By Rita Giacalone, Vice President, Culture, Diversity, and Talent Development
May 2022

Nearly four years ago, I joined Autodesk to help create a vibrant, open, and engaged culture that would ultimately serve as the foundation for diversity and belonging. Our belief in the fundamental dignity and value of every person has allowed us to cultivate a workplace where people of all identities and backgrounds can bring who they are to a place they belong. Through codifying values such as courage, humility, and inclusion in our Culture Code, we set the groundwork for a robust diversity and belonging strategy that will enable us to continue building a culture where all employees have equitable opportunities to succeed and contribute.

Our Global Diversity and Belonging Strategy

As I reflect on our progress of the past year, I find it helpful to also acknowledge our journey. In 2020, we launched a major initiative to redefine our global diversity and belonging strategy and implement an ecosystem approach that focuses on individual, interpersonal, and structural dimensions of change and transformation. Working closely with employees and senior leaders across the company, we set three-year objectives and aspirational goals for each of these strategic change levers:

1. Attract a diverse workforce: Increase representation of women in tech, women in sales, and underrepresented people of color employees in the United States
2. Expand leadership diversity: Increase geographic and demographic diversity of leadership
3. Foster a culture of belonging: Transform our culture so that all employees feel they belong

Continue reading in this report for an update on how we are tracking against our goals and additional detail on some of the programs developed to help meet them.

While we made significant progress toward each goal during this past year, we are increasing programmatic focus in cases where additional effort is needed to meet our objectives.

Program Highlights

Several key initiatives and accomplishments come to mind when reflecting on this past year. Some of the programs I’m most proud of and encouraged by include:

● Empowering our ERGs to Scale Impact
At Autodesk, we have a vibrant and growing network of global Employee Resource Groups (ERGs), and they are a vital part of the fabric that makes Autodesk a great place to work. This past year we announced Autodesk will grant an annual appreciation bonus of $10,000 to our global ERG leads to recognize how their work directly contributes to our company’s success.

● Retaining and advancing our Employees of Color
Early this year we launched NEXT LEVEL, an innovative leadership development program in partnership with our ERGs. The goal is to increase the number of underrepresented people of color in leadership by creating a strong bench of talent who would be top contenders for senior manager and director-level opportunities. In addition to an executive sponsor and mentor, participants receive 1:1 coaching from both senior leaders and an external coach.

● Building connection with the Belonging Sprint
At Autodesk, we define belonging as being welcomed and celebrated for who you are and what you do. As we entered the second year of the global pandemic, the conditions of hybrid work made us reflect on what creates connection and belonging. Continued racial injustice (in particular, anti-Black and anti-Asian violence) brought to the forefront that each of us has a part to play in supporting one another. To strengthen our skills in empathy, psychological safety, and inclusive norms, we launched a Belonging Sprint in March 2021 including coaching circles for our senior leaders and people managers.

Bringing momentum into FY23 and beyond

And while we have accomplished much together, I know there is much more we can do. Knowing that every day is an opportunity to learn, listen, and adapt is what encourages me. We will continue to pursue opportunities to get better because we know that simply being good is not good enough. With a shared commitment and intention to improving culture, we can ensure that embedding diversity and belonging in everything we do is not just a business imperative, but a moral one.
Diversity and belonging

At Autodesk, we’re building a culture of belonging where all employees have equitable opportunities to succeed and contribute.

We strive to create an environment where everyone, everywhere, is excited to come to work, feels a sense of belonging, and can fully contribute their talents in the workplace. We’re creating a workplace that embraces a multitude of original minds and talents to create the most innovative products and solutions that meet the demands of the global marketplace. By cultivating a workplace where all employees can realize their potential, we offer more than just a place to work. As a company leading change, we’re creating opportunities for people to thrive.

Global diversity and belonging strategy

In 2020, we launched a major initiative to revamp our global diversity and belonging strategy and implement an ecosystem approach that focuses on individual, interpersonal, and structural dimensions of change and transformation.

As part of this process, we invited employees from more than 25 countries and over 44 offices—representing all levels and functions and a rich mix of demographics—to join focus groups to share their feedback, ideas, and experiences. In addition, we engaged our top executives through a strategy advisory group and analyzed data that reflect many different aspects of diversity and belonging.

Through this process, we set three-year objectives and aspirational goals for each of these strategic change levers:

- Attract and retain a diverse workforce
- Expand leadership diversity
- Foster a culture of belonging

Through a data-driven approach, we are building our programs and measuring success.

Learn more
Attract and retain a diverse workforce

We all win when we attract, retain, and advance talented individuals. This requires a holistic, multifaceted approach. We work to integrate inclusive hiring practices into every step of our recruitment process, including evaluating and revising job descriptions to be more inclusive, using market intelligence to identify locations with strong diverse pools of talent, and incorporating early career recruitment into our hiring plan to develop and cultivate talent.

Our custom-designed five-day virtual Hiring Manager Bootcamp trains all people managers in Autodesk’s hiring principles and inclusive recruiting practices to help us successfully attract, interview, assess, and onboard diverse talent. During 2021, we also launched our Recruiter Bootcamp to onboard new recruiters and refresh current talent acquisition team members. The program covers topics such as mitigating bias in the interview process, utilizing diversity partnerships, talent sourcing, writing inclusive job descriptions, and coaching hiring managers on inclusive hiring practices. All searches for senior directors and above must include at least one woman or person of color on the final interview slate.

Through the Autodesk Tech Program, we are collaborating with four Historically Black Colleges and Universities (HBCUs) in the United States, offering student stipends and mentoring in partnership with our technical business units. The program aims to create an immersive experience focused on mentorship, professional development, and solving real technical challenges with engineers at Autodesk. In its inaugural year 2020/2021, the program engaged 20 students, in addition to faculty advisors and Autodesk engineers.

The Autodesk Women in Sales (AWiS) initiative is a cross-functional effort between our human resources and sales organizations in support of our goal to increase the number of women in sales by 25% over three years. The US Bureau of Labor Statistics reports that women hold just under a third of outside sales roles in the majority of industries, most notably manufacturing and technology. Addressing this problem is critical to both business success and achieving global gender parity in pay and opportunity. The AWiS initiative focuses on talent acquisition, development, and retention, as well as inclusive cultural practices.

The Autodesk Women in Digital Enterprise Services (WDES) initiative supports our goal to increase women in tech by 25% over three years. It includes programming that works to equalize and promote women’s presence within DES through career and personal development. Achievements during 2021 include:

- Launching the WDES Guilds Program and completing two Guilds group cycles
- Hosting training sessions and workshops related to career advancement, mentorship, and growth

External partnerships are key to reaching a wide array of candidates. We collaborate with organizations such as National Action Council for Minorities in Engineering, Lesbians Who Tech, Afrobot, Fairygodboss, Techqueria, and Power to Fly to support our effort. Starting in February 2022, Autodesk committed $150,000 annually for three years to The Hidden Genius Project to support the next generation of Black tech leaders and entrepreneurs. These efforts are yielding positive results, with more job candidates who identify as women (globally) and people of color (in the United States) than ever before. For example, 39.9% of external hires during fiscal year 2022 were women. Partly as a result, women increased from 33.4% of Autodesk’s overall workforce globally at the end of fiscal year 2020 to 35.0% at the end of fiscal year 2022. In the United States, 7.9% of external hires during fiscal year 2022 were Black. This contributed to the rise from 1% of the US workforce that Black employees represented at the end of fiscal year 2020 to 2.9% at the end of fiscal year 2022.
Leadership data, FY22

**Overall leadership, by gender**

- Male: 67.0%
- Female: 33.0%

**US leadership, by race/ethnicity**

- White: 73.8%
- Asian: 18.8%
- Hispanic or Latino: 3.8%
- Two or More Races: 2.0%
- Black or African American: 1.4%
- Native American or Alaska Native: 0.2%

* Data as of the end of fiscal year 2022

See detailed performance metrics in the [Data summary](#).

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Expand leadership diversity

We are expanding leadership diversity from the Board of Directors to senior leadership and to all areas of Autodesk. As a global company, it is critical that our leadership reflects the perspectives of our customers around the world. Therefore, we have prioritized growing our leadership capabilities globally, resulting in a 2.6% increase in the number of leaders outside of the United States.

Women make up 50% of our 10-member Board of Directors, which is composed of 10% Black membership and 90% white membership. Our commitment to attracting and recruiting diverse talent extends to our senior leadership team. In February 2022, we announced the appointment of a new chief financial officer, chief technology officer, and senior vice president, all of whom expand the diversity of our senior leadership. Forty-five percent of our executive team is women.

We are committed to the growth and development of all our employees. Some programs target specific demographics as part of our diversity and belonging strategic goals. For example, Autodesk was a proud participant in the McKinsey Black Leadership Academy in 2021, which creates opportunities for rising Black leaders to network and build relationships with leaders from other organizations.

In early 2022, we launched NEXT LEVEL, a program designed to create a pipeline of underrepresented people of color who are ready to move into leadership roles. To better understand and mitigate individual reasons for attrition, during 2022 we also started conducting Career Advancement Retention Effort (CARE) interviews.

We offer several professional and leadership development opportunities for all employees, including our Emerging Leaders Program and Employee Leadership Program/Autodesk Leadership Program.

All employees can also participate in the Autodesk Mentorship Program, as a mentor, mentee, or both. The program breaks down the barriers of meeting and learning from colleagues around the world and offers resources and guidance to nearly 3,000 active members as of January 2022.

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Foster a culture of belonging

We are committed to building a culture of belonging at Autodesk by listening deeply, providing education, implementing programs, and most importantly, fostering collective accountability. Belonging is central to the Values and Ways We Work, as articulated in our Culture Code, and in 2021 we launched a company-wide Culture Sprint on Belonging.

Dialogue spaces

Dialogue Spaces are open to all employees to speak courageously and listen with curiosity, offering a safe environment for people to share their stories and build a deeper understanding of one another. Autodesk has partnered with Bravely, a confidential coaching service that supports individuals and workplace health, to foster discussions about aspects of identity that impact our employees in the workplace. Bravely spaces introduce and reinforce critical concepts of allyship and working together more inclusively and equitably through storytelling, educational content, and active group sharing. The events ignite self-discovery and connection that can be further explored through individualized coaching and conversations between colleagues.

Speaker series

Our Diversity & Belonging Speaker Series brings outside experts to engage the entire Autodesk community in conversations about identity and diversity. Dialogue Spaces facilitated by Autodesk employees followed some events to offer colleagues across the company the opportunity to discuss the expert’s books and podcasts in small groups. Speakers in 2021 included:

- Shankar Vedantam has been reporting on human behavior and social science research for more than 25 years and is the host and creator of Hidden Brain. The Hidden Brain podcast receives more than three million downloads per week, and the Hidden Brain radio show is featured on more than 350 public radio stations around the United States.

- Herminia Ibarra, professor at NYU’s Stern School of Business and author of Act Like a Leader, Think Like a Leader. Professor Ibarra shared how leadership is a mindset that can be practiced at all levels of an organization.

- Dolly Chugh, professor at NYU’s Stern School of Business and author of The Person You Mean to Be: How Good People Fight Bias. Drawing on her decades of research on unconscious bias, Dr. Chugh offered practical tools to become a better leader, colleague, and friend.

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* Autodesk Diversity & Belonging Report FY22*
Fostering a culture of belonging

At Autodesk, we define belonging as being welcomed and celebrated for who you are and what you do. We strive to create an environment where everyone, everywhere, is excited to come to work, feels a sense of belonging, and can fully contribute their talents in the workplace.

As we entered the second year of the global pandemic, the conditions of hybrid work made us reflect on what creates connection and belonging. Continued racial injustice (in particular, anti-Black and anti-Asian violence) brought to the forefront that each of us has a part to play in supporting one another.

To strengthen our skills in empathy, psychological safety, and inclusive norms, we launched the Belonging Sprint in March 2021. Kicked off by a fireside chat with Herminia Ibarra, author of *Act Like a Leader, Think Like a Leader* and professor of organizational behavior at London Business School, the Belonging Sprint included:

- Inclusive Leadership coaching circles for our senior leaders and all people managers, led by an expert facilitator and focused on courageous conversations, leading with empathy, and fostering mutual accountability in teams
- Individual learning pathways on bias disruption, empathy and compassion, growth mindset, and cultural awareness
- Manager-led conversations about identifying and practicing inclusive team norms

Belonging means different things to different people and cultures. We support the localization of our Culture Sprint activities and materials. For example, the Culture Code workshops were translated into Japanese, and our Tokyo site hosted its own Belonging Sprint events on topics such as Foundations of Belonging and the Power of Empathy.

The Belonging Sprint equips us with tools to boost well-being and keep us connected in this era of hybrid work.
Connecting community, culture, and creativity

In response to the challenge of physical distancing during the COVID-19 pandemic, Gail Tanaka, Global Lead of the Autodesk Asian Network, initiated a program with a nonprofit organization, Kimochi, to teach seniors and youth how to use Autodesk Tinkercad as a way to continue creating Japanese American cultural items such as cherry blossoms together.

Nurturing young tech talent with The Hidden Genius Project

The Autodesk Black Network leads workshops through The Hidden Genius Project, a national nonprofit organization that trains and mentors young Black men in technology creation, entrepreneurship, and leadership skills. Starting in 2022, Autodesk has committed to donating $150,000 to the organization for each of the next three years.

Employee resource groups

We have a vibrant and growing network of global Employee Resource Groups (ERGs), employee-led groups composed of individuals who join together based on common backgrounds or dimensions of diversity such as gender, race, or ethnicity. Each ERG is sponsored by a member of our Executive Leadership Team, and our ERG leaders are supported as a critical extension of our Culture, Diversity & Belonging team. ERGs play key roles in driving professional development, building partnerships with local communities, advancing recruitment efforts, and supporting a culture of mentorship and coaching.

Currently, Autodesk has seven ERGs: Asian Network, Black Network, Latinx Network, Pride Network, Veterans Network, Women’s Network, and Young Professionals Network. Autodesk’s ERGs are evolving to make an even greater impact on our employee experience and our business globally.

- In 2021, Autodesk’s held its first ERG Week, a series of global events focused on celebrating and elevating ERGs. To bring the programming to life in a virtual world, each group brought in dynamic voices from both inside and outside the company for inspirational talks, networking events, and more.
- Beginning in 2022, Autodesk will grant a $10,000 appreciation bonus each April to our global ERG leads, on completion of every year of service, for the many ways they help our employees feel supported and included, both in times of celebration and in the face of social injustice. Autodesk is proud to make this investment in the future leaders of our work culture—and our company.
- To scale and operationalize impact, we’ve formed expert “MERG” groups to align program strategy and intersectional development across all ERGs. We work together to build a strong team of cross-ERG support, and we utilize resources, passion, and energy to impact lasting change for all employees at Autodesk, especially those in historically marginalized groups.

Transgender and nonbinary inclusion

In addition to Autodesk earning a 100% rating and designation as a Best Place to Work for LGBTQ Equality on the Human Rights Campaign Foundation’s Corporate Equality Index, the Pride ERG formed an initiative to provide peer mentorship and advance inclusion for transgender and nonbinary employees. In partnership with the Culture, Diversity & Belonging team, during 2021 the group helped expand options for pronoun visibility across Autodesk employee directories, worked to evaluate access to all-gender restrooms in offices globally, and collaborated with the company’s benefits team to remove any remaining restrictions on gender-affirming health benefits under our primary US insurance vendors.

Programs worldwide

During 2021, employees in Autodesk locations around the world advanced diversity and belonging through a broad range of initiatives. For example, in our Europe, Middle East, and Africa region, the Autodesk France Country Council, composed of senior leaders, people managers, and individual contributors across business organizations, adopted 10 initiatives during the year to advance equity and access. For example, the council engaged with local stakeholders Capital Filles and 10000 Cadeurs to mentor and coach diverse young talent and led discussions associated with the International Day of People with Disabilities to change the way disability is perceived within the company.

The Autodesk Italy Leadership team joined Valore D, a corporate association that promotes gender balance and an inclusive approach to company- and country-level growth. This organization helps people learn, adapt, and prosper through change via courses, best practice sharing, mentoring, and other activities.

Programs across the business

Across business units within Autodesk, grassroots groups of employee volunteers help foster a culture of belonging within their teams. Each group has senior leadership support and an executive sponsor at the VP level.

Future, the Diversity & Belonging Committee hosted Power of Inclusion trainings and quarterly guest speakers, and in 2021 it sponsored 13 employees for the annual WILpower program, a professional development and networking program for women offered by LWJ (Leading Woman in Technology). The group also partnered with DreamWakers to connect 458 students from 11 underresourced K-12 schools with Autodesk career role models.

The Legal Diversity Inclusion & Belonging (LDIB) group is composed of volunteers dedicated to promoting Autodesk’s values within the department and wider legal community. In 2021, the team focused its efforts on lifting up underrepresented groups in the legal field and also sponsored career development training through the Leading Women in Technology program, which was offered for the first time to all employees regardless of geography.
In the Platform Services & Emerging Technologies (PSET) organization, the PSET-D&B initiative works to ensure broader participation in envisioning the innovations of the future by fostering a culture of equity and belonging within the department. The goals of the core team are to build and maintain avenues of communication to increase the impact of diversity and belonging programs within PSET, normalize conversations and critical thinking on topics of equity to further Autodesk’s culture goal around psychological safety, and develop leadership and power skills together through peer mentorship and learning.

In the Product Development and Manufacturing Solutions (PDMS) organization, the Culture, D&B advisory team works to prioritize timely amplification of Autodesk diversity and belonging messaging, programs, and resources, identify unique opportunities for influence within the organization, and communicate learnings and feedback.

**Providing a positive experience on our internal platforms**

With our remote and hybrid work environment, reliance on Slack and other social platforms is essential. As with any social platform, some messages may not align with our policies or guidelines. To create a safe and positive experience on our internal community platforms, we created guidelines for our employees and contingent workers to follow when communicating with peers. We also added a new “flag” feature in Slack to enable employees to report messages that they feel violate Autodesk’s policies, guidelines, or culture of respect.

Additionally, in February 2022 Autodesk added a statement about our stance on racism to the company’s Code of Business Conduct, as well as within our internal Global Discrimination, Harassment, and Bullying Policy.

**Advancing racial justice in partnership with the Autodesk Foundation**

As violence against historically marginalized communities continued in 2021, we recommitted to doing our part to condemn racism and support our employees, neighbors, and communities around the world.

In response to a rise in violence against the Asian community, both in the United States and globally, the Autodesk Foundation (with guidance from the Autodesk Asian Network) distributed grants totaling $250,000 across five organizations: Advancing Justice–Asian Law Caucus, the National Asian Pacific American Women’s Forum, the Center for Asian American Media (CAAM), Ascend Foundation, and the Asia Pacific Environmental Network.

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**Supporting pay equity**

Autodesk is committed to pay equity for our employees. We conduct an annual global pay analysis to compare pay levels of different demographic groups, and make appropriate adjustments if needed. We’ve continued Fair Pay at Hire, which means that we do not ask candidates about their prior company compensation in the United States. Autodesk was also a proud early signer of the California Equal Pay Pledge, which affirms the commitment to conducting annual pay analysis, reviewing hiring and promotion processes and procedures to reduce unconscious bias and structural barriers, and promoting best practices that will close the pay gap. We are transparent about our salary structures, bonus targets, and equity guidelines to let employees know how they compare to our definition of market. To attract, retain, and support our highly qualified employees, we offer competitive compensation and benefits, which include an element of choice to meet the needs of our diverse population globally. As of fiscal year 2021, all employees participate in equity offerings in countries where equity grants are allowed. In fiscal year 2022, we completed our multi-year journey toward Market Pricing. This means that all jobs have been shifted from pay grades to job levels to allow for more precise benchmarking in the competitive market.

Autodesk monitors equal pay and conducts full analyses on compensation ratios.

**Supplier diversity**

At Autodesk, we use our purchasing power to increase diversity and inclusion in our supplier base, helping to create jobs and wealth in historically marginalized communities. We value our impactful relationships with small and person of color-, women-, disability-, veteran-, service-disabled veteran-, and LGBTQ+-owned businesses. Creating a supplier base that reflects the demographics of Autodesk’s marketplace provides us with access to better ideas and ways to innovate.

In 2021, we engaged with certifying agencies to help diverse business owners expand their capabilities by connecting them with mentoring, training, and business development opportunities. During the year, we mentored two Black female entrepreneurs as a part of the National Black Business Pitch, a competition designed to connect Black women–owned businesses to prospective customers. We also sponsored a cohort of eight women–owned businesses for the WBENC-West Platinum Supplier Program, for women-owned businesses certified by WBENC (Women’s Business Enterprise National Council) that are working to begin or expand corporate and government contracting. To increase our awareness and engagement with diverse businesses, Autodesk belongs to the National LGBT Chamber of Commerce, the Western Regional Minority Supplier Development Council, and tech SCALE.

To further drive results, in 2021 we launched the internal Autodesk Supplier Diversity Executive Stakeholders group, which works to develop goals for each of the company’s principal organizations. We spent $335 million, equivalent to 4.4% of addressable spend, with approximately 210 US–based diverse businesses in fiscal year 2022, meeting our goal of 4% for the year. During fiscal year 2023, we aim to increase this to 8% of addressable spend in the United States, and 25% by fiscal year 2026. We are exploring expanding our program to additional countries and regions.

**In the Platform Services & Emerging Technologies (PSET) organization**, the PSET-D&B initiative works to ensure broader participation in envisioning the innovations of the future by fostering a culture of equity and belonging within the department. The goals of the core team are to build and maintain avenues of communication to increase the impact of diversity and belonging programs within PSET, normalize conversations and critical thinking on topics of equity to further Autodesk’s culture goal around psychological safety, and develop leadership and power skills together through peer mentorship and learning.

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## Diversity and belonging objectives and goals

This page summarizes the first year of progress against our three-year diversity and belonging goals. We made significant progress toward each goal during fiscal year 2022 and are increasing programmatic focus in fiscal year 2023 in cases where additional effort is needed to meet our goals.

### Objectives

- **Attract a diverse workforce**
  - Increase representation of women in tech, women in sales, and underrepresented people of color employees in the United States

- **Expand leadership diversity**
  - Increase geographic and demographic diversity of leadership

- **Foster a culture of belonging**
  - Transform our culture so that all employees feel they belong

### Goals (by the end of FY24)

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>Progress through FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attract a diverse workforce</strong></td>
<td>Increase the number of women in tech roles globally by 25%</td>
<td>Up 19.0%</td>
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<tr>
<td></td>
<td>Increase the number of women in sales roles globally by 25%</td>
<td>Up 15.5%</td>
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<td>Increase the number of US employees who are underrepresented people of color† by 30%</td>
<td>Up 17.7%</td>
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<td><strong>Expand leadership diversity</strong></td>
<td>Increase the number of leaders (director and above) in EMEA, APAC, Japan, Canada, and LATAM by 10%</td>
<td>Up 12.1%</td>
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<td></td>
<td>Increase the number of leaders (senior director and above) in the United States who are people of color† by 40%</td>
<td>Up 26.7%</td>
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<td></td>
<td>Increase the number of Black and Latinx leaders (senior director and above) in the United States by 300%</td>
<td>Up 40%</td>
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<tr>
<td><strong>Foster a culture of belonging</strong></td>
<td>Reduce gaps between all demographic groups and company-wide survey scores on belonging to 5 points or less</td>
<td>Progress through FY22: Within 5 points</td>
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<tr>
<td></td>
<td>Reduce gaps between all demographic groups and company-wide survey scores on engagement to 5 points or less</td>
<td>Progress through FY22: Within 5 points</td>
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<tr>
<td></td>
<td>Launch diversity and belonging training company-wide, and achieve greater than 75% employee participation</td>
<td>Progress through FY22: Training in development</td>
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</table>

* Compared to the beginning of fiscal year 2022. Our one-year aim was to reach 25% of our three-year goal.
† People of color includes the following United States EEO-1 categories: Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Pacific Islander, Native American or Alaska Native.
‡ Underrepresented people of color includes the following United States EEO-1 categories: Black or African American, Hispanic or Latino, Native Hawaiian or Pacific Islander, Native American or Alaska Native.
## Data summary

<table>
<thead>
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<th>Employees</th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
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<td>Number of employees</td>
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<td>Regional breakdown of employees (percent of employees)</td>
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<td>Europe, Middle East, Africa</td>
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<td>20.0%</td>
<td>22.9%</td>
</tr>
<tr>
<td>Total turnover (percent of employees)</td>
<td>4.3%</td>
<td>3.1%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Voluntary turnover (percent of employees)</td>
<td>9.5%</td>
<td>5.1%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Employee engagement (score 1–100)</td>
<td>79</td>
<td>63</td>
<td>62</td>
</tr>
<tr>
<td>Training budgeted per employee globally, approximate (US$)</td>
<td>5,000</td>
<td>5,050</td>
<td>5,097</td>
</tr>
<tr>
<td>Incident rates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recordable incident rate</td>
<td>0.2</td>
<td>0.02</td>
<td>0.00</td>
</tr>
<tr>
<td>Days away, restrictions, and transfers (DART) rate</td>
<td>0.05</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Fatalities</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### Gender diversity

#### Overall workforce

<table>
<thead>
<tr>
<th>Gender</th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>64.9%</td>
<td>65.4%</td>
<td>64.9%</td>
</tr>
<tr>
<td>Female</td>
<td>33.4%</td>
<td>34.5%</td>
<td>35.0%</td>
</tr>
<tr>
<td>Choose not to state</td>
<td>0.1%</td>
<td>0.1%</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

#### Leadership

<table>
<thead>
<tr>
<th>Gender</th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>68.0%</td>
<td>68.1%</td>
<td>67.0%</td>
</tr>
<tr>
<td>Female</td>
<td>32.0%</td>
<td>31.9%</td>
<td>33.0%</td>
</tr>
</tbody>
</table>

#### Tech workforce

<table>
<thead>
<tr>
<th>Gender</th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>79.6%</td>
<td>78.1%</td>
<td>77.0%</td>
</tr>
<tr>
<td>Female</td>
<td>20.3%</td>
<td>21.8%</td>
<td>23.0%</td>
</tr>
<tr>
<td>Choose not to state</td>
<td>0.1%</td>
<td>0.1%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

#### Sales workforce

<table>
<thead>
<tr>
<th>Gender</th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>71.1%</td>
<td>71.6%</td>
<td>70.6%</td>
</tr>
<tr>
<td>Female</td>
<td>28.9%</td>
<td>28.4%</td>
<td>29.4%</td>
</tr>
<tr>
<td>Choose not to state</td>
<td>0.4%</td>
<td>0.2%</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

### Workforce hired in last 12 months

<table>
<thead>
<tr>
<th>Gender</th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>61.7%</td>
<td>59.6%</td>
<td>58.9%</td>
</tr>
<tr>
<td>Female</td>
<td>38.3%</td>
<td>40.4%</td>
<td>41.1%</td>
</tr>
<tr>
<td>Choose not to state</td>
<td>0.6%</td>
<td>1.0%</td>
<td>0.2%</td>
</tr>
</tbody>
</table>
Forward-looking statements

This report includes estimates, projections, and other forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934. These forward-looking statements generally are identified by the words "may," "believe," "could," "expect," "anticipate," "estimate," "intend," "strategy," "plan," "should," "will," "would," and similar expressions. Forward-looking statements are based on current expectations and assumptions that are subject to risks and uncertainties that may cause actual results to differ materially. We continually review and evaluate our methodologies and are committed to implementing best practice quantification methodologies. We describe risks and uncertainties that could cause actual results to differ materially in our reports filed with the Securities and Exchange Commission. We undertake no obligation to update or revise publicly any forward-looking statements, whether because of new information, future events, or otherwise.

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