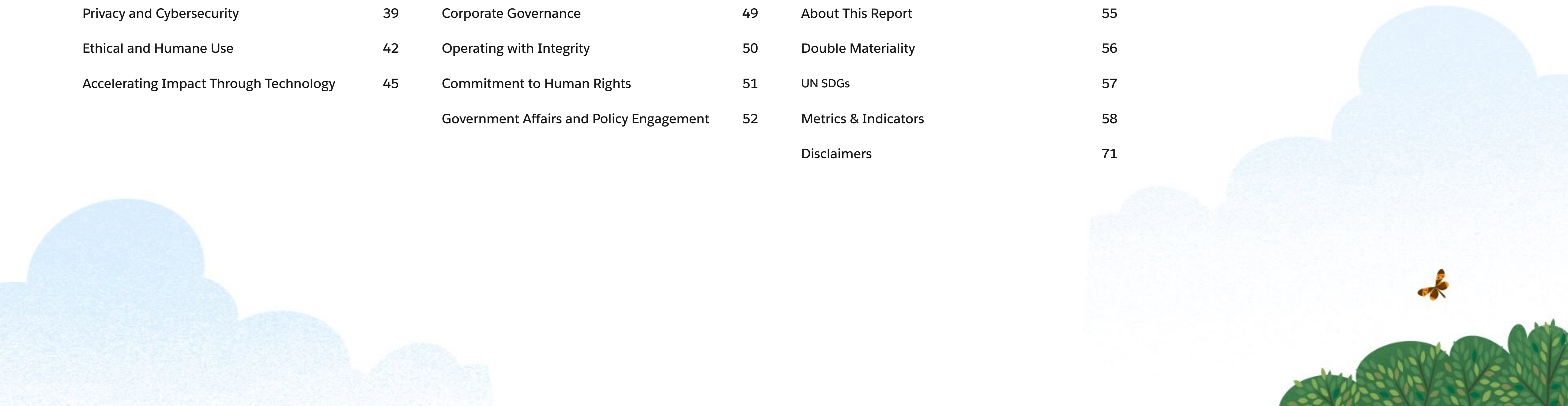




FY25 Stakeholder Impact Report

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A Letter from our CEO, Marc Benioff

As we begin our 26th year, I've never been more energized or inspired. Salesforce just delivered the strongest year in our history—\$37.9 billion in revenue, record operating margin and cash flow, and our first-ever \$10 billion quarter. But this is more than a financial milestone – it's a moment of transformation.

In just a few months, we've seen our addressable market grow from hundreds of billions to a multi-trillion-dollar opportunity. Why? Because we're pioneering a new kind of workforce—a new model for business – with the launch of Agentforce, the first digital labor platform for enterprises. This is not just a technology shift – it's a revolution in how work gets done.

I'm especially proud that we're achieving this incredible success by staying true to our values: trust, customer success, innovation, equality, and sustainability. For over 26 years, we've proven that our values create value and that business is the greatest platform for change. To date, Salesforce has given nearly \$800 million in grants and our employees have performed almost 10 million service hours, while more than 60,000 nonprofits and higher-ed customers use our software for free. And nearly 20,000 other companies have followed our lead through Pledge 1% and adopted our 1-1-1 model.

Accelerating ethical, responsible, and sustainable AI

As the world's #1 AI CRM, we have a responsibility to lead with trust, mitigate bias, and ensure that the technologies we develop are safe and inclusive for everyone. With the launch of Agentforce in FY25, we set out to empower businesses with agentic AI while advancing trust in AI and upholding the highest ethical standards.

At Salesforce, we believe that the intentional design, responsible development, and accessible use of technology are integral to preventing harm and unlocking human potential for all. Our Office of Ethical and Humane Use guides the responsible development and deployment of AI in our products through best practices, tools, and frameworks. We prioritize AI safety measures with our Trust Layer, model testing, and detection of bias and toxicity to advance ethical AI. We have also invested in a series of initiatives geared towards managing and mitigating the environmental impact of AI models and data centers, as well as directing some of our investments and philanthropic focus to ensure our technology is developed in a way that supports a sustainable future.

In collaboration with Hugging Face, Cohere, and Carnegie Mellon University, we introduced the AI Energy Score, a first-of-its-kind benchmarking tool used to evaluate, identify, and compare the energy consumption of AI models – this initiative establishes a clear, trusted industry resource for AI model sustainability.

AI education for all

Across our company and in our communities, we remain committed to our longstanding core value of equality – equal opportunities for all, equal pay for equal work, and the dignity of every person. This commitment is the driving force behind our efforts to expand equitable access to trusted generative AI.

With Trailhead, we announced our AI for All program – a more than \$50 million investment in skilling up the workforce and addressing the growing AI skills gap. The program includes AI training spaces around the world and free AI courses and AI certifications through the end of 2025.

In FY25, we provided nearly \$36 million in education grants, supporting 37 organizations globally. In total, these grants reached over 676,000 educators and more than 14 million students and young people, expanding AI access and literacy so teachers and the next generation of students are prepared for the future of work.

Leveraging our 1-1-1 model to close the AI access gap

Our Salesforce Accelerator – AI for Impact continues to help 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 help them meet their missions. Recognizing the urgent need to close a widening AI access gap, we committed resources to support three nonprofit cohorts, resulting in \$6 million in new funding for organizations to harness the power of agents for climate, education, and other key impact areas.

Leading on nature restoration at scale

Sustainability is a core value at Salesforce that is operationalized across the business. We believe the health of nature and business are inextricably linked, which is why we are committed to improving nature restoration at scale.

As a founding member of 1t.org, Salesforce has already helped to fund the restoration, conservation, and growth of 56 million trees across 25 countries, with the goal of 100 million trees by FY31.

Of course, none of this progress would be possible without you. Thank you for your continued partnership and support. Thank you for the trust you put in Salesforce every day and in our employees around the world. Together, I'm confident that we'll continue to lead the digital labor revolution, drive success for our customers, and create a more prosperous and hopeful future for all of our stakeholders.

With gratitude,



Marc



About Salesforce

Salesforce helps organizations of any size reimagine their business with AI. [Agentforce](#) – the first digital labor solution for enterprises – seamlessly integrates with Customer 360 applications, Data Cloud, and Einstein AI to create a limitless workforce, bringing humans and agents together to deliver customer success on a single, trusted platform.

At Salesforce, we believe business is the greatest platform for change. We remain guided by our core values of trust, customer success, innovation, equality, and sustainability. Our AI-powered Customer 360 and 1-1-1 philanthropic model empower our stakeholders to be successful. We're proud of the impact we've made to date and are eager to continue this important journey.



Planet

A net zero, nature-positive future is a better future for us all. Strategic action today can mitigate climate risks while driving economic opportunity and lasting impact worldwide. There has been encouraging collective progress, but we must go faster – scaling investment, driving positive change, and fostering collaboration to turn global ambition into reality.



Sustainability Strategy

Salesforce is leveraging our capabilities across the business to focus on:



Impact Reduction

Addressing our emissions impacts with targets to reduce our emissions in line with a 1.5°C trajectory, compensate for our residual emissions, and invest in climate resilience and adaptation efforts



Business Resilience

Maintaining resilience in our operations and supply chain to adapt to a warming world and a transitioning global economy



Customer Acceleration

Providing technology solutions that accelerate the transition and success of our customers



Global Progress

Supporting global sustainability progress through advocacy, education, mobilization, and innovation

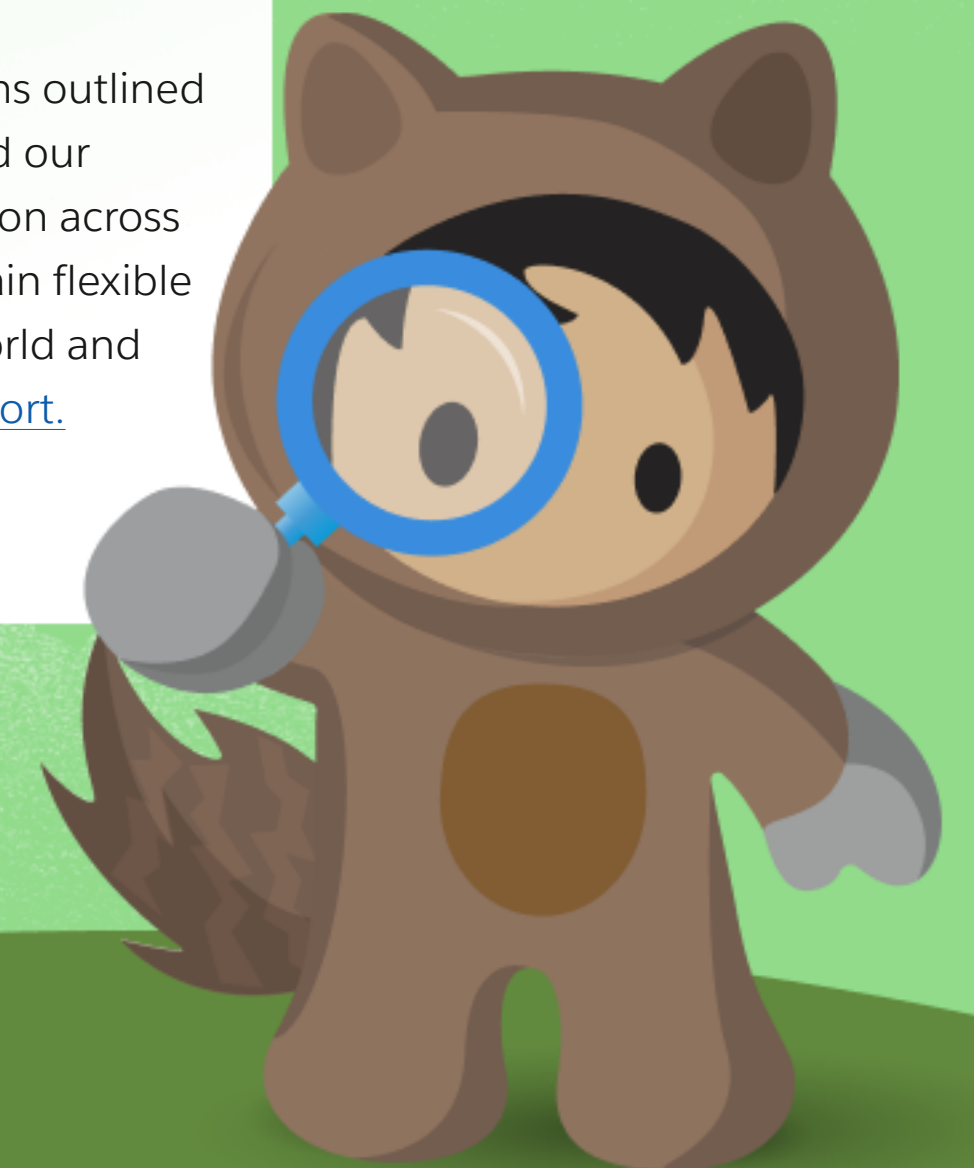
Governance and Accountability

Strong governance is essential for achieving our climate strategy. Our Board oversees sustainability initiatives, with the Nominating and Corporate Governance Committee reviewing progress on key targets and the Audit and Finance Committee ensuring transparent disclosures.

Sustainability is a core value embedded into our corporate strategy and operations through the [V2MOM](#) framework. We invest continually in engaging employees at all levels through enablement, business resource group activities, pro bono projects, and community volunteering.

Transparency remains central to our approach, reflected in our annual reporting, independently assured GHG emissions data, and forthcoming disclosures on the environmental impact of Salesforce’s AI models^[1].

We recognize that achieving our targets will require not only the actions outlined in this plan but also significant policy changes and innovations beyond our direct control. By establishing robust governance, fostering collaboration across internal stakeholders, and ensuring public accountability, we will remain flexible and well-positioned to drive meaningful progress and adapt as the world and our business evolve. [For more, see the Governance chapter of this report.](#)



[1] This includes the pre-training energy usage and carbon emissions of all large language models (“LLMs”) pre-trained by Salesforce, as well as the inference energy efficiency of Salesforce LLMs used in externally available products.

Impact Reduction

For over a decade, Salesforce has worked to decouple our business activities from emissions impacts by operationalizing our sustainability values and prioritizing efficiency.

Our impact reduction approach focuses on:

- Reducing our own emissions in alignment with a 1.5°C pathway via Science Based Targets initiative (SBTi)
- Compensating for our ongoing and future residual scope 1, 2, and 3 emissions with high-quality carbon credits
- Supporting global resilience and adaptation efforts

Emissions Reduction

Our top priority is reducing our greenhouse gas emissions in line with a 1.5°C pathway. We focus on improving efficiency, switching to and purchasing clean energy and energy attribute certificates (EACs), and reducing carbon-intensive activities throughout our value chain. Yet, achieving our long-term goals will depend on systemic global changes in policy and technology – transformations we actively champion and support.

Current Targets and Commitments

1.5 °C ALIGNED SCIENCE-BASED TARGETS

Near-Term by 2030 (FY31):	67% reduction in scope 1 and 2 (market-based) emissions
	68% reduction of scope 3 (market-based) emissions intensity
Long-Term by 2040 (FY41):	90% reduction in scope 1 and 2 (market-based) emissions
	97% reduction in scope 3 (market-based) emissions intensity

Compensation

While on a 1.5°C pathway, we will continue to have residual emissions that have yet to be reduced. We work to mitigate the climate impacts from these residual emissions by procuring high-quality carbon credits.

Current Targets and Commitments

- Purchase carbon credits equivalent to 100% of scope 1, 2, and 3 residual emissions annually
- Contract for \$100 million in carbon dioxide removal by 2030 (FY31)
- Purchase durable carbon credit removals equivalent to 100% of residual scope 1, 2, and 3 emissions annually starting in 2040 (FY41)

Resilience and Adaptation

The impacts of climate change on people, ecosystems, and the global economy are already evident and will continue to intensify, even if warming is limited to 1.5°C. While our primary focus is to reduce and compensate for our emissions, we are going further by investing in global resilience and adaptation efforts, supporting communities and ecosystems in building capacity to withstand and recover from climate change.

Current Targets and Commitments

- Fund the conservation, restoration, and growth of 100 million trees by 2030 (FY31)
- Deploy \$100 million in grants by 2031 (FY32)



Science-Based Targets

Our Foundation

In FY20, we were among the first public companies to set science-based targets (SBTs) – a leading tool for corporate action in line with climate science. These ambitious initial targets demonstrated our early commitment to transparent action and served as a critical foundation for evolving our emissions reduction framework.

- 50% reduction in scope 1 and 2 emissions (market-based) emissions by FY31 | Achieved, 55% in FY25
- 50% reduction in scope 3 FERA (market-based) emissions by FY31 | Not met, 33% in FY25
- 60% of scope 3 emissions from suppliers with set SBTs by FY25 | Not met, 33% in FY25

A New North Star

Recognizing the evolving business landscape – particularly the emergence of AI and the complexity of global climate progress – we have updated our targets in alignment with SBTi’s five-year refresh requirement. In this refresh, we refined our scope 3 target using the latest data and insights to create a more actionable and pragmatic approach to emissions reduction while maintaining our commitment to meaningful action.

Our updated targets, based on a 2018 (FY19) baseline, align with SBTi’s [Net-Zero Standard](#) and the goal of limiting global warming to 1.5°C and were formally approved by SBTi. They include long-term (FY41) targets and in alignment with industry practice, we utilize market-based accounting. We believe that leveraging market mechanisms like book and claim programs will be essential for achieving long-term climate targets, especially for scope 3 emissions.



Near-Term FY31

67% reduction in scope 1 and 2 (market-based) emissions by FY31

68% reduction in scope 3 (market-based) emissions intensity by FY31

Long-Term FY41

90% reduction in scope 1 and 2 (market-based) emissions by FY41

97% reduction in scope 3 (market-based) emissions intensity by FY41



Emissions Reduction

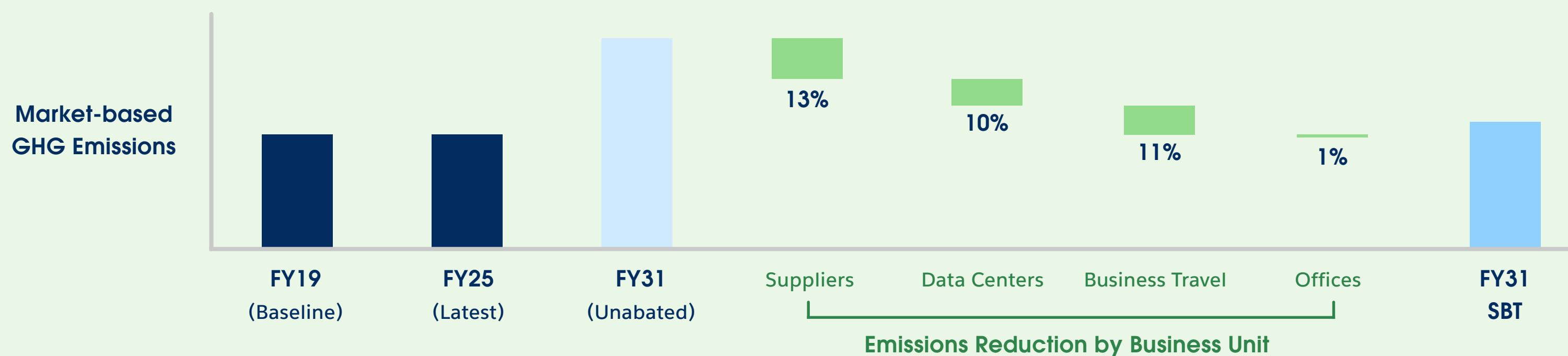
We've structured our emissions into four operational pillars: Data Centers, Procurement, Business Travel, and Offices. This strategic framework ensures targeted action and accountability, maximizing our sustainability initiatives' efficiency and impact. As an AI-powered CRM company, we're leveraging AI's transformative capabilities to accelerate climate solutions across our operations and customer ecosystem while proactively monitoring its environmental impact to ensure sustainable implementation.

Our strategy to reach our FY31 science-based target includes four key priorities:

- 1 Avoiding emissions-intensive activities wherever we can
- 2 Minimizing fossil fuel energy use when avoidance isn't possible
- 3 Transitioning to and investing in clean energy sources
- 4 Supporting the development and scaling of innovative low-carbon technologies

The graphic top-right details the proportion of emissions reduction we expect from each source by FY31.

FY31 Decarbonization Plan

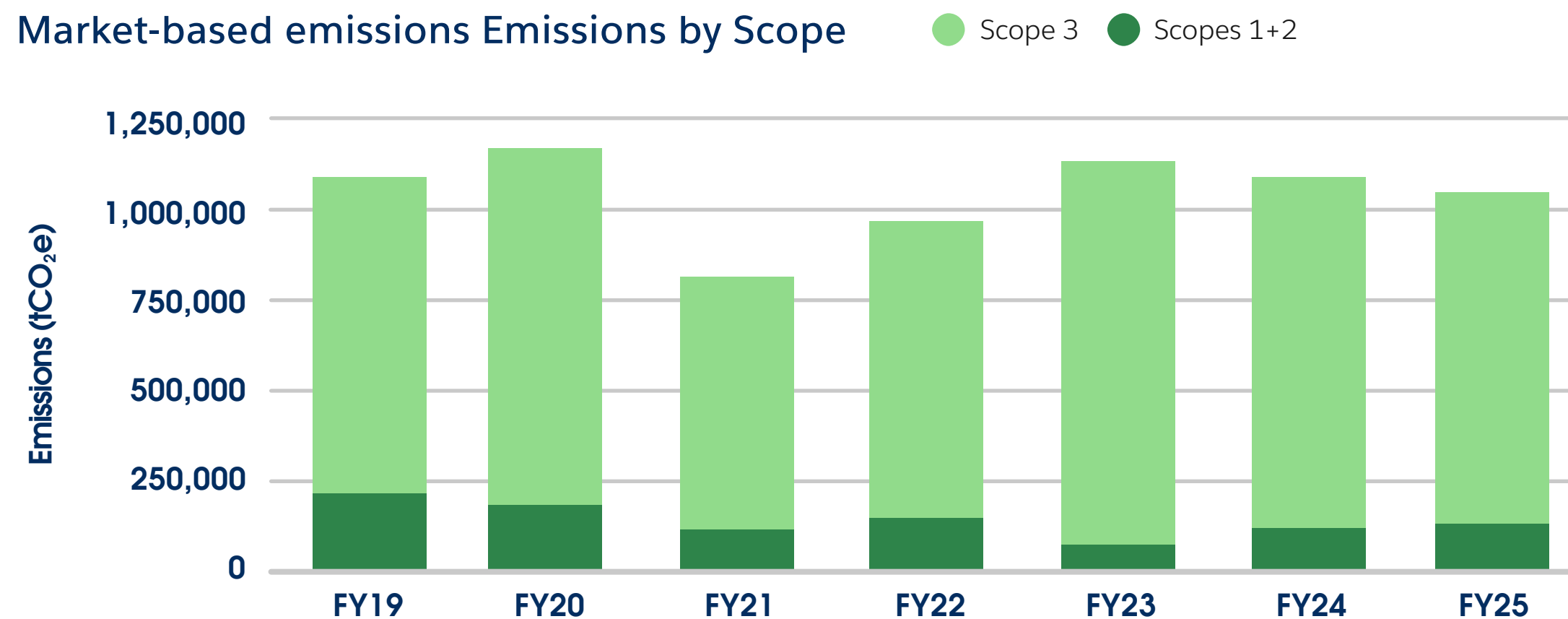


Our Latest Emissions Results (FY25)

Our FY25 emissions show a 3% reduction in location-based emissions, a 4% reduction in market-based emissions, and an 11% decline in location-based emissions intensity (tCO₂e/SM revenue) compared to FY24. While we still have a lot of progress to make to achieve our FY31 SBTs, FY25 marks a meaningful milestone in our ongoing commitment to emissions reduction.

Absolute Emissions

Market-based emissions Emissions by Scope



Scope 3
Suppliers, business travel, public cloud, use of sold products, sub-leased offices and other sources

Scopes 1 & 2:
Private jets, first-party data center, offices, employee shuttles, and other sources

Data Centers

Today, Salesforce relies on a mix of collocated data centers (classified as scope 2) and [Hyperforce](#), Salesforce’s next-generation infrastructure architecture custom-built for the public cloud (classified as scope 3). Emissions from both come primarily from electricity use but include those from the supply chain, such as the manufacturing of equipment used within the data center and the materials used in data center construction. On average, data centers account for approximately 19% of Salesforce’s total annual market-based emissions.

Key Actions

Transition our platform to Hyperforce

Public cloud data centers are 40% more carbon efficient than collocated data centers. Leveraging Hyperforce ensures scalable and secure infrastructure while also reducing operational costs and emissions.

Accelerating our migration to Hyperforce

Building on FY24’s success with trust, cost, and sustainability in mind, we accelerated migration from first-party data centers to Hyperforce. As we increasingly rely on public cloud data center providers to host our products, these partnerships have unlocked significant carbon and energy savings through advanced features like ultra-low Power Usage Effectiveness (PUE) facilities, virtualization, and autoscaling while maintaining our commitment to customer trust.

Prioritize clean energy to power our platform

We aim to use low-carbon power for our electricity needs. Salesforce and our providers purchase EACs from renewable sources to reduce market-based data center emissions and support clean energy growth. We also prioritize data centers on cleaner grids to reduce physical emissions, and we advocate for grid and power sector decarbonization.

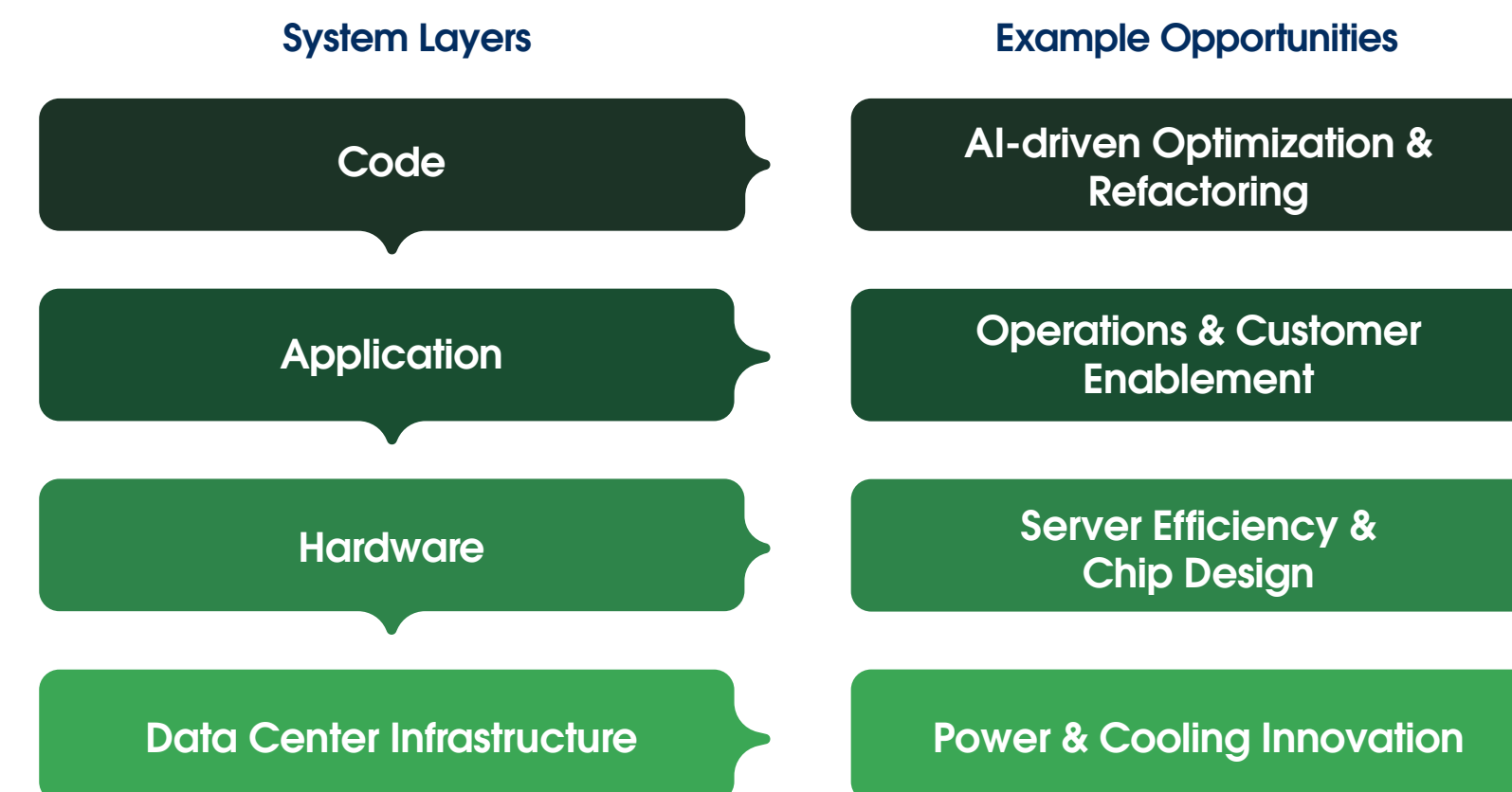
Decarbonize the data center supply chain

The data center supply chain, including the manufacturing of servers, networks, and construction materials, significantly contributes to emissions. We hold suppliers accountable for meeting climate targets through contractual agreements like our [Sustainability Exhibit](#) and encourage suppliers to be part of leading industry groups like [iMasons Climate Accord](#), driving decarbonization across server manufacturing, networking, and construction materials.

Improve efficiency at every layer of our system, from code to hardware

We track and set goals to improve the carbon efficiency of our products, from the code and how products are used to the hardware and infrastructure that power our platform.

As AI plays an increasingly significant role at Salesforce, we developed a Sustainable AI blueprint to define what responsible, sustainable, and efficient AI development should look like. We pilot [right-sized models](#) that run on efficient hardware in low-carbon data centers, providing cutting-edge technology while considering the planet.



Optimizing Cloud Efficiency

Our newly developed Cloud Optimization INdex (COIN) tool identifies internal efficiency opportunities across seven campaign categories spanning compute, storage, and reserved capacity. COIN allows our technical teams to strategically enhance carbon efficiency and cost-effectiveness within our public cloud infrastructure.

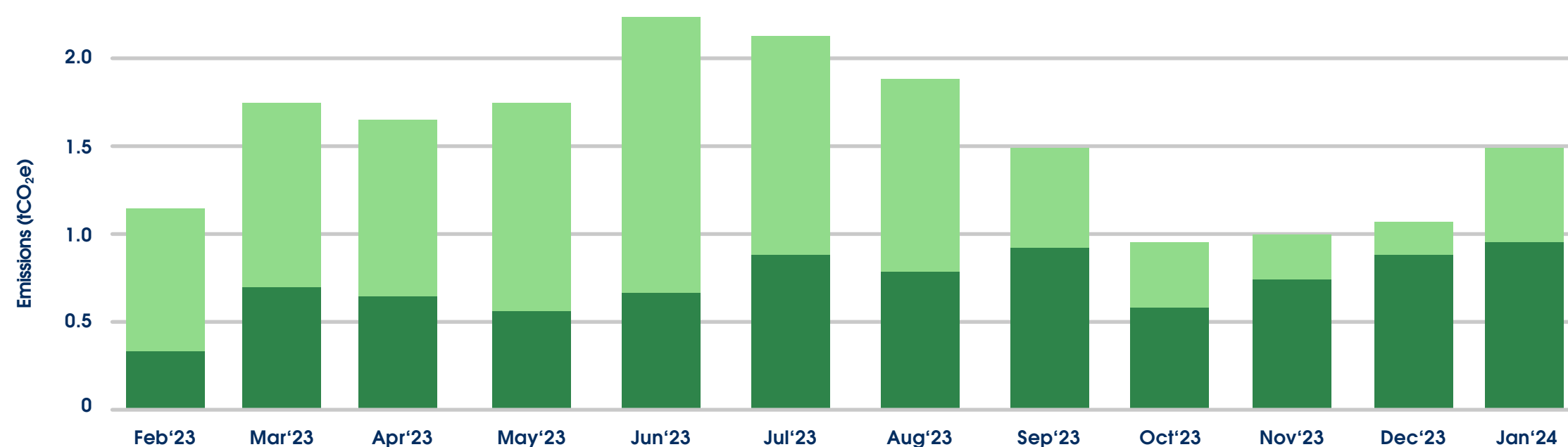


Customer carbon and energy transparency

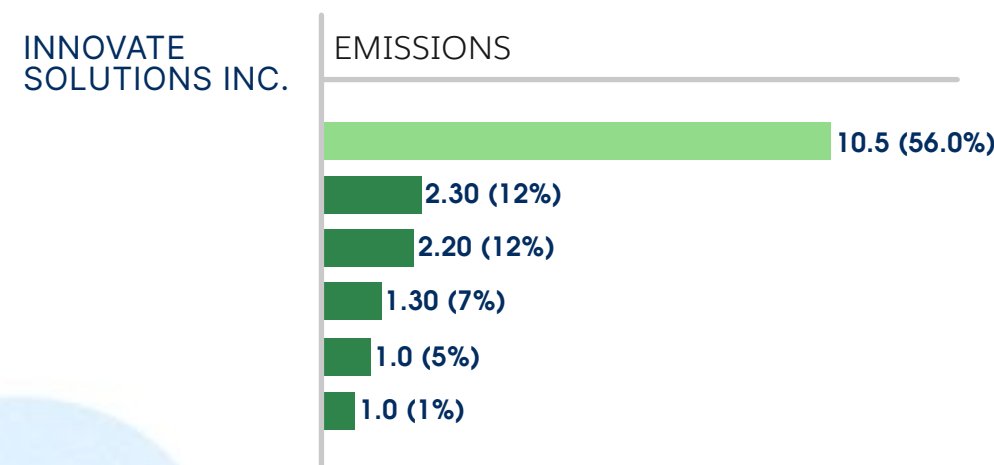
To support our customers' sustainability reporting and emissions tracking needs, we've equipped our customer-facing teams with a comprehensive dashboard that tracks customer-specific carbon emissions from Salesforce product usage. Using an enhanced allocation method based on data center workload metrics, Salesforce provides customers with detailed annual carbon reports in a format compatible with the GHG Protocol, along with monthly carbon and energy consumption insights.

Example customer emissions dashboard

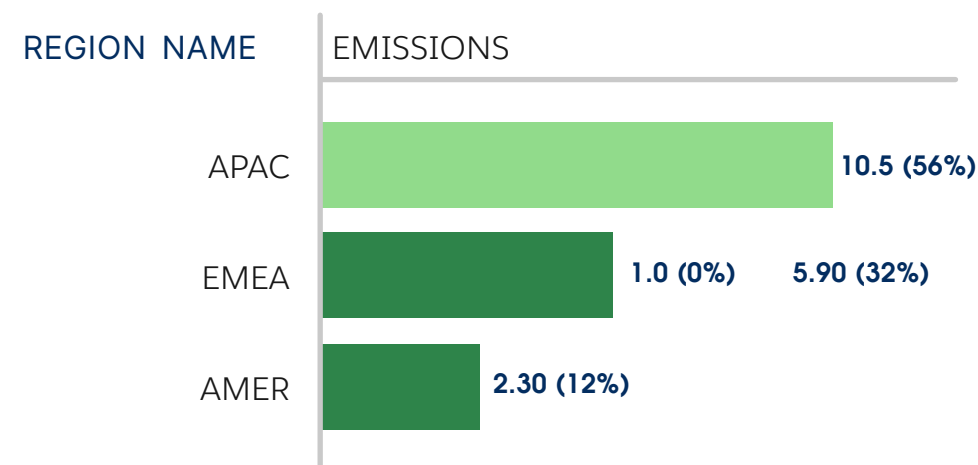
Emission Trend ● Hyperforce ● First-party data centers



Emission by Account



Emission by Business Region



Key Dependencies

Reliance on providers' climate progress

Our transition to Hyperforce further reduces our direct control over data center emissions. Our progress relies on efficiency improvements for cloud hardware and software. However, these may become increasingly difficult to achieve as low-hanging efficiency improvements are exhausted. Consequently, our progress on emissions heavily depends on our provider's ability to meet and report on their climate targets.

Electricity grid decarbonization and validity of EACs

Data centers remain heavily reliant on fossil fuel-based power. Several factors limit our ability to relocate operations to regions with cleaner energy sources, including data residency requirements, customer preferences, latency, availability, trust, scalability to support AI-driven load growth, and cost. Achieving our emissions targets will depend on the continued decarbonization of the entire energy grid – an area we can only indirectly influence.

Additionally, much of the near-term progress achieved by Salesforce or our suppliers will rely on using EACs. However, there is ongoing debate over the credibility of different types of EACs as a means to track and claim renewable electricity usage under established frameworks like the Greenhouse Gas (GHG) Protocol and the Science Based Target initiative.

AI-driven data center demand surge

The rapid adoption of AI technology brings uncertainty to our data center emissions. Factors like the timing and scale of customer AI use, advances in hardware efficiency, and AI model optimization may significantly affect our emissions footprint.

Data center supply chain decarbonization

The production of servers, networking equipment, and construction materials are significant sources of emissions. Since we usually do not have direct contractual relationships with these suppliers, we focus on driving change through advocacy, participation in coalitions, and supporting industry-wide decarbonization initiatives.

Customer usage efficiency

Our progress partially depends on customers efficiently deploying Salesforce products, as suboptimal use can drive higher-than-expected data center demand and emissions.

CASE STUDY

The AI-Sustainability Nexus

From optimizing energy grids and advancing renewable energy breakthroughs to enabling precision agriculture and efficient supply chains, AI empowers innovators to tackle global challenges at unprecedented speed and scale. The rapid pace of AI innovation necessitates urgent attention to its environmental impacts. AI systems consume significant energy, strain resources, raise concerns about GHG emissions, and increase water use. There is also a risk of prioritizing short-term gains over long-term planetary health. Salesforce is committed to responsible development practices that embed sustainability into every phase of our AI work.

Our commitment to sustainable AI starts with minimizing the environmental footprint of our products. Our systems are architected for efficiency, leveraging specialized models tailored to specific use cases. Because transparency is key to trust, we publish environmental impact data and develop [energy benchmarks](#), advocating for greater industry-wide accountability.

Optimizing for Sustainable AI

Agentforce is more sustainable by design. Unlike DIY AI approaches that rely on large, generalized models, Agentforce's agentic architecture, powered by the [Atlas Reasoning Engine](#), optimizes performance without the need to train models from scratch.

Our AI Research team introduced several high-efficiency models, including [xLAM](#), [SFR-RAG](#), and SFR-Embedding. These efficient, purpose-built models complement frontier LLMs by offloading specific AI use cases, cutting energy consumption without compromising intelligence.

Industry Collaboration and Leadership

Achieving sustainable AI at scale requires systemic change and collaboration. In our engagement with policymakers, we promote best practices to maximize AI's benefits while mitigating its environmental impact. Through initiatives like the [Sustainable AI Coalition](#), we partner with industry leaders to align AI innovation with climate goals. We're also working collectively to ensure that the electricity grid can support AI demand with reliable, zero-emission power.

In partnership with other AI sustainability leaders, we helped develop and launch the [AI Energy Score](#), an industry-wide standard for measuring and disclosing AI energy consumption. We've already had nine of our models rated, increasing transparency and accountability across the ecosystem.



Expanding Environmental Data Sharing

We will continue to measure and disclose AI's environmental impact, including inference and training emissions, helping drive industry-wide improvements in sustainability.

By embedding sustainability into every stage of AI development, we are leading the way in building more efficient, transparent, and responsible AI.

Business Travel

Travel is important to our business, from building customer relationships, collaborating with partners, and strengthening teams across the globe. However, we intend to balance these needs with our climate goals. On average, business travel accounts for approximately 7% of Salesforce's total annual market-based emissions, with air travel being the primary contributor.

Key Actions

Reduce air travel

We are shifting behavior through leadership engagement and executive-led campaigns focused on reducing travel. We equip leaders with the knowledge, tools, and data to drive this change organization-wide. We also promote digital-first collaboration, leveraging platforms like Slack. To ensure accountability, we set internal targets to achieve company-wide air travel emissions reduction.

Last year, the number of flights our employees took decreased by 8% compared to FY24. When compared to our FY19 baseline year, our flights decreased by 17%, showing a decrease compared to business as usual.

Prioritize low-carbon alternatives when travel is necessary

In FY25, we implemented policies encouraging rail travel over air travel where viable. We plan to introduce additional policies to promote low-emission travel, such as utilizing electric vehicles. We will continue to choose sustainable travel suppliers and support them in improving their sustainability performance.

Enabling Sustainable Travel Choices

We implemented two new travel policies to promote rail travel as a lower-carbon alternative to air travel:

Rail First Policy: We now require rail travel for all short-haul trips (300 miles/483 km or less) where train service is bookable and it adds no more than two hours to total journey time.

Service Class Upgrade: As an incentive, employees traveling by rail are permitted to upgrade to the next available class of service above economy.

These policies have already demonstrated meaningful impact, particularly in regions with robust rail infrastructure like the Northwestern United States and Europe.

Our top 10 routes in these regions have seen rail market share (vs. air) increase from 44% in FY24 to 54% in FY25. Across our top 30 global focus routes, rail market share grew from 42% in FY24 to 48% in FY25.

Additionally, our newly released internal Sustainability Insights Dashboard allows employees and teams to view the impact of their travel choices, analyze trends, and derive actionable insights on alternative lower-carbon ways to reduce their travel footprint.

Support new technology innovation that can decarbonize travel

Recognizing that some air travel is essential to our business, we work to scale low-carbon alternatives. As a member of the [First Movers Coalition](#), Salesforce has committed to replacing 5% of our annual jet fuel demand with low- or no-carbon alternatives by FY31, using sustainable aviation fuel (SAF) certificates.

We were also one of the founding members of the [Sustainable Aviation Buyers Alliance](#) and are represented on the [Global Business Travel Association's](#) Sustainability Leadership Council and Customer Advisory Board.

Key Dependencies

Need for in-person meetings

Certain in-person meetings are irreplaceable. We expect balancing growth with emissions reduction to be a key challenge in achieving our travel emissions reduction.

Availability of low-carbon aviation fuels

SAF and other low-carbon fuel options are limited and costly today. To leverage these technologies at scale over the long term, significant technological innovation, such as the scaling of SAF, is critical.

Limited infrastructure for electric and high-speed alternatives

The lack of high-speed rail options in the U.S. and underdeveloped global infrastructure for multi-modal and electric vehicle travel limit our low-carbon travel alternatives.

Data gaps for supplier-specific emissions

Consistent, accurate data from travel suppliers is not universally available, creating challenges in tracking and reducing travel-related emissions.



Offices

Our vision is to have the world's most sustainable Global Campus model, which includes decarbonizing our real estate, employee commute, and home offices. We've made a lot of progress, and remain committed to integrating decarbonization into site selection, lease negotiations, build outs, and operations while continuously exploring ways to innovate. Our offices, essential for our operations and collaboration, are, on average, approximately 6% of Salesforce's total annual market-based emissions.

Key Actions

Purchase clean energy

Salesforce and our providers also use EACs to reduce our market-based emissions and incentivize further development of clean energy resources. We will also continue to use our voice and our investments to advance a decarbonized electricity sector.

Implement energy conservation measures (ECMs) in our buildings

We've created a multi-year plan to integrate ECMs across our portfolio. In our flagship Tower offices, we'll continue to upgrade to energy-efficient lighting, smart controls, and improved HVAC systems. In other buildings where we have less control, we'll focus on measures like installing LED lighting and occupancy sensors. In our leased portfolio, we aim to include green leasing terms and collaborate with landlords on ECMs and emissions reduction.

Decarbonizing our portfolio

Our comprehensive sustainable real estate strategy embeds emissions reduction efforts into real estate operations and workflows through cross-functional stakeholder collaboration and enablement. We've developed a comprehensive emissions tracking tool to track that enables us to monitor actual emissions, generate predictions, and model scenarios for improved decision-making.

Through deep partnerships with local project teams, we achieved ambitious sustainability and wellness goals, including certifications at some of our key Towers:

Chicago Tower

Certified LEED v4 Platinum, Certified Fitwel 2 Stars, and pursuing ILFI Zero Carbon Certification

Sydney Tower

Pursuing LEED v4 Platinum certification, Certified Fitwel 1 Star, and pursuing ILFI Zero Carbon Certification

Tokyo Tower

Certified LEED v4 Platinum, Certified Fitwel 1 Star

Dublin Office

Pursuing LEED v4 Platinum certification



Offer options for a sustainable commute

To reduce employee commute emissions, we use transportation demand management (TDM) strategies that encourage efficient transport options, reduce single-occupancy rides, and increase EV usage.

Reducing Commute Emissions

As office attendance increases, so does the need to accurately measure and reduce commute emissions. In FY25, we established a global commute emissions baseline and developed a Commute Emissions Reduction Plan, which incorporates data-driven TDM strategies and is updated annually to equip our employees with the information and resources to make low- and zero-emission commute choices. To support employee commuting, we continued to operate our Bay Area shuttle program. Our office-specific Commuter Guides connect employees to eco-friendly local transportation options. We host various engagement activities, including bike events, commute safety sessions, transit fairs, and global commute-incentive competitions.

Reduce embodied carbon for key materials

We reduce our embodied carbon impact by [selecting low-carbon products](#) for key materials in our design standards. To account for these impacts, we've developed a [trailblazing approach](#) to integrate office embodied carbon data into our GHG inventory. Our strategy includes partnering with manufacturers to set product carbon reduction goals, prioritizing materials with high-impact third-party certifications (e.g., Cradle-to-Cradle, EPD, HPD), and collaborating with design teams to optimize space design. We also support industry tools like the [Embodied Carbon in Construction Calculator \(EC3\)](#) to enhance transparency across the industry.

Reduce waste

We conduct building-level waste audits at key Tower sites to establish a waste baseline and integrate waste reduction measures into various workplace programs. These efforts help reduce landfill impacts and greenhouse gas emissions by decreasing the energy and resources required for the production, transportation, and disposal of materials.

We engage sustainability champions from diverse operational teams, including facilities, food services, transportation, janitorial, and office supplies to lead sustainability initiatives, track performance metrics, and incorporate sustainability requirements into vendor contracts.

Key Dependencies

Electricity grid decarbonization

The energy supply for our offices remains dependent on local grids, many of which still rely heavily on fossil fuels. Achieving our emissions targets will depend on continued improvements in grid decarbonization.

Landlord-tenant dynamics

We do not own the vast majority of our real estate. As a tenant, our ability to implement energy-saving measures depends on landlord cooperation, and sustainability priorities may not always be aligned.

International portfolio and regional challenges

Our global office portfolio needs region-specific solutions due to local regulations, energy sources, and infrastructure. In some areas, energy-efficient buildings are scarce or too costly, limiting our ability to move to lower-carbon spaces.

Data quality

We lack actual data for some leased office spaces, so some of our emissions inventory relies on estimated energy usage based on industry averages. With more precise metering, actual data may show higher consumption, potentially impacting progress towards our targets.

Validity of market-based measures (MBMs)

Much of the near-term progress we or our suppliers make will be based on the use of EACs. There is ongoing debate over whether EACs remain a credible way to track and claim renewable electricity usage within established frameworks like the GHG Protocol.



Procurement

Our emissions reduction success is closely tied to the progress our suppliers make. On average, approximately 58% of our annual market-based emissions come from suppliers, excluding supplier emissions already accounted for in our data centers, offices, or business travel. This includes suppliers providing freight, professional services, and maintenance. While we don't have direct control of those emissions, we've implemented several key initiatives to partner with our suppliers to drive mutual sustainability success.

Key Actions

Prioritize sustainable suppliers

Our formal supplier evaluation framework incorporates sustainability KPIs into strategic business reviews and supplier selection decisions. This approach is reinforced through our [Supplier Code of Conduct](#) and Supplier Sustainability Program Guide, which set clear expectations and measurable standards for our partners.

Additionally, we will launch a Sustainable Purchasing Program to promote buying from suppliers aligned with our sustainability goals. This includes enhancing our supplier evaluation processes, highlighting sustainability indicators in decision-making, and developing internal training and executive engagement initiatives.

Accelerating Sustainability, Together

We will also refine our [Sustainability Exhibit](#), a set of sustainability-related contract provisions, helping to ensure supplier terms lead to direct emissions reduction and robust reporting and compliance mechanisms. Leadership support has enabled our teams to add the Exhibit to both new and amended contracts with our highest-impact suppliers. In FY25, 53% of our spend under management was with suppliers who signed a Sustainability Exhibit with Salesforce.

Support supplier decarbonization

Our supplier sustainability success continues to be rooted in stakeholder collaboration and partnership. We equip our suppliers with [tools and expertise](#) to set and achieve climate targets and accelerate emissions reductions in their operations. We maintain dedicated resources and 1:1 support for smaller businesses, helping them build climate resilience and meet evolving stakeholder expectations.

Supplier Sustainability Scorecards in Net Zero Cloud

In FY25, we began developing automated supplier sustainability scorecards in [Net Zero Cloud](#). Our scoring framework evaluates suppliers on key metrics, including climate target setting, emissions disclosure and reductions, third-party ratings, Sustainability Exhibit alignment, and partnership with Salesforce. By evaluating suppliers against this defined set of KPIs, we can make better-informed sourcing and purchasing decisions that align with our corporate climate goals. We have also seen that peer benchmarking is an effective motivator for many suppliers. The scorecards also help us identify where to focus our supplier enablement efforts based on performance against our expectations.

Influence industry-wide decarbonization

Our supply chain reflects the global economy, so our efforts to reduce emissions are linked to supporting global progress. Since 76% of our supply chain emissions come from two or more layers deep in our supply chain, over the long term, we'll focus on accelerating decarbonization in their respective industries. We will continue to support climate-friendly policies like the Inflation Reduction Act, invest in MBMs such as [sustainable aviation fuel](#), and [make equity investments](#) in ecopreneurs working to solve climate challenges.

Incorporating supplier emissions data

Building on [last year's methodology improvements](#), we've continued enhancing our GHG inventory with high-quality data directly from our suppliers. This approach moves beyond traditional spend-based calculations, which can misrepresent emissions and mask our suppliers' decarbonization efforts.

Through strategic supplier engagement and participation in the [CDP Supply Chain](#) program, we've expanded our collection of actual emissions data. In FY25, we captured direct emissions data for 46% of our supplier footprint, up from 45% in FY24.

For detailed information about our methodology, refer to our [published whitepaper](#).



Key Dependencies

Supplier progress

Achieving our emissions reduction goals rely on our suppliers' decarbonization efforts, which we have limited control over. Their ability to decarbonize depends on their suppliers, and so on. This complexity makes influencing progress across multiple tiers very challenging.

Complex supply chains and data limitations

Our multi-tiered supply chain makes it challenging to accurately measure and influence emissions reduction across the entire value chain, underscoring the need for reliable and accurate supplier data. Current spend-based accounting methods don't fully capture individual supplier decarbonization efforts, making it difficult to measure precise impacts from specific suppliers or targeted interventions.

Mature solutions

Many sectors in our supply chain lack mature decarbonization technologies, which will be necessary to reach our long-term commitments. Scaling these solutions requires global policy and investments beyond our direct control.

Validity of MBMs for scope 3

We believe achieving our long-term scope 3 target under current policies will require using MBMs to track progress. While MBMs exist and enable investment in decarbonization, industry guidance on the use of MBMs for scope 3 emissions reduction is still pending.



Compensation for Residual Emissions

Even as we reduce our emissions, we will still emit GHGs, and every ton emitted is equally impactful, even on a 1.5°C pathway. To help compensate for these impacts, we support the avoidance, reduction, or removal of emissions beyond our value chain through purchasing carbon credits.

Purchasing carbon credits for our full scope 1, 2, and 3 creates an implicit price on carbon, further incentivizing emissions reduction. But we can't offset our way to 1.5°C – eventually, nearly all companies must reduce emissions to near zero. That's why we don't count carbon credits toward our emissions reduction targets.

We recognize that the voluntary carbon market (VCM) isn't perfect. Today, our approach is to purchase high-quality credits while working to improve the quality of future credits and strengthen the market for the future.

Key Actions

Purchase high-quality third-party rated credits

We purchase carbon credits registered with a recognized, [ICROA-accredited standard](#) and with an average 'high' integrity / low risk rating from at least one third-party ratings agency (such as [Sylvera](#), [BeZero](#), or [Calyx](#)). Prioritization is given to credits from projects that offer socio-economic and environmental co-benefits, such as supporting vulnerable communities and biodiversity. Quality criteria are reviewed regularly to ensure they reflect the latest science, market developments, and regulations. Advancements from the [Integrity Council for the VCM \(ICVCM\)](#) and plan to prioritize their Core Carbon Principles label in our procurements when available.

Catalyze market improvements and new supply

In collaboration with peers and experts, Salesforce engages in coalitions like [Lowering Emissions by Accelerating Forest Finance \(LEAF\)](#), [Symbiosis](#), and the Energy Transition Accelerator to develop higher-quality carbon credit projects.

Accelerate development of early-stage carbon removal technologies

A net zero future needs cost-effective solutions for removing and storing carbon dioxide. Early investment is crucial to develop these technologies, build market infrastructure, and reduce costs. We will be contracting for \$100 million in carbon dioxide removal (CDR) credits through long-term offtake agreements by 2030 (FY31). In FY25, we began deploying this capital to early-stage CDR suppliers through partners like Frontier and Milkywire. These credits will likely not be mature enough to count towards our target to purchase credits for 100% of our scope 1, 2, and 3 emissions annually.

Support is provided for initiatives focused on increasing the scale and integrity of the VCM, including the [Beyond Alliance](#), the [Voluntary Carbon Markets Integrity initiative](#), the [First Movers' Coalition](#), and the development of the [High Quality Blue Carbon Principles and Guidance](#).

Key Dependencies

Regulatory environment

Evolving policies, laws, and regulations around the VCM – including compliance carbon markets, national commitments under the Paris Agreement, carbon credit disclosure rules, and credit quality standards – could affect project costs, viability, and the use of credits.

Science, technology, standards, and methodologies

New research may change our understanding of carbon credit projects or the standards and methodologies governing them. These changes could affect our preferences, project costs, market prices, and credit availability.

CDR availability and cost

Achieving net zero requires significant advances in the availability and affordability of currently nascent CDR technologies, which we have limited influence over.



Contributing to Resilience and Adaptation

Despite global efforts to reduce and offset GHG emissions, planetary warming is still projected to reach around 2.7°C by the end of the century. To avoid the worst impacts, Salesforce advocates for and funds initiatives to enhance our collective ability to prepare for, adapt to, and recover from the effects of climate change. We often focus on nature-based solutions because they offer a comprehensive approach to adaptation, mitigation, and sustainable development.



Key Actions

Fund resilience and adaptation efforts

We provide funding to resilience and adaptation efforts worldwide as a key objective of our programs to deploy \$100 million in grants, and as a founding member of 1t.org, we're helping fund the conservation, restoration, and growth of 100 million trees by FY31.

Leading the Trillion Tree Movement

In FY25, Salesforce has made significant strides in our commitment to restoring, conserving, and growing forests worldwide. We have successfully helped restore, conserve, and grow 56 million trees across 25 countries. Notably, we funded additional mangrove restoration projects in Indonesia and the Dominican Republic, adding 4 million trees and supporting biodiversity, bringing our total to 20 million mangroves as part of our 100 million tree commitment.

Our [midterm review](#) with a third-party expert consultant of 29 major projects funded through our [1t.org](#) commitment found positive restoration activities at all sites and identified areas for improvement, such as supporting local communities, adopting landscape approaches, and enhancing resilience and transparency.

Following this review, we re-funded multiple projects to improve their Monitoring, Reporting, and Verification (MRV) practices and boost their climate resilience. As a corporate partner within [1t.org](#), Salesforce is committed to transparency and collaboration. In FY25, we published details of our forestry projects on [Restor.eco](#), becoming one of its first corporate partners. This platform allows us to share learnings and best practices with others involved in the Trillion Trees Movement, amplifying its global impact. These efforts reflect our dedication to leading the Nature Positive Movement and our commitment to continuous improvement in our sustainability initiatives.

Advocate for policies that build community resilience

We advocate for policies that prioritize resilience and adaptation planning, restore natural ecosystems, and build physical resilience through critical infrastructure investments. Through engagement, we have opportunities to further improve society for all.

Key Dependencies

Project and grantee availability

Our ability to support resilience and adaptation depends on the availability of high-quality efforts to fund. We seek to support the best projects, defined by strong methodological rigor, potential for scalability, strong evidence of impact, and community benefit. The most promising adaptation efforts often exist in regions with significant economic and infrastructure challenges, which can make project development and sustained execution especially complicated.

Measurement and verification

Accurately measuring and verifying climate impact is complex and requires sophisticated methodologies and significant resources, applicable across diverse environmental and industrial contexts. Inconsistent measurement standards across different project types further complicate these verification efforts.

Regulatory environments

Many projects that we support are subject to unpredictable regulatory landscapes, like evolving compliance requirements, inconsistent international standards, and potential policy changes that can dramatically affect valuations and market stability. This creates substantial uncertainty for project funders.

CASE STUDY

Championing a Nature Positive Future

Business and nature are closely linked. By addressing water and nature-related risks, Salesforce reduces its environmental impact while ensuring long-term success. Our [Nature Positive Strategy](#), which includes a focus on water, drives operational efficiency, creates stakeholder value, and fosters a sustainable future.

Launched in FY24, this strategy focuses on measurable commitments and goals, 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 in strategic philanthropy by FY32

For Salesforce, our most relevant nature-related risks are related to water because our operations require freshwater for data center cooling and general office operations. Water is an important aspect of our value chain. Salesforce is committed to managing our nature-related impacts and risks. We want to ensure that our climate change actions don't exacerbate nature loss and support healthy ecosystems so nature can reach its full potential in providing the carbon sequestration and ecosystem services on which our society depends. We recognize the macro risk of ecosystem collapse on our value chain, which would affect our suppliers, customers, and the larger economy. That is why our Nature Positive Strategy supports nature restoration and accelerates the broader nature-positive movement.

Movement building

Addressing the nature and climate crisis requires collective action. Salesforce is committed to accelerating global and regional initiatives through education, collaboration, and scalable solutions.

We've partnered with like-minded organizations and are proud members of:

- [Business for Nature Strategic Advisory Group](#)
- [Business Alliance to Scale Climate Solutions](#)
- [TNFD Forum](#)
- [LEAF Coalition](#)
- [WEF Friends of Ocean Action Community](#)
- [UN Decade on Ecosystem Restoration Advisory Board](#)
- [Ocean Risk and Resilience Action Alliance](#)

Policy is key to accountability and investment. In FY25, we advocated for a moratorium on deep-seabed mining, the EU Nature Restoration Law, and strengthened climate-nature cooperation in Colombia and Brazil. We also engage with Corporate Leaders Group and Ceres to advance the nature agenda.

Through these efforts, we drive meaningful change toward a sustainable future.



Business Resilience

The physical impacts of climate change and the transition to a low-carbon economy have the potential to present important risks to our business, such as the disruption of our operations and volatility in costs. These risks may affect employee health and safety, data center operations, and supply chain stability. It is important for us to proactively manage these climate-related risks to ensure the resilience and continuity of our business. While our actions are critical, global efforts are needed to fully address these systemic risks.

Key Actions

Maintain data center and office resilience

Our data centers are crucial to our operations and maintaining trust with our customers. Potential climate impacts present important risks, including power price volatility and availability during the transition to a low-carbon grid, growing cooling needs as temperatures rise, and increased costs for water and/or cooling equipment in some regions. To mitigate these risks, we prioritize resilience through strategic site selection and redundancy to ensure availability.

Developing a water strategy

Water is crucial for Salesforce operations, primarily for data center cooling and office needs. We assess water risks to implement mitigations and guide future site selection. Our decarbonization efforts enhance water efficiency, and we aim for sustainable building certification across our portfolio, aligning with LEED standards. Recognizing that site-based actions alone won't resolve water challenges, Salesforce will invest in watershed health in priority regions and promote water stewardship with suppliers, especially public cloud providers.

Implement robust supplier programs

Climate change often results in extreme weather events that can damage infrastructure, delay shipments, and cause shortages of critical components. As our suppliers face these climate challenges, we may experience price volatility and reduced resource availability, resulting in operational uncertainty. To mitigate these risks, we implement a robust supplier audit, risk, and compliance program and diversification strategies.

Ensure employee safety

The increasing frequency and severity of extreme weather events directly threaten our employees' health and safety. Over the past three years, extreme weather events impacting employees have increased by 64%. In our offices, employee safety is a top priority, with training, events, and proactive communications to enable our employees to stay safe. High-risk locations are equipped with emergency go bags, air quality monitoring, and KN95 masks. Remote employees are also encouraged to create home emergency plans and can obtain emergency preparedness kits to prepare for climate-related events. Our CAREforce and charitable donation programs provide immediate and long-term support to employees impacted by these extreme weather events and natural disasters. These programs are crucial for employee recovery and business performance, providing support to employees when they need it most.



Customer Acceleration

Our customers are key to our efforts to drive the transition to a low-carbon economy. Our customers include transition leaders, as well as those from carbon-intensive and hard-to-abate sectors, all at varying levels of maturity in their climate transitions. We believe that all companies should have access to the support they need for their climate journeys.

Our portfolio of dedicated solutions helps our customers measure, manage, and reduce emissions, while our deep industry relationships enable us to influence change from within. In addition, we advocate and invest in global systemic changes required to further drive their actions, which are largely out of our direct control.

We believe this strategy strengthens both business resilience and sustainability. While we're proud of our progress, we recognize opportunities to do more and are committed to strengthening our approach.



In FY25, we collaborated on [The Nature Tech Revolution](#) and [Why a Nature Strategy is Good for Business](#), providing insights for enterprises to manage nature-related risks and opportunities.

Key Actions

Innovate with our products to integrate sustainability across businesses

[Net Zero Cloud](#) automates environmental, social, and governance data management and reporting, enabling hundreds of companies to measure and manage their emissions. Products like Data Cloud and Tableau integrate sustainability into daily workflows, while AppExchange and MuleSoft seamlessly integrate data with third-party applications. Additionally, Agentforce enhances data management, compliance reporting, and emissions forecasting, making sustainability efforts more efficient and effective. Our Salesforce Accelerator – Agents for Impact initiative helps eligible nonprofits harness Agentforce by providing technology, funding, and expertise to improve operational efficiency and scale impact in the AI-driven future. Net Zero Cloud also enhances business resilience by providing data-driven decision-making, ensuring regulatory compliance, and improving supply chain management. It boosts cost efficiency through operational automation, energy and resource management, effective carbon credit management, and advanced forecasting.

Provide sector-specific support

We provide comprehensive solutions for tracking, reporting, and managing sustainability goals across industries like energy, utilities, automotive, manufacturing, and consumer goods. We also believe that by working with customers across a broad range of industries, we can help transform their businesses and accelerate their energy transition through our software solutions and collaboration, supporting both business resilience and climate progress. We also developed a Net Zero Cloud solution to help businesses comply with the EU Deforestation-free Products Regulation, enabling supply chain mapping, documentation submission, and seamless compliance integration.

Collaborate with our partners

Our Professional Services and Customer Success teams, along with strategic implementation partners, offer expert advisory and implementation support to maximize the value of our products for sustainability objectives. We are committed to expanding these partnerships, developing new collaborative initiatives, and continuing to innovate with our partners to drive impactful environmental solutions.

Global Progress

Despite the actions outlined in this plan, we know we can't reach our climate targets alone. Our progress is dependent on global progress – if the world is off track, so are we.

That's why we also work to accelerate systems change by:

- Advocating for policy changes
- Driving innovation in climate solutions



Advocacy

We engage in public policy conversations and work with corporate partners and coalitions to push for stronger sustainability solutions across industries. Our climate policy program has been recognized by groups like [InfluenceMap](#) for our leadership.

Salesforce Global Climate Policy Principles

Reduce emission sources and scale nature-based solutions to reach net-zero emissions by 2050

Reorient economies and financial systems around a net-zero future

Ensure an equitable transition to a more resilient society

Here are a few highlights from advocacy initiatives we supported in FY25:

The Artificial Intelligence Environmental Impacts Act of 2024

Supported this bill to address the need to assess and mitigate the environmental impacts of AI technologies and emphasized the importance of understanding both the positive and negative effects of AI on the environment, aiming to promote transparency and accountability in the development and use of AI systems.

Transformational AI to Modernize the Economy (TAME) Act

First technology company to support the bill, which is aimed at promoting the adoption and implementation of AI to better predict and respond to extreme weather.

Federal Clean Energy and Transmission Permitting

Released [transmission policy priorities](#) and 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 rule at the FERC.

California Senate Bill 253

Continued strategic engagement on Corporate Climate Disclosure Implementation.

Carbon Markets Regulation Bill in Brasilia

Salesforce Brazil organized an event with over 200 companies across various sectors to discuss a bill that establishes a regulated carbon market in Brazil. On December 12th, 2024, Salesforce was invited to the bill signing.

Innovation

Innovation has been a driving force behind the world's climate progress, with rapid advancements in wind, solar, and electric vehicles contributing significantly to emissions reduction. However, more innovation is needed for both the world's and Salesforce's climate goals. Over [35% of the global emissions reduction](#) required by 2050 will come from technologies that are not yet commercially available. Salesforce is dedicated to accelerating climate innovation and supporting ecopreneurs through a multi-pronged approach that includes procurement, investment, advocacy, and employee engagement.

Key Actions

Procurement and market building

Salesforce actively purchases from ecopreneurs deploying innovative climate solutions, such as carbon credits, sustainable aviation fuel, and renewable energy, to help build markets for these commodities. We prioritize sourcing these solutions from environmentally sustainable startups whenever possible.

Advocacy and market creation

Salesforce advocates for policies that create an enabling environment for innovative climate solutions, many of which are developed by ecopreneurs. This includes advocating for carbon pricing, tax incentives, R&D grants, and public procurement of green commodities. We use our platform to help ecopreneurs gain visibility through events, webinars, and online content, such as the [Salesforce+ Ecopreneurs](#) series and our [Climate + AI Summit](#) series. We also co-founded [UpLink](#), the innovation platform at the World Economic Forum that supports the growth and scales the impact of best-in-class startups working on innovative climate solutions.

Innovating to decarbonize the aviation industry

In FY25, in partnership with industry leaders and the [First Movers Coalition](#), we continued to champion the [UpLink Sustainable Aviation Challenge](#), spotlighting innovators working to decarbonize aviation. Salesforce has channeled over \$1M in non-dilutive capital support to UpLink Top Innovators through the Yes SF partnership, and in support for the six UpLink Top Innovators who competed in Salesforce's Dreampitch competitions at [Dreamforce](#) and in Davos at the World Economic Forum's Annual Meeting.

Investment and financial support

The [Salesforce Ventures Impact Fund](#) makes equity investments in enterprise software companies, helping ecopreneurs scale their climate solutions more rapidly. For nonprofit ecopreneurs, we launched the [Salesforce Accelerator - Agents for Impact](#), providing technology, funding, and pro bono expertise to help nonprofits build and customize AI agents, improving operational efficiency and scaling community impact. Additionally, we partner with entrepreneur-support organizations to nurture climate-tech startups with critical training, mentorship, and access to resources, and we have a \$100 million philanthropic commitment by 2031 to help nonprofits tackle climate challenges. Our employees are also deeply engaged in sustainability through our [1-1-1](#) model, offering pro bono support, volunteering, and philanthropic giving towards environmental nonprofits.

Supporting ecopreneurs in FY25

Through the [Salesforce Ventures Impact Fund](#), we invested in [Altana](#), a platform that allows customers to connect to the only dynamic, intelligent, universal map of the global supply chain.

We also support [ecopreneurs](#) with our philanthropic giving. We allocated \$2.75 million in philanthropic grants to entrepreneurial support organizations (ESOs) that are dedicated to supporting underrepresented ecopreneurs, including those working at the intersection of AI and climate, and we will grant a total of \$100 million by FY32 (2031).

Recipients included [Climate KIC](#), to help entrepreneurial support organizations and ecopreneurs working at the intersection of climate and AI to refine their business models and scale their impact; [Village Capital](#), to unlock social and financial capital for underrepresented ecopreneurs facing barriers, with a focus on ethical AI, the green economy, smart and sustainable cities, and community climate adaptation; and [LabStart](#), to support the development of LabStart's AI-powered intellectual property vetting tool enabling diverse ecopreneurs to commercialize climate tech innovations in nature, carbon removal, and energy solutions, and accelerate the path from lab to market.

We united ecopreneurs with funders, peer companies, and like-minded individuals at major events like our AI Summits, Global Climate Weeks, and our biggest stage, Dreamforce. At [Dreampitch](#), three World Economic Forum UpLink-affiliated ecopreneurs showcased AI solutions aimed at bettering our world, competing for \$100,000 in cash prizes. The top honor went to [Orbillion Bio](#), an inventive start-up utilizing AI-powered biotechnology to reduce the environmental impact of foods from traditional livestock farming.

Alongside our grant initiatives and equity investments, we also purchase credits from ecopreneurs that work to solve the linked carbon and nature crises through carbon projects.



People

Salesforce has become a best place to work, and a destination for employees to build meaningful careers.

In today's era of AI and innovation, a wide range of perspectives are not only valued – they are essential to driving progress and shaping the future.



Equality for All

At Salesforce, [equality](#) is a core and longstanding value. We believe and have believed in creating equal opportunities for everyone, ensuring equal pay for equal work, and supporting the dignity of every person.

Values drive value. We know equality is good for our business – fueling innovation, growth, and engagement. At Salesforce, we believe that our values and our culture are key differentiators as we lead through the biggest technology transformation of our lifetimes and build technology that is truly for everyone

Equality enables us to be a best place to work for all through our commitment to making sure our employees feel supported, can thrive, and perform the best work of their careers at Salesforce. It is also core to how we engage our communities and customers through reskilling, partnering, and giving back as we work together to bring everyone along in the agentic future.

Creating Equal Opportunities for All

Our values and culture come to life through our people – the heart of our company. We work to ensure all our people have equal opportunities to be successful at every step, from the moment they are interested in joining Salesforce and throughout their entire career journey.

We do this by aligning to core equality talent principles founded on our values and opening up access to career navigation resources that enable everyone to succeed.




Key Highlights

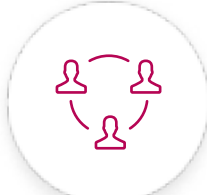
For candidates, our Salesforce Insider program is a resource that connects candidates in the final stages of the interview process with current employees. They can leverage this program to gain insights into the company culture and employee experience, allowing candidates to ask candid questions, make informed decisions, and create meaningful connections. In FY25, the Insiders Program facilitated 3,250 connections.


For employees, our Salesforce Warmline program is open to all and supports any employee in navigating their careers and workplace experiences. Employees are connected to a personal advocate and coach who supports through confidential 1:1 conversations to explore challenges, opportunities, and pathways to success.

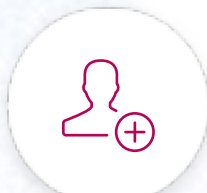
For managers, we continuously enable all of our managers on how to create equal opportunities by driving fair, consistent, and objective talent practices while opening up access to top talent around the globe. This includes people leader training for hiring, performance management, and promotions.

Trailhead has driven incredible outcomes for learners:

- 

Fair, Consistent, and Objective Decision Making
Enable managers to drive fair, objective, and competency-based decision-making during key talent moments through standardized processes
- 

Equal and Fair Treatment for Everyone
Mitigate and address bias or discrimination, regardless of identity
- 

Open and Equal Access to Reach Top Talent
Reach a wider pool and develop top talent around the globe through expanding our networks, external partnerships, and access to career resources
- 

Select the Most Qualified Candidate
We never make any talent decisions based on identity. We always assess talent based on competencies and skills needed to succeed in the role and select the most qualified candidate

Commitment to Equal Pay for Equal Work

At Salesforce, we believe in equal pay for equal work. We were one of the first companies to conduct an assessment of our pay practices in 2015. Since then, we've annually conducted our [pay assessment](#) and adjustment process to ensure our employees are paid fairly for similar work. Over the years, we have improved upon our processes and broadened our scope as we continue to learn more and evolve. Our assessment today includes all genders globally and all races and ethnicities in the U.S. for evaluation of merit, bonuses, and stock.

Equal pay is a critical part of our pay philosophy – and we recognize that equal pay alone is not enough. To reach pay parity, we will need to continue to focus on equality at every step of the talent lifecycle – including hiring, experience, and advancement.

Equal Experience and Dignity for All

Our Equality Group program is our longest standing equality initiative that truly demonstrates the power of centering our people and values to create a better workplace for everyone. These groups are employee-led, open to all, and focus on supporting our business through engagement, innovation, retention, and cultivating leadership skills.

Since its inception, a staple of our Equality Group program has been the invitation for anyone to join and the imperative to collaborate across groups. This is why we now see 64% of our global employees engaged in at least one or more equality groups and have 49,000 members around the world, with [16 groups](#) that represent a wide variety of experiences and communities.

Our Equality Group leaders are some of our most engaged employees – dedicating their spare time to creating a best place to work for everyone. Their work also fosters professional growth that employees may not experience in their day-to-day roles, such as the ability to manage global teams, strategies, programs, and more. Every year, we bring our equality group leaders together for a global leadership summit so that they can learn how to be great leaders, set strategy, and drive business impact.

Our equality groups are pivotal in our commitment to driving innovation and ensuring every employee feels supported, can thrive, and is empowered to perform the best work of their careers. They work together to democratize access to career resources for all, create new opportunities for connection across the business, and inspire employees to learn new skills for the agentic era of work. They have supported critical AI and agent reskilling initiatives, trust testing our new technology, and their collective impact across multiple areas has resulted in 88,000 volunteer hours living our purpose of doing well while doing good.

Driving Innovation and and Bringing Everyone Along in the Agentic Future

We believe in a future where humans and agents work together to drive customer success. By opening up access, having different perspectives at the table, and democratizing reskilling resources, we have a powerful opportunity to ensure everyone is brought along, and that we build AI and agentic technology for all

We do this by focusing on our products, platforms, and people. Our [Office of Ethical and Humane Use](#) guides the responsible design, development, and use of Salesforce technologies, including [Agentforce](#). This work includes best practices, tools, and frameworks for developing and using Salesforce technology to ensure our products, features, models, and apps are trustworthy, avoid biases and discriminatory outcomes, and prioritize transparency.

Throughout the year, we host events that bring together thought leaders, industry experts, and Salesforce employees for meaningful conversations about fostering equality across the technology industry. In 2024, we hosted Salesforce's first-ever AI Equality Summit, where participants – including nonprofits, customers, and our Trailblazer community members – gained valuable insights into how to drive AI and agent innovation that benefits all users and enables everyone to succeed.

To support these efforts, we've opened new spaces, including pop-up [AI Centers](#) for in-person community AI training courses – representing a more than \$50 million investment in helping skill up the workforce and address a growing AI skills gap. We host quarterly AI learning days to encourage our employees to spend dedicated time learning how to build and use agents.

Through [Trailhead](#), our online learning platform, we are creating access to opportunities in tech and empowering anyone to up skill and find meaningful careers in an agentic future, regardless of where they live and what their background may be. As part of our commitment to AI and agent reskilling, we're now offering premium AI courses and AI certifications free of charge on the platform.

Together, we can ensure everyone feels seen and empowered to succeed as we move into the agentic future.

Accessibility

At Salesforce, we're committed to ensuring that people with disabilities can thrive in the workplace. We aspire to become the number-one employer for people with disabilities and work to create an accessible workplace through our world-class accommodations program, accessible systems and tools, and empowered leaders who champion accessibility within their teams.

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

Driving Accessibility in the Workplace

This year, we focused on implementing tools to help employees with disabilities find resources, expanding country-specific programs, empowering people managers, and advancing available resources.

Through our Disabilities@Work program, we launched Retain in May 2024, an AI-powered platform that helps employees. We also launched our Accessibility Consultation Program in July in partnership with [Microlink](#), pairing employees with 1:1 accessibility consultants who help identify tailored resources, benefits, and workplace adjustments.

Our Assistive Tech Library provides access to software-based tools and technologies so that employees with disabilities, health conditions, and other access-related needs can do their best work. This year, we added Grammarly to our list of tools.

We're committed to approaching accessibility and inclusion from a global perspective – understanding that there's no one-size-fits-all solution to advancing disability inclusion and accessibility across the world. Our global approach ensures we're advancing accessibility for our employees and communities around the world.

Expanding Access to Meaningful Careers

We're working to help close the employment gap for people with disabilities by removing barriers and creating access to meaningful job opportunities. Through our Workforce Navigators program, we offer support for professionals with disabilities interested in careers within the Salesforce ecosystem by providing access to scholarships, mentorship opportunities, and more. In FY25, we had a 107% increase in job placements through our Workforce Navigators program and partnership with the Blind Institute of Technology, and we received a Zero Project Award for the program.

We also attract top talent with disabilities to work at Salesforce through our strategic partnerships with leading specialized recruiting platforms: [myAbility](#), the largest job board for individuals with disabilities in German-speaking countries; [Evenbreak](#) for the U.K. and Ireland; [Portamento](#) in Spain; and [Handicap.fr](#), Mission Handicap (by [Jobinlive](#)) in France. Alongside these partnerships, we've delivered training to Recruiting and HR teams across regions, empowering them to create a more fair and consistent candidate experience.

Accessible Events

Dreamforce 2024 was also our most accessible yet. We provided a comprehensive Accessibility Guide for the second year and unveiled new, innovative features designed to enhance accessibility for all attendees, including earplugs for attendees seeking to manage sensory sensitivity and maps with accessible navigation options. Additionally, real-time captioning, wheelchair-friendly spaces, and sensory-friendly areas provided a seamless experience for all.

Commitments and Partnerships

Beyond our internal initiatives, we actively collaborate with external organizations to advance accessibility on a global scale.

We partner with influential networks such as the [Global Disability Business Network](#), [Valuable 500](#), [Disability:IN](#), [Foundation Once](#), [Business Disability Forum](#), and [UnternehmensForum](#), using peer-to-peer learning and best practices to create a more accessible workplace for all. This year, we deepened our commitment by signing the ILO Business Leaders' Pledge, to embed accessibility considerations into our sustainability efforts.

We're proud to continue [our partnership](#) with The Arc San Francisco to create meaningful, full-time employment opportunities for people with intellectual and developmental disabilities. Beyond creating jobs, this collaboration has helped these workers find rewarding, long-term careers.



Creating Talent Opportunities

As transformative technologies like AI and Agentforce reshape the workforce, our [Future Pathways](#) programs offer internships and apprenticeships at Salesforce to ambitious young professionals. We focus on engaging a wider pool of talent, including young people from around the globe who may not be aware of or lack networks with career possibilities available.

To date, we've supported more than 1,200 ambitious young professionals to launch their careers with Salesforce through our Future Pathways programs.

Internships and Apprenticeships

In the U.S., our Future Pathways internship program is hosted in partnership with [Year Up United](#) and [Ada Developers Academy](#). Through Year Up United, young adults ages 18 to 29 complete technical and professional training in areas including IT, Business Operations, and Sales Data Analytics, followed by a work-based internship experience. Similarly, our partnership with Ada Developers Academy is an immersive program that prepares individuals for careers in software development.

In partnership with [BMS Progress](#) and [QA Apprenticeships](#) in the U.K., and [FIT](#) and [MSLETB](#) in Ireland, apprentices join Salesforce as employees for 18-36 months, gaining an accredited qualification while applying their learnings on the job.

To support the internship and apprenticeship programs, the Future Pathways team leads engagement events to help untapped talent develop the skills and knowledge to secure entry-level Salesforce roles. For example, in the U.K., we partnered with workforce development organizations such as [Catch22](#) to deliver virtual work experience programs to build a pipeline into Salesforce careers and help them prepare for Salesforce career opportunities.



Employee Experience and Benefits

At Salesforce, we're dedicated to fostering an environment that helps our employees succeed – in and out of the workplace. We invest in the growth and development of our employees throughout their career journey and provide best-in-class benefits to support employees and their loved ones.

Deliver and Grow World-Class Talent for the Agent-First World

Salesforce is committed to being the best place to start and grow your career. Our employees have access to the best training programs, career growth opportunities, and the latest AI technology. Our company values inclusive leadership and rewards high performers.

We expanded in-person onboarding to help employees feel more connected to our culture and improve the employee experience from Day 1. Surveys show that 95% of new hires felt inspired to get involved in our culture and 97% would recommend Salesforce as a great place to work.

We also launched [Career Connect](#), our AI-powered internal talent marketplace. Career Connect empowers employees to build agent-first skills, explore future career paths, and find opportunities to grow, and it equips our leaders with internal and external talent data that helps leaders make data-driven decisions to optimize our workforce, and understand market trends and future skill requirements.

Driving High Performance

This past year, our focus was on creating a talent management ecosystem to help employees thrive, grow, and deliver value.

We improved our performance journey by giving managers and employees the skills they need to set clear expectations, evaluate performance, give ongoing feedback, and provide aligned rewards. We also created a connected learning journey for all employees, from onboarding to major career milestones, aligned with Salesforce values and key capabilities. We invest in managers and employees by offering targeted training programs and resources.

Overall, we delivered 843 learning programs, engaging over 12,000 attendees across all levels. These programs covered a wide range of topics, including communication skills, trust building, business simulations, equality, and emotional intelligence.

99% of eligible employees shared their goals in the V2MOM tool, enabling organizational alignment through cascaded goal setting.

81% believe their performance ratings are consistent with the feedback given during Quarterly Check-Ins.

92% have Quarterly Check-Ins with their managers.

We believe in our managers and are committed to their growth. We invest in their development to build and lead great teams, supporting them from onboarding through their learning journey. Our focus on employee learning and development ensures they are always growing and evolving. We emphasize accountability and offer comprehensive programs in leadership, coaching, teaming, and mentoring to enhance their effectiveness and build high-performing teams.

Through Manager Certification, we certified 95% people managers. 92% of participants felt the FY25 Manager Certification was valuable and relevant to their development, and 1,987 managers went through leadership coaching, with 98% of them feeling more effective as leaders after the coaching experience.

Our unique approach to strengthening front-line managerial capability, with our Accelerate and Elevate programs, has earned us a gold Brandon Hall award, in the category of best developmental program for Front Line Managers.

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

- 3,400 aspiring people leaders participated in our Accelerate program, with 95% stating they gained a better understanding of the expectations of leaders at Salesforce
- 1,143 first-line managers enrolled in our Elevate program, with 95% finding the workshop relevant to their role
- 206 leaders took part in our Leading for Success+ program, with 91% saying they felt more effective in their roles as a result of the program
- 328 executives joined our Leading for Growth (LFG) and Leading for Impact (LFI+) programs, with 96% of LFG participants gaining insights and tools for more effective leadership and 92% of LFI+ stating the program accelerated their learning as senior leaders

Benefits Designed to Help Employees Thrive

Employees must be well to do well, and we recognize that the health and well-being of our employees and their families are essential to our success. We're committed to offering benefits that help our employees care for themselves and their loved ones.

Supporting the mental health and well-being of employees and their loved ones is a top priority. While staying business-centered, we've been hyper-focused on supporting our employees in high-growth areas, preventing and mitigating burnout, collaborating with senior leaders, and fostering a stigma-free workplace where mental health is a priority for all. We offer a range of benefits and programs to ensure accessible care and support for employees and their families, wherever they are on the mental health continuum.

Key resources include:

- Our global mental health benefit, offering free counseling sessions, mental health training for managers and employees, and more
- Well-being tools and resources in Slack that are automated and science-backed, empowering employees to identify and build healthy micro-habits – right in their flow of work
- Programs that support employees across their life stages, such as caregiving support and well-being programs

Financial health is a key contributor to overall well-being. Our latest benefits survey shows that financial well-being is the top priority for employees in many of our countries. Our philosophy is simple: We want employees to make informed choices for their financial future. That's why we expanded our financial well-being program from the U.S. to now cover 71,400 employees across 28 countries. Now, 95% of Salesforce employees have unlimited, 1:1 access to financial guidance from certified, impartial planners in their native language and local financial landscape. Additionally, 76% of employees in six countries have access to an AI-driven financial wellness coach for real-time, personalized guidance. We'll continue to focus on expanding financial well-being resources for all our employees as we move forward.

Our program is designed to recognize that financial challenges can affect anyone at any time. Whether supporting children with student debt or elderly family members, we're proud to provide support that is often out of reach for many.

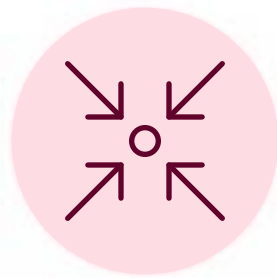
Finally, we continued to focus on our "[Benefits Essentials](#)" – fundamental benefits all employees and their families need, including healthcare, life and disability coverage, retirement, time off, and more.

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
- Focus on well-being through health and well-being events, company-wide challenges, and curated resources
- 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



Supporting Employee Communities



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 upskill the workforce of tomorrow with AI literacy programs, apply their professional skills for good, and strengthen their communities. As of the end of FY25, our employees have volunteered 9.6 million hours, and we've donated \$193.7 million through Salesforce's employee giving program.



Empowering Employees to Give Back

Salesforce employees receive seven days of paid time off each year to volunteer and up to \$10,000 in donation matching to verified nonprofits. Our internal Employee Impact Hub helps track employee volunteering and giving initiatives alongside enhanced reporting features launched in FY25 on Tableau. These new Tableau dashboards allow our employees to track updates to our company-wide volunteering and donation-matching goals and help managers view team participation in our Employee Impact programs.



Pro Bono Volunteering

Our 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. Our Pro Bono volunteers are vital to the success of the Salesforce Accelerator program, which helps nonprofits adopt emerging technologies. In FY25, the Accelerator program donated nearly 600+ pro bono volunteer hours to help participating nonprofits accelerate their missions and scale impactful solutions.



AI Literacy Volunteering

At Salesforce, we believe in the power of technology to drive positive change. Launched this year, our AI Literacy Volunteering programs are a testament to this belief. Through this initiative, our employees are empowered to share valuable AI insights with communities worldwide.

Health and Safety

At Salesforce, we are dedicated to providing a healthy and safe work environment for all our employees, contractors, customers, and guests. Our commitment to their well-being drives us to ensure compliance, protect trust, grow the business, and meet and exceed customer health and safety requirements. By fostering a caring culture, we enable high performance through physical and psychological safety, build resilience by preparing employees for emergencies, and attract and retain top talent through our employee engagement efforts. This caring culture, combined with the active participation and commitment of our employees, is essential to the success of our programs.



Promoting the Health, Safety, and Well-Being of Salesforce Employees in Key Areas

Regulatory Compliance

Our global Health & Safety Management System upholds trust and ensures legal compliance through comprehensive standards. We adhere to our [Global Health & Safety Policy](#), which outlines our commitment to creating a safe and healthy work environment for all stakeholders. Additionally, we have Health & Safety committees responsible for setting the health and safety strategy and managing the performance of the Salesforce Health & Safety Management System in specific locations or countries.

Employee Engagement Through CAREforce

We are committed to creating a safe working environment through CAREforce, Salesforce's Health & Safety employee engagement program. In FY25, 99.96% of employees were trained on health and safety topics via Trailhead, a 1.96% increase year over year. In this training, we empower all employees to take action for their safety and the safety of their colleagues and communities. We also hosted over 700 training sessions on emergency response, preparedness, personal safety, and mental health first aid, often in partnership with business resource groups and strategic partners.

Workplace Injury and Illness Prevention

We emphasize the importance of reporting, mitigating, and managing incidents through regular inspections and proactive measures. Our engagement efforts are essential in raising awareness for injury prevention and timely reporting.

Building Resilience and Enhancing Productivity

Our employee care programs provide support for those impacted by hardships, disasters, complex humanitarian events, extreme weather-related events, and more. This includes programs like the CAREforce Hardship Relief Fund, that provide employees financial support for immediate evacuation, relocation, and recovery from disasters impacting their homes. In FY25, we supported employees experiencing sudden, overwhelming, and unexpected impacts, including impacts from hurricanes Beryl, Helene, and Milton, and the Los Angeles wildfires. Since 2021, through the CAREforce Hardship Relief Fund, 85.5% of employees who received support reported being able to maintain their productivity despite their circumstances.

Communities

At Salesforce, we recognize the vital role businesses play in supporting their communities and driving positive change. We're dedicated to backing nonprofits that are working toward a fairer, more sustainable future while also empowering our employees to make a difference. By creating accessible pathways to careers within the Salesforce ecosystem and beyond, we leverage our platform to foster lasting social impact.



Philanthropy

Giving back is in our DNA. We partner with organizations around the world to provide resources that drive meaningful, lasting change in communities. As AI reshapes the world, we're committed to championing a future where its transformative power benefits everyone.

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 support our communities.

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

\$798 million

in grants by Salesforce and the Salesforce Foundation.

9.6 million

employee volunteer hours.

60,900+

nonprofit and education customers using our technology.

Pledge 1%

Salesforce is a founding member and champion of [Pledge 1%](#), a global movement to ensure that giving back is baked into the DNA of companies of all sizes. 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.

Since its launch 10 years ago, 19,000 companies in over 130 countries have joined the Pledge 1% movement. Together, we have unlocked \$3 billion of philanthropy in equity commitments alone – that's over \$1 million every business day.

Education Philanthropy

At Salesforce, we believe every student deserves 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 students and young people.

As transformative technologies like generative AI and agents transform classrooms and future jobs, our grants provide students with more opportunities to access advanced STEM courses, gain in-demand skills, and explore potential new careers. We partner with school districts and education nonprofits globally to provide STEM education and career-aligned skills and learning experiences for students and adults.

In FY25, we provided nearly \$36 million in education grants, supporting 37 organizations globally. These grants reached over 676,000 educators and more than 14 million students and young people. Our support reached organizations like [Code.org](#), [Big Education](#), [Common Sense Media](#), [TNTP](#), and [Digital Promise](#), working to expand students' and teachers' AI access and literacy so the next generation of students is equitably prepared for the future of work.

Nature and Sustainability Philanthropy

Through our philanthropic investments, we support communities in advancing nature and sustainability solutions and utilizing AI to drive environmental progress.

In FY25, Salesforce donated \$9 million to 23 nonprofits to advance nature-based solutions, support ecopreneurship and clean energy, and build resilience to natural disasters. This included grants to American Forests to restore wildfire-affected areas and expand tree coverage in urban areas, mHub to support the development of hardtech climate solutions, and [Footprint Project](#) to equip first responders and disaster-impacted communities to power their recovery with clean energy. Salesforce and its employees also donated over \$2 million to help humanitarian nonprofits respond to natural disasters, such as the LA wildfires and Brazil floods.

Cultivating a Thriving Salesforce Ecosystem

Trailhead

Salesforce is committed to enabling everyone to learn and succeed in the AI era. At the core of this commitment is Trailhead, the Trailblazer Community, and our workforce development programs.

Since its launch in FY15, Trailhead's mission has been to empower anyone to learn the in-demand skills to drive their company and career forward. This year, Trailhead celebrated 10 years of providing free access to learning and technology. The platform continues to provide new, relevant content like building an agent for key tasks or embedding agentic AI into any application.

Workforce Development

Trailhead reinforced a commitment to breaking down barriers to learning with the [AI for All program](#) – a more than \$50 million investment in skilling up the workforce and addressing the growing AI skills gap. The program includes AI training spaces around the world and free AI courses and certifications through the end of 2025. The goal is to reach 100,000 learners through these new offerings.

Salesforce recently announced a commitment to supporting [Saudi Arabia's Vision 2030](#) by equipping local talent with essential AI and technology skills. Over 30,000 individuals will learn on the Trailhead platform, ensuring broad access to AI upskilling opportunities across the Kingdom. This effort will emphasize enabling talent in the workforce, ensuring inclusive opportunities for all.

[Talent Alliance Career Cohorts](#) is a program that uses Trailhead, hands-on experience, and career readiness skills to provide career development opportunities in tech. They have had over 2,500 participants earn 2,900+ Salesforce certifications to validate their skills.

Salesforce India recently expanded its [flagship Centre of Excellence \(CoE\)](#) in Hyderabad, India, strengthening the region as a leading talent, knowledge, and global innovation hub for the company. Salesforce has surpassed its [commitment to provide 500,000 upskilling opportunities](#) to women as part of the Indo-Pacific Economic Framework for Prosperity (IPEF) Upskilling Initiative. As one of the first 14 companies to meet this goal, Salesforce has offered digital skills training across India, Indonesia, Thailand, and beyond to bridge the region's gender skills gap. The training was delivered via Trailhead, expert-led sessions, and certifications through partnerships with governments, nonprofits, and educational institutions.

7.4 million learners have used the Trailhead platform to access a variety of learning resources, including self-paced and hands-on learning, instructor-led training, certifications, and the Trailblazer Community

99+ million badges earned in tech, business, Salesforce, and soft skills, including 400k+ Agentforce badges

23k+ learners have attended a free AI training through the AI for All program

Trailhead has driven incredible outcomes for learners:

9 out of 10

Trailhead users say

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

80%+

of users say

Trailhead supported their career development

70%+

of users say

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



Salesforce is committed to widening access to the technology industry by training 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 agents – is projected to create 11.6 million net new jobs worldwide between 2022 and 2028.

Salesforce Talent Alliance

[Salesforce Talent Alliance](#) works with over 1,500 Salesforce partners and customers to create equal opportunities for our communities. To support their hiring efforts, partners receive connections to a talent pipeline and resources to build their Salesforce practice. We also accelerate the careers of job seekers through [Talent Alliance Career Cohorts](#), a career development program with over 2,500 participants to date who have earned over 2,900 Salesforce certifications.

In FY25, over 8,000 job seekers launched careers in the Salesforce ecosystem for a total of over 40,000 individuals placed globally since Talent Alliance launched in FY21.



Trailblazer Community

The global [Trailblazer Community](#) unites millions of Salesforce users 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 1,300 in-person community groups across over 90 countries.



70% of Trailblazer Community members have learned new Salesforce skills as a result of their Community engagement

[65% report they have increased their AI and data skills through the Community](#)

[53% leverage the Community to increase their knowledge of new Salesforce capabilities and drive new use cases](#)



60% report that Community knowledge has helped them deliver more returns from their Salesforce investment, with 52% of members reducing costs and 49% increasing revenue



51% say fellow Trailblazer Community members have helped them get a new job or promotion, and 50% say community engagement helped increase their salary

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.

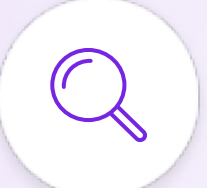


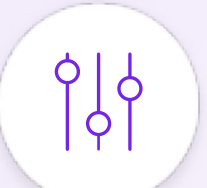
Privacy and Cybersecurity


Artificial Intelligence is set to transform industries worldwide, ushering in a new era of efficiency, innovation, and growth. With the integration of Agentforce, businesses can leverage conversational AI to streamline operations, enhance customer interactions, and make more precise data-driven decisions. It is essential to continuously evaluate and improve AI systems to uphold ethical standards and promote fairness. We prioritize privacy, security, and ethical and human use when delivering all of our technology – including Agentforce – to our customers.

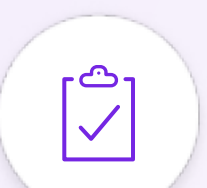
Privacy

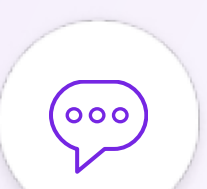
Privacy is a fundamental human right – and we believe a cornerstone of trust. Five principles highlight our commitment to privacy:

- 

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.

FY25 was a remarkable year for our global privacy program, including:

Agentforce

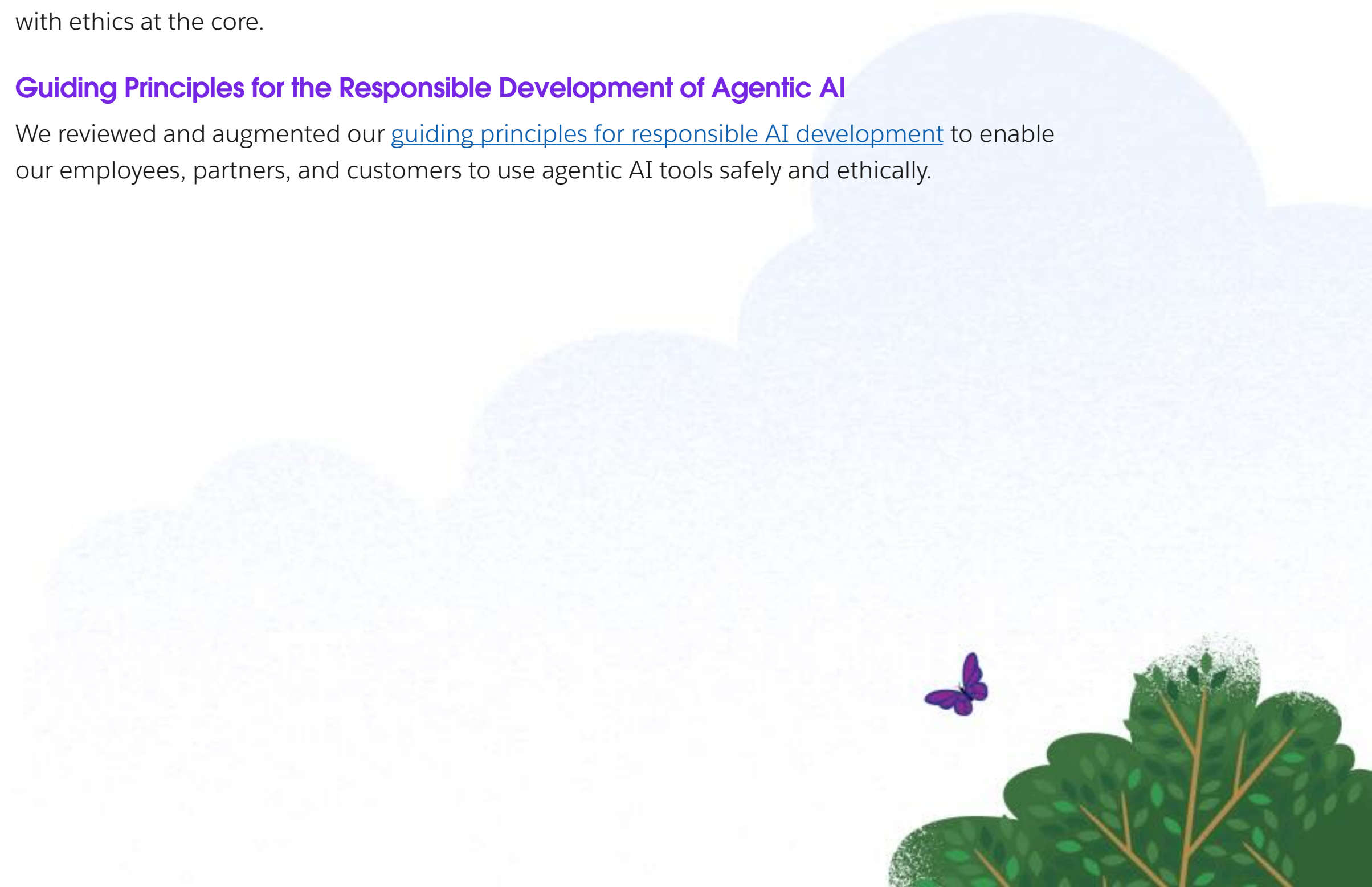
We announced the general availability of [Agentforce](#) and outlined how it was built to prioritize security and trust. With the help of the Einstein Trust Layer, we are protecting customer data through robust security features and guardrails like zero data retention, toxicity detection, secure data retrieval, and dynamic grounding – improving the safety and accuracy of outputs while ensuring the responsible use of AI agents across the Salesforce ecosystem. Agentforce’s agentic architecture, powered by the [Atlas Reasoning Engine](#), optimizes performance without the need to train models from scratch.

White House Voluntary AI Commitments

We released [a white paper](#) to outline our significant progress toward the White House’s set of voluntary AI commitments, reinforcing our dedication to designing, developing, and using generative AI with ethics at the core.

Guiding Principles for the Responsible Development of Agentic AI

We reviewed and augmented our [guiding principles for responsible AI development](#) to enable our employees, partners, and customers to use agentic AI tools safely and ethically.



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.

Explore 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 and safeguarding cross-border transfers, and are approved by all EU data protection regulators. We were among the first companies that secured approval to use the U.K. BCRs after it withdrew 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.

We safeguard our customers' data with a robust, comprehensive, and transparent privacy and security program and 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 cloud makes it possible for global companies to leverage the world's #1 AI CRM platform. Salesforce's cloud services are [designed to help customers comply with privacy laws around the world](#).

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

European Union Artificial Intelligence Act (EU AI Act)

We championed the [EU AI Act](#). As a provider of AI systems in the EU, our support for this regulation showcases our commitment to compliance and trusted AI.

Privacy Center

Our [Privacy Center](#) product simplifies the privacy compliance journey for customers.

LLM Security Risks Whitepaper

We released [a comprehensive white paper](#) that details emerging security and privacy threats posed by Large Language Models (LLMs) and offers a tionable strategies for organizations to fortify their defenses.

Data Governance for the AI Enterprise

We announced [Data Governance for the AI Enterprise](#), a new suite of tools to help IT teams address increasingly strict regulations governing generative AI.

Digital Operational Resilience Act (DORA) Frequently Asked Questions

We published a [DORA FAQ](#) detailing how Salesforce has prepared for DORA and how our customers' use of our services can support their own DORA compliance journeys.



Security

Security is key to our number one value: trust. We understand the immense responsibility that comes with safeguarding our customers' most sensitive data, which is why we integrate security into every product and process. By employing a [Zero Trust](#) architecture based on the principle of least privilege (ensuring users have only the access they need), we combine industry-standard controls with cutting-edge tools to safeguard customer data.

In the era of agentic AI, we are more focused than ever on upholding the security and integrity of our customers' data. Agents have been built upon the years of safeguards, trust protocols, and tried-and-true processes that we have built into the Salesforce platform. The [Einstein Trust Layer](#) protects customer data through robust security features and guardrails like zero data retention, toxicity detection, secure data retrieval, and dynamic grounding – improving the safety and accuracy of outputs while ensuring the responsible use of AI agents across the Salesforce ecosystem. For example, [the Audit Trail](#) feature empowers customers with the necessary data to track AI agent actions and outputs, ensuring AI usage complies with their organization's security, privacy, regulatory, and AI governance policies.

Our commitment to security extends beyond our walls. We actively share our expertise and resources with our broader community of customers, partners, and government to collectively improve data privacy and security and empower innovation and resilience for all. In FY25, Salesforce signed the Cybersecurity and Infrastructure Security Agency (CISA)'s [Secure by Design Pledge](#), pledging to design products to prioritize the security of customers. We also released a [white paper](#) that details emerging threats posed by Large Language Models (LLMs) and offers actionable strategies for organizations to fortify their defenses.

In addition, 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. In partnership with WEF, the Global Cyber Alliance, and Fortinet, we launched the [Cybersecurity Learning Hub](#) (CLH), an initiative designed to mitigate the global cybersecurity skills shortage. To date, we've launched over 80 training courses with over 1.6 million badges earned.

Policy and Compliance

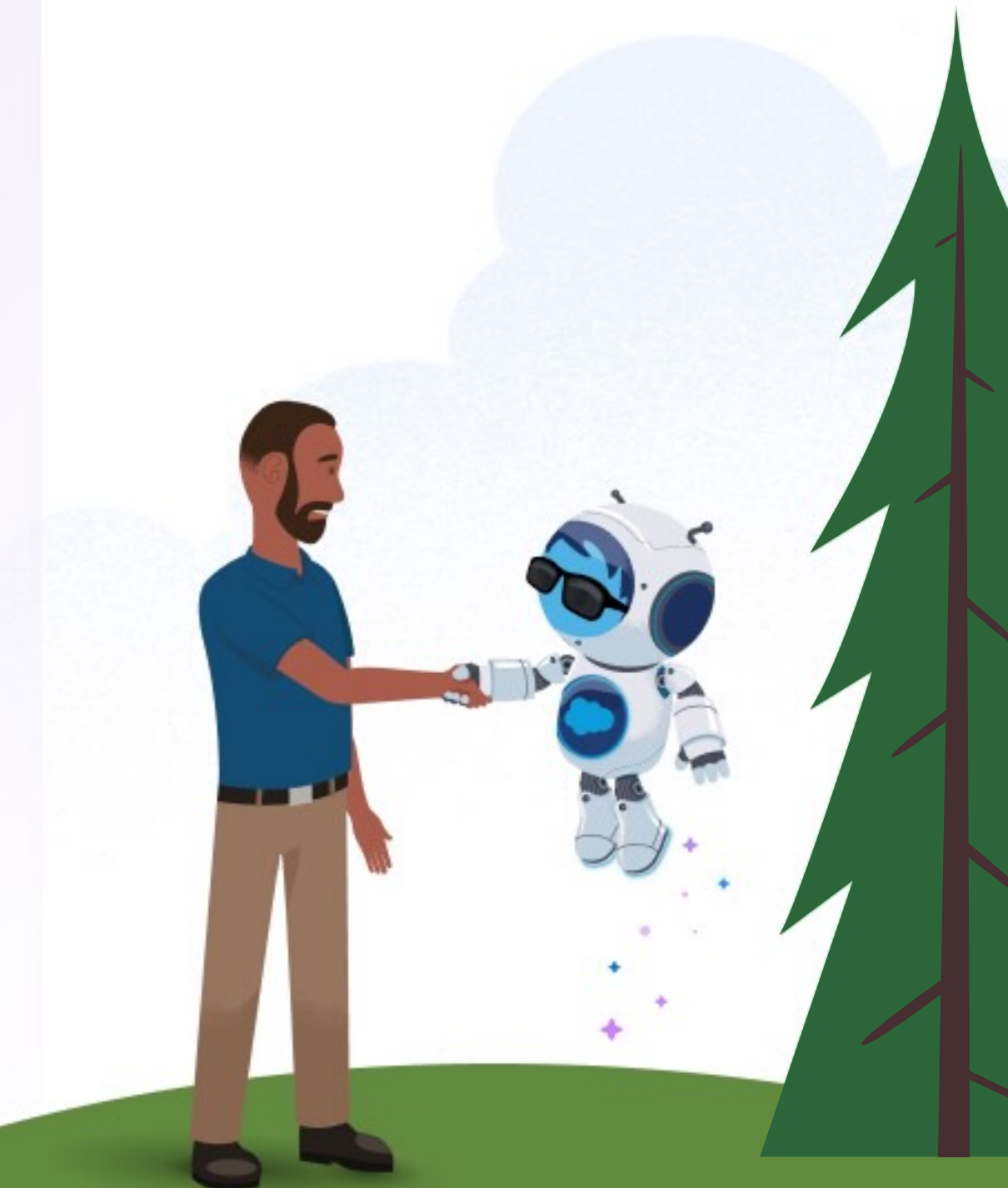
We embrace technologies like Agentforce while remaining focused on ensuring security, ethics, and safety.

Looking ahead, Salesforce will continue to advocate for the U.S. Congress to pass comprehensive privacy legislation – laws that build on and align 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 numerous certifications that underscore our commitment to protecting customer 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.



Ethical and Humane Use

Established in FY19, Salesforce's [Office of Ethical and Humane Use](#) provides leadership at the intersection of human potential and emerging 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 planet. As we continue to venture into the agentic AI world, 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

Pioneering Trust in Agentic AI

In FY25, we set out to advance trust in AI with the launch of Agentforce, our platform for autonomous agents designed to empower businesses while upholding the highest ethical standards. Central to this effort was our focus on creating responsible, transparent, and trustworthy AI systems, which is outlined in our first [Trusted AI and Agents Impact Report](#).

We published our [Responsible Agentic AI Guidelines](#) to address the unique challenges posed by autonomous agents and released [5 Ways to Build Trusted AI Agents](#), offering actionable strategies for building AI systems and showing our larger [approach](#) that is built on intentional design and system-level controls that emphasize and prioritize transparency, accountability, and safeguards.

A key part of these efforts was our [Ethical Red Teaming and Adversarial Testing program](#), which Salesforce has been refining and expanding to address the dynamic risks associated with generative and agentic AI. Ethical red teaming involves rigorous ethical product testing, testing adversarial scenarios, and conducting vulnerability analysis to uncover weaknesses in our AI systems before they reach customers. These exercises are an ongoing, iterative effort to align our AI products with our commitment to trust and transparency.

One of our most unique initiatives within Red Teaming was [Employee Trust Testing](#), which engaged Salesforce employees in real-world scenarios to evaluate the reliability and trustworthiness of Agentforce. By integrating employee feedback, we refined our AI systems, addressing challenges related to bias, usability, and user confidence. These insights, coupled with the rest of our adversarial testing, improved the robustness and ethical grounding of our agents. Through these efforts, we continue to set new benchmarks for ethical AI development, so that Agentforce operates responsibly and meets the expectations of customers, employees, and society at large.

Collaborative Efforts in Trusted AI

At Salesforce, we recognize that building trusted AI is a collective endeavor. Our Office of Ethical and Humane Use actively engages with global initiatives and councils to drive progress in the technology industry and society.

Our team members hold positions on various ethical AI councils worldwide, including:

- Freedom Online Coalition's Advisory Network
- Oregon State Taskforce on Artificial Intelligence
- Singaporean Ethical AI Advisory Council and AI Verify Foundation Advisory Board
- U.S. National AI Advisory Committee
- Washington State Artificial Intelligence Task Force

In September 2023, we signed the voluntary White House AI Safety Commitments, reinforcing our dedication to ethical AI development.

In FY25, we [announced significant progress toward these commitments](#), including conducting internal and external red teaming exercises to identify potential vulnerabilities in our AI models, leading to product improvements such as a 35% reduction in toxic, biased, or unsafe outputs in a marketing feature.

Additionally, we have joined several global voluntary commitments and industry pledges to further responsible AI development, including:

- Canada's Voluntary Code of Conduct on the Responsible Development and Management of Advanced Generative AI Systems
- Seoul AI Business Pledge
- The EU AI Pact
- UNESCO's Global Business Council for the Ethics of AI

Moreover, we are a member of the National Institute of Standards and Technology (NIST)'s U.S. AI Safety Institute Consortium (AISIC), where we actively contribute our expertise in building and deploying trusted AI.

To address pressing trust challenges, we've maintained our internal AI Trust Council dedicated to AI-specific decision-making, complementing our broader Ethical Use Advisory Council. This initiative ensures that our AI systems are developed and deployed ethically, inclusively, and in alignment with our values. Through these collaborations and commitments, we continue to work with governments, business leaders, the scientific community, academics, and citizens to ensure the ethical development and use of AI technologies.

Ethical Use Policy

We recognize that simply building ethics and trust into our products isn't enough. We also have a responsibility to understand the direct impacts of our technologies in the world, including issues like privacy or unintended biases. This understanding is foundational for developing balanced policies that demonstrate our commitment to building trust with our customers and end-users. Many of these policies are detailed in Salesforce's publicly available Acceptable Use Policy and AI Acceptable Use Policy.

Product Accessibility and Inclusive Design

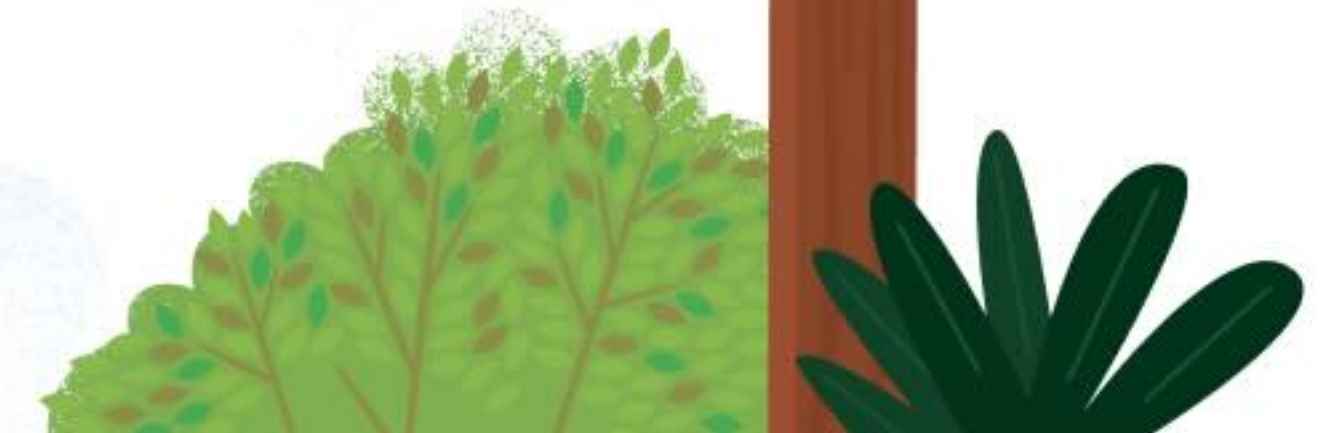
At Salesforce, we strive to create products and features that cater to the diverse abilities of everyone. This means more than just accommodating users with permanent disabilities – we also consider temporary or situational challenges individuals might face while using our technology.

By designing and developing products that meet predefined technical standards — such as WCAG (Web Content Accessibility Guidelines) and Section 508 of the Rehabilitation Act for accessible ICT — and as 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 and center voices that can be overlooked in traditional design approaches, thereby driving innovation. These individuals, with their lived experiences and assistive technology preferences, help us understand diverse user experiences, increase product adoption, and co-create technology solutions that benefit everyone.



TRUST



Accelerating Impact Through Technology

1 Net Zero Cloud

[Net Zero Cloud](#) is our ESG management platform, powered by Agentforce. It leverages the full power of Salesforce by housing an organization's environmental, social, and governance (ESG) data in one place and connecting it with other applications, such as Data Cloud and Tableau, to integrate sustainability into daily workflows. It also connects with AppExchange and MuleSoft to seamlessly integrate ESG data with third-party applications. Net Zero Cloud aligns to the latest regulatory standards, offering framework-specific report builders as new mandates are released. It uses Agentforce to automate ESG reporting, finding relevant metrics, and generating report responses, ultimately increasing efficiency and accuracy. Additionally, Agentforce enhances data insights, reporting, and data quality, making sustainability efforts more efficient and effective. This capability adds to Net Zero Cloud's existing report builders, which are tailored to regulatory standards reporting frameworks, including CSRD, CDP, GRI, and SASB, and walks users through report generation, saving time and helping to ensure accuracy and auditability. With Net Zero Cloud, we're helping sustainability professionals spend less time finding data and more time finding solutions.

2 Salesforce for Education

Salesforce for Education has been helping institutions connect every learner touchpoint for more than 15 years. By enabling thousands of institutions globally to deliver connected learner experiences and accelerate impact, Salesforce helps institutions to improve student enrollment and retention, increase fundraising, and accelerate productivity.

Salesforce for Education includes [Education Cloud](#) apps for each stage of the learner lifecycle and the latest innovations across the entire Salesforce platform, like Agentforce and Data Cloud, which continue to transform the world's #1 AI CRM for education.



3 Salesforce for Nonprofits

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

As the world's #1 AI CRM, we're supporting nonprofit organizations with agent-driven personalized experiences to nurture relationships and scale impact. We help organizations take control of data on one platform and offer flexible solutions that adapt to shifting demands on the nonprofit sector.

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.

4 Salesforce for Public Sector

[Salesforce Public Sector Solutions](#) are designed to help government agencies serve people more efficiently. Now, agencies can 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. 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 FY25, we launched both Talent Recruitment Management and Investigative Case Management. Talent Recruitment Management helps agencies hire more efficiently and adopt candidate-centric engagement practices – both of which are important than ever to attract top talent. It streamlines the recruiting process for the government with a centralized platform for hiring information and engages this generation of candidates with mobile access and an applicant portal, offering consistent transparency and communication. Investigative Case Management enhances investigations with a unified view of case details, enabling faster resolution through collaboration and automation.

The Salesforce Accelerator – Agents for Impact

The Salesforce Accelerator program enables nonprofits to adopt emerging technologies that can [help nonprofits make resources go further to drive equality and sustainability](#). In its fifth cohort since launching the program in 2022, the latest [Salesforce Accelerator – Agents for Impact](#) empowers organizations to innovate and thrive, helping nonprofits leverage agentic AI to address the world's biggest challenges. We unlock the full power of 1-1-1 to our partners with funding, discounted and donated technology, and pro bono expertise. The Accelerator program enables nonprofits to adopt emerging technologies that can [help nonprofits make resources go further to drive access and sustainability](#).

FY25 was a pivotal year for the Accelerator program. Recognizing the urgent need to close a widening AI access gap, we committed resources to support three nonprofit cohorts. We funded \$4M and announced \$2M in additional funding for FY26.

For the inaugural climate action cohort, we selected five organizations that participated in a six-month training program to develop purpose-driven, agentic technology solutions. For example, [Good360](#) developed an AI agent to optimize disaster response and efficiently place donated products, while [Groundswell](#) developed an agentic vision to manage applicant data and utility communications.

At the same time, grantees from FY24 began to pilot their solutions. [College Possible](#) launched an AI agent to guide college coaches, helping students navigate financial aid applications and access 24/7 resources, with the goal of serving 25K students annually. [Per Scholas](#) created an agent to help learners and coaches accelerate the process of drafting technical resumes, providing more time for interview preparation, to help 10K aiming to serve 10K learners annually launch thriving tech careers.



In FY25, the Accelerator program donated nearly 600+ pro bono volunteer hours. All-time, Salesforce has given \$7M and announced \$2M in additional funding for FY26 to help nonprofits accelerate their missions and scale impactful solutions through its Accelerator program.

Salesforce Ventures Impact Fund

The [Salesforce Ventures Impact Fund](#) invests in innovative enterprise software companies that drive positive social and environmental change and strong financial returns. Impact investors recognize that generating societal benefits and shareholder gains are not mutually exclusive.

The [Salesforce Ventures Impact Fund](#) partners with startups across four main focus areas:

Education and workforce development

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

Climate

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

Financial inclusion

Expanding access to financial products

Digital health

Expanding access and increasing quality of care for all

We're proud to support our portfolio companies with patient capital, connected community, and privileged access to the resources they need to build industry-defining companies. Our portfolio companies are driving impactful change across the communities they serve.

In FY25, our portfolio companies achieved key milestones, including:

12.6 million

metric tons of CO2 reduced by the products across our climate vertical

\$147.0 million

in donations and grants facilitated



118.6 million people directly served by our portfolio companies:

Education & Workforce Development

6.7M

Students

7.2M

Adult learners

received access to quality education

Climate

58.3M

Individuals

gained access to clean energy sources

Digital Health

33.0M

Patients

received expanded access to healthcare services

Financial Inclusion

7.0M

Individuals received access to financial services

6.4M

Individuals received career support

with opportunity for economic empowerment and preparation for the jobs of the future

Governance

At the heart of everything we do are our core values, which guide our business practices each day. With a strong foundation in corporate governance and business ethics, we are deeply committed to conducting ourselves in compliance with the laws and regulations that govern us. Trust has been Salesforce's No. 1 value since the company's founding in 1999, and it underlies everything the company does with its products and solutions, and its commitment to ethical conduct and good governance.



Corporate Governance

Salesforce is committed to managing our affairs consistent with the highest principles of business ethics and corporate governance requirements of both federal law and the New York Stock Exchange (NYSE).

Here are some of the ways:

- A majority of our board members are independent of Salesforce and its management
- All of our key board committees – the Audit and Finance, Compensation, and Nominating and Corporate Governance Committees – are overseen by independent members
- All employees, officers, and directors must adhere to our Code of Conduct
- The respective roles and responsibilities of our board committees are clearly spelled out in board committee charters

Our directors have extensive backgrounds as entrepreneurs, technologists, operational and financial experts, investors, executives of global enterprises, advisors, and government leaders. We have also worked hard to strike a good balance between long-term understanding of our business and fresh external perspectives, as well as to have a variety of backgrounds and perspectives within the boardroom.

In addition to a well-balanced and independent Board, Salesforce is committed to a corporate governance structure that promotes long-term stockholder value creation through a sound leadership structure and allows our stockholders to provide direct feedback and key rights to promote accountability.



Learn more about our governance practices at investor.salesforce.com.

ESG Oversight

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

Our Nominating and Corporate Governance Committee periodically reviews our sustainability and impact initiatives, and our Audit and Finance Committee oversees ESG disclosures. Our Compensation Committee oversees compensation matters for our employees and management. Being the world's #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.

This year, Salesforce strengthened its commitment to internal governance by enhancing cross-functional collaboration on ESG-related risks, opportunities, and impacts across the organization. By establishing and refining committees focused on critical topics, the company has created a more structured approach to addressing environmental and social priorities. These committees bring together diverse perspectives and expertise, enabling Salesforce to align its strategies with evolving global standards and stakeholder expectations. This investment reflects Salesforce's ongoing dedication to integrating environmental and social considerations into its operations and decision-making processes.



Operating with Integrity

Our Legal and Corporate Affairs team, led by our Chief Legal Officer, oversees ethics and compliance functions across the enterprise, keeps the board of directors informed, and manages risk while handling Salesforce’s most sensitive issues.

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

Building Accountability

We strive to ensure all business activities are in line with our values and build trust with all our stakeholders, including our people, our customers, our company and investors, and our communities.

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 other company policies, covers topics such as:

- Ethical decision making
- Competing fairly
- Respecting human rights
- Doing business honestly
- Preventing bribery and corruption
- Building a sustainable future
- Preventing harassment and discrimination
- Keeping workplaces safe, healthy, and secure
- Protecting customer confidential information
- Using technology wisely and ethically
- Raising concerns and questions without fear of retaliation

We’re thrilled that we’ve been recognized as one of the [World’s Most Ethical Companies®](#) by Ethisphere for the 16th time, most recently in March 2025.

Supply Chain Responsibility

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

We hold ourselves to high ethical standards and expect the same from our suppliers. [Our Global Supplier Code of Conduct](#) (“Supplier Code”) outlines expectations on topics including adherence to employment and safety laws, child labor regulations, environmental responsibility, support for human rights, privacy, and the provision of inclusive technologies.

We assess supplier performance based on risk with input from cross-functional stakeholders, and we expect suppliers to communicate the principles of the Supplier Code to their employees and third-party partners through training and policy. To reinforce these values, all Salesforce employees complete annual Code of Conduct training, which includes our Supplier Code.

Our Supplier Code of Conduct cover important topics such as:

- Adhering to employment, safety, and human rights laws and regulations
- Respecting individual rights, personal dignity, and privacy
- Providing inclusive technologies
- Environmental protection in line with laws and standards
- Complying with contracts

Optimized Supply Chain

Salesforce remains committed to strengthening its supply chain and reducing risk by building strong, long-lasting partnerships with small businesses, recognizing the value they bring to our growth and stability. Incorporating small businesses enhances operational agility, fosters innovation, and expands the range of capabilities within our supplier network. Organizations that engage small businesses unlock new growth opportunities, support local economies, and contribute to a more sustainable business environment. Through our program, we’re strategically collaborating with suppliers to form a supply chain that reflects the needs of our customers. We actively seek to partner with more small businesses to strengthen our network and build strategic business alliances.

In FY25, we advanced our commitment to a balanced supply chain by promoting small businesses through multiple in-person collaborations with potential suppliers and corporate partners. These initiatives garnered significant success with expert-led conversations designed to empower entrepreneurs and foster growth opportunities.

Commitment to Human Rights

Salesforce’s [company values](#) embody a long-standing respect for human rights. We believe that businesses play a crucial role in respecting and promoting human rights.

At Salesforce, we are committed to respecting human rights throughout our business and value chain. Our approach is informed by the International Bill of Human Rights and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work. We are also committed to the United Nations Global Compact’s principles-based approach to business and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. In upholding this commitment, we work with governments, industry peers, ecosystem partners, civil society groups, shareholders, and our customers to promote the realization, enjoyment, and fulfillment of human rights.

Salesforce functional leads and subject matter experts integrate our human rights approach across the business. The Human Rights Steering Committee includes team members such as Legal, Ethical and Humane Use, Privacy, Employee Success, Procurement, and Government Affairs. They oversee our efforts to monitor and identify salient human rights risks and to escalate to relevant stakeholders, including senior management and the [Board of Directors](#), as appropriate. Our [Human Rights Policy](#) outlines our commitment and implementation approach. We aspire to continually improve the implementation of our human rights commitments.

Upholding Human Rights in Technology

Salesforce’s [Office of Ethical and Humane Use](#) upholds our commitment to human rights across product development. As we build and deploy technologies like 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 design and 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. 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.

Human Rights Collaborations

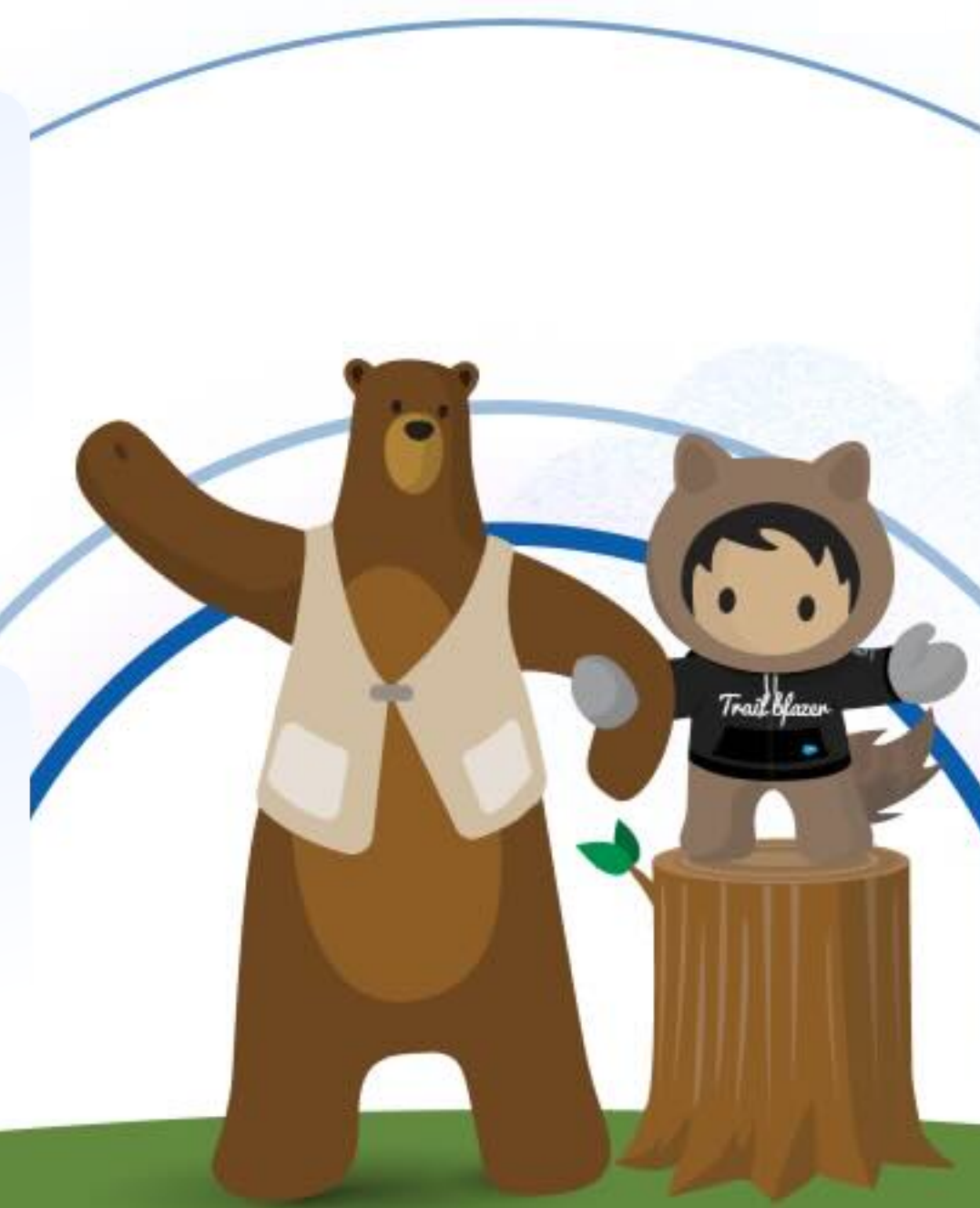
We champion human rights around the world, including:

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](#) Community of Practice initiative.

Since 2023, Salesforce has participated in the [UNHCR’s Global Refugee Forum](#) to enhance refugee self-reliance. Surpassing our 2026 goal, Salesforce provided education and skills training to 3,971 refugees with [Trailhead](#) and technology curriculum, in partnership with companies and nonprofits. Through our network of partners in the [Talent Alliance](#), we have also placed 671 refugees in technology-driven jobs.

We believe in creating equal opportunities for everyone, including supporting the [UN Women’s Empowerment Principles](#).



Government Affairs and Policy Engagement

Shaping Global Policy for a Responsible Future

At Salesforce, we advocate for public policies that support our stakeholders and drive long-term impact. Rooted in our core values – trust, innovation, customer success, equality, and sustainability – we collaborate with policymakers worldwide to shape policies that foster growth, support communities, and promote a more inclusive and sustainable future.

Advancing Technology Policy

1 AI

As AI and other transformative technologies reshape the landscape, our approach remains [grounded in the principles](#) of accuracy, safety, honesty, empowerment, and sustainability. We collaborate with governments, industry leaders, and civil society to ensure that policies evolve to support the ethical development and deployment of new technologies. We're committed to driving responsible innovation, building trust in technology, and ensuring it serves the best interests for all. As an enterprise AI company, our customers count on us to provide this high level of trusted services for the ecosystem.

Building on our long-standing commitment to [responsible AI](#), we advocate for the ethical development and deployment of AI technologies, ensuring they are trusted, transparent, and accountable. Through collaboration with governments, regulators, industry leaders, and civil society, we work to ensure that AI is designed to benefit all while safeguarding data privacy and empowering businesses and individuals.

In 2023, Salesforce committed to the White House's voluntary AI principles, reinforcing our dedication to responsible AI development. Building on that foundation in 2024, we strengthened our efforts by enhancing security measures, publishing key resources on AI ethics, and addressing societal risks such as bias. On the global stage, we participated in major global events, including but not limited to the AI Seoul Summit, AI for Good Global Summit, and the World Governments Summit. While at these programs, we advocated for responsible and safe AI, emphasizing the importance of international collaboration on AI governance.

Salesforce joined NIST's U.S. AI Safety Institute Consortium to advance safe, secure, and trustworthy AI, and advocated for Congressional support of the U.S. Artificial Intelligence Safety Institute.

2 Driving Responsible AI Adoption with AI Agents

AI agents are [unlocking](#) significant potential for economic growth and workforce productivity. As systems like Salesforce's Agentforce enhance operational efficiency, it's clear that policymakers play a critical role in ensuring AI's responsible deployment. By establishing risk-based frameworks that prioritize data privacy, security, and reliability, governments can help unlock the full value of AI agents while promoting equitable growth. At Salesforce, we are committed to working with global stakeholders to shape policies that foster AI's transformative impact across industries and geographies.

We published two white papers: [Enterprise AI White Paper](#), outlining recommended policy positions for lawmakers to guide AI governance, and our [Agentic AI White Paper](#), exploring key considerations for designing AI agents and how policymakers can unlock their potential while ensuring trust and security.



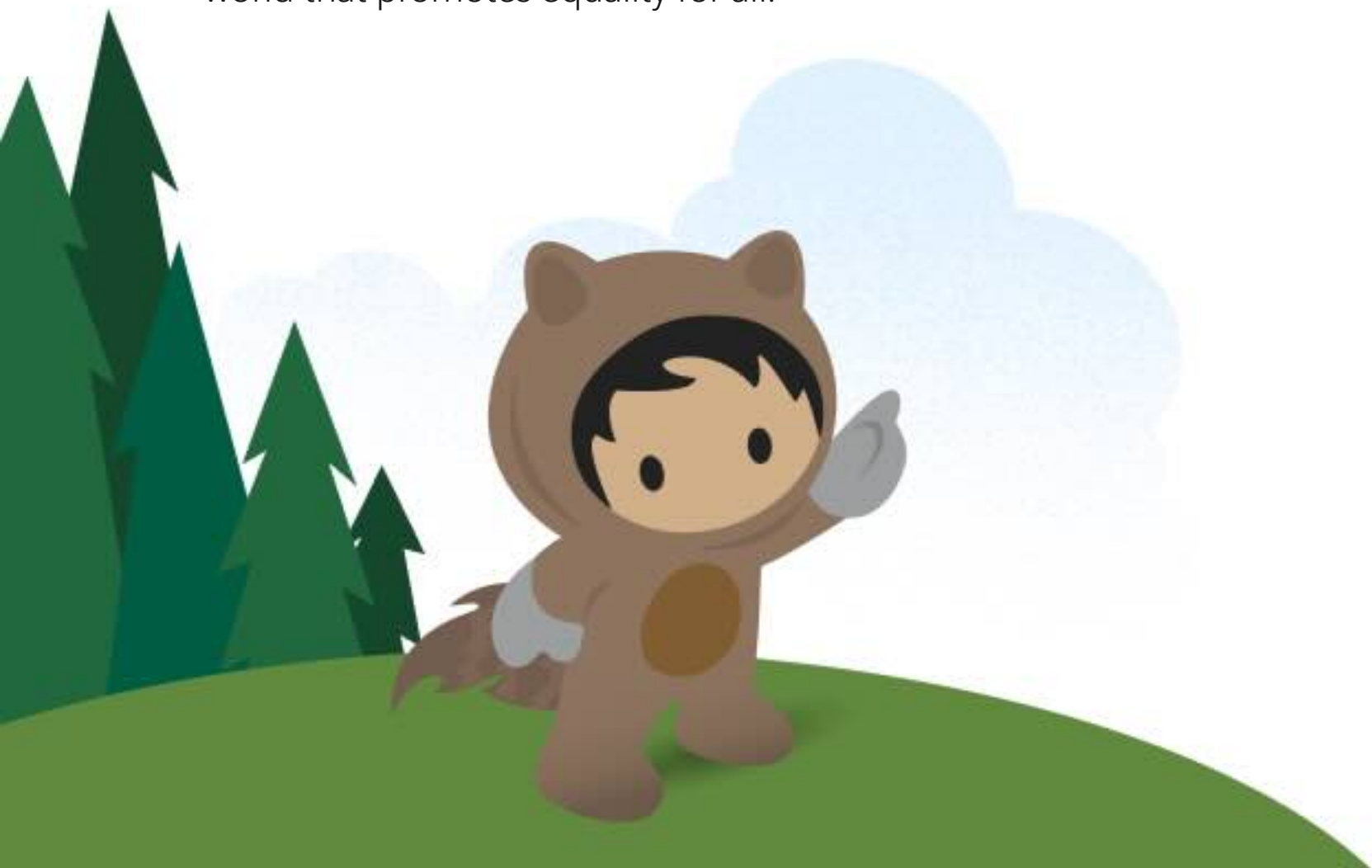
3 Global Civic Engagement

Salesforce is committed to promoting civic engagement through our nonpartisan Get Out The Vote program. This global initiative provides vital information on voter registration, election reminders, and nonpartisan poll worker sign-ups for employees where possible. We also host internal educational speaker series and regularly update our public-facing [U.S. Civic Engagement](#) Trailhead modules.

In 2024, we expanded this effort to include new countries such as Ireland and Mexico, broadening our programming's reach and empowering more communities to participate in the democratic process. Through these activities, Salesforce reinforces our commitment to fostering a culture of nonpartisan civic responsibility and strengthening democracy's foundations.

4 Building a Trusted and Sustainable Future

Through collaboration and strategic partnerships, we're driving meaningful progress to create a more innovative and resilient world that promotes equality for all.



AI

Supported the Protect Elections from Deceptive AI Act, [ensuring](#) that AI technology is used responsibly to protect the integrity of elections

Supported California's AI literacy bill [AB 2876](#), which integrates AI and media literacy into the K-12 curriculum

Part of the [first cohort](#) to sign the [AI Pact](#) pledges, a European Commission-led initiative that anticipates provisions of the EU AI Act, ensuring responsible AI development

Launched the [Data + AI Boost SME Program](#) with IMDA to help 5,000 SMEs in Singapore unlock data value and boost AI adoption

Signed the [Seoul AI Business Pledge](#) at the AI Global Summit, committing to responsible AI development focused on safety, innovation, and inclusivity

Economic Development

Played a key role in modernizing the passport renewal system, helping to pass [The Passport System Reform and Backlog Prevention Act](#) to streamline the renewal process

Supported the [creation](#) of the Indianapolis Downtown Economic Enhancement District, providing revenue for a low-barrier homeless shelter

Announced a [\\$500M investment](#) in Argentina at Davos 2025, supporting the country's vision to become a global AI hub

Sustainability

Salesforce was the first tech company to support the [Transformational AI to Modernize the Economy](#) legislation, [advocating](#) for AI's role in improving responses to extreme weather and tackling climate change

Supported the [Artificial Intelligence Environmental Impacts Act](#) of 2024, advancing AI's role in reducing environmental risks and advancing sustainable solutions

Supported Washington State's efforts to [retain](#) the Climate Commitment Act

Skilling and workforce development

Joined a coalition letter supporting the [A Stronger Workforce for America Act](#), addressing workforce development needs and updates to the [Workforce Innovation and Opportunity Act](#)

Joined the City of London Corporation's [Women Pivoting to Digital Taskforce](#), supporting women from non-technical backgrounds in digital roles

Salesforce participated in [Argentina's 1st AI Week](#) and launched the ["Salesforce Developer"](#) training initiative with the Buenos Aires Government, supporting digital workforce growth through local partnerships

Salesforce partnered with [India's Ministry of Education](#) to train 100,000 students in Salesforce skills over three years

Appendix



About This Report

The contents of this report are guided by regular business and impact materiality assessments, which identify the topics most important to our stakeholders and to our success as a business. We also look to leading 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 FY25 (February 1, 2024 – January 31, 2025). 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 voluntary 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 of selected sustainability and employee data presented in the Metrics and Indicators section of this report.



Double Materiality

In FY25, Salesforce conducted a preliminary double materiality assessment to better understand significant environmental, social, and governance impacts, risks, and opportunities. This assessment is part of our proactive approach to good governance in preparing for evolving global reporting requirements, including the EU Corporate Sustainability Reporting Directive (CSRD).

Double materiality is a concept in sustainability reporting that considers both the financial materiality (how sustainability issues affect the business) and impact materiality (how the business is likely to affect society and the environment). Through this assessment, we took the following core steps:

- Stakeholder Engagement: Engaged with key internal and external stakeholders
- Research and Review: Analyzed regulations and market trends and benchmarked against industry practices
- Management Oversight: Validated our process and preliminary results with leadership for confirmation and alignment

Findings




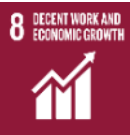

Our preliminary double materiality assessment identified significant impacts, risks, or opportunities within five key topics (in alphabetical order): business conduct, climate change, end user, water, and workforce. Understanding these topics allows us to proactively address emerging risks, strategic opportunities, and long-term performance. We plan to build on this preliminary assessment by deepening our analysis and refining our disclosures.


Salesforce will continue to evolve our approach to materiality in line with changes to global frameworks, best practices, and regulation.



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 FY25 Supporting Actions
 <p>Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p>	<ul style="list-style-type: none"> • Education grants • Salesforce for Education • Trailhead • Future Pathways • AI Literacy Programs
 <p>Gender Equality Achieve gender equality and empower all women and girls.</p>	<ul style="list-style-type: none"> • Equal pay • Inclusive employee experience
 <p>Affordable and Clean Energy Ensure access to affordable, reliable, sustainable, and modern energy for all.</p>	<ul style="list-style-type: none"> • 100% renewable energy purchasing • Distributed Renewable Energy Certificates • First Movers Coalition
 <p>Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.</p>	<ul style="list-style-type: none"> • Equality Groups • Pro bono volunteering • Salesforce Talent Alliance
 <p>Reduced Inequalities Reduce inequality within and among countries.</p>	<ul style="list-style-type: none"> • Responsible AI • Supply chain responsibility • Accessibility at Salesforce

Sustainable Development Goals	Salesforce’s FY25 Supporting Actions
 <p>Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient, and sustainable.</p>	<ul style="list-style-type: none"> • Sustainable buildings and materials • LEED certified buildings
 <p>Climate Action Take urgent action to combat climate change and its impacts.</p>	<ul style="list-style-type: none"> • Impact Reduction Progress • Net Zero Cloud • Sustainable AI • Supplier Sustainability program • Nature & sustainability philanthropy
 <p>Life Below Water Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.</p>	<ul style="list-style-type: none"> • Blue carbon credits • Mangrove Breakthrough
 <p>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</p>	<ul style="list-style-type: none"> • Nature restoration efforts • 1t.org
 <p>Partnerships for the Goals Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.</p>	<ul style="list-style-type: none"> • Nonprofit and higher education customers • UN Global Compact • Pledge 1% • World Economic Forum collaborations (integrated throughout the report) • Other coalitions & movement building (integrated throughout the report)



Company Overview

Framework Key
● GRI ● SASB

Performance Indicator	FY25	FY24	FY23	Framework
Company Overview				
Organization name	Salesforce, Inc.			● GRI 2-1
Location of headquarters	San Francisco			● GRI 2-1
Countries of operations	Global Offices			● GRI 2-1
Ownership, legal form and markets served	Salesforce 10-K			● GRI 2-1, 2-6
Total revenue (in millions)	\$37,895	\$34,857	\$31,352	● GRI 201-1
Americas	66%	67%	68%	
Europe	24%	23%	23%	
Asia Pacific	10%	10%	9%	
Primary brands, products, services	Salesforce Products			● GRI 2-6
Fiscal year (FY)	February 1, 2024 - January 31, 2025			● GRI 2-3
Report cycle	Annual			● GRI 2-3
Key stakeholders	Stockholders, customers, employees, partners, the planet, and the communities in which we work and live.			● GRI 2-29

Planet

Framework Key

● GRI ● SASB

Performance Indicator	FY25	FY24	FY23	Framework
Environmental Strategy & Governance				
Environmental policy	Global Environmental Policy			
Disclosure on use of carbon credits	Salesforce Carbon Credits Portfolio			

Planet

Framework Key

● GRI ● SASB

Performance Indicator	Target	FY25	FY24	Base Year (FY19)	Framework
Science-Based Targets (Effective from FY20-FY25)					
Scope 1+2 reduction target by FY31					
Scope 1 and 2 emissions (market-based methodology)		84,000*	78,000	187,000	
Increase (reduction) from base year	-50%	-55%	-58%		
Scope 3 fuel and energy-related activities (FERA) reduction target by FY31					
FERA market-based methodology emissions not included in scope 1 and 2		32,000*	35,000	48,000	
Increase (reduction) from base year	-50%	-33%	-27%		
Scope 3 supplier engagement target by FY25					
Percentage of applicable scope 3 emissions from suppliers with set SBTs ^{[1]*}	60%	33%	21%	3%	
Science-Based Targets (Effective in FY26) ^[2]					
Near Term 2030 (FY31) Targets					
Scope 1 + 2 emissions (absolute) reduction	67%				
Scope 3 emissions (intensity) reduction	68%				
Long Term 2040 (FY41) Targets					
Scope 1 + 2 emissions (absolute) reduction	90%				
Scope 3 emissions (intensity) reduction	97%				

[1] 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.

[2] Per SBTi's 5-year guidelines, we have set refreshed science-based targets in alignment with SBTi's Corporate Net Zero Standard v1.2. These targets are in effect as of FY26 and we will report progress at the conclusion of the fiscal year.

[*] Denotes limited assurance review by Ernst & Young LLP for fiscal 2025. For additional details and methodology, please see the Schedules of Selected Environmental and Employee Metrics appended to this report."

Planet

Framework Key

● GRI ● SASB

Performance Indicator	FY25*	FY24	FY23	Framework
Greenhouse Gas Emissions (metric tonnes CO₂e) ^{[1][2]}				● GRI 305-1, 305-2, 305-3
Scope 1	6,000	3,000	4,000	
Scope 2 (location-based methodology)	293,000	315,000	280,000	
Scope 2 (market-based methodology)	78,000	75,000	67,000	
Total emissions from operations (market-based methodology)	84,000	78,000	71,000	
Upstream scope 3 emissions (market-based methodology)	885,000	926,000	953,000	
Purchased goods and services	544,000	606,000	717,000	
Capital goods	101,000	107,000	94,000	
Fuel and energy-related activities	32,000	35,000	33,000	
Upstream transportation and distribution	2,000	1,000	2,000	
Business travel	148,000	145,000	83,000	
Employee commuting	38,000	19,000	8,000	
Work from home	19,000	13,000	24,000	
Upstream leased assets	1,000	0	2,000	
Downstream scope 3 emissions (market-based methodology)	87,000	100,000	96,000	
Use of sold products	30,000	39,000	41,000	
Downstream leased assets	6,000	12,000	4,000	
Investments	51,000	49,000	51,000	
Total scope 3 emissions	972,000	1,026,000	1,049,000	
Total emissions from operations and value chain (market-based methodology)	1,056,000	1,104,000	1,120,000	
Removal carbon credits	-164,000	-294,000	-178,000	
Avoidance carbon credits	-892,000	-906,000	-1,160,000	
Net residual emissions	0	0	0	

[1] Prior year values have been recast to include emissions from our acquisitions of Slack and Tableau, and the implementation of our supplier-hybrid methodology. These values have not undergone limited assurance review by Ernst & Young.

[2] Due to prior year recasting, the number of applied carbon credits for prior years exceeds total market-based emissions, however, we display net residual emissions of 0.

[*] Denotes limited assurance review by Ernst & Young LLP for fiscal 2025. For additional details and methodology, please see the Schedules of Selected Environmental and Employee Metrics appended to this report.

Planet

Framework Key
● GRI ● SASB

Performance Indicator	FY25	FY24	FY23	Framework
Energy				● GRI 302-1, 302-2, 302-4, 305-2
Total energy consumption (MWh)	954,000	945,000	869,000	
Offices	13%	8%	10%	
Data centers	85%	91%	88%	
Other fuels and energy sources	2%	1%	2%	
Total electricity consumption (MWh)	900,000	913,000	819,000	
Offices	10%	6%	8%	
Data centers	90%	94%	92%	
Average power usage effectiveness (PUE)	1.43	1.42	1.42	● TC-SI-130a.1
Percentage of total global electricity procured from renewable energy resources	100%	100%	100%	
Nature Positive				
Fund the conservation, restoration, and growth of 100 million trees by FY31				
Progress (millions of trees funded)	56	52	45	

Planet

Framework Key

● GRI ● SASB

Performance Indicator	FY25	FY24	FY23	Framework
Water ^[1]				
Total water withdrawal (kL) ^[2]	542,358	578,681	477,527	● GRI 303-3, 303-5 ● TC-SI-130a.2
In regions with Extremely High baseline water stress	18%	5%	3%	
In regions with High baseline water stress	29%	30%	13%	

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 nonprofits 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.

[1] In FY25, we prospectively updated our water metric methodology to include improved supplier data and better model data where actual supplier data is not provided.

[2] Regional baseline water stress calculated via [WRI's Aqueduct Water Risk Atlas](#).

People

Framework Key
● GRI ● SASB

Performance Indicator	FY25	FY24	FY23	Framework
Managing a Global Workforce				
Commitment to Equality Global employees	Equality is a core value at Salesforce. To learn more, visit our equality website . 76,453	72,682	79,390	● GRI 2-7
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 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.			● TC-SI-330a.1
Percentage of employees covered by an independent trade union or collective bargaining agreements ^[1]	0%	0%	0%	

Performance Indicator	FY25*			
Representation Data	Total	Tech	Non-Tech	VP+
Global employees by gender				
Women	36.1%	30.6%	42.3%	29.9%
Men	63.3%	68.7%	57.4%	69.9%
Other Genders	0.3%	0.4%	0.2%	0.1%
Undisclosed	0.3%	0.3%	0.1%	0.1%
Total	100.0%	100.0%	100.0%	100.0%
Employees by Ethnicity (U.S. Only)				
White	51.8%	38.8%	66.0%	63.2%
Asian	28.8%	44.0%	12.3%	23.8%
Hispanic or Latinx	6.0%	5.1%	7.0%	3.0%
Black or African American	5.0%	4.0%	6.1%	3.5%
Multiracial	3.0%	2.7%	3.4%	2.2%
Middle Eastern/North African	0.8%	0.7%	0.9%	0.9%
Native Hawaiian or Other Pacific Islander	0.3%	0.2%	0.3%	0.1%
Indigenous American or Alaska Native	0.2%	0.1%	0.3%	0.2%
Undisclosed	4.1%	4.4%	3.7%	3.1%
Total	100.0%	100.0%	100.0%	100.0%
Additional Representation Disclosure				
LGBTQ+ ^[2]	3.7%			
People with disabilities	3.1%			
Veterans	2.1%			

[1] 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.

[2] Metric was not assured by Ernst & Young

[*] Denotes limited assurance review by Ernst & Young LLP for fiscal 2025. For additional details and methodology, please see the Schedules of Selected Environmental and Employee Metrics appended to this report.

People

Framework Key

● GRI ● SASB

Performance Indicator	FY25	FY24	FY23	Framework
Talent Management and Engagement				
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.			● GRI 404-2
Employees appraised via management by objectives ^[1]	99%	94%	93%	● 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	31%	32%	27%	● TC-SI-330a.2
Employee engagement	80%	75%	86%	
Employee Health, Safety & Wellbeing				
Employee benefits	Our benefits vary by location and can be explored here .			● GRI 403-1
Health and safety policy	Health & Safety			

[1] 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 and encouraged to complete a V2MOM, but with our rapid growth, 100% compliance is a stretch goal.

Communities

Framework Key
● GRI ● SASB

Performance Indicator	FY25	FY24	FY23	Framework
Community Impact				
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. Learn more about our philanthropy strategy and strategic programs .			
Grants and donations (millions)				
Annual	\$98	\$86	\$82	
Lifetime to date	\$798	\$700	\$614	
Employee volunteer hours				
Annual	900,000	900,000	1,100,000	
Lifetime to date	9,600,000	8,700,000	7,800,000	
Goal to provide \$100 million in philanthropic investment in Nature and Sustainability Philanthropy by FY32 (millions)	\$100			
Progress to date	\$23	\$14	\$12	

Technology

Framework Key
● GRI ● SASB

Performance Indicator	FY25	FY24	FY23	Framework
Data Privacy & Security				
Commitment to performance and cybersecurity	<p>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.</p> <p>Further information on our risk management and strategy can be found on www.trust.salesforce.com and in our FY25 10-K filing.</p>			
Compliance certifications and attestations	<p>Compliance website</p>			
Number of data breaches, percentage involving personally identifiable information (PII), number of users affected	<p>Any material breaches would be disclosed in filings with the SEC.</p>			
Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	<p>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.</p>			
Number of performance issues and service disruptions; total customer downtime	<p>We provide transparency around service availability and performance for Salesforce products.</p>			
Commitment to customer privacy	<p>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.</p>			<p>● GRI 418-1 ● TC-SI-220a.1</p>
Policies & practices related to user privacy	<p>Privacy Homepage</p>			
Number of users whose information is used for secondary purposes	<p>Salesforce does not use user information for reasons other than those described in our customer agreements and our privacy policies (templates of which are publicly available on our website).</p>			
Total amount of monetary losses as a result of legal proceedings associated with user privacy	<p>Any material losses would be disclosed in our 10-K filing with the SEC.</p>			
Number of law enforcement requests for user information, number of users whose information was requested, percentage disclosed	<p>Salesforce describes its principles for government requests for customer data in this publicly available paper. The number of requests for user information that we've received (and percentage disclosed) is described in our Transparency Report, available on our Privacy Resources page.</p>			
List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	<p>Salesforce complies with U.S. regulations related to embargoed countries and regions. More information is available on Salesforce's legal compliance page.</p>			

Technology

Framework Key

● GRI ● SASB

Performance Indicator	FY25	FY24	FY23	Framework
Responsible & Sustainable Technology				
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 here.</p>			<p>● GRI 2-23</p>
Impact investing strategy	<p>The Salesforce Ventures Impact Fund invests in innovative enterprise software companies that drive positive social and environmental change and strong financial returns. We invest in founders addressing some of today's most pressing needs, including access to education and skilling, climate action, financial inclusion, and quality healthcare. Learn more here.</p>			

Governance

Framework Key
● GRI ● SASB

Performance Indicator	FY25	FY24	FY23	Framework
Board of Directors				● GRI 2-9
Governance structure	Corporate Governance Guidelines			
Governance body composition	Salesforce Proxy			
Board committee charters	Audit and Finance, Compensation, Nominating and Corporate Governance			● GRI 2-10, 2-19, 2-20
Total executive and non-executive board members	12	13	13	
Director appointment criteria	When considering appointments to our Board of Directors, we seek to strike a balance between long-term understanding of our business and fresh external perspectives, as well as having a variety of professional backgrounds, experiences, and perspectives within the boardroom.			
Board average tenure (years)	9.25	8.38	7.31	
Independent board members	75%	77%	77%	
Board diversity	50%	54%	54%	● GRI 405-1
Gender diversity	25%	31%	31%	
Ethnic diversity	33%	31%	31%	
Board remuneration disclosure	Salesforce Proxy			● GRI 2-19
Business Integrity				● GRI 2-23
Code of Conduct	Code of Conduct			● GRI 102-16
Percentage of employees who read and acknowledged the Code of Conduct ^[1]	99%	98%	100%	● GRI 102-16
Employee confidence in business integrity ^[2]	90%	89%		
Human Rights				
Human rights commitment	Human Rights Policy			● GRI 412-1

[1] As of fiscal year end.

[2] 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	FY25	FY24	FY23	Framework
ESG Risk Management				
Board oversight of ESG issues	<p>Our Board, primarily through its committees, has oversight over environmental, social, and governance (“ESG”) matters, and leverages our governance structure to manage ESG matters throughout the Company in an integrated way. Our Nominating and Governance Committee oversees our corporate governance generally, meeting regularly with our Chief Legal Officer, and periodically reviews our ESG programs, as set forth in its charter. Our Audit Committee oversees certain environmental and sustainability disclosures and metrics, as well as Ernst & Young LLP’s limited assurance review thereof. Our Cybersecurity & Privacy Committee oversees cybersecurity and AI matters, meeting regularly with our Chief Trust Officer, and oversees our privacy and ethical use of technology matters, meeting regularly with our Chief Ethical & Humane Use Officer. Lastly, our Compensation Committee oversees our strategies and policies related to human capital management, including workplace environment, culture, employee retention, and leadership development.</p>			● GRI 2-12
Discussion of enterprise risks and business strategy	<p>Salesforce 10-K</p>			● GRI 102-15
Description of business continuity risks related to disruption of operations	<p>Business continuity risks are discussed in our Form 10-K filed with the SEC.</p>			● TC-SI-550a.
Supply Chain Management				
Commitment to responsible sourcing and ethical supplier conduct	<p>We outline our global supply chain expectations in our Global Supplier Code of Conduct, 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 small businesses within our supply chain, please visit our supplier legal page.</p>			● GRI 103-3
Public Policy & Advocacy				
Public policy practices & political engagement	<p>Salesforce publishes its public policy priorities on the corporate website. This includes the semi-annual Political Engagement Report.</p>			● GRI 415-1

Disclaimers

This document contains a number of graphics, infographics, and text boxes that aim to give a high-level overview of certain elements of this report and improve the accessibility of this report for readers. These graphics, infographics, and text boxes are designed to be read within the context of the report as a whole. This document, and the information and data contained herein, has been developed based on current information, estimates and beliefs, using models, methodologies and standards which are subject to certain assumptions and limitations, including (but not limited to) the availability and accuracy of data, lack of standardization of data and lack of historical data, as well as other future contingencies, dependencies, risks and uncertainties (due to, among other things, global and regional legislative, judicial, fiscal, technological and regulatory developments including regulatory measures addressing climate change). As a result, such models, methodologies, and standards may be subject to adjustment beyond the control of Salesforce and may change over time. Salesforce does not undertake to update any such statements, information, or data contained herein, nor to inform you if any statements, data, or information contained herein change in the future. This document also contains data on Salesforce's scope 1, 2, and 3 emissions. Some of this data is based on estimates, assumptions, and uncertainties. Scope 1 and 2 emissions data relates to emissions from Salesforce's own activities and supplied heat, power and cooling and is generally easier for Salesforce to gather than scope 3 emissions data. Scope 3 emissions relate to other organizations' emissions and are therefore subject to a range of additional uncertainties. As scope 3 emissions data improves, shifting over time from generic modelled data to more specific data, the data reported in this document is likely to evolve. The models, methodologies, data, and standards used to develop this document and the information and data contained herein are not of the same standard as those available in the context of other financial information, nor subject to the same or equivalent disclosure standards, historical reference points, benchmarks or globally accepted accounting principles and are subject to rapid change and development for the reasons stated above. Any opinions and estimates given in this document should therefore be regarded as indicative, preliminary and/or illustrative given these issues. Actual outcomes may differ from those set out herein. Unless otherwise stated, the information and data in this document have not been audited or assured. Some of the information and data in this document may have been obtained from public or other third-party sources and have not been independently verified. Salesforce makes no representation or warranty regarding its completeness, accuracy, fitness for a particular purpose or non-infringement of such information. Any opinions or views of third parties contained in this document are those of the third parties identified and not Salesforce, its affiliates, directors, officers, employees, or agents. Neither Salesforce nor any of its affiliates, directors, officers, employees, or agents make any representation or warranty as to its quality, accuracy, or completeness, and they accept no responsibility or liability for the contents of this material, including any errors of fact, omission, or opinion expressed. Salesforce, its affiliates, directors, officers, employees, or agents expressly disclaim any liability and responsibility for any decisions or actions that you may take and for any damage or losses you may suffer from your use of or reliance on this material. This document does not contain or comprise profit forecasts, investment, accounting, legal, regulatory, or tax advice, nor is it an invitation for you to enter into any transaction. You are advised to exercise your own independent judgment (with the advice of your professional advisers as necessary) with respect to the risks and consequences of any matter contained herein.

Cautionary Note Regarding Forward-Looking Statements. This document contains forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'will', 'aim', 'expects', 'expectations', 'progress', 'estimate', 'anticipates', 'intends', 'intention', 'looks', 'believes', 'vision', 'ambition', 'target', 'seek', 'goal', 'plan', 'potential', 'try', 'work towards', 'future', 'become', 'introduce', 'transform', 'outcome', 'project', 'projections', 'deliver', 'evolve', 'come about', 'develop', 'forwards', 'pioneer', 'going to', 'prospective', 'long-term', 'objective', 'achievement' and variations of such words and other similar expressions are intended to identify such forward-looking statements. Forward-looking statements include, but are not limited to, statements and information regarding near- and long-term reductions in absolute terms of scope 1 & 2 emissions and reductions in intensity of scope 3 emissions; carbon credit purchases; contracting for carbon dioxide removal; timing and strategies to net all scope 1, 2 and 3 residual emissions to zero with durable carbon removals; funding for conserving, restoring, or growing trees; and deployment of grants to support nature and sustainability.

These forward-looking statements are inherently uncertain and based upon current expectations, estimates, and forecasts, as well as the beliefs and assumptions of our management regarding anticipated developments and other factors affecting Salesforce. They are not historical facts, nor are they guarantees of future performance or outcomes. The achievement or success of the matters covered by such forward-looking statements involves risks, uncertainties, and assumptions that are difficult to predict. These and other risks and uncertainties may cause our actual results to differ materially and adversely from those expressed in any forward-looking statements. Among other risks and uncertainties, readers are directed to the risks and uncertainties set out under the heading 'Key Dependencies' under each emissions reduction lever identified in this document, as well as the risks and uncertainties identified in this document, as well as the 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 5, 2025. No assurance can be given that the forward-looking statements in this document will be realized. These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, Salesforce expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in Salesforce's expectations or any change in events, conditions, or circumstances on which any such statement is based. The contents of the various websites referenced throughout this document, including Salesforce's website, are not incorporated by reference and do not constitute a part of any filing Salesforce has made or will make with the SEC. Further, Salesforce undertakes no obligation to revise or update the information included in the links to websites referenced throughout this document.

Schedules of Selected Environmental and Employee Metrics

Salesforce, Inc.

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

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FORWARD LOOKING INFORMATION

These schedules of Selected Environmental and Employee Metrics contain words such as “expect,” “anticipates,” “aims,” “projects,” “intends,” “plans,” “believes,” “estimates,” “assumes,” “may,” “will,” “should,” “could,” “would,” “potential,” “forecasts,” “predicts,” “targets,” “commitments,” “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 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 5, 2025, 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 EMPLOYEE METRICS

Purpose of this document

Salesforce, Inc. (“Salesforce”, “we”, “us”, “our”) believes that values drive value, and we believe effectively managing our priority environmental, social, and governance (“ESG”) topics will help create long-term value for our investors. We operationalize our core values of Trust, Customer Success, Innovation, Equality and Sustainability across our company by managing our priority ESG initiatives. 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 key ESG metrics and provide transparency into our calculation methodologies used for them, some of which are subject to a limited assurance third party review by Ernst & Young LLP (“EY”) (see Independent Accountants’ Review Report at pg. 6). Additionally, this document provides a brief commentary on our results relative to our key environmental goals. Metrics included in this document are informed by stakeholder interest, ESG materiality assessments and alignment to our core values of equality and sustainability. This document provides 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. These disclosures can be found on our website, in our annual [Stakeholder Impact Report](#). 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 believes that a transition to a net zero and nature positive future will create better outcomes for our business, the economy, communities and the world at large. 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.

During the fiscal year ended January 31, 2025, we:

1. Maintained 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.
2. Procured 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 Note 7 to the Consolidated Statements of Environmental Metrics, respectively.
3. Reduced 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. 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, 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 goals of a 50 percent reduction in absolute emissions by fiscal 2031 and 90 percent reduction in absolute emissions by fiscal 2041.

In fiscal 2025, we updated our emissions reduction targets to meet SBTi’s five-year refresh requirement, while also adding long-term Net-Zero SBTs for fiscal 2041 that will replace our previous absolute emissions reduction targets for fiscal 2031 and fiscal 2041. The refreshed targets were submitted to SBTi for review in fiscal year 2025 and approved in fiscal year 2026. We will begin reporting progress against them in fiscal 2026.

Summary of Environmental Targets:

In fiscal 2025, our progress towards our selected environmental targets was as follows (emissions figures in thousands of metric tons carbon dioxide equivalent (“mt CO₂e”)):

	Target	Fiscal year ended January 31,		
		2025	2024	2019 (Base Year)
Net zero residual emissions				
Net residual emissions	0	0	0	610
100 percent renewable energy				
Percentage of total global electricity procured from renewable energy resources	100%	100 %	100 %	55 %
Absolute emissions reduction by fiscal 2031 (1)				
Scope 1 emissions		6	3	6
Scope 2 LBM emissions		293	315	322
Scope 3 LBM emissions		1,155	1,182	886
Total absolute emissions		1,454	1,500	1,214
Increase (reduction) from 2019 base year	(50)%	20 %	24 %	N/A
Science-based targets:				
Scope 1 & 2 MBM reduction by fiscal 2031				
Scope 1 emissions		6	3	6
Scope 2 MBM emissions		78	75	181

	Target	Fiscal year ended January 31,		
		2025	2024	2019 (Base Year)
Total Scope 1 and 2 MBM emissions		84	78	187
Reduction from 2019 base year	(50)%	(55)%	(58)%	N/A
Scope 3 FERA reduction by fiscal 2031				
FERA MBM Scope 3 emissions not included in Scope 1 and 2		32	35	48
Reduction from 2019 base year	(50)%	(33)%	(27)%	N/A
Scope 3 supplier engagement by fiscal 2025				
Percentage of applicable Scope 3 LBM emissions from suppliers with set SBTs	60%	33 %	21 %	3 %

(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 global innovation and investment.

In fiscal 2025 and 2024 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 6 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.

In fiscal 2025 and 2024, we reported an increase in absolute emissions as compared to our base year of 20 percent and 24 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 our operational excellence initiative which led to decreased expenditures. This trend continued in fiscal 2025 and resulted in decreased emissions from fiscal 2024 largely due to decreased expenditures year-over-year.

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 and 2025. 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 44 percent of our applicable upstream Scope 3 LBM emissions are calculated using the spend-based approach, while 56 percent were determined using the hybrid approach. 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 remains challenging. Given the continued growth of our company, systemic global decarbonization will be necessary. For further insights into our strategies to drive these changes and the dependencies to achieve them, refer to salesforce.com/sustainability.

In fiscal 2025 and 2024, the percentage of applicable scope 3 LBM emissions from suppliers with set SBTs was 33 percent and 21 percent, respectively.

Fiscal Year 2025 Emissions Methodology Changes

We continually review emissions quantification methodologies and are committed to implementing best practice quantification methodologies. As a result of refinements to our calculation methodology and classification determinations for certain categories, we may occasionally update our previously presented emissions. For instance, in fiscal 2025, we updated our Scope 3 methodology for leased real estate and data centers by applying custom emission factors that isolate landlord-provided operations, maintenance, and management services. This replaces our previous methodology, which used a broader estimation approach, and improves the accuracy of our emissions reporting. In order to allow for comparability, we applied this methodology to previous years.

Employee Overview

Equality is a core value at Salesforce. Our approach to equality is firmly rooted in compliance with federal law (as a U.S. company) and other applicable laws and regulations in the regions in which we operate, including statutes, regulations and principles governing equal pay, equal opportunity and anti-discrimination protections. These legal frameworks shape our long-standing commitment to fostering a workplace where all individuals are treated equally, have access to opportunities and are protected from discrimination. By adhering to these laws, we uphold a fair and inclusive environment where our employees can do the best work and teaming of their careers, reinforcing principles of equality, dignity and respect for all.

Fiscal Year 2025 Employee Data

In fiscal 2025, we disclose employee metrics which represent our current employee landscape across global gender, U.S. race & ethnicity, U.S. people with disabilities, and U.S. veterans. Please see Notes - Employee Data below for further details.



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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 Employee 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 Employee Metrics as of and for the year ended January 31, 2025 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.



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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 Employee 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 Salesforce's Consolidated Statements of Environmental Metrics, Consolidated Statements of Employee Metrics and the related Notes to the Consolidated Statements as of and for the year ended January 31, 2025 in order for it to be in accordance with the Criteria.

Ernst + Young LLP

San Francisco, California

April 15, 2025

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

	Fiscal year ended January 31,		
	2025	2024 (3) (unreviewed)	2019 (Base Year) (unreviewed)
Emissions from operations:			
Scope 1 (1)	6	3	6
Scope 2 market-based method (“MBM”) (Note 4)	78	75	181
Emissions from operations - MBM	84	78	187
Emissions from operations - LBM:			
Scope 1	6	3	6
Scope 2 location-based method (“LBM”) (Note 4)	293	315	322
Emissions from operations - LBM	299	318	328
Emissions from value chain:			
Scope 3 upstream emissions - MBM	885	926	708
Scope 3 downstream emissions - MBM	87	100	30
Emissions from value chain - MBM (See Note 2)	972	1,026	875
Scope 3 upstream emissions - LBM	1,068	1,082	719
Scope 3 downstream emissions - LBM	87	100	30
Emissions from value chain - LBM (See Note 2)	1,155	1,182	886
Emissions from operations and value chain - MBM	1,056	1,104	1,062
Emissions from operations and value chain - LBM	1,454	1,500	1,214
Neutralization and compensation adjustments: (Note 5)			
Removal carbon credits	(164)	(294)	0
Avoidance carbon credits	(892)	(906)	(344)
Net residual emissions (Note 6)	0	0	718
Percentage of total global electricity procured from renewable energy resources (Note 7)	100 %	100 %	55 %
Percentage of applicable scope 3 LBM emissions from suppliers with SBTs (Note 8)	33 %	21 %	3 %
Percentage of applicable scope 3 LBM emissions from suppliers committed to setting SBTs (Note 8) (2)	6 %	13 %	1 %

- (1) Scope 1 calculations exclude two types of emissions: (1) direct CO₂ emissions from biogenically sequestered carbon from combusting biodiesel and (2) refrigerant emissions from non-Kyoto Protocol gases. These excluded emissions are reported separately in accordance with the GHG Protocol. For fiscal 2025 and fiscal 2024, less than one thousand metric tons of CO₂ emissions from combusting biodiesel and one thousand metric tons of refrigerant emissions from non-Kyoto Protocol gases were excluded.
- (2) 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) For the fiscal year ended January 31, 2024, scope 1 and scope 2 LBM and MBM emissions were subject to limited assurance. Refer to the Independent Accountants’ Review Report dated March 29, 2024.

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 deeply unified Salesforce Platform, the Company delivers a single source of truth, connecting customer data with integrated artificial intelligence (“AI”) across systems, apps and devices to help companies sell, service, market and conduct commerce from anywhere. During the third quarter of fiscal 2025, the Company introduced Agentforce, a new layer of the trusted Salesforce Platform that enables companies to build and deploy AI agents that can respond to inputs, make decisions and take action autonomously across business functions. Agentforce includes a suite of customizable agents for use across sales, service, marketing and commerce. Since its founding in 1999, the Company has pioneered innovations in cloud, mobile, social, analytics and AI, enabling companies of every size and industry to transform their businesses in the digital-first world.

The Company’s fiscal year ends on January 31. References to fiscal 2025, for example, refer to the fiscal year ending January 31, 2025. Fiscal 2019 has been set as the Company’s base year (see Note 3).

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. To enhance transparency, we disclosed both market-based (MBM) and location-based (LBM) emissions for our scope 2 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.

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. Similarly to scope 2, to enhance transparency, we disclosed both market-based (MBM) and location-based (LBM) emissions for our scope 3 calculations.

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 (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs). Other GHGs, including perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃), 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 (CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃).

The Company does not present all of these GHGs separately, and instead converts all emissions to carbon dioxide equivalents (CO₂e) for reporting. CO₂ is the only significant GHG for the Company, making up 99 percent

of total emissions. Other GHGs, including CH₄, N₂O, and emissions from refrigerants make up the remaining one 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 included beginning in fiscal 2023. In fiscal 2023 and 2024, there were no acquisitions that materially impacted the Company’s fiscal 2024 and fiscal 2025 emissions.

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:

Emissions Source	Salesforce Boundary Description
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 aircrafts contracted by the Company and Company shuttles contracted by the Company.
Fugitive Emissions	Fugitive emissions from refrigerant leaks at all owned offices that have cooling systems with active refrigerants.

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:

Emissions Source	Salesforce Boundary Description
Purchased Electricity	Purchased electricity for all owned and leased offices, data centers and electric shuttles.
Heat/Steam	Purchased/acquired 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.

Starting in fiscal 2024, Salesforce implemented a new approach to improve the accuracy of scope 3 emissions calculations. Historically, Salesforce calculated emissions for the majority of scope 3 categories using the spend-based method outlined in the GHG Protocol Scope 3 Calculation Guidance. This approach relies on financial spend data and broad economic sector averages emissions factors. While widely used for scope 3 quantification and sufficient for high-level emissions screening, the spend-based method does not capture the specific impact of individual suppliers or products. Supplier-specific emissions data is sourced through a combination of CDP Supply Chain reporting, direct supplier engagement, and publicly available emissions disclosures. This approach improves data quality, specificity, and actionability, ensuring a more accurate representation of Salesforce’s supply chain emissions. As Salesforce expands supplier engagement and data collection capabilities, it aims to continually increase the proportion of supplier-specific data used in its Scope 3 inventory, reducing reliance on sector averages and spend-based estimates over time.

Scope 3 Category	Salesforce Boundary Description (1)
Category 1: 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, real estate costs including operations and maintenance, consulting services, marketing and event-related products and services.
Category 2: Capital goods	The Company's capital 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.
Category 3: 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. Fuel and energy-related activities (“FERA”) emissions include 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.
Category 4: 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.
Category 5: Waste generated in operations	While applicable, emissions from this category are insignificant and therefore not relevant and not disclosed.
Category 6: 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.
Category 7: 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 energy consumed by employees who work remotely during the reporting period.
Category 8: 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.

Category 9: Downstream transportation and distribution	This category has been identified as non-applicable as the Company does not produce any physical products that require downstream transportation.
Category 10: Processing of sold products	This category has been identified as non-applicable as the Company does not produce any physical products that require further processing.
Category 11: 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.
Category 12: End-of-life treatment of sold products	While applicable, emissions from this category are insignificant and therefore not relevant and not disclosed.
Category 13: 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.
Category 14: Franchises	While applicable, emissions from this category are insignificant and therefore not relevant and not disclosed.
Category 15: 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 percent of the total scope 1, 2, and 3 emissions in the base year, or if the changes result in a variation exceeding 5 percent of scope 1, 2, or 3 emissions individually.

In fiscal 2024, the Company updated the base year emissions to include its acquisitions, Slack and Tableau, as well as to incorporate methodological changes from the hybrid method. In fiscal 2025, the Company made individually insignificant changes to the base year to align with the Company's current period presentation.

4. Emissions Factors and Global Warming Potentials

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

Emissions factors applied by scope are as follows:

Scope 1

Emission Source Type	Emission Factor Employed
Stationary and Mobile Combustion	Environmental Protection Agency (“EPA”) Emission Factors for Greenhouse Gas Inventories 2024 and 2024 Department for Environment, Food and Rural Affairs (“DEFRA”).

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 fixed-price purchase agreements with renewable energy providers;
- Renewable energy procured by entering into contracts with the Company’s suppliers to directly procure renewable energy;
- Renewable energy procured as a 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 thousands of metric tons CO2e):

	Fiscal year ended January 31,		
	2025	2024 (1)	2019 (Base Year) (unreviewed)
Scope 2 indirect emissions – LBM	293	315	322
Impacts of contractual instruments and MBM emission factors	(215)	(240)	(141)
Scope 2 indirect emissions – MBM	78	75	181

(1) For the fiscal year ended January 31, 2024 scope 2 LBM and MBM emissions were subjected to limited assurance. Refer to the Independent Accountants’ Review Report dated March 29, 2024.

Emission Source Type	Emission Factor Employed
Purchased electricity - LBM	Environmental Protection Agency Emissions & Generation Resource Integrated Database 2022 (“eGRID”) and 2024 International Energy Agency (“IEA”)
Purchased electricity - MBM	2022 eGRID, 2024 IEA, and 2023 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	2024 EPA Emission Factors for Greenhouse Gas Inventories
Fugitive Emissions - LBM & MBM	2007 IPCC AR5
Electric Shuttles - LBM & MBM	Custom emission factor for India electric shuttles based on DEFRA's UK electric vehicle emission factor and IEA's India electricity emission factor.

Over 80 percent and 75 percent of the Company’s scope 1 and 2 emissions are based on actual consumption data for fiscal 2025 and fiscal 2024, respectively. For real estate assets, when sites do not provide current or historical data confirming their natural gas consumption, Salesforce references published country-level data. Once each site’s fuel consumption data for natural gas and all other fuels is verified, energy consumption is modeled and extrapolated using energy intensity factors derived from both internal custom factors and the 2018 Commercial Buildings Energy Consumption Survey (CBECS) data. In other cases, if data is unavailable, the Company uses prior month or prior year data as a proxy or applies energy intensity factors derived from internal custom factors.

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 thousands of metric tons of carbon dioxide equivalent (CO₂e).

	Fiscal year ended January 31,		
	2025	2024 (unreviewed)	2019 (Base Year) (unreviewed)(3)
Upstream scope 3 emissions:			
Purchased goods and services - LBM	687	714	368
Purchased goods and services - MBM	544	606	385
Capital goods - LBM	104	110	57
Capital goods - MBM	101	107	57
Fuel and energy-related activities not included in Scope 1 or 2 - LBM	69	80	76
Fuel and energy-related activities not included in Scope 1 or 2 - MBM	32	35	48
Upstream transportation and distribution - LBM	2	1	1
Upstream transportation and distribution - MBM	2	1	1
Business travel	148	145	129
Employee commuting	38	19	26
Work from home (1)	19	13	0
Upstream leased assets - LBM	1	0	62
Upstream leased assets - MBM	1	0	62
Upstream Scope 3 emissions - LBM	1,068	1,082	719
Upstream Scope 3 emissions - MBM	885	926	708
Downstream scope 3 emissions:			
Use of sold products	30	39	18
Downstream leased assets - LBM (2)	6	12	0
Downstream leased assets - MBM (2)	6	12	0
Investments	51	49	12
Downstream Scope 3 emissions - LBM	87	100	30
Downstream Scope 3 emissions - MBM	87	100	30
Scope 3 emissions from value chain - LBM (3)	1,155	1,182	886
Scope 3 emissions from value chain - MBM (3)	972	1,026	875

(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.

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) v1.3" 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;
- 2024 Department for Environment, Food and Rural Affairs ("DEFRA");
- 2024 EPA Emission Factors for Greenhouse Gas Inventories ("U.S. EPA");
- 2024 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") 2024;
- 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:

Emissions type	Percent calculated with supplier data	Emission factors applied	Emissions calculation methodology (1)
Category 1: Purchased goods and services	55%	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 key suppliers, the hybrid approach for other key suppliers, and spend-based approach for the remainder of our purchased goods and services. Real estate emissions, which include operations, maintenance and management activities, are calculated by applying Company-modified EEIO-based emission factors to lease payments.
Category 2: Capital goods	59%	Supplier-specific emissions, supplier-specific revenue intensity emission factors, U.S. EPA Supply Chain (EEIO) Leasehold Improvements: Custom Life Cycle Analysis (“LCA”)	Capital goods are calculated using both the hybrid approach and spend-based approach. 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.
Category 3: FERA not included in Scope 1 or 2	0%	2024 IEA Generation; 2024 IEA Fuel-cycle; 2024 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.
Category 4: Upstream transportation and distribution	56%	Supplier-specific emissions, supplier-specific revenue intensity emission factors, U.S. EPA Supply Chain (EEIO)	Upstream transportation and distribution use the hybrid approach and spend-based approach.
Category 5: Waste generated in operations	6%	Not applicable	While applicable, emissions from this category are insignificant and therefore not relevant and not disclosed.

Emissions type	Percent calculated with supplier data	Emission factors applied	Emissions calculation methodology (1)
Category 6: Business travel	78%	Air travel: DEFRA Personal mileage: DEFRA and U.S. EPA; Rail and taxi: U.S. EPA Supply Chain (EEIO); Rental car: Custom emission factor based on vendor reports Hotel: HSBI Well-to-tank factors: DEFRA	Air travel 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. Car rentals are based on the number of rental days. Hotel stays are based on the number of nights in a hotel as reported by third-party travel agencies.
Category 7: 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, “Estimating Energy Consumption & GHG Emissions for Remote Workers.” 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)
Category 8: Upstream leased assets	56%	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
Category 9: Downstream transportation and distribution	N/A	Not applicable.	Not applicable or calculated.
Category 10: Processing of sold products	N/A	Not applicable.	Not applicable or calculated.
Category 11: Use of sold products	0%	IEA	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
Category 12: End-of-life treatment of sold products	N/A	Not applicable.	While applicable, emissions from this category are insignificant and therefore not relevant and not disclosed.
Category 13: 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.
Category 14: Franchises	N/A	Not applicable.	While applicable, emissions from this category are insignificant and therefore not relevant and not disclosed.
Category 15: Investments	0%	Internally-developed emission factor	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. Revenue data is not available for all portfolio companies, therefore the Company uses its own scope 1, 2 LBM and 3 emissions data as reported in fiscal year 2019 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.

5. 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 CO₂ 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.

The Company purchases carbon credits that support projects which lower atmospheric CO₂ and have compelling positive 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, Climate, Community and Biodiversity Alliance Standards has certified many of the projects that the Company sources credits, and independent, third-party ratings agencies have assessed them.

The Company retires all carbon credits 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, 2025 and 2024, suppliers purchased carbon credits on behalf of their portion of the Company’s scope 3 GHG emissions, which make up more than 10 percent and 9 percent, respectively, 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.

6. 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 2025, the Company reported net residual emissions of zero, or net zero residual emissions.

7. 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 the total renewable electricity procured (including renewable energy certificates) by total global electricity usage, measured in Megawatt Hours (“MWh”). The Company includes all electricity or renewable energy certificates procured from renewable energy resources in its calculation regardless of the market in which the renewable energy was consumed.

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 at all of its global facilities (offices and data centers) under its operational control.

8. Scope 3 Supplier Engagement target

The Company calculates the percentage of applicable scope 3 LBM emissions from suppliers with SBTs as follows (in thousands of metric tons CO₂e):

	Fiscal year ended January 31,		
	2025	2024	2019 (Base Year) (unreviewed)(1)
Scope 3 LBM emissions from suppliers with SBTs	261	170	14
Applicable scope 3 LBM emissions (2)	793	825	435
Percentage of applicable scope 3 LBM emissions from suppliers with SBTs	33 %	21 %	3 %

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

(2) The fiscal 2019 base year was 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. The applicable Scope 3 LBM emissions are aligned with SBTi guidance and exclude any optional Scope 3 categories.

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 categories.

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,		
	2025	2024	2019 (1) (Base Year) (unreviewed)
Scope 3 LBM emissions from suppliers who have committed to setting SBTs	47	104	N/A
Percentage of applicable scope 3 LBM emissions from suppliers who have committed to setting SBTs	6 %	13 %	N/A

(1) Fiscal 2023 was the first year in which the Company disclosed suppliers that had 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.

Salesforce, Inc.
Consolidated Statements of Employee Metrics

	As of January 31, 2025			
	Tech	Non-Tech	VP+	Total
Employees by Gender				
Women	30.6 %	42.3 %	29.9 %	36.1 %
Men	68.7 %	57.4 %	69.9 %	63.3 %
Other Genders	0.4 %	0.2 %	0.1 %	0.3 %
Undisclosed	0.3 %	0.1 %	0.1 %	0.3 %
Total	100 %	100 %	100 %	100 %
Employees by Ethnicity (U.S. Only)				
White	38.8 %	66.0 %	63.2 %	51.8 %
Asian	44.0 %	12.3 %	23.8 %	28.8 %
Hispanic and Latinx	5.1 %	7.0 %	3.0 %	6.0 %
Black or African American	4.0 %	6.1 %	3.5 %	5.0 %
Multiracial	2.7 %	3.4 %	2.2 %	3.0 %
Native Hawaiian or Other Pacific Islander	0.2 %	0.3 %	0.1 %	0.3 %
Indigenous American and Alaska Native	0.1 %	0.3 %	0.2 %	0.2 %
Middle Eastern/North African	0.7 %	0.9 %	0.9 %	0.8 %
Undisclosed	4.4 %	3.7 %	3.1 %	4.1 %
Total	100 %	100 %	100 %	100 %
		Percentage of U.S. Workforce		
		as of January 31, 2025		
People with disabilities				3.1 %
Veteran				2.1 %

See accompanying Notes to Consolidated Statements of Employee Metrics.

Salesforce, Inc.
Notes to Consolidated Statements of Employee 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 information is subject to measurement uncertainties resulting from limitations inherent in 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.

Employees and Impact from Acquisitions

The Company includes both full time and part time employees in its employee 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 2025 results.

Basis of Presentation

The Consolidated Statements of Employee Metrics follow custom criteria which are explained below. The Company's reporting of employee metrics aligns with its fiscal year ended January 31, 2025.

2. Criteria

Employees by Gender

For presentation purposes, "women" represent individuals whose biological sex is "female" and who have not identified as transgender or non-binary. "Men" represent individuals whose biological sex is "male" and who have not identified as transgender or non-binary. "Other" represents individuals whose biological sex is "intersex" or who have identified as transgender or non-binary. Employees who did not self-disclose their gender are included in the "undisclosed" gender category.

Employee Category

Level

The Company has concluded that level be split between those employees who are in vice president roles or higher and those who are not.

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.

Ethnicity

The Company includes employee ethnicity for U.S. employees, which is based on the employees' self-disclosure of their ethnicity. The Company defines multiracial as an employee that identifies as more than one race. Employees who did not self-disclose their ethnicity are included in the "undisclosed" ethnicity category

People with disabilities

People with disabilities is defined as any U.S.-based employee who self-identifies as having had and/or currently having a disability. The metric for people with disabilities is calculated by dividing the number of U.S. employees that self-identify as having had and/or currently have a disability by the total number of U.S. employees. The Company calculates this metric for U.S. employees only.

Veterans

Veterans (U.S .only) is calculated by dividing the number of U.S. employees that self-identify as having had any past or present military service in one of the U.S. Military armed forces, which includes non-veteran active duty and reserve military personnel, by the total number of U.S. employees. The Company calculates this metric for U.S. employees only.