I’m just one Black person. I can only speak for myself today, but I can advocate for Black people.

The dehumanization of Black people is a human rights issue. And more broadly, this struggle is connected to the struggle of all marginalized people.

Robert B.
Sr. Mgr., Business Strategy Mgmt.

Those are the words of ServiceNow employee Robert B., which he spoke during a global company meeting in June 2020. Shortly after George Floyd was killed, Robert emailed our executive leadership team, challenging us as a company to say more. To do more. Instead of speaking for him, we gave him the mic. Speaking live to 13,000+ ServiceNow employees, Robert shared his pain, and described the hurt, desperation, and anger he and so many others felt.

"Our mission is dependent on having not only this conversation but resolving to take action and wade into this controversy. Into this deep well of emotion. And into something that is difficult and uncomfortable for all of us."

During that meeting, CEO Bill McDermott asked Robert exactly what he wanted to see ServiceNow do to help correct the injustices. His request was clear.

"We need to take action. There needs to be accountability associated with that action."
Robert shared a personal realization that he’s "been complicit in a conspiracy of silence" for his entire career. Other employees from around the world stepped up to share their personal stories of the racial injustices they’ve faced. This ongoing dialogue has empowered employees to break their silence, giving us all a greater awareness and understanding—and uniting us in action. We are committed to making sure those conversations, our work, and our progress continue.

Throughout this report, you’ll see more comments from ServiceNow employees, like the ones below. You’ll read their thoughts about our efforts. Because we’re all in—committed to creating change—together.

"This is an opportunity for us to be different. An opportunity for us to be better. And I’m personally and professionally committed to that with everything in my body, everything in my soul."

Bill McDermott
President and CEO

"As a Black Man from Oakland born and raised I FULLY support this message and the discussion taking place."

James B.

"We’re crying with you Robert. Don’t hold back."

Donovan M.

"My heart is broken, but hope is in sight. We need each other, no one can handle this alone."

Mark O.
We stand united with 13,000+ employees who believe in our purpose to make the world of work, work better for people. It is our responsibility to ensure our collective voice represents that world.

We have been on a mission to create change for our employees, our customers, and our communities. Robert’s words during our June 2020 global company meeting created a rallying moment for our company. Many other employees also asked to be part of the movement and our larger catalyst toward change. 2020 deepened our commitment to do more, to accelerate our journey, and to make more progress across more areas.

Last year, the world experienced something together that no one was exempt from. A global pandemic, racial injustice, civil unrest—a year of simultaneous downfall. Since we couldn’t change the situation, we focused on changing our mindset. We leaned in.

This is what change feels like.

We evolved our Diversity, Inclusion, and Belonging (DIBs) Community with a focus on intersectionality and introduced seven new employee-led Belonging Groups, our version of employee resource groups. Alongside their members, we expanded the diversity and inclusion strategies that have been a cornerstone of the culture at ServiceNow and co-created our “DIBs 5-point plan”.

The 5-point plan aims to accelerate our work and create meaningful, sustainable change with an emphasis on certain actions. We’ve dedicated a chapter in this, our fourth diversity report, to each pillar of the 5-point plan, to make our commitments transparent to everyone:

1. Workforce training: Building inclusive skills and mindsets for our employees.
2. Equity for all: Creating and evolving our equitable processes, policies, and practices.
3. Giving employees a voice: Fostering a sense of belonging and space for dialogue.
4. Lobbying for good: Advocating for change with support and direct action, both locally and systematically.
5. Recruiting and career advancement: Increasing representation and inclusion across all levels.

What happened in 2020 will not stay in 2020. It will drive us forward every day, toward new outcomes. We have been changed—forever. This change will guide us as we create space for belonging where all people can thrive.

We have a collective leadership commitment to listen, to learn, to have the uncomfortable conversations, and to take action. You see our signatures here as a signal that meaningful, sustainable change starts with us as leaders.

Our story shows that where our focus goes, our progress goes. We invite you to explore this path with us. Because when we change our perspective, we can change our experience.

A letter from our leaders

April 2021
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Pillar #1

Workforce training
ServiceNow dedicated June 19 (Juneteenth), 2020, to learning and becoming agents of change. Leading up to Juneteenth, we hosted a “DIBs learning sprint,” with guided discussions and trainings, virtual volunteer opportunities, giving campaigns, and more activities designed to educate employees about racial justice, courageous conversations, and ally skills. Our goal then—and now—is to get stronger together.

Continual leaning is critical to lasting, transformative change. We were already running several programs to raise awareness, educate, and teach action around inclusion and belonging. In 2020, we doubled down on what already existed, and added many more, especially focused on institutional racism, the road to equity, and civic engagement.

In early 2020 we launched a course for employees that focused on the increase in crimes against Asian and Asian-American Pacific Islander (AAPI) communities and the impact of the pandemic on under-represented communities. The course included our own employees sharing their experiences, and was led by Michelle Kim of Awaken, who provided historical and current context, as well as allyship strategies.

In addition, we rolled out a DIBs microlearning tool to deliver customized learnings and actionable tips to employees. Microlearning is designed to meet each employee at their own personal point of learning and helps keep DIBs top-of-mind within the everyday flow of work.

We equip employees with the shared education and understanding to realize our purpose and values. That’s why we are developing rich learning programs designed to build inclusive mindsets and skills for our employees, while enabling two-way dialogue and listening. Our approach to learning includes ongoing practice and reinforcement so that everyone can put skills into action.
We also launched "DIBs impact labs" — augmented reality experiences that simulated real life situations and engaged leaders and managers in scenarios where they could practice new inclusion skills. The impact labs helped employees build confidence and refine their skills so that they could show up more inclusively with their teams.

We pivoted our annual Women’s Leadership Summit to a more inclusive DIBs Leadership Summit and invited allies of all types to attend three sessions over three months: “Empathy in Action,” “Becoming Allies,” and “Inclusive Design”. Our teams in APJ held their inaugural DIBs Learning Week and invited employees there to sessions tailored to regionally important topics. The digital format of the events enabled hundreds of employees to join—and they are now equipped to advocate for action.

We also brought in luminaries like Nikole Hannah-Jones of The 1619 Project, Trudy Bourgeois of The Center for Workforce Excellence, Professor john a. powell of Berkeley’s Othering and Belonging Institute, and business leader, community advocate, (and yes, NBA legend) Magic Johnson, who joined us for open, authentic digital sessions about becoming agents of change.

In 2021, we’ll keep this momentum going in several ways:

- We are integrating diversity, inclusion, and belonging tenets into all flagship learning and development (L&D) programs, including manager training and global leaders’ development courses.
- We plan to expand our DIBs microlearning and bring in additional technologies like virtual reality and AI to make employees feel even closer to the situations they’re exploring.
- Building on last year’s DIBs Leadership Summit, we’re making this year’s event more interactive, with a digital experience that combines individual skills practice and community problem-solving.

“

I’m aiming to be more than just a better manager. I want to be a movement starter.

Mica M.
VP, Global Sales & Business Operations
ServiceNow stands out to me for walking the talk with diversity, inclusion, and belonging. In a very short time, they have made remarkable progress and are poised to drive cultural transformation that will serve as an example for other organizations committed to driving meaningful change.

Trudy Bourgeois
Founder & CEO, The Center for Workforce Excellence

In our Courageous Conversations: Talking about Race event, Trudy Bourgeois (left) taught us how to navigate the tough topic of race.

Employees shared sentiments in the chat window.

“ServiceNow stands out to me for walking the talk with diversity, inclusion, and belonging. In a very short time, they have made remarkable progress and are poised to drive cultural transformation that will serve as an example for other organizations committed to driving meaningful change.”

David B

“I am happy that we are having this conversation. I think that it’s important that people from a variety of racial and ethnic backgrounds can relate to the struggle our Black friends are in.”

Sadia H

“This resonates with the historic caste oppression in South Asian cultures, especially in India where I’m from. While being on the forefront of feminism, women from the upper caste don’t often recognize and acknowledge their privilege.”

Lisa H.

“I’m so inspired by these webinars. I’m learning so many new things and concepts. Thank you so much for doing this.”

Meredith M.

“This is heartbreaking but I’m so glad we are having this conversation. It’s time to open our eyes.”
Pillar #2

Equity for all
Everyone deserves to be treated fairly and respectfully. We believe there should be equity across the entire talent ecosystem—from hiring to career advancement. To achieve that, we build and scale equitable people practices that result in inclusive and fair outcomes for all employees.

In 2020, we worked to mitigate bias in decision-making during our annual performance review and compensation process, helping ensure that people managers and decision-makers have the right tools and training to make the right decisions. At key decision points in the review and compensation process, managers were shown helpful tips and reminders about how to recognize and reduce bias and to make objective and fair decisions.
Because pay equity is so dynamic, especially in a high-growth company like ours, we manage it on an ongoing basis and do regular analyses and adjustments. This approach has led us to achieve systematic pay equity company-wide and ensures we maintain that pay equity on an ongoing basis.

In 2021, we will continue to broaden our current activities.

- We have already launched a comprehensive organizational assessment of our core talent processes, including our digital and physical hiring experiences, to identify specific areas of strength and ways we can continue to improve.
- We will continue to work with our employee assistance program partners to add more diverse providers for self and community care and mental health.
- And, as we reimagine the future of work, we will intentionally look for opportunities to continue to expand our ability to recruit and hire from broader, more diverse areas.
Pillar #3

Giving employees a voice
Creating a sense of belonging can be challenging, because it can be easier to identify when you *don’t* belong than when you do. That’s why making space to listen, openly sharing experiences, and engaging in courageous, respectful dialogue, are essential to our culture.

Our actions in 2020 were shaped by what our employees said they needed. Our COVID-19 response focused on caring for our employees, customers, and communities. From a no-layoffs pledge, to a health and wellness perk allowance for employees, to giving financial support to organizations advocating for change—we listened and responded with care.

We used surveys to check in regularly with our people. Early in the pandemic, they told us they were struggling to maintain a healthy work-life integration in what often seemed like an always-on environment. In our most recent survey, conducted in early 2021, we learned that while employees are still feeling the stress of the pandemic, they also feel that ServiceNow is committed to promoting diversity, inclusion, and belonging.
This listen-and-learn approach has been an important piece of how we were able to emerge from 2020 stronger than we’d started. It has been critical to retaining existing employees, and to giving the approx. 2,500 new employees and 360 interns who joined us in 2020 the confidence they needed to achieve success.

It wasn’t always easy. Employees didn’t always agree. After a global company meeting in October 2020 where we invited nonprofit organization Rock the Vote to speak about voting rights and civic engagement, some employees said the discussion felt political. Others said that the conversations were only relevant to the US election. Every piece of feedback was important, and we gave every voice space to share.

Even in a mostly digital 2020, we were still able to celebrate major cultural moments with our employees around the world. We created themed Zoom backgrounds, put on virtual events and engagement activities, and hosted speakers, panels, and workshops. Through these moments, we were able to increase overall employee allyship for our Belonging Groups and saw a consistent 90% positive employee sentiment across all activities. These moments focused on education around our DIBs strategy and built a sense of belonging and recognition, even when celebrating from home.

And we formed our DIBs Community, emphasizing intersectionality, to bring employees together for change. Within our DIBs Community, we launched seven new Belonging Groups in 2020. All employees can join any Belonging Group as a member of that community or as an ally. These groups have been important voices for change, improvement, and inspiration with our company. Read more later in the report.
Last summer, a group of employees asked for ServiceNow Black lives matter T-shirts to wear during a diversity recruiting event.

We took the opportunity to listen and learn alongside our employees. This initial request to support recruiting led to a broader company-wide moment that opened up conversations and learning and led to real programs and concrete action.

The day we announced our Black lives matter T-shirt, our company store website crashed due to instant demand, as employees showed overwhelming support. At our next global company meeting, CEO Bill McDermott and other leaders wore the T-shirt, conveying a messaging of unity, support, and allyship.

Listening to understand is part of our culture. Giving employees a safe space to express themselves helps create belonging. We co-create solutions to complex issues with our people, so they know they will be seen, heard, and respected.

"Let’s continue to learn, grow, explore and never be afraid of uncomfortable conversations. I am glad to work at a company where we do more than just say the words. #servicenowstrong"

John H.
Pillar #4

Lobbying for good
When we talk about bringing our whole selves to work, that means blurring the line between the personal and the professional. Our collective purpose extends into our communities, and includes civic engagement, digital literacy, and a focus on nonprofit organizations that support underserved communities. Activating our shared values within our communities is an important way to stay connected as a company.

Giving took on a new sense of urgency in 2020. With schools closed, a lack of volunteers due to physical distancing, record unemployment, and devastating natural disasters around the world, we were living through unprecedented experiences that required untested solutions. Our employees joined the call to help, and as a company, we gave more than $5 million
in cash grants and matching gifts to community organizations last year, including more than $1.2 million in COVID relief.

We also saw an opportunity to help close the digital divide, and in doing so, open doors to opportunity. In early 2019, we launched the NextGen Professionals Program to put people with nontraditional backgrounds on a path to more rewarding and sustainable careers in the digital workforce. In 2020, we expanded NextGen and intentionally focused on communities of color with engagements and grants to organizations such as the Princes Trust in the UK, Hack the Hood, and TechBridge. Looking forward, we expect to scale the program and place 8,000 participants in jobs over the next few years.

In September 2020, we also launched a two-month global campaign to educate employees around what modern civic engagement looks like and to provide the inspiration and resources to truly engage their communities, wherever they are. NBA legend and

“Opportunity for all, not the privileged few. Hope for those who otherwise were overlooked. That’s what defines the NextGen program. That’s what will make a difference in this world, and truly make the world of work, work better for people.”

Faez A.
Senior Director, Training & Certification
community advocate, Magic Johnson, joined us for a raw discussion about his work and advocacy around civic engagement, racial injustice and equality, and the importance of using your voice.

Our efforts to do good include joining organizations and signing pledges and petitions that can take action against initiatives that have the potential to negatively impact current and future ServiceNow employees.

For example, we recently signed an Amicus Brief that challenged the legality of an order suspending the issuance of new non-immigrant visas in the United States. We have also taken an active role in support of Deferred Action for Childhood Arrivals (DACA), joining with more than 140 companies, trade organizations, and industry leaders in the Coalition for the American Dream to demonstrate our desire for congressional action.

We will continue to empower our employees to engage with fellow citizens on why their vote matters, and why representation in government matters. Last fall, just before the US election, our CEO wrote to employees and asked them to continue to be strong examples in their teams and communities. He described how ServiceNow people could bring others together. He reminded us that we value differences but do not polarize around those differences.

This is thanks to everyone at our company who chooses to lead and live our purpose of making the world of work, work better for people. That purpose is the North Star that guides the actions we take and the commitments we make.

Read more about our global environmental, social, and governance commitments and goals in our first Global Impact Report, available April 26, 2021.

General Counsel Russ Elmer in conversation with Carolyn DeWitt from Rock the Vote

Emma S.
"It's refreshing to have a focus of an All Hands meeting be helping us become better citizens and people in general. Thank you!"

Allison K.
"Thank you so much for sharing this! I’m applying to be a poll worker!"
Our 2020 global impact

Community engagement

$5M+
total giving (nonprofit grants and ServiceNow matching)

- $1.15M in grants committed to support food security through nonprofits, including Second Harvest* of Silicon Valley, Feeding America, World Food Program, and UNICEF

$100,000
through employee donations and matching gifts for racial and social justice across the US, Canada, EMEA, and Australia

Giving at Now

$1.6M+
employee donations to nonprofits

2,600+
charitable causes supported

10,000+
employee volunteer hours

* Second Harvest of Silicon Valley is a 3-year (2019-2021), $1.5M partnership, supporting 1M meals annually.
Pillar #5

Recruiting and career advancement
We have worked hard to establish ourselves as a great workplace for top talent. In fact, one of our company values is "win as a team". We believe that together we are stronger, and by putting a priority on developing and advancing individual talent, we’ll make our company better overall.

We serve more than 6,900 enterprise customers around the world, including approximately 80% of the Fortune 500. To best understand customer needs and deliver the value they expect, we need to reflect their diversity within ourselves. That’s just one reason we’ve worked hard to increase female representation and leadership in our sales and customer success organizations. Diverse, inclusive teams where everyone belongs perform better. Our teams are proof.

We also welcomed a new senior leader of diversity recruiting, to expand the networks, universities, and areas from which we recruit. While 2020 was a foundational year for the program, we did see notable progress. We increased our hiring percentages of Black and African American employees, especially into leadership, which we define as director and above, and into tech roles. In addition, we increased hiring rates for Hispanic and Latino employees at the leadership and manager levels.
In late October 2020, we appointed Larry Jackson, global creative director of Apple Music, to our board of directors. In the announcement, we made it clear that Larry’s background in music and consumer experiences would bring a unique dimension to our board. We also look at how to prepare our own employees to serve on outside boards, especially our female leaders. Last year we launched a board readiness program for women at ServiceNow who had expressed interest in board service.

There is even more opportunity ahead. It’s been well-reported that COVID disproportionately affected women at work, leading to large percentages of women leaving the workforce. We want to do everything we can to get women back to work, with the benefits and support systems they need for family care. Later this year, we plan to announce a partnership that focuses on women returning to the workplace.

2020 didn’t slow us down. We increased our employee base by 26%, and we launched several new initiatives designed to improve our hiring processes, to train our leaders to be even better and more empathetic managers, and to offer no-cost coaching to senior directors and above. That’s how we win as a team.
Our long-term relationships

Part of how we make the world stronger is through long-term strategic relationships with organizations and events that advance diversity, inclusion, and belonging. We’re proud of the influence these groups have, as well as the impactful work we do together.
We founded our DIBs Community with intersectionality at the forefront to unify our employees and drive culture, change, and action. Employees within our DIBs Community pledge to foster a larger culture of belonging, where everyone’s ideas are welcome, and all contributions are valued and respected.

Our DIBs Community is made up of Belonging Groups, which are safe spaces for the unique employee identities at ServiceNow. Belonging Groups focus on making an impact around a common purpose for specific communities aligned to our business goals, objectives, and core values. All employees can participate in any Belonging Group, as a member of the community or as an ally.

We launch new Belonging Groups based on employee interest in service of under-represented or traditionally marginalized communities. In the first half of 2021, we will form our eighth group, for our Asian, Asian-American, and Pacific Islander employees and allies. Our Belonging Group community will continue to grow.
We connect employees with each other to reflect on, grow, and heal from the division of racism, while strengthening our bond as human beings.

We work to cultivate a strong, sustainable community of empathetic and empowered ServiceNow employees, partners, and customers who actively advance diversity, inclusion, equity, and belonging—focusing on the experiences of Black people, while benefiting all.

Check out our blog for more stories

What’s it like? Black leaders at ServiceNow
What’s it like? Black employees at ServiceNow

"I used to hide it. I used to mask. I've done so much code-switching it's ridiculous. And I'm fortunate that ServiceNow is a place that says, 'Bring it on!'"

-Pascale R.

"I have to admit the draw to me for ServiceNow was the idea of the DIBs culture. I think ServiceNow culture is very innovative. It’s open to learning. There is truth and there is action."

-Darice B.
Interfaith at Now

We stand for a community that helps employees create awareness around faith, and offer a forum that fosters support, education, celebration, respect, inclusion, and tolerance.

We strive to celebrate and help advance diverse philosophies and belief systems, so that employees with differing worldviews can meet in a place of mutual respect and feel confident in bringing their whole selves to work.

Check out our blog for more stories

What’s it like? Interfaith at ServiceNow

Marissa O.

"With the Belonging Groups, it’s a similar way for people to say they have a right to show up and exist. When I think about why I celebrate Hanukkah—it’s for the same reasons we have Belonging Groups. It’s because it’s where I find peace and comfort in connecting with others who are ‘like me.’"

Katy C.

"We seek to give members the tools they need to have courageous conversations about their faiths and to learn how we can come together and support each other."
Latinx at Now

We help engage and develop Latinx talent within ServiceNow, and we educate employees around the world, especially on the significant achievements of the Latinx community, the challenges we face, and the opportunities for allyship.

We strive to cultivate an employee group that celebrates Latinx culture, advocates for increased leadership representation, helps recruit and retain talent, and gives back generously.

Check out our blog for more stories

Latinx at Now Community and corazón

"From an awareness perspective, these groups are important. I think that it provides a signal that the company is open and welcoming."

Victor P.

"I've always been the only Latina on my team and having this group has been so important for me to feel that connectedness."

Jennifer B.
People with Disabilities at Now

We represent and advocate for disabled employees at ServiceNow, which contributes to ServiceNow’s reputation as an employer of choice.

Along with our allies, partners, and broader community, we also work to generate greater awareness of the types of disabilities we experience within our community, to deepen engagement with us as diverse talent, and to create new programs that work toward building a truly seamless accessible workplace and digital experiences that benefit all.

Check out our blog for more stories

What’s it like? People with Disabilities at ServiceNow

"Hi there! Just an accessibility ask. Would it be possible to add closed caption to video bytes like this? Makes it easier to consume for everyone!"

Cat P.

"Thank you so much, you’re absolutely right! We try to create accessible content but sometimes fall short, so we appreciate your feedback"
Pride at Now

We champion an inclusive workplace and space to be your authentic self for LGBTQ+ employees.

We collaborate with our allies at ServiceNow to promote LGBTQ+ equity and diversity. We especially focus on cultural awareness, inclusive policy, and influencing change around the world.

Check out our blog for more stories

What’s it like? Pride at Now: Fulfilling a true sense of belonging

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Kenneth R.

"Just having an open, true conversation about what it means to be gay in corporate America—and having our CEO and senior leadership be a part of the conversation—is something I had never experienced at other companies. It showed me ServiceNow doesn’t shy away from the conversation and that there’s an active engagement factor here for LGBTQ+ equality that simply doesn’t exist at most places."

Steve T.

"My experience and journey at ServiceNow is what makes me grateful and hopeful for a better world 🌈 We got a perfect score on the HRC CEI. That shows what we stand for at ServiceNow. At the same time, I want to ensure that every single person who works here feels this degree of comfort with who they are. Together we can drive change for more inclusion. "
We strive to be a force multiplier for those who served, by providing meaning and purpose for veterans, mil-spouses, and allies. Our mission is to create a purpose-driven environment, where veterans and allies are valued for their skills and experiences and feel a deep sense of belonging. Our goal is to connect to communities, grow allyship opportunities, and focus on the veteran transition experience, including recruitment, training, support, and mentorship.

Check out our blog for more stories

What’s it like? Veterans at ServiceNow

Schaine M.

"I’ve never seen a company of this scale put in such an effort to try and get veterans and service members into the world of tech."

Yolanda I.

"I want to help other people get to where I’m at. I didn’t get here alone. People helped me."
Diversity, Inclusion, and Belonging Report 2021

Women at Now

We, along with our allies, provide a sense of community, network (even virtually!), support colleagues in their career development, and serve as role models and mentors.

Our goal is to advance a diverse workforce where women are enabled, empowered, and valued for the equal skills we bring, and to boldly and courageously lead our teams and organizations to achieve great things.

Check out our blog for more stories

What’s it like? Women at ServiceNow

---

Asha A.

"When I joined [Women at Now], it was just amazing. In our sessions and discussions, we share all the best things in the world. They help women grow, understand, learn, and explore."

Kristen K.

"When I was growing up, we had the Barbie doll with a tag that said, ‘math is hard.’ It is so encouraging that women are moving forward with their dreams in fields where we’ve traditionally been marginalized and left out altogether."
Our 2020 data serves as a guide, showing us where we need to grow and invest. As we look forward, we will take the best of what we’ve learned to create an unmatched employee experience that enables everyone to achieve their full potential and to belong.
## Global gender

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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Female (%)</th>
<th>Male (%)</th>
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<tbody>
<tr>
<td>2017</td>
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<tr>
<td>2018</td>
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<td>29.0%</td>
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<td>2020</td>
<td>29.2%</td>
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### Global leaders*

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<thead>
<tr>
<th>Year</th>
<th>Female (%)</th>
<th>Male (%)</th>
</tr>
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<tbody>
<tr>
<td>2017</td>
<td>20.5%</td>
<td>79.5%</td>
</tr>
<tr>
<td>2018</td>
<td>25.5%</td>
<td>74.5%</td>
</tr>
<tr>
<td>2019</td>
<td>28.2%</td>
<td>71.8%</td>
</tr>
<tr>
<td>2020</td>
<td>27.6%</td>
<td>72.4%</td>
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### Global technical positions**

<table>
<thead>
<tr>
<th>Year</th>
<th>Female (%)</th>
<th>Male (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>22.0%</td>
<td>78.0%</td>
</tr>
<tr>
<td>2018</td>
<td>21.8%</td>
<td>78.2%</td>
</tr>
<tr>
<td>2019</td>
<td>22.8%</td>
<td>77.2%</td>
</tr>
<tr>
<td>2020</td>
<td>22.9%</td>
<td>77.1%</td>
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### Global nontechnical positions

<table>
<thead>
<tr>
<th>Year</th>
<th>Female (%)</th>
<th>Male (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>29.0%</td>
<td>71.0%</td>
</tr>
<tr>
<td>2018</td>
<td>30.8%</td>
<td>69.2%</td>
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<tr>
<td>2019</td>
<td>33.7%</td>
<td>66.3%</td>
</tr>
<tr>
<td>2020</td>
<td>34.5%</td>
<td>65.5%</td>
</tr>
</tbody>
</table>

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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.
# US race & ethnicity

<table>
<thead>
<tr>
<th>Race &amp; ethnicity in the US*</th>
<th>Leaders in the US**</th>
</tr>
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<tbody>
<tr>
<td><strong>American Indian or Alaska Native</strong></td>
<td><strong>American Indian or Alaska Native</strong></td>
</tr>
<tr>
<td>0.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>0.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>0.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>0.3%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Asian</strong></th>
<th><strong>Asian</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>29.8%</td>
<td>18.1%</td>
</tr>
<tr>
<td>29.9%</td>
<td>19.2%</td>
</tr>
<tr>
<td>31.4%</td>
<td>22.9%</td>
</tr>
<tr>
<td>32.2%</td>
<td>24.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Black or African American</strong></th>
<th><strong>Black or African American</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.8%</td>
<td>0.5%</td>
</tr>
<tr>
<td>2.0%</td>
<td>1.4%</td>
</tr>
<tr>
<td>2.1%</td>
<td>1.3%</td>
</tr>
<tr>
<td>2.7%</td>
<td>2.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Hispanic or Latino</strong></th>
<th><strong>Hispanic or Latino</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>5.7%</td>
<td>4.2%</td>
</tr>
<tr>
<td>6.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>6.2%</td>
<td>3.5%</td>
</tr>
<tr>
<td>6.2%</td>
<td>3.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Native Hawaiian or Pacific Islander</strong></th>
<th><strong>Native Hawaiian or Pacific Islander</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>0.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>0.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>0.3%</td>
<td>0.1%</td>
</tr>
<tr>
<td>0.3%</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Two or more races</strong></th>
<th><strong>Two or more races</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.8%</td>
<td>1.2%</td>
</tr>
<tr>
<td>2.0%</td>
<td>0.9%</td>
</tr>
<tr>
<td>2.3%</td>
<td>1.3%</td>
</tr>
<tr>
<td>2.5%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>White</strong></th>
<th><strong>White</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>60.2%</td>
<td>76.0%</td>
</tr>
<tr>
<td>59.5%</td>
<td>74.5%</td>
</tr>
<tr>
<td>57.4%</td>
<td>70.9%</td>
</tr>
<tr>
<td>55.8%</td>
<td>68.6%</td>
</tr>
</tbody>
</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

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

<table>
<thead>
<tr>
<th>Race &amp; Ethnicity</th>
<th>Technology positions in the US*</th>
<th>Nontechnical positions in the US</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>American Indian or Alaska Native</strong></td>
<td>0.1% 0.1% 0.0% 0.0%</td>
<td>0.5% 0.4% 0.5% 0.5%</td>
</tr>
<tr>
<td><strong>Asian</strong></td>
<td>1.2% 1.5% 1.5% 1.9%</td>
<td>2.2% 2.3% 2.5% 3.3%</td>
</tr>
<tr>
<td><strong>Black or African American</strong></td>
<td>5.7% 5.7% 5.5% 5.3%</td>
<td>5.7% 6.2% 6.7% 6.9%</td>
</tr>
<tr>
<td><strong>Hispanic or Latino</strong></td>
<td>0.3% 0.3% 0.3% 0.3%</td>
<td>0.4% 0.4% 0.4% 0.4%</td>
</tr>
<tr>
<td><strong>Native Hawaiian or Pacific Islander</strong></td>
<td>1.6% 1.7% 2.1% 2.2%</td>
<td>1.8% 2.2% 2.4% 2.8%</td>
</tr>
<tr>
<td><strong>Two or more races</strong></td>
<td>36.0% 37.8% 38.2% 37.9%</td>
<td>74.4% 72.7% 71.1% 69.6%</td>
</tr>
<tr>
<td><strong>White</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


---

Diversity, Inclusion, and Belonging Report 2021
Be part of the change

This report is a snapshot of our work so far. We continue to accelerate our efforts to live our value of “embrace diversity, create belonging.” Learn more about how you can contribute and drive change.