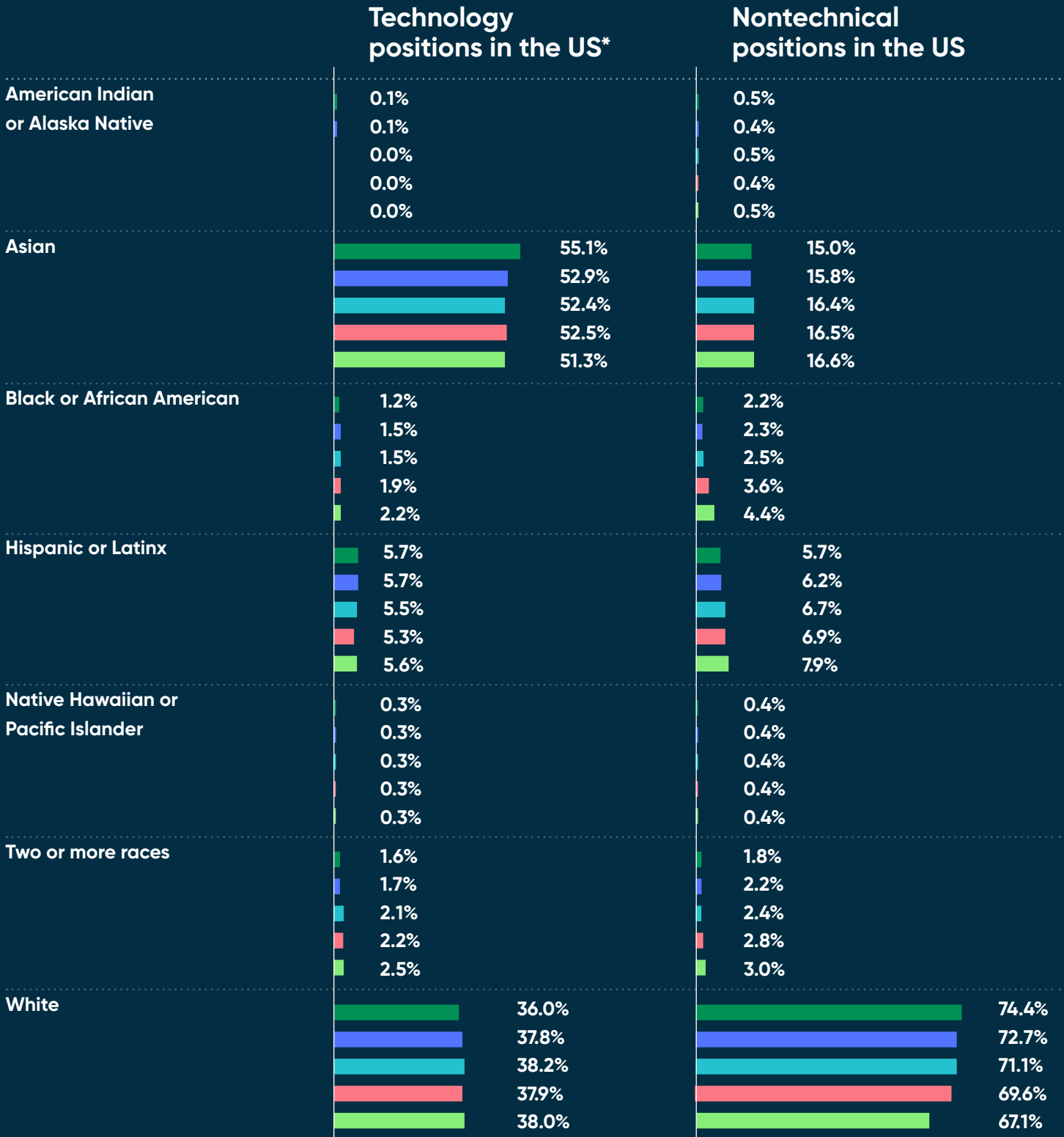
\* Racial and ethnic categories reflect our EEO-1 reporting. May not combine to 100% due to rounding.

\*\* Leadership roles are defined here as director level and above.

# US race & ethnicity

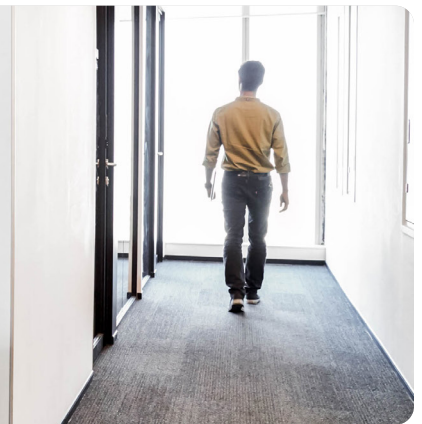
## continued

2017 2018 2019 2020 2021



\* Racial and ethnic categories reflect our EEO-1 reporting. May not combine to 100% due to rounding.

\*\* Leadership roles are defined here as director level and above.



## Be part of the change

Our fifth annual report provides a snapshot of our work so far. We continue to accelerate our efforts around making our work lives better for everyone. Learn more about how you can contribute and drive change with us.

[Explore careers](#)



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