Doing things differently

At ServiceNow, our purpose is to make the world of work, work better for people.

We’re living in a difficult time. The coronavirus pandemic has disrupted how we live and work. But during challenge and controversy, staying true to what we stand for makes us all stronger.

Since mid-March, our 10,000-plus employees have kept our business running and supported our customers and partners—using video conferencing and cell phones, our platform and apps, from home offices and kitchen tables—while also caring for family, children, pets, and neighbors.

During this time, technology has acted in service of people. It has connected us more closely with customers and partners as they work to protect their employees and continue to serve their customers. It has given us a welcome glimpse into our colleagues’ lives. Cats on keyboards. Kids connecting to virtual classrooms. Perfectly imperfect households in the background.

This crisis could have pulled us apart. Instead, we have come together. And, we believe our commitment to diversity, inclusion, and belonging (DIBs) has made that possible.

We encourage employees to be their real selves and to share the stories that make them who they are. Because as we’ve learned the past few months, life doesn’t pause. Even when the toilet paper runs out. Instead, we’ve found that people are relieved—and even comforted—when they see life interrupting work.

Now, in our third diversity report, we’ll share what we’re doing differently to create a culture of belonging, and to treat all voices with the respect and compassion they deserve:

• **Equity of opportunity**
  We are building a fair system of opportunity and treatment for everyone in our company. In the US, where we have pay data by gender, race, and ethnicity, we have achieved pay parity for women and under-represented groups. Globally, where we have pay data by gender, we are within one penny of pay equity for women around the world.

• **Women in leadership**
  In just three years we have increased women in leadership, who we define as directors and above, nearly 8%. Our percentage of women in VP-plus positions is now almost at par with our overall female representation, meaning we have a healthy pipeline. And, as of June 2020, we will have 10 people on our board of directors, 4 of them women.

• **Continual learning**
  We lead by learning. From our individual mini moments to our experiences as communities, we meet people where they are to educate, engage, and challenge ourselves to be allies for voices that may be missing.

We embrace diversity, inclusion, and belonging as a business imperative. It’s a cultural value and a shared commitment across our global leadership team, who have signed their names to this report.

We are creating energy, optimism, and space to belong. For everyone.
Diversity, inclusion and belonging are essential to who we are, how we’ll grow, and how we’ll innovate.

We believe you need all three. Here’s what diversity, inclusion and belonging mean to us.

**Diversity**
Everything that makes us unique—the seen and unseen.

**Inclusion**
Being invited to contribute. Being valued for who we are, treated fairly, equitably, and with respect.

**Belonging**
Creating a culture of trust, where all voices are heard, and we feel safe bringing our authentic selves to work.
Creating change at ServiceNow

At ServiceNow’s Sales Kickoff last year, we held a session called “Selling to Diverse Customers.” The session taught our sales teams about the effects of unconscious bias and provided solutions to engage all voices.

After the event, a sales team in the public sector business called on a prospective customer. They spent several hours discussing how ServiceNow could help the client. But one member of the customer’s team didn’t say a word. Before the meeting ended, one of our solution consultants made sure to ask for her thoughts.

As it turns out, she was the technical advisor to the executive in charge of approving a new software solution. Her voice influenced the business outcome. Inviting her to contribute led to a business win.
At ServiceNow, we believe that diversity and inclusion are table stakes. Belonging is the breakthrough.

- When customers see our sales teams invite the opinions of everyone in the room, they build trust.
- When employees know they can show up without judgment and be their true selves, they work magic.
- When our communities know that we'll take a stand and advocate for what's right, they realize that together we're stronger.

Through our belief in equity of opportunity—a fair system of opportunity and treatment for all—we are creating a movement of change. The fairness we apply to every moment that matters—for our employees, their families, our customers, partners, and communities—helps advance the conversation and make a difference. It brings communities together, develops allies, democratizes access and learning, and ultimately improves everyone's experience at ServiceNow.

Here's how.
To build a culture of belonging, you have to create connections among people. To truly unlock the magic that comes from diversity of thought, you must connect people with different backgrounds, experiences, and opinions. That’s where you’ll find innovation.

At ServiceNow, we see community as a way to build awareness and increase empathy outside our normal comfort zones. When we can make connections and bond with others over successes and challenges, we reveal our vulnerability and humanity. Without even knowing it, we invite others in to learn, grow, and share themselves. Together, we find mutual support, create development opportunities, and advocate for each other.

Here’s a glimpse into how we do that.
• **Cultural events**  
  Our employees inform our approach to celebrating cultural moments around the world. Our goal is to educate as much as it is to engage, so we create unique ways to recognize the people and the history that have influenced Black History Month, Diwali, International Women's Day, Día de los Muertos, Pride, and more throughout the year.

• **Belonging Groups**  
  We are evolving from a single “DIBs Community of Action” that encouraged all employees to advocate with a unified voice, to a Belonging Group model. Belonging Groups are purposefully designed with points of cross collaboration across groups through mentorship, community service, and professional development. Our groups are open to everyone. We can do so much more together than as individuals.

• **Strategic, long-term relationships**  
  We sponsor events and organizations and we partner with thought leaders to inform and evolve the change we’re driving. From our pledges to our partners, we join forces to increase our impact.
When I left the military, one of the things that was hard for me was that I lost my tribe. But coming here to ServiceNow, I found another one, a better one.

Nicholas R.
Director, Advanced Support Technologies
Practicing a growth mindset

Role play is an amazing way to learn. It gives people the confidence to change their behavior in a safe space. Last August, more than 100 of our women leaders and male allies joined our Women’s Leadership Summit. Produced with Radical Candor and Second City Works comedy troupe, the Summit pulled people out of their comfort zones. Participants acted out real-life examples of bias and micro-aggressions and learned how to combine caring with candor to have powerful conversations.

We’re big believers in continual learning. We invest in programs that push people to be uncomfortable. We take what we learn and put it into practice. We reinforce these skills over time and give everyone access to self-directed, always-on learning.

This active approach to learning works on real problems.
• **Employee Voice Survey**
  We listen. We learn what’s really important to our employees, in their own words. Based on feedback last year, we expanded our leadership development program to senior directors. We launched an online rewards and recognition platform. And we formalized career development with goal setting, performance reviews, and development discussions.

• **Test-and-learn**
  We learn as individuals, teams, and organizations. And not always through formal programs that take months to develop. We experiment. Last year, we piloted “Power of 10” groups for about 75 women. This year, many participants will lead new groups of 10.

• **Customers and partners**
  We involve our customers and our partners in our diversity, inclusion, and belonging (DIBs) efforts. Together, we have expanded DIBs-related topics at our Knowledge and Now at Work events, and we have sponsored leading diversity events like the Grace Hopper Women in Computing Conference, EveryWoman UK, AfroTech, Blavity, Lesbians Who Tech, and more.

With continual learning and an openness to try new things, we are driving change. Together, we can do more than when we act alone.
I feel that I belong here when I walk into a room or when I walk into a meeting. Whatever I bring to the table, I’m free to express it. I’m free to, you know, put it out there.

Ashita N.
Senior Manager,
Platform UX Engineering
In February, we celebrated Black History Month. We recognized its significance in multiple ways, including a panel discussion with four of our Black employees who shared the biases they’ve experienced in their careers. They talked about the weight of carrying an invisible backpack of stereotypes. They discussed the exhaustion that comes from changing how they speak or act, just to make others comfortable. They described the moments they finally stopped worrying about what people thought and gave themselves permission to show up as their authentic selves.
It's basic human desire to be seen, heard, and respected. We encourage our people to show up as themselves. We trust in transparency. Employee panels, our internal collaboration and connection platforms, open Q&A during global town hall meetings, and focus groups are part of our rhythm of business. But we don’t stop there:

• **Creating allies**
  We go beyond what each of us can do individually to what we all can do together. To strengthen how our employees can act as allies, we launched **Friends at Now**, an experiential program where we take our allies through interactive sessions, cultural assessments, immersive experiences, practice assignments, and personal coaching. Participants learn the barriers that under-represented groups face, examine their own biases and triggers, develop new leadership capabilities, and become champions of change.

• **Empathy through augmented reality**
  We’re also using technology to inform and scale allyship at ServiceNow. Leaders in our Product and Engineering teams used augmented reality for a digital walk in someone else’s shoes. They came out of the sessions more aware and more of an advocate for people who don’t look like them.

To achieve sustainable results, we take an employee-centric approach, concentrating on what is relevant to our own diverse workforce and promoting self-ownership. Our approach helps everyone understand that we are part of a collective vision and greater purpose beyond ourselves.
I used to neutralize myself at other companies. I’ve shed all that at ServiceNow. It’s taken me decades to say, ‘I can just be me.’

Adrienne W.
Director, Organization Change Management
Evolving inclusive practices and programs

Talent is ubiquitous, but opportunity is not. Equity in the workplace means everyone receives fair treatment through transparency and the removal of systemic obstacles. When everyone can benefit, everyone will benefit.

• **Unity**
  Our culture isn’t about any one of us. It’s about all of us—together. With the spread of the coronavirus, we have seen our sense of belonging tested in communities around the world. Xenophobia and racist incidents toward Asian, LGBTQ+, and other communities have increased. Tens of millions are unemployed. Inequities across health care, food security, housing, and more are exacerbated. We cannot allow COVID-19 to serve as a vehicle for darkness. At ServiceNow, we continue to keep people at the heart of everything we do. We treat each other with respect and create space so everyone feels they belong. As a company and as individuals, we contribute our time, our products, and our financial resources to many.

• **Equity of opportunity**
  We regularly look across our ecosystem of policies and practices and strive for a fair system of opportunity and treatment for all. Competitive health and wellness benefits, zero tolerance for any kind of discrimination, and protection from social stigmas such as mental health and medical conditions are core to our values and beliefs.
$1.01
All racial and ethnic minorities in the US

As of December 2019, all racial and ethnic minority employees in the US combined earn $1.01 for every $1.00 earned by their White counterparts.

$0.99 African American/Black employees
$0.99 Hispanic/Latinx employees
$1.02 Asian employees

for every $1.00 earned by White employees at the same job title and level, respectively.

$1.00 Women in the US

As of December 2019, women in the US earn $1.00 for every $1.00 earned by their counterparts who are men at the same job title and level, respectively.

$0.99 Women globally

for every $1.00 earned by men in all geographies in which we have locations for the same job title and level, respectively.

• Pay parity
  Everyone needs to know they’re paid fairly. We worked with an independent economist to evaluate pay at ServiceNow. In the US, where we have pay data by gender, race, and ethnicity, we have achieved pay equity for women and under-represented groups. Globally, where we have pay data by gender, we are within one penny—$0.01 USD—of pay equity for women around the world.

Diversity, inclusion, and belonging is implicit. It’s naturally embedded within our business, our talent strategies, and our leadership behaviors and expectations. We look at our entire portfolio of programs as interconnected. It is not about implementing each program independently, but rather looking at them holistically. We don’t just check a box. We drive real, lasting change.
Creating a culture of belonging lets you see which voices are missing. Belonging brings them out and celebrates their different experiences, backgrounds, and thoughts.

Pat Wadors
Chief Talent Officer
Our Stories

Belonging works when people feel safe to be themselves. Meet some of the people who create and experience the culture of belonging we’re building.
I don’t feel that I can have a label put on me because I am made up of so many little things. I really enjoy local history. I love to bake. I love to experiment with desserts. I also love to travel and have been to some cool places over the past handful of years.

I taught myself how to program computers at the age of 13. Growing up with a visual disability, I naturally gravitated toward computers and assistive technology, believing strongly that they held the key to my future education and career success. Having a computer with synthesized speech allowed me to type my reports and have content read back to me while I was in school. Throughout my career, assistive technologies have given me access to email, calendars, the web, and everything else that my sighted colleagues have. I have always been interested in communication, and my role now motivates me to be a good manager and a good communicator.

Throughout my life, I realized that hiding or playing down my disability isn’t in my best interest. It’s who I am. I have a disability and I should own that; one of the ways that I can do so is by owning my own story. I think that most people who get labeled really are so much more than just what’s in that label or what’s behind that label. Maybe if people are seeing this, maybe they’ll realize, “You know what? My story is pretty interesting, too. Maybe I want to share it as well.”
I’m from a family of immigrants. My parents were born and raised in Panama. Spanish was their first language. But they faced economic challenges there and wanted to provide a future for their children with more education and career opportunities for success. So, my parents left behind their family and friends in Panama to move to the United States. My father joined the U.S. Air Force. They stationed him in Bermuda, where I was born, and then we moved to California.

My family faced discrimination, which made it difficult to secure housing and I knew then that I must be someone who creates equality in the world. I want people of different races and other identities to be treated fairly. I earned a joint JD and MBA degree to defend and support people who experience social injustice and face economic disadvantages. It means so much to me to give back to and support my communities. And yet, when people look at me, they make assumptions about who I am and the scope of my potential, but their assumptions are rarely accurate. I’m Hispanic, Black, Caribbean, and an immigrant.

I can share my story and be my authentic self at ServiceNow. For us, empathy and belonging are at the core of our culture. My colleagues celebrate my many layered experiences because they value my point of view. My peers listen with respect and an open mind and the company contributes to the causes I serve. When I come to work, there’s a palpable growth mindset here. I am respected, listened to, I feel safe, and I am at the table influencing the strategy of the company. This company has a purpose I truly believe in. It also sees and believes in me.
Companies like ServiceNow bring people and community together. I see this every day at work. I am a member of one of the communities that brings a lot of diversity, inclusion, and belonging...the LGBTQ+ community. I moved from Colombia and was living in the US for seven years where I met my Dutch partner. We’ve been in the Netherlands 10 years now and together 13 years. I moved for love.

My team at work enjoys working together and part of the reason is because we are really diverse. We have Dutch. We have someone from Cameroon. My colleague is from Guyana. Another was born in Aruba, raised in Venezuela. It’s the variety of backgrounds and people in the group that makes it a really fun place to work. I’m always learning.

The difference in coming to a growing company is that there is a lot to do. There is a lot to support, to give, to help, to build, to bring that sense of belonging because you are part of it. You’re part of the change and you’re part of the growth.

Like many people, I was kind of waiting to get out of my shell somehow and expressing myself. I wish I would have found ServiceNow 20 years ago to help me get this sense of confidence for the person that I am. At ServiceNow, I am free to speak, to be who I am. I have never felt so free and accepted. I don’t feel any restrictions. I say, "This is me," and I think that says everything.
But when things get hard, that’s when we come together. Especially now. We make space to accommodate each other. That’s something that I have seen firsthand. While work is an integral part of my life, there’s also other stuff that life keeps flinging at me. The mindset here is very understanding and it’s very inspiring.

Every time I’ve interacted with somebody in my team, they’ve made me a person first and a co-worker second. They ask me about how I’m doing, how things are with my family—and that really helps me feel confident that yes, they see me as a person, for who I am, and where I’m at.

That, I think, is amazing.

The whole life process of finding our own identity is hard enough. But in ServiceNow’s culture of belonging, who I am is not only acknowledged and welcomed but even celebrated. I think that’s the jackpot.

There’s something about this place from the minute you step in that makes you ask…is it the people? Is it the purpose? And once you’re here for a while, you understand that it’s all of it, together. It’s the culture. There’s this undercurrent of passion that I can feel when I interact with different people and I see that there’s a place here for everybody.

The concept of diversity is a no brainer. Shared success equals more success. The more that I involve and include people, the different kinds of people that I welcome into my life and work, the better and more informed my perspectives are. One of the common things among all of us is how different we are.
We’re people who care about making work, work better. Every one of our 10,000+ employees and 6,200+ enterprise customers are all unique.

We’re creating the future of work with everyone in mind.

This 2019 data reflects who we are and serves as a guide, pointing us in the areas we need to grow and invest.
## Global gender

**Global gender**

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<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
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<tbody>
<tr>
<td>2017</td>
<td>26.4%</td>
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<tr>
<td>2018</td>
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<tr>
<td>2019</td>
<td>29%</td>
<td>71%</td>
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**Global leaders***

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<th>Male</th>
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<tbody>
<tr>
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<tr>
<td>2018</td>
<td>25.5%</td>
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</tr>
<tr>
<td>2019</td>
<td>28.2%</td>
<td>71.8%</td>
</tr>
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**Global technical positions**

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<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
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<tbody>
<tr>
<td>2017</td>
<td>22.0%</td>
<td>78.0%</td>
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<tr>
<td>2018</td>
<td>21.8%</td>
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<tr>
<td>2019</td>
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**Global nontechnical positions**

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<tr>
<td>2018</td>
<td>30.8%</td>
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<tr>
<td>2019</td>
<td>33.7%</td>
<td>66.3%</td>
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* Leadership roles are defined here as director level and above.
** Technical roles are defined here by job codes designating positions with technology responsibilities.
<table>
<thead>
<tr>
<th>Race &amp; Ethnicity in the US*</th>
<th>Leaders in the US**</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>American Indian or Alaska Native</strong></td>
<td><strong>Leaders in the US</strong></td>
</tr>
<tr>
<td>0.4%</td>
<td>0.0%</td>
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<tr>
<td>0.3%</td>
<td>0.0%</td>
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<tr>
<td>0.3%</td>
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</tr>
<tr>
<td><strong>Asian</strong></td>
<td><strong>Leaders in the US</strong></td>
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<td>31.4%</td>
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<td>2.1%</td>
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<tr>
<td><strong>Two or more races</strong></td>
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</tr>
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<td>1.8%</td>
<td>1.2%</td>
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<tr>
<td>2.0%</td>
<td>0.9%</td>
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<tr>
<td>2.3%</td>
<td>1.3%</td>
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<tr>
<td><strong>White</strong></td>
<td><strong>Leaders in the US</strong></td>
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<td>60.2%</td>
<td>76.0%</td>
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<tr>
<td>59.5%</td>
<td>74.5%</td>
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<tr>
<td>57.4%</td>
<td>70.9%</td>
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</table>

* 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

- Technology positions in the US*
  - American Indian or Alaska Native: 0.1%, 0.1%, 0.0%
  - Asian: 0.5%, 0.4%, 0.5%
  - Black or African American: 1.2%, 1.5%, 1.5%
  - Hispanic or Latino: 5.7%, 5.7%, 5.5%
  - Native Hawaiian or Pacific Islander: 0.3%, 0.3%, 0.3%
  - Two or more races: 1.6%, 1.7%, 2.1%
  - White: 36.0%, 37.8%, 38.2%

- Nontechnical positions in the US
  - American Indian or Alaska Native: 0.5%, 0.4%, 0.5%
  - Asian: 15.0%, 15.8%, 16.4%
  - Black or African American: 2.2%, 2.3%, 2.5%
  - Hispanic or Latino: 5.7%, 6.2%, 6.7%
  - Native Hawaiian or Pacific Islander: 0.4%, 0.4%, 0.4%
  - Two or more races: 1.8%, 2.2%, 2.4%
  - White: 74.4%, 72.7%, 71.1%

* Technical roles are defined here by job codes designating positions with technology responsibilities.
Join us on this journey

This report is a snapshot of our learnings and work so far. We are continuing to develop new ways of thinking, acting, and growing. Learn more about us and what a career at one of the world’s most admired companies looks like.

Explore careers