

FY21 Stakeholder Impact Report Summary

FEBRUARY 1, 2020 - JANUARY 31, 2021

We are reimagining the future, together.

Characterized by a health crisis, an economic crisis, a racial justice crisis, and a climate crisis, 2020 demonstrated that we cannot settle for the status quo. We must all come together to rebuild a more sustainable future. We are committed to bringing the full power of Salesforce to build a better future that works for everyone.

As hard as the past year has been, I remain as optimistic as ever about our ability to build a better world — because we're building it in partnership with you.

[View CEO Letter →](#)



Marc Benioff
Chair & CEO, Salesforce

At Salesforce, we strive to embody stakeholder capitalism – a commitment to serve all stakeholders, including our shareholders, customers, employees, partners, communities, the planet, and society as a whole. We believe that the business of business is improving the state of the world. It starts with trust, our number one value. And the key to trust is transparency.

For stakeholder capitalism to be successful, companies must transparently manage and disclose environmental, social, and governance (ESG) topics. That's why each year we produce this comprehensive Stakeholder Impact Report so that our key stakeholders can stay informed and track our progress.

The Year in Review



An unprecedented year of interrelated crises

COVID-19 illuminated how interconnected our planet is and laid bear many of the structural challenges we still have to address. Salesforce recognizes our urgent responsibility to support our communities and our workplaces to ensure we create a more equitable and just society. For example, in FY21 we:

Sourced over 50 million units of PPE for first responders and donated \$30 million to support relief efforts.

Developed innovations like Work.com and Vaccine Cloud to help return to work safely.

Donated over \$7 million to support small businesses facing hardship due to COVID-19.

Established the Racial Equality and Justice Task Force and committed \$200 million in donations to organizations advancing racial equality and justice.

FY21 Report Highlights



Continued to earn the trust of our stakeholders by transparently disclosing our policies and metrics



Launched the Salesforce Talent Alliance to grow and diversify our ecosystem



Invested to date to support education worldwide



To spend with Black-owned businesses by 2023 (FY24)



Contributed in FY21 towards our goal to conserve, restore, and grow 100 million trees by 2030



In donated and discounted technology, grants, and volunteerism in FY21 to the global community

Reporting Scope and Methodology

Reporting Framework

Every year, we produce a comprehensive Stakeholder Impact Report so that our stakeholders can stay informed and track our progress on key topics. We are guided by our core values of trust, customer success, innovation, and equality, and we strive to provide transparent and inclusive environmental, social, and governance (ESG) disclosures for our stakeholders. Our ESG Steering Committee oversees our overall ESG reporting strategy, and works closely with an ESG Advisory Council consisting of leaders throughout the company. Our Board of Directors provides oversight over ESG issues overall at Salesforce.

The contents of this report are informed by an ESG materiality assessment, which identified key topics that are most important to our stakeholders and our success as a business. The materiality assessment process included an evaluation of top business drivers and sustainability impact areas as well as industry benchmarking. Interviews with key stakeholders, including shareholders, helped prioritize and validate topics. While conducting a materiality assessment helped us identify some relevant topics included in this report, it does not influence the extent of our action or programs related to a particular topic.

This report is reviewed by our Legal and SEC Reporting teams to ensure it is consistent with our other SEC filings and that data contained in the report can be traced back to internal or external records. The SEC Reporting team reviews this report using the same procedures as they do with our 1934 Securities Exchange Act filings.

This report also contains figures that have been approximated or rounded. Certain reclassifications of data from previous public disclosures may have been made to conform to the current period presentation. All currency is in U.S. dollars.



We incorporate the [Sustainable Development Goals \(SDGs\)](#) into our existing reporting processes to demonstrate our active participation as a business in advancing these goals. Transparency underlies Target 12.6 of the SDGs, to encourage companies to adopt sustainable practices and integrate sustainability information into their reporting cycle. Through reporting we can better understand, communicate, and manage our contribution to the SDGs.

Reporting Scope and Methodology

Third-Party Verification

Beginning in FY18, we engaged Ernst & Young LLP (EY), an independent third party, to review our greenhouse gas (GHG) emissions data, carbon-neutral cloud metric, and adjusted net-zero operations metric. In FY21 we [expanded the scope](#) of EY's review to include selected diversity and inclusion metrics, [as well as our annual social value metric](#), which represents the aggregated monetary contributions of our donated or discounted products, grants, and donations to qualifying nonprofit organizations and higher education institutions. We will continue to identify and explore opportunities for expanded third-party review and we encourage others to do the same.

Aligning to the TCFD

We strive to integrate our sustainability efforts into our governance, decision-making processes, and business operations, and to transparently disclose our progress. In FY18, we signed a letter supporting the recommendations of the [TCFD](#) and have since worked to align to its recommendations through the maturation of our governance, risk management, strategies, metrics and targets, and external disclosure.

ESG Metrics & Indicators

We enhance the trust of our stakeholders by transparently disclosing our ESG policies and metrics.

Our voluntary reporting is informed by the following frameworks:

- The [Sustainability Accounting Standards Board](#) (SASB) Sustainability Accounting Standard for the Technology and Communications Sector, Software & IT Services industry (Version 2018-10)
- The [Financial Stability Board Task Force on Climate-related Financial Disclosures](#) (TCFD)
- The [Global Reporting Initiative](#) (GRI) GRI Standards
- The Ten Principles of the [United Nations Global Compact](#) (UNGC)
- [The World Economic Forum – International Business Council's Stakeholder Capitalism Metrics](#) (SCM)

Salesforce supports the continued convergence of ESG standards, frameworks, and principles to promote increased corporate transparency and comparability.

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Company Overview

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
Organization name	salesforce.com, Inc.			● GRI 102-1
Total revenue (in millions)	\$21,252	\$17,098	\$13,282	● GRI 102-7, 201-1
Geographic revenue split:				● GRI 102-7
Americas	69%	71%	71%	
Europe	21%	20%	19%	
Asia Pacific	10%	9%	10%	
R&D investment (in millions)	\$3,589	\$2,766	\$1,886	● Prosperity - Innovation in better products and services
Primary brands, products, services	Product List			● GRI 102-2
Location of headquarters	San Francisco			● GRI 102-3
Countries of operations	Global Locations			● GRI 102-4
Ownership and legal form	Salesforce Form 10-K			● GRI 102-5
Markets served	Salesforce Form 10-K			● GRI 102-6
Commitment to stakeholder capitalism	We believe that business is the world's greatest platform for change. We're leveraging our technology, our people, and our influence to improve the state of the world. We're guided by our values and commitment to serving a broader set of stakeholders.			● Governance - Governing Purpose
Key stakeholders	Stockholders, customers, employees, partners, communities, the planet, and the communities in which we work and live.			● GRI 102-40
Fiscal year (FY)	FY21: February 1, 2020 - January 31, 2021			● GRI 102-50
Report cycle	Annual			● GRI 102-52
Report contact	CRImpact@salesforce.com			● GRI 102-53

Data Tables

Operating with Integrity

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
GOVERNANCE STRUCTURE				● Principles of Governance - Quality of Governing Body
Governance structure	Corporate Governance Guidelines			● GRI 102-18
Governance body composition	Salesforce 2020 Proxy Statement			● GRI 102-22
Audit committee practices	Audit and Finance Committee Charter			● GRI 102-18
Board compensation practices	Compensation Committee Charter			● GRI 102-35, 102-36
Board nominating practices	Nominating and Corporate Governance Committee Charter			● GRI 102-24
Total executive and non-executive board members	11	11	13	● GRI 102-22
Board average tenure ²	10.73 years	9.82 years	8.73 years	● GRI 102-22
Independent board members	82%	82%	77%	● GRI 102-22
Board diversity	36%	36%	38%	● GRI 102-22, 405-1
Gender diversity	27%	27%	- ¹	● GRI 102-22, 405-2
Ethnic diversity	18%	18%	- ¹	● GRI 102-22, 405-3

1. Salesforce began collecting self-reported gender and ethnic diversity data from our Board of Directors beginning in FY20.

2. Director tenure is measured by completed years of service from the initial month of service through the filing of the Company's annual Proxy Statement.

The director tenure reported in prior fiscal years has been updated based on this methodology.

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Operating with Integrity

FRAMEWORK KEY
● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
GOVERNANCE STRUCTURE (CONTINUED)				<ul style="list-style-type: none"> Principles of Governance - Quality of Governing Body
Nominating and Governance Committee periodically reviews the Company's environmental, social, and governance initiatives	Yes	Yes	Yes	<ul style="list-style-type: none"> GRI 102-29
Board committee dedicated to privacy and ethical use of technology	Yes	Yes	Yes	
Board remuneration disclosure	Salesforce 2020 Proxy Statement			<ul style="list-style-type: none"> GRI 102-35
CEO compensation linked to total shareholder return (TSR)	Yes	Yes	Yes	<ul style="list-style-type: none"> GRI 102-36
Discussion of risks and opportunities	Salesforce Form 10-K			<ul style="list-style-type: none"> GRI 102-15
BUSINESS INTEGRITY				
Code of Conduct	Code of Conduct			<ul style="list-style-type: none"> GRI 102-16 Principle 10
Percentage of employees who read and acknowledged the Code of Conduct ¹	100%	100%	100%	<ul style="list-style-type: none"> GRI 102-16 Principle 10
TRUST AND SECURITY				
Commitment to performance and cybersecurity	<p>Customers entrust us with their most sensitive data, and they expect us to protect it using security risk management practices and advanced systems that respond to the changing security landscape and emerging threats. We have made and will continue to make substantial investments in our cybersecurity programs. We provide an overview of our program, training, best practices for our customers, and information on system status, security issues, and compliance certificates on our website at trust.salesforce.com.</p>			

1. As of fiscal year end.

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Operating with Integrity

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
TRUST AND SECURITY (CONTINUED)				
System performance and security	trust.salesforce.com			
Compliance certifications and attestations	Compliance website			
Number of data breaches, percentage involving personally identifiable information (PII), number of users affected	We do not currently disclose this information.			● TC-SI-230a.1
Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Cybersecurity risk management practices at Salesforce are based on widely adopted industry risk management frameworks and standards (NIST, ISO, etc.) which include identification, assessment, internal reporting, monitoring, and management of risks.			● TC-SI-230a.2
Number of performance issues and service disruptions; total customer downtime	We provide transparency around service availability and performance for Salesforce products at status.salesforce.com .			● TC-SI-550a.1
Description of business continuity risks related to disruption of operations	Business continuity risks are discussed in our Form 10-K filed with the SEC on March 17, 2021.			● TC-SI-550a.2
Commitment to customer privacy	Our customers trust us to help them build meaningful relationships with their own customers. The privacy of the data that we are entrusted to protect is a top priority. Our customer agreements and our privacy policies (which are publicly available on our website) describe how we safeguard data with an effective privacy and security program. We also offer resources to help our customers operate globally in compliance with privacy laws such as General Data Protection Regulation and the California Consumer Privacy Act.			● GRI 418-1 ● TC-SI-220a.1 ● Principle 1
Policies & practices related to user privacy	Privacy Homepage			● TC-SI-220a.1
Number of users whose information is used for secondary purposes	Salesforce does not use user information for reasons other than those described in our customer agreements and our privacy policies (templates of which are publicly available on our website).			● TC-SI-220a.2

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Operating with Integrity

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PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
TRUST AND SECURITY (CONTINUED)				
Total amount of monetary losses as a result of legal proceedings associated with user privacy	Any material losses would be disclosed in our 10-K filing with the SEC. In FY21, there were none.			● TC-SI-220a.3
Number of law enforcement requests for user information, number of users whose information was requested, percentage disclosed	Salesforce describes its principles for government requests for customer data in this publicly available paper .			● TC-SI-220a.4
List of countries where core products or services are subject to government-required monitoring, blocking, content filtering or censoring	Salesforce complies with U.S. regulations related to embargoed countries and regions. More information is available on Salesforce's legal compliance page .			● TC-SI-220a.5
PUBLIC POLICY				
Public policy practices & political engagement	Public Policy Homepage ↗			● GRI 415-1
Climate policy principles	Global Climate Policy Principles ↗			
HUMAN RIGHTS				
Human rights commitment	salesforce.com/company/human-rights/ ↗			● GRI 412-1 ● Principles 1, 4, 5, 6
Commitment to responsible sourcing	salesforce.com/company/legal/supplier/ ↗			● GRI 103-3 ● Principles 4, 5, 6
Commitment to supplier diversity	Supplier Diversity Policy ↗			● GRI 414-1 ● Principle 6
Supplier code of conduct	Global Supplier Code of Conduct ↗			● GRI 414-1 ● Principles 1, 3, 4, 5, 6
Health and safety policy	Health & Safety Policy ↗			● GRI 403-1 ● Principle 6
ETHICAL USE OF TECHNOLOGY				
Strategy for ethical use of technology	salesforce.com/company/ethical-and-humane-use/ ↗			● GRI 102-16 ● Principles 1, 2

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Protecting Our Planet

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
STRATEGY AND MANAGEMENT¹				● Planet - Climate Change
Environmental policy	salesforce.com/global-environmental-policy			● Principle 7
100% renewable energy goal established ² ◆	Yes	Yes	Yes	● GRI 302-4 ● Principles 8, 9
Net-zero operations GHG emissions goal achieved ³ ◆	Yes	Yes	Yes	● GRI 305-5 ● Principles 8, 9
Discussion of the integration of environmental considerations into strategic planning for data center needs	salesforce.com/company/sustainability/operations/			● TC-SI-130a.3 ● Principle 8
Emissions reductions initiatives	salesforce.com/sustainability			● GRI 305-5 ● Principle 8
Engagement with supply chain on climate-related issues	Yes	Yes	Yes	● GRI 308-1 ● Principle 8
Frequency and time horizon for identifying, and assessing climate-related risks	Annually or more frequently			● GRI 201-2 ● Principle 7
Risk types evaluated	Current regulation, emerging regulation, technology, legal, market, reputation, acute physical, chronic physical, upstream, downstream			● GRI 102-15 ● Principle 7
Process(es) for managing climate-related risks and opportunities	Reporting Scope and Methodology			● GRI 201-2 ● Principle 7
Climate change risks and opportunities	Salesforce Form 10-K			● GRI 201-2 ● Principle 7

◆ Reviewed by [Ernst & Young LLP](#)

- The contents of this section are informed by the recommendations of the Task Force on Financial-related Climate Disclosures (TCFD).
- Our 100 percent renewable target is related to the procurement of electricity from renewable energy resources equivalent to 100 percent of what we used globally. Our energy consumption is larger in scope and includes purchases of electricity, natural gas, diesel, steam, fuel oil, and jet fuel.
- Refer to Appendix A of the [Independent Accountants' Review Report](#) for our definition of "net-zero operations GHG emissions."

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PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
STRATEGY AND MANAGEMENT (CONTINUED)				● Planet - Climate Change
Description of identified risks and opportunities	Reporting Scope and Methodology			● GRI 102-15 ● Principle 7
Explanation of how climate-related issues are integrated into your business objectives and strategy	Salesforce Form 10-K			● GRI 201-2 ● Principle 7
Climate-related scenario analysis	Scenario analysis of transition and physical risks conducted by third party and reviewed by management in FY21.			● GRI 201-2 ● Principle 7
SCIENCE-BASED TARGETS¹				● Planet - Climate Change ● Principle 8
Scope 1+2 emissions reduction				
Target type ²	Absolute Reduction			
Base year	FY19			
Target year	FY31			
Target	50%			
Reduction achieved	48%	13%	-	
Scope 3 - fuel & energy related activities reduction				
Target type ³	Absolute Reduction			
Base year	FY19			
Target year	FY31			
Target	50%			
Reduction achieved	-1.50%	3.20%	-	
Scope 3 - Upstream suppliers set science-based targets				
Target type	Tier-1 Suppliers set their own science-based targets (SBTs)			

1. The following targets were set and approved by the [Science Based Targets Initiative](#) in FY20, therefore progress is reported beginning FY20.
 2. Reduction is calculated using a market-based methodology with FY19 emissions as a baseline.
 3. We are reporting on location-based fuel and energy related activities (FERA) for FY20 and FY21 target reporting. As is standard practice, renewable energy purchases were excluded from the calculation. In the future, we may change our approach to reflect market-based emissions to track progress against our target, similar to our Scope 1+2 Emissions target.

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Protecting Our Planet

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
SCIENCE-BASED TARGETS (CONTINUED)				
Target year	FY25			
Coverage	Suppliers representing 60% of our Scope 3 emissions			
Percentage of our Scope 3 emissions covered by suppliers with SBTs ^{1,2}	28%	11% ³	-	
TREES				
Goal to support and mobilize the conservation and restoration of 100 million trees				● Principle 8
Target date	FY31			
Current state ⁴	10M trees			
WATER				
Total water withdrawn (million gallons) ⁹	120 ^{5,6}	164	195 ⁷	● GRI 303-3 ● TC-SI-130a.2 ⁸ ● Principle 8 ● Planet - Fresh Water Availability
In regions with Extremely High baseline water stress	5%	23%	-	
In regions with High baseline water stress	5%	4%	-	
In regions with Medium-High baseline water stress	11%	15%	-	
In regions with Medium-Low baseline water stress	20%	5%	-	
In regions with Low baseline water stress	59%	53%	-	

- Supplier-related Scope 3 emissions are estimated using an Environmentally-Extended Input-Output (EEIO) method. We continually refine our greenhouse gas accounting processes. When new or better-quality data becomes available, we update our methodology accordingly, which may result in different results in the future.
- This includes suppliers and their subsidiaries that have set or are committed to setting science-based targets (SBTs) via the Science Based Targets Initiative (SBTi). This also covers suppliers who have set self-declared SBTs which have not been verified by SBTi. Supplier SBTs are included if they are set or they have committed to set targets before the end of Salesforce's fiscal year. We include suppliers that have set a target in line with a 1.5°C or a well below 2°C ambition level.
- FY20 values have been adjusted from prior-year reporting based on improved methodologies.
- This goal was established in FY20. Therefore, progress is reported beginning in FY21.
- Self-reported water withdrawal data from our site operators has improved, resulting in fewer sites requiring estimated data using a regional average. Water withdrawal has declined due to increased water efficiency, including water-free cooling, across our portfolio.
- Office facilities water withdrawal intensity factors were not adjusted for reduced occupancy due to COVID-19. Intensity factors are used for sites at which Salesforce does not have access to actual data and must impute emissions.
- FY20 was the first year we reported water withdrawal disaggregated by baseline water stress. Therefore, we do not report this disaggregation for FY19.
- We currently do not report on water consumption.
- Regional baseline water stress calculated via [WRI's Aqueduct Water Risk Atlas v3.0](#).

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Protecting Our Planet

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
SUSTAINABLE BUILT ENVIRONMENT				
Percentage of space achieved or pursuing green building certification ¹	84%	74%	65%	
NET-ZERO OPERATIONS AND CARBON NEUTRAL CLOUD				
Scope 1 + 2 market-based emissions (MTCO ₂ e) ♦	85,000	141,000	163,000	● Planet - Climate Change ● GRI 305-1, 305-2
Percentage offset ♦	100%	100%	100%	● GRI 305-1, 305-2
Scope 3 Carbon Neutral Cloud-Related emissions (MTCO ₂ e) ² ♦	185,000	142,000	181,000	● GRI 305-3
Percentage offset ♦	100%	100%	100%	● GRI 305-3
PLATFORM PERFORMANCE				
Average power usage effectiveness (PUE)	1.39	1.39	1.40	● Planet - Climate Change ● GRI 302-3 ● TC-SI-130a.1
Average carbon usage effectiveness (CUE)	0.53	0.61	0.61	● GRI 305-4
GREENHOUSE GAS EMISSIONS				
Location-based emissions by Scope (MTCO ₂ e)				
Scope 1 emissions ♦	1,000	6,000	5,000	● GRI 305-1
Scope 2 emissions ³ ♦	292,000	291,000	281,000	● GRI 305-2
Scope 3 emissions	946,400	1,067,200	924,300	● GRI 305-3

♦ Reviewed by [Ernst & Young LLP](#)

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1. Excludes spaces acquired through mergers & acquisitions, which over time, whether through retrofits or reallocation we expect to bring up to our sustainable built environment design standard.
2. For a detailed inventory of categories included in our carbon neutral cloud calculation, please refer to Ernst and Young LLP's [Independent Accountants' Review Report](#).
3. Office facility intensity factors have been adjusted for reduced occupancy due to COVID-19 impacts based on fiscal year 2021 actual data. Intensity factors are used for sites at which Salesforce does not have access to actual data and must impute emissions.

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Protecting Our Planet

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● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
GREENHOUSE GAS EMISSIONS (CONTINUED)				● Planet - Climate Change
Location-based emissions by activity (MTCO ₂ e)				
Data centers	267,000	264,000	244,000	● GRI 305-2
Business travel ¹ ♦	21,000	146,000	132,000	● GRI 305-3
Offices	25,000	28,000	38,000	● GRI 305-1, 305-2
Employee commuting ² ♦	7,000	38,000	28,000	● GRI 305-3
Scope 3 emissions by category (MTCO ₂ e) ³				
Purchased goods and services ⁴	588,000	551,000	407,000	● GRI 305-3
Capital goods ⁴	127,000	150,000	145,000	● GRI 305-3
Fuel and energy-related activities ⁵	69,000	66,000	68,000	● GRI 305-3
Upstream transportation and distribution ⁴	8,000	5,000	4,000	● GRI 305-3
Waste generated in ops ⁴	400	200	300	● GRI 305-3
Business travel ⁶ ♦	20,000	142,000	129,000	● GRI 305-3
Employee commuting ⁷ ♦	7,000	36,000	26,000	● GRI 305-3
Upstream leased assets ⁴	100,000	95,000	127,000	● GRI 305-3
Use of sold products ⁸	27,000	22,000	18,000	● GRI 305-3

♦ Reviewed by [Ernst & Young LLP](#)

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- Includes Scope 1 emissions from company aircraft.
- Includes Scope 1 emissions from company shuttle.
- Excluded Scope 3 activities are not relevant to Salesforce.
- Emissions are estimated using an Environmentally-Extended Input-Output (EEIO) method based on Salesforce's annual spend (USD) in this category.
- Calculated using a location-based methodology.
- Salesforce relies on its travel vendor partners to provide us with all data on modes of travel taken by our employees in order to incorporate its corresponding carbon into our overall carbon footprint. Raw travel data is calculated against emissions factors that correspond with each travel type.
- FY21 values are imputed based on FY20 survey results and only account for first 2 months of the fiscal year when employees actually commuted to an office.
- Salesforce calculates the greenhouse gas emissions generated from all customers' use of our products on their end devices, based on customers' using time on the products and power use of their end devices.

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Protecting Our Planet

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PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
GREENHOUSE GAS EMISSIONS (CONTINUED)				● Planet - Climate Change
Work from home emissions (MTCO ₂ e)				
Optional Scope 3 employee commute emissions ¹	22,000	-	-	
ENERGY				● TC-SI-130a.1
100% renewable energy target set ²	Yes	Yes	Yes	
Target year	FY22	FY22	FY22	
Progress ³ ◆	75%	63%	55%	● GRI 302-4
Total electricity consumption (MWh)	746,000	659,000	628,000	● GRI 302-1
Office electricity	8%	10%	12%	● GRI 302-1, 305-2
Data center electricity	92%	90%	88%	● GRI 302-2
Total energy consumption (MWh)	777,000	710,000	691,000	● GRI 302-1
Office energy	10%	12%	16%	● GRI 302-1, 305-2
Data center energy	89%	87%	81%	● GRI 302-2
Other fuels and energy sources	1%	1%	3%	
Electricity mix location-based methodology (all facilities)				
Clean and renewable	12%	9%	10%	
Hydro	6%	5%	5%	
Nuclear	25%	23%	22%	
Natural gas	32%	32%	32%	
Coal	24%	28%	28%	
Other fossil fuels	2%	3%	3%	

◆ Reviewed by [Ernst & Young LLP](#)

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1. FY21 is our first year calculating this number, based on self-reported employee survey data. This metric is a location-based number based on employee location, and excludes any renewable energy or carbon offsets that our employees procured.
2. Our 100 percent renewable target is related to the procurement of electricity from renewable energy resources equivalent to 100 percent of what we used globally. Our energy consumption is larger in scope and includes purchases of electricity, natural gas, diesel, steam, fuel oil, and jet fuel.
3. Calculated using a market-based methodology.

Data Tables

Protecting Our Planet

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PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
ENERGY (CONTINUED)				● TC-SI-130a.1
Electricity mix location-based methodology (data centers)				
Clean and renewable	12%	9%	9%	
Hydro	5%	4%	4%	
Nuclear	26%	24%	24%	
Natural gas	32%	32%	32%	
Coal	24%	29%	28%	
Other fossil fuels	2%	2%	3%	
Electricity mix market-based methodology (all facilities)				
Utility renewable energy tariffs	2%	2%	3%	
Supplier-provided renewable energy	11%	23%	13%	
Indirect large offsite purchases	60%	36%	37%	
Grid-mix renewable energy content	1%	2%	2%	
Grid-mix remainder	25%	37%	45%	

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Protecting Our Planet

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

CITY ¹	ELECTRICITY USE (kWh)	LOCATION-BASED EMISSIONS (MTCO ₂ e)	MARKET-BASED EMISSIONS (MTCO ₂ e) ²	FRAMEWORK
BY CITY (FY21)				● GRI 305-2
Chandler, AZ	134,098,325	62,876	375	
Chicago, IL	74,546,841	40,027	329	
Ashburn, VA	90,642,517	31,136	402	
Dallas, TX	62,491,575	26,911	377	
Frankfurt, Germany ³	54,404,754	19,593	33,333	
Sterling, VA	47,652,861	16,688	531	
Yokohamashi, Japan	29,151,670	14,370	14,370	
Manassas, VA	35,340,190	12,125	142	
Indianapolis, IN	20,782,710	11,575	507	
Kobe, Japan	22,990,468	11,352	11,352	
Atlanta, GA	13,325,043	6,340	94	
San Francisco, CA	18,288,630	4,847	710	
Las Vegas, NV	6,996,612	3,289	28	
Hyderabad, India	4,108,462	3,118	2,829	

1. Locations included in data table represent over 90% of Salesforce's Scope 1 & 2 location-based emissions.

2. Market-based emissions are reduced using renewable energy credits (RECs) or equivalents generated by renewable energy projects procured through virtual power purchase agreements or data center vendor's renewable energy procurement or a combination of both.

3. Market-based emissions are higher due to calculation using emission factor for the residual grid mix.

Data Tables

Workforce Development

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
WORKFORCE INDICATORS				
Global employees ¹	56,606	50,000	35,000	● GRI 102-7
Americas	63.7%	65.4%	66.2%	
Europe	18.8%	18.9%	18.9%	
Asia Pacific	17.5%	15.7%	14.9%	
Description of systems for managing workforce and risk prevention	<p>With a highly-distributed global workforce, we are able to deliver the highest levels of performance, availability, and security. Leveraging our own technology and other tools, we can coordinate, collaborate, and create effectively across borders. We recognize the diversity in our global workforce, and ensure we create a strong corporate culture based on our core values: Trust, Customer Success, Innovation, and Equality. We operationalize these values through specific measurable actions around accountability, alignment, transparency, integrity, and experience. Our employee code of conduct, goal planning process, employee surveys, town halls, workforce analytics initiatives, and more allow us to manage and measure our culture and workforce, at scale, while developing local talent pools and reducing risks related to visa controls, relocations, and other business factors that we would face with a workforce tied to a single country or region. Our government affairs teams are also engaged at the local, state, and country levels to lobby for policies that are aligned to our values and business continuity. None of our employees in the United States are represented by a labor union. However, employees of certain foreign subsidiaries are represented by works councils.</p>			● TC-SI-330a.1
Percentage of employees covered by an independent trade union or collective bargaining agreements	0%	0%	0%	● GRI 102-41

1. FY20 and FY19 values are rounded.

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Data Tables

Workforce Development

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
TALENT DEVELOPMENT				
Programs for upgrading employee skills	We offer our employees various talent development programs to create a culture of continuous learning. Learning and development opportunities include Trailhead, our learning platform available for all employees, in-person and virtual classes, guides and workbooks, and more. We also encourage our employees to seek personal and professional development opportunities with external organizations and offer a yearly education reimbursement to employees who wish to continue job-related education from accredited institutions or organizations. For example, over 6,000 employees participated in at least one of our professional development training programs in fiscal 2021.			<ul style="list-style-type: none"> ● GRI 404-2 ● Principle 6
Employees appraised via management by objectives ¹	100%	100%	100%	● GRI 404-3
Description of organizational alignment strategy	Organizational alignment and consistent and clear communication are a key part of our employee engagement, especially as our company continues to grow. When Salesforce was founded, we developed an internal management tool used by all employees on an annual basis called the V2MOM (Vision, Values, Methods, Obstacles, and Measures). Each year we complete a corporate V2MOM and then all employees are expected to complete their own V2MOM that aligns with the corporate V2MOM. In addition, by using the Salesforce Platform, every individual employee V2MOM is available and searchable for the entire company.			
Open positions filled by internal candidates	31%	28%	22%	
Employee engagement ²	95%	95%	96%	● TC-SI-330a.2
Employee satisfaction ³	91%	89%	90%	

1. The appraisal metric is defined as the percentage of employees who participate in our V2MOM organizational alignment process.

2. The engagement metric is based on ratings from an annual employee survey for the statement 'I am willing to give extra to get the job done.'

3. The satisfaction metric is based on ratings from an annual employee survey for the statement 'I would recommend Salesforce as a great place to work.'

Data Tables

Equality for All

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
Commitment to equality	Equality Practices			● Principle 1, 6
REPRESENTATION GOALS				● People - Dignity & Equality
Goal for Underrepresented Group (URG) representation for U.S. technology workforce (Women, Black, Latinx, Indigenous, Multiracial, LGBTQ+, People with Disabilities, and Veterans) ^{1,2}	Yes	Yes		
Target	50%			
Target year	FY24			
Progress ^{3,4}	47.40% ♦	43.9%	- ⁵	
Goal for Black leadership representation (VP+) in U.S. Workforce ⁶				
Representation goal	100% increase			
Baseline year	FY21			
Target year	FY24			
Goal for URM representation in leadership (VP+) US Workforce ⁶				
Representation goal	50% increase			
Baseline year	FY21			
Target year	FY24			
Increase representation of underrepresented minority (Black, Indigenous, Latinx, and Multiracial) employees in US Workforce ⁶				
Representation goal	50% increase			
Baseline year	FY21			
Target year	FY24			

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- URG is defined to include gender, ethnic, and other groups that are historically underrepresented within the U.S. technology industry. As such, women have been included as a URG and Asian and Indian ethnicities are not considered underrepresented.
- All URG designations are based on self-reported information. Employees who did not self-disclose as one of the URGs were assumed to be unaffiliated with any URG.
- Progress against the target is calculated based on employee headcount data as of November 2, 2020. Employees include both full time and part time employees.
- Progress against the target is calculated by dividing the number of employees identified under one of the URGs by the total number of US employees.
- This goal was established in FY20, therefore FY20 is the first year we are reporting our progress towards this goal.
- This goal was established in FY21, we expect to report progress in FY22.

Data Tables

Equality for All

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
DIVERSITY INDICATORS^{1, 2}				<ul style="list-style-type: none"> ● People - Dignity & Equality ● GRI 405-1 ● TC-SI-330a.3
Global employees by gender				
Female	33.7% ♦	33.0%	31.6%	
Male	66.1% ♦	66.8%	68.2%	
Non-binary	0.2% ♦	0.2%	0.2%	
Global employees by gender (VP+)				
Female	25.4% ♦	23.7%	22.3%	
Male	74.4% ♦	76.1%	77.5%	
Non-binary	0.2% ♦	0.2%	0.2%	
Global employees by gender (Tech)				
Female	24.3% ♦	23.5%	22.0%	
Male	75.5% ♦	76.3%	77.7%	
Non-binary	0.2% ♦	0.2%	0.3%	
Global employees by gender (Non-tech)				
Female	41.3% ♦	40.5%	39.4%	
Male	58.4% ♦	59.2%	60.4%	
Non-binary	0.3% ♦	0.3%	0.2%	
Employees by ethnicity (U.S.-Only)				
White	59.9% ♦	61.6%	63.0%	
Asian & Indian	26.2% ♦	25.6%	25.1%	
Hispanic or Latinx	4.5% ♦	4.3%	4.2%	
Black	3.4% ♦	3.0%	2.8%	
Two or more races	2.8% ♦	2.8%	2.7%	
Undisclosed	2.7% ♦	2.2%	1.7%	
Hawaiiin/Pacific Islander	0.3% ♦	0.3%	0.3%	
American Indian/Alaska	0.2% ♦	0.2%	0.2%	

♦ Reviewed by [Ernst & Young LLP](#)

1. Additional data, including disaggregations specific to the U.S. workforce are available at [Equality.com](#).

2. FY21 data is as of November 2, 2020.

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Data Tables

Equality for All

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
EQUAL PAY				● People - Dignity & Equality
Equal pay strategy	Equal Pay Strategy			
Completed thorough global equal-pay assessment ¹	Yes	Yes	Yes	● GRI 405-2
Percentage of employees globally requiring pay adjustments	3.5%	7%	5%	
Adjustments due to unexplained differences among genders	81%	96%	93%	
Adjustments due to unexplained differences across race and ethnicities	19%	4%	7%	
IMPACT INVESTING				
Impact investing	Impact Fund Homepage			
Strategy for impact investing	The Salesforce Ventures Impact Fund invests in the growth of cloud companies addressing some of today's most pressing needs, including access to education and reskilling, climate action, and diversity, equity, and inclusion. We invest in diverse founders that understand the needs of their communities and to increase access to capital for traditionally underserved founders.			
Capital committed to date (millions) ²	\$150			
Number of portfolio companies	28			

1. To conduct the assessment, we group employees in comparable roles and analyze compensation of those groups to determine whether there are unexplained differences in pay. The global assessment considers differences in pay by gender. In the U.S., the assessment also considered differences in pay by race and ethnicity.

2. Committed represents total capital committed by Salesforce Ventures to the Salesforce Ventures Impact fund which is expected to be deployed over time. It does not represent investments in portfolio companies to date.

Data Tables

Supporting Our Communities

FRAMEWORK KEY

● GRI ● SASB ● UNGC ● SCM

PERFORMANCE INDICATOR	FY21	FY20	FY19	FRAMEWORK
Philanthropic engagement	Philanthropy Homepage			
Salesforce.org	Salesforce.org Homepage			
ANNUAL SOCIAL VALUE				
Methodology ¹	Annual Social Value criteria			
Donated and discounted product (millions) ² ◆	\$1,434	\$1,281	-	
Grants and donations (millions) ³ ◆	\$97	\$70	-	
Value of pro-bono employee volunteering hours (millions) ^{4, 5}	\$24	\$19	-	
Value of employee inspired volunteering hours (millions) ^{5, 6}	\$20	\$27	-	
LIFETIME GIVING METRICS⁷				
Employee volunteer hours ⁸	5,700,000	4,900,000	3,800,000	
Grants and donations (millions) ⁹	\$427	\$330	\$260	
Nonprofit & higher education organizations offered services for free or at a discount ¹⁰	51,000	46,000	40,000	
RACIAL EQUALITY AND JUSTICE TARGETS				
Target for philanthropic investment in racial equality & justice efforts (millions)	\$200			
Target date	FY26			
Current state	Target set in FY21			
Target for spend with Black-owned businesses (millions)	\$100			
Target date	FY24			
Current state	Target set in FY21			

◆ Reviewed by Ernst & Young LLP for [FY21](#) and [FY20](#)

- Our work as a founding member of Pledge 1% is foundational to our corporate culture and has resulted in a meaningful positive impact on our communities. This program has been ongoing for over 20 years. Beginning in FY20, we have developed a criteria to quantify the aggregated monetary value of our social contributions.
- Donated or discounted products offered to qualified non-profit entities, higher education institutions or other non-governmental organizations (collectively referred to as “non-profits”).
- Cash grants and donations provided directly to non-profit entities by Salesforce, Salesforce matching of employee contributions to non-profit entities, and grants to improve local communities by the Salesforce Foundation.
- Time volunteered by Salesforce employees for pro bono professional services (i.e. a product developer supporting a non-profit with their technology needs).
- Value is based on self-reported volunteer hours by employees. We will continue to refine our process for tracking and reporting on volunteer hours which may cause different results in the future.
- Time volunteered by Salesforce employees to support community initiatives that they care about (i.e. a sales representative volunteering to serve meals at a homeless shelter).
- Metrics are lifetime to date as of the fiscal year end.
- Total lifetime pro-bono and employee inspired volunteer hours as of the fiscal year end.
- Total lifetime grants and donations as of the fiscal year end, together with the Salesforce Foundation, a 501(c)(3) non-profit organization.
- Customers as of fiscal year end.
- Spend with Black-owned businesses is defined as total spend on U.S. businesses that have certified or classified (self-identified) that the business is at least 51% owned by an individual or group who self identify as Black or African American. A third-party data enrichment provider reviews and verifies the certification or classification of each business.

Forward Looking Statements

This report contains forward-looking statements, the achievement or success of which involves risks, uncertainties, and assumptions. If any such risks or uncertainties materialize or if any of the assumptions proves incorrect, the results of [salesforce.com](https://www.salesforce.com), inc. could differ materially from the results expressed or implied by the forward-looking statements we make.

The risks and uncertainties include – but are not limited to – risks associated with the impact of, and actions we may take in response to, the COVID-19 pandemic, related public health measures and resulting economic downturn and market volatility; our ability to maintain security levels and service performance meeting the expectations of our customers, and the resources and costs required to avoid unanticipated downtime and prevent, detect and remediate performance degradation and security breaches; the expenses associated with our data centers and third-party infrastructure providers; our ability to secure additional data center capacity; our reliance on third-party hardware, software and platform providers; the effect of evolving domestic and foreign government regulations, including those related to the provision of services on the Internet, those related to accessing the Internet, and those addressing data privacy, cross-border data transfers and import and export controls; current and potential litigation involving us or our industry, including litigation involving acquired entities such as Tableau, and the resolution or settlement thereof; regulatory developments and regulatory investigations involving us or affecting our industry; our ability to successfully introduce new services and product features, including any efforts to expand our services; the success of our strategy of acquiring or making investments in complementary businesses, joint ventures, services, technologies and intellectual property rights; our ability to complete, on a timely basis or at all, announced transactions, including our proposed acquisition of Slack Technologies, Inc.; our ability to realize the benefits from acquisitions, strategic partnerships, joint ventures and investments; our ability to successfully integrate acquired businesses and technologies; our ability to compete in the market in which we participate; the success of our business strategy and our plan to build our business, including our strategy to be a leading provider of enterprise cloud computing applications and platforms; our ability to execute our business plans; our ability to continue to grow unearned revenue and remaining performance obligation; the pace of change and innovation in enterprise cloud computing services; the seasonal nature of our sales cycles; our ability to limit customer attrition and costs related to those efforts; the success of our international expansion strategy; the demands on our personnel and infrastructure resulting from significant growth in our customer base and operations, including as a result of acquisitions; our ability to preserve our workplace culture, including as a result of our decisions regarding our current and future office environments or work from-home policies; our dependency on the development and maintenance of the infrastructure of the Internet; our real estate and office facilities strategy and related costs and uncertainties; fluctuations in, and our

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Forward Looking Statements

ability to predict, our operating results and cash flows; the variability in our results arising from the accounting for term license revenue products; the performance and fair value of our investments in complementary businesses through our strategic investment portfolio; the impact of future gains or losses from our strategic investment portfolio including gains or losses from overall market conditions that may affect the publicly traded companies within our strategic investment portfolio; our ability to protect our intellectual property rights; our ability to develop our brands; the impact of foreign currency exchange rate and interest rate fluctuations on our results; the valuation of our deferred tax assets and the release of related valuation allowances; the potential availability of additional tax assets in the future; the impact of new accounting pronouncements and tax laws; uncertainties affecting our ability to estimate our tax rate; uncertainties regarding our tax obligations in connection with potential jurisdictional transfers of intellectual property, including the tax rate, the timing of the transfer and the value of such transferred intellectual property; uncertainties regarding the effect of general economic and market conditions; the impact of geopolitical events; uncertainties regarding the impact of expensing stock options and other equity awards; the sufficiency of our capital resources; risks related to the availability and funding of our bridge loan facility and term loan associated with our proposed acquisition of Slack Technologies, Inc. and other indebtedness; our ability to comply with our debt covenants and lease obligations; and the impact of climate change, natural disasters and actual or threatened public health emergencies, including the ongoing COVID-19 pandemic.

Further information on these and other factors that could affect the company's financial results is included in the reports on Forms 10-K, 10-Q and 8-K and in other filings we make with the Securities and Exchange Commission from time to time. These documents are available on the SEC Filings section of the Investor Information section of the company's website at www.salesforce.com/investor.

Salesforce.com, inc. assumes no obligation and does not intend to update these forward-looking statements, except as required by law.

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