



The independent impact rating agency™

Alphabet Inc

2023 Analysis

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Impact statement



Alphabet Inc

Summary

impak Score™



Impact type

Z

Does cause harm

Where are the positive impacts in the business model

	Business lines		
Impacts	Other bets	Google cloud	Google services
- Supporting Black entrepreneurs in the U.S. through the implementation of a diverse suppliers program	<div></div>	<div></div>	<div></div>
- Supporting emerging technology businesses through investments in Google's portfolio of Other Bets, along Google for Startups Accelerator: Climate Change	<div></div>	<div></div>	<div></div>
Business line turnover	0.29%	7.46%	92.25%

Positive impact

Positive impact score 0 / 500

Actual positive impacts

	SDG	8. Decent work and economic growth	Impact type
	Target	8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	
	Outcome	Development of micro-enterprises and small and medium-sized enterprises	

Activity

- Supporting emerging technology businesses through investments in Google's portfolio of Other Bets, along Google for Startups Accelerator: Climate Change

Part of activities addressing SDG

1%

What

Outcome in period	No information
Importance of the outcome to stakeholder	High
Outcome threshold	No information
Company objective	No information
SDG	8. Decent work and economic growth
SDG target	8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

Who

Stakeholders	<div>- Indirect: Scientific and technological community</div> <div>- Direct: Small and medium technology companies</div>
Geographical boundary	No information
Baseline	No information
Stakeholder characteristics	No information

How much

Scale	No information
Depth	No information
Duration	Long duration: more than one year


Contribution

Depth	No information
Duration	No information

Risk

Evidence risk	High: Sufficient high-quality data needs to be provided to know what impact is occurring. Alphabet provides limited qualitative information on investments in previous years. However, no quantitative data can quantify the impact and assess its evolution.
External risk	Non material
Stakeholder participant risk	Medium: Alphabet lacks comprehensive stakeholder mapping and analysis. There is no information is disclosed on the scope of the process, timeline, and level of engagement for this specific outcome. There is a medium probability that the needs of the stakeholders are not fully considered for this impact.
Drop off risk	High: Without proper data on impact duration and company follow-ups, it is not possible to assess if the positive impact is likely to continue after the investment in small and medium technology companies is over, and there is a high probability that the positive impact does not endure.
Efficiency risk	Non material
Execution risk	Non material
Alignment risk	Medium: Alphabet is a for-profit company and has a governance structure that supports the generation of the outcome by incorporating the Board of Directors in the decision making process of new investments
Endurance risk	Non material
Unexpected risk	Non material

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	SDG	10. Reduced inequalities	Impact type <div>B</div>
	Target	10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	
	Outcome	Empowerment and social, economic and political integration of all	

Activity

- Supporting Black entrepreneurs in the U.S. through the implementation of a diverse suppliers program

Part of activities addressing SDG

1%

What

Outcome in period	No information
Importance of the outcome to stakeholder	High
Outcome threshold	No information
Company objective	No information
SDG	10. Reduced inequalities
SDG target	10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

Who

Stakeholders	- Direct: Minority owned businesses
Geographical boundary	Global
	No information
Baseline	No information
Stakeholder characteristics	No information

How much

Scale	No information
Depth	No information
Duration	Short duration: a few hours to a few days


Contribution

Depth	No information
Duration	No information

Risk

Evidence risk	High: Sufficient high-quality data needs to be provided to know what impact is occurring. Alphabet provides clear qualitative information, however, there are no quantitative data to quantify the impact and assess its evolution.
External risk	Non material
Stakeholder participant risk	Low: Alphabet considers vulnerable stakeholders as the primary beneficiaries of the outcome intended. However, it provides limited information on its stakeholder engagement process and method.
Drop off risk	High: Without proper data on impact duration and company follow-ups, it is not possible to assess if the positive impact is likely to continue after the supplier diversity initiative is over, and there is a high probability that the positive impact does not endure.
Efficiency risk	Non material
Execution risk	Non material
Alignment risk	High: Alphabet is a for-profit company and the generation of this impact is not locked into the company's business model and governance practices.
Endurance risk	Non material
Unexpected risk	Non material


Considered positive impacts

	SDG	4. Quality Education
	Target	4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
	Outcome	Development of skills needed for employment, decent work and entrepreneurship

Activity

- Increasing the employability of underserved populations, including people transitioning out of prison in the U.S., by providing training and internship programs in the information and communication technology field


Criteria	Criteria justification(s)
✔ Activity actually delivered (vs. project or past activity)	Financial materiality: considered as positive impact, but lack of information to calculate % of activities
✔ Linked to SDG target	
✔ Reached threshold to be a positive impact vs a negative impact mitigation	
✔ Clear causal links between the activity and the intended positive outcome (Theory of Change)	
✘ Reached financial materiality (>0.01% of activities)	

	SDG	11. Sustainable cities and communities
	Target	11.3. By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
	Outcome	Enhancement of inclusive and sustainable urbanization

Activity

- Helping cities manage and reduce GHG emissions through the Environmental Insights Explorer, which uses exclusive data sources and modelling capabilities in a freely available platform, allowing cities to measure emission sources, run analyses and identify strategies to reduce emissions


Criteria	Criteria justification(s)
<div>✔</div> Activity actually delivered (vs. project or past activity)	Considered as positive impact but lack of information to calculate % of activities
<div>✔</div> Linked to SDG target	
<div>✘</div> Reached threshold to be a positive impact vs a negative impact mitigation	
<div>✔</div> Clear causal links between the activity and the intended positive outcome (Theory of Change)	
<div>✘</div> Reached financial materiality (>0.01% of activities)	

	SDG	12. Responsible consumption and production
	Target	12.2. By 2030, achieve the sustainable management and efficient use of natural resources
	Outcome	Sustainable management and efficient use of natural resources

Activity

- Providing Google search users in the US additional information on the environmental impact of products and travel routes, prioritizing products and services with low carbon emissions.


Criteria	Criteria justification(s)
<div>✔</div> Activity actually delivered (vs. project or past activity)	The organization does not provide sufficient proof the activities can turn into the desired outcome
<div>✔</div> Linked to SDG target	
<div>✔</div> Reached threshold to be a positive impact vs a negative impact mitigation	
<div>✘</div> Clear causal links between the activity and the intended positive outcome (Theory of Change)	
<div>✘</div> Reached financial materiality (>0.01% of activities)	

	SDG	12. Responsible consumption and production
	Target	12.2. By 2030, achieve the sustainable management and efficient use of natural resources
	Outcome	Sustainable management and efficient use of natural resources

Activity

- Developing a commercial application for sustainable commodity sourcing that combines the power of cloud computing with satellite imaging and AI


Criteria	Criteria justification(s)
✔ Activity actually delivered (vs. project or past activity)	The organization does not provide sufficient proof the activities can turn into the desired outcome
✔ Linked to SDG target	
✔ Reached threshold to be a positive impact vs a negative impact mitigation	
✘ Clear causal links between the activity and the intended positive outcome (Theory of Change)	
✘ Reached financial materiality (>0.01% of activities)	

	SDG	12. Responsible consumption and production
	Target	12.2. By 2030, achieve the sustainable management and efficient use of natural resources
	Outcome	Sustainable management and efficient use of natural resources

Activity

- Enabling sustainable transit by offering users the most fuel-efficient route using Google Maps in the US and, Integrating Bike and scooter share information in over 300 cities across the world and offering alternative transit options, such as public transportation, biking routes and carpooling


Criteria	Criteria justification(s)
✔ Activity actually delivered (vs. project or past activity)	The organization does not provide sufficient proof the activities can turn into the desired outcome
✔ Linked to SDG target	
✔ Reached threshold to be a positive impact vs a negative impact mitigation	
✘ Clear causal links between the activity and the intended positive outcome (Theory of Change)	
✘ Reached financial materiality (>0.01% of activities)	

	SDG	13. Climate action
	Target	13.2. Integrate climate change measures into national policies, strategies and planning
	Outcome	Reduction of greenhouse gas emissions

Activity

- Helping people save on energy with the commercialization of Nest thermostats, enabling customers to be more thoughtful about their individual impact, streamlining a customer's daily decisions about resource consumption and optimizing energy consumption when the power grid supplies renewable energy , thus making sustainable choices easier for busy households

Criteria	Criteria justification(s)
✔ Activity actually delivered (vs. project or past activity)	The organization does not provide sufficient proof the activities can turn into the desired outcome
✔ Linked to SDG target	
✔ Reached threshold to be a positive impact vs a negative impact mitigation	
✘ Clear causal links between the activity and the intended positive outcome (Theory of Change)	
✘ Reached financial materiality (>0.01% of activities)	

	SDG	17. Partnership for the goals
	Target	17.16. Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries
	Outcome	Increase in impact finance

Activity

- Funding environmentally and socially responsible projects by issuing sustainability bonds in the following areas: energy efficiency, clean energy, green buildings, clean transportation, circular economy and design, affordable housing, commitment to racial equity, support for small businesses and COVID-19 crisis response


Criteria	Criteria justification(s)
✔ Activity actually delivered (vs. project or past activity)	The activities are considered as mitigation activities of the companie's negative impacts
✔ Linked to SDG target	
✘ Reached threshold to be a positive impact vs a negative impact mitigation	
✔ Clear causal links between the activity and the intended positive outcome (Theory of Change)	
✘ Reached financial materiality (>0.01% of activities)	

Negative impact

Negative impact score

30 / 300

Actual negative impacts

	SDG	3. Good health and well-being	Impact type
	Outcome	Consumer welfare, health and safety	
	Company acknowledgement	Yes	

Activity generating negative impact Mitigated


- Risk of creating psychological addictions to digital media and platforms that can have adverse cognitive effects on consumers' health ;- Distributing harmful products;- Generating an impact on consumer welfare, health and safety by allowing the spread of violent or other forms of harmful online content and by allowing the promotion of negative messages (normalization of discrimination, anorexia, and the sexualization of young adolescents)

Activity mitigating negative impact

- Actively assessing solutions to ensure fairness and unbiasedness in the search engine
- Implementing content policies to avoid spreading harmful online content

Stakeholders

Indirect	Civil society	Indirect	Administration and governments	Direct	Consumers	Direct	Clients
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	SDG	3. Good health and well-being	Impact type
	Outcome	Air pollution	
	Company acknowledgement	No	

Activity generating negative impact Mitigated

- Emitting air pollutants through operational activities, such as nitrous oxides (NOx) and sulphur oxides (SOx) from data center power generation

Activity mitigating negative impact

- Increasing the share of renewable energy across company sites (scope: 100% of the Company's electricity consumption in data centers and offices)

Stakeholders

Indirect	Planet	Direct	Local ecosystems	Direct	Inhabitants, neighbors
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	SDG	5. Gender Equality	Impact type
	Outcome	Diversity and inclusion	
	Company acknowledgement	Yes	

Activity generating negative impact Mitigated


- Contributing to gender inequalities through under-representation of women in management and STEM-related positions, and a potential gender pay gap across the organization
- Contributing to ethnic inequalities through a lack of ethnic diversity in the workforce

Activity mitigating negative impact

- Implementing recruiting practices and processes aimed at eliminating personal biases through the Inclusive Hiring Steps and Culture Add training for hiring managers and recruiters
- Establishing employee resource groups aimed at promoting diversity and inclusion
- Implementation of group-wide Guiding Principles which include diversity, equity and inclusion guidelines
- Integrating people with disabilities through workplace adaptations
- Implementing dedicated mentoring and leadership programs to encourage the professional development of employees of racial minorities
- Implementing procedures to address pay inequalities, including conducting pay equity reviews on a regular basis

Stakeholders

Indirect	Civil society	Indirect	Local communities	Direct	Vulnerable groups	Direct	Women employees
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SDG

Outcome

Company acknowledgement

6. Clean water and sanitation

Water withdrawal and consumption

Yes

Impact type

A

Activity generating negative impact Mitigated

- Consuming large volumes of water linked to electricity generation and cooling equipment to operate data centers

Activity mitigating negative impact

- Implementing local water-efficiency projects near company locations, including watershed preservation initiatives

- Improving water efficiencies across operations through landscape guides to minimize water use

- Developing water circularity solutions to recycle and reuse water in data centers

- Implementation of a water management plan across company operations that include water saving projects at local sites like wetland restoration, rainwater harvesting, and land conservation

Stakeholders

Indirect


 Planet

Direct

 Local ecosystems

Direct

 Local communities



SDG

Outcome

Company acknowledgement

7. Affordable and clean energy

Energy consumption

Yes

Impact type

A

Activity generating negative impact Mitigated

- Consuming significant amounts of energy through operational activities:network operations and assets including data centres, IT infrastructure, buildings and facilities, vehicle fleet, purchased electricity and heating.

Activity mitigating negative impact

- Utilizing machine learning solutions to reduce energy consumption of own data centers

- Implementation of LEED certifications for buildings (Scope: 1.7 million m2 of Google office facilities, of which 26% is LEED Platinum-certified, and 60% is LEED Gold-certified)

- Increasing energy efficiency of operations through the expansion and improvement of energy-efficient facilities and infrastructure at four data centers

- Implementation of ISO 50001 energy management system certifications for buildings (Scope: operational European data centers)

Stakeholders

Indirect


 Planet

Direct

 Local communities

Direct

 Local ecosystems



SDG

Outcome

Company acknowledgement

8. Decent work and economic growth

Poor labour and working conditions

Yes

Impact type

Z

Activity generating negative impact Mitigated

- Contributing to poor labour and working conditions, such as restricted freedom of association, harassment and hostile working environment

- Risk of violating human rights due to child or forced labour in the supply chain

Activity mitigating negative impact

- Implementation of a whistleblowing platform to receive complaints of breaches of labour and human rights across company operations

- Implementing a policy on harassment, discrimination, retaliation, standards of conduct, and workplace concerns

- Providing employees who manage relationships with higher-risk suppliers with supplemental in-person training on human rights

- Conducting human rights impact assessments and due diligence of company sites to ensure the respect of labour and human rights

- Conducting due diligence of suppliers to ensure the respect of labour and human rights

Stakeholders

Indirect

 Local communities

Indirect

 Sub-contractors

Indirect


 Contractors

Direct

 Vulnerable groups

Direct

 Vulnerable groups

	SDG	12. Responsible consumption and production	Impact type <div>Z</div>
	Outcome	Product or service lifecycle management	
	Company acknowledgement	Yes	

Activity generating negative impact Mitigated

Generating environmental and social impacts throughout the lifecycle of operating activities:


- Cloud operations: reliance on data centers which need to be continuously powered and are energy-intensive
- Consumer hardware: large amounts of greenhouse gases are emitted due to energy consumption during the product use phase; contribution to the planned obsolescence of devices due to high rates of technological advancement, as well as electronic waste at the product's end-of-life
- Artificial intelligence: artificial intelligence may enable several social issues including breaches of privacy, discrimination, human rights violations, etc.

Activity mitigating negative impact

- Training employees on technology ethics to support responsible innovation of AI solutions
- Working with non-governmental institutions in the research on the application of IA as a tool to facilitate a transition towards circular economy
- Raising awareness of internet users on best practices of google services to promote a circular economy
- Eco-designing electronics using recyclable metals to ensure lower impact during the lifecycle
- Contributing to the circular economy loop by using refurbished servers and repairing IT infrastructure in data centers
- Contributing to the circular economy through take-back programs to recycle used IT devices
- Utilizing raw materials with lower environmental impacts, including recycled materials

Stakeholders

Indirect	Civil society	Indirect	Planet	Direct	Local ecosystems	Direct	Local communities
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	SDG	12. Responsible consumption and production	Impact type <div>A</div>
	Outcome	Waste generation and hazardous materials management	
	Company acknowledgement	Yes	

Activity generating negative impact Mitigated

- Generating hazardous waste through electrical and electronic equipment (WEEE) generated from consulting activities and IT infrastructure services
- Generating non-hazardous waste through corporate services: office waste (paper, plastic, cardboard)

Activity mitigating negative impact

- Implementing initiatives following the 3R (Recycle, Reuse, Recover)
- Implementation of the UL 2799 Zero Waste to Landfill certification standard for several final assembly manufacturing sites

Stakeholders

Indirect	Planet	Direct	Local ecosystems	Direct	Local communities
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SDG

Outcome

Company acknowledgement

13. Climate action

Greenhouse gas emissions

Yes

Impact type

A

Activity generating negative impact Mitigated


- Emitting greenhouse gases through direct and indirect activities:
- Scope 1: direct emissions from direct heating, emergency generators, fuel consumption by corporate vehicles, and fugitive emissions from refrigerant gases
 - Scope 2: indirect emissions from electricity consumed to power company offices, servers and cloud data centres
 - Scope 3: indirect emissions from purchased goods and services, business travel, capital goods, and fuel-and-energy-related activities

Activity mitigating negative impact

- Implementation of LEED certifications for buildings (Scope: 1.7 million m2 of Google office facilities, of which 26% is LEED Platinum-certified, and 60% is LEED Gold-certified)
- Implementing an internal carbon price to data center emissions
- Reducing emissions along the supply chain by engaging with suppliers to promote sustainable practices, such as improving their carbon footprint
- Reducing employee travel through the promotion of commuting initiatives, such as shuttles, carpooling, the installation of bicycle and electric vehicle charging stations
- Introducing electric vehicles in the company fleet
- Increasing the share of renewable energy across company sites (scope: 100% of the Company's electricity consumption in data centers and offices)

Stakeholders

- Direct
- Planet



SDG

Outcome

Company acknowledgement

16. Peace, justice and strong institutions

Communication and selling practices

Yes

Impact type

Z

Activity generating negative impact Mitigated


- Spreading inaccurate or misleading marketing information through the Company's advertisement activities
- Employing unethical marketing strategies such as spam emails

Activity mitigating negative impact

- Implementing enforcement procedures for businesses incurring in advertisement policy violations
- Implementing spam policies to protect users from unethical web marketing practices such as cloaking, sneaky redirects and link spam
- Restricting specific ad formats to advertisers until they are certified according to the Company's advertising policies
- Limiting data collection from advertisers engaging in personalized advertising publications
- Limiting targeting categories for personalized advertising to protect user integrity from sensitive topics
- Implementation of a whistleblowing platform to receive complaints of communication and selling practices misconduct
- Implementing advertising policies that include advertising guidelines, covering topics such as advertising targeting policies, permitted practices and content restrictions

Stakeholders

- Indirect
- Civil society
- Indirect
- Administration and governments
- Direct
- Consumers
- Direct
- Clients

	SDG	16. Peace, justice and strong institutions	Impact type <div>Z</div>
	Outcome	Anti-competitive practices	
	Company acknowledgement	No information	

Activity generating negative impact Mitigated

- Exacerbating anti-competitive behaviour in the software sector through the infringement of intellectual property rights or the abuse of a dominant position, particularly as a major industry player

Activity mitigating negative impact

- Implementation of a Code of Conduct including fair competition guidelines to ensure fair competitive behaviour across the organization

Stakeholders

- Indirect

Clients
- Indirect

Local communities
- Direct

Administration and governments
- Direct

Competitors

	SDG	16. Peace, justice and strong institutions	Impact type <div>Z</div>
	Outcome	Unethical business conducts	
	Company acknowledgement	<div>Yes</div>	

Activity generating negative impact Mitigated

- Contributing to unethical business practices involving public and private entities: as an employer in the consumer digital services industry, Alphabet Inc poses a risk of employing or enabling unethical business practices

Activity mitigating negative impact

- Offering anti-bribery training to employees
- Implementation of a whistleblowing platform to receive complaints of ethical breaches across company operations
- Implementation of a code of conduct to ensure ethical behaviour across the organization

Stakeholders

- Indirect

Customers
- Indirect

Local communities
- Direct

Civil society
- Direct

Employees

	SDG	16. Peace, justice and strong institutions	Impact type <div>A</div>
	Outcome	Supply chain management	
	Company acknowledgement	<div>Yes</div>	

Activity generating negative impact Mitigated

- Generating negative impacts along the supply chain through ineffective supply chain management such as poor labour standards and human rights violations

Activity mitigating negative impact

- Implementation of a whistleblowing platform to receive complaints of human rights or environmental breaches along the supply chain
- Conducting investigations to ensure that no sourced material contains conflict minerals
- Implementation of a sustainable sourcing program across the organization
- Training procurement staff to ensure proper implementation of the company's policies to ensure good procurement practices
- Providing training to suppliers on responsible environmental and health and safety practices
- Conducting audits of suppliers to ensure compliance to labour and human rights
- Extending the code of conduct to suppliers to ensure ethical and sustainable behaviour across the supply chain

Stakeholders

- Indirect


Planet
- Indirect

Civil society
- Direct

Local communities
- Direct

Suppliers and distributors
- Direct

Local ecosystems

	SDG	16. Peace, justice and strong institutions	Impact type
	Outcome	Customer privacy and data security	
	Company acknowledgement	Yes	

Activity generating negative impact Mitigated

- Impacting data security and customer privacy connected to products and services sold, as well as company operations, as software services require personal information from customers to operate its advertising algorithm;- Generating an impact on data security and consumer privacy through the aggressive collection of sensitive information about clients from operations: voice data, geographical location, consumption patterns and preferences, and operational data relating to corporate customers
- Generating disruptions in IT systems, cyber-attacks, or other data security incidents

Activity mitigating negative impact

- Developing technologies that limit data collection from users
- Implementing ethical principles policy for artificial intelligence
- Implementation of a data privacy policy across the organization to set out rules and controls to follow to prevent data and privacy breaches
- Reinforcing cybersecurity capabilities in handling customers' data through password management tools

Stakeholders


IndirectInternational organizations

IndirectCivil society

DirectConsumers

DirectClients

Potential negative impacts

	SDG	17. Partnership for the goals	Impact type
	Outcome	Critical incidents and systemic risk management	
	Company acknowledgement	No information	

Activity generating negative impact Mitigated

- Potential risk of disrupting local, national, and/or global communication and information flow caused by unexpected events, e.g. infrastructural breakdowns, natural disasters, cyberattacks, etc.

Activity mitigating negative impact


- Offering customers backups and disaster recovery cloud services for applications and sensible data
- Collaborating with the US government in the development of cybersecurity solutions to avoid damage to critical governmental data infrastructure

Stakeholders

DirectPlanet

Impact results

Reducing negative impact

SDG	Outcomes covered	Total indicators
	1	12
	1	Associated outcome
		Indicator
		Progression towards threshold or objective
		<div><div>Greenhouse gas emissions</div><div>Proportion of renewable energy consumption</div><div>71.94 % (-13.18% point)</div><div>Outcome in 2021</div><div>85.12 %</div><div>Value in 2020</div><div>N/A</div><div>Company Objective</div></div>

2	Associated outcome	Greenhouse gas emissions
	Indicator	GHG emission intensity - per USD million of revenue
	Progression towards threshold or objective	7.25 (+39.16%) Outcome in 2021
		<div><div></div></div>
		5.21 Value in 2020
		N/A Company Objective
3	Associated outcome	Greenhouse gas emissions
	Indicator	Scope 1 GHG emissions
	Progression towards threshold or objective	45,073 tCO2eq (+16.49%) Outcome in 2021
		<div><div></div></div>
		38,694 tCO2eq Value in 2020
		N/A Company Objective
4	Associated outcome	Greenhouse gas emissions
	Indicator	Scope 2 (market-based) GHG emissions
	Progression towards threshold or objective	1,823,132 tCO2eq (+100.0%) Outcome in 2021
		<div><div></div></div>
		911,415 tCO2eq Value in 2020
		N/A Company Objective
5	Associated outcome	Greenhouse gas emissions
	Indicator	Scope 3 GHG emissions
	Progression towards threshold or objective	9,503,000 tCO2eq (+1.35%) Outcome in 2021
		<div><div></div></div>
		9,376,000 tCO2eq Value in 2020
		N/A Company Objective
6	Associated outcome	Greenhouse gas emissions
	Indicator	Scope 1 & 2 GHG emissions
	Progression towards threshold or objective	186,205 tCO2eq (-80.40%) Outcome in 2021
		<div><div></div></div>
		950,109 tCO2eq Value in 2020
		N/A Company Objective
7	Associated outcome	Greenhouse gas emissions
	Indicator	Scope 1, 2 & 3 GHG emissions
	Progression towards threshold or objective	11,371,205 tCO2eq (+10.12%) Outcome in 2021
		<div><div></div></div>
		10,326,109 tCO2eq Value in 2020
		6,264,977.0 tCO2eq Company Objective
8	Associated outcome	Greenhouse gas emissions
	Indicator	Scope 2 (location-based) GHG emissions
	Progression towards threshold or objective	6,576,239 tCO2eq (+12.13%) Outcome in 2021
		<div><div></div></div>
		5,865,095 tCO2eq Value in 2020
		N/A Company Objective
9	Associated outcome	Greenhouse gas emissions
	Indicator	Scope 1, 2 (location-based) & 3 GHG emissions
	Progression towards threshold or objective	6,757,312 tCO2eq (+10.47%) Outcome in 2021
		<div><div></div></div>
		6,116,789 tCO2eq Value in 2020
		N/A Company Objective

10	Associated outcome	Greenhouse gas emissions
	Indicator	Total emissions reduced by renewable energy PPAs and compensated for by carbon credits
	Progression towards threshold or objective	<div><div>6,757,312 tCO2eq (+10.47%) Outcome in 2021</div><div><div></div><div>6,116,789 tCO2eq Value in 2020</div><div>N/A Company Objective</div></div></div>
11	Associated outcome	Greenhouse gas emissions
	Indicator	Total emissions avoided due to employee EV commuting in the United States and Canada
	Progression towards threshold or objective	<div><div>3,468 tCO2eq (+83.30%) Outcome in 2021</div><div><div></div><div>1,892 tCO2eq Value in 2020</div><div>N/A Company Objective</div></div></div>
12	Associated outcome	Greenhouse gas emissions
	Indicator	Total emissions avoided due to employee shuttle trips in the Bay Area
	Progression towards threshold or objective	<div><div>881.0 tCO2eq (-87.41%) Outcome in 2021</div><div><div></div><div>7,000 tCO2eq Value in 2020</div><div>N/A Company Objective</div></div></div>



1

3

1	Associated outcome	Energy consumption
	Indicator	Total energy consumption
	Progression towards threshold or objective	<div><div>18,571,659 MW (+20.29%) Outcome in 2021</div><div><div></div><div>15,439,538 MW Value in 2020</div><div>N/A Company Objective</div></div></div>
2	Associated outcome	Energy consumption
	Indicator	Total electricity consumption
	Progression towards threshold or objective	<div><div>18,287,143 MWh (+20.80%) Outcome in 2021</div><div><div></div><div>15,138,543 MWh Value in 2020</div><div>N/A Company Objective</div></div></div>
3	Associated outcome	Energy consumption
	Indicator	Power Usage Effectiveness (PUE)
	Progression towards threshold or objective	<div><div>1.10 (0.00%) Outcome in 2021</div><div><div></div><div>1.10 Value in 2020</div><div>N/A Company Objective</div></div></div>



1

2

1	Associated outcome	Water withdrawal and consumption
	Indicator	Total water withdrawal
	Progression towards threshold or objective	6,297 ML (+10.69%) Outcome in 2021
		<div><div></div></div>
		5,689 ML Value in 2020
		N/A Company Objective
2	Associated outcome	Water withdrawal and consumption
	Indicator	Total water consumption
	Progression towards threshold or objective	4,562 ML (+21.69%) Outcome in 2021
		<div><div></div></div>
		3,749 ML Value in 2020
		N/A Company Objective

1	Associated outcome	Waste generation and hazardous materials management
	Indicator	Total waste generated
	Progression towards threshold or objective	28,153 t (-2.46%) Outcome in 2021
		<div><div></div></div>
		28,864 t Value in 2020
		N/A Company Objective
2	Associated outcome	Waste generation and hazardous materials management
	Indicator	Total waste diverted from disposal
	Progression towards threshold or objective	21,677 t (-2.46%) Outcome in 2021
		<div><div></div></div>
		22,225 t Value in 2020
		N/A Company Objective
3	Associated outcome	Waste generation and hazardous materials management
	Indicator	Landfill diversion rate
	Progression towards threshold or objective	77.00 % (0.00% point) Outcome in 2021
		<div><div></div></div>
		77.00 % Value in 2020
		N/A Company Objective
4	Associated outcome	Product or service lifecycle management
	Indicator	Percentage of Nest and Pixel devices who partially contain recycled materials
	Progression towards threshold or objective	100.00 % (0.00% point) Outcome in 2021
		<div><div></div></div>
		100.00 % Value in 2020
		N/A Company Objective
5	Associated outcome	Product or service lifecycle management
	Indicator	Percentage of components used for server upgrades that were refurbished inventory
	Progression towards threshold or objective	27.00 % (+4.00% point) Outcome in 2021
		<div><div></div></div>
		23.00 % Value in 2020
		N/A Company Objective



1

3

1	Associated outcome	Diversity and inclusion
	Indicator	Percentage of women within the organization's governance bodies - Executive Board
	Progression towards threshold or objective	<div><div>27.00 % (+8.82% point)</div><div>Outcome in 2021</div><div><div></div><div>18.18 %</div><div>N/A</div></div><div>Value in 2020</div><div>Company Objective</div></div>
2	Associated outcome	Diversity and inclusion
	Indicator	Percentage of women per employee category - management position
	Progression towards threshold or objective	<div><div>20.00 % (0.00% point)</div><div>Outcome in 2021</div><div><div></div><div>20.00 %</div><div>N/A</div></div><div>Value in 2020</div><div>Company Objective</div></div>
3	Associated outcome	Diversity and inclusion
	Indicator	Percentage of women per employee category - total workforce
	Progression towards threshold or objective	<div><div>33.90 % (+1.90% point)</div><div>Outcome in 2021</div><div><div></div><div>32.00 %</div><div>N/A</div></div><div>Value in 2020</div><div>Company Objective</div></div>



1

8

1	Associated outcome	Supply chain management
	Indicator	Total number of supplier site audits to assess conformance to the Supplier Code of Conduct
	Progression towards threshold or objective	<div><div>85.00 (+226.9%)</div><div>Outcome in 2021</div><div><div></div><div>26.00</div><div>N/A</div></div><div>Value in 2020</div><div>Company Objective</div></div>
2	Associated outcome	Supply chain management
	Indicator	Share of nonconformance to the Supplier Code of Conduct - Labour
	Progression towards threshold or objective	<div><div>47.20 % (+2.20% point)</div><div>Outcome in 2021</div><div><div></div><div>45.00 %</div><div>N/A</div></div><div>Value in 2020</div><div>Company Objective</div></div>
3	Associated outcome	Supply chain management
	Indicator	Share of nonconformance to the Supplier Code of Conduct - Health & Safety
	Progression towards threshold or objective	<div><div>30.30 % (-3.70% point)</div><div>Outcome in 2021</div><div><div></div><div>34.00 %</div><div>N/A</div></div><div>Value in 2020</div><div>Company Objective</div></div>

4	Associated outcome	Supply chain management
	Indicator	Share of nonconformance to the Supplier Code of Conduct - Environmental
	Progression towards threshold or objective	<div><div>8.10 % (+1.10% point)</div><div>Outcome in 2021</div><div><div></div></div><div>7.00 %</div><div>Value in 2020</div><div>N/A</div><div>Company Objective</div></div>
5	Associated outcome	Supply chain management
	Indicator	Share of nonconformance to the Supplier Code of Conduct - Ethics
	Progression towards threshold or objective	<div><div>2.00 % (-1.00% point)</div><div>Outcome in 2021</div><div><div></div></div><div>3.00 %</div><div>Value in 2020</div><div>N/A</div><div>Company Objective</div></div>
6	Associated outcome	Supply chain management
	Indicator	Total number of nonconformance to the Supplier Code of Conduct identified
	Progression towards threshold or objective	<div><div>1,322 (+226.4%)</div><div>Outcome in 2021</div><div><div></div></div><div>405.0</div><div>Value in 2020</div><div>N/A</div><div>Company Objective</div></div>
7	Associated outcome	Supply chain management
	Indicator	Percentage increase in conformance following the implementation of corrective action plans - Working Hours
	Progression towards threshold or objective	<div><div>77.00 % (-1.33% point)</div><div>Outcome in 2021</div><div><div></div></div><div>78.33 %</div><div>Value in 2020</div><div>N/A</div><div>Company Objective</div></div>
8	Associated outcome	Supply chain management
	Indicator	Percentage increase in conformance following the implementation of corrective action plans - Freely Chosen Employment
	Progression towards threshold or objective	<div><div>35.00 (+12.00%)</div><div>Outcome in 2021</div><div><div></div></div><div>31.25</div><div>Value in 2020</div><div>N/A</div><div>Company Objective</div></div>

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