Safe Harbor Statement

This presentation may contain forward-looking statements for which there are risks, uncertainties, and assumptions. If the risks materialize or assumptions prove incorrect, Workday’s business results and directions could differ materially from results implied by the forward-looking statements. Forward-looking statements include any statements regarding strategies or plans for future operations; any statements concerning new features, enhancements or upgrades to our existing applications or plans for future applications; and any statements of belief. Further information on risks that could affect Workday’s results is included in our filings with the Securities and Exchange Commission which are available on the Workday investor relations webpage: www.workday.com/company/investor_relations.php

Workday assumes no obligation for and does not intend to update any forward-looking statements. Any unreleased services, features, functionality or enhancements referenced in any Workday document, roadmap, blog, our website, press release or public statement that are not currently available are subject to change at Workday’s discretion and may not be delivered as planned or at all.

Customers who purchase Workday, Inc. services should make their purchase decisions upon services, features, and functions that are currently available.

Forces Shaping the New World of Work
Workday Perspective
We’re in Good Company

2,800+

Customers on Workday

40% of Fortune 500

40M+ Workers

20M+ Job Requisitions
73% of CEOs cite skill shortages as a threat to their business

The Forces Shaping the New World of Work
The Forces Shaping the New World of Work

Technology is reshaping every job

Growth of alternative work arrangements
The Forces Shaping the New World of Work

Technology is reshaping every job
Growth of alternative work arrangements
Skills are emerging as a common language

Modern Career Landscape

- Gig Work
- Nano-degree
- Re-skilling
- Career Change
- Volunteering
- Retirement
- Apprenticeship
- Tour of Duty
- Education
Forces Shaping the New World of Work
Employer Research Perspective

Talent Strategy at the Top of the Corporate Agenda

Job openings at all-time highs
(Federal Reserve/BLS, 2019)

Attracting and retaining talent: top CEO concern
(Conference Board, 2019)

Development of alternative talent pipelines
Shifts in college recruiting
Investments in upskilling and retention
Growing Value of Educational Credentials in Hiring

Relative change in the value of educational credentials compared to 5 years ago:

- 23% decline
- 29% stayed the same
- 48% increase

Source: Educational Credentials Come of Age, Northeastern University, December 2018 (n=750)

Job Openings Continue to Favor Postsecondary Ed

“Requested Educational Credentials” by Employers

Note: Both “Required” and “Preferred” — Totals Exceed 100%

- Bachelor’s degree: 54%
- High school: 28%
- Associate degree: 14%
- Graduate or professional degree: 19%

Source: BurningGlass LaborInsight, Full Year 2018
The Lifelong Learning Imperative is Here

- Declining skills longevity
- 64% of employers agree "need for continuous lifelong learning will demand higher levels of education and more credentials"

Source: Educational Credentials Come of Age, Northeastern University, December 2018 (n=750)

Employers Increasingly Looking Beyond Degrees – to Skills-Based Hiring

Extent to Which Organizations Have Formal Skills-Based Hiring Initiatives Underway or Are Considering a Strategy That De-Emphasizes Degrees and Prioritizes Skills

- 13%: We’re not doing this but might consider it in the near future
- 22%: We’re not doing this - and not likely to consider in the near future
- 39%: We’re exploring and considering this direction
- 23%: We have made a formal effort to move in this direction
- 2%: Not sure/don't know

Source: Educational Credentials Come of Age, Northeastern University, December 2018 (n=750)
…and, Talent Analytics is Beginning to Reshape Hiring and the Setting of Educational Qualifications

Source: Educational Credentials Come of Age, Northeastern University, December 2018 (n=750)

How Workday Supports the New World of Work
Future of Work Ecosystem

Worker Supply
- Credentials
- Certifications
- Institutions
- Degrees

Enterprise Demand
- Gigs
- Hourly
- Contingent
- Salaried

Skills
- Machine Learning
- Augmented Analytics
- Blockchain
- Virtual Reality
- Workforce Analytics
- Anomaly Detection
- Privacy by Design

Marketplaces

Why Skills Are So Important
Skills Become the Unifying Language

SKILLS
Product Strategy
Enterprise Software
Vertical Markets

SKILLS
Business Development
Product Marketing
ERP Software

SKILLS
Product Development
EMC Data Domain
Data Center Infrastructure
### Higher Education is Responding

<table>
<thead>
<tr>
<th><strong>Market validation of curriculum</strong></th>
<th>Employer engagement; integration of job market data; alignment with industry standards/certifications</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Online education models to serve lifelong learners</strong></td>
<td>Continued growth; new approaches and technologies</td>
</tr>
<tr>
<td><strong>New types of credentials, modularized and disaggregated degrees</strong></td>
<td>Certificates, bootcamps, and proprietary credentials</td>
</tr>
</tbody>
</table>
Higher Education is Responding

Greater transparency in competencies and credentials
Badging, e-portfolios, CBE

Work-integrated learning and employability
Internships, co-ops, capstones, apprenticeships, career services

Creative corporate partnerships
GE, Starbucks, Google, IBM, etc.

How Workday Student Supports the New World of Work
“As change accelerates, ASU must be a place where people return again and again to build the skills for multiple, shifting careers.”

- Michael Crowe, President, Arizona State University
Arizona State University

Restructuring Majors

Embracing Lifelong Learning

ASU InStride

For more information, visit www.workday.com/student