2022 ServiceNow
U.K. Gender Pay Gap Statement
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Our perspective
At ServiceNow, we believe that diverse, inclusive teams – where everyone belongs and contributes wholeheartedly – are essential to innovation and high performance. In fact, embracing diversity, equity and inclusion, and the creation of belonging is central to our core values and company culture.

With 6,200+ enterprise customers around the world, we serve a dynamic set of people. It’s important that we understand how our customers and employees see the world, so that we can live our purpose: ‘to make the world of work, work better for people.’
To better support them, we are committed to continually increasing Diversity, Equity & Inclusion (DEI) across our teams. To be clear, this is what we mean:

What ServiceNow believes DEI is:

- **Diversity:** Everything that makes us unique – the seen and unseen.
- **Equity:** Appreciating we are all different and therefore need equitable, fair processes and policies to move the needle in our organisation, industry and wider communities.
- **Inclusion:** Being invited to contribute. Being valued for who we are, treated fairly, equitably and with respect.
- **Belonging:** Our desired outcome. Creating a culture of trust, where all voices are heard, and we feel safe bringing our authentic selves to work.

Diversity, equity and inclusion are central to our corporate culture. Together, they promote creativity, innovation and enable us to attract and retain the best talent everywhere we do business. We have purposefully created a culture of belonging that treats all voices with the respect and compassion they deserve.

“We’ve worked to enable equity of opportunity. Globally, where we have pay data by gender, we are within one penny of pay equity for women around the world. We have also increased the number of women in leadership positions in the past three years. As of 2022, we have 10 people on our board of directors, three of them women.

We are proud to continually learn, improve and expand our programmes that promote stronger leadership development, mobility, and inclusion of women at all levels of our organisation. We are working hard to uncover new and diverse talent pools, through partnerships with organisations such as Learning to Work, a charity-led campaign, to improve gender balance in STEM. This kind of initiative highlights that diversity, inclusion, and belonging is a business imperative and a big part of our culture, now and in the future.

Katie Whitehouse
Director, HRBP, ServiceNow
ServiceNow published its 2020/2021 UK Gender Pay Gap data, based on the criteria set by the U.K. government. We confirm that the figures provided are accurate and have been calculated in accordance with U.K. gender pay gap reporting legislation. Our submission can be found [here](#).

### 2020/2021 UK Gender Pay Gap Data

#### Pay difference between men and women

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly Pay</td>
<td>20.0%</td>
<td>13.4%</td>
</tr>
<tr>
<td>Bonus Pay</td>
<td>43.7%</td>
<td>58.2%</td>
</tr>
</tbody>
</table>

#### Proportion of men and women in each pay quartile

<table>
<thead>
<tr>
<th></th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Quartile</td>
<td>80.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Upper Middle Quartile</td>
<td>77.9%</td>
<td>22.1%</td>
</tr>
<tr>
<td>Lower Middle Quartile</td>
<td>76.7%</td>
<td>23.3%</td>
</tr>
<tr>
<td>Upper Quartile</td>
<td>62.2%</td>
<td>37.8%</td>
</tr>
</tbody>
</table>

#### Percentage receiving bonus pay

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>100%</td>
</tr>
<tr>
<td>Women</td>
<td>100%</td>
</tr>
</tbody>
</table>

Figures based on date range April 6, 2020 - April 5, 2021 and snapshot month of April 2021 as applicable and reflect actual pay received, not target pay.
How we continue to create positive change

Creating a diverse, inclusive culture, where all employees feel they can belong, is a continual journey. Creating and maintaining this vision requires more than just training programmes. Here are a few of the ways we’re working to increase diversity, equity and inclusion at ServiceNow:

**Practising a growth mindset:** As we continue to grow in EMEA, we recognise the need to offer more agile, scalable, and ongoing personal development to meet the needs of all of our people. We’re encouraging each other to embrace a learning mindset during leadership meetings and employee events.

With access to learning platform Udemy, all employees around the world, across all levels, and with varying abilities, can engage in personal improvement. In addition to this, to support and encourage employees who wish to continue their education to enhance their current skills as well as improve professional growth within the company, all employees have access to a Tuition Reimbursement program, which for the UK specifically entitles each employee to funding of £2,000 per calendar year, to be spent towards college or university courses and/or professional/technical certifications. In 2021 in EMEA we launched ‘Your Growth’, a year round suite of development program opportunities which will continue to enhance our learning culture and support our talent elevation priority. In 2021 we also held a UK job Career Fair, for a range of different job functions, including Solution Consulting, Alliance & Channels, Marketing, Sales–Entry, Senior Sales, Tech Support and Internationalisation, localisation and globalisation – informational networking events facilitated by business leaders, made available to all UK employees, with the aim of providing wider visibility on open roles and future career/growth opportunities within ServiceNow.

**Developing female leaders:** Our Global Women’s Leadership Summit now forms part of our yearly plans. We held our first Global Women's Leadership Summit in 2018 (now renamed as our DEI summit for even wider inclusion). However, these events have, and continue to, provide female and male senior leaders from around the world an opportunity to come together to listen, learn and take ownership toward driving inclusion. This was rolled out regionally last year so that even more employees could benefit.

We also launched two other programmes designed at supporting female leader development. The Signature programme is a three day program delivered by an external company. It is a highly regarded, invitation-only development programme for women executives focused on enhancing leadership impact, accelerating careers, and connecting executives through an on-going network of accomplished women. The women we select will learn from and grow alongside peers and senior executive role models from across companies, industries and geographies, last year we had 9 UK participants. We also launched Lead at Now, a three day program, focused on leading through innovation as an overarching concept, teaching our leaders how to work with agility and speed at scale, this is open to all VP+ talent company wide. Other opportunities to support DEI learning include our ‘Manager Circles’ learning programme designed to upskill Managers on DEI topics across the employee lifecycle.

**Inviting dialogue:** Employees are coming together as one group – in community for action – to help educate each other through our internal social media platform and in learning sessions. Our Employee Voice Surveys encourage employees to share what shapes their experiences at ServiceNow, and local culture teams activate programmes and activities that further develop the way we want to work. We...
continually seek ways to celebrate and uphold our unique culture, partnering with our employee Culture Champions to help maintain and drive this at a local level. To increase awareness, maintain visibility and invite further dialogue, we share our experiences externally with customers, partners and industry experts, including at our Now at Work and Knowledge events.

**Evolving inclusive practices and programmes:** We will continue to strengthen our Global DEI team. For the first time we have hired for an EMEA specific DEI Manager role, which will oversee the regional strategy and plans to improve workforce gender representation, including in the UK.

We’re also looking at new ways to highlight why more people, from all backgrounds, should work in technology. Our ServiceNow NextGen Programme helps reskill diverse and under-represented groups of people. We also plan to expand our engagement with women into tech jobs by working with Code First Girls, a charity that teaches women coding skills.

2020 saw the launch of our DIBs community, a set of employee-led Belonging Groups focused on making meaningful and lasting impacts in the diverse communities we serve. In 2022, our Women@Now Employee Resource Group, focused on driving inclusivity through the promotion of events, advice to our DEI teams, and holding the business accountable, continues to grow globally. We’re fostering an inclusive and equitable culture by improving our talent practices and evolving the recruiting model to access more diverse talent.

We’re also focusing on increasing female representation in management positions by creating initiatives like ‘The Power of 10’ programme. The mission is to empower female leaders in our company to achieve their ambitions by cultivating a culture of mutual support, development, and advocacy. Female leaders across the region and throughout the business get together once a month in groups of 10 for 90 minutes to discuss and share experiences and actions for improvement and change.

**Hiring and female representation:** DEI is a key pillar within our 2022 People strategy. Overall, female representation in our hiring has stayed consistent since last year – at 30%. The Talent Acquisition team is partnering with DEI and our business leaders to identify further opportunities to increase our female hiring based on the talent market insight by role so where there is room for improvement, we’re ready to act. This will be supported by identifying and partnering with external organisations focused on providing a gender diverse talent pipeline. Internally, we will be creating more guidance and support on diverse hiring practises for hiring managers and others that are involved in our selection processes to ensure best practice.

Encouraging data from the current report shows that not only has the Gender Pay Gap narrowed since last year, we have also seen an improvement in female representation in our top two quartiles since the last report.

To understand more on how we’re working to increase diversity, inclusion and belonging at ServiceNow, please visit our [global diversity, inclusion and belonging experience](#).