

➤ **CULTURAL AGILITY MAY BE OUR BEST CHANCE FOR LIVING OUR VALUE OF SUSTAINABILITY.**



Brent Barton

*Director Agile Delivery,
Salesforce*



Cultural agility may be our best chance for living our value of Sustainability

Brent Barton (He/Him)

Director, Agile Coaching and Delivery



Exponential growth of digitalization

The information and communications technology (ICT) sector is responsible for 2.5% - 3.7% of global GHG emissions, exceeding emissions by the aviation and shipping sectors.



The Salesforce logo, consisting of the word "salesforce" in white lowercase letters inside a blue cloud-like shape.

CORE VALUES

TRUST

CUSTOMER SUCCESS

INNOVATION

EQUALITY

SUSTAINABILITY

Core Values.
Our North Star.



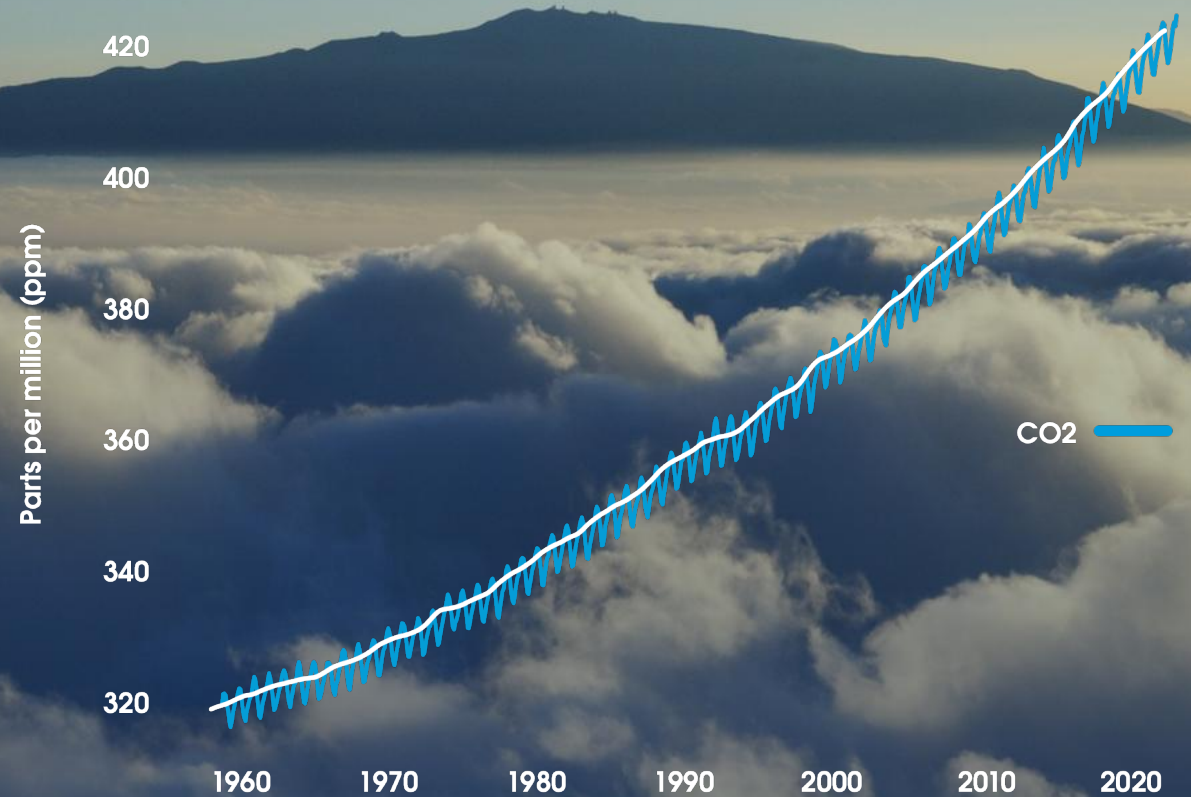
Forward Looking Statements



This presentation contains forward-looking statements about, among other things, trend analyses and future events, future financial performance, anticipated growth, industry prospects, environmental, social and governance goals, and the anticipated benefits of acquired companies. The achievement or success of the matters covered by such forward-looking statements involves risks, uncertainties and assumptions. If any such risks or uncertainties materialize or if any of the assumptions prove incorrect, Salesforce's results could differ materially from the results expressed or implied by these forward-looking statements. The risks and uncertainties referred to above include those factors discussed in Salesforce's reports filed from time to time with the Securities and Exchange Commission, including, but not limited to: the impact of, and actions we may take in response to, the COVID-19 pandemic, related public health measures and resulting economic downturn and market volatility; our ability to maintain security levels and service performance meeting the expectations of our customers, and the resources and costs required to avoid unanticipated downtime and prevent, detect and remediate performance degradation and security breaches; the expenses associated with our data centers and third-party infrastructure providers; our ability to secure additional data center capacity; our reliance on third-party hardware, software and platform providers; the effect of evolving domestic and foreign government regulations, including those related to the provision of services on the Internet, those related to accessing the Internet, and those addressing data privacy, cross-border data transfers and import and export controls; current and potential litigation involving us or our industry, including litigation involving acquired entities such as Tableau Software, Inc. and Slack Technologies, Inc., and the resolution or settlement thereof; regulatory developments and regulatory investigations involving us or affecting our industry; our ability to successfully introduce new services and product features, including any efforts to expand our services; the success of our strategy of acquiring or making investments in complementary businesses, joint ventures, services, technologies and intellectual property rights; our ability to complete, on a timely basis or at all, announced transactions; our ability to realize the benefits from acquisitions, strategic partnerships, joint ventures and investments, including our July 2021 acquisition of Slack Technologies, Inc., and successfully integrate acquired businesses and technologies; our ability to compete in the markets in which we participate; the success of our business strategy and our plan to build our business, including our strategy to be a leading provider of enterprise cloud computing applications and platforms; our ability to execute our business plans; our ability to continue to grow unearned revenue and remaining performance obligation; the pace of change and innovation in enterprise cloud computing services; the seasonal nature of our sales cycles; our ability to limit customer attrition and costs related to those efforts; the success of our international expansion strategy; the demands on our personnel and infrastructure resulting from significant growth in our customer base and operations, including as a result of acquisitions; our ability to preserve our workplace culture, including as a result of our decisions regarding our current and future office environments or work-from-home policies; our dependency on the development and maintenance of the infrastructure of the Internet; our real estate and office facilities strategy and related costs and uncertainties; fluctuations in, and our ability to predict, our operating results and cash flows; the variability in our results arising from the accounting for term license revenue products; the performance and fair value of our investments in complementary businesses through our strategic investment portfolio; the impact of future gains or losses from our strategic investment portfolio, including gains or losses from overall market conditions that may affect the publicly traded companies within our strategic investment portfolio; our ability to protect our intellectual property rights; our ability to develop our brands; the impact of foreign currency exchange rate and interest rate fluctuations on our results; the valuation of our deferred tax assets and the release of related valuation allowances; the potential availability of additional tax assets in the future; the impact of new accounting pronouncements and tax laws; uncertainties affecting our ability to estimate our tax rate; uncertainties regarding our tax obligations in connection with potential jurisdictional transfers of intellectual property, including the tax rate, the timing of the transfer and the value of such transferred intellectual property; uncertainties regarding the effect of general economic and market conditions; the impact of geopolitical events; uncertainties regarding the impact of expensing stock options and other equity awards; the sufficiency of our capital resources; our ability to comply with our debt covenants and lease obligations; and the impact of climate change, natural disasters and actual or threatened public health emergencies, including the ongoing COVID-19 pandemic.

There's a global
CO2 surplus

Atmospheric Carbon Dioxide Measured at Mauna Loa, Hawaii



An aerial photograph of a forest. The top half of the image shows lush green trees, while the bottom half shows a dense forest of dead, brown, skeletal trees. A dark green rounded rectangle is overlaid on the top part of the image, containing the title text.

How'd We Get Here?

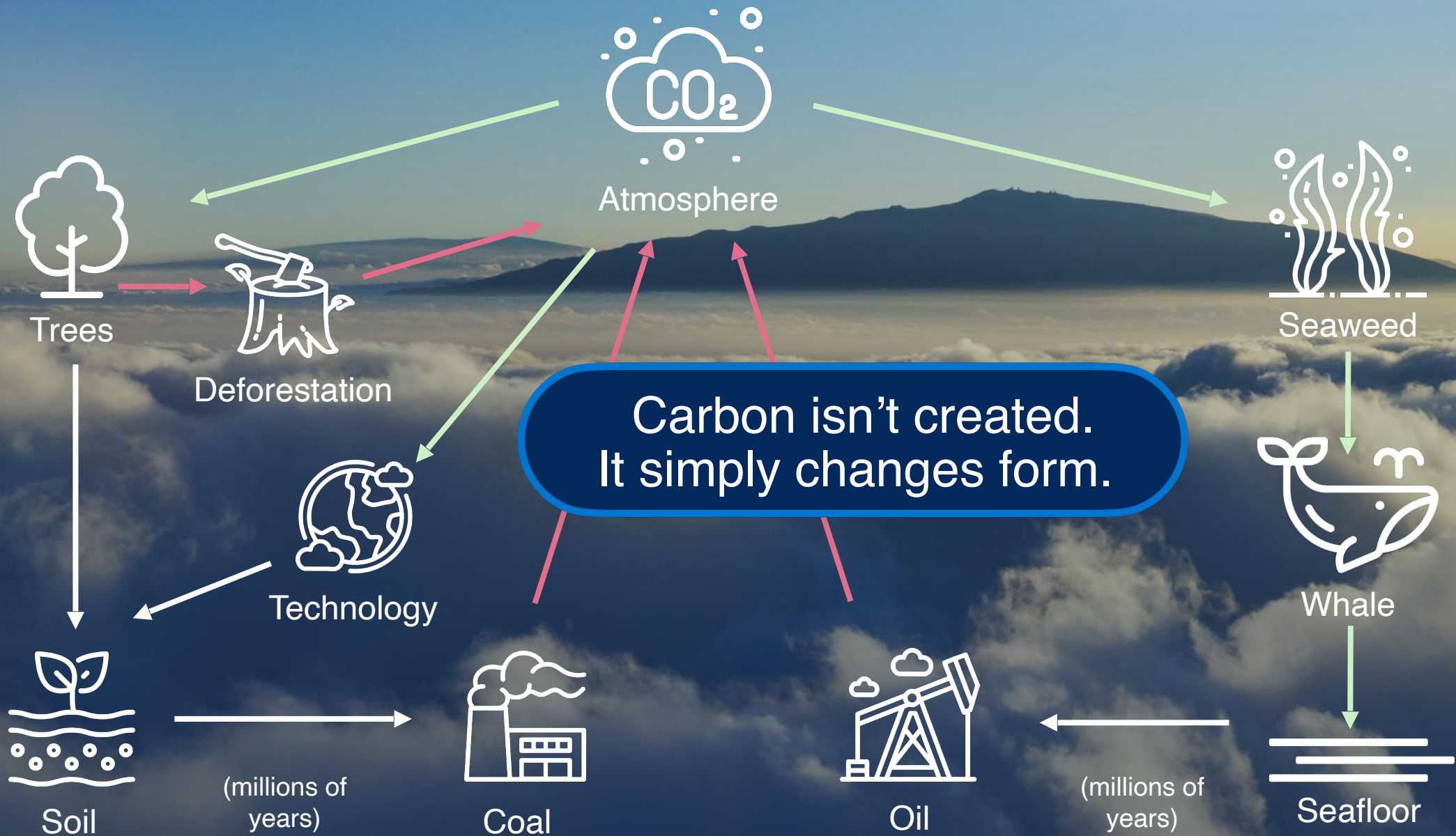
A photograph of several industrial smokestacks. Thick, black plumes of smoke or steam rise from the stacks into a sky that is transitioning from a bright orange sunset to a clear blue. The smokestacks are silhouetted against the bright sky.

Emissions

**+279 Gigatons carbon
since Industrial Revolution**

Deforestation

6T Trees to 3T Trees





A New Day for the Environment

1

Net Zero
Now

2

Nature
Positive

3

Energize
Ecopreneurs

Introducing

Net Zero Marketplace

Engage everyone in climate action

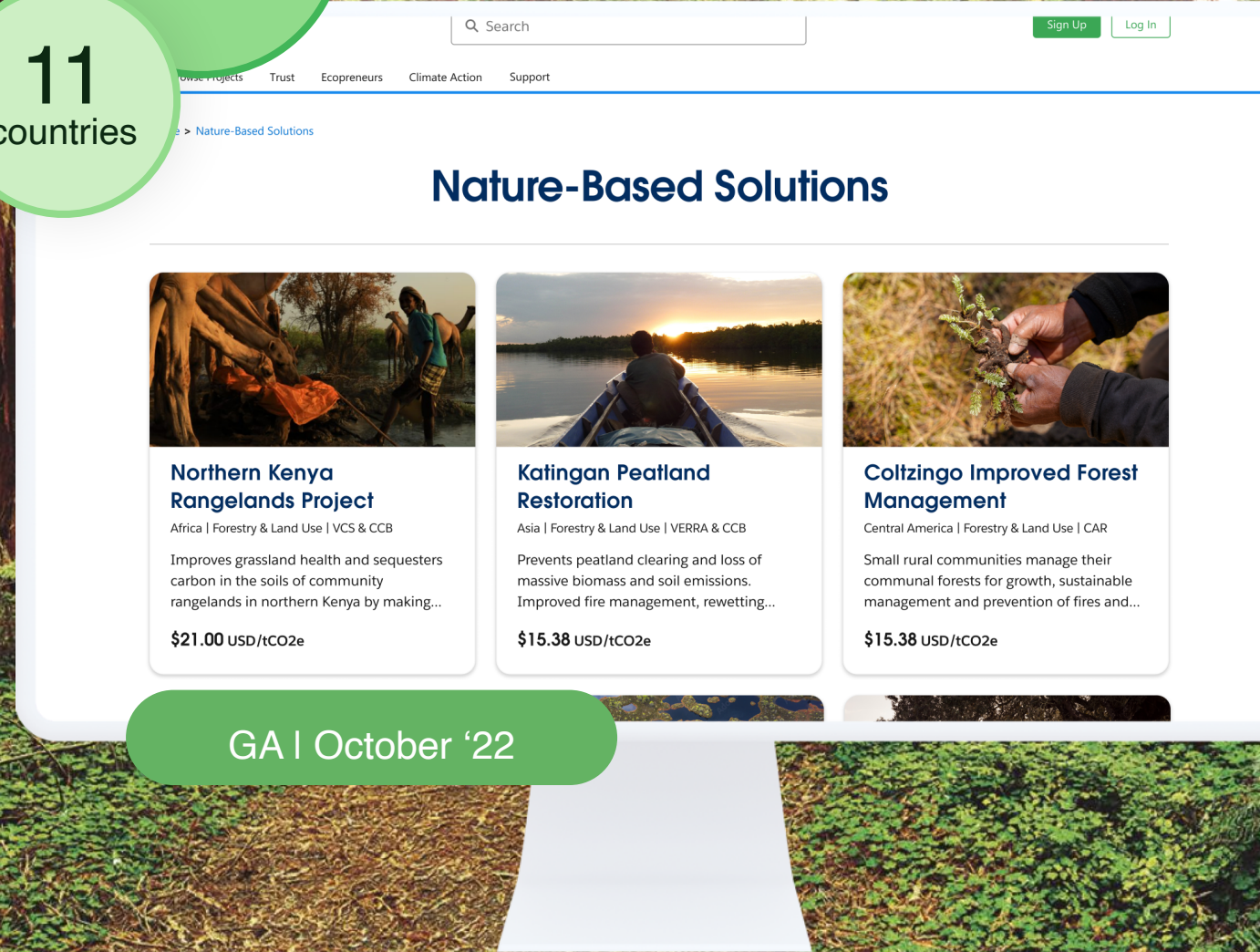
Purchase carbon credits with a trusted & transparent experience

Discover projects aligned to your values

Manage portfolio with stakeholders

90
ecopreneurs

11
countries



GA | October '22

Most Businesses Are Not Ready to Make This Shift

99%

CEOs say sustainability is important to their business

77%

say their business is underprepared for climate change

Governments Are Pushing Us to Do More

2022

SEC proposed changes that would require climate-related disclosures in financial reports



2022

Proposal requiring firms to identify and resolve labor abuses and environmental damage in supply chains



2022

Listed Chinese companies will have to disclose how they manage their environmental footprint



2022

SEBI mandates Top 1000 listed companies to furnish Business Responsibility and Sustainability Report



2021

Companies listed on the Singapore Exchange must include climate disclosures in their sustainability reports



2021

Brazilian Securities Commission establishes criteria and requirements for the ESG disclosure



2021

200 large financial institutions covered by the FMC Act to start making climate-related disclosures



A photograph of two penguins on a rocky shore. The penguins are in the foreground, slightly out of focus, with their heads and necks visible. They have dark bodies and yellow-orange beaks. The background shows a rocky coastline and a cloudy sky. A white rounded rectangular box with a green border is centered over the image, containing the text.

How do you know if you're on track for your sustainability goals?



Net Zero Cloud

Efficiently manage sustainability data

Automate supplier emissions tracking

Forecast & reduce risk

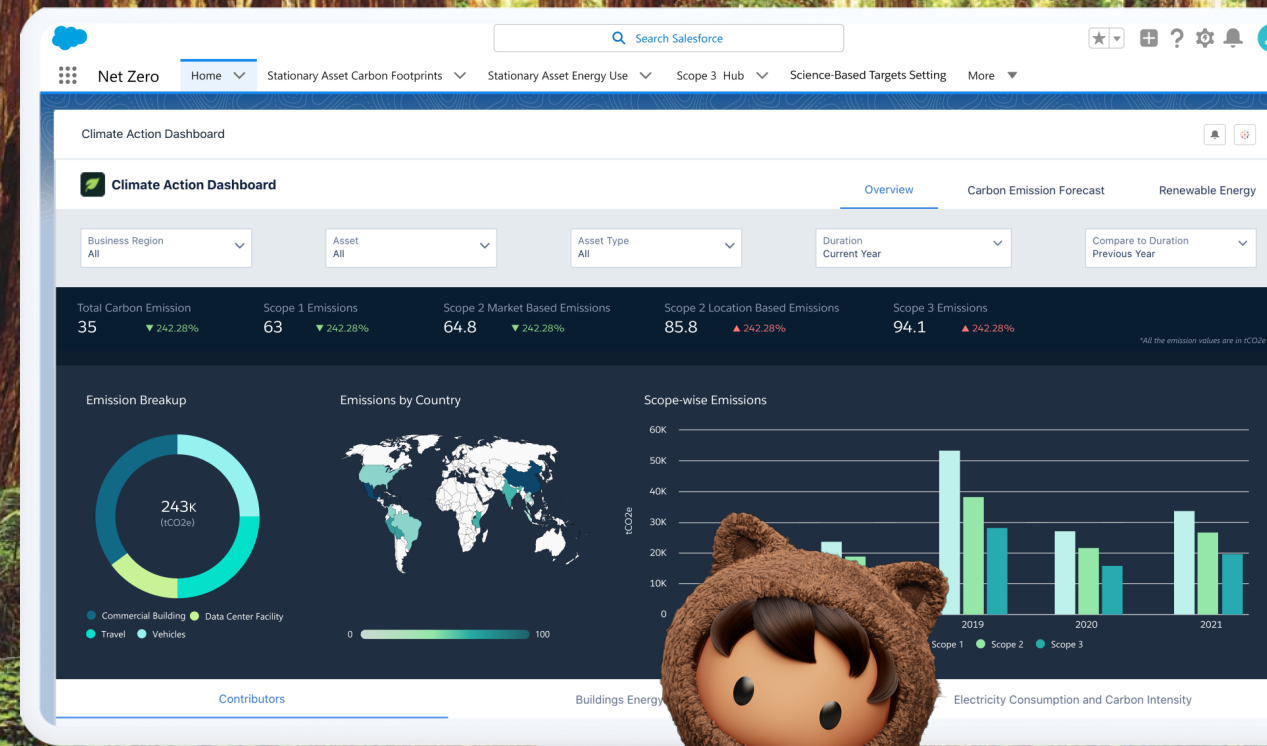
What-If Analysis in Tableau

GA | Now



Einstein Recommendations

GA | Now



A photograph of a modern glass skyscraper at dusk, with the word "salesforce" in large white letters on its facade. The building is set against a city skyline with a prominent tower in the background. The sky is a mix of blue and orange.

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Salesforce

Salesforce is Net Zero Now

Net zero residual emissions today

100% renewable energy today

Reducing emissions by 50% by 2030

Carbon neutral cloud for all customers

A circular logo with a green border and a dark green background. The words "net" and "zero" are written in white lowercase letters, with a small green leaf icon above the "o" in "zero".

net
zero



A New Day for the Environment

1

Net Zero
Now

2

Nature
Positive

3

Energize
Ecopreneurs



**We need to sequester (remove)
carbon from the atmosphere**



Protecting Our Oceans with Technology

Protecting endangered whales

Stopping plastic pollution

Developing AI for ocean health

Expanding marine parks

Climate-ocean action





Sequester 200Gt carbon with 1T.org

Conserving, restoring, and
growing 1 trillion trees by
2030.

Join the
[1T.org](https://1t.org)
movement





A New Day for the Environment

1

Net Zero
Now

2

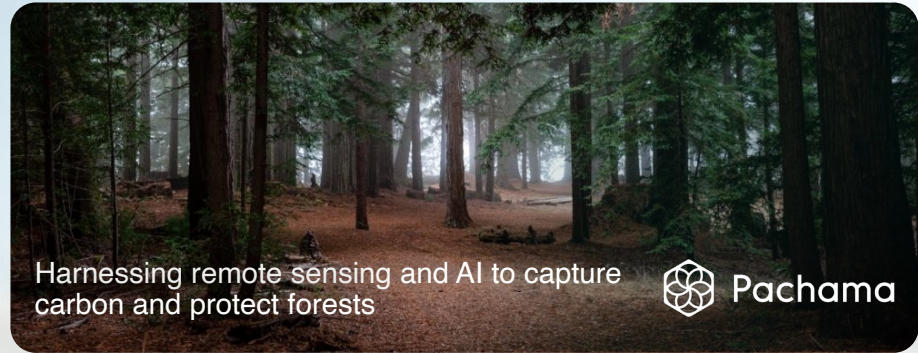
Nature
Positive


3

Energize
Ecopreneurs



Direct air capture technology 



Harnessing remote sensing and AI to capture carbon and protect forests 



Diversified, high-impact climate action portfolios 



 Democratizing access to satellite data




Energize the Ecopreneur Revolution



Using technology to revolutionize reforestation 



A global network of solutions and startups for ocean health 



Deploying the full power of microbiology to address climate change 

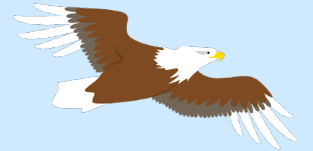


High-quality carbon credits & forest management 



So, are we living our value of Sustainability?

If this were the end of the story, I would say we value sustainability...



How did Talent Experience and an (FTE) agile coach partner together?



Welcome to LFP Recharge

Meet the Program Team, Faculty and Speakers

salesforce



Suzanne Coonan

Director, Enterprise
Leader Pathway



Sarah Thomson

Program Manager,
Enterprise Leader
Pathway



Carolyn Korch

Operations



Brent Barton

Miro Designer



Sammy Njenga

Systems Thinking
Speaker



Tim Christophersen

VP, Climate Change

An agile coach is partnering
with Talent Experience?
Does our V2MOM support this?

YES!

V2MOM (Vision, Values, Methods, Obstacles, Measures)

Measure 3.4.3

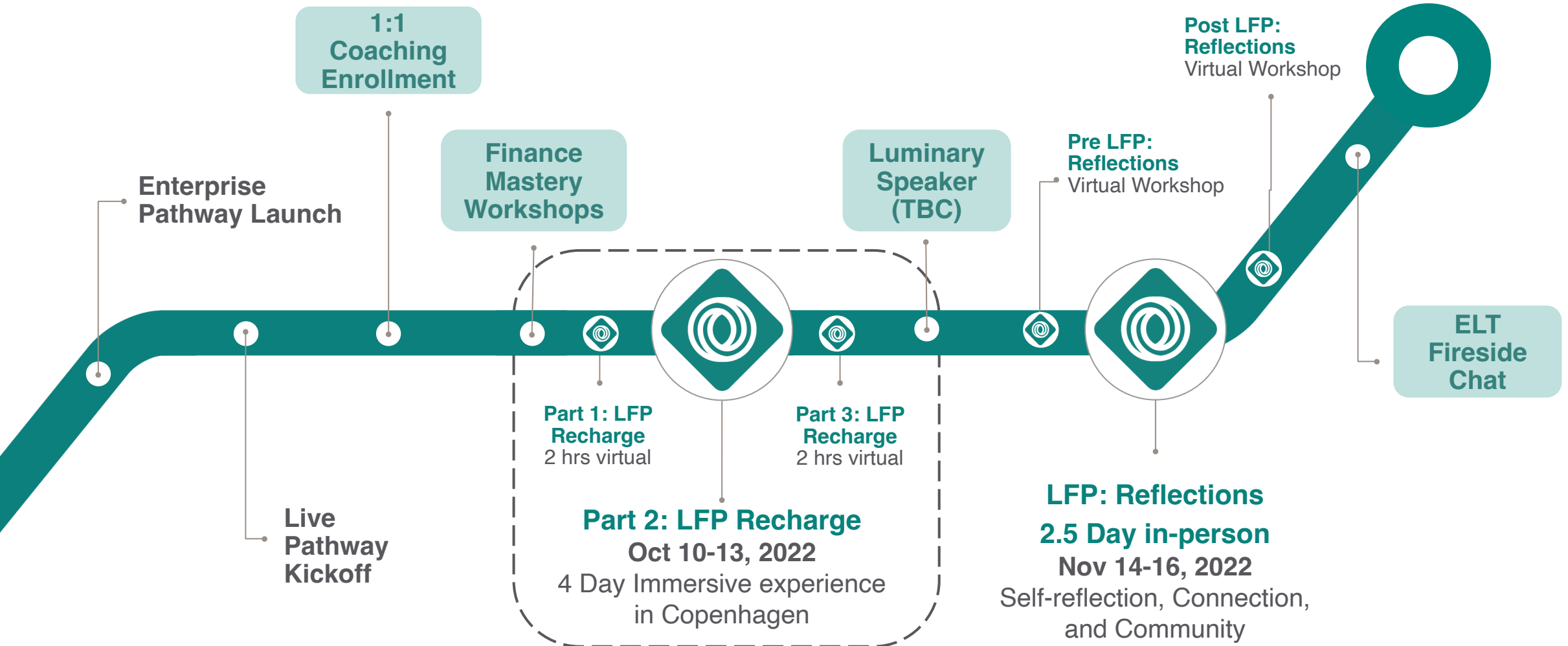
Engage with cloud coaches to provide custom approaches to leadership needs as mvp's for consideration

Measure 4.2.1

Each EAC member **partners** with at least 1 cloud coach and **1 cloud without coaches sponsored engagement** to coach and review how our services are leveraged.



Enterprise Leaders Pathway Journey (for SVP+)



What we heard...

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A few years ago the conversation was more a nice to have conversation but the energy crisis has made it more real. No longer a nice to have conversation it is a must have conversation.

I feel so proud that Sustainability is now an official Value of Salesforce.

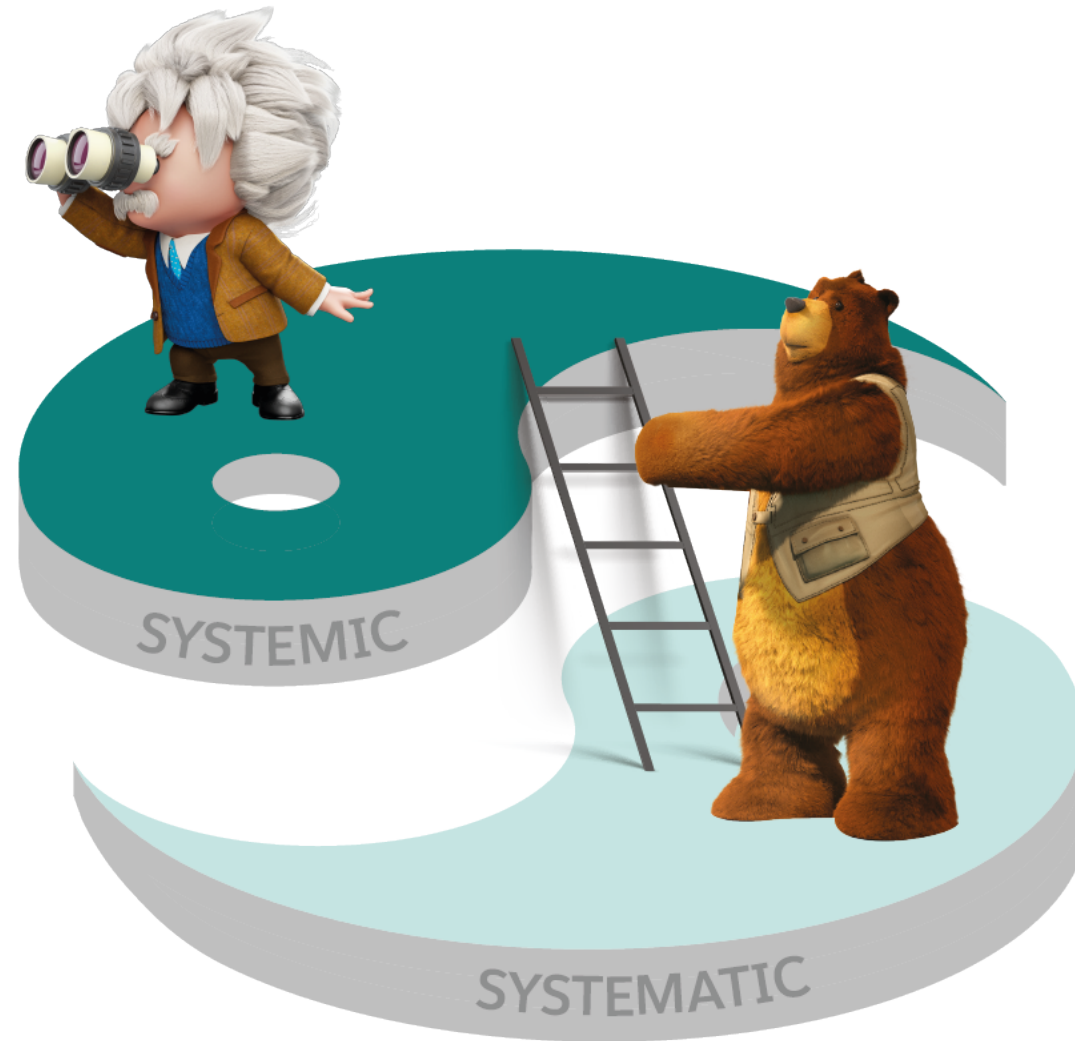
This is no longer a challenge that resides with the Sustainability office but all of us (Finance, Ops, Marketing etc) need to think about.

It matters to Salesforce because it matters to our customers at board level.

There's been 20 years of voluntary disclosure to a world where scrutiny becomes mandatory (compliance) on data. The money and the focus shifts. Customer moves from being the Sustainability Function to CFO in 2 years time. The shift we will see in the next 10 years in terms of ESG/Sustainability will be bigger than the shift to digital.

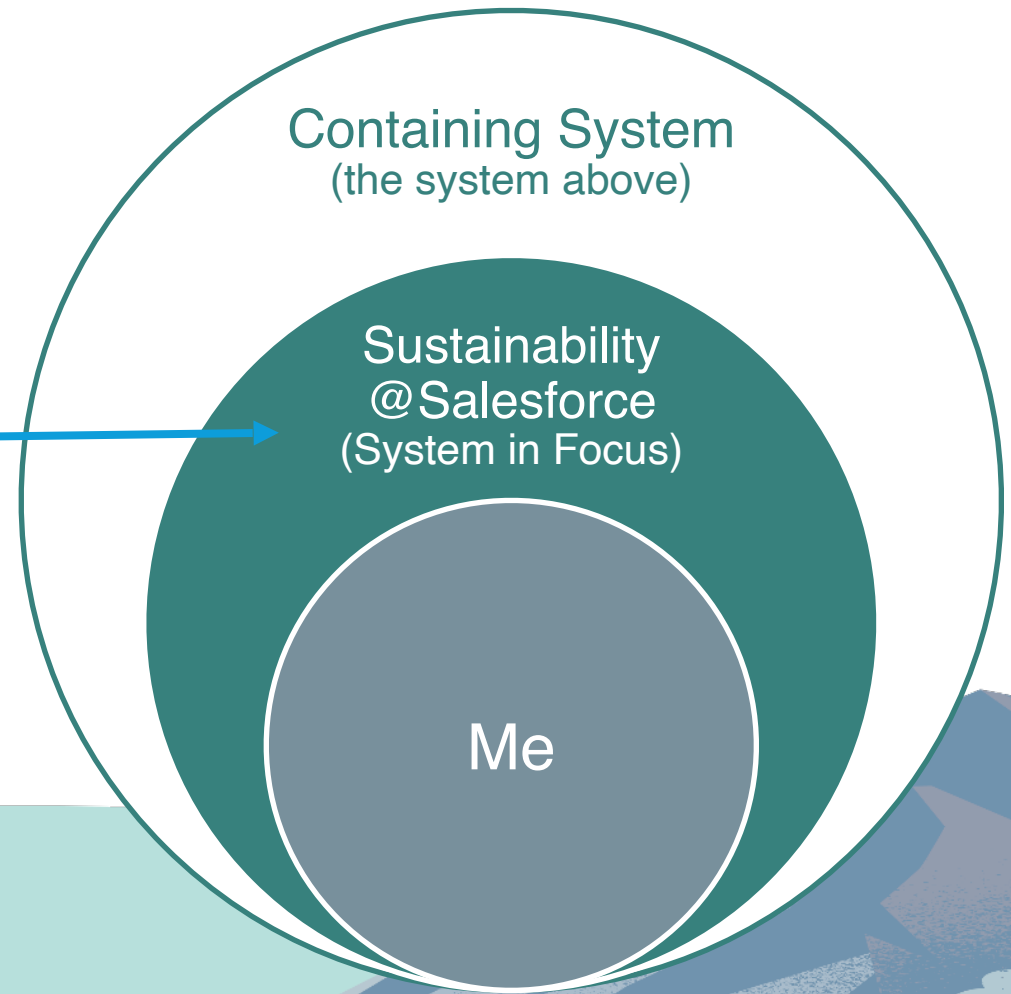


The Dual Practice of Systems Thinking

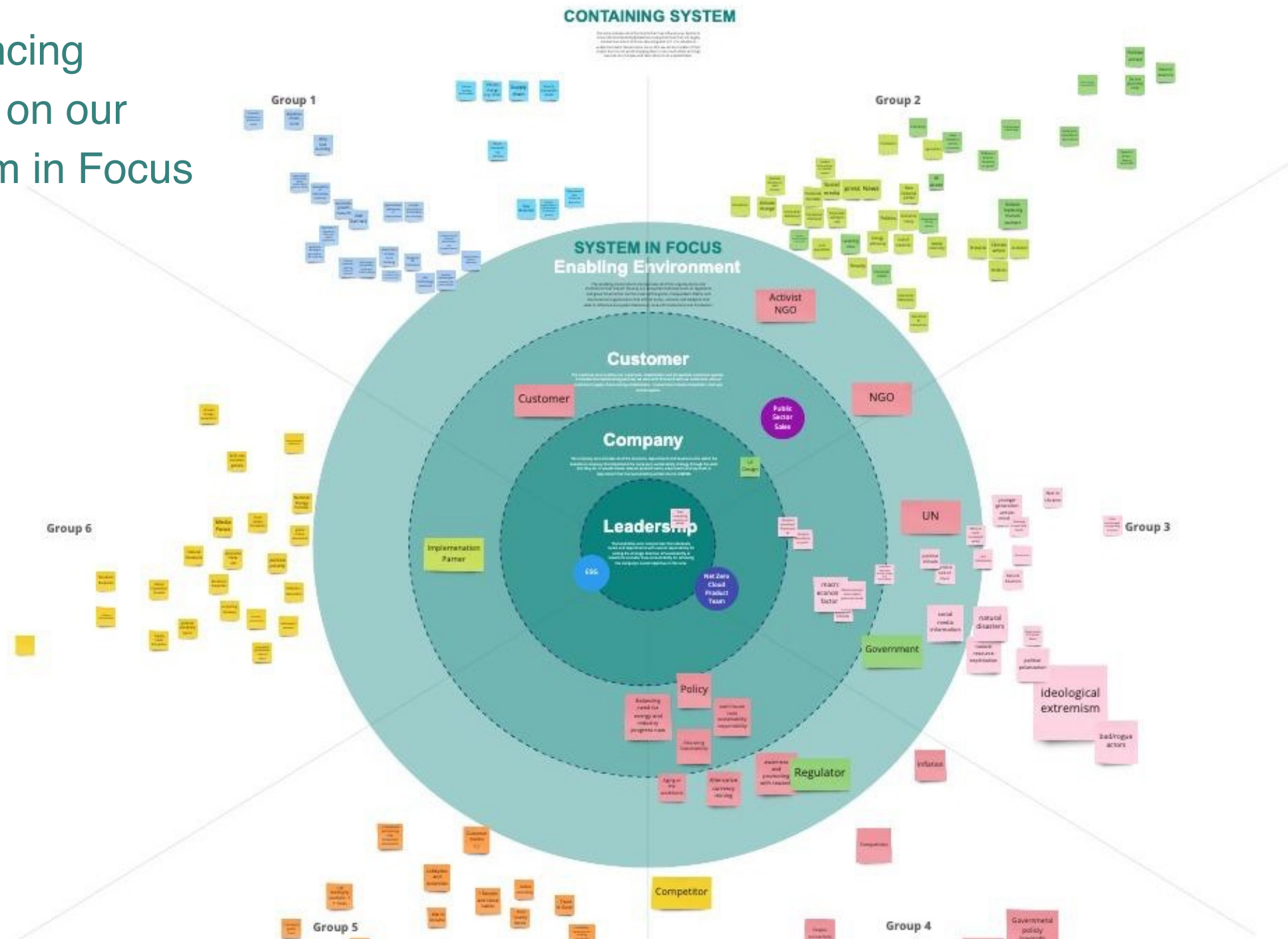


Our Shared Challenge

Our Shared Complex Messy Challenge:
Operationalising the 5th value (of Sustainability) across Salesforce to achieve maximum positive impact for the planet.



Influencing forces on our System in Focus



Participant Feedback



**94% Agree that
*LFP: Recharge***

**Enhanced my knowledge and confidence
to lead with a multifunctional, global
perspective**

LFP Recharge

Participant Feedback



I am going to research more into what Salesforce is doing for sustainability, I will try to incorporate sustainable choices and changes into my team.

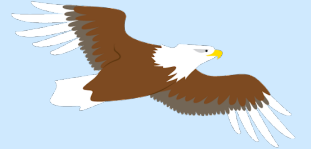
Personally, I will attempt to apply systems thinking approaches to a messy challenge I am dealing with.

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CUSTOMER SUCCESS
INNOVATION
EQUALITY
SUSTAINABILITY

“We need a just and equitable transition to a net zero, nature positive world.”

At Salesforce, we believe everyone has a role to play.”



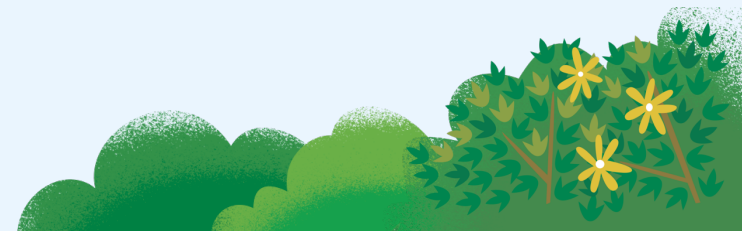
Sustainability Guide for Salesforce Technology[®]

VERSION 1



salesforce

salesforce





Maintaining high customer trust and continuously innovating leads us naturally to pursue sustainability opportunities. At the end of the day, sustainable engineering is simply good engineering. We will keep pushing the envelope to stay hyper-competitive and at the same time help the world avoid a devastating climate emergency.

Srinivas Tallapragada

President and Chief Engineering Officer, Salesforce



Examples in the Guide

Emissions can be reduced by selecting public cloud regions that operate with the lower emissions.

Salesforce uses Carbon to Serve as a KPI and has set a goal of reducing Carbon to Serve by 10% annually.

98.5% of API polls don't return any new information, replace API polling with a push mechanism where possible.

Learn best practices for sustainable design on Trailhead.



Operations



Developers



Architects



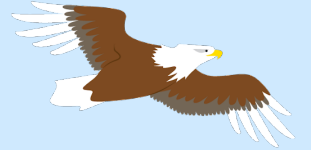
Designers

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EQUALITY
SUSTAINABILITY

So, are we living our value of
Sustainability?

...it feels like it.



Thank you

