



FEBRUARY 1, 2023 - JANUARY 31, 2024

# FY24 Stakeholder Impact Report



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# 25 Years of Impact

## A letter from our CEO, Marc Benioff

Twenty-five years ago, in a small apartment on Telegraph Hill in San Francisco, we launched Salesforce with a dream to revolutionize the software industry.

We wanted to bring enterprise software to the cloud – with a new technology model, a new business model and a new stakeholder model. And even as we dreamed big, we never imagined Salesforce would become what it is today: the world's #1 AI CRM, the third-largest enterprise software company and the largest enterprise applications company in the world.

This is the amazing progress we celebrate as we mark 25 years of Salesforce.

At the same time, fiscal year 2024 was an extraordinary year of transformation, thanks to the next generation of artificial intelligence. This could be the single most important moment in the history of our industry, and customers are turning to us to help them navigate this AI revolution and connect with their customers in a whole new way.

I'm especially proud that we're achieving this incredible success by staying true to our values: trust, customer success, innovation, equality and sustainability. Our values have remained our North Star, creating shared success with all of our stakeholders and multiplying the impact of our 1-1-1 philanthropic model beyond what we could've ever envisioned.

To date, we've given more than \$700 million in grants and performed over 8.7 million hours of volunteer service by our employees. We're honored to help more than 56,000 nonprofits and higher-ed institutions power their missions with our technology, and inspired that nearly 20,000 companies have adopted our 1-1-1 model to make their own impact.

### Building responsible technology

In fiscal year 2024, we set out to make our AI products the most trusted in the industry. Led by the Office of Ethical and Humane Use, we focused on creating [guidelines](#) and [acceptable use policies](#) to ensure responsible development and deployment of AI products in the enterprise. We introduced the [Einstein Trust Layer](#), which lets customers benefit from generative AI without compromising their data security and privacy controls.

Salesforce is also proactively engaging with governments, industry, academia, and civil society to advance responsible, risk-based, and globally applicable AI norms. This includes advising the White House on responsible AI policies and signing the [Voluntary Commitments](#) to help advance the development of safe, secure, and trustworthy AI.

### Creating an equitable, sustainable future

We've made progress on our equality commitments and have set new representation goals through fiscal year 2031 in our efforts to create a workplace that mirrors our society. And, we continue to be committed to equal pay for equal work.

We also continued our efforts to build a safer, more equal, and sustainable future. With the rise of generative AI, we are actively working to integrate sustainability, one of our key principles for [responsible AI development](#), into our [Einstein 1 Platform](#).

This year, we pioneered a first-of-its-kind long-term [renewable energy purchase](#) to support new, impactful projects across Brazil, India, sub-Saharan Africa, and Southeast Asia that advance a just and inclusive energy transition. We are also more than half-way to our goal of funding the conservation, restoration and growth of 100 million trees – with 52 million trees to date.

### Supporting our communities

In fiscal year 2024, we celebrated a decade of Salesforce's strong support for public education. Globally, we've given over \$190 million in education grants to provide students and young adults with STEM access and career-aligned learning opportunities preparing them with skills for careers of the future.


Salesforce also launched the [Salesforce Accelerator – AI for Impact](#) to provide nonprofit organizations with equitable access to trusted generative AI technologies. Leveraging our 1-1-1 model, Salesforce committed \$2 million in unrestricted grant funding, pro bono expertise, and technology donations in fiscal year 2024 to support [six education and workforce development nonprofits](#) in developing innovative AI solutions on Salesforce.

Today, we are proud that more than 6 million Trailblazers around the world have used Trailhead, our free online learning platform, to upskill and meet the growing demand for digital talent.

And to support our global communities in moments of crisis, Salesforce and its employees raised more than \$2 million to help humanitarian nonprofits' relief efforts for disasters like the Turkey-Syria earthquakes and the Maui wildfires.

Thank you for your continued partnership and support. We're so excited for what's ahead and to be on this journey with all of you.

With gratitude,

  
Marc



# About Salesforce

Salesforce, Inc. is a global leader in customer relationship management (“CRM”) technology that brings companies and their customers together. Founded in 1999, we enable companies of every size and industry to connect with their customers through the power of data, AI, CRM and trust.

Our AI-powered Customer 360 platform unites sales, service, marketing, commerce and IT teams by connecting customer data across systems, apps and devices to create a complete view of customers. With this single source of customer truth, teams can be more responsive, productive and efficient and deliver intelligent, personalized and automated experiences across every channel.

We believe that our values create value, and the business of business is to make the world a better place for all of our stakeholders, including stockholders, customers, employees, partners, the planet and the communities in which we work and live. Salesforce is committed to giving back to our communities, closing the inequality gap and helping businesses grow while protecting the environment for future generations. We believe we have a broad responsibility to society, and we aspire to create a framework for the ethical and humane use of technology that not only drives the success of our customers, but also upholds the basic human rights of every individual. We are committed to transparent environmental, social and governance disclosures and maintaining programs that support the success of these initiatives.

 <p><b>JUST Capital, 2024</b> America's Most JUST Companies</p> 	 <p><b>Ethisphere, 2024</b> World's Most Ethical Companies</p> 	 <p><b>Fortune, 2024</b> World's Most Admired Companies</p> 
 <p><b>Great Place to Work, 2023</b> PEOPLE's Companies that Care®</p> 	 <p><b>S&amp;P Dow Jones Indices, 2023</b> Dow Jones Sustainability World</p> 	 <p><b>Human Rights Campaign, 2023</b> Corporate Equality Index (CEI)</p> 

We are committed to a core set of values: trust, customer success, innovation, equality and sustainability. Foremost among these is trust, which is the foundation for everything we do. Our customers trust our technology to deliver the highest levels of security, privacy, performance, compliance and availability at scale. Customer success is at the core of our business and we align the entire company around our customers' needs to promote their success and show our value. We believe in continuous innovation, enabling our customers to access the latest technology advances so they can innovate and stay ahead in their industries. Equality is a core tenet of how we run our business. We value the equality of every individual at our company and in our communities. We believe that creating a diverse workplace that reflects the communities we serve and fostering an inclusive culture where everyone feels seen, heard and valued makes us a better company. Finally, we believe the world is in a climate crisis and that sustainability, including bold climate action, is the only way forward. We are committed to ambitious climate leadership solutions, and we're bringing the full power of Salesforce to help organizations achieve net zero emissions.



# Report Highlights

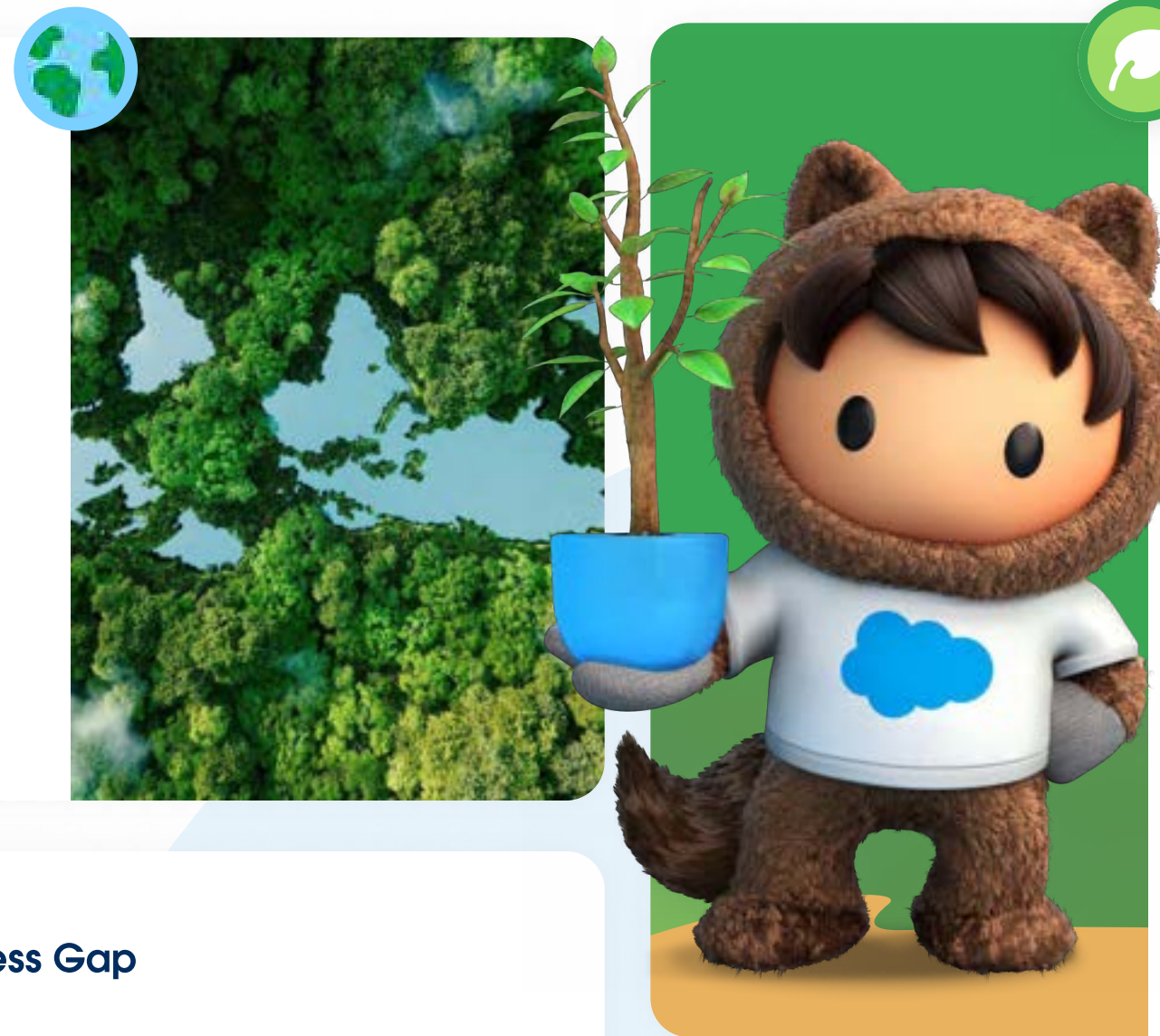
At Salesforce, we believe business is the greatest platform for change. Our AI-powered Customer 360 and 1-1-1 philanthropic model help our stakeholders to succeed.

Guided by our values, we work to earn the trust of our stakeholders. We've made progress on our environmental, social, and governance (ESG) programs and we know we have much more work to do.

## Accelerating Ethical and Sustainable AI

As the #1 AI CRM, we have a responsibility to lead with trust, mitigate bias, and involve diverse teams in the development of our technology – all the while reducing the impact of AI on the planet. In FY23, we launched generative AI solutions across our products, focusing on making them the most trusted in the industry. Guided by our [principles for responsible generative AI](#), we prioritized AI safety measures such as the Trust Layer, model testing, and detection of bias and toxicity to advance ethical AI and developed a [strategy for achieving more sustainable AI](#).

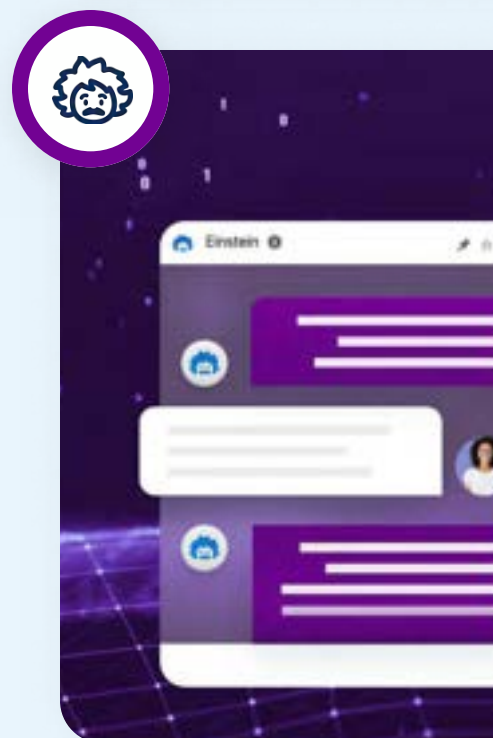
- Learn more about our approach to trusted AI
- Learn more about our strategy for sustainable AI



## Driving the Clean Energy Transition

Since 2013, Salesforce has been committed to accelerating the transition to clean and renewable sources of electricity, and we achieved 100% renewable energy <sup>1</sup> in FY22. In FY23, we took our commitment even further through a first-of-its-kind long-term Distributed Renewable Energy Certificates (D-RECs) [purchase](#) to increase clean power access in emerging markets. This purchase will help unlock an estimated \$65 million of investments in new solar capacity and is expected to avoid over 50,000 tons of CO<sub>2</sub> emissions annually.

- Learn more about how we are driving the global energy transition



## Leveraging Our 1-1-1 Model to Close the AI Access Gap

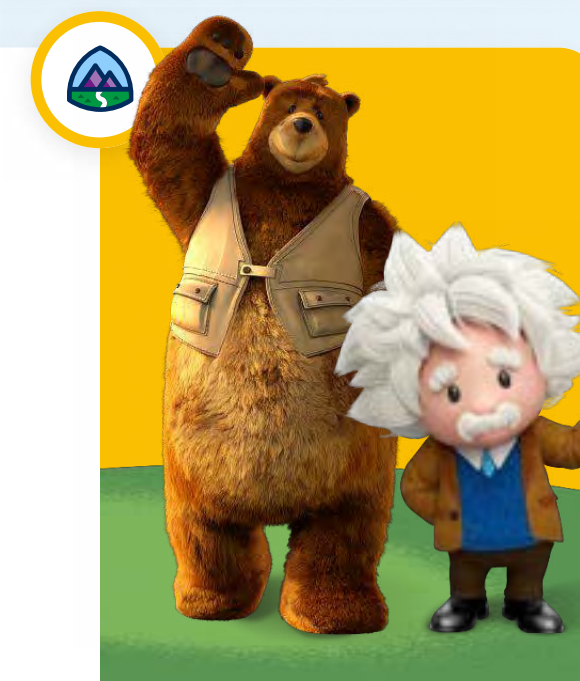
Our new [Salesforce Accelerator – AI for Impact](#) helps purpose-driven organizations gain equitable access to trusted generative AI technologies. By providing flexible funding, pro-bono expertise, and technology to purpose-driven organizations, we're empowering nonprofits to accelerate generative AI-based solutions to the world's most pressing challenges. The first cohort of accelerator participants are creating powerful AI tools to advance equity in education and workforce development.

- Learn more about how we are accelerating impact through technology

## Helping Trailblazers Find Their Next Role in the Salesforce Ecosystem

The [Trailblazer Career Marketplace](#) is our new centralized talent hub that connects Trailblazers seeking their next role in data, AI, and CRM with employers in the Salesforce ecosystem. An extension of [Trailhead](#), this new marketplace aims to help connect Trailblazers with the [11.6 million jobs worldwide](#) that IDC predicts will be created by the Salesforce economy between 2022 and 2028.

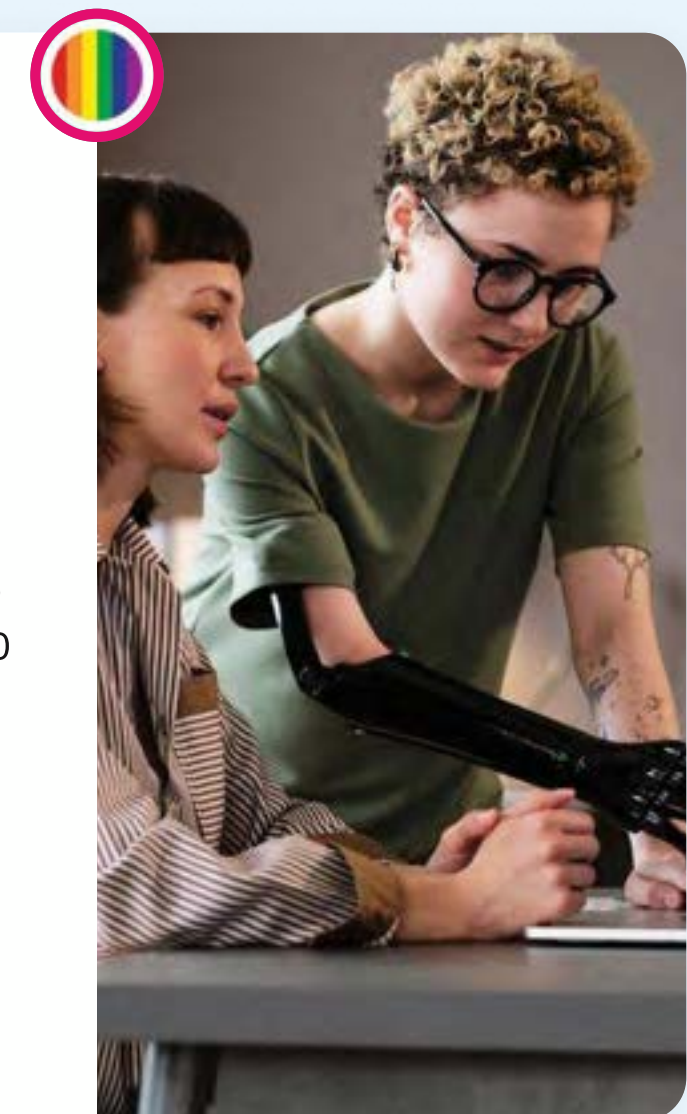
- Learn more about how Salesforce is cultivating a thriving talent ecosystem



## Fostering Inclusivity and Community at Scale Through Equality Groups

More than half our employees belong to one of our 13 Equality Groups, which aim to amplify inclusion, accelerate business success, and incubate innovation. Across these groups, there are approximately 270 local chapters, engaging more than 45,000 employees. Our Equality Groups foster community, while ensuring our systems, and platforms are accessible to all.

- Learn more about how Salesforce is cultivating a thriving talent ecosystem



<sup>1</sup> Procuring renewable energy and/or renewable energy certificates equivalent to the electricity we use globally on an annual basis.

# Commitment to Transparency

At Salesforce, our focus on ESG excellence guides us to be an ethical, resilient company and deliver value to our stakeholders in both the short- and long-term. Our core values of trust, customer success, innovation, equality and sustainability guide us and we strive to provide transparent and meaningful disclosures to our stakeholders.

Transparency is a key pillar of our commitment to ESG excellence. We believe that comparable, consistent, decision-useful, and verified ESG disclosure is critical to understanding the long-term health and resilience of a business. This disclosure includes topics that impact our day-to-day business, as well as topics in which Salesforce impacts society and the environment.

We have a long history of voluntary disclosure, beginning with our first Stakeholder Impact Report in FY12. While this report is intended to be a comprehensive summary of our ESG and impact efforts and initiatives; we also publish topic-specific information, policies and other disclosures which can be found in the ESG Metrics & Indicators section of this report as well as on our [Impact at Salesforce webpage](#).

We're optimistic about the regulatory momentum around ESG reporting from the convergence of existing standard-setting organizations into the International Sustainability Standards Board to attention from regulators across the globe. We continue to use our voice to advocate for initiatives that push closer to global standards and encourage other companies to do so also. We also recognize that ESG disclosure is rapidly evolving, and we continue to evaluate and mature along with the industry.



# Planet

The climate crisis impacts all of us, requiring everyone to work towards a net zero, nature positive future. At Salesforce, we unlock our full power to accelerate the world to net zero, lead the nature positive movement, energize the ecopreneur revolution, and drive the energy transition.





# Accelerating the World to Net Zero

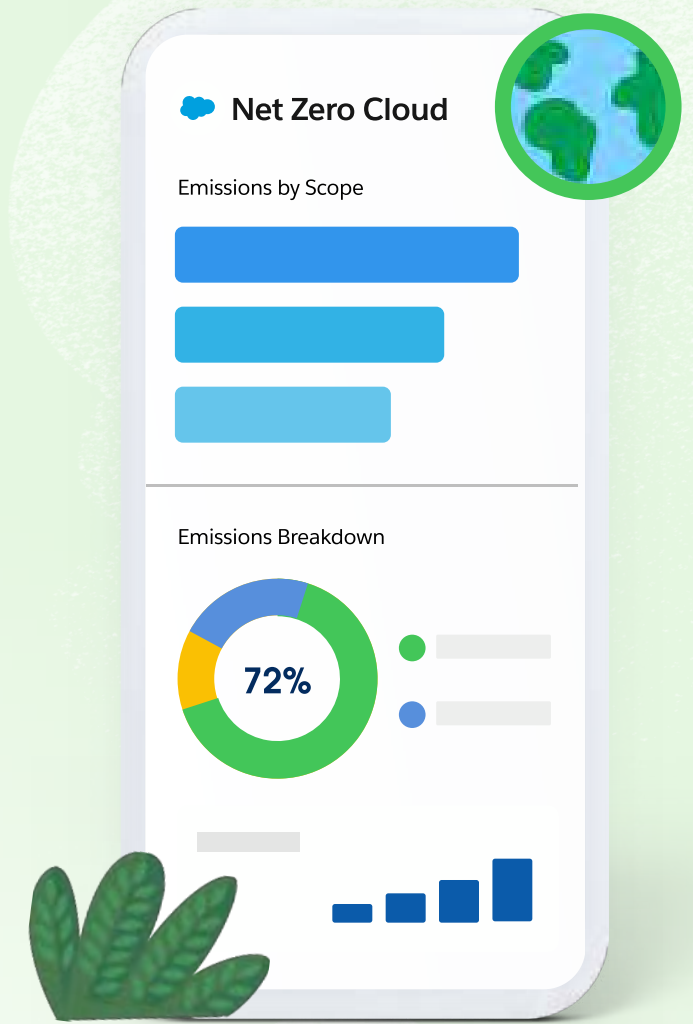
Achieving a 1.5°C future requires systemic decarbonization across industries and organizations. Our full value chain extends our own operations and is deeply interconnected with the world's emissions, from the electric grids powering our data centers to our diverse network of suppliers.

We're not alone in this. According to a recent [Accenture report](#), most companies are struggling to meet their own net zero targets for scope 1 and 2 emissions – with only 7% on track. That's why our work goes beyond the four walls of Salesforce: to reach net zero goals we need to bring our customers, suppliers, peers, governments, and all other stakeholders along on the journey.

## Using Our Superpower

We lean on our core competency – our technology – to help organizations increase impact, reduce cost, and drive sustainable transformation. [Net Zero Cloud](#) is a complete ESG management platform, built on the world's #1 AI CRM. It leverages the full power of Salesforce by housing an organization's environmental, social, and governance data in one place and connecting it with other applications to create actionable insights that guide strategic decisions.

[Learn more about Net Zero Cloud in our Technology chapter >](#)

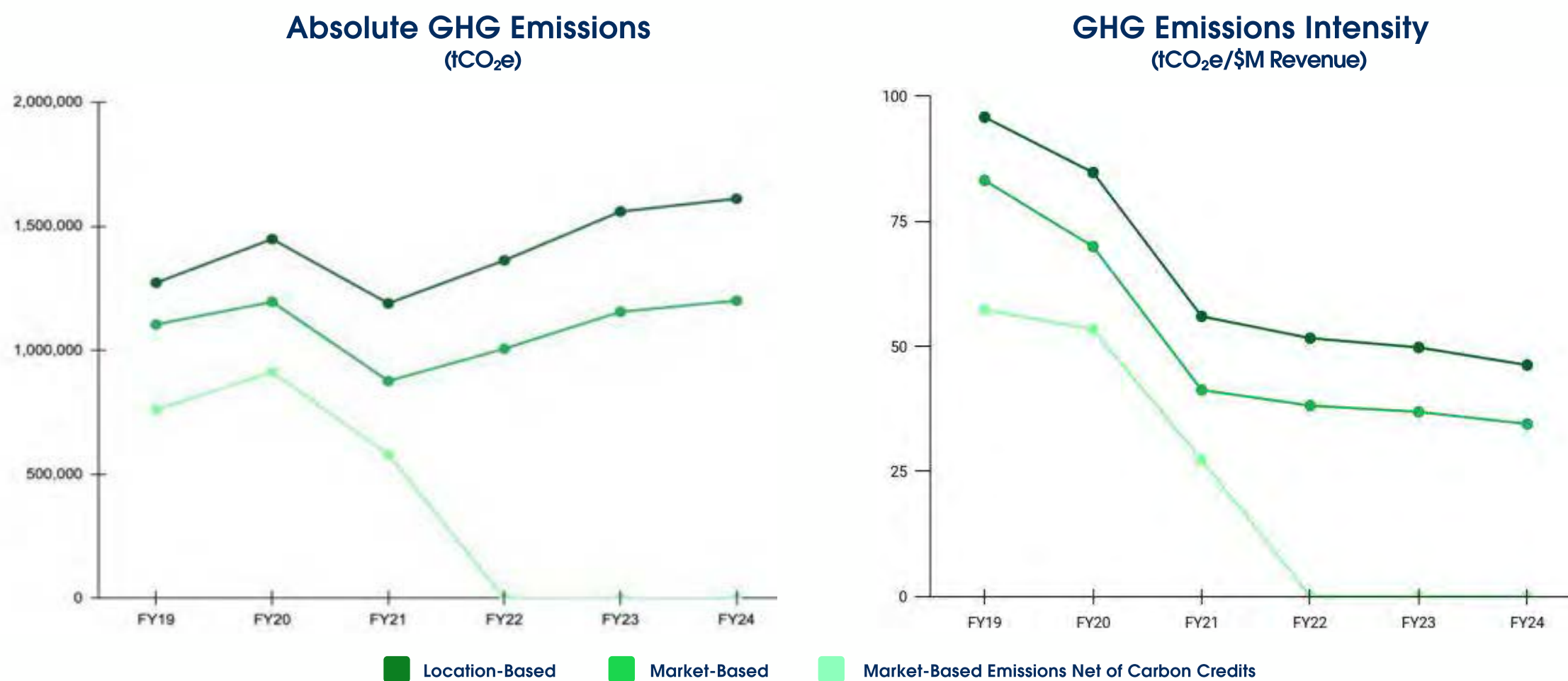




# Our Climate Action Progress

In FY24, we continued to operationalize our [value of sustainability through our Climate Action Plan](#). We hold ourselves accountable through public commitments outlined in our Climate Action Plan and [tie executive compensation](#) to climate performance.

In FY24, we maintained net zero residual emissions<sup>[1]</sup> and 100% renewable energy<sup>◆</sup>. While we've made significant progress and continue to be a business leader in advocating for climate and nature, there's still much work to do ahead.



## Market-based vs Location-based Methodologies

We quantify our greenhouse gas (GHG) emissions using two different methodologies: market-based and location-based. The market-based methodology allows companies to reduce the emissions they report from their electricity use by sourcing renewable energy certificates. If done well, buying renewable power and related certificates [can be an important lever](#) to drive power sector decarbonization. However, it does not meaningfully reduce the emissions from a company's electricity use. The location-based methodology is a more accurate measure of the actual emissions which result from our use of electricity. Both methodologies can be valuable indicators, which is why we measure and report our progress using both. We hope all companies will do the same.

## Science-Based Targets

As an early adopter of science-based target-setting through the [Science-Based Targets initiative](#), we're committed to reducing our combined scope 1 and market-based scope 2 emissions by 50%, with market-based emissions accounting for the renewable energy we purchase and track as an emissions reduction. We're also committed to reducing scope 3 emissions from fuel and energy-related activities (FERA) by 50% and established a supplier engagement target to have 60% of suppliers (by emissions) commit to setting science-based (SBT) targets of their own.

As of FY22, we have maintained 100% renewable energy<sup>[2]</sup>, helping us surpass our scope 1 and 2 (market-based) science-based targets.

**50%** reduction in scope 1 & 2 emissions (market-based) by FY31  
58% reduction compared to 50% target 🎯 Achieved in FY23

**50%** reduction in scope 3 FERA (market-based) emissions by FY31  
27% reduction compared to 50% target ✅ On Track

**60%** of scope 3 emissions from suppliers with set SBTs by FY25  
25% of scope 3 emissions from suppliers with SBTs compared to 60% target ❌ Off Track

In FY25, we will refresh our SBT targets to evaluate our progress and goals while ensuring alignment with evolving global sustainability standards.

Our work won't stop until net zero is achieved at a planetary scale. We take responsibility for our own footprint by reducing our own value chain emissions, and in parallel, work at engaging policy, innovation, and philanthropy to support systemic changes.

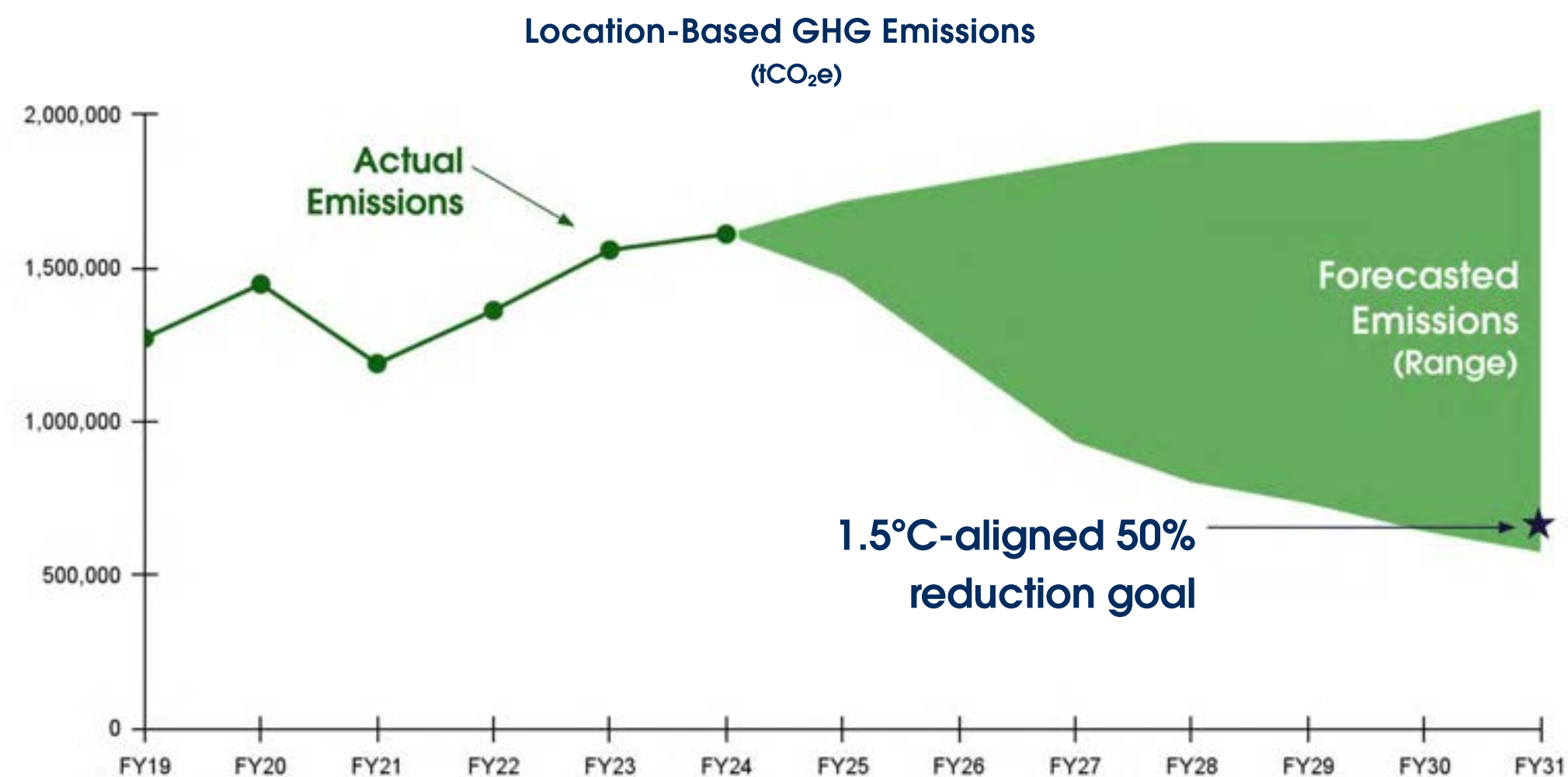
<sup>[1]</sup> Purchasing carbon credits equivalent to our residual market-based greenhouse emissions. <sup>◆</sup> Procuring renewable energy and/or renewable energy certificates equivalent to the electricity we use globally on an annual basis. <sup>[2]</sup> We calculate the percentage of total global electricity procured from renewable energy resources by dividing total renewable electricity procured from renewable energy resources by total global electricity usage. Renewable energy resources include utility renewable energy tariffs, supplier-provided renewable energy, indirect large offsite purchases including virtual power purchase agreements ("VPPAs"), and grid-mix renewable energy content.

# Our Absolute Emissions Trajectory

Along with setting science-based targets, we know that even deeper absolute emissions reductions are needed. So, we've also set a more ambitious climate goal: to reduce absolute, location-based emissions (without any compensation like renewables or carbon credit purchases) by 50% by FY31, and 90% by FY41 across our entire value chain (scope 1, 2, and 3 emissions).

**50%** reduction in absolute emissions by FY31 relative to FY19 Baseline x Off Track

Our latest absolute location-based emissions trajectory from FY19–FY24, as well as the forecasted emissions range from FY25–FY31, is shown below:



Our FY24 emissions increased compared to the previous year, both from a location-based (3%) and market-based (4%) perspective. Although there was a 7% emissions intensity decline when considering company growth, we know that absolute, location-based emissions reductions are needed for a sustainable future. Our forecasted emissions are shown here as a range representing the extent of modeled scenarios. Achieving the 1.5°C goal of reducing FY31 emissions by 50% (relative to FY19) will require significant action from Salesforce as well as governments, suppliers, customers, and other stakeholders.

As outlined in our [Climate Action Plan](#), we organize our value chain emissions in four categories that reflect our key business operations: **Infrastructure**, **Suppliers**, **Business Travel**, and **Global Campus**. We have found that this alignment maximizes the efficiency of our emissions reduction work, ensuring we are moving together on the path to a collective 50% reduction by FY31.

## Infrastructure

Salesforce products run on cloud infrastructure, including leased data center space in shared “colocation” facilities and [Hyperforce](#), our public cloud platform. Central to our core business, this category comprises most of our emissions. To reduce emissions, we focus on increasing operational efficiency while collaborating with our public cloud suppliers and our customers to optimize our deployment.

## Hyperforce

Hyperforce is Salesforce’s next generation infrastructure architecture built for the public cloud, delivering the Salesforce platform and applications rapidly, reliably, and sustainably. Because Hyperforce runs on third-party public cloud infrastructure, our greatest opportunity involves reducing the impact of software architecture and code, while working with our cloud partners to increase their climate action.

In FY24, we collaborated with Amazon Web Services (AWS) to perform a [sustainability-focused review](#) of Hyperforce. While the review uncovered several key areas to focus our emissions reduction efforts, it also highlighted ways in which Hyperforce actively guides customers towards the cleanest-energy data centers possible. For example, European customers, when not specifying a preferred country, are automatically directed to data centers in Sweden, where they are powered by electricity that produces 93% less carbon than the global average. It's not just about reducing our carbon footprint; it's about empowering our customers to do the same.

## Green Code

In FY24, we assembled a cross-functional team of experts from engineering, product, and customer success that scrutinized the design, development, and architecture of our products to find sustainability opportunities. We brought these innovations to our customers, with whom we share a responsibility for emissions. In order to share learnings, we launched the [Green Code](#) initiative and released the [Sustainability Guide for Salesforce Technology](#). We also released the [Developer Carbon Dashboard](#), a customer tool to identify emissions hotspots and reduction opportunities.

# Sustainable AI

With the rise of generative AI, we've identified a new critical focus area. We are actively working to integrate sustainability, one of our key principles for [responsible AI development](#), into the [Einstein 1 Platform](#).

2023 was a big year for AI. While this technology can be a force for positive climate action, we're mindful of the large amounts of energy, water, and resources that fuel AI advancements. In response, our Sustainability and [AI Research](#) teams developed a [strategy for achieving more sustainable AI](#).

## Optimizing Models

Bigger isn't always better. Our AI Research team is on a mission to develop domain-specific models, designed to supercharge their intended applications, all while optimizing cost, reducing complexity, increasing speed, and cutting emissions. Their efforts and success are a testament to [the ever-growing power of small models](#).

## Utilizing Efficient Hardware

The impact of AI is greatly affected by the choice of hardware platform on which it runs. Fortunately, AI hardware options have gotten significantly more efficient in a short time and we're optimistic that trajectory will continue.

## Prioritizing Low Carbon Data Centers

Carbon intensity can differ dramatically from region to region, depending on the local reliance on fossil fuels. The AI research team considered these variables and prioritized low-carbon data centers to train its models. As a result the data centers used were [powered by electricity with 68.8%](#) lower emissions than the global average for electricity emissions.

## Measuring and Disclosing Impact

These principles continually guide our AI Research team, leading to AI systems with a significantly smaller carbon footprint. In aggregate, pre-training our [15 model variants](#) resulted in 48 tCO<sub>2</sub>e - 11 times less than the pre-training emissions of the single GPT-3 model. This is further evidence that transparency is key to [Trusted AI](#), and bolsters our commitment to sharing our environmental impact data and the lessons we've learned.

**“Sustainability is a Salesforce core value and a critical part of our trusted AI approach. By developing right-sized models that run on efficient hardware in low-carbon data centers, we bring our customers cutting-edge technology while keeping the planet in mind.”**



Clara Shih, EVP & GM, Salesforce AI

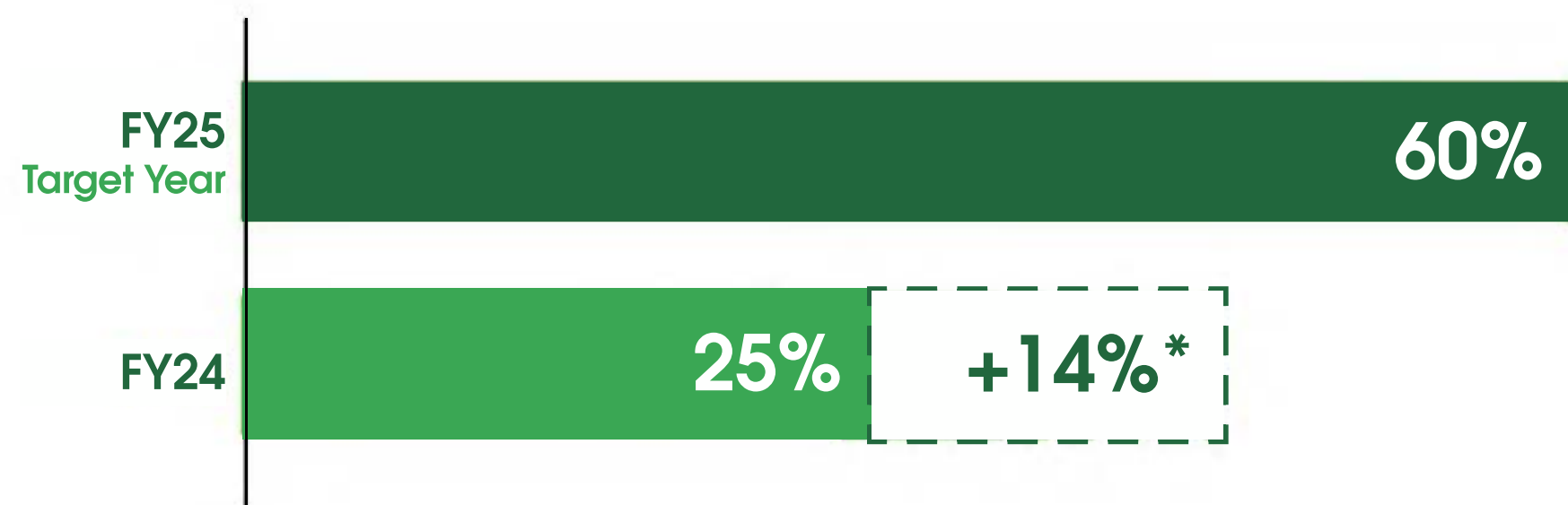


## Supplier Sustainability

With more than 80% of our FY24 greenhouse gas emissions coming from our supply chain, our suppliers' own climate progress is critical to meeting our emissions reduction goals. Through our [Supplier Sustainability](#) program, we're strategically engaging with our suppliers and elevating sustainability in our purchasing decisions to accelerate global climate action progress.

As part of the mission to decarbonize our value chain, we expect our suppliers to set SBTs to reduce their greenhouse gas emissions. We've made a commitment that by the end of FY25, suppliers representing 60% of our applicable scope 3 greenhouse gas emissions will set their own SBTs. As of the end of FY24, suppliers that have set SBTs comprised 25% of our applicable scope 3 emissions, and suppliers with commitments to set SBTs comprised an additional 14%. We still have a large gap to close and will work diligently to empower suppliers with the tools and resources to set and progress towards SBTs.

### FY24 Supplier Engagement Progress



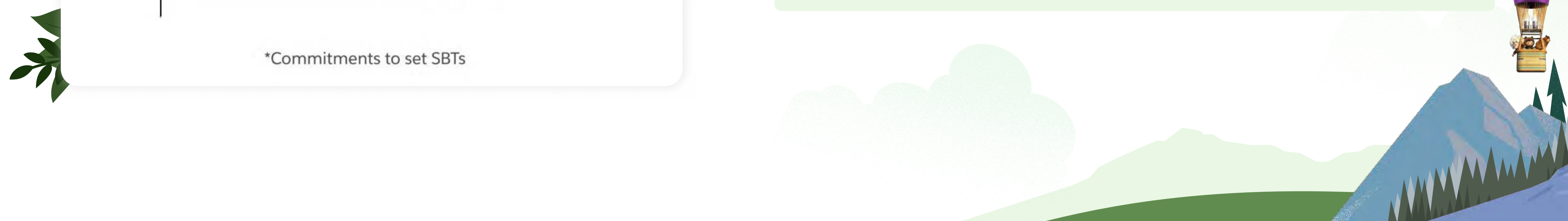
\*Commitments to set SBTs

## Supplier Commitments

A key way we're driving this action is by directly embedding specific, binding climate obligations into our supplier agreements with the [Salesforce Sustainability Exhibit](#), a set of sustainability-related contract provisions. The Exhibit can require suppliers to set SBTs, reduce greenhouse gas emissions, increase sustainability disclosures, and deliver carbon-neutral products and services – all as part of their contractual obligations to Salesforce. In FY24, 46% of Salesforce's spend under management was with suppliers that have signed a Sustainability Exhibit with Salesforce. Tying Salesforce [executive compensation](#) to increasing spend with suppliers that have signed the Exhibit has been critical to its success. With clear support from leadership that sustainability is a priority, our teams have been able to add the Sustainability Exhibit not just to new contracts, but also as an amendment to existing contracts with many of our highest-impact suppliers.

We also aim to fully integrate sustainability into our procurement strategies, operations, and decision-making. We have established a formal framework for evaluating suppliers' performance, which we use to inform supplier selection and to include sustainability as a KPI in strategic supplier business reviews. We communicate our expectations through our [Supplier Code of Conduct](#) and a comprehensive Supplier Sustainability program guide.

Suppliers tell us that Salesforce's clear call to action has been instrumental in making the business case for their own climate strategy, and pushed them to move forward with climate initiatives they weren't yet pursuing, such as setting SBTs.



PLANET Accelerating the World to Net Zero Driving the Energy Transition Championing a Nature Positive Future Energizing the Ecopreneur Revolution Climate Policy Advocacy

## Supplier Enablement

Our approach to supplier sustainability is built on understanding that sustainability is a journey and can only be successful if we work together with our stakeholders. We offer our suppliers tools and support to set and achieve their climate targets and accelerate their emissions reduction efforts. We particularly want to equip small and diverse businesses to build their climate resilience and meet the expectations of customers and other stakeholders, which is why we offer resources and access to one-on-one support specifically tailored for such businesses. Our aim is to align our core values of sustainability and equality by [taking an inclusive approach to supplier engagement](#) that also helps to advance diverse businesses in our supply chain.

### Net Zero Toolkit for Suppliers

This year, we launched our [Net Zero Toolkit](#), which provides practical guidance for suppliers getting started on their journey to net zero and greater sustainability.

<p><b>Starting Your Climate Action Journey</b></p> <p>Discover how climate action can deliver value for your company and explore key milestones on the journey to net zero.</p>	<p><b>Intro to Greenhouse Gas Accounting</b></p> <p>Get to know the basics of how to develop a greenhouse gas (GHG) inventory to measure corporate emissions.</p>	<p><b>Intro to Net Zero Targets</b></p> <p>Learn how your company can set meaningful climate targets to reduce GHG emissions.</p>	<p><b>Working Towards Net Zero</b></p> <p>Learn how to reduce and compensate for your company's emissions and how to help catalyze global climate action.</p>	<p><b>Supplier Sustainability Resource Library</b></p> <p>Explore our curated list of resources that may be helpful to your company as it advances on its net zero journey.</p>
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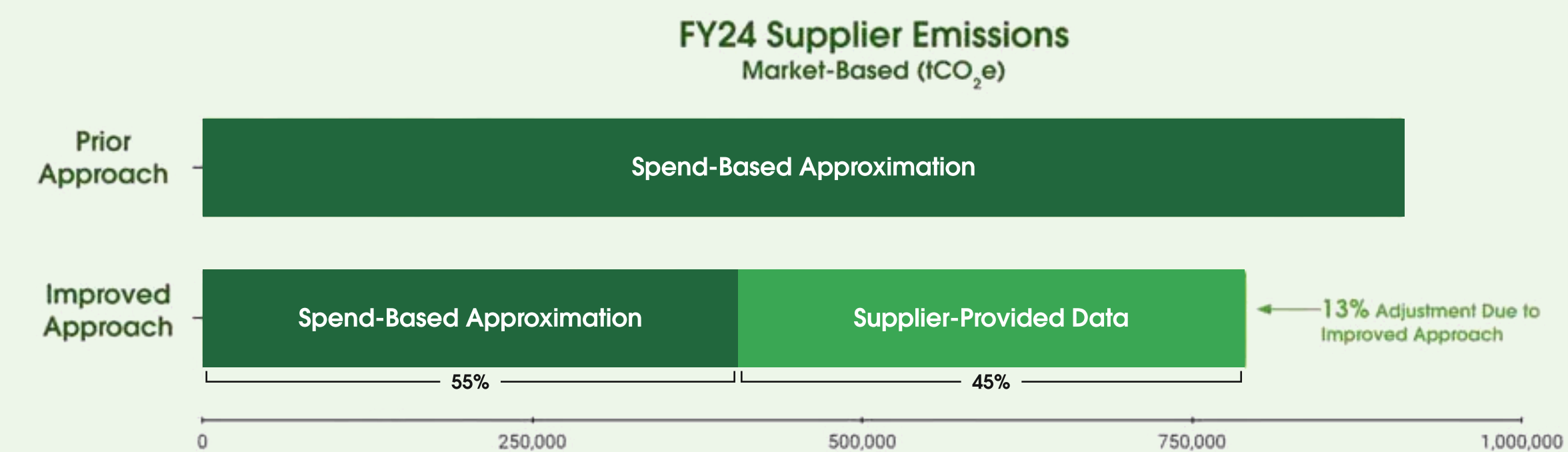
**83% of suppliers** responding to our annual survey agreed that Salesforce's Supplier Sustainability program has helped to advance or accelerate their company's corporate sustainability initiatives.

## Incorporating Data Provided by Suppliers

In FY24, we enhanced our efforts to include supplier emissions data in our GHG inventory. Previously, like most companies, we estimated supplier emissions using an industry-average emissions factor multiplied by our spending in that industry. However, this approach fails to differentiate between suppliers and assumes a direct correlation between spending and emissions. This may not be the case, especially when the more sustainable option from a supplier comes at a financial premium. In other words, spending a bit more for the more carbon-friendly option isn't reflected in our GHG inventory using this approach, but instead is calculated as higher emissions.

To that end, we took on the goal of establishing a methodology that allows us to incorporate more accurate carbon data from our top suppliers into our GHG inventory. Furthermore, we're collaborating with our suppliers to streamline data collection. This includes taking part in the [CDP Supply Chain](#) program, where suppliers can disclose their data to multiple customers and investors through a single platform. We're excited to announce that we have successfully developed the new methodology, which evaluates supplier-provided data for increased accuracy compared to spend-based data. In FY24, we integrated supplier-provided data for 45% of our supplier emissions, resulting in a 13% adjustment to these emissions compared to using the spend-based approach.

In keeping with our commitment to transparency, we've documented the methodology in a [comprehensive whitepaper](#).



## Business Travel

In FY24, our business travel emissions increased by 68% from the previous year.<sup>[1]</sup> We believe several factors drove this steep increase in emissions. First, the [Defra](#) emission factors used to calculate emissions underwent the largest single-year adjustment we've seen in five years. Second, the number of flights our employees took increased by 32% compared to the previous year. It's clear that we need to do more to reduce emissions from travel. We'll get there by being even more intentional about when and how we travel, following guidelines to reduce unnecessary trips, and prioritizing low-carbon transportation options whenever possible. We're also building greater accountability for our environmental goals, including a travel sustainability metric in our [executive compensation](#) program.

### Enabling Sustainable Travel Choices

We aim to support our employees with sustainable travel options that are easy and efficient. As a first step, we've incorporated guidance into our travel policy to consider the planet when making travel decisions. Our online booking tool now suggests switching to more sustainable modes of transportation whenever there are viable alternatives to air travel. And, we've expanded our relationships with rail and ground transportation suppliers that provide more sustainable options. We also require all employees to review an internal Trailhead module on making sustainable travel choices prior to booking business travel.

### Decarbonizing the Sector

Recognizing that some degree of air travel will continue to be an essential part of doing business, we are working with our peers, partners, and customers to find ways to deeply decarbonize the sector and understand the opportunities and implications for buyers like Salesforce.

As a member of the [First Movers Coalition](#) (FMC), Salesforce has committed to replacing 5% of our annual conventional jet fuel demand with low- or no-carbon-emission alternatives starting in FY31. This initiative not only aligns with our goal to achieve widespread decarbonization but also supports innovators working on technologies to make it happen.

Some of those groundbreaking solutions emerged from the [UpLink Sustainable Aviation Challenge](#), which we sponsored alongside FMC, Deloitte, and partners in the aviation sector. This year, our sustainable travel program received recognition from both the [Corporate Eco Forum](#) and [Business Travel News](#). We were also one of the founding members of the [Sustainable Aviation Buyers Alliance](#) and are represented on [Global Business Travel Association's](#) Sustainability Leadership Council and Customer Advisory Board.

## Global Campus

Our vision is to have the world's most sustainable Global Campus model, which includes decarbonizing our real estate, employee commute, and home offices.

### Decarbonizing Our Offices

In FY24, we continued on our office decarbonization journey by studying opportunities for energy efficiency and electrification in the long-term plan for our real estate portfolio. We developed tools that aligned incentives, prioritized these opportunities, and publicized resources to help others along their journey. We conducted five energy audits and are actively implementing energy conservation measures that were uncovered. Additionally, we installed energy meters on several sites to increase our access to primary data to better inform our reporting and quantification of reduction efforts.

This year, we developed a program-specific action plan to address climate issues specific to our Global Campus. The plan involves getting input and cooperation from various teams in our real estate program, tapping into their workflows to embed emissions reduction efforts, and empowering team members to be part of the solution. We developed a comprehensive tool to track Global Campus actual emissions, predict emissions, and forecast scenarios to help us plan and make better decisions.

<sup>[1]</sup>This increase considers scope 3 Category 6 business travel emissions, private jet emissions, and fuel- and energy-related activities associated with business travel emissions.

## Sustainable Buildings and Materials

We're proud to mark a new era of eco-positive buildings as we introduce three new sustainable offices in Chicago, Dublin, and Sydney. We leveraged deep partnerships with project teams at these locations to pursue ambitious sustainability and wellness goals, including:

### Sydney Tower

Pursuing LEED v4 Platinum certification, Fitwel certification, and ILFI Zero Carbon Certification



### Dublin Tower

Pursuing LEED v4 Platinum certification and ILFI Zero Carbon Certification



### Chicago Tower

Pursuing LEED v4 Platinum certification, Fitwel certification, and ILFI Zero Carbon Certification



Another important focus this year was expanding our knowledge of the carbon footprint of building materials. We conducted an assessment to calculate the embodied carbon of mechanical, electrical, and plumbing (MEP), information technology (IT), audio-visual (AV), and security systems. This complements our existing assessments for furniture and construction materials. Besides helping with our corporate reporting, this assessment sheds light on the environmental impact of materials that typically lack easily accessible carbon data, unlike other material types. In turn, it also provides opportunities for us to educate and collaborate with manufacturers to move to market in a positive direction.



## Commute and Home Emissions

Given the realities of a hybrid work environment, it has been critical for us to consider employee commute and home office emissions. In FY23, we analyzed our commute emissions by mode and office location and evaluated transportation demand management strategies. We also implemented training, events, and enablement focused on equipping our employees with the information and resources to support low- and zero-emission commute choices while continuing to promote [sustainable home office resources](#).

We continued to look at how employees get to work and where our offices are located. To make it easier for employees to get around, we expanded our Bay Area shuttle program, adding routes and stops. In our offices, we put together Commuter Guides for each location that connects employees to eco-friendly local transportation options. We also organize global commute-incentive competitions to encourage carpooling, cycling, and taking public transportation. To address home office emissions, we conducted a company-wide survey to better understand how much energy is being used – and how to reduce that consumption.

# Accelerating Carbon Markets

To avoid the most devastating impacts of climate change, we need to increase climate finance fivefold [to \\$9 trillion annually by 2030](#). While this may seem daunting, the incremental economic losses from continuing business as usual are many times greater, [currently estimated at a staggering \\$1,266 trillion](#) between 2025 and 2100. Carbon credits and the associated carbon markets can play a critical role in filling that climate finance gap – but only if they’re made and used well.

A [landmark report](#) estimated that the Voluntary Carbon Market (VCM) could generate up to \$50 billion in yearly sales by 2030, unlocking substantial investments in critical and underfunded climate solutions, including nature conservation and engineered carbon removals.

At Salesforce, we believe in the transformative potential of carbon markets to lead us toward a just transition to a net zero, nature positive world. We recognize that carbon credits and carbon markets are far from perfect. We seek to strengthen the broader carbon market by using our purchasing power to accelerate new climate technologies and solutions, contributing to the development of market guidelines and approaches, and [sharing our experience](#) while learning from others.

## Purchasing Carbon Credits

Carbon credits are central to our high-ambition corporate climate action strategy. We began purchasing carbon credits in FY18 and, in FY22 we took a significant step by purchasing carbon credits equivalent to our residual market-based scope 1, 2, and, 3 emissions annually. We’ve published our FY24 carbon credit portfolio [here](#).

Carbon markets can be intricate and overwhelming, but the worst decision any organization can make is to delay action.

**Salesforce has set goals to:**

**Compensate**

**Residual Emissions**

by purchasing carbon credits equivalent to residual scope 1, 2 and 3 emissions annually

**Purchase**

**1 Million Tons**

of high-quality blue carbon credits by FY26

**Contract**

**\$100 Million**

for durable carbon dioxide removal (CDR) by FY31

# Advancing Carbon Markets, Together

We know there is a lot to do and learn together, which is why we are founding members of action platforms and industry groups designed to help scale quality carbon credits and climate solutions funding.

## Business Alliance to Scale Climate Solutions (BASCS)

An alliance of companies, nonprofits, and experts working to increase the scale and impact of corporate carbon credit purchases and other climate solutions funding. BASCS provides a clearinghouse for information and a neutral platform for the global community of practice to learn together and accelerate the private sector’s pivot from climate ambition to climate action.

## The Lowering Emissions by Accelerating Forest finance (LEAF) Coalition

LEAF’s goal is to halt and reverse deforestation by financing large-scale tropical forest protection. Since 2021, the Coalition has mobilized over \$1 billion in financing commitments, making it one of the largest-ever public-private efforts to protect tropical forests.

In FY24, we proudly supported multiple initiatives dedicated to enhancing market quality. We contributed to the BASCS Leadership Council, working groups on Standards & Integrity and Blue Carbon, and organized BASCS’ inaugural bootcamp for corporate carbon credit buyers. We also provided insights to help shape the [VCM Claims Code of Practice](#) to bring confidence and credibility to carbon markets.

We are also dedicated to accelerating the innovation and development of durable CDR technologies – despite their nascent stage and high cost. As co-champions of the Carbon Removal pillar of the [First Movers Coalition](#), Salesforce pledged to contract for \$100 million worth of durable carbon removals by FY31, to expedite the commercialization and deployment of these solutions.

As we enter FY25, we anticipate further evolution in carbon market standards and definitions. We also anticipate, and welcome, further regulatory developments related to the use and communications of carbon credits.



# Driving the Energy Transition

Today, the energy sector is responsible for [75% of GHG emissions](#). To achieve a net zero future, we must undergo a rapid and just energy transition – one that moves us away from fossil fuels and revamps our global systems to operate on low-carbon energy sources. Given the complexity and global interconnectedness of these systems, this shift will change the way we create, consume, and transform energy. It [also presents tremendous opportunities](#) to create 25 million new jobs, reduce 3.5 million premature deaths linked to air pollution, and provide electricity to 774 million people currently without access to electricity by 2030.



Explore our renewable energy projects in this [interactive Tableau dashboard](#).



## Renewable Power

Since 2013, Salesforce has been committed to accelerating the transition to clean and renewable sources of electricity. In FY22, we achieved an important milestone – 100% renewable energy purchasing<sup>◆1</sup>.

Our renewable energy journey has been about much [more than adding new megawatts](#) of renewable energy to the grid. It's about maximizing the economic, social, human, and ecosystem health benefits of clean energy. This year we focused on supporting innovative and impactful procurements like the first-of-its-kind long-term Distributed Renewable Energy Certificates (D-RECs) [purchase](#) to increase clean power access in emerging markets.

**“ There is no net zero future without transforming the energy sector. We are bringing the full power of Salesforce to invest in and accelerate a just energy transition for all.”**

Suzanne DiBianca, EVP & Chief Impact Officer, Salesforce



<sup>◆1</sup> Procuring renewable energy and/or renewable energy certificates equivalent to the electricity we use globally on an annual basis.

CASE STUDY

# Pioneering a Global Energy Transition

In FY24, Salesforce pioneered a first-of-its-kind long-term purchase to help scale new, high-impact projects across the Global South that advance a just and inclusive energy transition. Teaming up with [Powertrust](#), a global aggregator of high-impact renewable energy projects around the world, Salesforce committed to leveraging D-RECs. Aligned with the International REC (I-REC) Standard, this innovative financial mechanism empowers organizations to support small-scale, renewable projects worldwide.

Today, more than 774 million people lack access to basic electricity, while an additional 2.4 billion lack access to modern energy services. Distributed renewable energy projects offer a lifeline, providing essential electricity access while curbing emissions. However, these opportunities have been largely overlooked by corporates. Salesforce's investment in D-RECs aims to model a replicable corporate procurement strategy that drives clean energy growth in underserved markets and fosters social and environmental progress.

## Empowering Rural Enterprises in India

Spanning more than 250 sites representing a cumulative capacity of around 3.5MW, these initiatives target micro and small enterprises in India grappling with limited grid access or dependence on diesel generators. Each solar system, ranging from approximately 10 to 25 kW, will energize village industries such as sewing, grain processing, milk chilling, and rice hulling. The revenue generated from D-RECs will help expedite loan repayment and facilitate ongoing operational and maintenance support to ensure that these systems bring long-term functionality.



# Advancing the Energy Transition Beyond Purchasing Renewables

Reaching 100% renewable energy purchasing<sup>◆</sup> is a significant milestone, but it's just that – a step along the way. We're committed to taking our efforts further, using every tool at our disposal to drive forward the global energy transition.



## Leveraging our Product Superpower

We developed the [Clean Energy Program Management](#) solution, powered by our Energy & Utilities Cloud. This solution strengthens the connection between power utilities and consumers, encouraging the adoption of programs like EV charger installations and energy-efficient appliance rebates.

## Supporting Early Innovations

We sponsored the [UpLink Sustainable Aviation](#) challenge with Deloitte and the First Movers Coalition (FMC). As a part of FMC, companies commit to purchase near-zero emission goods and services to accelerate the deployment of emerging decarbonization technologies in the heavy-emitting sectors, and to identify novel solutions to decarbonize aviation.

## Investing in Ecopreneurs

We invested in ecopreneurs driving the energy transition. One of the Salesforce Venture Impact Fund's investments includes [WeaveGrid](#), a platform addressing grid-EV integration challenges with predictive analytics, reducing strain on power grids.

## Expanding Corporate Incentives

We cofounded [ZEROgrid](#), a joint effort to speed the transition to a reliable and affordable zero-emission electricity grid. ZEROgrid aims to shift the focus and incentives for companies beyond renewable purchasing to enable sustained, high-impact corporate action.

## Funding the Just Energy Transition

We allocated \$3.6 million to support six nonprofits supporting an equitable transition to a decarbonized and inclusive clean energy economy. These investments helped increase equitable access to renewable energy, building energy resilience, and unlocking capital for clean energy projects in historically disinvested and climate-impacted communities.

## Advocating for Clean Energy Policies

We [took a leading voice](#) in advocating for well-designed permitting reform to unlock critical infrastructure and transmission investments and accelerate progress toward a reliably decarbonized power sector.

<sup>◆</sup> Procuring renewable energy and/or renewable energy certificates equivalent to the electricity we use globally on an annual basis.





# Championing a Nature Positive Future

Nature is [declining at an unprecedented rate](#), endangering livelihoods and depleting our planet's vital natural carbon sinks. We need to restore nature so we can continue to benefit from the critical ecosystems that support our communities and allow us to tackle climate change. A nature positive future is possible – a world where the cycles that sustain life are robust, leading to healthy ecosystems and thriving communities. We are committed to implementing a robust program that brings the full power of Salesforce to address the nature crisis.

## Our Nature Positive Strategy

In April 2023, Salesforce launched its [Nature Positive Strategy](#) outlining our vision and actions for a net zero, nature positive future grounded in people and climate justice. This strategy focuses on three interconnected action pillars: **reducing our nature impacts**, **restoration at scale** via [1t.org](#), and **accelerating customer success and the nature positive movement**.

Our nature positive strategy is underpinned by ambitious commitments and targets, including:

-  Measuring, managing, and developing a plan to reduce our nature impacts and dependencies by FY26;
-  Purchasing 1 million tons of high-quality blue carbon credits by FY26;
-  Helping to fund the conservation, restoration, and growth of 100 million trees by FY31;
-  [Distributing \\$100 million through the Ecosystem Restoration & Climate Justice Fund by FY32.](#)

## Reducing Our Nature Impacts

As a member of the piloting group, Salesforce conducted an [initial nature impact assessment](#), aligned with the [Taskforce on Nature-related Financial Disclosures](#) (TNFD) draft LEAP approach. Through this assessment we sought to identify and evaluate nature-related impacts, dependencies, risks, and opportunities across our direct operations and value chain. We've used this information to craft and implement our Nature Positive Strategy and provided feedback to the TNFD secretariat to form the final TNFD recommendations, published in September 2023.

## Leading on Nature Restoration at Scale

We're proud to champion the trillion tree movement with 1t.org. As founding members, we have a goal to help fund the conservation, restoration, and growth of 100 million trees by FY31. As part of our commitment to 1t.org, Salesforce is supporting the [Mangrove Breakthrough](#), a new collaborative framework to secure the future of the world's mangroves. We invested in eight mangrove restoration projects in seven countries in support of our 100 million tree commitment and the Mangrove Breakthrough. This work helped fund the restoration and conservation of over 8 million trees in FY24, bringing our total to 52 million trees funded – more than halfway to our goal.

These projects are expected to directly and indirectly impact as many as 50,000 people. [For example, the project in Chiapas, Mexico](#), led by the Fundación Mexicana para el Océano AC in collaboration with Ecosistemas, Innovación y Sustentabilidad AC, Resiliencia Azul AC and ECOSUR as the scientific partner, aims to develop 1,800 long-term livelihood opportunities through mangrove forest restoration and conservation efforts and the establishment of innovative agroforestry systems.

We're also making significant strides towards our goal of investing in 1 million tons of high-quality blue carbon credits. This year, we purchased 125,000 tons of blue carbon credits from the Delta Blue Carbon Project in Pakistan. This investment isn't just about meeting a target – it's about pioneering the emerging blue carbon market. Spanning an impressive 328,000 hectares of mangroves, this is the largest blue carbon project in the world. By protecting and restoring mangrove ecosystems, this project is not only supporting our planet's natural treasures but also uplifting communities. In fact, it could benefit over 40,000 people most vulnerable to climate and economic threats. Our investment doesn't stop there: the revenue generated from carbon credits is channeled towards supporting improved health and education infrastructure, gender equality, clean drinking water, clean energy development, sustainable livelihoods, and more.



# Accelerate Our Customers and the Broader Nature Positive Movement

In FY24, we supported customers by equipping them with tools and insights to navigate their nature positive journeys.

## Collaboration and Thought Leadership

Throughout the year, we hosted cross-sector convenings on topics such as financing nature restoration and the emerging nature tech landscape. We launched [Business+Nature](#), a groundbreaking webinar series in partnership with Wonderoom to empower business professionals with practical insights for integrating nature into their business decision making.

## Research and Development

In FY24, we focused on exploring innovative ways to support our customers in their nature commitments and disclosure obligations. From prototyping solutions for the biodiversity standard of the EU's Corporate Sustainability Reporting Directive (CSRD) to facilitating TNFD-aligned disclosures, we're paving the way for companies to take nature positive action. This initiative builds on our dedication to promoting sustainability reporting and transparency through software.

## Strategic Partnerships

We've forged strategic alliances with leading biodiversity consulting firms and data providers to develop pioneering nature assessment and disclosure solutions tailored for large companies. One notable partnership is our [Nature Tech Alliance](#) with ERM, Planet, and NatureMetrics. We're excited to share more about the innovations emerging from these partnerships in the coming year.



## Movement Building

Only through collaboration can we address the nature and climate crisis. We are committed to accelerating global and regional initiatives that foster education, collaboration, and moving at the pace and scale required.

As a founding member of 1t.org, we are actively involved in the global movement to conserve, restore and grow a trillion trees by 2030. The platform is driving systemic change by mobilizing the private sector, fostering multi-stakeholder partnerships in key regions, and supporting innovation and ecopreneurship on the ground.

We've also joined forces with like-minded organizations and are proud members of the [Business for Nature Strategic Advisory Group](#), the [TNFD Forum](#), [WEF Friends of Ocean Action Community](#), [Ocean Risk and Resilience Action Alliance](#), [Business Alliance to Scale Climate Solutions](#), [LEAF Coalition](#), and the [UN Decade on Ecosystem Restoration Advisory Board](#).

Recognizing the role that policy plays in holding companies accountable and incentivizing investment in the climate and nature transition, we've published our [Nature](#) and [Ocean](#) policy priorities. We also actively engage with advocacy groups like the [Corporate Leaders Group](#) and [Ceres](#) to advance the nature agenda. Through these relationships and more, we are committed to driving positive change and a sustainable future.

# Energizing the Ecopreneur Revolution

To reach our climate and nature goals, we need an ecopreneur revolution. Ecopreneurs are purpose-driven entrepreneurs who create new businesses, technologies, research, and infrastructure that rise to meet environmental challenges like climate change.

We're excited about innovations like those to leverage data for climate from [Pano AI](#) and platforms like [Amini](#) that fill the gap in environmental data in the Global South. Early stage ecopreneurs like these need support and investment to bring their solutions to scale.

Salesforce is committed to creating an ideas-rich ecosystem, funding innovation, and amplifying the critical work of ecopreneurs.

## Creating an Ecosystem

In partnership with the World Economic Forum and Deloitte, we launched [UpLink](#) – an open innovation platform that helps ecopreneurs from around the world scale their businesses and reduce inequalities. With Salesforce's support, the UpLink innovation ecosystem has surfaced nearly 450 innovators and unlocked \$2.3 billion in funding for Ecopreneurs.

In FY24, our work with UpLink continued igniting innovation and fostering ecopreneurship. We proudly backed three climate-centric challenges. First, in partnership with industry leaders and the [First Movers Coalition](#), we championed the [UpLink Sustainable Aviation Challenge](#), spotlighting innovators working to decarbonize aviation.

[UpLink](#) continued to grow its engagement with the impact investment space with the launch of the new [3-Space](#) event. Co-hosted with [Rothschild & Co](#) and [ImpactVC](#), this gathering united UpLink's top innovators with early-stage impact venture capitalists, corporate leaders, and industry specialists to network, share strategies, and explore investment opportunities that fuel change.

We also worked closely with Deloitte and the City of San Francisco on the [UpLink Yes SF Challenge](#), showcasing urban sustainability innovations in the heart of San Francisco.



## Funding Innovation

Each year, we make equity investments through the [Salesforce Ventures Impact Fund](#), investing in ecopreneurs who are driving innovative solutions across the sustainability and climate tech markets, creating environmental and social impact. In addition, we support ecopreneurs with our philanthropic giving through our [Ecosystem Restoration & Climate Justice Fund](#), which will grant a total of \$100 million over 10 years toward climate initiatives across the globe. We also purchase credits from ecopreneurs that work to solve the linked carbon and nature crises through carbon projects.

In FY24, we allocated \$3 million in philanthropic grants to entrepreneurial support organizations (ESO's) dedicated to de-risking investment in climate technology and bolstering innovation ecosystems, with a focus on serving underrepresented communities and regions, particularly in the Global South. These organizations included:

### [New Energy Nexus \(NEX\):](#)

Empowering diverse clean energy entrepreneurs globally, NEX envisions 100% clean energy for 100% of the population. Salesforce's contribution will help NEX reach its target of assisting 100,000 clean energy innovators by 2030, with a special focus on emerging markets and underserved communities.

### [Seaworthy Collective:](#)

Dedicated to making ocean and climate impact innovation (BlueTech) accessible and inclusive, Seaworthy Collective provides scholarships for at least 20 entrepreneurs from diverse backgrounds to participate in its transformative startup programs, thanks to Salesforce's donation.

### [EIT Climate-KIC:](#)

As Europe's leading climate innovation agency and community, EIT Climate-KIC fosters an environment for climate entrepreneurs. Our donation strengthens Climate-KIC's enabling platform, enhancing their ability to support a wider range of climate innovators, with an emphasis on gender inclusivity.

Alongside our grant initiatives, we invested in the most innovative enterprise software companies that champion measurable social and environmental impact through the Salesforce Ventures Impact Fund. In FY24, our investments included [Pano AI](#), known for its AI-powered solution for active wildfire detection seamlessly integrated into workflows. We also reaffirmed our support for [Measurabl](#), an innovative ESG technology platform for real estate, with a follow-on investment to aid their global expansion and partnerships. [Learn more about the Salesforce Venture Impact Fund.](#)



## Amplifying Ecopreneurs

To mobilize the global community and truly scale climate innovations, we use our platform to elevate ecopreneurs and their work. We highlight the critical work of ecopreneurs at events like Dreamforce and Davos, and we leverage our network to help ecopreneurs build connections with Salesforce's customers.

Ecopreneurs thrive on collaboration and, in FY24, we united our customers with these innovators at the Climate Innovation Summit at Salesforce Tower in San Francisco. Together, we explored potential synergies between philanthropy and venture capital, to propel climate solutions forward.

And we always ensure that we use our biggest stage, Dreamforce, to highlight innovative ecopreneurs to the world. At [Dreampitch](#), three Uplink-affiliated ecopreneurs showcased AI solutions aimed at bettering our world, competing for \$400,000 in cash prizes. The top honor went to [Ellipsis Earth](#), an inventive start-up utilizing AI to detect, map, monitor, and measure volumes and types of waste, targeting clean up efforts more effectively.



# Climate Policy Advocacy

The urgency for decisive climate policy is greater than ever before. This year's [State of Climate Action](#) report found significant shortfalls across nearly every meaningful indicator. Achieving a global shift to a net zero and nature positive future demands a major acceleration in climate action, more than any individual, company, country can achieve alone.

Salesforce remains [committed](#) to advocating for science-based climate policies that facilitate a just and equitable global transition to a 1.5°C future. Our voice and our influence are powerful tools to drive change. We've solidified our commitment by publishing our [Global Climate Policy Principles](#) to guide our advocacy.

## Salesforce Global Climate Policy Principles



In FY24, we focused on advancing four key campaigns through climate policy engagement:

### 1 Accelerating the energy transition

#### COP28 Advocacy:

Supported the [CEO Climate Leaders'](#) and [B Team's](#) letters urging regulators to boost investment in renewable energy, streamline regulations, and equitably phase out fossil fuel subsidies.

#### G7 Climate Leadership:

As part of Japan Climate Leaders' Partnership, we [called](#) on the Japanese G7 presidency to commit power sector decarbonization by 2035.

#### Federal Clean Energy and Transmission Permitting:

Advocated alongside the [Clean Energy Buyers Association](#) (CEBA) for [modernized federal permitting](#) and urged the swift approval of a strong regional transmission planning and cost allocation rules.

#### Regional Greenhouse Gas Initiative (RGGI):

Maintained [our support](#) for RGGI as a vital policy driving Virginia's transition to a clean energy economy.

### 2 Advocating for strong policy to conserve and restore ecosystems

#### EU Nature Restoration Law (NRL):

Amplified support for the EU NRL through a [joint Op-ed](#) and participation in business letters led by [WWF](#) and [Business for Nature](#).

#### Moratorium on Deep Seabed Mining:

Joined a [WWF-led business statement](#) advocating for a moratorium on deep seabed mining activities until impacts on nature, climate, and people are better understood and managed.



### 3 Advancing best-in-class standards of transparency for corporate climate action

#### California Senate Bill 253:

Contributed to the [development and passage](#) of CA Senate Bill 253, aimed at standardizing climate data reporting for investors and stakeholders.

#### Engagement with the Greenhouse Gas Protocol:

Actively participated in [stakeholder consultations](#), proposing key revisions to enhance the effectiveness of GHG Protocol standards.

### 4 Prioritizing equity and justice in climate action

#### Climate Policy Leadership Workshop:

Participated in the AAA Climate Policy Peer-to-Peer Workshop hosted by WRI to unlock business leadership on climate policy. Salesforce led sessions emphasizing the integration of climate justice principles into policy advocacy.

#### Equitable Solutions Integrations:

Salesforce ensures the policies we advocate for are in line with our [Climate Justice Principles](#). For instance, in advocating for transmission and permitting reform, we emphasize safeguarding marginalized communities and enhancing community engagement to prevent adverse impacts on these groups.

Despite all the progress we're seeing, we acknowledge the vast work ahead. Effecting systemic change is difficult, especially at scale. But waiting to take action will only increase the urgency and difficulty. Now more than ever, every business, every individual, and every community must unite, step up, and use their voices to take on climate change.



# People

Over the past 25 years, Salesforce has become a best place to work, and a destination for employees to build meaningful careers. Guided by our core values, we use our technology and AI-powered tools to increase employee engagement and productivity. We live our value of equality by building a workplace that reflects the communities around us and championing initiatives that drive equity within our company, ecosystem, and society.



# Championing Equality

Equality is a core value at Salesforce. We live this value by fostering a more inclusive workplace and advancing greater equality in society. We remain focused on accelerating equality within our organization, across the Salesforce ecosystem, and in our communities around the world.

## Advancing Representation

Over the years, we've learned that it takes time and a deliberate approach to build a workplace that is representative of the communities around us. We're proud of the [progress we've made](#) toward the public U.S. and global representation goals we set in FY21, and we have more work to do.

In FY21, we set representation goals of increasing the number of U.S. employees from underrepresented groups to 50% and to double representation of Black leaders in the U.S. **We achieved these goals ahead of schedule.**

We also set goals to increase URM<sup>[1]</sup> representation among U.S. leaders and U.S. employees overall, both by 50%. We did not achieve those goals. Although we haven't seen the progress we would like, we are deeply committed to a holistic approach to hiring, retaining, and improving the experiences of our underrepresented talent. Our Office of Equality works directly with our diversity recruiting team to ensure our strategies for bringing in underrepresented talent continuously moves us forward.

Looking ahead in our equality journey, we've set new representation goals through FY31 to help drive alignment, transparency, and accountability in our efforts to create a workplace that mirrors our society. We will continue to assess these goals each year and evaluate where we can accelerate this work. We will focus on enhancing representation among all employees and in leadership roles, specifically for women and non-binary individuals globally, as well as URM populations in the United States. We've also broadened our previously announced [gender goal](#).

### By FY31 we now aim to achieve at least:

Women and non-binary representation globally

**45%** all employees **32%** leadership

URM representation in the U.S.

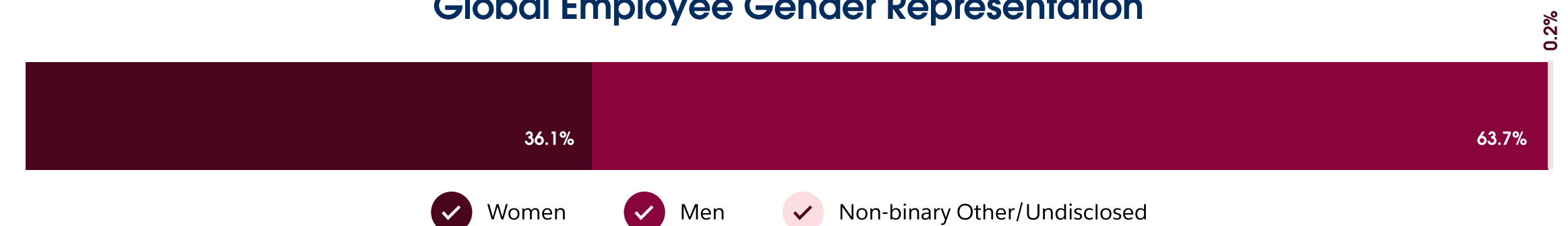
**20%** all employees **12%** leadership

We are empowering leaders across the organization to own this work by sharing aggregated and anonymous representation data and embedding representation goals in their annual business plans. We also have a renewed focus on retention programs that support, retain, and cultivate underrepresented talent globally.

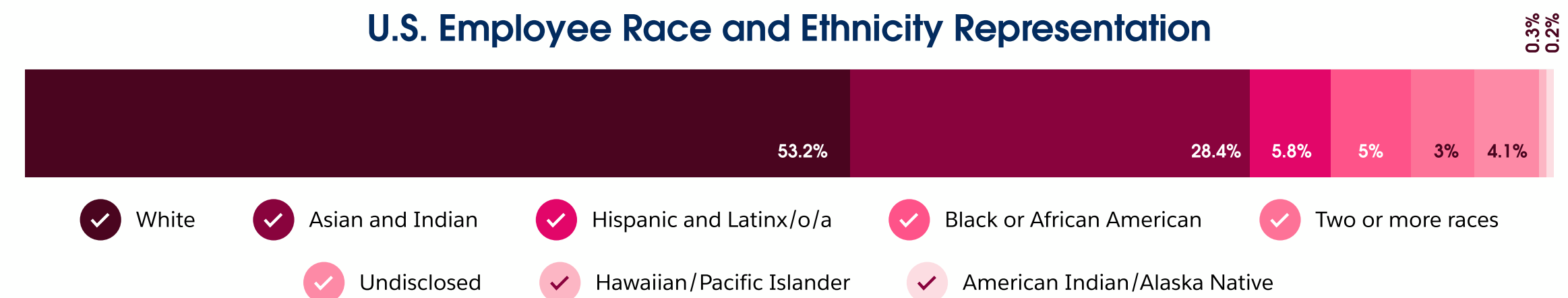
## Where We Are Today

(As of Jan 31, 2024)

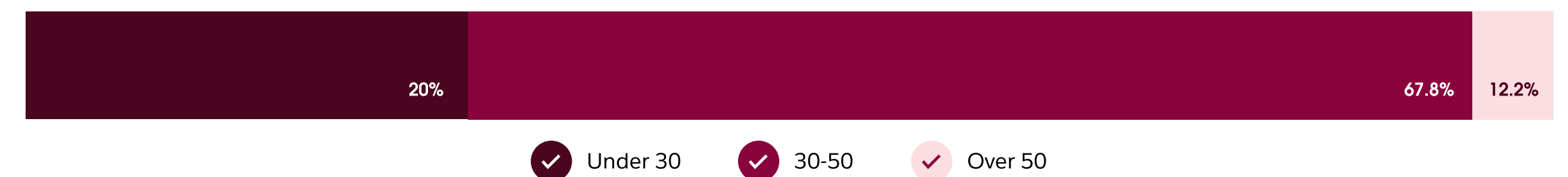
### Global Employee Gender Representation



### U.S. Employee Race and Ethnicity Representation



### Global Employee Age Representation



### Additional U.S. Representation Data



<sup>[1]</sup> Underrepresented minorities ("URM") is defined as employees who identify as Black, Latina/o/x, Indigenous, and Two or more races

## Equality Groups

Our 13 [Equality Groups](#) aim to amplify inclusion, accelerate business success, and incubate innovation. These global, employee-led groups are sponsored by Salesforce's Office of Equality and supported by individual contributors, managers, and our most senior executive leaders. This year, we implemented a new program to ensure each of these 13 groups has global executive sponsors and advisors for strategic guidance and mentorship. These groups foster community, while ensuring our systems, and platforms are accessible to all.

Between all 13 Global Equality Groups, there are approximately 270 local chapters, over 1,200 employee leaders, and a total program membership of over 45,000 workers – more than half of our workforce.

## Inclusive Employee Experience

In addition to our Equality Groups, we provide resources to ensure our employees from all backgrounds are supported. For example, the Warmline is an internal program that connects employees with advocates to help navigate pivotal career moments and conversations. In FY24, the Warmline was named a [Diversity, Equity, and Inclusion Lighthouse](#) by the World Economic Forum for its impact in enhancing the experiences of underrepresented groups at Salesforce.

We also prioritize leadership development with programs focused on career navigation, sponsorship, and mentorship for women and URM leaders. In FY24, to cultivate executive talent from underrepresented groups in Europe, the Middle East and Africa (EMEA) and the U.S., we launched partnerships with organizations like [the Hispanic Tech Executive Council \(HITEC\)](#), [The Executive Leadership Council \(ELC\)](#), The Powerlist U.K. Black Excellence Awards, and UNCF Atlanta Mayor's Masked Ball.

Our commitment to supporting underrepresented talent extends to job candidates as well. The Insiders Program, which connects candidates with Salesforce employees from diverse backgrounds, facilitated over 2,000 connections in FY24.

## Racial Equality and Justice

In FY21, we became more intentional about our racial equality efforts and created a new framework focusing on four key pillars: People, Purchasing, Philanthropy, and Policy. In addition to our own representation commitments, we set ambitious Philanthropy goals to invest \$200 million and contribute 1 million employee volunteer hours toward advancing racial equality and justice by FY26. We've made significant progress, with over \$181 million donated and more than 797,000 employee volunteer hours contributed as of FY24.

We're proud to have exceeded our Purchasing goals of \$100 million to Black-owned businesses and \$100 million to minority founders. We've invested \$195 million in Black and URM-led founders. And, we've also spent more than \$250 million with Black-owned businesses and increased spending with minority-owned businesses by more than 25% over the past three years. Over the past two years, we've also provided hands-on support for 50 Black-owned businesses, by way of mentorship and sponsorship programs that are specifically focused on business development. We're gearing up for the launch of a new initiative in FY25 – a mentorship and sponsorship program specifically tailored to support Latinx-owned businesses.

On the Policy front, our Government Affairs team has continued supporting legislation reform to champion equality. In the U.S., we championed the Respect for Marriage Act, advocating for voting rights, and paid family leave. We continue to broaden our global reach and the focus of our equality strategy. For example, in Australia we launched a Reconciliation Action plan, aimed at amplifying support for Aboriginal and Islander Peoples. We also expanded our civic engagement program into international markets, reinforcing our pledge to advocate for equitable and inclusive policies across borders.



# Supplier Diversity

We believe that partnering with small businesses and diverse suppliers is not just the right thing to do – it is smart business.

We actively partner with our community to provide education and resources, and to recruit diverse suppliers. We are proud members and sponsors of the Disability:IN, National Gay and Lesbian Chamber of Commerce (NGLCC), National Minority Supplier Development Council (NMSDC), National Veteran Business Development Council (NVBDC), and Women’s Business Enterprise National Council (WBENC). To scale our reach globally, we are proud members of the MSDUK, SupplyNation, and are expanding into more regions of the world.

We still have work to do and have operationalized these efforts into our way of doing business. Last year, we took steps to amplify community impact through development initiatives that empower diverse-owned businesses.

**Providing a Net 15 payment term to over 700 verified small business suppliers to support their critical cash flow needs**

**Committing \$100 million to the Project Black Fund to scale sustainable minority-owned businesses to meet the needs of large corporate supply chains**

**Launching the HBCU Procurement Internship program in partnership with Tech Forward to expand career opportunities for Black students within corporate procurement**



# Gender Equality

Last year, we also continued advancing gender equality globally with new commitments during the UN General Assembly to advance equal pay and support greater women's representation and equity in technology, science, and financing.

Through our participation in the UN Global Compact’s Forward Faster Initiative, we’re advancing equal pay for equal work.

Our partnership with the UN Population Fund emphasizes our commitment to gender equity in science and technology through women-centric solutions.

As part of the UN Women’s Generation Equality Forum, we are committed to being a contributor to the Action Coalition on Technology & Innovation for Gender Equality.

We also aim to enhance diversity in our talent community and advance our representation goals through events. In London, we hosted our fifth annual gender equality summit, Trailblazing Women, marking our first gender equality summit in Europe. We also held Trailblazing Women in India for the first time.

Salesforce was one of the first companies to evaluate and address any gaps in pay among our global workforce. Since FY16, we’ve conducted annual pay assessments to ensure pay fairness across gender globally and race and ethnicity in the U.S. Equal pay is only one component of pay fairness. We also analyze stock grants to gain a more complete picture of employee compensation. We’re proud of the progress we’ve made, and will continue to do the work to address equal pay at Salesforce - and beyond.



# Accessibility

At Salesforce, we're committed to ensuring that individuals with disabilities can thrive in the workplace. Our goal is to provide equal access for every employee, listening, learning, and iterating along the way – so that everyone can bring their full selves to work every day.

Over the last 25 years, Salesforce has been on a transformative journey dedicated to fostering equity in the workplace, as we aspire to become the number one employer for people with disabilities.

We're proud to have received a top score of 100 on the [Disability Equality Index](#) for the fifth consecutive year. This recognition earned us a spot on Disability: IN's "Best Places to Work for People With Disabilities" list.

## Disabilities @ Work

We are deeply committed to expanding our global Disabilities @ Work initiatives, dedicated to increasing our recruiting efforts, fostering workplace inclusion, and implementing career development strategies for people with disabilities. This year, Abilityforce, Salesforce's Equality group for people with disabilities and their allies, in partnership with [PurpleSpace](#), launched a mentorship program to better support employees with disabilities through coaching and peer to peer connections.

We recognize the importance of a global approach to equity and inclusion. This year, we focused on addressing cultural sentiments and local business practices in six countries: Japan, Italy, Spain, France, Germany, and the U.K. Our efforts centered around four pillars: increasing representation, enabling people managers, enhancing accessibility solutions, and elevating the overall employee experience.

## Awareness, Training, and Career Opportunities

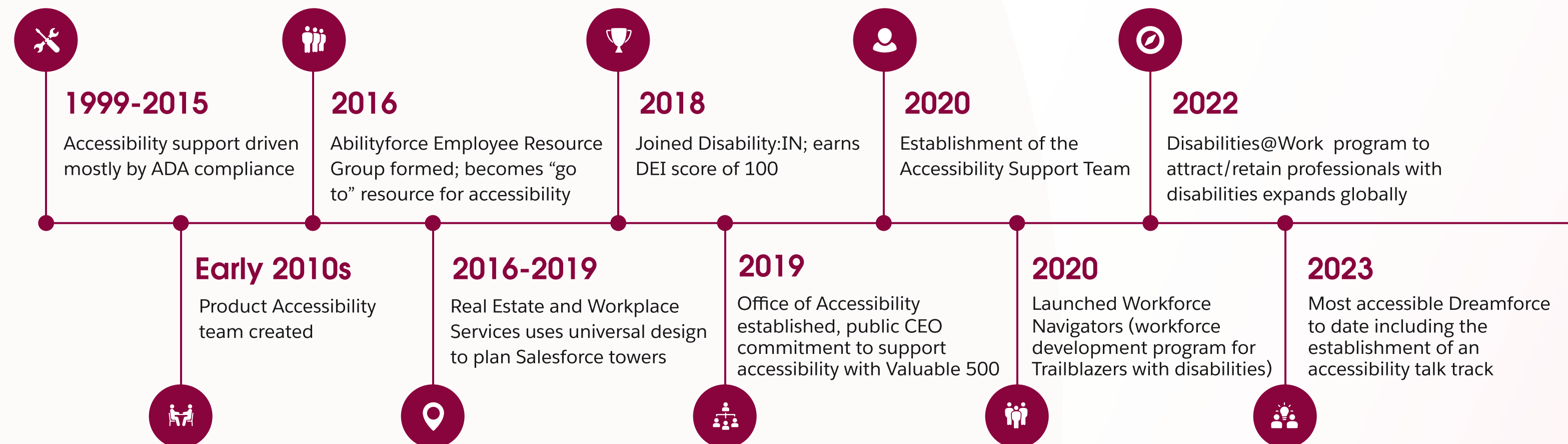
We're dedicated to helping close the employment gap for people with disabilities. To support this, we launched a series of disability-inclusive resources on Trailhead including modules on [Accessible, Inclusive Content Creation](#), [Inclusive Hiring](#), and [Accessible Digital Content](#).

Our new [Workforce Navigators](#) website offers support for professionals with disabilities interested in careers within the Salesforce ecosystem, scholarship and mentorship opportunities, and more.

To attract professionals with disabilities to roles at Salesforce, we established a partnership with [myAbility](#), the largest job board for people with disabilities in German-speaking countries. We also launched a new [U.K. Accessibility Career site](#) outlining the support and resources available to employees with disabilities hired in the U.K.

## Salesforce's Accessibility Journey

Join us for the next 25 years and beyond



## Commitments and Partnerships

In addition to our internal efforts, we actively seek partnerships to help foster inclusion.

In the U.K., we joined the [Disability Confident Scheme](#), a government-led initiative to help employers attract, recruit, and retain talent who have disabilities or long-term health conditions.

In France, we signed an agreement with unions to fund a comprehensive plan to support people with disabilities over the next three years.

We're also a proud new member of Teach Access' [Building Bridges Collective](#), a coalition of companies, foundations, and individuals dedicated to equipping future technology leaders with the skills needed to build a more inclusive world.

## Accessible Events

We prioritize accessibility at all Salesforce events. Dreamforce 2023 was our most accessible Dreamforce yet, with the first comprehensive [Accessibility Guide](#) and nine breakout sessions focused on disability inclusion.

Accessibility took center stage when we honored Mike Hess from the [Blind Institute of Technology](#) with the coveted Golden Hoodie award for his contributions to the Workforce Navigators Program.

**Mike Hess**  
 Founder, Blind Institute of Technology



# Creating Talent Opportunities

At Salesforce, we acknowledge that talent is everywhere, but opportunity is not. At a time when there's increasing demand for diverse and skilled talent, many young people entering the workforce lack access to opportunities for employment.

Our [Future Pathways](#) programs aim to address this by offering internships, apprenticeships, and work experience events at Salesforce. We focus on engaging untapped talent, including young people from underserved and underrepresented communities who may not be aware of or lack access to the career possibilities available.

As transformative technologies like AI reshape the workforce, the Future Pathways programs expose talent to these technologies through workshops and training opportunities.

Since FY10, we've supported more than 1,200 diverse and ambitious young professionals in launching their careers with Salesforce through our Future Pathways programs. And last year, more than 500 young adults from underrepresented backgrounds and/or non traditional pathways have engaged with Salesforce Future Pathways Program.

## Internships and Apprenticeships

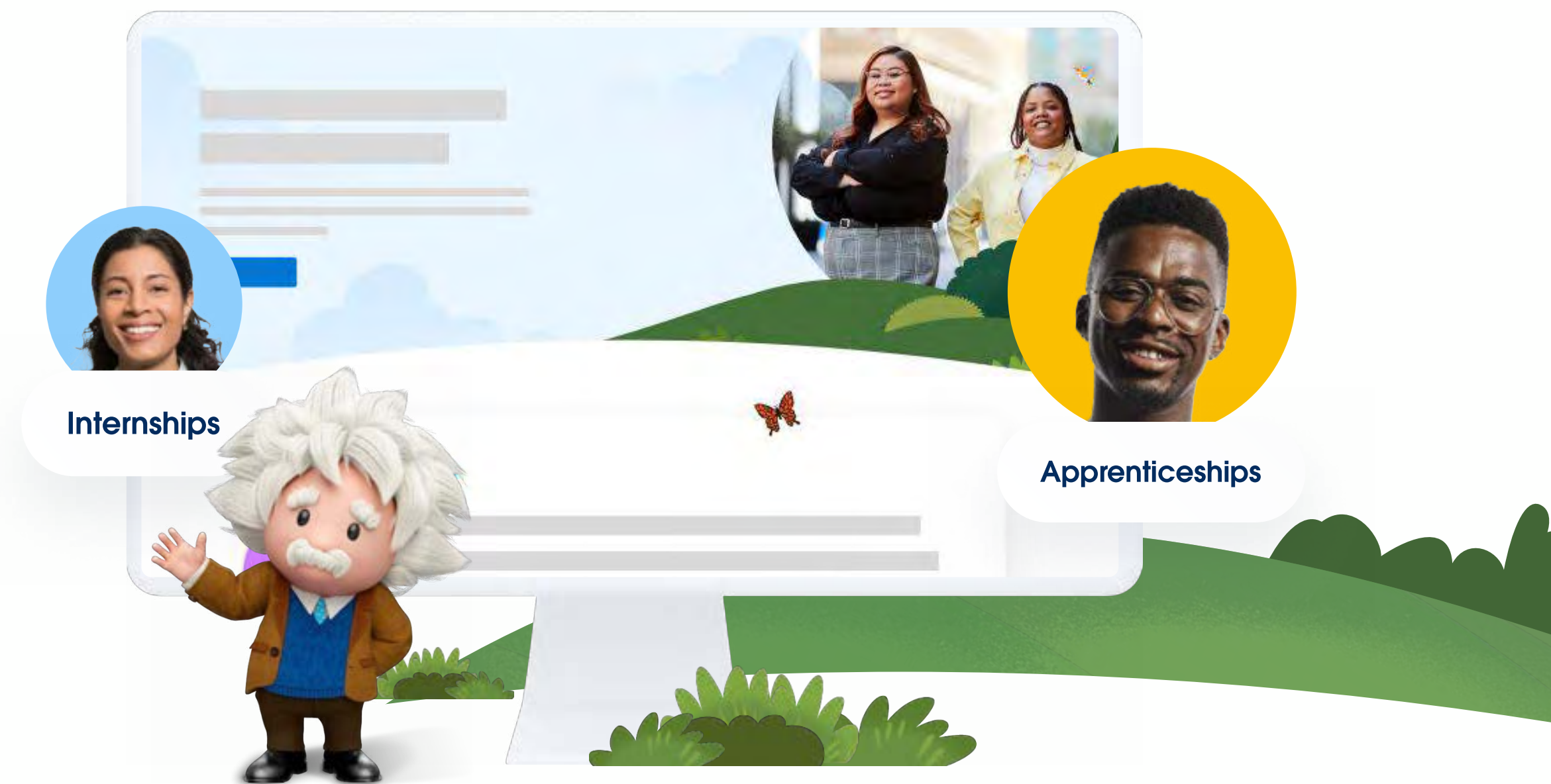
In the United States, we partner with [Year Up](#) and [Ada Developers Academy](#) to offer internships. Through Year Up, young adults between 18 and 29 complete technical and professional training in areas such as IT, Business Operations, and Sales Data Analytics, followed by a work-based experience, such as an internship at Salesforce. Similarly, our partnership with Ada Developers Academy manifests in an immersive program that prepares women and gender-expansive people for careers in software development, culminating in an internship.

In the U.K. and Ireland, we engage untapped talent through our apprenticeship programs, managed in partnership with [BMS Progress in the UK](#), and [FIT](#) and [MSLETB](#) in Ireland. Apprentices join Salesforce for 18-36 months, gaining an accredited qualification while applying their learnings on the job. This year, we won Employer of the Year in the Digital and Tech Sector at the [Multicultural Apprenticeship Awards](#) in the U.K.

## Work Experience Events and Professional Development

At Salesforce, we're committed to providing work experience events and professional development programs to support young professionals in their career journeys in the technology sector.

In the U.S., U.K., and Ireland, we engage with young adults from underrepresented backgrounds who may be overlooked in traditional recruitment processes. For example, we hosted 120 future leaders involved in Year Up and COOP at the Salesforce Tower San Francisco for the 4th Annual Future Executive Summit. Each attendee of the summit was added to our internal talent pipeline for future Salesforce opportunities. We also welcomed more than 60 young people to the new Salesforce Tower in Dublin to develop digital skills and learn about careers in the technology sector and apprenticeship roles at Salesforce.





# Employee Experience, Benefits & Compensation

At Salesforce, we're dedicated to fostering an environment that helps our employees succeed – in and out of the workplace. Employees must be well to do well, and we recognize the health and wellbeing of our employees and their families is essential to our success. We're committed to offering benefits that help our employees care for themselves and their loved ones.

## Setting Employees Up for Success

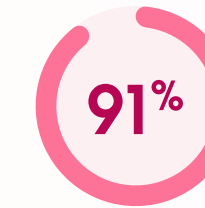
We are committed to setting employees up for success from day one and helping them learn, grow, and develop throughout their journey with us.

This year, we reintroduced in-person onboarding in North America, Europe, and India – with outstanding results. Ninety-six percent of new hires who attended onboarding in-person felt inspired to get involved in our culture, and 97% of them would recommend Salesforce as a great place to work.

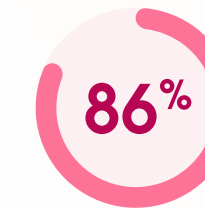
## Driving Employee Engagement and Productivity

In FY24, we took steps to actively boost employee engagement and productivity as we focus on driving high performance culture across the company. We introduced a new performance evaluation approach, anchored on clarity of expectations, differentiation, and equality, that is enabling us to more closely tie employee performance with compensation planning. We also continued our investment in mentorship, coaching, and learning offerings.

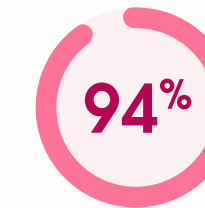
We also delivered nearly 1,000 learning programs for additional skill-building, engaging over 18,000 attendees across all levels. These programs covered a wide range of topics, including communication skills, trust-building, business simulations, equality and diversity, and emotional intelligence.



of employees had quarterly check-ins with their managers to align on performance and development goals.



of employees say they know where they stand with their manager regarding their performance.



of employees shared their goals in our V2MOM tool, enabling organizational alignment through cascaded goal-setting.



We drive employee engagement by empowering our employees to volunteer and give back to their communities. Our internal research shows that volunteer program participation correlates to increased employee retention rates. Employees tended to stay at Salesforce 20% longer in FY24 when they logged VTO hours the prior year. [Learn more about our employee volunteering and giving programs in the Communities section.](#)

## Building Great Leaders

At Salesforce, we recognize the profound impact of effective leadership and mentoring. Our leadership, coaching, teaming, and mentoring programs are designed to enhance leader effectiveness and build high-performing teams in a hybrid working environment.

Our Great Leader Pathways program, open to all employees across the organization, has seen active engagement from over 19,000 employees. In a recent survey, 89% of respondents found the content relevant to their development.

Through Manager Certification, we certified more than 11,000 people managers in fostering a trusted culture of high performance. Feedback indicates 91% of participants felt the content increased their understanding of driving high performance. We also provide leadership coaching, with over 2,900 coaching engagements. Feedback from past coaches shows that 98% of them felt more effective as leaders after the coaching experience.

Our **Milestone Programs** support employees at different stages in their career journeys:

Over 2,000 aspiring people leaders took part in our Accelerate program, with 93% stating they gained a better understanding of the expectations of leaders at Salesforce.

Over 250 leaders took part in our Leading for Success program, with 89% of whom felt more effective in their roles as a result of the program.

Over 300 executives joined our Leading for Growth (LFG) and Leading for Impact (LFI) programs, with 92% of LFG participants gaining insights and tools for more effective leadership and 96% of LFI stating the program accelerated their learning as senior leaders.



## Benefits in Response to Employee Needs

Listening is a big part of our culture at Salesforce – that’s why we invited our employees to share what benefits matter most to them in our biennial Global Benefits Survey. This survey helps us continue to shape our benefits and build on key programming areas that matter to employees: physical health, mental wellbeing, family care, and financial resources.

At the heart of these key focus areas are “[Benefits Essentials](#)” – fundamental benefits all employees and their families need, including healthcare, mental health support and resources, life and disability coverage, retirement, time off, and more. These benefits empower our employees and their families to:

- **Receive exceptional care** through comprehensive healthcare programming such as Medical, Dental, Vision, Life, Disability, and Supplemental Insurance.
- **Put family first** with Paid Parental and Family Care Leaves, as well as Family Support programming to help parents and families care for their loved ones.
- **Trek toward financial wellbeing** by helping our employees plan for the future and improve their fiscal health through guidance and education support on topics such as retirement and our Employee Stock Purchase Plan.
- **Focus on wellbeing** through health and wellbeing events, company-wide challenges, and resources featuring industry leaders.
- **Unplug and recharge** to help manage stress through generous time off, holidays, and balanced work-life integration.
- **Connect with communities** to help make the places where we live and work safe, fun, and fair with Volunteer Time Off and Donation Matching.

To meet our employees and their loved ones where they are, we delivered enhanced and new solutions to help our employees build resilience and perform at their best. To empower all employees to put their mental health first, we helped make it easier to access mental wellbeing benefits and resources, including:

- **Enhanced support through BetterUp Care**, our global wellbeing and performance coaching benefit – including workshops for teams, a global event headlined by world-renowned athletes, and more.
- **Access to automated, science-backed wellbeing tools and resources in Slack**, in partnership with Thrive Global, making it easy for employees to engage and check-in with themselves right where they work.
- **Hosting our annual company-wide, global Mental Health Town Hall** – where leaders shared their honest struggles and stories about mental health in honor of World Mental Health Day.
- **Continued access to Lyra Health**, our global mental health benefit, providing access to free counseling sessions, mental health training for managers and employees, and more.



# Health and Safety

Salesforce is committed to providing a healthy and safe work environment for all our employees, contractors, customers, and visitors. We prioritize their health and safety by promoting physical and psychological safety in all areas where we work and gather.

## Building Resilience and Productivity with Employee Care Programs

Through our CAREforce program, we support employees impacted by hardship, natural disasters, and complex humanitarian events, extreme weather-related events, and more. This includes immediate assistance for disasters or incidents and long term recovery support. Additionally, the CAREforce Hardship Relief Fund, a 501(c)(3) charitable donation program, supported employees experiencing sudden, overwhelming, and unexpected impacts.

Not only are these programs crucial for our employees' recovery from hardships, they're also critically valuable to our performance as a business. Seventy-six percent of CAREforce supported employees were able to maintain productivity despite their circumstances.

We also provided training and events to build resilience and improve health and safety knowledge, including emergency preparedness, personal safety training, and emergency exercises. Many of these training sessions were conducted in partnership with our business resource groups and strategic partners, enabling our team to create specialized safety resources tailored to the unique needs of each community. This year, Salesforce trained 98% of employees on health and safety topics through Trailhead.

## Enhancing Employee Mental Health

To support employee mental health, we developed and launched a mental health training curriculum for managers. This training helps our leaders manage their team's mental health and foster a psychologically safe work environment. We also offer resources, including mental health first aid, to directly impact employee's mental health.



CASE STUDY

# Hyderabad Onsite Health Services

Following the significant impacts of the COVID-19 pandemic in India, we crafted a plan to ensure Salesforce employees in India were more resilient and prepared for future health threats.

A pilot was launched in the Salesforce Hyderabad office, offering onsite health services to any Salesforce employee – the first-of-its-kind in the Salesforce ecosystem. The pilot’s goal is to improve employee health, build resilience, and lessen the healthcare burden in the community during times of need. The onsite clinic has been designed to cater to the early detection and intervention of disease through targeted health campaigns and features a doctor, a nurse, an ergonomist, and a psychologist. Any Salesforce employee, including residents or visitors, can use the clinic.



Since its inception, the clinic has

received  
**1,900+**  
visits

saved  
**3,500+**  
hours in external consults

# Communities

At Salesforce, we believe businesses have a responsibility to serve all stakeholders – including our communities. That’s why we support nonprofits who are building a more equitable and sustainable world and empower our employees to give back. We are also committed to paving equitable pathways to jobs in the Salesforce ecosystem and beyond, using our influence to drive positive societal change.



# Philanthropy

Giving back is in our DNA. We partner with organizations around the world to provide resources to drive meaningful, lasting change in communities. We support impactful education and climate initiatives that promote equity and innovation.

## Our 1-1-1 Model

From our inception, Salesforce has aspired to be a different kind of company. Our founders pioneered the 1-1-1 model, which commits 1% of our equity, our technology, and our employees' time to building a more equitable and sustainable world.

Since Salesforce's founding, our 1-1-1 model has generated:



## Education Philanthropy

We believe an equitable future starts with access to quality education. We work to ensure that young people from all backgrounds are prepared for meaningful careers and economic prosperity by building more educational and career pathways for underserved youth.

As transformative technologies like generative AI transform classrooms and future jobs, our grants provide students with more opportunities to access advanced courses, gain in-demand skills, and explore potential new careers.

We partner with school districts and education nonprofits globally to provide access to STEM courses and career-aligned learning experiences. We invest in integrative secondary school approaches and alternative postsecondary experiences. We also support programs that provide mentoring, networking, and upskilling to create more equitable pathways into tech and green jobs.

In FY24, we provided \$36 million in education grants, supporting 46 organizations globally. 15 organizations were supported through the Catalyst Fund, which provides unrestricted funding to smaller, younger organizations. In total, these grants reached over 100,000 educators and nearly 7 million students and young people.



### CASE STUDY

## Advancing Economic and Social Mobility for All Learners

In FY24, Salesforce supported [LAUNCH: Equitable & Accelerated Pathways for All](#), which aims to address gaps in access and outcomes for different learner groups in college and career pathways across the United States. LAUNCH is a collaborative effort to fund five leading organizations - [Advance CTE](#), [Education Strategy Group](#), [ExcelinEd](#), [Jobs for the Future](#), and [New America](#).

While many states and communities have made strides to expand access to career pathways, equity gaps remain persistent. LAUNCH is working with states and local sites to create equitable, sustainable systems that are built to last.



# Climate Philanthropy

An equitable future depends on a healthy planet. That’s why Salesforce is bringing the full power of our business – including our philanthropy – to accelerate climate action. Through our philanthropic investments, we seek to help disproportionately climate impacted communities mitigate future climate impacts and adapt to current climate realities.

In FY24, we invested in innovative nature-based solutions through our [Ecosystem Restoration & Climate Justice Fund](#), supported nonprofits advancing an equitable transition to a clean energy economy, and funded organizations accelerating the ecopreneur revolution. We also [supported humanitarian nonprofits](#) to help proactively jumpstart their relief efforts before disasters struck.

In FY24, [Salesforce announced a series of grants](#) focused on advancing inclusive climate solutions and restoring nature, including the [Mangrove Breakthrough](#) and nonprofits working to restore Brazil’s Atlantic Forest, a [UN World Restoration Flagship](#). Salesforce and its employees also raised more than \$2 million to help humanitarian nonprofits’ relief efforts for climate-related disasters such as the [Turkey-Syria earthquakes](#) and Maui wildfires.

We also know our philanthropic dollars will go further through collaboration. That’s why Salesforce became an early partner in the World Economic Forum’s [Giving to Amplify Earth Action](#) (GAEA) initiative, a bold effort to unlock \$3 trillion annually in philanthropic capital for climate and nature causes.

## CASE STUDY Climate Finance Playbook

Mitigating the worst impacts of climate change requires significant financial investment. We need to increase climate finance to [\\$9 trillion annually by 2030](#) to avoid the most devastating impacts of climate change. Bridging the climate finance gap and meeting our global climate objectives demands that companies explore a variety of financial instruments. While still early in its journey, Salesforce’s climate finance strategy includes a mix of instruments, such as: [philanthropy](#), [venture capital](#), [carbon credit purchasing and commitments](#), [distributed renewable energy certificates](#) and [Virtual Power Purchase Agreements](#), as well as a [sustainability bond](#).

Salesforce partnered with [Climate Policy Initiative \(CPI\)](#) to release a [Corporate Climate Finance Playbook](#), sharing our learnings. The playbook serves as a guide for companies to understand the available climate finance instruments and how to utilize them.



# Pledge 1%

Salesforce is a founding member and champion of [Pledge 1%](#), a global movement to ensure giving back is baked into the DNA of companies of all sizes. Since its launch, more than 18,000 companies in over 130 countries have joined the Pledge 1% movement.

Following Salesforce’s pioneering 1-1-1 model, Pledge 1% encourages companies to dedicate any combination of 1% of their time, product, profit, or equity to improve the world. This year, we unveiled the [Business as a Platform for Change: The 1-1-1 Model](#) Trailhead module to empower any employee to mobilize their company to join the Pledge 1% global movement.

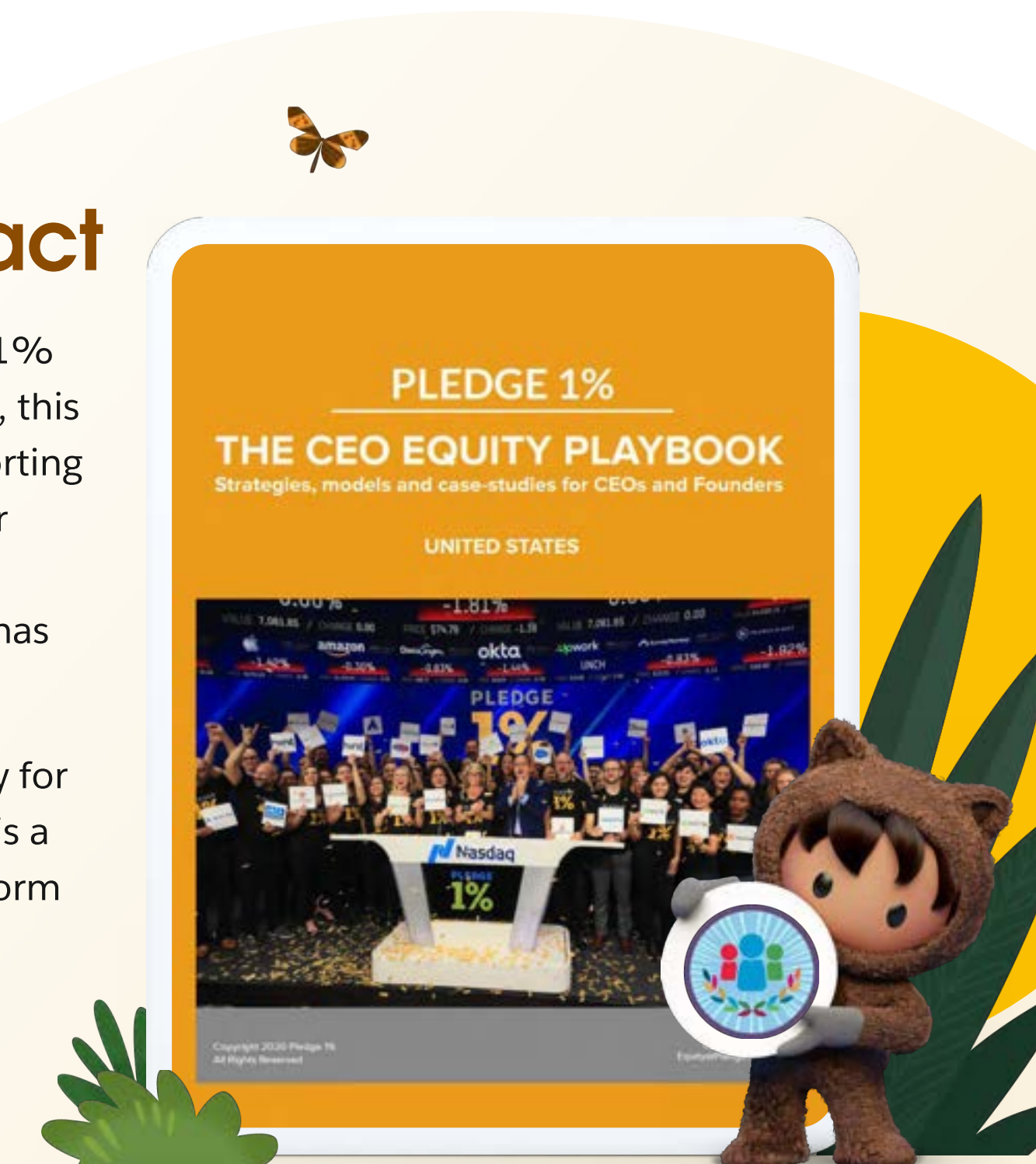
Pledge 1% members collaborate to share best practices, such as creating a [crisis response toolkit](#) and sharing learnings on [impact measurement](#).

## CASE STUDY

# Equity for Social Impact

[Salesforce Ventures](#) has partnered with Pledge 1% to become a Boardroom Ally. Launched in FY22, this coalition of top investors is committed to supporting portfolio companies set aside pre-IPO equity for social impact. Together, our goal is to unlock \$5 billion in new philanthropy by FY27. This effort has already ignited \$2 billion in new philanthropy.

The Equity Playbook helps CEOs set aside equity for their company’s future impact. Pledging equity is a growing trend and increasingly becoming the norm for top late-stage companies.





# Employee Impact

At Salesforce, our culture of impact is inspired by the belief that every individual can make a difference through their time, skills, and resources.

Through strategic partnerships and scaled offerings, we empower our employees to shape the workforce of tomorrow, apply their professional skills for good, and strengthen their communities.

**As of the end of FY24, our employees have volunteered 8.7 million hours and donated \$166 million through Salesforce's employee giving program.**

## Empowering Employees to Give Back

Salesforce employees receive 7 days of paid time off each year to volunteer and up to \$5,000 in donation matching to verified nonprofits. This year, we launched our new internal Employee Impact Hub to help track employee volunteering and giving initiatives.

We provide employees high-impact, meaningful volunteer opportunities through multi-year partnerships with nonprofit organizations around the world. For example, in FY24, our strategic partner [SuitUp](#) co-hosted the Global Salesforce + SuitUp Impact Challenge. This event brought together hundreds of employees across 10 global markets, supporting over 350 students in their mission to develop an AI for Good business pitch.

### CASE STUDY

## Employee Champions in Times of Crisis

On February 6, 2023, a series of powerful earthquakes hit Turkey and Syria, killing nearly 60,000 people and displacing thousands. Our employees sprang into action, starting a grassroots fundraising competition for Turkey-Syria relief. They quickly surpassed their initial goal, raising over \$500,000 in employee donations and corporate matching within five days and exceeding \$1 million within a hundred days.

## Pro Bono Volunteering

The Pro Bono Program uses AI to match nonprofits with Salesforce-skilled employee volunteers through the [Impact Exchange](#). Employee volunteers bring their unique Salesforce and professional skill sets to accelerate nonprofits' ability to make an impact. In FY24, 93% of nonprofits that completed a Pro Bono project reported an increase in their ability to achieve their organization's mission.



# Cultivating a Thriving Salesforce Ecosystem

Salesforce is committed to widening access to the technology industry by training diverse talent and paving pathways to new jobs in the ecosystem.

At the core of this commitment are Trailhead, the Trailblazer Community, programming for learners and organizations teaching Salesforce, and working with Salesforce [partners](#) to connect talent with opportunities.

According to [IDC](#), the Salesforce economy – powered by AI – is projected to create 11.6 million net new jobs worldwide between 2022 and 2028.

## Trailhead

Since its launch in FY15, Trailhead’s mission has been to reduce barriers to learning and provide anyone – regardless of their background or education level – with an entry-point into the growing Salesforce ecosystem with free, hands-on access to learning and technology. Trailhead empowers anyone to learn the AI, Data, and CRM skills needed to succeed in today’s digital-first world and advance their careers. The reach to date has been incredible:

6.8 million Trailhead learners have used the platform to get free, hands-on access to learning and technology, helping them advance their careers.

70+ million badges earned in tech, business, Salesforce, and soft skills, including 1 million AI & Data badges.

Trailhead has driven incredible outcomes for learners:

### 9 out of 10

learners say

Trailhead is their number one go-to resource for Salesforce knowledge.

### 80+%

of learners say

Trailhead supported their career development.

### 70+%

of learners say

the skills they learned on Trailhead helped them get a promotion or a raise.

Collaboration is key to Trailhead’s impact. Salesforce has partnered with the World Economic Forum, Fortinet, and the Global Cyber Alliance to create resources to support the next generation of cybersecurity professionals, creating resources on the [Cybersecurity Career Path](#). Salesforce is also a founding corporate partner in the World Economic Forum’s [Reskilling Revolution](#), leveraging Trailhead to support this initiative to provide one billion people with better education, skills, and jobs by FY31.

## Trailblazer Career Marketplace

In FY24, we launched [Trailblazer Career Marketplace](#), the premier talent hub for Trailblazers in the Salesforce ecosystem that makes it easier than ever to connect to opportunity. This platform is helping bridge the talent gap in tech while breaking down barriers to hire and get hired in the Salesforce ecosystem. Now, Trailblazers have direct access to their next opportunity and employers can connect with a pipeline of Salesforce-skilled talent.

## Trailblazer Community

The global [Trailblazer Community](#) unites millions of Trailblazers as they grow their careers, communities, and companies with Salesforce. The Trailblazer Community provides access to community groups and product support, and empowers Trailblazers to expand their Salesforce network.

**The Trailblazer Community has brought together over 1,000 in-person community groups across over 80 countries.**

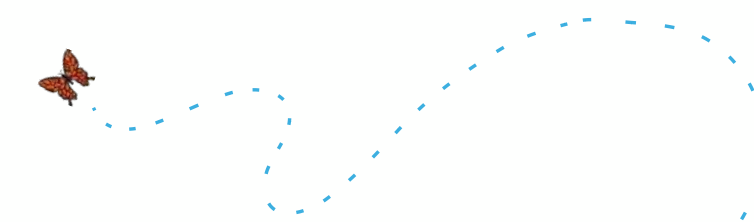
**80% say** that once they’re in a Salesforce-related role, Trailblazer Community engagement has helped them deliver success at their company.

**60% say** fellow Trailblazer Community members have helped them get a new job or promotion.



I can’t imagine doing my job without the help of the knowledge sharing that the Trailblazer Community facilitates. I love that you can ask, and answer, those hard-to-solve questions.”

Steve Holsinger  
Chief Architect at DEPT®



## Trailhead Coach

In March 2023, Salesforce launched [Trailhead Coach](#), a guided path starting with skills-based learning and leading to automatic access to interviews, to help Trailblazers build a thriving career with Salesforce. The program offers a guided path to different Salesforce careers and includes free certification exam vouchers, automatic job interviews with employers, and exclusive career resources and support. Trailhead Coach is available to participants in a [Workforce Partner Program](#) and participants in a Talent Alliance Career Cohort, a career development program for job seekers from underrepresented communities.

**In FY24, Trailhead Coach served over 1,500 learners, who earned over 80,000 badges and more than 1,300 certifications.**

## Salesforce Military

Salesforce is [committed](#) to providing 80,000 members of the military community with access to learning Salesforce skills and career opportunities in the Salesforce ecosystem by FY27. We're well on our way to meeting that commitment. Since the launch of the Salesforce Military program in FY15, 74,000 veterans, transitioning service members, and military spouses have registered to participate. Benefits of the Salesforce Military program include guided learning paths, free Salesforce Certification vouchers, instructor-led courses, mentoring, fellowships, and more.

Salesforce partners with [Hiring Our Heroes](#) on Salesforce Fellowships to help bridge the gap from education to employment for military veterans and spouses. More than 370 fellows have completed 12-week fellowships focused on hands-on experience and project-based learning at participating employers throughout the U.S. Over 90% of Salesforce fellows received a job offer, with the average starting salary exceeding \$89,000.

**In FY24, Salesforce distributed \$300,000 in grants and sponsorships to seven nonprofits in the U.S. and U.K. that equip veterans and military spouses with in-demand job skills.**

Since FY22, Salesforce has partnered with the U.S. Department of Veterans Affairs (VA), facilitated by the National Center for Healthcare Advancements and Partnerships (HAP), to combat employment challenges faced by veterans and military spouses. VA and Salesforce have also collaborated on the creation of two Trailhead modules, [VA Benefits for Veterans](#) and [Veteran Mental Health and Resiliency Resources](#).

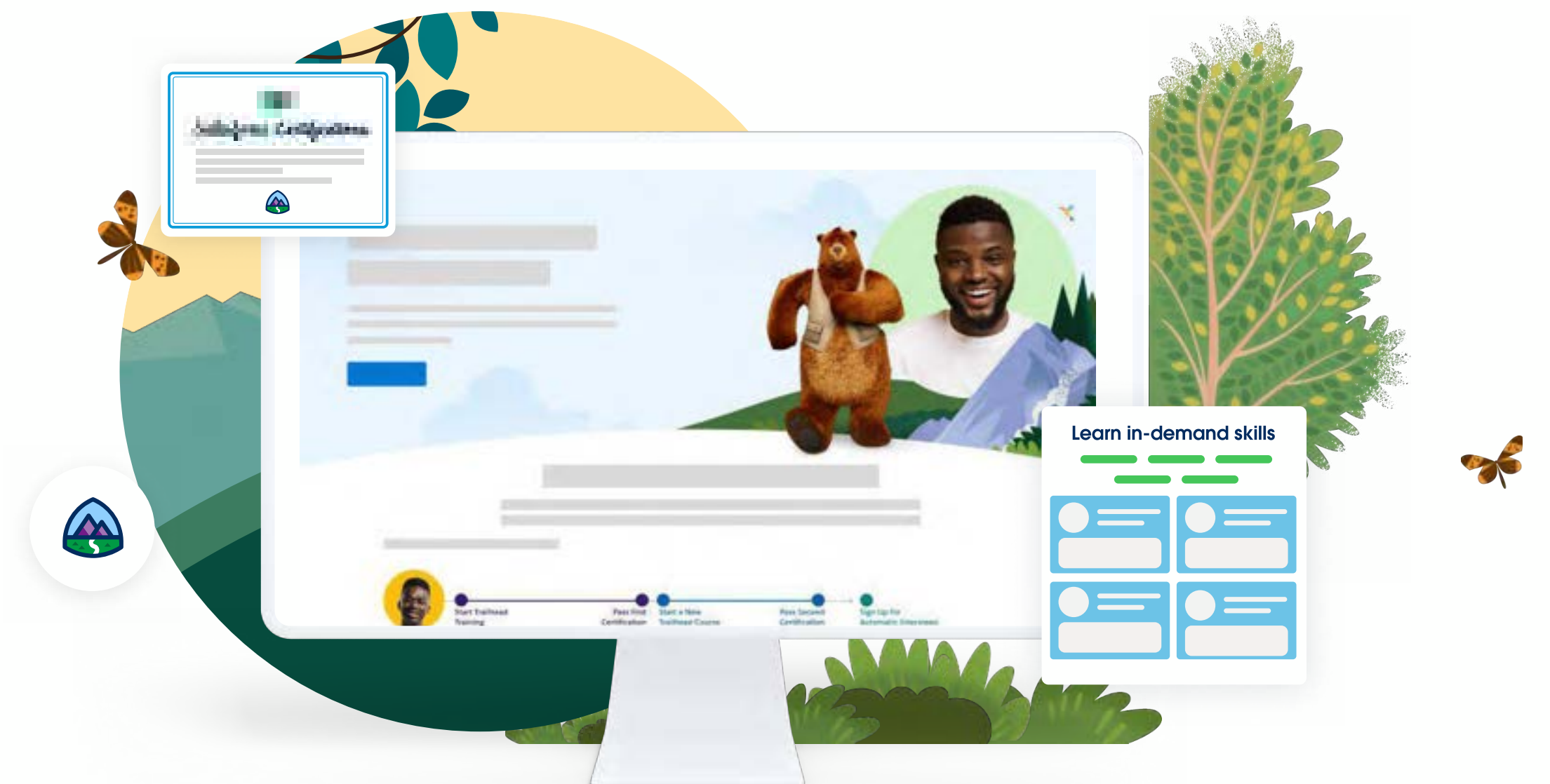
## Workforce Partner Program

As part of Salesforce's longstanding commitment to expanding access to education, the [Trailblazer Workforce Partner Program](#) aims to prepare 20,000 new Trailblazers for jobs in the Salesforce Ecosystem by FY29.

The Workforce Partner Program enables nonprofit, higher education, and workforce development organizations to teach Salesforce skills – breaking down barriers to entry in the technology industry. The program provides exclusive access to Salesforce curriculum and content, a collaborative community of workforce partners and employers, and marketing support to scale their programming.

**Over 100 organizations have been onboarded to the Trailblazer Workforce Partner Program to teach Salesforce skills, in more than 30 countries.**

**More than 12,000 learners have been served through learning support and employment placement services.**



## Pathfinder

Since FY19, Salesforce's [Pathfinder](#) program has empowered the next generation of Trailblazers to build their careers in the Salesforce ecosystem with free, immersive technical and business training. With more than 200 hours of live and asynchronous learning, participants train with experienced Salesforce instructors, get hands-on with Trailhead, and complete practical case studies. Graduates have earned over 142,000 badges on Trailhead and achieved upwards of 1,800 Salesforce certifications.

In FY24, Pathfinder transformed its approach from a direct delivery model to an affiliate model. It collaborated with organizations in South Africa, Germany, and Japan to provide Salesforce technical content and instructional sessions.

In its pilot year, this model supported over 200 learners in earning over 200 Salesforce certifications and completing nearly 20,000 Trailhead badges.

## Salesforce Talent Alliance

[Salesforce Talent Alliance](#) works with over 1,300 Salesforce partners and customers to build a new and more diverse workforce that reflects our communities. As part of the Talent Alliance, partners commit to devoting 20% of their annual hiring to new Salesforce professionals and adopting inclusive hiring practices. To support their hiring efforts, partners receive connections to a diverse talent pipeline and resources to build their Salesforce practice. We also accelerate the careers of job seekers from traditionally underrepresented communities in tech through [Talent Alliance Career Cohorts](#), a career development program with over 2,400 participants to date who have earned more than 1,600 Salesforce certifications.

In FY24, 6,900 job seekers launched careers in the Salesforce ecosystem for a total of over 32,000 individuals placed globally since Talent Alliance launched in FY21.

## One India Talent Project

The [One India Talent Project](#) collaborates with government and academic agencies to design and implement skilling programs across India that empower learners, making them job-ready candidates with highly sought-after Salesforce skills in one of the fastest growing regions for tech talent. These initiatives not only benefit learners but also support our partners' and customers' growing demand for Salesforce-skilled talent. This program is rooted in our core value of equality and ensures geographic accessibility, an inclusive learning environment, and networking opportunities that elevate career growth.

This program has supported more than 2,500 colleges and universities and engaged more than 220,000 new Trailblazers in earning nearly 3.2 million badges and more than 34,000 credentials.

## Partner Impact Accelerator

The Partner [Impact Accelerator](#) is a 12-week virtual program for Salesforce Consulting Partners designed to strategically align and grow their business. With a hands-on collaborative learning model, Salesforce provides small business owners with tools to successfully build their Salesforce business, drive alignment, identify new opportunities, and build long-lasting relationships with a network of entrepreneurs and Salesforce teams.

### Our Commitment to Partner Ecosystem Equality

In FY24, we published our first [Partner Ecosystem Equality Report](#) to highlight our progress in building a diverse, equitable, and inclusive ecosystem that reflects the communities in which we live and do business. This report establishes a transparent benchmark for tracking progress toward equality in Salesforce's Partner Ecosystem. Here's how we're tracking towards our commitments<sup>[1]</sup>:

<p><b>Goal</b> of total U.S. registrants into <a href="#">Fundamentals</a> are members of underrepresented groups (URG)<sup>[2]</sup> by FY24</p> <p><b>71%</b> <b>FY24 Results: 46% of U.S. registrants in Fundamentals were URG</b></p> <p style="text-align: right;">✗ Missed</p>
<p><b>Goal</b> Increase URG-owned partner representation by 50% by FY26</p> <p><b>50%</b> <b>FY24 Results: 21% increase from FY23</b></p> <p style="text-align: right;">✓ On Track to Meet</p>
<p><b>Goal</b> Support the growth of URG-owned partners at double the rate of Salesforce through FY26</p> <p><b>2X</b> <b>FY24 Results: 22% URG partner growth from FY23</b></p> <p style="text-align: right;">✓ On Track to Meet</p>
<p><b>Goal</b> of Salesforce's professional services subcontracting spend goes to URG partners by FY25</p> <p><b>15%</b> <b>FY24 Results: Greater than 15% of spends went to URG partners</b></p> <p style="text-align: right;">✓ Met &amp; Exceeded</p>
<p><b>Goal</b> Double the number of Salesforce partners who participate in our <a href="#">Pledge 1%</a> program by FY26</p> <p><b>2X</b> <b>Results to date: Over 2,400 partners participated in Pledge 1%</b></p> <p style="text-align: right;">✓ On Track to Exceed</p>

<sup>[1]</sup> Commitments reflect a goal that is currently for the U.S. only. <sup>[2]</sup> As used in these commitments, Underrepresented Groups (URG) refers to Women, Black, Latinx, Indigenous, Multiracial, LGBTQ+, People with Disabilities, and Veterans.

# Technology

At Salesforce, we believe technology has the power to transform our world for the better. We are guided by our five core values – trust, customer success, innovation, equality, and sustainability – in how we responsibly develop and deploy our technology.

One of the emerging technologies with great potential to improve the state of the world is AI. We have a responsibility to ensure that AI is safe and inclusive for all. Privacy, security, and ethical and humane use of technology is front and center in how we bring all of our technology to our customers, including trusted AI.



# Privacy and Cybersecurity

At Salesforce, trust is our #1 value, and nothing is more important than the success of our customers and the protection of their data.

To make this possible, the Salesforce Board of Directors' Cybersecurity and Privacy Committee oversees our technology practices, meeting regularly with our senior privacy, security, and ethical technology management. In January 2024, we welcomed Brad Arkin as our new Chief Trust Officer, to strengthen trust and security across Salesforce technology.

## Privacy

At Salesforce, we believe privacy is a fundamental human right – and a cornerstone of trust.

Five principles highlight our commitment to privacy:



### Transparency

We are clear about our practices so customers have a crystal-clear understanding of how their data is collected and used.



### Control

We design our products to empower our customers to remain in control of their data at all times.



### Security

Protecting customer data is critical to us, so we use strong security measures that are regularly verified by internal safeguards and external auditors.



### Compliance

We operate at a high standard of compliance, so our customers can operate seamlessly around the world, including in regions with strict privacy regulations.



### Partnership

Safeguarding data is a collaborative effort. We engage with our customers to solicit feedback, and we provide information, security, and privacy tools customized to their needs.

FY24 was a remarkable year for our global privacy program including:

#### EU-U.S. Data Privacy Framework

We [obtained certification](#) under the EU-U.S. Data Privacy Framework (DPF) and are committed to meeting and exceeding the new framework's requirements.

#### Asia-Pacific Economic Cooperation (APEC) Cross Border Privacy Rules (CBPR)

We obtained certification for the [APEC CBPR](#), which, along with our Privacy Recognition for Processors certification, will seamlessly transition to the Global CBPR Forum and facilitate secure data flows worldwide.

#### AI Acceptable Use Policy

We published a new [AI Acceptable Use Policy](#) to align with industry standards and our partners and to protect our customers. Designed to protect customers and their end users, these policy updates ensure trustworthy and ethical AI experiences throughout the product life cycle.

#### Einstein Trust Layer

We launched [Einstein Trust Layer](#), a secure AI architecture embedded into the Salesforce Platform that prevents large language models (LLMs) from retaining customer data. This solution sets a new standard for trusted enterprise AI by prioritizing privacy and security in generative AI interactions.



# Streamlining Privacy Compliance

In many jurisdictions and industries, such as health care and financial services, stringent regulations closely control the handling of data. We offer [tools and resources](#) to help our customers operate at a global scale by complying with regional, national, local and sector specific laws. Discover some of the ways we do this:

## EU Binding Corporate Rules (BCRs)

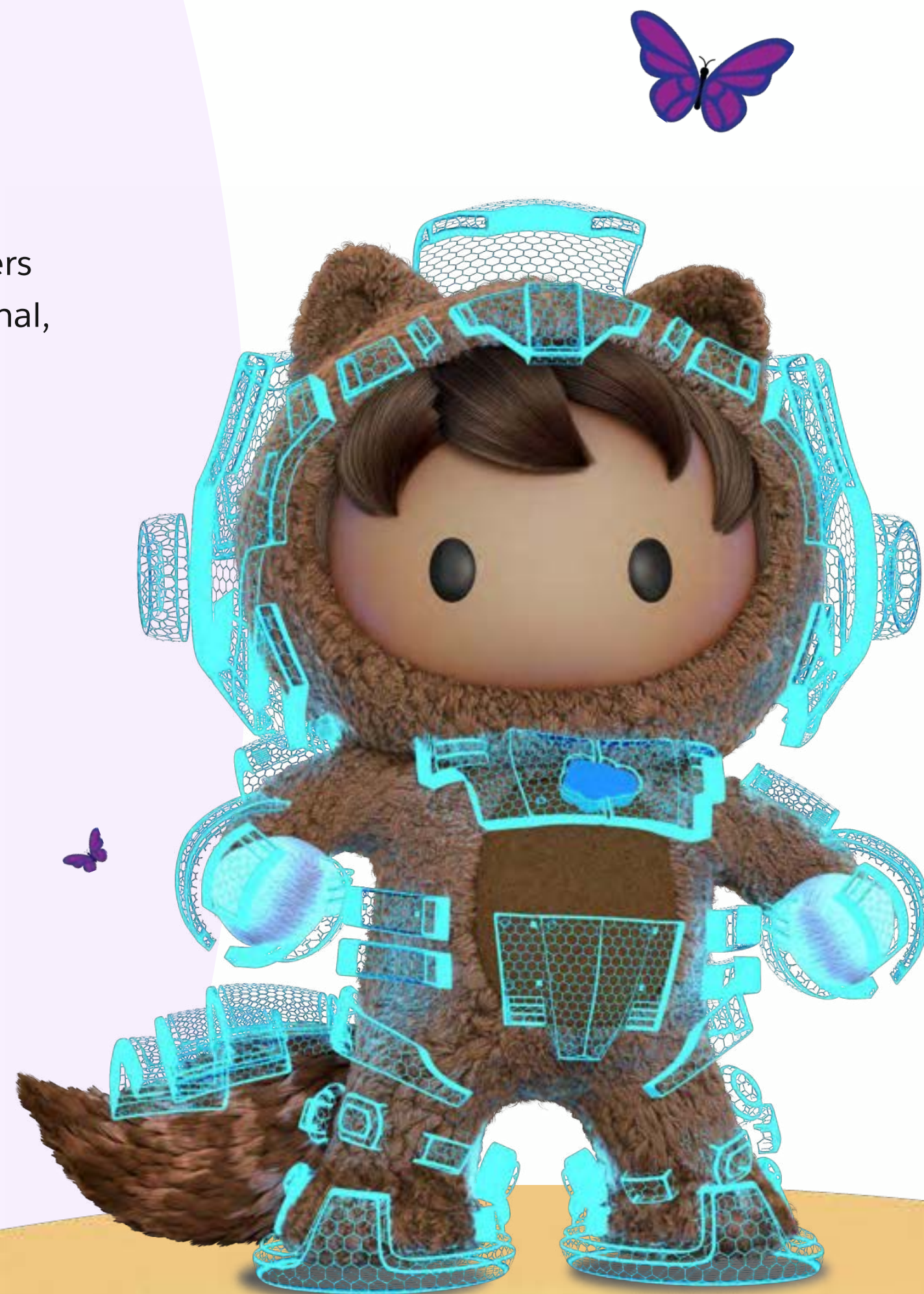
We're proud to be the first top 10 software company in the world to obtain BCRs. These rules set the gold standard for operationalizing data protection, safeguarding cross-border transfers, and are approved by all EU data protection regulators. We were among the first companies to secure approval for the use of U.K. BCRs following the U.K.'s withdrawal from the EU.

## EU Cloud Code of Conduct

We adhere to this code of conduct, a first-of-its-kind charter that allows cloud service providers to show they are in compliance with the General Data Protection Regulation (GDPR).

## U.S. state privacy laws

We're committed to assisting customers in their compliance with these privacy laws.



Our robust privacy program meets the industry's highest standards. We offer [various transfer mechanisms](#) to legalize the transfer of personal data around the globe. We evolve our program in response to the ever-changing global privacy landscape. Our trusted Salesforce Cloud goes beyond compliance – it leverages the world's #1 AI CRM to [transform privacy into an opportunity to enhance the customer experience](#).

**We're proud to offer the strongest measures available to protect individual privacy and give customers control over their data, including:**

### Hyperforce EU Operating Zone

We launched our [Hyperforce EU Operating Zone](#), which ensures customer data remains securely stored and processed within the EU with round-the-clock support from our EU-based experts.

### External Encryption Key Management

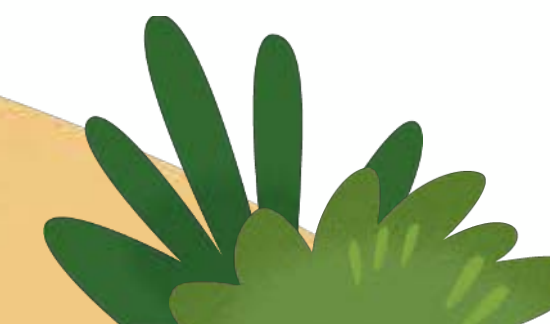
We [announced](#) our strategy to collaborate with trusted technology partners to deliver External Encryption Key Management services, designed to help address [European compliance recommendations](#) for technical measures to protect and secure data.

### Privacy Center

Our [Privacy Center](#) product simplifies the privacy compliance journey for customers. In FY23, we released a new solution kit to streamline customer consent management.

### OECD Declaration on Government Access to Personal Data

We championed the OECD's Government Access Principles. By supporting these principles, we foster trust in cross-border data flows globally by prioritizing privacy as a shared value.



# Security

Security is key to our number one value: trust. At Salesforce, we understand the immense responsibility that comes with safeguarding our customers' most sensitive data. That's why we put security first, integrating it into all our products and processes. We use a [Zero Trust](#) architecture rooted in the principle of least privilege, meaning users have only the access they need, and nothing more. We leverage common security controls alongside cutting-edge tools to keep our customers' data secure.

Our commitment to security extends beyond our walls. We believe in sharing our expertise and resources with our broader community of customers, partners, and government to collectively improve data privacy and security, and to empower innovation and resilience for all.

As proud founding members of [the Centre for Cybersecurity](#), established by the [World Economic Forum](#) (WEF), we help lead a global effort to tackle cybersecurity challenges, improve digital trust, defend innovation, and protect institutions, businesses, and individuals. We support WEF's Digital Trust initiative, which seeks to establish a unified global understanding of digital trust and to define measurable steps that can be taken to improve the trustworthiness of digital technologies. We also partnered with WEF, the Global Cyber Alliance, and Fortinet to create the [Cybersecurity Learning Hub](#) (CLH), an initiative designed to mitigate the global cybersecurity skills shortage. To date, we've launched over 70 training courses on the CLH, with over 1 million individuals earning badges.

# Policy and Compliance

We welcome the possibilities of transformative technologies like AI, while remaining focused on ensuring security, ethics, and safety.

In FY24, we were pleased to see India pass a comprehensive privacy law, Digital Personal Data Protection Act (DPDP), that reinforces the global standard and further champions individual privacy rights. We actively help customers with navigating DPDP compliance and are hopeful it will fuel further innovation in India.

Looking ahead to FY25, Salesforce will continue advocating for the U.S. Congress to pass comprehensive privacy legislation – laws that build on and are interoperable with existing global privacy standards. We stand ready to support a U.S. privacy law that prioritizes people's rights, builds trust in the technology industry, and strengthens global collaboration.

**Our services have earned an array of security-related certifications reflecting the effectiveness of the many ways we strive to protect customer personal data.**

These certifications include the International Organization for Standardization (ISO) 27001 and 27018 standard, the American Institute of CPAs' (AICPA) System and Organization Controls (SOC) reports, the Payment Card Industry Data Security Standards (PCI), the German Federal Office for Information Security BSI Cloud Computing Compliance Controls Catalogue (C5), and the U.K. Cyber Essentials Scheme. Our services also bear the TRUSTe Certified seal, indicating that TRUSTe reviewed our privacy practices and affirmed their compliance with their certification standards. Our [verified adherence with the EU Cloud Code of Conduct, a first-of-its-kind](#) code, allows cloud service providers to demonstrate their compliance with GDPR.



# Office of Ethical and Humane Use

Established in FY19, Salesforce's [Office of Ethical and Humane Use](#) seeks to provide leadership at the intersection of human potential and emergent technology. Within Salesforce and beyond, we work to foster innovation for a more trusted and equitable technology landscape. Our focus areas – [Responsible AI and Technology](#), [Ethical Use Policy](#), and [Product Accessibility and Inclusive Design](#) – are designed to create reliable, repeatable, and scalable responsible technology frameworks and recommendations through a product-centric lens.

At Salesforce, we recognize the profound positive impact our technologies can have on our society and the world at large. As we continue to venture into the realm of generative AI, we hold ourselves accountable to our Ethical Use Advisory Council, composed of external experts from academia and civil society, alongside internal frontline employees and executives to help ensure everything we design, deploy, and use remains ethical and inclusive.



CASE STUDY

# Building the Most Trusted AI Products

In FY24, we set out to make our AI products the most ethical and trusted in the industry. Led by the Office of Ethical and Humane Use, this initiative focused on launching generative AI solutions (GAI) across our products. We refined our [guidelines for responsible generative AI](#) and updated our [AI Acceptable Use Policy \(AUP\)](#) to reflect these developments. Working closely with product teams, we prioritized AI safety measures such as the Trust Layer, model testing, and detection of bias and toxicity to advance ethical AI.

Trusted AI must be a collaborative effort. We believe in partnering strategically to drive progress in the technology industry and society. Office of Ethical and Humane Use team members represent Salesforce on various ethical AI councils worldwide, as well as with the World Economic Forum’s Steering Committee for the Responsible Use of Technology. We hold positions in the U.S. National AI Advisory Committee, the U.S. Chamber of Commerce Commission on Artificial Intelligence Competitiveness, Inclusion, and Innovation, the Singaporean Ethical AI Advisory Council, and the U.S. National Institute of Standards and Technology.

Launching ethical AI products also means ensuring accessibility for all users. Through a partnership with our Product Accessibility and Inclusive Design team, every Cloud product group took action on critical issues, improving product quality and limiting tech debt, while ensuring Salesforce cloud products are accessible to users with disabilities.

As we mark a decade of investing in ethical AI, our opportunities extend to the highest levels of public service. In October 2023, Salesforce [signed onto](#) the voluntary White House AI Safety commitments. We’re committed to continue working with governments, business leaders, the scientific community, academics, and citizens, drawing on their expertise and frameworks to ensure ethical AI development.



With generative AI being a nascent technology, widely accepted standards aren’t yet adopted. We recognize this gap, and we’ve taken steps to establish internal decision-making processes and standards. To address pressing trust challenges, we’ve also established an internal AI Trust Council for AI-specific decision-making in addition to our broader Ethical Use Advisory Council.

## Ethical Use Policy

We recognize it's not enough to simply build ethics and trust into our products. We also have a responsibility to understand how our products are used and the direct impacts of our technologies in the world. This understanding is foundational to our ability to create ethical use policies that guarantee the responsible use of our products and services, aligning with our commitment to fostering trust with our customers and users. Many of these policies can be found embedded in Salesforce's publicly available [Acceptable Use Policy](#), as well as our [AI Acceptable Use Policy](#), published in FY24 to specifically address customer use of AI, including Generative AI.

## Product Accessibility and Inclusive Design

At Salesforce, we strive to create products and features that cater to the diverse abilities of everyone. This means more than just accommodating users with permanent disabilities – we also consider temporary or situational challenges individuals might face in the various environments where our technology is used.

By building products that not only meet predefined technical standards like WCAG and Section 508, [but also meet a broader range of user needs](#), we empower customer success and foster inclusivity for everyone.

Inclusive design is core to how we build better, more usable products. By including individuals with disabilities throughout our development process, we highlight voices that are often overlooked in traditional design approaches, thereby driving innovation. These individuals, with their unique problem-solving perspectives, help us understand diverse user experiences, increase product adoption, and uncover technology solutions that benefit everyone.

This year, our Product Accessibility and Inclusive Design team upgraded our Salesforce Automated Accessibility Testing tooling (Sa11y). This tool detects issues in code before deployment, requiring minimal effort from developers. With Sa11y now checking for 60+ accessibility rules, we increased the automated accessibility test coverage from 17% to 80%, preventing around 1,000 bugs.



**It's not enough to deliver the technological capabilities of generative AI, we must prioritize responsible innovation to help guide how this transformative technology can and should be used.**

**Paula Goldman**

EVP and Chief Ethical & Humane Use Officer, Salesforce

# Accelerating Impact Through Technology

At Salesforce, we see the power of our technology to multiply impact for purpose-driven organizations around the world. From powering nonprofits and schools, to helping companies accelerate to net zero, we're proud to help our customers drive more impact with our technology.

We've been committed to providing purpose-driven organizations access to our technology since our company's founding. Now, with the rise of generative AI, we know that equity and access are essential. We are committed to championing a future where everyone stands to benefit from this transformative technology.

## Purpose-Built Technology

At Salesforce, we offer a range of purpose-built solutions, powered by the world's #1 AI CRM and designed to make things easier for nonprofits, schools, government agencies, and other organizations driving real impact for their customers and communities.

## Net Zero Cloud

[Net Zero Cloud](#), our complete ESG management platform, houses an organization's environmental, social, and governance data in one place and connects it with the rest of the organization for actionable guidance in all areas of the organization.

Regulations were top-of-mind for businesses in 2023. Net Zero Cloud offers report builders that are tailored to major regulatory standards reporting frameworks, including CSRD and SASB, and offers additional report builders as new mandates are released. With Net Zero Cloud, we're helping organizations drive sustainability for everyone.

Also top of mind in 2023 was generative AI. ESG reporting has much to gain from the latest advancements in artificial intelligence. Every company is focused on connecting with its customers in more intelligent, automated, and personalized ways, and those same ways can be applied to ESG, offering time-saving technology for reporting on ESG metrics and allowing organizations to find ways to effect real environmental and social change.

With Net Zero Cloud, organizations can help drive sustainable, equitable transformation for all stakeholders.

## Salesforce for Nonprofits

For over 20 years, [Salesforce for Nonprofits](#) has powered organizations worldwide. A global community of more than 50,000 nonprofits leverage our technology to help build more meaningful relationships with those they serve and maximize capacity, income and impact.

We're using the world's #1 AI CRM to support nonprofit organizations with AI-driven, personalized experiences to nurture relationships and scale impact. We're helping organizations take control of data on one platform and offering flexible solutions that adapt to shifting demands of the nonprofit sector. These and more benefits are highlighted in The 2023 Forrester Consulting study commissioned by Salesforce, [The Total Economic Impact™ of Salesforce for Nonprofits](#).

**We're committed to supporting nonprofits by offering discounted technology and expertise.**

The [Power of Us Program](#) helps eligible organizations start their Salesforce journey with discounted technology. We also provide on-demand training and resources through our [Nonprofit Hub](#). At the same time, our [Impact Exchange](#) connects nonprofits with talented Salesforce employees who can assist with short-term projects.

We're also focused on bringing our nonprofit community together through curated, global moments and platforms. [The Commons](#) platform brings the community together to collaborate on solutions that make using Salesforce easier for nonprofits. From small intimate gatherings to marquee events like Dreamforce, we bring nonprofits together to share knowledge, learning, networking and fun.



## Salesforce for Education

Salesforce is [committed to transforming education](#). By enabling thousands of institutions globally to deliver connected learner experiences and accelerate impact, Salesforce helps institutions improve student enrollment and retention, increase fundraising, and accelerate productivity. These benefits and more are highlighted in the 2023 Forrester Consulting study commissioned by Salesforce, [The Total Economic Impact™ of Salesforce for Education](#).

In FY24, we launched our reimagined [Education Cloud](#), offering institutions like James Madison University, the University of Liverpool, and NOLA Public Schools the opportunity to leverage Data + AI + CRM at scale to power lifelong connected journeys for their students.

Customers can now use new and enhanced capabilities to:

- ✓ Optimize recruitment and admissions processes with purpose-built tools for recruiters and application reviewers
- ✓ Streamline student services with automation and case management
- ✓ Proactively intervene with data-driven alerts and Care Plans to keep students on track
- ✓ Increase alumni and donor engagement while simplifying advancement operations
- ✓ Easily track progress against institution goals and KPIs with customized dashboards

Education Cloud now leverages the full power of the Salesforce AI-powered CRM to deliver a rich experience that drives student and institutional goals.

## Salesforce for Public Sector

[Salesforce Public Sector Solutions](#) are designed to help government agencies serve people more efficiently. Now, agencies are able to quickly set up case management solutions, designed specifically for government needs. That's exactly what our pre-built apps for Benefit Management, Grants Management, License and Permit Management, and more offer. And with Salesforce's Public Sector Toolkit, government agencies can future-proof their IT investment. With citizen developer, AI-based, and automation tools, agencies can drive agility, efficiency, and digital transformation.

In FY24, we launched Public Sector Solutions for Benefit Management. This solution provides guided pre-screening and streamlined application processes on a single, secure portal. Automation and digital-first case management tools not only boost case worker productivity but also reduce errors. But it's about more than efficiency. These real-time performance insights, powered by analytics, help governments mitigate fraud and enhance service to citizens through more accurate, informed decision making.

## Salesforce Accelerator

The Salesforce Accelerator program empowers organizations to innovate and thrive. By leveraging Salesforce's 1-1-1 model, we provide funding, donated technology, and pro bono expertise to help organizations innovate and drive forward AI-focused solutions that better serve their communities. This support helps organizations de-risk developing innovative AI and Salesforce solutions so they can make a meaningful impact. [A large majority of nonprofits \(74%\)](#) recognize the need for digital transformation but lack the resources to fully embrace emerging technologies like AI. Salesforce Accelerator was created to ensure these organizations aren't left behind.

In response to the growing importance of generative AI, Salesforce launched the [Salesforce Accelerator – AI for Impact](#). This philanthropic initiative aims to provide equitable access to trusted generative AI technologies for purpose-driven organizations by providing funding, pro bono expertise, and donated Salesforce technology. With a commitment of \$2 million, the first cohort of the AI Accelerator supported [six education and workforce development organizations](#) in developing innovative AI solutions. For example, [Teacher Development Trust](#), is creating role-playing scenarios with “AI students” tailored to provide hands-on training opportunities for teachers. [CareerVillage.org](#) is putting an “AI-Career Coach” in the pocket of underrepresented youth globally.

We also hosted the [Salesforce Accelerator for Nature](#) in FY24. This accelerator, with an initial cohort of four organizations, supports a broad range of nature-based missions and solutions across the globe.



**In FY24, the Accelerator program donated nearly 500 pro bono volunteer hours**

Finally, we also [announced](#) the Salesforce Accelerator - AI for Climate. In FY25, this cohort will receive \$2M in unrestricted grants, on top of pro bono expertise and technology donations to help nonprofits leverage AI to address the climate crisis.

# Salesforce Ventures Impact Fund

The [Salesforce Ventures Impact Fund](#) is at the forefront of impact investing, an approach that seeks positive social and environmental change alongside financial returns. This shift in mindset and capital allocation addresses pressing global issues like climate change, inequality, and health care access. Impact investors recognize that generating societal benefits and shareholder gains are not mutually exclusive.

The Salesforce Ventures Impact Fund invests in innovative enterprise software companies that drive measurable social and environmental impact. We partner with incredible startups across our key focus areas:

## Education & workforce development

Enabling equal access to high-quality education and preparing workers for jobs of the future.

## Diversity, equity, and inclusion

Promoting equal opportunity and economic empowerment for women and underrepresented groups.

## Digital health

Expanding access and increasing quality of care for underserved groups.

## Climate

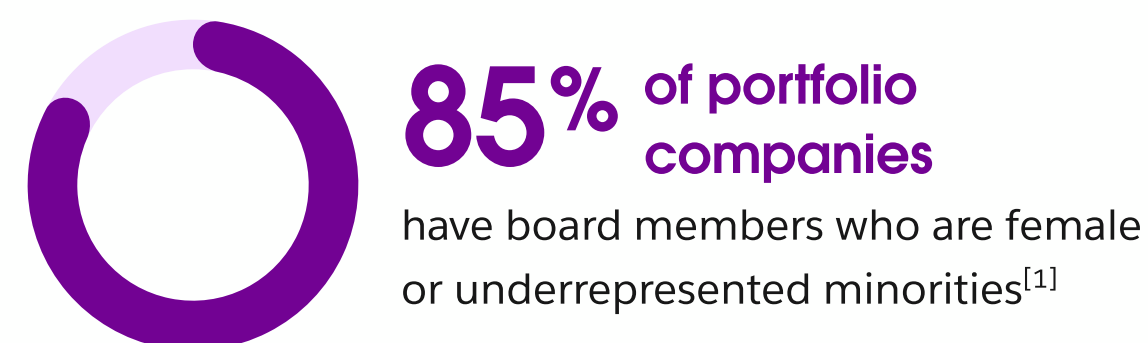
Improving access to clean energy, enhancing resource efficiency, and optimizing supply chain performance.

## Social sector technology

Amplifying the impact of the social sector through technology that increases efficiency and transparency.

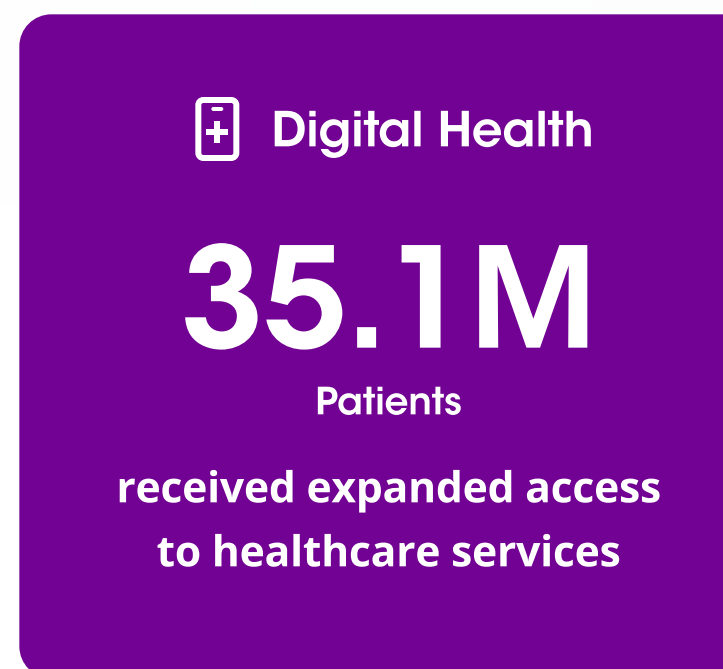
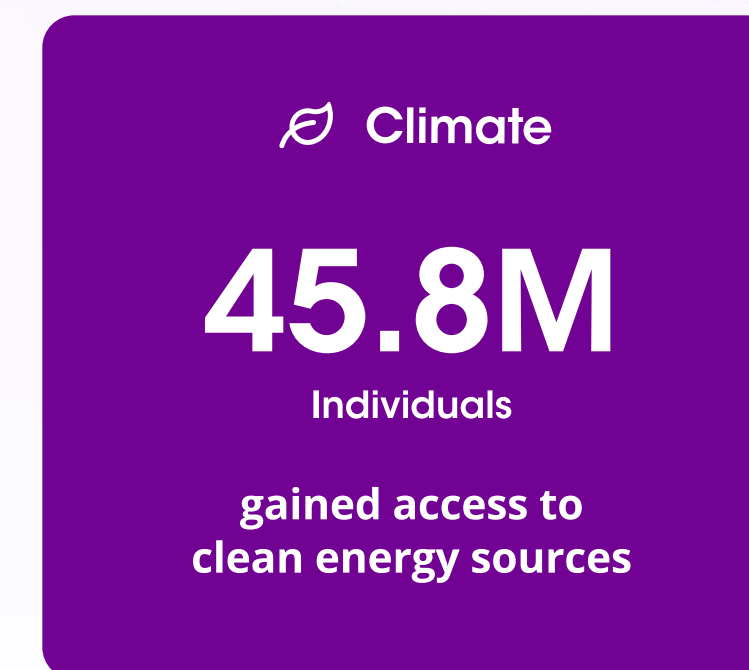
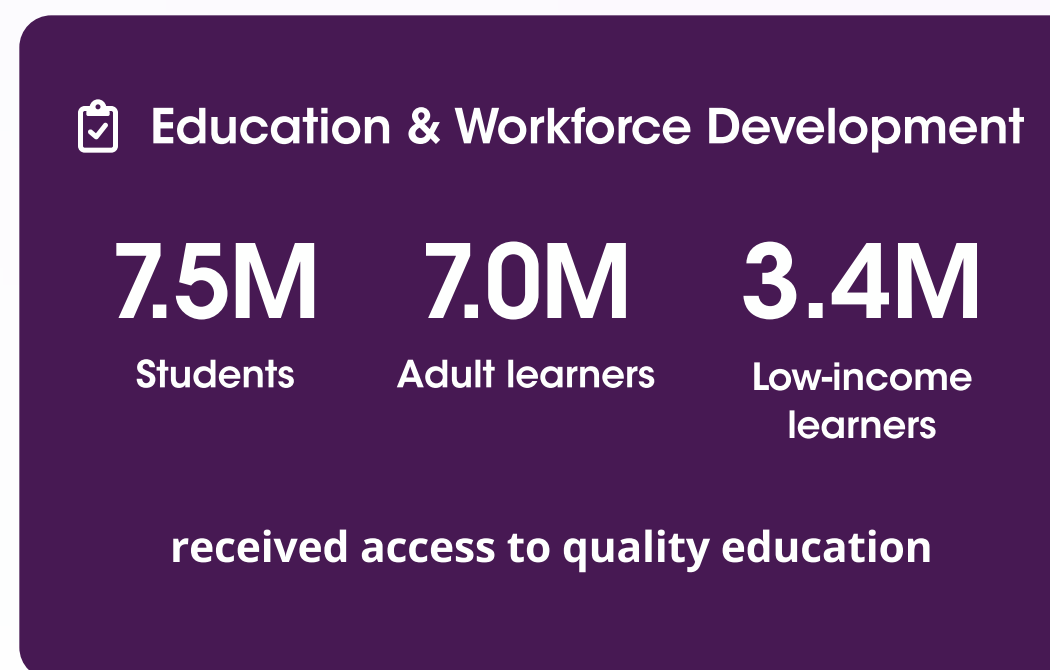
We're proud to support our portfolio with investment, go-to-market advice, Salesforce partnership opportunities, and more. Our portfolio companies create impactful change across the communities they serve.

## Key milestones achieved by our portfolio companies in 2023 include:



**12.7 million** metric tons of CO<sub>2</sub> reduced **\$72.2 million** donations and grants facilitated

**107.8 million** people directly served by our portfolio companies:



<sup>[1]</sup> This metric is only for U.S. incorporated companies. Underrepresented minority is defined here as those who identify as Black, Indigenous, or Latinx.

# Governance

Our core values shape how we do business every day, supported by our corporate governance and business ethics practices. Salesforce is committed to conducting business in accordance with the laws and regulations that apply to us, and we strive to be one of the most ethical companies in the world.



# Corporate Governance

Salesforce is committed to managing our affairs consistent with the highest principles of business ethics and corporate governance requirements of federal law and the New York Stock Exchange (NYSE). Here are some ways we do this:

- ✓ A majority of our board members are independent of Salesforce.
- ✓ The key committees of our board, like Audit and Finance, Compensation, and Nominating and Corporate Governance Committee, are all overseen by independent members.
- ✓ All employees, officers, and directors must adhere to our [Code of Conduct](#).
- ✓ The roles and responsibilities of our board committees are clearly spelled out in board charters.

When considering appointments to our Board of Directors, Salesforce considers many dimensions of diversity including, but not limited to, diversity of gender, race and ethnicity, perspective, professional experience, background, and skill set. In FY24, we appointed three new independent directors to serve on our board of directors:



**Arnold Donald**  
Carnival Corporation & plc  
Former President and  
Chief Executive Officer



**Sachin Mehra**  
Mastercard  
Chief Financial Officer



**G. Mason Morfit**  
ValueAct Capital  
Co-Chief Executive Officer  
and Chief Investment Officer

Learn more about our governance practices at [investor.salesforce.com](https://investor.salesforce.com).

## ESG Oversight

We've learned from experience that companies with robust ESG programs are better able to navigate multiple crises and the increasing complexity of business.

Recent developments, including the SEC's climate disclosure requirements and the European Union's adoption of the Corporate Sustainability Reporting Directive (CSRD), signal a new era in ESG accountability.

To operationalize ESG at Salesforce, we have both top-down commitment from the board and executive leadership and bottom-up engagement from employees.

Our Nominating and Corporate Governance Committee periodically reviews our ESG initiatives and our Audit and Finance Committee oversees disclosures, including ESG disclosures. Our Compensation Committee oversees compensation matters for our employees and management, including variable pay tied to ESG performance. Being the #1 AI CRM requires strong oversight of privacy, security and ethics. Our Board of Directors' Privacy, Cybersecurity and Ethical Use Committee closely monitors these areas. Trust, our number one value, remains paramount in all we do.



## Executive Compensation Tied to ESG Goals

To strengthen accountability and accelerate progress in our ESG initiatives, Salesforce has, for the second year in row, included ESG goals into incentive compensation plans for our Executive Vice Presidents and above.

In FY24, 10% of the target cash incentive opportunity for EVP+, as part of the annual bonus plan or individual commission plan, is tied to achieving quantified ESG measures. These measures include two equality measures and two sustainability measures, each weighted equally.



# Operating with Integrity

Our cross-functional Compliance, Corporate Transactions, and Governance team, led by our Chief Compliance Officer and Corporate Secretary, oversees our ethics and compliance functions across the enterprise, keeps the board of directors informed, and manages risk while handling Salesforce’s most sensitive issues.

We continue to regularly train, educate, counsel and raise awareness among our global employees about rapidly changing compliance requirements.

## Building Accountability

We strive to ensure all business activities are in line with our values and protect our customers, our business, and our partners.

The [Salesforce Code of Conduct](#) helps employees conduct business in a transparent, trustworthy, and respectful way. It requires compliance with applicable laws and regulations, adherence to internal policies, doing what’s right (even when it’s not clear or easy), and speaking up if there are concerns.

The [Salesforce Code of Conduct](#), along with our [Business Conduct Principles](#) and other policies, covers topics such as:

- ✓ Ethical and lawful business practices
- ✓ Wages, benefits, and work hours
- ✓ Protecting the environment
- ✓ Respecting privacy
- ✓ Freedom of association, collective bargaining, and workers’ councils
- ✓ Workplace health and safety
- ✓ Reporting ethical concerns without fear of retaliation
- ✓ Voluntary labor practices
- ✓ Nondiscrimination and respect at work
- ✓ Intellectual property protection
- ✓ Fair business practices

We’re thrilled that we’ve been recognized as one of the World’s Most Ethical Companies® by Ethisphere for the 15th time, most recently in March 2024.



# Supply Chain Responsibility

Our suppliers are essential partners in the Salesforce ecosystem. We strive to work with suppliers who align with our core values and operate with transparency, trust, respect, and communication.

Just as we hold ourselves to high ethical standards, we expect the same from our suppliers. Our [Global Supplier Code of Conduct](#) outlines our expectations of suppliers and provides guidance on meeting these standards. It covers important topics such as:

- Adhering to employment and safety laws and complying with child labor regulations
- Fostering a diverse and inclusive workplace
- Supporting human rights
- Respecting individual rights, personal dignity, and privacy
- Providing inclusive technologies
- Environmental protection in line with laws and standards

In FY24, we made updates to enable better supplier accountability, including:

- Providing transparency on how Salesforce defines a diverse business
- Requiring suppliers to comply with requirements related to conflict minerals requirements
- Mandating due diligence and providing evidence of compliance with human rights and labor regulations
- Ensuring compliance with international accessibility standards
- Adding sustainability expectations, such as setting and making progress towards science-based greenhouse gas reduction targets and disclosing climate-related data upon request

We review the performance of suppliers based on their risk to the company, as assessed by cross-functional stakeholders. Suppliers are expected to communicate the principles in the Supplier Code to their employees and third-party partners through training, policy, and other communications. To maintain awareness of the Supplier Code, we conduct annual Salesforce Code of Conduct training and certification for all Salesforce employees, which includes our Supplier Code. We also strive to align our sustainability and equality values by taking an inclusive approach to supplier engagement. Learn more about our [supplier sustainability](#) and [supplier diversity](#) programs.

# Commitment to Human Rights

As pioneers in technology and leaders in our field, we recognize technology's profound potential to positively impact people's lives – alongside its potential for misuse. We believe that businesses play a crucial role in respecting and promoting human rights. We accept accountability for understanding how our products are used and we're dedicated to creating a secure and inclusive environment.

At Salesforce, we are committed to respect human rights throughout our business and value chain, and we support the Universal Declaration of Human Rights as a global standard. We align with the United Nations Global Compact's principles-based approach to business. And we work with governments, industry peers, ecosystem partners, civil society groups, shareholders, and our customers to promote the realization of human rights. Our functional leads and subject matter experts monitor and identify human rights risks, escalating them as needed.

Through purposeful innovation and a commitment to fairness, we enhance our communities and our company. Our [Human Rights Principles](#) outline our commitment.

## Upholding Human Rights in Technology

Salesforce's [Office of Ethical and Humane Use](#) upholds our commitment to human rights across product development. As we engage with technologies like Artificial Intelligence (AI) and Generative Artificial Intelligence (GAI), our priority is to understand how our products are used and their direct impacts. We recognize the need for thoughtful implementation of new technology, which is why we published our [5 Guidelines for Responsible Development](#) and [Artificial Intelligence Acceptable Use Policy](#). These rules and resources help guide our customers through this emerging space.

Our [Responsible AI and Technology](#) and [Product Accessibility and Inclusive Design](#) teams build responsible innovation and inclusion into our products, to ensure we embed human rights in our design process. And our [Ethical Use Policy](#) team sets standards to protect our products from being used for harm. They regularly consult with our Ethical Use Advisory Council and human rights experts to incorporate due diligence practices for emerging human rights issues. [Learn more about our approach to building Ethical and Inclusive products.](#)



## Human Rights and Our Communities

We're committed to principles and partnerships that champion human rights around the world, including:

- As a signatory of the [UN Global Compact](#) since 2019, we acknowledge the additional guidance the Ten Principles offer for managing human rights and labor issues. We incorporate them into our company strategy, policies, procedures, and reporting.
- To address technology sector-specific risks, we collaborate with the Office of the High Commissioner for Human Rights and participate in the [UN Human Rights B-Tech Project](#)'s Tech Company Community of Practice initiative.
- We [pledged](#) at UNHCR's Global Refugee Forum to enhance refugee self-reliance. By the end of 2026 we intend to:

**Provide education and skills training to 3,000 refugees through [Trailhead](#) and technology curriculum, partnering with companies and nonprofits.**

**Forge pathways for 1,000 refugees to access employment in technology-driven roles via our [Talent Alliance](#), collaborating with corporations and nonprofits.**

- We actively engage in various [initiatives](#) to increase equal representation, including the [UN Women's Empowerment Principles](#).

## Human Rights and Equality

We're dedicated to increasing representation by pursuing ambitious, multi-year goals. We're reimagining our hiring, performance management, and promotions processes to be more inclusive and equality-centered. And we're empowering our employees to become better allies through initiatives like our [Equality Groups](#) and training in inclusive leadership and language. Our [Racial Equality and Justice Taskforce](#) further enables our efforts to create the most inclusive workplace – while radiating that impact across society as a whole. [Learn more about our value of equality.](#)

## Human Rights and Sustainability

Salesforce's [Climate Justice Principles](#) advocate for inclusive climate policies that ensure the transition to net zero prioritizes equality. We believe advocacy and policy engagement are critical to creating a more just and sustainable world.

Our [Nature Policy Priorities](#) align with our Climate Justice Priorities, embedding the importance of supporting and recognizing local communities and Indigenous peoples as leaders in conservation efforts. [Learn more about our value of sustainability.](#)

## Living Our Values

Our core values of equality and sustainability are integral to any conversation on human rights.



# Government Affairs and Policy Engagement

Salesforce advocates for public policies that serve our stakeholders, including shareholders, customers, employees, partners, communities, our planet, and society. Guided by our core values of trust, innovation, customer success, equality, and sustainability, we collaborate with policy advocates and governments around the world. Our goal is to understand issues and contribute to decisions that positively impact our stakeholders.

## Civic Engagement

For years, Salesforce has promoted civic engagement among employees through our nonpartisan Get Out The Vote (GOTV) program. This global initiative provides essential information on voter registration, election reminders, and how to sign up as nonpartisan poll workers where employees are able. We also host an internal educational speaker series and promote our public-facing [U.S. Civic Engagement Trailhead](#) modules.

Last year, we expanded our civic engagement program to include countries outside the U.S., such as Canada, Spain, France, and Germany, to ensure our programming reaches a wider audience.

## Advancing Technology Policy

### Artificial Intelligence

FY24 saw the explosion of generative artificial intelligence (AI), underscoring the need for AI public policy across governments, the private sector, and civil society. Building on our [long-term commitment](#) to responsible AI, we advocate for responsible and trustworthy AI development, emphasizing accountability, transparency, empowerment, and inclusivity. We collaborate with stakeholders such as governments, industry, academia, and civil society to ensure that AI is ethically designed, deployed, and used, with benefits accessible to all and aligned with data privacy laws.

In the United States, we supported the White House AI Executive Order and were one of 15 companies to sign onto the White House Voluntary AI Commitments to advance the development of safe, secure, and trustworthy AI. Internationally, we participated in the [AI Safety Summit](#) at the U.K.'s historic Bletchley Park, alongside governments, civil society, and business leaders. While there, we advocated for responsible and trustworthy AI development that protects individuals, fosters innovation, and unlocks transformative opportunities.

Salesforce was [selected](#) to join the National Institute of Standards and Technology ([NIST](#)) U.S. AI Safety Institute Consortium as a member of its inaugural class. The Consortium works to ensure AI is developed safely, accurately, and ethically.

## Advocating for Cross-Border Data Flows

Salesforce supports open and interoperable data transfer policies that balance economic growth with robust privacy and security. When data moves across borders, it enhances competition, creates job opportunities, and fosters knowledge-sharing, positively impacting a country's people, communities, businesses, and overall economy.

Our [Data Beyond Borders 3.0](#) report analyzed data openness across G20 jurisdiction, and its impact on economies, job creation, and knowledge-sharing.



## Advocating for a More Sustainable, Equitable, and Innovative Future

We're committed to advancing a sustainable, equitable, and innovative future through advocacy and partnerships.



[Supported](#) the efforts of the United Nations General Assembly (UNGA) and Climate Week NYC, opening our New York Salesforce Tower to government, nonprofits, and the private sector to promote the UN Sustainable Development Goals (SDGs).

Signed a [memorandum of understanding](#) with Mexico's Foreign Minister to support the economic empowerment of women and strengthen future collaboration, drive inclusive, equitable, and sustainable growth in the country.

Launched reskilling programs in partnership with the governments of [Chile](#) and [Argentina](#) and initiated a pilot program in El Salvador, providing Salesforce Administrator training to 80 students from 8 local universities.

Supported California's [SB 423](#), which aims to increase housing affordable by reforming zoning codes.

Launched the [1T.org initiative](#) in Latin America; [committed](#) to deploying over \$3 million in to support forest and landscape restoration in key biomes; and hosted a cross-sector convening with the Brazilian Ministry of Environment to accelerate the roll-out of Brazil's restoration economy.

Brought together women in the Salesforce ecosystem in France through our [1,000 Women in Tech](#) initiative, leading to more than 770 women finding employment.

Supported [The Voice](#) campaign as a step towards reconciliation in Australia.

Supported California's [SB 253](#), Climate Corporate Data Accountability Act, requiring large companies to disclose greenhouse gas emissions and set science-based reduction targets, paving the way for greater corporate responsibility and faster progress towards California's climate goals.





# Appendix

# Forward Looking Statements

This report contains words such as “expects,” “anticipates,” “aims,” “projects,” “intends,” “plans,” “believes,” “estimates,” “seeks,” “assumes,” “may,” “should,” “could,” “would,” “foresees,” “forecasts,” “predicts,” “targets,” “commitments” and “goals” and variations of such words and similar expressions. These words are intended to identify such forward-looking statements, which may consist of, among other things, trend analyses and statements regarding future events, future financial performance, anticipated growth, industry prospects, our business plans and growth strategy, our commitments, goals, aims or aspirations regarding environmental, social and governance matters, including climate change and diversity and inclusion, our strategies, expectations or plans regarding our investments, including strategic investments or future acquisitions, our beliefs or expectations regarding our competition, our intentions regarding use of future earnings or dividends, our expectations regarding attrition rates, our expectations regarding the restructuring plan, including with respect to timing or costs, our expectations regarding investing in human capital and technology or our beliefs or expectations regarding working capital, capital expenditures, debt maintenance or commitments. These forward-looking statements are based on current expectations, estimates and forecasts, as well as the beliefs and assumptions of our management, and are subject to risks and uncertainties that are difficult to predict. The achievement or success of the matters covered by such forward-looking statements involves risks, uncertainties and assumptions. We continually review emissions quantification methodologies and are committed to implementing best practice quantification methodologies. These and other risks and uncertainties may cause our actual results to differ materially and adversely from those expressed in any forward-looking statements. Readers are directed to risks and uncertainties identified in the “Risk Factors” section and elsewhere in our Annual Report on Form 10-K, filed with the Securities and Exchange Commission (SEC) on March 6, 2024, for additional detail regarding factors that may cause actual results to be different than those expressed in our forward-looking statements. Except as required by law, we undertake no obligation to revise or update publicly any forward-looking statements for any reason. The contents of the various websites referenced throughout this report are not incorporated by reference and do not constitute a part of any filing we have made or will make with the SEC. Further, we undertake no obligation to revise or update the information included in the links to websites referenced throughout this report.



# About This Report

The contents of this report are guided by regular ESG materiality assessments, which identify the topics most important to our stakeholders and to our success as a business. We also look to leading ESG disclosure frameworks and standards, such as [Sustainability Accounting Standards Board's](#) (SASB) Software and IT Services sector guide, the [Task Force on Climate-Related Financial Disclosures](#) (TCFD), the [GRI Standards](#) (GRI), the [Sustainable Development Goals](#) (SDGs) and others in guiding our reporting.

Unless otherwise noted, this report covers Salesforce's global operations, commitments, and practices during FY24 (February 1, 2023 – January 31, 2024). This report also contains figures that have been approximated or rounded, and certain reclassifications of data from prior public disclosures may have been made to reflect the current period presentation. All currency is in U.S. dollars.

We believe building trust with our stakeholders includes a credible ESG reporting process that will deliver actionable, transparent, consistent, re-performable, and verifiable metrics. Since FY18, we have engaged Ernst & Young LLP (EY), an independent third party, to provide a limited assurance review over selected ESG data presented in the ESG Metrics & Indicators section of this report.

This report is reviewed by our Legal and ESG Controllershship 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.





# ESG Materiality

We conducted our most recent “double materiality” assessment in FY22, a regularly conducted exercise to prioritize ESG topics based on their impact to enterprise value and our impact on the environment and society. Our process is outlined below:

In FY25, we intend to refresh our double materiality assessment, both to reflect changes to our business and the external landscape and to better align with the requirements of the EU’s Corporate Sustainability Reporting Directive (CSRD).

## Topic Identification

We identified relevant topics across Salesforce’s value chain through a comprehensive review of internal and external data sources.

## Stakeholder Engagement

We refined our list of identified topics through engagement with internal stakeholders as well as external stakeholders familiar with or impacted by our business.

## Scoring and Evaluation

We scored each data source and stakeholder group to determine the highest-impact topics for Salesforce. Scoring was provided on two dimensions: impacts by ESG topics on the business, and the business’ impacts to society and the environment. Results were then validated with our internal ESG Disclosure Steering Committee.

## Results

15 topics were identified as both relevant to Salesforce and validate the alignment of our current strategic ESG priorities with stakeholder expectations. These issues are interconnected, and impact to one can have significant impact on others. The topics are presented in alphabetical order. Across both materiality dimensions (impact to the environment and society and impact to enterprise value), six issues were consistently prioritized by our stakeholders, as indicated in bold text:

### Environmental

#### Climate Change & Energy Use

Sustainable Real Estate

Waste & Use of Resources

Water Management

### Social

Community Impact

#### Diversity, Equity & Inclusion

Employee Health, Safety & Wellbeing

Human Rights

#### Talent Attraction, Retention & Development

### Governance

#### Data Privacy & Security

ESG Risk Management

Public Policy & Advocacy

#### Responsible Governance











#### Responsible & Sustainable Technologies

Supply Chain Management

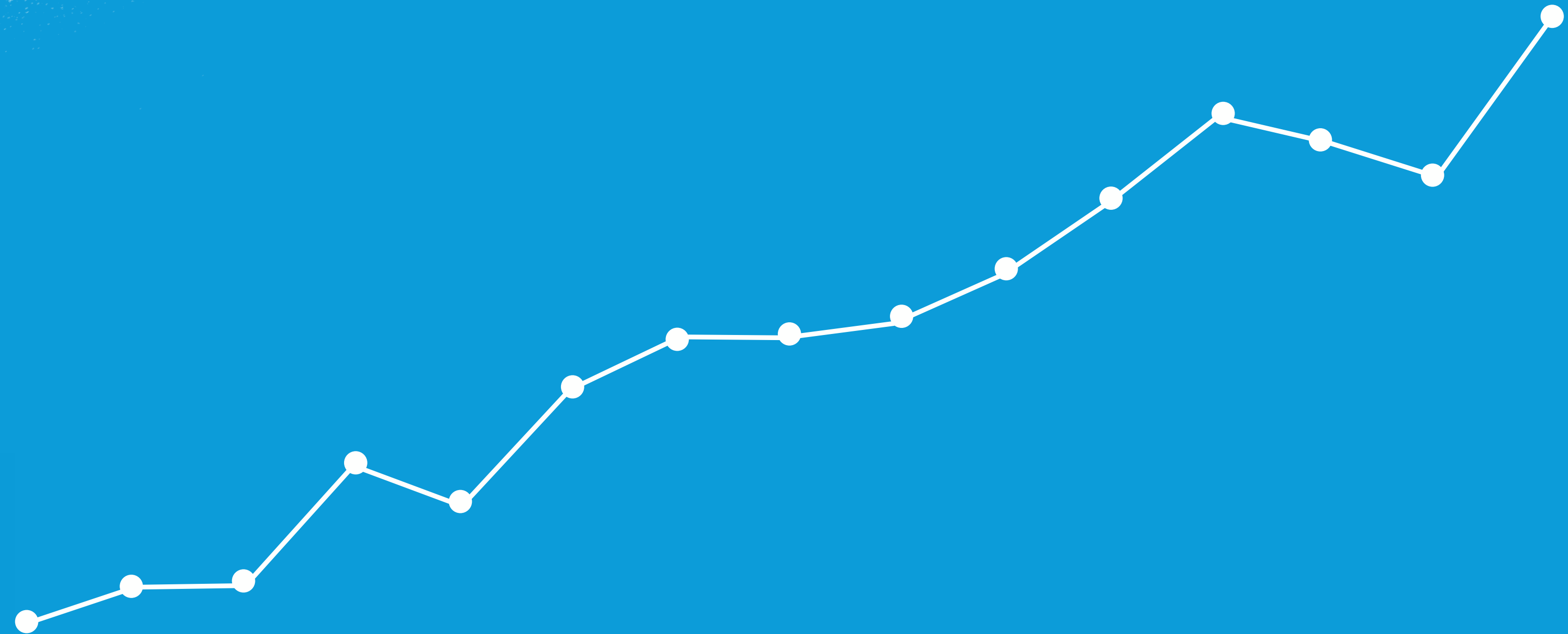


# Salesforce Supports the UN SDGs

The United Nations outlines 17 [Sustainable Development Goals](#) (SDGs) that are the world's to-do list for helping people and the planet. Salesforce is committed to rallying our ecosystem around these goals and putting them into action. We incorporate the SDGs into our existing reporting processes to better understand, communicate and demonstrate our contribution to the SDGs. Transparency underlies Target 12.6 of the SDGs, to encourage companies to adopt sustainable practices and integrate sustainability information into their reporting cycle.

Sustainable Development Goals		Salesforce's FY24 Supporting Actions	Sustainable Development Goals		Salesforce's FY24 Supporting Actions
<b>4</b> QUALITY EDUCATION  	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	<ul style="list-style-type: none"> <li>• <a href="#">Education grants</a></li> <li>• <a href="#">Salesforce for Education</a></li> <li>• <a href="#">Trailhead</a></li> <li>• <a href="#">Future Pathways</a></li> </ul>	<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES  	Make cities and human settlements inclusive, safe, resilient and sustainable.	<ul style="list-style-type: none"> <li>• <a href="#">Sustainable buildings and materials</a></li> <li>• <a href="#">Yes SF Sustainability Challenge</a></li> </ul>
<b>5</b> GENDER EQUALITY  	Achieve gender equality and empower all women and girls.	<ul style="list-style-type: none"> <li>• <a href="#">Equal pay</a></li> <li>• <a href="#">Global representation goals</a></li> <li>• <a href="#">Inclusive employee experience</a></li> </ul>	<b>13</b> CLIMATE ACTION  	Take urgent action to combat climate change and its impacts.	<ul style="list-style-type: none"> <li>• <a href="#">Climate action progress</a></li> <li>• <a href="#">Net Zero Cloud</a></li> <li>• <a href="#">Sustainable AI</a></li> <li>• <a href="#">Supplier Sustainability program</a></li> <li>• <a href="#">Climate philanthropy</a></li> </ul>
<b>7</b> AFFORDABLE AND CLEAN ENERGY  	Ensure access to affordable, reliable, sustainable and modern energy for all.	<ul style="list-style-type: none"> <li>• <a href="#">100% renewable energy purchasing</a><sup>◆</sup></li> <li>• <a href="#">Distributed Renewable Energy Certificates</a></li> <li>• <a href="#">Clean Energy Program Management solution</a></li> <li>• <a href="#">First Movers Coalition</a></li> </ul>	<b>14</b> LIFE BELOW WATER  	Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	<ul style="list-style-type: none"> <li>• <a href="#">Blue carbon credits</a></li> <li>• <a href="#">Mangrove Breakthrough</a></li> </ul>
<b>8</b> DECENT WORK AND ECONOMIC GROWTH  	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	<ul style="list-style-type: none"> <li>• <a href="#">Equality Groups</a></li> <li>• <a href="#">Pro Bono volunteering</a></li> <li>• <a href="#">Trailblazer Career Marketplace</a></li> <li>• <a href="#">Salesforce Military</a></li> </ul>	<b>15</b> LIFE ON LAND  	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.	<ul style="list-style-type: none"> <li>• <a href="#">Nature restoration efforts</a></li> <li>• <a href="#">1t.org</a></li> <li>• <a href="#">Ecosystem Restoration &amp; Climate Justice Fund</a></li> </ul>
<b>10</b> REDUCED INEQUALITIES  	Reduce inequality within and among countries.	<ul style="list-style-type: none"> <li>• <a href="#">Underrepresented minorities representation goals</a></li> <li>• <a href="#">Responsible AI</a></li> <li>• <a href="#">Supplier diversity</a></li> <li>• <a href="#">Disabilities @ Work</a></li> </ul>	<b>17</b> PARTNERSHIPS FOR THE GOALS  	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.	<ul style="list-style-type: none"> <li>• <a href="#">Nonprofit and higher education customers</a></li> <li>• <a href="#">UN Global Compact</a></li> <li>• <a href="#">Pledge 1%</a></li> <li>• World Economic Forum collaborations (integrated throughout the report)</li> <li>• Other coalitions &amp; movement building (integrated throughout the report)</li> </ul>

◆ Procuring renewable energy and/or renewable energy certificates equivalent to the electricity we use globally on an annual basis.



# ESG Metrics and Indicators

# Company Overview

**Framework Key**  
● GRI ● SASB

Performance Indicator	FY24	FY23	FY22	Framework
<b>Company Overview</b>				
Organization name	Salesforce, Inc.			<span style="color: #E91E63;">●</span> GRI 2-1
Location of headquarters	San Francisco			<span style="color: #E91E63;">●</span> GRI 2-1
Countries of operations	<a href="#">Global Offices</a>			<span style="color: #E91E63;">●</span> GRI 2-1
Ownership, legal form and markets served	<a href="#">Salesforce 10-K</a>			<span style="color: #E91E63;">●</span> GRI 2-1, 2-6
Total revenue (in millions)	\$34,857	\$31,352	\$26,492	<span style="color: #E91E63;">●</span> GRI 201-1
Americas	67%	68%	68%	
Europe	23%	23%	23%	
Asia Pacific	10%	9%	9%	
Primary brands, products, services	<a href="#">Salesforce Products</a>			<span style="color: #E91E63;">●</span> GRI 2-6
Fiscal year (FY)	February 1, 2023 - January 31, 2024			<span style="color: #E91E63;">●</span> GRI 2-3
Report cycle	Annual			<span style="color: #E91E63;">●</span> GRI 2-3
Key stakeholders	Stockholders, customers, employees, partners, the planet and the communities in which we work and live.			<span style="color: #E91E63;">●</span> GRI 2-29
Report contact	<a href="mailto:esg-impact@salesforce.com">esg-impact@salesforce.com</a>			<span style="color: #E91E63;">●</span> GRI 2-3

# Planet

**Framework Key**

● GRI ● SASB

Performance Indicator	FY24	FY23	FY22	Framework
<b>Environmental Strategy &amp; Governance</b>				
Governance, risk management and strategy related to climate change	<a href="#">Salesforce TCFD Report</a>			<span style="color: orange;">●</span> GRI 2-2 <span style="color: teal;">●</span> TC-SI-130a.3
Climate action and net zero strategy	<a href="#">Salesforce Climate Action Plan</a>			<span style="color: orange;">●</span> GRI 305-5, 308-1
Environmental policy	<a href="#">Global Environmental Policy</a>			
Disclosure on use of carbon credits	<a href="#">Salesforce Carbon Credits Portfolio</a>			

# Planet

Framework Key

● GRI ● SASB

Performance Indicator	Target	FY24	FY23	Base Year (FY19)	Framework
<b>Net Zero Emissions Reduction Targets<sup>[1]</sup></b>					
<b>Net zero residual emissions target</b>					
Net zero residual emissions	0	0 <sup>[*]</sup>	0	610,000	
<b>100% renewable energy target</b>					
Percentage of total global electricity procured from renewable energy resources	100%	100% <sup>[*]</sup>	100%	55%	
<b>50%/90% absolute emissions reduction global by FY31/FY41 (metric tonnes CO<sub>2</sub>e)<sup>[2]</sup></b>					
Scope 1 emissions		3,000 <sup>[*]</sup>	4,000	6,000	
Scope 2 emissions <sup>[3]</sup>		315,000 <sup>[*]</sup>	280,000	322,000	
Scope 3 emissions <sup>[3]</sup>		1,293,000 <sup>[*]</sup>	1,275,000	944,000	
Total absolute emissions		1,611,000	1,559,000	1,272,000	
Increase (reduction) from base year	(50%)/(90)%	26.7%	22.6%		

<sup>[1]</sup> Prior year values have been recast to include emissions from our acquisitions of Slack and Tableau, and the implementation of our supplier-hybrid methodology.

<sup>[\*]</sup> Denotes limited assurance review by Ernst & Young LLP for fiscal 2024. For additional details and methodology, please see the Schedules of Selected Environmental and Social Metrics appended to this report.

<sup>[2]</sup> The absolute emissions reduction goal of 50 percent is the near term fiscal 2031 target. The long term goal is 90 percent reduction in absolute emissions by fiscal 2041. Both of these goals are calculated from a 2019 base year using and are only achievable with additional innovation and investment. See [Climate Action Plan](#) for more details.

<sup>[3]</sup> Calculated using location-based methodology.

# Planet

**Framework Key**  
● GRI ● SASB

Performance Indicator	Target	FY24	FY23	Base Year (FY19)	Framework
<b>Science-Based Targets<sup>[1]</sup></b>					
<b>Scope 1 and 2 emissions target by FY31 (market-based methodology)</b>					
Scope 1 and 2 emissions (market-based methodology)		78,000 <sup>[*]</sup>	71,000	187,000	
Increase (reduction) from base year	(50.0%)	(58.3%)	(62.0%)		
<b>Scope 3 fuel and energy-related activities (FERA) emissions reduction target by FY31</b>					
FERA market-based methodology emissions not included in scope 1 and 2		35,000 <sup>[*]</sup>	33,000	48,000	
Increase (reduction) from base year	(50.0%)	(27.1)%	(31.3%)		
<b>Scope 3 supplier engagement target by FY25</b>					
Percentage of applicable scope 3 emissions from suppliers with set SBTs <sup>[2]</sup>	60%	25.3% <sup>[*]</sup>	15.8%	1.9%	

<sup>[1]</sup> Prior year values have been recast to include emissions from our acquisitions of Slack and Tableau, and the implementation of our supplier-hybrid methodology.

<sup>[\*]</sup> Denotes limited assurance review by Ernst & Young LLP for fiscal 2024. For additional details and methodology, please see the Schedules of Selected Environmental and Social Metrics appended to this report.

<sup>[2]</sup> Suppliers representing 60 percent of our applicable scope 3 GHG emissions, covering purchased goods and services, capital goods, upstream transportation and distribution, waste generated in operations, and upstream leased assets.

# Planet

Framework Key

● GRI ● SASB

Performance Indicator	FY24 <sup>(*)</sup>	FY23	FY22	Framework
<b>Greenhouse Gas Emissions (metric tonnes CO<sub>2</sub>e)<sup>[1]</sup></b>				<span style="color: #E91E63;">●</span> GRI 305-1, 305-2, 305-3
Scope 1	3,000	4,000	6,000	
Scope 2 (location-based methodology)	315,000	280,000	297,000	
Scope 2 (market-based methodology)	75,000	67,000	89,000	
Total emissions from operations (market-based methodology)	78,000	71,000	95,000	
Upstream scope 3 (market-based methodology)	1,021,000	988,000	801,000	
Purchased goods and services	683,000	735,000	637,000	
Capital goods	126,000	101,000	64,000	
Fuel and energy-related activities	35,000	33,000	38,000	
Upstream transportation and distribution	0	2,000	2,000	
Business travel	145,000	83,000	17,000	
Employee commuting	19,000	8,000	2,000	
Work from home	13,000	24,000	24,000	
Upstream leased assets	0	2,000	17,000	
Downstream scope 3 (market-based methodology)	101,000	96,000	72,000	
Use of sold products	39,000	41,000	27,000	
Downstream leased assets	13,000	4,000	2,000	
Investments	49,000	51,000	43,000	
Total scope 3 emissions	1,122,000	1,084,000	873,000 <sup>[2]</sup>	
Total emissions from operations and value chain (market-based methodology)	1,200,000	1,155,000	968,000	
Removal carbon credits	-294,000	-178,000	-172,000	
Avoidance carbon credits	-906,000	-1,160,000	-924,000	
Net residual emissions	0	0	0	

<sup>(\*)</sup> Denotes limited assurance review by Ernst & Young LLP for fiscal 2024. For additional details and methodology, please see the Schedules of Selected Environmental and Social Metrics appended to this report.

<sup>[1]</sup> Prior year values have been restated to include emissions from our acquisitions of Slack and Tableau, and the implementation of our supplier-hybrid methodology.

<sup>[2]</sup> For FY22, the scope 3 total incorporates adjustments from prior acquisitions that are not reflected in the category-level scope 3 data.



# Planet

**Framework Key**  
● GRI ● SASB

Performance Indicator	FY24	FY23	FY22	Framework
<b>Energy</b>				<span style="color: #E91E63;">●</span> GRI 302-1, 302-2, 302-4, 305-2
Total energy consumption (MWh)	945,000	869,000	826,000	
Offices	8%	10%	9%	
Data centers	91%	88%	88%	
Other fuels and energy sources	1%	2%	3%	
Total electricity consumption (MWh)	913,000	819,000	771,000	
Offices	6%	8%	6%	
Data centers	94%	92%	94%	
Average power usage effectiveness (PUE)	1.42	1.42	1.42	<span style="color: #0070C0;">●</span> TC-SI-130a.1
<b>Nature Positive</b>				
Fund the conservation, restoration, and growth of 100 million trees by FY31				
Progress (millions of trees funded)	52	45	44	
<b>Sustainable Real Estate</b>				
Percentage of space achieved or pursuing green building certification <sup>[1]</sup>	90%	86%	85%	

<sup>[1]</sup> 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.

# Planet

**Framework Key**  
● GRI ● SASB

Performance Indicator	FY24	FY23	FY22	Framework
<b>Water Management</b>				<span style="color: #e91e63;">●</span> GRI 303-3, 303-5 <span style="color: #00a0e3;">●</span> TC-SI-130a.2
Total water withdrawal and consumption (million gallons) <sup>[1]</sup>	153	126	130	
In regions with Extremely High baseline water stress	5%	3%	19%	
In regions with High baseline water stress	30%	13%	2%	

**WASTE AND USE OF RESOURCES**

Waste management practices

As a software technology company, our operational waste footprint is relatively small. We provide recycling and compost collection where local infrastructure allows for these services and we go to great lengths to reduce single-use plastic and food waste by offering reusable dishware, cups and cutlery, bulk snack options, and employee fridges for storing leftovers from catered meetings. We periodically engage in employee-facing education campaigns on proper waste sorting and waste reduction best practices. Our electronic waste is handled by third-party recycling vendors to ensure we are able to responsibly and securely resell or recycle as much of our hardware and peripheral equipment as possible. Our local workplace services teams partner with community non-profits to donate furniture, fixtures, and equipment from our offices whenever feasible to avoid unnecessary landfill. We try to limit our footprint at our events through a variety of practices. When planning menus, we save both water and emissions by eliminating beef, pork, and almonds, and we serve meals in compostable packaging. When developing signage and branding, we prioritize sustainable and recyclable materials, and also plan ahead for reusability. We have increasingly minimized swag to avoid items ending up in the landfill and we work to inspire our community by featuring top-quality sustainability content that helps turn commitment into action.

<sup>[1]</sup> Regional baseline water stress calculated via [WRI's Aqueduct Water Risk Atlas](#).

# People

**Framework Key**  
● GRI ● SASB

Performance Indicator	FY24	FY23	FY22	Framework
<b>Managing a Global Workforce</b>				
Commitment to diversity, equity, and inclusion	Equality is a core value at Salesforce. Learn more about our <a href="#">Equality Policies and Programs</a> and visit our <a href="#">Equality website</a> .			
Global employees	72,682	79,390	73,541	<span style="color: #E91E63;">●</span> GRI 2-7
Americas	58%	60%	62%	
Europe	17%	18%	19%	
Asia Pacific	25%	22%	19%	
Description of systems for managing global workforce and risk prevention	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, equality and sustainability. 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.			<span style="color: #0070C0;">●</span> TC-SI-330a.1
Percentage of employees covered by an independent trade union or collective bargaining agreements <sup>[1]</sup>	0%	0%	0%	<span style="color: #E91E63;">●</span> GRI 2-7
<b>FY24 Representation Goals</b>				
50% underrepresented group (URG) representation for U.S. technology employees by FY24 (Women, Black, Latinx, Indigenous, Multiracial, LGBTQ+, People with Disabilities, and Veterans)				
Target representation	50%			
Current representation	51.3% <sup>[*]</sup>	52%	50.7%	
50% increase of underrepresented minority (Black, Indigenous, Latinx and Multiracial) employees in U.S. Workforce by FY24				
Baseline year	FY20			
Baseline representation	10.5%			
Target representation	15.8%			
Current representation	14.2% <sup>[*]</sup>	14.5%	13.5%	
50% increase in underrepresented minority (Black, Indigenous, Latinx and Multiracial) representation in leadership (V.P.+ ) in U.S. Workforce by FY24				
Baseline year	FY20			
Baseline representation	7.4%			
Target representation	11.1%			
Current representation	8.6% <sup>[*]</sup>	8.8%	8.3%	
Double Black leadership representation (VP+) in U.S. Workforce by FY24				
Baseline year	FY20			
Baseline representation	1.5%			
Target representation	3%			
Current representation	3.4% <sup>[*]</sup>	3.7%	3.4%	

<sup>[1]</sup> 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.

<sup>[\*]</sup> Denotes limited assurance review by Ernst & Young LLP for fiscal 2024. For additional details and methodology, please see the Schedules of Selected Environmental and Social Metrics appended to this report.

# People

**Framework Key**

● GRI ● SASB

Performance Indicator	FY24	FY23	FY22	Framework
<b>FY31 Representation Goals<sup>(1)</sup></b>				
20% underrepresented minority (Black, Indigenous, Latinx and Multiracial) employees in U.S. Workforce				
Current representation	14.2% <sup>[*]</sup>	14.5%	13.5%	
12% underrepresented minority (Black, Indigenous, Latinx and Multiracial) representation in leadership (VP+) in U.S. Workforce				
Current representation	8.6% <sup>[*]</sup>	8.8%	8.3%	
40% women and non-binary representation in global workforce by FY31				
Current representation	36.3% <sup>[*]</sup>	37%	35.9%	
32% women and non-binary representation in global leadership by FY31				
Current representation	29.8%	29.5%	28.5%	

Performance Indicator	FY24 <sup>(*)</sup>				FY23				FY22				Framework
<b>Representation Data<sup>(2)</sup></b>													<span style="color: #E91E63;">●</span> GRI 405-1 <span style="color: #0070C0;">●</span> TC-SI-330a.3
<b>Global employees by gender</b>													
	Total	Tech	Non-Tech	VP+	Total	Tech	Non-Tech	VP+	Total	Tech	Non-Tech	VP+	
Women	36.1%	30.1%	42.5%	29.8%	36.4%	28.4%	44.9%	29.5%	35.7%	26.9%	44.3%	28.5%	
Men	63.7%	69.6%	57.3%	70.1%	63.4%	71.3%	54.9%	70.5%	64.1%	72.8%	55.5%	71.4%	
Other/undisclosed	0.2%	0.3%	0.2%	0.1%	0.2%	0.3%	0.2%	0.0%	0.2%	0.3%	0.2%	0.1%	
<b>Global employees by age<sup>(3)</sup></b>													
<30	20%	22.9%	16.8%	0.1%	20.5%	21.7%	19.2%	0.1%					
30-50	67.8%	66.2%	69.6%	56.3%	67.3%	67.2%	67.5%	57.9%					
>50	12.2%	10.9%	13.6%	43.6%	12.2%	11.1%	13.3%	42.0%					
<b>Employees by ethnicity (U.S. Only)</b>													
White	53.2%	40.5%	67.2%	67.3%	54.2%	43.9%	66.2%	68.5%	55.7%	45.2%	67.5%	69.7%	
Asian and Indian	28.4%	43.1%	12.2%	21.1%	26.9%	39.3%	12.5%	19.6%	25.9%	38.3%	12.2%	18.4%	
Hispanic or Latinx/o/a	5.8%	4.9%	6.7%	2.8%	5.7%	4.8%	6.8%	2.9%	5.3%	4.5%	6.2%	3.0%	
Black or African American	5.0%	3.9%	6.1%	3.4%	5.2%	3.9%	6.7%	3.8%	4.8%	3.5%	6.1%	3.5%	
Two or more races	3.0%	2.7%	3.4%	2.1%	3.0%	2.7%	3.5%	1.9%	2.9%	2.6%	3.3%	1.7%	
Hawaiian and Pacific Islander	0.3%	0.2%	0.4%	0.1%	0.3%	0.2%	0.4%	0.1%	0.3%	0.2%	0.4%	0.1%	
American Indian and Alaska Native	0.2%	0.2%	0.3%	0.2%	0.3%	0.2%	0.3%	0.1%	0.3%	0.2%	0.3%	0.1%	
Undisclosed	4.1%	4.5%	3.7%	3.0%	4.4%	5.0%	3.6%	3.1%	4.8%	5.5%	4.0%	3.5%	
<b>EEO-1 Report</b>	Historical EEO-1 reports are available <a href="#">here</a> .												

<sup>(1)</sup> These goals were established in FY25.

<sup>(\*)</sup> Denotes limited assurance review by Ernst & Young LLP for fiscal 2024. For additional details and methodology, please see the Schedules of Selected Environmental and Social Metrics appended to this report.

<sup>(2)</sup> Additional data, including disaggregations specific to the U.S. workforce are available at [Equality.com](https://equality.com).

<sup>(3)</sup> FY23 was the first year this metric was assured. Prior to FY23, metrics on employees by age have not been disclosed.

# People

**Framework Key**  
● GRI ● SASB

Performance Indicator	FY24	FY23	FY22	Framework
<b>Equal Pay</b>				<span style="color: #E91E63;">●</span> GRI 405-2
Annual Equal Pay Assessment	<a href="#">Equal Pay Strategy</a>			
Adjusted Pay Gap - Gender <sup>[1]</sup>	\$1.00	\$1.00	\$1.00	
Adjusted Pay Gap - Race <sup>[2]</sup>	\$1.00	\$1.00	\$1.00	
Black and African American	\$1.00	\$1.01	\$1.01	
Latinx and Hispanic	\$1.02	\$1.02	\$1.03	
Other Non-White Minorities	\$1.04	\$1.05	\$1.05	
Performance Indicator	FY24	FY23	FY22	Framework
<b>Talent Management and Engagement</b>				
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, workbooks and more. We encourage our employees to seek personal and professional development opportunities with external organizations and offer yearly education reimbursement to employees who wish to continue job-related education from accredited institutions or organizations.			<span style="color: #E91E63;">●</span> GRI 404-2
Employees appraised via management by objectives <sup>[3]</sup>	94%	93%	92%	<span style="color: #E91E63;">●</span> GRI 404-3
Description of organizational alignment strategy	Alignment and consistent and clear communication are key parts of our employee engagement, especially as we continue to grow. Each year, we complete a corporate V2MOM, which is an internal management tool used to align the Company on our vision, values, methods, obstacles and measures for the upcoming year. All employees are then expected to complete their own V2MOM that aligns with the corporate V2MOM.			
Open positions filled by internal candidates	32%	27%	27%	
Employee engagement <sup>[4]</sup>	75%	86%	94%	
<b>Employee Health, Safety &amp; Wellbeing</b>				<span style="color: #0070C0;">●</span> TC-SI-330a.2
Employee benefits	Our benefits vary by location and can be explored <a href="#">here</a> .			
Health and safety policy	<a href="#">Health &amp; Safety Policy</a>			

<sup>[1]</sup> Amount women earn globally for every \$1.00 that that men earned performing the same jobs.

<sup>[2]</sup> Amount earned as compared to white employees performing the same jobs inside the United States.

<sup>[3]</sup> The appraisal metric is defined as the percentage of employees who participate in our V2MOM organizational alignment process. 100% of employees who meet the eligibility criteria are invited are invited and encouraged to complete a V2MOM, but with our rapid growth, 100% compliance is a stretch goal.

<sup>[4]</sup> Beginning in FY23, we moved to an employee engagement index for our metric. The reported metric is an average of a composite of responses from 2 annual employee surveys that include this index. The FY22 value is based on ratings from an annual employee survey for the statement, "I am willing to give extra to get the job done."

# Communities

**Framework Key**  
● GRI ● SASB

Performance Indicator	FY24	FY23	FY22	Framework
<b>Community Impact</b>				
Philanthropic engagement	Giving back is in our DNA. We partner with organizations around the world to provide them with the resources they need to create lasting change within their communities. <a href="#">Learn more about our philanthropy strategy and strategic programs.</a>			
Grants and donations (millions)				
Annual	\$86	\$82	\$100	
Lifetime to date	\$700	\$614	\$532	
Employee volunteer hours				
Annual	900,000	1,100,000	1,100,000	
Lifetime to date	8,700,000	7,800,000	6,700,000	
Nonprofit and higher education organizations offered services for free or at a discount <sup>[1]</sup>	56,000	51,900	54,600	
Target to provide \$200 million in philanthropic investment towards racial equality and justice efforts by FY26 (millions)				
Progress to date	\$181	\$129	\$87	
Goal to provide \$100 million in philanthropic investment towards climate justice efforts by FY32 (millions)		\$100		
Progress to date <sup>[2]</sup>	\$14	\$12		

<sup>[1]</sup>In fiscal 2023 the Company went through a one-time process to deactivate customers that had no login activity for 2+ years which reduced the total customer count.

<sup>[2]</sup>This goal was established in FY22. Therefore, progress is reported beginning in FY23.

# Technology

**Framework Key**  
● GRI ● SASB

Performance Indicator	FY24	FY23	FY22	Framework
<b>Data Privacy &amp; Security</b>				
Commitment to performance and cybersecurity	As a global leader in CRM technology, our services involve the storage and transmission of our customers' and our customers' customers' data. As such, we have in the past been, and likely will in the future be, the target of cybersecurity threats and other efforts to breach or compromise our services and underlying infrastructure. With trust as our foremost value and the foundation of everything we do, we recognize the importance of maintaining the safety and security of our systems and data, as our customers trust our technology to deliver the highest levels of security, privacy, performance, compliance and availability at scale. Further information on our risk management and strategy can be found on <a href="http://www.trust.salesforce.com">www.trust.salesforce.com</a> and in our FY24 10-K filing.			
Compliance certifications and attestations	<a href="#">Compliance website</a>			
Number of data breaches, percentage involving personally identifiable information (PII), number of users affected	Any material breaches would be disclosed in filings with the SEC. <span style="float: right;">● TC-SI-230a.1</span>			
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. <span style="float: right;">● TC-SI-230a.2</span>			
Number of performance issues and service disruptions; total customer downtime	We provide transparency around <a href="#">service availability and performance</a> for Salesforce products. <span style="float: right;">● TC-SI-550a.1</span>			
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. <span style="float: right;">● GRI 418-1 ● TC-SI-220a.1</span>			
Policies & practices related to user privacy	<a href="#">Privacy Homepage</a> <span style="float: right;">● TC-SI-220a.1</span>			
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 <a href="#">website</a> ). <span style="float: right;">● TC-SI-220a.2</span>			
Total amount of monetary losses as a result of legal proceedings associated with user privacy	Any material losses would be disclosed in our <a href="#">10-K filing</a> with the SEC. In FY24, there were none. <span style="float: right;">● TC-SI-220a.3</span>			
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 <a href="#">publicly available paper</a> . The number of requests for user information that we've received (and percentage disclosed) is described in our Transparency Report, available on our <a href="#">Privacy Resources</a> page. <span style="float: right;">● TC-SI-220a.4</span>			
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 <a href="#">legal compliance page</a> . <span style="float: right;">● TC-SI-220a.5</span>			

# Technology

**Framework Key**

● GRI ● SASB

Performance Indicator	FY24	FY23	FY22	Framework
<b>Responsible &amp; Sustainable Technology</b>				
Ethical use of technology strategy	<p>In addition to building ethics and inclusion into our products and internal processes, we have a responsibility to understand how our products are used and the direct impacts our technologies have in the world. Our Office of Ethical and Humane Use of technology strives to create ethical use policies that ensure the responsible use of our products and services and reflect our commitment to building trust with our customers and users. Learn more <a href="#">here</a>.</p>			<span style="color: #E67E22;">●</span> GRI 2-23
Impact investing strategy	<p>The Salesforce Ventures Impact Fund invests in the most innovative enterprise software companies that drive measurable social and environmental impact. We invest in founders addressing some of today's most pressing needs, including access to education and skilling, climate action, and diversity, equity, and inclusion. Learn more <a href="#">here</a>.</p>			



# Governance

**Framework Key**  
● GRI ● SASB

Performance Indicator	FY24	FY23	FY22	Framework
<b>Board of Directors</b>				<span style="color: #E91E63;">●</span> GRI 2-9
Governance structure	<a href="#">Corporate Governance Guidelines</a>			
Governance body composition	<a href="#">Salesforce Proxy Statement</a>			
Board committee charters	<a href="#">Audit and Finance, Compensation, Nominating and Corporate Governance</a>			<span style="color: #E91E63;">●</span> GRI 2-10, 2-19, 2-20
Total executive and non-executive board members	13	13	13	
Director appointment criteria	When considering appointments to our Board of Directors, Salesforce considers many dimensions of diversity including, but not limited to, diversity of gender, race and ethnicity, perspective, professional experience, background, and skill set.			
Board average tenure (years) <sup>[1]</sup>	8.38	7.31	9.31	
Independent board members	77%	77%	69%	
Board diversity	54%	54%	38%	<span style="color: #E91E63;">●</span> GRI 405-1
Gender diversity	31%	31%	27%	
Ethnic diversity	31%	31%	15%	
Board remuneration disclosure	<a href="#">Salesforce Proxy Statement</a>			<span style="color: #E91E63;">●</span> GRI 2-19, 2-23
<b>Business Integrity</b>				
Code of Conduct	<a href="#">Code of Conduct</a>			
Percentage of employees who read and acknowledged the Code of Conduct <sup>[2]</sup>	100%	98%	100%	<span style="color: #E91E63;">●</span> GRI 102-16
Employee confidence in business integrity <sup>[3]</sup>	89%			<span style="color: #E91E63;">●</span> GRI 102-16
<b>Human Rights</b>				
Human rights commitment	<a href="#">Human Rights Principles</a>			<span style="color: #E91E63;">●</span> GRI 412-1

<sup>[1]</sup> 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.

<sup>[2]</sup> As of fiscal year end.

<sup>[3]</sup> This metric is based on a composite of responses from an annual all-staff survey that measures employee opinions of ethical integrity and conduct at the company. This composite metric was created in FY24, therefore we do not report prior year performance.

# Governance

**Framework Key**  
● GRI ● SASB

Performance Indicator	FY24	FY23	FY22	Framework
<b>ESG Risk Management</b>				
Board oversight of ESG issues	Our Nominating and Corporate Governance Committee periodically reviews our environmental, social, and governance (ESG) initiatives. The board of directors, through its committees, oversees Salesforce's privacy matters, meets regularly with Salesforce's Chief Ethical and Humane Use Officer and other members of senior management, and oversees relevant ESG matters such as executive compensation, ESG disclosures and risks, and human capital matters.			● GRI 2-12
Executive compensation linked to ESG performance	To align and accelerate our ESG initiatives, in fiscal 2024 all executive vice presidents, presidents and Section 16 officers have a component of their incentive compensation plans tied to employee diversity and environmental measures.			
Discussion of enterprise risks and business strategy	<a href="#">Salesforce 10-K</a>			● GRI 102-15
Description of business continuity risks related to disruption of operations	Business continuity risks are discussed in our <a href="#">Form 10-K</a> filed with the SEC.			● TC-SI-550a.2
<b>Supply Chain Management</b>				
Commitment to responsible sourcing and ethical supplier conduct	We outline our global supply chain expectations in our <a href="#">Global Supplier Code of Conduct</a> , which serves as a guide to ethical supplier conduct. We require all third-party suppliers of products or services that are paid directly by Salesforce to acknowledge our Supplier Code of Conduct. Should we become aware of any policy violations, Salesforce would ensure that appropriate measures are taken, which may include reporting this information to authorities and terminating our relationship with the supplier. For more information on our supply chain programs, including our commitments to sustainability and diversity within our supply chain, please visit our <a href="#">supplier legal page</a> .			● GRI 103-3
Goal to spend \$100M with Black-owned businesses (millions) by FY24 <sup>[1]</sup>	\$100			
Progress to date (millions)	\$261	\$167	\$65	
<b>Public Policy &amp; Advocacy</b>				
Public policy practices & political engagement	<a href="#">Public Policy Homepage</a>			● GRI 415-1

<sup>[1]</sup> 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.

# **Schedules of Selected Environmental and Social Metrics**

**Salesforce, Inc.**

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**Salesforce Tower  
415 Mission Street, 3rd Fl  
San Francisco, California 94105**

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#### FORWARD LOOKING INFORMATION

*These schedules of Selected Environmental and Social Metrics contains words such as “expect,” “anticipates,” “aims,” “projects,” “intends,” “plans,” “believes,” “estimates,” “assumes,” “may,” “will,” “should,” “could,” “would,” “potential,” “forecasts,” “predicts,” “targets,” “commitments” and “goals” variations of such words and similar expressions. These words are intended to identify such forward-looking statements, which may consist of, among other things, trend analyses and statements regarding future events, future financial and climate performance and achievement of stated goals, performance, anticipated growth, industry prospects, our business plans and growth strategy, our commitments, goals, aims or aspirations regarding environmental social and governance matters, including climate change and diversity and inclusion, our strategies, expectations or plans regarding our investments, including strategic investments or future acquisitions, our beliefs or expectations regarding our competition, our intentions regarding use of future earnings or dividends, our expectations regarding the Restructuring Plan, including with respect to timing or costs, our expectations regarding investing in human capital and technology or our beliefs or expectations regarding working capital, capital expenditures, debt maintenance or commitments. These forward-looking statements are based on current expectations, estimates and forecasts, as well as the beliefs and assumptions of our management, and are subject to risks and uncertainties that are difficult to predict, including: potential economic downturn and climate change. The achievement or success of the matters covered by such forward-looking statements involves risks, uncertainties and assumptions. We continually review emissions quantification methodologies and are committed to implementing best practice quantification methodologies. Any changes in methodology may result in material changes to our calculations and may result in the current and previous periods, including our base year, to be adjusted. These and other risks and uncertainties may cause our actual results to differ materially and adversely from those expressed in any forward-looking statements. Readers are directed to risks and uncertainties identified in the “Risk Factors” section and elsewhere in our Annual Report on Form 10-K (“Form 10-K”), filed with the Securities and Exchange Commission (“SEC”) on March 6, 2024, for additional detail regarding factors that may cause actual results to be different than those expressed in our forward-looking statements. Except as required by law, we undertake no obligation to revise or update publicly any forward-looking statements for any reason.*

## MANAGEMENT’S DISCUSSION OF SELECTED ENVIRONMENTAL AND SOCIAL METRICS

### Purpose of this document

Salesforce, Inc. (“Salesforce”, “we”, “us”, “our”) believes that values drive value, and that along with our Profitable Growth strategy of driving sustainable top line and bottom line progression, effectively managing our priority Environmental, Social, and Governance (“ESG”) topics will help create long-term value for our investors. Our core values of Trust, Customer Success, Innovation, Equality and Sustainability guide us as we operationalize these values across our company. Transparency is a key pillar of our commitment to ESG excellence. We believe companies should clearly report progress and consistently communicate decision-useful information on ESG topics to their key stakeholders. Our belief is that comparable, consistent, and verified ESG disclosure is critical to understanding the long-term health and resilience of a business.

The purpose of this document is to report on and provide transparency into our calculation methodologies for selected ESG metrics, some of which are subject to a limited assurance third party review by Ernst & Young LLP (“EY”) (see Independent Accountants’ Review Report at pg. 7) and to provide a brief commentary on our results relative to our key environmental and social goals. Metrics included in this document have been determined based on ESG materiality assessments and alignment to our core values of equality and sustainability. We have structured this document in a manner similar to our Form 10-K, which includes a brief overview of our key programs and goals, selected schedules detailing our key metrics, and footnotes that provide transparency into our calculation methodology.

This document should be read in conjunction with our existing disclosures on our longstanding ESG programs, which include more comprehensive reporting of our risks, overall strategy, governance structures, goals and results, which can be found on our website, in our annual [Stakeholder Impact Report](#), our [Climate Action Plan](#), our [Task Force on Climate-Related Financial Disclosures \(“TCFD”\) report](#), our [Form 10-K](#) and our [Proxy Statements](#). This document and the content of the various websites referenced throughout this document are not incorporated by reference and do not constitute a part of any filing we have made or will make with the SEC, regardless of any general incorporation language in such filing.

### Environment Overview

Salesforce envisions a net zero, nature positive future for all. We operationalize sustainability into core business decisions, supported by rigorous data, to drive efficiency and innovation. Our integrated sustainability strategy can be found at [salesforce.com/sustainability](https://salesforce.com/sustainability).

During the fiscal year ended January 31, 2024, we maintained our achievement of three key targets:

1. Maintain net zero residual emissions across our full value chain. That means we purchase carbon credits equivalent to Salesforce’s residual scope 1, 2, and 3 emissions. See our [Sustainability FAQs](#) for more about what net zero residual emissions means to Salesforce.
2. Procure electricity or renewable energy certificates from renewable energy resources equivalent to 100 percent of the electricity we used globally, calculated based on the methodology described in Notes 7 and 8 to the Consolidated Statements of Environmental Metrics, respectively.
3. Reduce our scope 1 and 2 market-based method (“MBM”) emissions by 50 percent ahead of our fiscal 2031 target

We also made progress against a number of other environmental targets included below.

#### ***Absolute Emissions Reduction and Science-Based Targets:***

In fiscal 2019, we set science-based targets (“SBTs”) formally with the Science Based Targets initiative (“SBTi”) covering our greenhouse gas (“GHG”) emissions. Our five-year SBT refresh will take place in fiscal 2025. These targets are intended to be consistent with reductions required to keep global warming to 1.5°C and include:

1. Reduce our scope 1 and scope 2 MBM GHG emissions by 50 percent by fiscal 2031 from a fiscal 2019 base year.
2. Reduce our scope 3 MBM GHG emissions from fuel and energy-related (“FERA”) activities by 50 percent by fiscal 2031 from a fiscal 2019 base year.
3. Ensure that suppliers representing 60 percent of our applicable scope 3 location-based method (“LBM”) GHG emissions, covering purchased goods and services, capital goods, upstream transportation and distribution, waste generated in operations, and upstream leased assets will set science-based targets by the end of fiscal 2025.

In fiscal 2022, within our Climate Action Plan, we announced our intentions to reduce our absolute emissions, defined as scope 1, scope 2 LBM, and scope 3 LBM emissions from a fiscal 2019 baseline, with science-based goals

of a 50 percent reduction in absolute emissions by fiscal 2031 and 90 percent reduction in absolute emissions by fiscal 2041.

In fiscal 2024, our progress towards our selected environmental targets were as follows (emissions figures in metric tons carbon dioxide equivalent (“mt CO<sub>2</sub>e”)):

	Target	Fiscal year ended January 31,		
		2024	2023	2019 (Base Year)
<b>Net zero residual emissions target</b>				
Net residual emissions	0	0	0	610,000
<b>100 percent renewable energy target</b>				
Percentage of total global electricity procured from renewable energy resources	100%	100.0 %	100.0 %	55.0 %
<b>Absolute emissions reduction goal by fiscal 2031 (1)</b>				
Scope 1 emissions		3,000	4,000	6,000
Scope 2 LBM emissions		315,000	280,000	322,000
Scope 3 LBM emissions		1,293,000	1,275,000	944,000
Total absolute emissions		1,611,000	1,559,000	1,272,000
Increase (reduction) from 2019 base year	(50)%	26.7 %	22.6 %	N/A
<b>Science-based targets:</b>				
<b>Scope 1 &amp; 2 MBM reduction target by fiscal 2031</b>				
Scope 1 emissions		3,000	4,000	6,000
Scope 2 MBM emissions		75,000	67,000	181,000
Total Scope 1 and 2 MBM emissions		78,000	71,000	187,000
Reduction from 2019 base year	(50)%	(58.3)%	(62.0)%	N/A
<b>Scope 3 FERA reduction target by fiscal 2031</b>				
FERA MBM Scope 3 emissions not included in Scope 1 and 2		35,000	33,000	48,000
Increase (reduction) from 2019 base year	(50)%	(27.1)%	(31.3)%	N/A
<b>Scope 3 supplier engagement target by fiscal 2025</b>				
Percentage of applicable Scope 3 LBM emissions from suppliers with set SBTs (2)	60%	25.3 %	15.8 %	1.9 %

(1) The absolute emissions reduction goal of 50 percent is the near term fiscal 2031 target. The long term goal is 90 percent reduction in absolute emissions by fiscal 2041. Both of these goals are calculated from a 2019 base year and are only achievable with additional innovation and investment. See [Climate Action Plan](#) for more details.

(2) In fiscal 2023, we updated our supplier engagement target language with the SBTi to clearly identify the categories covered by this target.

In fiscal 2024 and 2023 we achieved 100 percent renewable energy and net zero residual emissions. Our net zero residual emissions calculation is based on the methodology described in Note 7 to the Consolidated Statements of Environmental Metrics and does not currently align with the SBTi’s definition of Net-Zero as published in October 2021, which outlines that in order for a company to claim net zero GHG emissions they must (1) set and achieve various short and long term emissions targets aligned with 1.5°C global average temperature warming and (2) neutralize all residual emissions through carbon dioxide removals (carbon credits associated with projects that remove carbon dioxide from the atmosphere) after the short and long term emissions targets are achieved.

We support the SBTi’s efforts and plan to achieve our near term absolute emissions reduction targets by fiscal 2031 and 2041, respectively, ten years earlier than recommended by the SBTi, and by transitioning our carbon credit portfolio from avoidance to removal carbon credits over the long term. This transition may result in increased costs and present challenges due to our expectation that there will be limited availability of high quality removal carbon credits relative to demand from corporate buyers.

In fiscal 2024 and 2023, we reported an increase in absolute emissions as compared to our base year of 26.7 percent and 22.6 percent, respectively. These increases, compared to the base year, are largely due to the continued growth of our business; as we grow, so do our expenditures and corresponding emissions. However, in fiscal 2024, we experienced a slowing in the growth of absolute emissions as a result of the Company's operational excellence initiative which lead to decreased expenditures.

Past emissions inventories have shown that the vast majority of our emissions occur in the upstream value chain, particularly in category 1 purchased goods and services. In an effort to improve the accuracy of our value chain emissions, we collected higher quality data with more specificity during fiscal 2024. As we transition to supplier-specific data, we expect overall scope 3 emissions to decrease relative to the spend-based method due to engagement with our supply chain partners as demonstrated below in our scope 3 supplier engagement SBT. Specifically, approximately 46 percent of our applicable upstream Scope 3 LBM emissions are calculated using the spend-based approach, while 52 percent were determined using the hybrid approach, and the remaining 2 percent were calculated using other methodologies. Historically, the majority of our scope 3 emissions were determined using the spend-based method. This approach utilizes less specific, industry-average data and serves as a screening process to determine the scale and relative magnitude of emissions. The spend-based approach and the hybrid approach are discussed in additional detail below.

However, achieving our ambitious absolute emissions reduction goals remain challenging. Given the continued growth of our company, systemic global decarbonization is necessary. For further insights into our strategies to drive these changes, refer to our [Climate Action Plan](#), which outlines our efforts in education, mobilization, innovation, regulation, and policy.

In fiscal 2024 and 2023, we reported the percentage of applicable scope 3 LBM emissions from suppliers with set SBTs as 25.3 and 15.8 percent, respectively. We remain focused on supplier engagement and enablement as we strive to meet the target by the end of fiscal 2025.

#### ***Environmental Metrics - Including Looking Forward to Fiscal 2025 and Beyond***

We continually review emissions quantification methodologies and are committed to implementing best practice quantification methodologies. For example, in fiscal 2024, we implemented the hybrid methodology for Scope 3 reporting. Historically, Salesforce has calculated emissions for several scope 3 categories using the spend-based method outlined in the GHG Protocol Scope 3 Calculation Guidance. This approach quantifies emissions using less specific, industry-average data and serves as a screening process to determine the size and relative magnitude of emissions in the upstream scope 3 categories. Past inventories confirmed the vast majority of emissions are in the upstream value chain, particularly in category 1, purchased goods and services. Therefore, to improve the accuracy of our value-chain emissions quantification, Salesforce aims to collect higher quality, primary data with more supplier specificity. Supplier-specific emissions hold a higher level of emissions data specificity compared to the spend-based method. This more specific data can be obtained through a combination of resources such as CDP, direct supplier engagement, and publicly available data.

As a result of refinements to our calculation methodology and classification determinations for certain categories, we may occasionally update our previously presented emissions.

Changes in fiscal 2024 and beyond may include:

- Scope 3 emissions – For specific suppliers and categories, such as purchased goods and services, we implemented a hybrid approach as mentioned above to migrate away from purely spend-based method to using emissions data obtained directly from our suppliers as more information becomes readily available. This change is designed to improve the quality of data in our scope 3 emissions disclosures and affect prior period disclosures.
- Base year recalculations - We updated the base year, as well as interim years', numbers to include emissions from Slack and Tableau, which were acquired in fiscal 2022 and fiscal 2020, respectively, and the implementation of the hybrid methodology to maintain data consistency and more easily compare our current year results.
- Scope 3 MBM and LBM dual presentation - To enhance transparency, we disclosed both Market-Based (MBM) and Location-Based (LBM) emissions for our scope 3 calculations. The LBM quantifies emissions based on average energy generation emission factors for defined geographic locations, including local, subnational, or national boundaries whereas the MBM quantifies emissions based on GHG emissions emitted by the generators from which the reporter contractually purchases electricity bundled with



contractual instruments, or contractual instruments on their own. While we actively pursue renewable energy initiatives reflected in our MBM emissions, we recognize the importance of transparently presenting our emissions, irrespective of reliance on renewable energy sources.

## Equality Overview

Equality is a core value at Salesforce. We live this value by fostering a more inclusive workplace and advancing greater equality in society. We remain focused on accelerating equality within our organization, across the Salesforce ecosystem, and in our communities around the world.

During the fiscal year ended January 31, 2024, we maintained our achievement of two key targets:

1. Ensure at least 50 percent of our U.S. employees are made up of underrepresented groups (“underrepresented groups” or “URG”), which we define as employees who identify as Women, Black, Latina/o/x, Indigenous, Two or more races, LGBTQ+, People with Disabilities, and Veterans.
2. Double the U.S. representation of Black employees in leadership positions vice president or higher (VP+) positions, from October 2019 baseline.

However, in fiscal 2024, Salesforce experienced a significant decrease in hiring volume as compared to previous years. The functional and regional mix in hiring both in the U.S. and globally has shifted to be more focused in India and on functional roles within Tech and Product. We have also experienced a significant shift in the Company's focus on operating margins and business performance, which slowed momentum toward greater representation earlier in the year. These factors impacted our ability to drive progress on URM representation in the U.S, resulting in not achieving our two URM targets. Going forward, driving results on our representation goals will require intentional effort across the entire Company and, as such, we are currently assessing future fiscal year targets.

We also began reporting on a new goal for fiscal 2027 to achieve 40 percent Global Women and Non-binary representation.

In fiscal 2024, our progress towards our selected equality goals, all of which have a target year of fiscal 2024 other than the Global Women and Non-binary representation which has a target year of 2027, were as follows:

	Target	Progress	January 31, 2024	January 31, 2023	Baseline (3)
<b>U.S. Only</b>					
50% of workforce made of URG	50 %	N/A	51.3 %	52.0 %	N/A
50% increase in URM (1)	50 %	35.2 %	14.2 %	14.5 %	10.5 %
50% increase in URM leadership (VP+)(1)	50 %	16.2 %	8.6 %	8.8 %	7.4 %
Double Black leadership (VP+) (2)	100 %	126.0 %	3.4 %	3.7 %	1.5 %
<b>Global</b>					
Women and Non-binary representation (4)	40 %	N/A	36.3 %	N/A	36.3 %

- (1) Underrepresented minorities (“URM”) is defined as employees who identify as Black, Latina/o/x, Indigenous, and Two or more races.
- (2) Black leadership includes those employees who identify as Black or African American and who hold vice president roles and higher.
- (3) Baseline period for URM workforce and URM in leadership (VP+) is as of July 31, 2019. Baseline period for Black leadership (VP+) representation is as of October 31, 2019. All measurements without a baseline are a point in time measurement as opposed to a change.
- (4) Non-binary includes both "Gender Non-Binary/Non-Conforming" and "Transgender.”

### ***Equality Metric Measurement***

We continually review our equality metric measurement and are committed to implementing best practice disclosures. For example, in fiscal 2024, our disclosure of equality and diversity metrics includes all metrics as defined by GRI disclosure component 405-1b, disclosing the percentage of employees by level and function across gender, age, and ethnicity.



## Independent Accountants' Review Report

To the Board of Directors and Management of Salesforce, Inc.

We have reviewed Salesforce, Inc.'s ("Salesforce") Consolidated Statements of Environmental Metrics and Consolidated Statements of Social Metrics (collectively the "Consolidated Statements"), and the related Notes to the Consolidated Statements (the "Subject Matter") included in Salesforce's Schedules of Selected Environmental and Social Metrics as of and for the year ended January 31, 2024, in accordance with the criteria set forth in the Notes to the Consolidated Statements (the "Criteria"). Salesforce's management is responsible for the Subject Matter in accordance with the Criteria. Our responsibility is to express a conclusion on the Subject Matter based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C section 210, *Review Engagements*. Those standards require that we plan and perform our review to obtain limited assurance about whether any material modifications should be made to the Subject Matter in order for it to be in accordance with the Criteria. The procedures performed in a review vary in nature and timing from and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether the Subject Matter is in accordance with the Criteria, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. As such, a review does not provide assurance that we became aware of all significant matters that would be disclosed in an examination. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent of Salesforce and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review engagement. Additionally, we have complied with the other ethical requirements set forth in the Code of Professional Conduct and applied the Statements on Quality Control Standards established by the AICPA.

The procedures we performed were based on our professional judgment. Our review consisted principally of applying analytical procedures, making inquiries of persons responsible for the subject matter, obtaining an understanding of the data management systems and processes used to generate, aggregate and report the Subject Matter and performing such other procedures as we considered necessary in the circumstances.

As described in the Notes to the Consolidated Statements, the Subject Matter is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

Furthermore, Scope 3 emissions are calculated based on a significant number of estimations and management assumptions due to the inherent nature of the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard as well as the Technical Guidance for Calculating Scope 3 Emissions criteria.

The information included in Salesforce's Schedules of Selected Environmental and Social Metrics, other than the Subject Matter, has not been subjected to the procedures applied in our review and, accordingly, we express no conclusion on it.

Based on our review, we are not aware of any material modifications that should be made to the Consolidated Statements of Environmental Metrics, Consolidated Statements of Social Metrics and the related Notes to the Consolidated Statements as of and for the year ended January 31, 2024 in order for it to be in accordance with the Criteria.

*Ernst + Young LLP*

San Francisco, California

March 29, 2024

**Salesforce, Inc.**  
**Consolidated Statements of Environmental Metrics**  
(in metric tons carbon dioxide equivalent)

	<b>Fiscal year ended January 31,</b>		
	<b>2024</b>	<b>2023(3)(4)</b>	<b>2019 (Base Year) (3) (unreviewed)</b>
<b>Emissions from operations:</b>			
Scope 1 (1)	3,000	4,000	6,000
Scope 2 Market-Based method (“MBM”) (Note 4)	75,000	67,000	181,000
Emissions from operations	78,000	71,000	187,000
<b>Scope 2 Location-Based Method (“LBM”) (Note 4)</b>			
Scope 1	3,000	4,000	6,000
Scope 2 Location-Based Method (“LBM”) (Note 4)	315,000	280,000	322,000
Emissions from operations - LBM	318,000	284,000	328,000
<b>Emissions from value chain:</b>			
Scope 3 upstream emissions - MBM	1,021,000	988,000	750,000
Scope 3 downstream emissions - MBM	101,000	96,000	30,000
Emissions from value chain - MBM (See Note 2)	1,122,000	1,084,000	917,000
Scope 3 upstream emissions - LBM	1,193,000	1,171,000	777,000
Scope 3 downstream emissions - LBM	100,000	104,000	30,000
Emissions from value chain - LBM (See Note 2)	1,293,000	1,275,000	944,000
Emissions from operations and value chain - MBM	1,200,000	1,155,000	1,104,000
Emissions from operations and value chain - LBM	1,611,000	1,559,000	1,272,000
<b>Neutralization and compensation adjustments: (Note 6)</b>			
Removal carbon credits	(294,000)	(178,000)	0
Avoidance carbon credits	(906,000)	(1,160,000)	(344,000)
Net residual emissions (Note 7)	0	0	760,000
Percentage of total global electricity procured from renewable energy resources (Note 8)	100 %	100 %	55 %
Percentage of applicable scope 3 LBM emissions from suppliers with SBTs (Note 9)	25.3 %	15.8 %	1.9 %
Percentage of applicable scope 3 LBM emissions from suppliers committed to setting SBTs (Note 9) (2)	14.4 %	35.3 %	N/A

- (1) Emissions from combusting biodiesel and refrigerants were excluded from scope 1 calculations because these are biogenic emissions and non-Kyoto Protocol gases are reported separately in accordance with the GHG Protocol. For example, for fiscal 2024, 203 metric tons of CO<sub>2</sub> emissions from combusting biodiesel were excluded as well as 1,053 metric tons of refrigerant emissions from non-Kyoto Protocol gases. Emissions data for direct CO<sub>2</sub> emissions from biologically sequestered carbon (e.g., CO<sub>2</sub> from burning biomass/biofuels), are reported separately from the scopes.
- (2) Fiscal 2023 was the first year this metric was reported. For the base year, Fiscal 2019, scope 3 LBM and MBM values include acquisition emissions data which is reflected at the scope 3 value chain level above, but not included in the upstream and downstream level.
- (3) The 2019 base year was recalculated to include both the hybrid methodology and inclusion of Slack and Tableau. Fiscal 2023 was recalculated for the hybrid methodology.

(4) For the fiscal year ended January 31, 2023, scope 1 and scope 2 MBM emissions and the percentage of total global electricity procured from renewable energy resources were subjected to limited assurance. Refer to the Independent Accountants' Review Report dated [March 23, 2023](#).

See accompanying Notes to Consolidated Statements of Environmental Metrics.

**Salesforce, Inc.**  
**Notes to Consolidated Statements of Environmental Metrics**

**1. Summary of Business and Significant Policies**

***Description of Business***

Salesforce, Inc. (the “Company”) is a global leader in customer relationship management technology that brings companies and customers together. With the Customer 360 platform, the Company delivers a single source of truth, connecting customer data across systems, apps and devices to help companies sell, service, market and conduct commerce from anywhere. Since its founding in 1999, Salesforce has pioneered innovations in cloud, mobile, social, analytics and artificial intelligence, enabling companies of every size and industry to transform their businesses in the all-digital, work-from-anywhere era.

The Company’s fiscal year ends on January 31. References to fiscal 2024, for example, refer to the fiscal year ending January 31, 2024. Fiscal 2019 has been set as the Company’s base year (see Note 3).

***Rounding***

Figures in the Consolidated Statements of Environmental Metrics and accompanying footnotes have been rounded to the nearest thousand.

***Basis of Presentation***

Scope 1 emissions information has been prepared in accordance with the World Resources Institute (“WRI”) / World Business Council for Sustainable Development’s (“WBCSD”) Greenhouse Gas (“GHG”) Protocol: A Corporate Accounting and Reporting Standard, Revised.

Scope 2 indirect emissions information, calculated using the location-based and market-based methods, have been prepared in accordance with the WRI WBCSD GHG Protocol: A Corporate Accounting and Reporting Standard, Revised and the WRI WBCSD GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard.

Scope 3 GHG emissions information has been prepared in accordance with the WRI WBCSD Corporate Value Chain (Scope 3), Accounting and Reporting Standard and the Scope 3 Technical Guidance.

Collectively, the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised, the GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard, the GHG Protocol Corporate Value Chain (Scope 3), Accounting and Reporting Standard, and the Scope 3 Technical Guidance are collectively referred to as the “GHG Protocol” in this document.

***GHG emissions included in inventory***

The following GHGs are included as part of the Company’s scope 1 and 2 inventory: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), and hydrofluorocarbons (HFCs). Other GHGs, including perfluorocarbons (PFCs), sulfur hexafluoride (SF<sub>6</sub>), and nitrogen trifluoride (NF<sub>3</sub>), are not included in the Company’s inventory as they do not generate material scope 1 or scope 2 emissions as part of the Company’s operations. The Company’s scope 3 inventory includes all seven GHGs covered by the Kyoto Protocol (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, and NF<sub>3</sub>).

The Company does not present all of these GHGs separately, and instead converts all emissions to carbon dioxide equivalents (CO<sub>2</sub>e) for reporting. CO<sub>2</sub> is the only significant GHG for the Company, making up 99 percent of total emissions. Other GHGs, including CH<sub>4</sub>, N<sub>2</sub>O, and emissions from refrigerants make up the remaining 1 percent.

### *Use of Estimates*

The Company bases its estimates and methodologies on historical experience, available information, and various other assumptions that it believes to be reasonable.

Environmental and energy use data used in the preparation of the Consolidated Statements of Environmental Metrics are subject to measurement uncertainties resulting from limitations inherent in nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary. As the Company updates its methodologies and as new information becomes available, the Company may continue to revise its estimates, assumptions and emissions factors used to calculate its emissions in scope 1, 2 and 3.

### *Acquisitions*

Scope 1, 2 and 3 emissions from acquisitions made by the Company are generally accounted for in the fiscal year following the acquisition date. For example, in fiscal 2022, the Company acquired Slack Technologies, Inc. (“Slack”) for approximately \$27.1 billion, and emissions for Slack were reflected in the following fiscal 2023 figured. Both Slack and Tableau, which was acquired in fiscal 2020, acquisitions are included in the base year as well as all interim and current year calculations.

## **2. Organizational and Operational Boundaries**

The Company utilizes the operational control approach, which means it accounts for GHG emissions from operations over which it has control. This approach covers the Company’s global operations. The Company defines operational control as having the authority to introduce and implement operational policies over an asset or a location and reports on all emissions for the Company and its wholly owned subsidiaries.

All known activities within the Company’s supply chain but outside of the Company’s direct control as defined GHG Protocol Scope 3 Categories are recorded within the scope 3 indirect emissions.

### *Scope 1*

Direct emissions are from the combustion of fuel from sources that are owned or controlled by the Company and include:

<b>Emissions Source</b>	<b>Salesforce Boundary Description</b>
Stationary Combustion	Combustion of natural gas from stationary sources such as boilers and generators occurring within owned and occupied buildings.
Mobile Combustion	Combustion of fuel from corporate jets contracted by the Company and Company shuttles contracted by the Company. Fuel burn rates for corporate jets are obtained from external sources and are based on the actual jet types used.

### *Scope 2*

Indirect emissions are emissions occurring outside of the Company’s organizational boundaries to produce electricity or heat purchased for use at the Company’s locations under the Company’s operational control and include:

<b>Emissions Source</b>	<b>Salesforce Boundary Description</b>
Purchased Electricity	Purchased electricity for all owned and leased offices and data centers.
Heat/Steam	Purchased natural gas, diesel, fuel oil and district steam for all leased offices and data centers.
Fugitive Emissions	Fugitive emissions from refrigerant leaks at all leased offices and data centers that have cooling systems with active refrigerants.

### *Scope 3*

Indirect value chain emissions include emissions from the Company’s upstream or downstream value chain activities. In accordance with the WRI/WBCSD Corporate Value Chain (Scope 3) Standard, the Company evaluates the 15 Categories of emissions as follows, noting that all reported scope 3 emissions are calculated within the minimum boundaries for the respective category. Where optional emissions outside of the minimum boundary are included they are noted as “*optional*.” In our scope 3 emissions calculations, we have provided a disclosure of both MBM and LBM emissions for Categories 1-5, 8, and 13.



In fiscal 2024, we implemented the hybrid methodology. Historically, Salesforce has calculated emissions for several scope 3 categories using the spend-based method outlined in the GHG Protocol Scope 3 Calculation Guidance. This approach quantifies emissions using industry-average data and serves as a screening process to determine the size and relative magnitude of emissions in the upstream scope 3 categories. Past inventories confirmed the vast majority of emissions are in the upstream value chain, particularly in category 1, purchased goods and services. To improve the accuracy of our value-chain emissions quantification, Salesforce aims to collect higher quality, primary data with more supplier specificity. This more specific data can be obtained through a combination of resources such as CDP, direct supplier engagement, and publicly available data.

Scope 3 Category	Salesforce Boundary Description (1)
<b>Category 1:</b> Purchased goods and services	Upstream emissions associated with purchases of products and services used in operations. Relevant spend categories include but are not limited to: cloud computing platform services provided by third parties, non-capitalized technology and real estate costs, consulting services, marketing and event-related products and services.
<b>Category 2:</b> Capital goods	The company's expenditures including buildings and other fixed asset purchases, data center infrastructure and equipment purchases, financial leases for servers, storage, and other data center related peripherals, leasehold improvements such as build-outs or modifications made to leased property, and enterprise software and perpetual software licenses.
<b>Category 3:</b> Fuel- and energy-related emissions not included in scope 1 or 2	Emissions related to the production of fuels and energy purchased and consumed, not covered in scope 1 and 2. Emissions from fuel and energy-related activities ("FERA") includes all upstream activities required to produce the fuels and electricity consumed by the Company. This includes activities such as extraction, production, and transportation of fuels used for combustion or electricity generation as well as transmission and distribution losses.
<b>Category 4:</b> Upstream transportation and distribution	Data center shipping and freight activities, third-party transportation services between the Company's own facilities and the transportation of products or materials paid for by the Company.
<b>Category 5:</b> Waste generated in operations	Emissions associated with recycling services and garbage collection and disposal, including emissions from transportation of waste. Emissions from this category are immaterial and are not disclosed.
<b>Category 6:</b> Business travel	Employee business travel, including full time and part time employees, paid for by the Company. The Company calculates emissions from commercial air travel, car rentals, personal car travel, rail travel, taxi, limousine, and car sharing. The Company also includes emissions from the <i>optional</i> category of hotel stays.
<b>Category 7:</b> Employee commuting	Emissions resulting from commuting by full-time employees. Any contractors, customers, and third-party vendors are not included. This category also includes the <i>optional</i> emissions from employees who work remotely for any period of time over the course of the reporting period.
<b>Category 8:</b> Upstream leased assets	Emissions from leased assets that are not included in scope 1 or scope 2 boundary. These primarily include coworking and shared offices.  <i>Optional</i> embodied emissions from manufacturing, production and transportation of operationally leased technology assets as these products are considered integral to the Company's operations. The emissions from direct energy use for leased assets are included in scope 2 emissions, with the exception of virtual offices and executive suites, which are included in this category.
<b>Category 9:</b> Downstream transportation and distribution	This category has been identified as non-relevant as the Company does not produce any physical products that require downstream transportation.

<b>Category 10:</b> Processing of sold products	This category has been identified as non-relevant as the Company does not produce any physical products that require further processing.
<b>Category 11:</b> Use of sold products	Emissions resulting from electricity usage to power customers' end user devices when accessing and using the Company's intangible software-as-a-service (SaaS) products. Based on a model that assumes that the duration of each instance of use of the SaaS product constitutes the useful life of that instance and calculates emissions based on actual annual usage.
<b>Category 12:</b> End-of-life treatment of sold products	The Company has concluded the end-of-life emissions related to tangible items sold, which include items branded with the Company logo, are negligible and thus immaterial.
<b>Category 13:</b> Downstream leased assets	Energy use and fugitive emissions in spaces that the Company currently subleases and, therefore, does not maintain operational control including sublease agreements with third-party entities in which monthly payments are received.
<b>Category 14:</b> Franchises	This category has been identified as non-relevant as the Company does not operate any franchises.
<b>Category 15:</b> Investments	Emissions associated with and energy used by the Company's strategic investment portfolio investee companies. The Company excludes emissions related to cash and cash equivalents and marketable securities.

(1) Categories 1, 2, 4, 5, 8 are calculated using the hybrid methodology.

### 3. Base Year (unreviewed)

In fiscal 2019, the Company set science-based targets (“SBTs”) covering selected components of its GHG emissions. Verifiable emissions data was available and the measurements against fiscal 2019 were meaningful to its company targets. Therefore, the Company has deemed fiscal 2019 as the base year for the Company. Emissions data is assessed against data from the base year to track and communicate performance.

The base year emissions are subject to recalculation should a material change be identified, including changes in calculation methodology, changes due to data accuracy and structural change including mergers, acquisitions, and divestments. The Company has determined that adjustments will be made for the changes listed above impacting prior period results by 5% of the total scope 1, 2, and 3 emissions in the base year.

In fiscal 2024, the Company updated the base year emissions to include its acquisitions, Slack and Tableau. Additionally, methodological changes from the hybrid method are incorporated.

### 4. Emissions Factors and Global Warming Potentials

The global warming potentials for each GHG are sourced from the Intergovernmental Panel on Climate Change Fourth or Fifth Assessment Report, Appendix A: Global Warming Potentials.

Emissions factors applied by scope are as follows:

#### *Scope 1*

<b>Emission Source Type</b>	<b>Emission Factor Employed</b>
Stationary and Mobile Combustion	The Company uses emissions factors provided by the Environmental Protection Agency (“EPA”) Emission Factors for Greenhouse Gas Inventories 2023.

#### *Scope 2*

The Company discloses emission factors for both the location-based methodology (“LBM”) and the market-based methodology (“MBM”), in accordance with the GHG Protocol. The LBM quantifies emissions based on average energy generation emission factors for defined geographic locations, including local, subnational, or national boundaries whereas the MBM quantifies emissions based on GHG emissions emitted by the generators from which the reporter contractually purchases electricity bundled with contractual instruments, or contractual instruments on their own. To estimate total electricity consumption including the overhead (e.g., cooling), IT electricity is multiplied by the power usage effectiveness (PUE). Scope 2 Emissions also references the Information and Communication Technology (“ICT”) Sector Guidance ‘Built on the GHG Protocol Product Life Cycle Accounting and Reporting Standard.

The following emission factors are used in the scope 2 MBM inventory, in accordance with the GHG Protocol data hierarchy:

- Energy attribute certificates obtained from virtual power purchase agreements (“VPPAs”) and other sources;
- Renewable energy procured by entering into contracts with the Company’s suppliers to directly procure renewable energy
- Renewable energy procured as result of rate adjustments or tariffs charged by the Company’s utility suppliers for renewable energy products; and
- Residual mix - only applicable to European countries.

The following is a reconciliation of scope 2 indirect emissions - LBM to scope 2 indirect emissions - MBM, for each of the fiscal years presented (in metric tons CO<sub>2</sub>e):

	<b>Fiscal year ended January 31,</b>		
	<b>2024</b>	<b>2023(1)</b>	<b>2019 (Base Year) (unreviewed)</b>
Scope 2 indirect emissions – LBM	315,000	280,000	322,000
Impacts of contractual instruments and MBM emission factors	(240,000)	(213,000)	(141,000)
Scope 2 indirect emissions – MBM	75,000	67,000	181,000

(1) For the fiscal year ended January 31, 2023 scope 2 LBM and MBM emissions were subjected to limited assurance. Refer to the Independent Accountants’ Review Report dated [March 23, 2023](#).

<b>Emission Source Type</b>	<b>Emission Factor Employed</b>
Purchased electricity - LBM	Environmental Protection Agency Emissions & Generation Resource Integrated Database 2021 (“eGRID”) and 2023 International Energy Agency (“IEA”)
Purchased electricity - MBM	2021 eGRID, 2023 IEA, and 2022 Association for Issuing Bodies (“AIB”) European Residual Mixes. Residual mix emission factors adjusted to account for voluntary purchases are not available for electricity consumption outside of Europe
Heat/Steam - LBM & MBM	2023 EPA Emission Factors for Greenhouse Gas Inventories
Fugitive Emissions - LBM & MBM	2007 IPCC AR4

For fiscal 2024, over 94 percent of the Company’s scope 1 and 2 emissions are based on actual consumption data. For those circumstances where actual data could not be obtained, the energy consumption data was modeled and extrapolated using energy intensity factors from both internal custom factors and the 2018 Commercial Buildings Energy Consumption Survey (“CBECS”) data.

### Scope 3

The following table includes scope 3 GHG emissions based on the recommended categories in the GHG Protocol Scope 3 Guidance that are material and relevant to the Company's overall GHG emissions for each of the fiscal years presented in metric tons of carbon dioxide equivalent (CO<sub>2</sub>e).

	Fiscal year ended January 31,		
	2024	2023 (unreviewed)(4)	2019 (Base Year) (unreviewed)(3)(4)
<b>Upstream scope 3 emissions:</b>			
Purchased Goods and services - LBM	808,000	847,000	426,000
Purchased Goods and services - MBM	683,000	735,000	428,000
Capital Goods - LBM	128,000	103,000	57,000
Capital Goods - MBM	126,000	101,000	56,000
Fuel and energy-related activities not included in Scope 1 or 2 - LBM	80,000	102,000	76,000
Fuel and energy-related activities not included in Scope 1 or 2 - MBM	35,000	33,000	48,000
Upstream transportation and distribution - LBM	0	2,000	1,000
Upstream transportation and distribution - MBM	0	2,000	1,000
Business travel (Note 5)	145,000	83,000	129,000
Employee commuting	19,000	8,000	26,000
Work from home (1)	13,000	24,000	0
Upstream leased assets - LBM	0	2,000	62,000
Upstream leased assets - MBM	0	2,000	62,000
Upstream Scope 3 emissions - LBM	1,193,000	1,171,000	777,000
Upstream Scope 3 emissions - MBM	1,021,000	988,000	750,000
<b>Downstream scope 3 emissions:</b>			
Use of sold products	39,000	41,000	18,000
Downstream leased assets - LBM (2)	12,000	12,000	0
Downstream leased assets - MBM (2)	13,000	4,000	0
Investments	49,000	51,000	12,000
Downstream Scope 3 emissions - LBM	100,000	104,000	30,000
Downstream Scope 3 emissions - MBM	101,000	96,000	30,000
Scope 3 emissions from value chain - LBM (3)	1,293,000	1,275,000	944,000
Scope 3 emissions from value chain - MBM (3)	1,122,000	1,084,000	917,000

(1) Work from home emissions were first calculated in fiscal 2021 and were not calculated for fiscal 2019 base year.

(2) Emissions from downstream leased assets, including offices subleased by the Company to third parties, were not material for the fiscal 2019 base year and, as such, have not been reported.

(3) The base year, fiscal 2019, scope 3 LBM and MBM values include acquisition emissions data which is reflected at the scope 3 value chain level above, but not included in the category level.

(4) The fiscal 2019 base year and fiscal 2023 was recalculated to include the hybrid methodology.

As described in the tables below, when calculating all relevant scope 3 emissions, the Company used the following relevant factors:

- Supplier-specific emissions, allocated to Salesforce, sourced from suppliers through CDP or directly;
- Supplier-specific revenue intensity emission factors, calculated by using the supplier's scope 1, 2 (LBM and MBM) and upstream scope 3 emissions, obtained from CDP data, and dividing it by total revenue;
- Environmentally extended input-output ("EEIO") emission factors data "U.S. EPA Supply Chain Emissions with Margins (SEF+MEF)" published by the U.S. Environmental Protection Agency ("EPA") Office of Research and Development ("ORD") and adjusted for inflation in calendar year 2023 using the U.S. Bureau of Labor Statistics ("BLS") Chained Consumer Price Index ("CPI") data;
- 2023 Department for Environment, Food and Rural Affairs ("DEFRA");
- 2023 EPA Emission Factors for Greenhouse Gas Inventories ("U.S. EPA");
- 2023 International Energy Agency ("IEA");
- U.S. Emissions & Generation Resource Integrated Database 2021 ("eGRID");
- Association of Issuing Bodies European Residual Mixes 2022 ("AIB");
- Hotel Sustainability Benchmark Index ("HSBI") 2023;
- Actual data and vendor-provided Life Cycle Analysis ("LCA");
- Non-use phase emission factors; and
- Internally developed emissions factors

The Company deploys the following relevant calculation methodologies:

- Supplier-specific approach - use of cradle-to-gate emissions or emission factors sourced from suppliers, directly corresponding to the goods and services purchased
- Hybrid approach - includes a combination of both emissions obtained directly from suppliers and emissions calculated based on revenue intensity from suppliers spend and emissions
- Spend-based approach - utilizes annual spend with suppliers and EEIO data to convert spend data to estimated emissions based on the type of good or services purchased
- Average-data approach - involves use of secondary emission factors to estimate emissions based on physical activity data
- Distance-based approach - use of distance traveled, by mode of transport, to estimate emissions associated with transportation
- Energy-based approach - use of energy activity data multiplied by published emission factors per emission source

The Company applies the following calculation methodology to the relevant scope 3 categories:

**Scope 3 upstream emissions:**

<b>Emissions type</b>	<b>Percent calculated with supplier data</b>	<b>Emission factors applied</b>	<b>Emissions calculation methodology (1)</b>
<b>Category 1:</b> Purchased goods and services	50%	Supplier-specific emissions, supplier-specific revenue intensity emission factors, U.S. EPA Supply Chain (EEIO)	Purchased goods and services are calculated using the supplier-specific approach for select cloud services providers, the hybrid approach for other key suppliers, and spend-based approach for the remainder of our purchased goods and services.
<b>Category 2:</b> Capital goods	61%	Leasehold Improvements: Custom Life Cycle Analysis (“LCA”)  All other capital goods: Supplier-specific emissions, supplier-specific revenue intensity emission factors, U.S. EPA Supply Chain (EEIO)	Leasehold improvements are calculated using the square footage of the leased space multiplied by a custom LCA factor derived from an analysis of the embodied emissions of the Company’s typical fit out for leased office space.  All other capital goods are calculated using the Hybrid methodology and spend-based approach.
<b>Category 3:</b> FERA not included in Scope 1 or 2	0%	2023 IEA Generation; 2023 IEA Fuel-cycle; 2023 DEFRA	Average-data method applied to fuels and electricity purchased, covering generation well-to-tank (WTT), transmission and distribution (T&D) losses, and T&D losses WTT. For the location-based approach, we remove applicable renewable energy purchases from our generation WTT calculation, in accordance with the GHG Protocol Scope 2 Guidance.
<b>Category 4:</b> Upstream transportation and distribution	67%	Supplier-specific emissions, supplier-specific revenue intensity emission factors, U.S. EPA Supply Chain (EEIO)	Hybrid methodology and spend-based approach
<b>Category 5:</b> Waste generated in operations	32%	Supplier-specific emissions, supplier-specific revenue intensity emission factors, U.S. EPA Supply Chain (EEIO)	Hybrid methodology and spend-based approach Emissions from this category are immaterial and are not disclosed.

Emissions type	Percent calculated with supplier data	Emission factors applied	Emissions calculation methodology (1)
<b>Category 6:</b> Business travel	81%	Air travel, personal mileage: DEFRA reimbursement;  Rail and taxi: U.S. EPA Supply Chain (EEIO);  Rental car, personal mileage reimbursement: U.S. EPA Well-to-tank factors: DEFRA hotel stay: HSBI	Air travel, car rentals, and personal car travel use the distance-based method as reported by third-party travel agencies.  Rail travel and taxi, limousine, and car sharing use the spend based EEIO approach.  Hotel stays are based on the number of nights in a hotel as reported by third-party travel agencies.
<b>Category 7:</b> Employee commuting & Work from home	0%	Employee commute: DEFRA and Average U.S. EPA  Work from home: U.S. EPA, IEA and DEFRA	Employee commute is calculated using the distance-based method by multiplying the distance employees commute by the percent per transportation mode. Then, the emission factor for each transportation mode is applied to the calculated commute miles.  Work from home is calculated using the basic survey approach in the Anthesis White Paper, <a href="#">“Estimating Energy Consumption &amp; GHG Emissions for Remote Workers.”</a> Specifically, the Company leverages an employee commuting and a work from home survey to determine the emissions profile of the Company’s employee commutes and remote work. Incremental energy consumption is calculated based on the results of the employee survey. Then, emission factors are applied based on the fuel type and electricity grid location, less applicable employee renewable energy.  Employee commute and work from home data is collected from self-reported data to our commuting and remote work survey.

Emissions type	Percent calculated with supplier data	Emission factors applied	Emissions calculation methodology (1)
<b>Category 8:</b> Upstream leased assets	47%	Operational leased data center assets: Environmental Product Declaration LCA, U.S. EPA eGRID, IEA,  All other upstream leased assets: Supplier-specific emissions, supplier-specific revenue intensity emission factors, U.S. EPA Supply Chain (EEIO)	Emissions for operational leased data center assets are calculated using the average-data approach which leverages cradle-to-gate LCA emission factors for servers. Where LCA data for a server make and model is not available, an average LCA factor is applied. An energy-based calculation methodology is utilized for other leased data center equipment. The Company recognizes the entire embodied emissions of IT equipment in the first fiscal year of possession.  Emissions for all other upstream leased assets in this category are calculated using the hybrid methodology and spend-based approach.

(1) Categories 1, 2, 4, 5, 8 are calculated using the hybrid methodology.

**Scope 3 downstream emissions:**

Emissions type	Percent calculated with supplier data	Emission Factors Applied	Emissions Calculation Methodology
<b>Category 9:</b> Downstream transportation and distribution	N/A	Not applicable.	Not relevant or calculated.
<b>Category 10:</b> Processing of sold products	N/A	Not applicable.	Not relevant or calculated.
<b>Category 11:</b> Use of sold products	0%	IEA; Environmental Product Declaration LCA	Energy use from end user devices from the use of the Company's offerings is calculated through the Monthly Active User report or equivalent estimates for all offerings.  The total number of user hours in the current fiscal year for all products are multiplied by the energy consumption of end user devices. A global energy emissions factor is then applied.  The Company's product use emissions are calculated based on the assumption that users are utilizing products on a laptop computer and that 100% of the laptop usage load is attributed to the product in use. As such, battery watts per hour and battery life data is based on publicly available information for a laptop which the Company deems as a reputable proxy for laptop power usage.



Emissions type	Percent calculated with supplier data	Emission Factors Applied	Emissions Calculation Methodology
<b>Category 12:</b> End-of-life treatment of sold products	N/A	Not applicable.	Not relevant or calculated.
<b>Category 13:</b> Downstream leased assets	0%	Electricity: IEA, eGRID, and AIB; Fuel: EPA; and Refrigerants: IPPC	Energy use and fugitive emissions in subleased spaces are calculated by identifying the total space (“SQFT”) in sublease arrangements with third-parties and prorating the total energy use from the scope 1 and 2 energy-based quantification method for offices with the subleased SQFT and with renewable energy applied, if applicable.
<b>Category 14:</b> Franchises	N/A	Not applicable.	Not relevant or calculated.
<b>Category 15:</b> Investments	0%	Internally-developed emission factor	<p>The Company utilizes a methodology based on the average-data approach from the GHG Protocol Scope 3 Calculation Guidance and economic activity-based approach from the Partnership for Carbon Accounting Financials (PCAF) Guidance which utilizes company revenue to obtain the estimated emissions from investments.</p> <p>Revenue data is not available for all portfolio companies, therefore the Company uses its own fiscal year 2019 scope 1, 2 LBM and 3 emissions data and average market cap to create a custom internally-developed emission factor in emissions per market value which is then applied to the total average carrying value of the Company’s strategic investment portfolio during the fiscal year as a proxy of emissions.</p>

## 5. Sustainable Aviation Fuel

In fiscal 2023, all prior year business travel emissions calculations were adjusted to include the use of DEFRA's well-to-tank ("WTT") emission factors, in addition to the previously utilized combustion factors from U.S. EPA and DEFRA. Starting in fiscal 2023, the Company also began receiving Sustainable Aviation Fuel certificates ("SAFc"), which represent one metric ton of CO<sub>2</sub>e through the purchase of attributes to support their production and use of sustainable aviation fuel. However, in fiscal 2023, the Company excluded these SAFcs from the calculation of net residual emissions, and in fiscal 2024, there were no purchases of SAFcs.

## 6. Carbon Credits

The Company currently uses both removal and avoidance carbon credits to achieve net zero residual emissions. The Company determines the classification of each carbon credit based on the definition from the Taskforce on Scaling Voluntary Carbon Markets:

- Removal projects capture, remove or store CO<sub>2</sub> from the atmosphere, including through nature-based sequestration and technology-based removal.
- Avoidance projects reduce emissions from current sources, such as by funding the implementation of low carbon technologies such as renewable energy, and avoiding practices that cause emissions such as by reducing deforestation.

Carbon credits purchased by the Company support projects that lower atmospheric CO<sub>2</sub> and have compelling positive social and environmental benefits. These carbon credits must be certified by a market standard that is endorsed by the International Carbon Reduction and Offset Alliance ("ICROA"), including but not limited to the Gold Standard, the Verified Carbon Standard ("VCS"), American Carbon Registry ("ACR"), United Nations Framework Convention on Climate Change Clean Development Mechanism ("UNFCCC CDM"), or the Climate Action Reserve ("CAR"). In addition, many of the projects that the Company sources credits from have also been certified by the Climate, Community and Biodiversity Alliance Standards, and have been assessed by independent, third-party ratings agencies. All carbon credits are retired on a public registry at the amount equal to the Company's scope 1, scope 2 MBM, and scope 3 MBM emissions.

### *Carbon Credits purchased by suppliers*

In each of the fiscal years ended January 31, 2024 and 2023, suppliers purchased carbon credits on behalf of their portion of Company's scope 3 GHG emissions, which make up more than 9 percent of the total carbon credits applied in each year. These credits are included in the total reported carbon credits for the same fiscal year. The fiscal 2019 base year does not include carbon credits purchased by suppliers on behalf of the Company.

## 7. Net residual emissions

The Company calculates its net residual emissions as its total scope 1, scope 2 MBM and scope 3 MBM emissions less its avoidance and removal carbon credits. In fiscal 2024, the Company reported net residual emissions of zero, or net zero residual emissions.

## 8. Percentage of total global electricity procured from renewable energy resources

The Company calculates the percentage of total global electricity procured from renewable energy resources by dividing total renewable electricity or renewable energy certificates procured from renewable energy resources by total global electricity usage. The Company includes all electricity procured from renewable energy resources in its calculation regardless of the market in which the renewable energy was consumed.

Percentage of total global electricity procured from renewable energy resources is measured in Megawatt Hours ("MWh"). Renewable energy resources include utility renewable energy tariffs, supplier-provided renewable energy, renewable energy certificate purchases, and indirect large offsite purchases including virtual power purchase agreements ("VPPAs").

The Company's total global electricity usage includes electricity consumed, measured in MWh, at all of its global facilities including offices and data centers under its operational control.

## 9. Scope 3 Supplier Engagement target

The Company calculates the percentage of applicable scope 3 LBM emissions from suppliers with SBTs as follows (in metric tons CO<sub>2</sub>e):

	Fiscal year ended January 31,		
	2024	2023 (unreviewed)	2019 (Base Year) (unreviewed)(1)
Scope 3 LBM emissions from suppliers with SBTs	237,000	151,000	12,000
Applicable scope 3 LBM emissions (2)	936,000	954,000	630,000
Percentage of applicable scope 3 LBM emissions from suppliers with SBTs	25.3 %	15.8 %	1.9 %

(1) The fiscal 2019 base year was recalculated to include the inclusion of Slack and Tableau.

(2) The fiscal 2019 base year and fiscal 2023 were recalculated to include both the hybrid methodology and refinement of the applicable scope 3 LBM emissions.

The percentage of applicable scope 3 LBM emissions from suppliers with SBTs is calculated by dividing the emissions from suppliers with SBTs by the applicable scope 3 LBM emissions for the year.

Suppliers with SBTs represents suppliers who either obtained a validation from the SBTi on their near-term science-based emissions reductions targets in line with a well-below 2°C or a 1.5°C scenario, or have provided an attestation to the Company that they have set science-based emissions reductions targets in line with the SBTi criteria. The Company only includes suppliers across the purchased goods and services, capital goods, upstream transportation and distribution, waste generated in operations, and upstream leased assets scope 3 category.

Applicable scope 3 LBM emissions is calculated by summing the emissions for the Scope 3 categories included in the goal: purchased goods and services, capital goods, upstream transportation, waste generated in operations, and upstream leased assets.

The Company calculates the percent of suppliers who have committed to setting an SBT by dividing the emissions from suppliers committed to setting SBTs by the applicable scope 3 LBM emissions for the year.

	Fiscal year ended January 31,		
	2024	2023 (1) (unreviewed)	2019 (Base Year) (unreviewed)
Scope 3 LBM emissions from suppliers who have committed to setting SBTs	135,000	337,000	N/A
Percentage of applicable scope 3 LBM emissions from suppliers who have committed to setting SBTs	14.4 %	35.3 %	N/A

(1) Fiscal 2023 is the first year of measurement for suppliers committed to setting SBTs.

Suppliers committed to setting SBTs represents suppliers who have formally committed to develop and submit targets to the SBTi and are recognized as “committed” with the SBTi on their near-term science-based emissions reductions targets as of the fiscal year end. These organizations are recognized by the SBTi as having made a public commitment to set a science-based target aligned with the SBTi’s target-setting criteria within 24 months. The Company has not confirmed that these committed targets are in line with a well-below 2°C or a 1.5°C scenario. However, this measure is only used to further inform the Company's progress towards our 60 percent target. Suppliers are not included in the performance metric until their SBTs have been independently validated by the SBTi, or the supplier provides the Company with an alternative form of attestation.

Applicable scope 3 LBM emissions from suppliers who have committed to setting SBTs is calculated using the same applicable scope 3 LBM emissions as those used in calculating the percentage of applicable scope 3 LBM emissions from suppliers with SBTs.

In fiscal 2023, the Company updated their target language with the SBTi to better reflect the intent of the initial target submissions.

**Salesforce, Inc.**  
**Consolidated Statements of Social Metrics**

**As of January 31, 2024**

	<b>Tech</b>	<b>Non-Tech</b>	<b>Non-VP+</b>	<b>VP+</b>	<b>Total</b>
<b>Employees by Gender</b>					
Women	30.1 %	42.5 %	36.3 %	29.8 %	36.1 %
Men	69.6	57.3	63.5	70.1	63.7
Other/Undisclosed	0.3	0.2	0.2	0.1	0.2
<b>Total</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>
<b>Employees by Age</b>					
<30	22.9 %	16.8 %	20.5 %	0.1 %	20.0 %
30-50	66.2	69.6	68.1	56.3	67.8
>50	10.9	13.6	11.4	43.6	12.2
<b>Total</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>
<b>Employees by Ethnicity (U.S. Only)</b>					
White	40.5 %	67.2 %	52.7 %	67.3 %	53.2 %
Asian and Indian	43.1	12.2	28.7	21.1	28.4
Hispanic and Latinx/o/a	4.9	6.7	5.9	2.8	5.8
Black or African American	3.9	6.1	5.0	3.4	5.0
Two or more races	2.7	3.4	3.0	2.1	3.0
Hawaiian and Pacific Islander	0.2	0.4	0.3	0.1	0.3
American Indian and Alaska Native	0.2	0.3	0.2	0.2	0.2
Undisclosed	4.5	3.7	4.2	3.0	4.1
<b>Total</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>

**As of January 31, 2023**

	Tech	Non-Tech	Non-VP+	VP+	Total
<b>Employees by Gender</b>					
Women	28.4 %	44.9 %	36.6 %	29.5 %	36.4 %
Men	71.3	54.9	63.2	70.5	63.4
Other/Undisclosed	0.3	0.2	0.2	—	0.2
<b>Total</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>
<b>Employees by Age</b>					
<30	21.7 %	19.2 %	21.1 %	0.1 %	20.5 %
30-50	67.2 %	67.5 %	67.6 %	57.9 %	67.3 %
>50	11.1 %	13.3 %	11.3 %	42.0 %	12.2 %
<b>Total</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>
<b>Employees by Ethnicity (U.S. Only)</b>					
White	43.9 %	66.2 %	53.6 %	68.5 %	54.2 %
Asian and Indian	39.3	12.5	27.2	19.6	26.9
Hispanic and Latinx/o/a	4.8	6.8	5.8	2.9	5.7
Black or African American	3.9	6.7	5.2	3.8	5.2
Two or more races	2.7	3.5	3.1	1.9	3.0
Hawaiian and Pacific Islander	0.2	0.4	0.3	0.1	0.3
American Indian and Alaska Native	0.2	0.3	0.3	0.1	0.3
Undisclosed	5.0	3.6	4.5	3.1	4.4
<b>Total</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>

**As of**

	Progress	January 31, 2024	January 31, 2023	Baseline (4)
<b>U.S. Only</b>				
Underrepresented Groups	N/A	51.3 %	52.0 %	N/A
Underrepresented Minorities (1)	35.2 %	14.2 %	14.5 %	10.5 %
Underrepresented Minorities in leadership (VP+)(1)	16.2 %	8.6 %	8.8 %	7.4 %
Black leadership (VP+) representation (2)	126.0 %	3.4 %	3.7 %	1.5 %
<b>Global</b>				
Women and Non-binary representation (3)	N/A	36.3 %	N/A	36.3 %

- (1) Fiscal ended January 31, 2023 was the first year this metric was reported.
- (2) Black leadership includes those employees who identify as Black or African American and who hold vice president roles and higher.
- (3) Fiscal ended January 31, 2024 is the first year Women and Non-binary representation was reported. Non-binary includes both "Gender Non-Binary/Non-Conforming" and "Transgender."
- (4) Baseline period for Underrepresented Minorities and Underrepresented Minorities in leadership (VP+) is as of July 31, 2019. Baseline period for Black leadership (VP+) representation is as of October 31, 2019. The URG measurement does not have a baseline value because it is a point in time measurement as opposed to a change. Baseline period for Women and Non-binary representation is as of January 31, 2024.

See accompanying Notes to Consolidated Statements of Social Metrics.

**Salesforce, Inc.**  
**Notes to Consolidated Statements of Social Metrics**

**1. Summary of Business and Significant Policies**

Refer to the Notes to Consolidated Statements of Environmental Metrics for a description of the business and fiscal year.

***Use of Estimates***

Non-financial diversity and equality information is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data, such as the reliance on individuals to self report their information in our human capital management system. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

***Rounding***

Figures in the Consolidated Statements of Social Metrics have been rounded to the nearest tenth of a percentage.

***Employees and Impact from Acquisitions***

The Company includes both full time and part time employees in its diversity and equality calculations. The Company includes employee data from any acquisition or divestiture made by the Company at the earlier of: the one year anniversary of the acquisition or the date of harmonization of employees from the acquisition. All employees that have joined the Company through acquisition are included in the Company's fiscal 2024 results.

***Basis of Presentation***

The Consolidated Statements of Social Metrics are prepared as defined by GRI 405-1b and include employees by gender, employees by age, and employees by ethnicity. The Company excludes the other criteria included in GRI 405-1, for example, percentage of individuals within governance bodies. This information is included in the Company's annual proxy filing and is not subject to assurance. Reported progress against established goals within the Company follow custom criteria and those goals and measurements are explained below. The Company's reporting of social metrics aligns with its fiscal year ended January 31, 2024.

**2. Criteria**

***Employees by Gender***

For presentation purposes, "women" represent individuals whose biological sex is "female" and "men" represent individuals whose biological sex is "male" in the Company's human resource management system. If employees are listed with biological sex other than "male" or "female," they have been presented as "Other/ Undisclosed."

***Employee Category***

GRI 405-1b establishes that a Company must disclose percentage of employees by employee category in alignment with gender, age, and other indicators of diversity where relevant. Employee category is required to encompass both level and function.

**Level**

The Company has concluded that level be split between those employees who are in leadership positions and those who are not. The Company defines leadership for the purpose of presentation as vice president roles and higher.

**Function**

The Company has concluded that function is best disaggregated between those employees in technology roles and those who are not. The Company defines technology roles as all technical occupations in computing and information technology, all occupations that require deep technical specialization and knowledge, as well as managers, directors, and executives who oversee technical employees and the development and delivery of technical products. Additionally, the workforce is defined by position, not department.

### ***Other indicators of diversity***

GRI 405-1b(iii) establishes that a Company report the percentage of employees by employee category by other indicators of diversity. The Company defines “other indicators of diversity” as employee ethnicity in the U.S. Employees who did not self-disclose their ethnicity are included in the “undisclosed” ethnicity category. There are no other indicators of diversity for global employees.

### ***Underrepresented Group***

The Company defines an underrepresented group (“URG”) as Women, Black, Latina/o/x, Indigenous, Two or more races, LGBTQ+, People with Disabilities, and Veterans. 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 included as an URG.

Employees who did not self-disclose as one of the URGs were assumed to be unaffiliated with any URG. If an employee self identifies as multiple URGs, they are only included once for the purposes of the calculation. The Company calculates this metric for U.S. employees only.

URG representation is calculated by dividing the number of U.S. employees identified under at least one of the URGs by the total number of U.S. employees.

### ***Underrepresented Minority and Underrepresented Minority in leadership***

The Company defines an underrepresented minority (“URM”) as Black, Latina/o/x, Indigenous, and individuals who identify with two or more races. URM is defined to include ethnicities that are historically underrepresented within the U.S. technology industry.

Employees who did not self-disclose as one of these ethnicities were assumed to be unaffiliated with any URM. If an employee self identifies as multiple URMs, they are only included once for the purposes of the calculation. The Company calculates this metric for U.S. employees only.

URM representation is calculated by dividing the number of U.S. employees identified under at least one of the URMs by the total number of U.S. employees.

Progress against baseline is calculated by dividing the current year URM representation percentage less the base year URM representation percentage by the base year URM representation percentage.

URM leadership representation (U.S. only) is calculated by dividing the number of U.S. employees in leadership positions (VP+) who identified under at least one of the URMs by the total number of U.S. employees in leadership positions.

Progress against baseline is calculated by dividing the current year URM leadership representation percentage less the base year URM leadership representation percentage by the base year URM leadership representation percentage.

### ***Black Leadership***

Black leadership representation (U.S. only) is calculated by dividing the number of U.S. employees in leadership positions (VP+) who self-identified as Black or African American by the total number of U.S. employees in leadership positions.

Progress against baseline is calculated by dividing the current year Black leadership representation percentage less the base year Black leadership representation percentage by the base year Black leadership representation percentage.

### ***Global Women and Non-binary***

Global Women and Non-binary representation is calculated by dividing the number of global employees who identified as Woman or Non-binary which includes both "Gender Non-Binary/Non-Conforming" and "Transgender" employees, by the total number of global employees.

Progress against baseline is calculated by dividing the current year global women and non-binary representation percentage less the base year global women and non-binary representation percentage by the base year women and non-binary representation percentage.