Climate Change 2015 - Adobe Systems, Inc.

Module: Introduction

Page: Introduction

CC0.1

Introduction

Please give a general description and introduction to your organization.

Adobe is changing the world through digital experiences. Our tools and services allow our customers to create ground-breaking digital content, deploy it across media and devices, measure and optimize it over time, and achieve greater business success. We help our customers make, manage, measure, and monetize their content across every channel and screen.

At Adobe, we believe a creative world sustains itself. We continue to strive to exceed industry certification standards and maximize efficiency with cutting-edge technology — all while empowering employees to create a culture of environmental sustainability.

Founded in 1982, Adobe has grown to more than 12,000 employees in 76 locations around the world and annual revenues in excess of $4 billion. Adobe integrates products from both Digital Media and Digital Marketing, to create a comprehensive suite of solutions and services to deliver innovation and productivity. Major acquisitions, including Macromedia in 2005, Omniture in 2009, Echosign in 2012, Behance in 2013, and Neolane in 2014 furthered the growth of the company and facilitated Adobe's entry into the world of on-

line site analytics. Adobe products are well known and include Digital Media (including Creative Cloud, Photoshop, Illustrator, and InDesign); Adobe Marketing Cloud Solutions (such as Adobe Analytics, Adobe Social, and Adobe Experience Manager); and other Digital Enterprise Solutions (i.e. Adobe Connect and LiveCycle).

From its inception, Adobe is committed to responsibly managing the impact of our operations and has consistently taken a strong, pro-active approach to resource conservation, waste reduction, environmental protection, and sustainability, including the goal of achieving carbon neutrality. Adobe was the first company to earn LEED (Leadership in Energy and Environmental Design) Certification through the US Green Building Council at the Platinum level (the highest level possible) in June 2006. Today, Adobe has over 70% of its entire workspaces being LEED certified, with 19 out of 25 at the Platinum level.

Adobe employs an aggressive waste diversion policy in all of its owned and controlled buildings. Currently, this initiative has resulted in these Adobe facilities diverting 97% of its waste overall within the US.

For its leased suites, Adobe has a comprehensive sustainability checklist listing 100 energy conservation and sustainability measures which are reviewed quarterly to showcase each site's performance.

Additionally, the company has installed wind energy turbines at its San Jose campus. It is important to note that Adobe has taken steps to assess and reduce its Scope 3 emissions throughout 2014 by involving the employees themselves. Adobe has worked with BMW and Nissan to incentivize employees to purchase electric vehicles, and continues to add multi-user charging stations to provide employees added encouragement to go electric. Employees are provided site-specific alternative commuting options so they can use no or low carbon ways to get to work each day. Adobe has also implemented a Skip-A-Trip program to mitigate employee travel emissions and saved the equivalent of traveling around the world 29 times. Green Teams and employees are key resources in launching meaningful environmental programs.

Now more than ever, Adobe enables customers to be more sustainable through their use of its products. Products such as Adobe Connect, EchoSign, LeanPrint and now Creative Cloud are designed to help the customers reduce their footprint. The environmental impact of EchoSign is remarkable. For every 1 million signatures using Adobe eSign services instead of traditional print, sign, or fax, 1,142,674 gallons of water, 96,090 pounds of waste, and 372,500 pounds of wood is saved. Because of this dramatic environmental impact reduction, Adobe created its own Adobe Document Cloud | GreenMeter (URL: http://blogs.adobe.com/documentcloud/greenmeter-adobe-document-cloud/) so that customers understand how this product can help make their businesses more sustainable by saving time, resources and costs.

The company has worked to increase the percentage of its product sold digitally, thereby reducing product packaging, transportation logistics, and necessary recycling. In 2014, an estimated 97% of Adobe licensed products were delivered through an electronic channel. And for product still sold with any material packaging, Adobe has ensured that it is retail only.

CC0.2

Reporting Year

Please state the start and end date of the year for which you are reporting data.

The current reporting year is the latest/most recent 12-month period for which data is reported. Enter the dates of this year first.

We request data for more than one reporting period for some emission accounting questions. Please provide data for the three years prior to the current reporting year if you have not provided this information before, or if this is the first time you have answered a CDP information request. (This does not apply if you have been offered and selected the option of answering the shorter questionnaire). If you are going to provide additional years of data, please give the dates of those reporting periods here. Work backwards from the most recent reporting year.

Please enter dates in following format: day(DD)/month(MM)/year(YYYY) (i.e. 31/01/2001).

Enter Periods that will be disclosed
Wed 01 Jan 2014 - Wed 31 Dec 2014

CC0.3

Country list configuration

Please select the countries for which you will be supplying data. If you are responding to the Electric Utilities module, this selection will be carried forward to assist you in completing your response.

Select country
United States of America
Rest of world
India

CC0.4

Currency selection

Please select the currency in which you would like to submit your response. All financial information contained in the response should be in this currency.

USD($)

CC0.6

Modules

As part of the request for information on behalf of investors, electric utilities, companies with electric utility activities or assets, companies in the automobile or auto component manufacture sub-industries, companies in the oil and gas sub-industries, companies in the information technology and telecommunications sectors and companies in the food, beverage and tobacco industry group should complete supplementary questions in addition to the main questionnaire.

If you are in these sector groupings (according to the Global Industry Classification Standard (GICS)), the corresponding sector modules will not appear below but will automatically appear in the navigation bar when you save this page. If you want to query your classification, please email respond@cdp.net.

If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below. If you wish to view the questions first, please see https://www.cdp.net/en-US/Programmes/Pages/More-questionnaires.aspx.

Further Information

Module: Management

Page: CC1. Governance

CC1.1

Where is the highest level of direct responsibility for climate change within your organization?

Board or individual/sub-set of the Board or other committee appointed by the Board

CC1.1a

Please identify the position of the individual or name of the committee with this responsibility

The person with the highest responsibility for climate change is the CEO, who is a member of the board. He obtains the climate change information from the Sustainability Strategy Committee. The Chief Financial Officer, Director of Corporate Social Responsibility, the SVP of People and Places, CMO and the Sustainability Strategist discuss sustainability issues and chart the initiatives.

CC1.2

Do you provide incentives for the management of climate change issues, including the attainment of targets?

Yes

CC1.2a

Please provide further details on the incentives provided for the management of climate change issues

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
Facility managers	Monetary reward	Emissions reduction project Emissions reduction target Energy reduction project Energy reduction target Efficiency project Efficiency target Behaviour change related indicator	Meeting Annual Carbon Emissions Reduction Targets; Meeting Annual Energy Use Reduction Targets; Achieving EPA Energy Star Certification Ratings; Achieve Annual Water Usage Reduction Goals; Achieve Annual Solid Waste Diversion Goals (diversion of solid waste from landfill through a combination of composting and recycling); Implementation of sustainability projects
Environment/Sustainability managers	Monetary reward	Emissions reduction project Emissions reduction target Energy reduction project Energy reduction target Efficiency project	Same as Facility Managers AND Meeting Annual Carbon Emissions Reduction Targets; Meeting Annual Energy Use Reduction Targets; Research and implementation of energy and sustainability and emissions reduction and efficiency projects; Development of programs to ensure employee involvement in corporate environmental/sustainability goals

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
Business unit managers	Monetary reward	Emissions reduction project Emissions reduction target Energy reduction project Energy reduction target Efficiency project Efficiency target Behaviour change related indicator	Meeting Annual Carbon Emissions Reduction Targets; Meeting Annual Energy Use Reduction Targets; Initiation of energy and sustainability and emissions reduction and efficiency projects within business.
Management group	Monetary reward	Emissions reduction target Energy reduction target Efficiency target Behaviour change related indicator	Same as Business Unit Managers AND Sustainability and energy management performances tied to bonus and promotion based on achieving energy and emission targets.
Director on board	Monetary reward	Emissions reduction target Energy reduction target Efficiency target Behaviour change related indicator	Same as Business Unit Managers AND Management Group with Sustainability and energy management performances tied to bonus and promotion based on achieving energy and emission targets. Development of sustainability and emissions target knowledge amongst organization.

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
Corporate executive team	Monetary reward	Emissions reduction target Energy reduction target Efficiency target Behaviour change related indicator	Same as Director on Board with Sustainability and energy management performances tied to bonus and promotion based on achieving energy and emission targets. Development of programs to ensure employee involvement in corporate environmental/sustainability goals.

Further Information

In 2014, a Sustainability Strategy Group was identified comprised of the CFO, Director of Corporate Responsibility, the SVP of People and Places, the CMO, and the Sustainability Strategist. This group would discuss and chart out the path of sustainability for the company, and discuss both risks and opportunities. The results would then be reported to the CEO and then business decisions would be made.

Page: CC2. Strategy

CC2.1

Please select the option that best describes your risk management procedures with regard to climate change risks and opportunities

Integrated into multi-disciplinary company wide risk management processes

CC2.1a

Please provide further details on your risk management procedures with regard to climate change risks and opportunities

Frequency of monitoring	To whom are results reported?	Geographical areas considered	How far into the future are risks considered?	Comment

Frequency of monitoring	To whom are results reported?	Geographical areas considered	How far into the future are risks considered?	Comment
Six-monthly or more frequently	Board or individual/sub-set of the Board or committee appointed by the Board	All global geographical areas where Adobe has facilities are considered.	> 6 years	In 2014, the Sustainability Strategy Group (SSG) comprised of the Chief Financial Officer, Director of Corporate Social Responsibility, the SVP of People and Places, CMO and the Sustainability Strategist discussed sustainability issues and chart the initiatives. The outcomes are later reported to the CEO. Risks and mitigation initiatives, as well as opportunities are discussed, such as power mix issues in certain locations and COLOs and the availability of renewable power in others demonstrating the need to move more data centric functions to the latter locations. Product opportunities are also discussed. The risks are analyzed in the following manner: energy and renewable energy to 20 years, business continuity to 10 years or more, regulatory issues to 6 or more years, and reputational up to 15 years.

CC2.1b

Please describe how your risk and opportunity identification processes are applied at both company and asset level

Adobe’s climate strategy is intertwined with its business strategy, both being intrinsic to Adobe’s success. At the company level, the SSG evaluates both enterprise wide and climate risks and opportunities. The outcomes are reported to the CEO, who in turn discusses with the Board and staff and makes business decisions. Members of departments including Global Workplace Solutions, Supply Chain, Legal, Purchasing, Finance, and IT groups continuously report the status of programs and initiatives undertaken to the members of the SSG. All read industry literature and attend workshops and seminars to stay informed about climate related issues, changes in regulations, market structures, and other factors that could affect business, both locally and globally, and provide solutions. In 2014 Adobe monitored the construction of green buildings in India housing the newly expanded operations, as green buildings are historically proven to curtail power usage and carbon emissions. Adobe ensured that solar panels were placed on the new sites for a new source of power while researching alternatives to the use of diesel fuel that is prevalent in India due to the unreliable grid.

At the asset level, site managers confirm that the site complies with local and federal regulations, prepare for energy costs and availability issues, as well as plan for any natural disaster that could disrupt business practices, including the potential effects of global warming. The sites share information up the chain to the upper management of their departmental group, such as IT or GWS, who in turn report to the SSG. Each Adobe facility shares best practices with regard to energy and resource management and reduction of carbon emissions. Generally, best practices become standardized and are incorporated into Adobe's overall strategy. In addition, Adobe began monitoring its COLOs to understand the power mixes of the region, as well as influence the need for more renewable power

CC2.1c

How do you prioritize the risks and opportunities identified?

Adobe prioritizes the risks and opportunities identified through a combination of regulatory requirements, life-cycle costs, and reputational factors. Both short term and long term risks are analyzed in this manner. Both are assessed every six months against existing company goals and investments.
In 2014, the reputational risks and the life-cycle costs and emissions associated with creating physical product have expanded the opportunity of the digital download program to become the dominant form of product availability. However, the related risk of power consumption and power mixes as well as the locale of the COLOs and main data centers that support the program has caused Adobe to delve deep into the procurement of renewable power. Environmental considerations and workplace and planet health are also taken into account during the prioritization process. In India, for instance, although new green sites are being constructed, existing sites are also being retro-commissioned with low cost methods to assist in lower power consumption and reduced carbon emissions. Alternatives to diesel fuel which is a primary source of power for the India facilities due to the unreliable grid are being researched. And energy efficient data centers, server rooms and sites make sure that Adobe's product is delivered in the most sustainable fashion possible.

CC2.2

Is climate change integrated into your business strategy?

Yes

CC2.2a

Please describe the process of how climate change is integrated into your business strategy and any outcomes of this process

i) How the business strategy has been influenced, i.e. the internal process for collecting and reporting information to influence the strategy; Adobe has always been a strong advocate for the conservation of natural resources, and therefore its business model and products are closely tied with its climate action plan. Adobe's climate change strategy is influenced by the attribute of climate change to develop a green business, and both short and long term goals are assessed. In 2014, Adobe’s business strategy was influenced by departments with direct impact on Adobe's climate action plan, such as management, Global Workplace Solutions, Corporate Social Responsibility, Supply Chain, IT, and others to develop products and initiate product delivery methods that would curtail and mitigate not only Adobe’s emissions, but those of other companies as well. These groups collected data for each facility based on country regulations, environmental criteria and previous goals. They reported this data and the status of sustainability programs, initiatives and trends to the SSG every quarter to six months who in turn report to the CEO to further the business and climate strategies. The CEO is thus presented a climate action picture of each region to granularly affect Adobe’s climate strategy. For instance, with the increase of digital product delivery, in 2014, one of the most important aspects towards reduction in emissions and resource impact, is the procurement and availability of renewable power in all facilities, and sustainability of the COLOs themselves. Therefore Adobe asked its COLOS to provide information on their power mixes and usages, and furthered use of renewable power in its own facilities.
ii) Climate change aspects that have influenced this business strategy: Adobe's climate change strategy is linked to climate change risks and opportunities and is influenced by the aspect of climate change to develop a green business. Adobe wants to grow the company with minimal impact to natural resources. Hence, Adobe first targeted product delivery methods that would minimize need for virgin or recycled paper and water and other resources to develop packaging and emissions from fuels for transportation, as a direct result of consumer and reputational risk assessments. In addition, based on risk analysis of existing data centers and COLOs and their power utilization, Adobe requested information on the energy usages and has begun development of sustainability initiatives in its own data centers.
iii) Most important components of climate change that have influenced short term strategy: At Adobe, short term strategies are those whose effects are realized over the course of one year. As such, the most important components of meeting the short term business strategy include reduction in operating costs by energy efficiency projects like installing solar panels and mitigating fuel and energy taxes and regulations. These short term impacts are also mirrored in the long-term strategy. For instance fuel taxes and regulations were analyzed in key locations. This study demonstrated that electricity requirements during peak demand times resulted in higher costs and electricity usage, resulting in greater carbon emissions.

Adobe researched technologies that would curtail these demand spikes and began the process of implementing them. Stem batteries that store energy for use in peak times, resulting in decreased emissions, were deployed in Adobe in 2014 with more to be installed in 2015.
iv) Most important components of climate change that have influenced long term strategy: Long term strategies, which are five years into the future, are also influenced by climate change aspects, specifically to Adobe's energy and emission reduction targets (20% Scopes 1 and 2 by 2014). With the advancement of the digital delivery system, the location of facilities with respect to availability of abundant, affordable and largely green energy and the development of sustainable data centers are critical to Adobe's long-term strategy. s. In India, where grid power is unreliable, Adobe decided to construct green LEED-certified facilities that would ensure resource conservation, reduce energy usage, mitigate carbon emissions, and provide a healthy workplace for the employees. Solar panels and energy efficiency measures are placed throughout the facilities. Also, Adobe constantly monitors its data center temperatures and is increasing them gradually to save energy and resulting emission. All these initiatives reduce operating costs, create a healthy work environment, and strengthen Adobe's image.
v) How is this gaining strategic advantage over competitors: Adobe differentiates itself from its competitors by developing tools and services that allow customers to create groundbreaking digital content, by running its operations sustainably, and by also developing products that reduce the need for printed paper and for physical travel. In this industry niche, Adobe has market share. With an emissions reduction methodology, Adobe also ensures that the development and delivery of the product results in lowered emissions.
vi) Most substantial business decisions driven by climate change: The most substantial business decisions that have been made in 2014 that have been influenced by climate change aspects are those that develop green business, enhance reputation, and reduce emissions as listed in the previous paragraphs: the increase in digital downloads to the now 97% of Adobe's overall sales; the implementation of the Stem batteries; the push for greater sustainability in the data centers; and the gathering of energy use and power mix data from the COLOs.

CC2.2c

Does your company use an internal price of carbon?

Yes

CC2.2d

Please provide details and examples of how your company uses an internal price of carbon

Adobe does, indeed, charge each business unit for costs associated with resource consumption. The goal being to implement resource efficiency projects to reduce costs, mitigate business risk, and implement new technologies (like the Stem battery system) whenever possible

CC2.3

Do you engage in activities that could either directly or indirectly influence public policy on climate change through any of the following? (tick all that apply)

Direct engagement with policy makers
Trade associations

CC2.3a

On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate Position	Details of engagement	Proposed legislative solution

Focus of legislation	Corporate Position	Details of engagement	Proposed legislative solution
Clean energy generation	Support	As part of Adobe's ongoing commitment to purchasing renewable power, Adobe participated in early discussions of the first commercial Community Choice Aggregation (CCA) in the Silicon Valley. The CCA was adopted in CA in 2002, but thus far no aggregation was implemented for companies. This act allows for entities in California to group together and effectively form their own utility company and dictate and purchase the power mixes required. In CA, the power will be 100% green. Adobe was invited to participate based on the company's implementation of many energy efficiency projects and general understanding and interest in the topic.	In 2014, Adobe participated in meetings with Cities around the Bay Area to understand how the Cities can implement the CCA model and procure enough power for the companies that request renewable energy.
Clean energy generation	Support	Adobe is a founding member in BSR's (Business for Social Responsibility) -- Future of Internet Power Group to work with other technology peer companies as a consortium to increase the renewable energy percentage in utility company's power mix. Additionally, Adobe was among the first companies to sign the "Renewable Energy Buyer's Principles", a commitment toward long-term deployment of renewable energy, sponsored by WRI, WWF, BSR, and RMI.	In 2014, Adobe reached out to its COLOs across the portfolio to researched and quantify the types of power supplied to the sites, and requested information regarding procurement of renewable energy.
Other: Low carbon, low impact buildings and building materials	Support	Adobe is a founding member of the USGBC's Building Health Initiative. The goal: to make all new construction, and renovation of older buildings, with less environmental impact and subsequently, have a positive effect on human health	Implementation of Environmental and Health Product Disclosures (EPD's and HPD's), as part of LEED v4.0, for all new and existing building projects.

CC2.3b

Are you on the Board of any trade associations or provide funding beyond membership?

Yes

CC2.3c

Please enter the details of those trade associations that are likely to take a position on climate change legislation

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association's position	How have you, or are you attempting to, influence the position?
United States Green Building Council	Consistent	The United States Green Building Council proposed standards and supports legislation regarding green and sustainable building construction, practices and maintenance, including mitigation of energy and resource usage, resulting in lower carbon emissions.	Adobe's Director of Corporate Social Responsibility is a Board Member of the Northern California Chapter. In this capacity, Adobe will be in the forefront and in front of any new regulation that is generated to mitigate carbon emissions via better building and energy practices.

CC2.3h

What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

Adobe has established goals regarding reduction of energy, water, solid waste, carbon emissions and conservation of energy and natural resources. Upon learning of future new regulations and standards, Adobe meets with appropriate parties such as the regulators, energy commissions, utility companies, sustainability groups and other entities to understand these regulations and how they will affect Adobe's current climate policies. Adobe directly engages with the appropriate groups to ensure that they have a voice in the regulation regardless of whether the company completely supports the new standards or has alternative view points. In 2013, Adobe hired on its first Sustainability Strategist to further assist in the education of climate change. In this manner, Adobe ensures that its overall sustainability and climate strategy are meeting the standards. The Sustainability Strategist meets at least quarterly with governmental relations and other groups to ensure that policy engagement is consistent with overall climate change strategy.

CC2.4

Would your organization's board of directors support an international agreement between governments on climate change, which seeks to limit global temperature rise to under two degree Celsius from pre-industrial levels in line with IPCC scenarios such as RCP2.6?

Yes

CC2.4a

Please describe your board's position on what an effective agreement would mean for your organization and activities that you are undertaking to help deliver this agreement at the 2015 United Nations Climate Change Conference in Paris (COP 21)

Adobe has proactively been working with NGO's (BSR and the UNFCCC) to understand how large businesses can support local governments in responding to climate change. Once thoroughly vetted, the company anticipates moving forward with a position on this. Currently, Adobe has set and met all energy and emissions reductions goals. At the time when the effective agreement is defined, Adobe will review with all internal stakeholders

Further Information

Page: CC3. Targets and Initiatives

CC3.1

Did you have an emissions reduction target that was active (ongoing or reached completion) in the reporting year?

Absolute target

CC3.1a

Please provide details of your absolute target

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions (metric tonnes CO2e)	Target year	Comment
Abs1	Scope 1+2	51%	20%	2012	16590	2015	Inspired by the White House's "Better Building Challenge" Adobe voluntarily participated in the United States Green Building Council's Norther California Chapter's Better Building Challenge and was tasked with reducing 20% of its energy, water, carbon emissions, and waste by 2015 for its large California facilities. For Adobe, these sites are in San Jose and San Francisco. The base year was set to 2012 by the participants of the challenge which included many large tech companies. As part of the challenge, Adobe tracked its reduction in energy usage and subsequent carbon emissions, water consumption, and increased waste diversion from landfill. In 2014, Adobe met these goals utilizing Scope 1 and 2 emissions a year ahead of schedule without counting in the Scope 1 emissions of the fuel cells, which were originally considered renewable. Although Adobe purchases bio-gas for this form of on-site power and the industry has yet to formalize this methodology, the company has re-

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions (metric tonnes CO2e)	Target year	Comment
							classified the fuel cells as a non-renewable energy source and will treat it as such. However, with the fuel cell natural gas usage Adobe would have increased Scope 1 emissions, and would only be meeting 30% of its goal.

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions (metric tonnes CO2e)	Target year	Comment
Abs2	Scope 3: Purchased goods & services	10%	80%	2013	10444	2016	In 2012 Adobe adopted a cloud strategy for all products. This strategy not only made it easier and more efficient for customers to use Adobe products, but also eliminated all downstream waste from their businesses by entirely dematerializing supply chain, eliminating all material waste and emissions from transportation and logistics throughout product lifecycles, and decreasing the environmental impact of the customers by a minimum of 70%, with an average greater than 90% reduction. The goal was achieve 80% digital download of product by 2016. By the end of 2014, Adobe achieved greater than 97% digital download. Overall, Adobe customers have reduced their environmental impact of using products by greater than 90%. Of the remaining 3% of product that is still remains a packaged product or display piece, the goal is to reduce existing inventories and approach 100% digital download by 2017.

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions (metric tonnes CO2e)	Target year	Comment
Abs3	Scope 3: Business travel	40%	10%	2013	24818	2016	In 2014 Adobe implemented a “Skip a Trip, Use Adobe Connect instead” program to reduce employee travel. This voluntary program with a base year of 2013 has a current goal of 10% emissions reduction by 2016. Further travel goals will be set based on the outcome of this initiative.

CC3.1d

For all of your targets, please provide details on the progress made in the reporting year

ID	% complete (time)	% complete (emissions)	Comment
Abs1	66%	100%	In 2014, Adobe met its goals utilizing Scope 1 and 2 emissions a year a full year ahead of schedule without counting in the Scope 1 emissions of the fuel cells, which were originally considered renewable. However, with the fuel cell natural gas usage, Adobe would only be meeting 30% of its goal, due to large amounts of natural gas usage and subsequent Scope 1 emissions.
Abs2	66%	100%	In 2014, 97% of all Adobe product was delivered to customers digitally. The 3% of product that is still packaged and sold in material form is in physical retail settings only. as all new product delivery is digital. No new physical product has been developed or packaged.
Abs3	33%	4%	Launched in April 2014, Adobe achieved a total GHG savings of 1073 metric tons of CO2e, saving 8% in emissions from 2013.

CC3.2

Does the use of your goods and/or services directly enable GHG emissions to be avoided by a third party?

Yes

CC3.2a

Please provide details of how the use of your goods and/or services directly enable GHG emissions to be avoided by a third party

Although Adobe products do not affect direct Scope 1 and Scope 2 emissions, they do mitigate Scope 3 emissions. Adobe Connect, a web conferencing solution for web meetings, eLearning and webinars, creates an engaging virtual communication experience that is a viable substitute for most business travel. Since business travel makes up the majority of Scope 3 emissions, this product has immense potential to slash our customers' GHG emissions. Estimating about 30000 Connect licenses that have been sold in 2014 and calculating over 4 billion meeting minutes used, we can assume a moderate to heavy use rate (45% physical meetings replaced by virtual), we estimate that the annual GHG savings from Connect use range from 5000 to 7000 metric tons of CO2e for a company, based on calculations using the GHG Protocol for carbon emission factors and average travel distances taken from the EPA and other governmental agencies, and GWP values of 1, 25, and 298 for CO2, CH4, and N2O, respectively. The GWP values were

obtained from IPCC Fourth Assessment. Our methodology was based on the GHG Protocol and the average travel distances taken from the guidance from EPA Climate Leaders, based on our assumptions are that there are 50% short haul, 30% medium haul, and 20% long haul flights per year for a given company and based on estimates from our travel provider. Echosign is a product that allows signing digitally. In 2014, for every 1 million signatures using Adobe eSign services instead of traditional print, sign, fax,, 96,090 pounds of waste, and 372,500 pounds of wood is saved. This translates to about 1000 metric tons of emissions, calculated by using IPCC Fourth Assessment, the GHG Protocol and EPA's emission factors. Adobe is not considering originating these credits currently for any mechanism. . Adobe also created the Adobe Document Cloud | GreenMeter (URL: ttp://blogs.adobe.com/documentcloud/greenmeter-adobe-document-cloud/) so that customers understand how the products can mitigate emissions.

CC3.3

Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and/or implementation phases)

Yes

CC3.3a

Please identify the total number of projects at each stage of development, and for those in the implementation stages, the estimated CO2e savings

Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	7	
To be implemented*	7	540
Implementation commenced*	3	318
Implemented*	11	3620
Not to be implemented	2	

CC3.3b

For those initiatives implemented in the reporting year, please provide details in the table below

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative
Energy efficiency: Building services	Occupancy controls and sensors for lighting and HVAC were placed in all the conference rooms and high utility in the facility resulting in lower energy consumption and thus lower Scope 1and Scope 2 carbon emissions. This was a voluntary activity. New LED lighting was also installed.	101	Scope 1 Scope 2	Voluntary	15000	42000	1-3 years	6-10 years
Energy efficiency: Building services	The STEM battery was placed in San Francisco in 2014. The battery stores electricity and releases it at peak demand times to mitigate peak electricity usage, costs and emissions.	278	Scope 2	Voluntary	10000	350000	1-3 years	6-10 years

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative
Energy efficiency: Building fabric	Three floors were transformed utilizing the Smart Floor technology that uses an occupancy controlled day lighting system with an integrated neighborhood type HVAC and lighting sensor that provide consistent monitoring of the floors' energy usage. This is a voluntary activity.	3058	Scope 1 Scope 2	Voluntary	62514	234780	1-3 years	6-10 years
Energy efficiency: Processes	In 2014, in the Seattle facility CRAC Units were replaced with VFD controlled supply air fans which will reduce the overall energy usage and the subsequent emissions.	201	Scope 2	Voluntary	6000	41275	4-10 years	6-10 years

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative
Transportation: use	In 2014, the Skip-a-Trip Program was launched with a base year of 2013 to reduce employee business travel, through the use of Adobe Connect.	1073	Scope 3	Voluntary	777823		1-3 years	Ongoing

CC3.3c

What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Compliance with regulatory requirements/standards	Particularly in the San Francisco Bay Area in California, many sustainability measures have been mandated through legislation. In some cases, Adobe has even testified on behalf of passing this legislation. In every case, Adobe management strives to be at minimum compliance; in most cases going well beyond mere compliance. Adobe also participated in Australia's Office of he Environment program to assist companies meet sustainability requirements.
Dedicated budget for energy efficiency	Adobe has a dedicated budget for its very comprehensive energy efficiency program, and has had for over ten years. This budget is prepared by the facilities group and overseen by the Director of Global Site Operation, GSO. A GSO Sustainability Team, comprised of Corporate Social Responsibility, Workplace Strategy, and partners, meets every two weeks to discuss upcoming projects and budgets. A Sustainability Strategy Committee with the Director of Corporate Social Responsibility, VP of Marketing, VP of Operations, and the CFO further reviews the projects and the sustainability initiatives.
Dedicated budget for low carbon product R&D	Many of Adobe products, such as Adobe Connect, Adobe Acrobat, and Adobe Connect (TM), LeanPrint, and EchoSign allow users to operate more sustainably - virtually - using electronic media in place of paper and ink or physical travel. These "green" products which enable resource use and emissions reduction, are major core deliverables for Adobe, with dedicated budget for continued development.

Method	Comment
Employee engagement	Adobe employees are encouraged to engage in the sustainability decisions of the company and, in fact, play a major role in developing many of Adobe's sustainability programs. Adobe employees have formed a Green Team under the sponsorship of the company that is made up nominally of about 11% of the total employee population. The Green Team receives funding from Adobe to independently organize and run emission reduction activities to target emissions generated by Adobe as well as the community as a whole. These projects include planting on-site "edible gardens" for the cafeteria, organizing e-waste drives and educational opportunities.
Financial optimization calculations	As the CFO and Vice President of Operations review all investment decisions in sustainability-related and emissions reduction projects, careful financial analysis is completed to assess the viability of each initiative. Market research, benchmarking, and investment modeling are employed to justify environmental projects. Furthermore, original research into the relationship between return on equity and market value has been conducted.
Partnering with governments on technology development	Adobe has partnered with a number of government agencies including National Aeronautics and Space Administration (NASA), General Services Administration (GSA), Lawrence Berkeley Labs (LBL) and Center for Built Environment (CBE), making presentations, touring Adobe's facilities, and sharing best practices, including Adobe's state-of-the-art monitoring system, IBIS (Intelligent Building Interface System) which Adobe uses to monitor and strategize carbon emissions, energy usage, water usage, and alternative energy production.
Other	Voluntary compliance with standards developed by organizations such as Australia's NABERS, U.S. Environmental Protection Agency's Energy Star for Buildings, and the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) programs have been pivotal to shaping Adobe's emissions and energy reduction strategy. Adobe currently operates twenty-four LEED-certified facilities across the globe, with nineteen at the Platinum level.. Adobe's buildings were the first buildings to be certified and re-certified at the Platinum level (the highest level possible) under the permanent LEED for Existing Buildings Program.

Further Information

Adobe is setting further goals for energy and emissions reductions for its global sites over 300 employees with a base year of 2015 and a target year of 2020. These reductions which average 5% overall will significantly reduce energy usages and subsequent emissions for the target years. Also in 2014, Adobe met its 2012 goal of carbon neutrality for North America with its purchase of RECs and VERs.

Page: CC4. Communication

CC4.1

Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s)

Publication	Status	Page/Section reference	Attach the document
In voluntary communications	Underway - previous year attached	8-10, 14	adobe-cr-report-2013 and goals.pdf

Further Information

Adobe is currently preparing a Corporate Responsibility Report that will be completed later this year,

Module: Risks and Opportunities

Page: CC5. Climate Change Risks

CC5.1

Have you identified any inherent climate change risks that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

Risks driven by changes in regulation

Risks driven by changes in physical climate parameters

Risks driven by changes in other climate-related developments

CC5.1a

Please describe your inherent risks that are driven by changes in regulation

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Ma
Product efficiency regulations and standards	Commercial buildings use the greatest amount of energy, and subsequently are directly responsible for increased carbon emissions due to the energy usage and the building materials themselves. Regulations and standards have been instituted globally, such as the EU Energy Performance of Buildings Directive or AB-32 in California, that dictate the energy measures, efficiency initiatives, and reporting procedures that buildings need to take in order to cut down on emissions. With over 78 facilities globally, and as Adobe moves towards	Increased operational cost	3 to 6 years	Direct	Virtually certain	Medium-high	New initiatives involve consultants to scope out locations and research power mixes and regulations, leases and agreements. This can cost upto $100,000 per building/leased facility.	Ad ma of by tha fac cer gre bu un Le En En De (LE the Sta Bu Co cer pro off str ap en the ma sus thr ser cre inc En Atr Th pro ser

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Ma
	increased digital delivery, these initiatives and related costs translate into higher leasing fees, higher costs for fuel, and a general re-definition of the types of facilities that Adobe can lease globally. As the company grows and more commercial sites as well as data center locations are scoped, Adobe faces exposure to this risk if certain facilities are deemed unsuitable and poses impacts to the facilities, resulting in increased operating costs.							bo ha ce ow ce LE sta 20 Ad ex op Inc rea ris in un gri co de inv gre ini the fac gre bu his co en are Ad pla pa Ba off ge co rer po wil de on an sul die an em
Renewable energy regulation	As Adobe moves further to digital delivery, access	Increased operational cost	1 to 3 years	Direct	Very likely	Medium-high	New initiatives involve consultants to	Ad fac su

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Ma
	and availability of renewable power becomes highly important to maintain Adobe's climate action objectives. The risk of potential unavailability and misunderstanding of regulations will prevent sites from both financial and functional efficiency.						scope, locations and research power mixes and regulations. Renewable power is also more expensive than existing grid power. This can cost upto $75,000 per region.	an the bu sta inc da Th me rec en an sul ca em Aft Ad pro mi hig rer co ulti pro rer po co Ad als un reg an ad mo rer po inc su im reg 20 the fac on rer po als res dif me to

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Ma
								mc rer po gri

CC5.1b

Please describe your inherent risks that are driven by change in physical climate parameters

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Manager metho
Change in temperature extremes	Changes in temperature extremes will result in need for increased energy usages to heat or cool Adobe's facilities, resulting in potential loss of functionality, specifically for data centers. Adobe does anticipate that these costs would significantly impact overall costs of operation, and they could result in energy shortages.	Increased operational cost	3 to 6 years	Direct	Very likely	Medium-high	Potential financial implications of temperature extremes include excessive cooling and heating strategies and even loss of power itself which would be detrimental for the data centers. Costs would include utility costs which will exceed the current estimated $5 million of utility spend; starting the facility back up should the power suddenly turn off which could be an estimated $5 million and the costs of impacts on the business	Adobe ha implemer over 185 sustainab projects, most of w are energ conserva related, a Adobe installed site natur gas fuele hydrogen cells to h reduce overall energy demand f the grid. India, die generato are implemer to protect from loss power. Ar sites are with redundar should a be complete incapable function. 2014, Ad installed STEM batteries the San

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Manager metho
							which could be $2 million dollars	Francisco facility to store ene and relea at peak times, to reduce depende on the gr and costs

CC5.1c

Please describe your inherent risks that are driven by changes in other climate-related developments

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Ma
Increasing humanitarian demands	In case of a climate changed world, funds may be allocated towards life support systems including clean water, and may not be apportioned to purchasing Adobe's products. Accordingly, business trends may be impacted. This would negatively impact Adobe's bottom line in that it would create a reduced demand for	Reduced demand for goods/services	3 to 6 years	Direct	Likely	High	The world's natural resources would have diminished causing a different human and cultural environment.. Loss of business could result in a reduction in global revenue, resulting in an estimated loss of revenue of about an estimated $1 Billion.	Ado cons supp innc new that cutti soci whil and cons natu resc proc Ado cont the sust and over char Ado this inve R&D cont eval acqu aga sust attri of A proc dow

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Ma
	goods and services.							usa nee busi via suc Ech Ado In 2 thro use Ech alor cust save pou was 372 pou woo

Further Information

Page: CC6. Climate Change Opportunities

CC6.1

Have you identified any inherent climate change opportunities that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

Opportunities driven by changes in regulation

Opportunities driven by changes in physical climate parameters

Opportunities driven by changes in other climate-related developments

CC6.1a

Please describe your inherent opportunities that are driven by changes in regulation

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estima financ implicat

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estima financ implicat
Product efficiency regulations and standards	In the case of product efficiency regulations and standards, such as the EU Energy Performance of Buildings Directive or AB-32 in the US, Adobe can easily meet these initiatives. Through this strong environmental commitment, Adobe would meet and/or exceed these regulations and standards by certifying them via LEED or BREAM, and operating sustainably and thus be more desirable. This could generate an increased demand in Adobe's products and services.	Increased demand for existing products/services	>6 years	Direct	Virtually certain	High	Adobe product v be more attractive the consume Adobe m the standard and is ru sustaina resulting great reputatio opportun generati an estim 10% of t overall revenue $4.147 billion.

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estima financ implicat
Emission reporting obligations	Reporting guidelines are becoming increasingly stringent and monitored. Adobe's products allow easy capture of the emissions and thus will be able to meet the standards easily. Adobe product will also be desirable for furthering these goals. Adobe's products can be used easily and can be downloaded digitally, reducing carbon emissions from transportation, having minimal impact on the environment, and thus reducing operational costs.	Reduced operational costs	1 to 3 years	Direct	Virtually certain	High	As emiss reporting guideline are mad Adobe w not only able to capture emission data quic but the emission reporting compani will come Adobe to purchase software this case Adobe w have opportun to gener more revenue, which ma be about 10% of overall revenue $4.15 million.

CC6.1b

Please describe the inherent opportunities that are driven by changes in physical climate parameters

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Managen metho

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Managen metho
Induced changes in natural resources	As the earth's natural resources become depleted, Adobe product will provide an opportunity for companies to continue business operation while minimizing impact. Therefore, Adobe's growth would continue offering jobs to the population while limiting impact to the environment. This would result in wider social benefits that would increase Adobe's brand value and could lead to greater demand for our products	Wider social benefits	>6 years	Direct	Likely	Medium	Climate change will cause reduction in our natural resources. And as population increases more people will move to areas that are not affected drastically by climate change, causing further reduction. Companies will need to use products that conserve existing resources, such as Adobe products. Hence there will be an increased need for product. This need translates to about 20% of overall revenue, which could about $800 million.	Adobe is always developin technolog that cons resources and educating people or them. Ne product ic are vettec the employee and in ma cases cor from the employee themselve to mitigat further resource impact. Adobe markets t ideas by grouping new prod with old o so that th benefits c be easily identified. Adobe products such as Echosign Connect h companie save natu resources Use of Echosign 2014 conserve 1,142,674 gallons of water.

CC6.1c

Please describe the inherent opportunities that are driven by changes in other climate-related developments

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Manag met
Changing consumer behaviour	As climate change issues become more pronounced, customers will want products that have minimal impact on natural resources. Adobe's products are poised for that opportunity. This premium price opportunity will positively affect Adobe's bottom line and increase business.	Premium price opportunities	1 to 3 years	Direct	Virtually certain	High	More consumers will utilize Adobe's products as it has minimal impact on the environment. And that will result in Adobe being able to raise its process for its products. This will result in a 10% increase in revenue at $4,147,000, as this is based on general growth.	Adobe consta monito the cor enviror to anal trends. Based people awaren packag Adobe to digit deliver produc change all recy packag Similar develo produc have m impact enviror like Ec or Con Use of Conne has for employ busine travel i has sa trips ar emissi that ca 23 time arounc earth.

Further Information

Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading

Page: CC7. Emissions Methodology

CC7.1

Please provide your base year and base year emissions (Scopes 1 and 2)

Scope	Base year	Base year emissions (metric tonnes CO2e)
Scope 1	Sat 01 Jan 2000 - Sun 31 Dec 2000	4324
Scope 2	Sat 01 Jan 2000 - Sun 31 Dec 2000	21866

CC7.2

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

Please select the published methodologies that you use
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
US EPA Mandatory Greenhouse Gas Reporting Rule

CC7.2a

If you have selected "Other" in CC7.2 please provide details of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

CC7.3

Please give the source for the global warming potentials you have used

Gas	Reference
CO2	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	IPCC Fourth Assessment Report (AR4 - 100 year)

CC7.4

Please give the emissions factors you have applied and their origin; alternatively, please attach an Excel spreadsheet with this data at the bottom of this page

Fuel/Material/Energy	Emission Factor	Unit	Reference

Further Information

Attachments

Emission Factors and Origins 2014.xlsx

Page: CC8. Emissions Data - (1 Jan 2014 - 31 Dec 2014)

CC8.1

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Operational control

CC8.2

Please provide your gross global Scope 1 emissions figures in metric tonnes CO2e

12943

CC8.3

Please provide your gross global Scope 2 emissions figures in metric tonnes CO2e

29199

CC8.4

Are there are any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

CC8.5

Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
Scope 1	More than 5% but less than or equal to 10%	Assumptions Extrapolation Other: Operator Error	The uncertainty lies in the extrapolation and estimations used for leased spaces which do not have a managed measurement process.

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
Scope 2	More than 5% but less than or equal to 10%	Assumptions Extrapolation Other: Operator Error	The uncertainty lies in the extrapolation and estimations used for leased spaces which do not have a managed measurement process.

CC8.6

Please indicate the verification/assurance status that applies to your reported Scope 1 emissions

Third party verification or assurance underway for the reporting year but not yet complete - last year's statement attached

CC8.6a

Please provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)
Limited assurance	Adobe 2013 GHG Assurance Review Letter 6-26-14.pdf	All pages	ISO14064-3	100

CC8.7

Please indicate the verification/assurance status that applies to your reported Scope 2 emissions

Third party verification or assurance underway for the reporting year but not yet complete - last year's statement attached

CC8.7a

Please provide further details of the verification/assurance undertaken for your Scope 2 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 2 emissions verified (%)
Limited assurance	Adobe 2013 GHG Assurance Review Letter 6-26-14.pdf	All pages	ISO14064-3	100

CC8.8

Please identify if any data points have been verified as part of the third party verification work undertaken, other than the verification of emissions figures reported in CC8.6, CC8.7 and CC14.2

Additional data points verified	Comment
No additional data verified	

CC8.9

Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

Further Information

Page: CC9. Scope 1 Emissions Breakdown - (1 Jan 2014 - 31 Dec 2014)

CC9.1

Do you have Scope 1 emissions sources in more than one country?

Yes

CC9.1a

Please break down your total gross global Scope 1 emissions by country/region

Country/Region	Scope 1 metric tonnes CO2e
United States of America	7102
India	4898
Rest of world	943

CC9.2

Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)

By GHG type

By activity

CC9.2c

Please break down your total gross global Scope 1 emissions by GHG type

GHG type	Scope 1 emissions (metric tonnes CO2e)
CO2	12581
CH4	9.95
N2O	12.18

CC9.2d

Please break down your total gross global Scope 1 emissions by activity

Activity	Scope 1 emissions (metric tonnes CO2e)
Combustion in Boilers (natural gas and diesel)	8784
Combustion of fuel in fuel cells (natural gas)	4137
Refrigerants	21

Further Information

Page: CC10. Scope 2 Emissions Breakdown - (1 Jan 2014 - 31 Dec 2014)

CC10.1

Do you have Scope 2 emissions sources in more than one country?

Yes

CC10.1a

Please break down your total gross global Scope 2 emissions and energy consumption by country/region

Country/Region	Scope 2 metric tonnes CO2e	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted for in CC8.3 (MWh)
United States of America	12035	38107	
India	11878	2952	
Rest of world	5285	13812	

CC10.2

Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)

By activity

CC10.2c

Please break down your total gross global Scope 2 emissions by activity

Activity	Scope 2 emissions (metric tonnes CO2e)
Office and Data Center	29199

Further Information

Page: CC11. Energy

CC11.1

What percentage of your total operational spend in the reporting year was on energy?

More than 25% but less than or equal to 30%

CC11.2

Please state how much fuel, electricity, heat, steam, and cooling in MWh your organization has purchased and consumed during the reporting year

Energy type	MWh
Fuel	47831
Electricity	54871
Heat	0
Steam	0
Cooling	0

CC11.3

Please complete the table by breaking down the total "Fuel" figure entered above by fuel type

Fuels	MWh
Natural gas	32554
Diesel/Gas oil	15277

CC11.4

Please provide details of the electricity, heat, steam or cooling amounts that were accounted at a low carbon emission factor in the Scope 2 figure reported in CC8.3

Basis for applying a low carbon emission factor	MWh associated with low carbon electricity, heat, steam or cooling	Comment
No purchases or generation of low carbon electricity, heat, steam or cooling accounted with a low carbon emissions factor		

Further Information

Adobe purchased RECs in 2014 but did not count them towards the electricity usage in CC8.3. Also, Adobe classifies the fuel cell natural gas as Scope 1 emissions, and hence the electricity generated is not considered low-carbon energy.

Page: CC12. Emissions Performance

CC12.1

How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to the previous year?

Increased

CC12.1a

Please identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year

Reason	Emissions value (percentage)	Direction of change	Comment

Reason	Emissions value (percentage)	Direction of change	Comment
Emissions reduction activities	9	Decrease	Emissions reductions activities were implemented including implementation of SMART Floors, installation of STEM batteries, procurement of renewable power. and energy efficiency initiatives reduced emissions by 9%. Due to emission reduction activities implemented during the year, despite expansion of operations in India and acquisitions, emissions have not grown as high as expected. 3620 tons were reduced by our emission reduction projects, and our total S1 and S2 emissions in the previous year were 38231 tons CO2e resulting in 9% reduction (3620/38231)*100=9%.
Divestment	0		
Acquisitions	10	Increase	Adobe's acquisitions increased total headcount by 6% and combined with expansion in India with more diesel fuel usage, increased overall emissions by 10%.
Mergers	0		
Change in output	0		
Change in methodology	10	Increase	In 2013, the verifiers utilized a methodology of 23 kWh/sq. ft which resulted in overall combined emissions of 43057. However, this year, we have used 11/15/17/23 kwH per sq. ft methodology which results in a combined emissions for 2014 of 42124 and for 2013 of 38231, which details the increase due to the acquisitions and expansion in India.
Change in boundary	0		
Change in physical operating conditions	10	Increase	Expansion in India resulted in increased diesel fuel usage and acquisitions resulting in increased population increased overall combined emissions.
Unidentified	0		
Other	0		

CC12.2

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per unit currency total revenue

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
0.000010162	metric tonnes CO2e	unit total revenue	8	Increase	Expansion in India resulting in more usage of diesel fuel and subsequent Scope 1 emissions, and acquisitions increased overall emissions.

CC12.3

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per full time equivalent (FTE) employee

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
3.37	metric tonnes CO2e	FTE employee	4	Increase	Acquisitions resulted in a 6% increase in FTE, resulting in a 4% increase in emissions.

CC12.4

Please provide an additional intensity (normalized) metric that is appropriate to your business operations

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
0.012	metric tonnes CO2e	square foot	3	Increase	Expansion in India and acquisitions have contributed to the 3% increase this year. New facilities in India mean more diesel usage resulting in higher Scope 1 emissions. However, if the emission reductions were not implemented to curtail this increase, it would have been as high as 10%.

Further Information

The GHG footprint is currently in the verification process. Numbers may change based on auditor's process.

Page: CC13. Emissions Trading

CC13.1

Do you participate in any emissions trading schemes?

No, and we do not currently anticipate doing so in the next 2 years

CC13.2

Has your organization originated any project-based carbon credits or purchased any within the reporting period?

No

Further Information

Page: CC14. Scope 3 Emissions

CC14.1

Please account for your organization's Scope 3 emissions, disclosing and explaining any exclusions

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Purchased goods and services	Relevant, calculated	11837	This category Includes upstream emissions from production of products purchased or acquired. Estimations were made based OpEx and extrapolations on emissions.	60.00%	
Capital goods	Relevant, calculated	3662	This category includes all upstream emissions from the production of capital goods purchased or acquired. Emissions from the use are accounted for either in Scope 1 or Scope 2, rather than Scope 3.	75.00%	
Fuel-and-energy-related activities (not included in Scope 1 or 2)	Relevant, calculated	42142	This number is all of Adobe's 2014 Scope 1and 2 emissions. All Adobe's fuel-and-energy-related activities for 2014 are included in Scopes 1 and 2.	100.00%	
Upstream transportation and distribution	Not relevant, explanation provided				Adobe has moved to 97% digital delivery resulting in no more requirement of suppliers for production or distribution of product.
Waste generated in operations	Relevant, calculated	1583	Data obtained from waste logs is translated to carbon emissions using GHG Protocol Scope 3.	70.00%	

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Business travel	Relevant, calculated	24818	Air travel data is obtained from travel provider and emissions calculated using specific carbon emission factors for lengths of travel - long, medium, and short haul - based on GHG and EPA guidelines	100.00%	
Employee commuting	Relevant, calculated	8310	Employee surveys are conducted on large sites and miles commuted aggregated, with estimations made for some smaller sites. EPA emission factors were used to calculate carbon emissions from travel.	80.00%	
Upstream leased assets	Relevant, calculated	1262	The number is included in the Scope 1 emissions.	100.00%	
Downstream transportation and distribution	Not relevant, explanation provided				In 2014, Adobe's product was 97% delivered digitally. and only 3% was older physical product which was in retail.
Processing of sold products	Not relevant, explanation provided				Adobe's products are final products and are not processed by a third party.
Use of sold products	Relevant, calculated	2306	This calculation is based on the energy values of software use based on downloading the program to one computer and total subscriptions sold, which is about 6 million. Extrapolations ere then used using the GHG Protocol to account for all product.	97.00%	

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
End of life treatment of sold products	Relevant, calculated	33	The remaining packaged products which are accounted for in this section are disposed as solid waste. The calculations are based on a single product and extrapolated for the year using EPA's WARM calculations.	3.00%	Only 3% of Adobe's overall product is delivered in a physical manner and in retail settings. In 2014, 97% of the product was delivered digitally.
Downstream leased assets	Not relevant, explanation provided				Adobe leases office space to tenants in facilities within Adobe's operational boundaries. This value is already calculates and accounted for in our Scope 1and 2 C02e emissions.
Franchises	Not relevant, explanation provided				Adobe has no franchises.
Investments	Not relevant, explanation provided				Adobe does not make investments with the objective of making profit and does not provide financial services.
Other (upstream)					
Other (downstream)					

CC14.2

Please indicate the verification/assurance status that applies to your reported Scope 3 emissions

Third party verification or assurance underway for the reporting year but not yet complete - last year's statement attached

CC14.2a

Please provide further details of the verification/assurance undertaken, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of Scope 3 emissions verified (%)
Limited assurance	WSP Adobe 2014 GHG Assurance Proposal 4-21-15.pdf	ALL	ISO14064-3	35

CC14.3

Are you able to compare your Scope 3 emissions for the reporting year with those for the previous year for any sources?

Yes

CC14.3a

Please identify the reasons for any change in your Scope 3 emissions and for each of them specify how your emissions compare to the previous year

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
Business travel	Emissions reduction activities	5	Decrease	Programs to limit business travel were implemented in 2014 to reduce the amount of business travel wherever possible, and use of Adobe Connect, Adobe's teleconferencing software was promoted. Incentives were also given to employees who reduced travel.

CC14.4

Do you engage with any of the elements of your value chain on GHG emissions and climate change strategies? (Tick all that apply)

Yes, our suppliers

Yes, other partners in the value chain

CC14.4a

Please give details of methods of engagement, your strategy for prioritizing engagements and measures of success

Adobe engages with its suppliers and partners in the value chain by learning about their sustainability initiatives and goals, how those goals blend with Adobe's and how Adobe can further introduce and assist in their sustainability. In 2014, Adobe sent its COLOs a questionnaire to understand their energy usages and their power mixes in their areas. Adobe hopes to influence these COLOs to use renewable power. Adobe also prioritizes its engagements by the costs, by the sustainability initiatives undertaken by the supply chain and the vendors, and measures its success by the reduction in emissions and by the cohesiveness with Adobe's own climate strategy.

CC14.4b

To give a sense of scale of this engagement, please give the number of suppliers with whom you are engaging and the proportion of your total spend that they represent

Number of suppliers	% of total spend	Comment
30	25%	These COLOs are requested data as they are a significant part of Adobe's product delivery and this is an opportunity to advance Adobe's own sustainability strategy. More COLOs and subsequently more of the total spend are identified and added continuously.

CC14.4c

If you have data on your suppliers' GHG emissions and climate change strategies, please explain how you make use of that data

How you make use of the data	Please give details
Managing physical risks in the supply chain	Ensuring that these COLOs are sustainable and run on renewable power drastically reduces the risk of product delivery and business operation.

Further Information

Module: Sign Off

Page: CC15. Sign Off

CC15.1

Please provide the following information for the person that has signed off (approved) your CDP climate change response

Name	Job title	Corresponding job category
Chris Ross	Director, Global Facilities	Business unit manager

Further Information

Module: ICT

Page: ICT1. Data center activities

ICT0.1a

Please identify whether "data centers" comprise a significant component of your business within your reporting boundary

Yes

ICT1.1

Please provide a description of the parts of your business that fall under "data centers"

Adobe has internal data centers within each major site that provide internal data processing and telecommunications functions. These large sites include San Jose (the headquarters), San Francisco, Boston, Lehi and Noida, India. Adobe provides Software-as –a-Service (SAAS) operations. Adobe is a leader in Software-as-a-Service (SAAS); its Digital Marketing business processes more than six trillion transactions per year for its clients. Therefore, Adobe's data centers are equipped to handle these heavy business transactions via its server rooms and racks. This year we have further refined our data collection for our data centers and have provided below.

ICT1.2

Please provide your absolute Scope 1 and 2 emissions and electricity consumption for the data centers component of your business

Business activity	Scope 1 emissions (metric tonnes CO2e)	Scope 2 emissions (metric tonnes CO2e)	Annual electricity consumption (MWh)	Electricity data collection method
Data centers				

ICT1.3

What percentage of your ICT population sits in data centers where Power Usage Effectiveness (PUE) is measured on a regular basis?

Percentage	Comment

ICT1.4

Please provide a Power Usage Effectiveness (PUE) value for your data center(s). You can provide this information as (a) an average, (b) a range or (c) by individual data center - please tick the data you wish to provide (tick all

that apply)

ICT1.5

Please provide details of how you have calculated your PUE value

ICT1.6

Do you use any alternative intensity metrics to assess the energy or emissions performance of your data center(s)?

ICT1.7

Please identify the measures you are planning or have undertaken in the reporting year to increase the energy efficiency of your data center(s)

Status in reporting year	Energy efficiency measure	Comment

ICT1.8

Do you participate in any other data center efficiency schemes or have buildings that are sustainably certified or rated?

ICT1.9

Do you measure the utilization rate of your data center(s)?

ICT1.10

Do you provide carbon emissions data to your clients regarding the data center services they procure?

ICT1.11

Please describe any efforts you have made to incorporate renewable energy into the electricity supply to your data center(s) or to re-use waste heat

Further Information

Page: ICT2. Provision of network/connectivity services

ICT0.1b

Please identify whether "provision of network/connectivity services" comprises a significant component of your business within your reporting boundary

No

Further Information

Page: ICT3. Manufacture or assembly of hardware/components

ICT0.1c

Please identify whether "manufacture or assembly of hardware/components" comprises a significant part of your business within your reporting boundary

No

Further Information

Page: ICT4. Manufacture of software

ICT0.1d

Please identify whether "manufacture of software" comprises a significant component of your business within your reporting boundary

No

Further Information

Page: ICT5. Business services (office based activities)

ICT0.1e

Please identify whether "business services (office based activities)" comprise a significant component of your business within your reporting boundary

Yes

ICT5.1

Please provide a description of the parts of your business that fall under "business services (office based activities)"

i. The types of activities at Adobe that fall under business services include software development, IT support, and research and development.
ii. These are the main components of building Adobe's software suites, and are revenue generating activities.
iii. The facilities are based globally, and include both purely office locations, as well as larger facilities that house data centers for research and development and software development.
iv. Inaccuracies may have arisen in documenting these locations when they are mixed with other activities such as sales or finance.

ICT5.2

Please provide your absolute Scope 1 and 2 emissions and electricity consumption for the business services (office based activities) component of your business

Business activity	Scope 1 emissions (metric tonnes CO2e)	Scope 2 emissions (metric tonnes CO2e)	Annual electricity consumption (MWh)	Electricity data collection method
Business services (office based activities)				

ICT5.3

Please describe your gross combined Scope 1 and 2 emissions for the business services (office based activities) component of your business in metric tonnes per square meter

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
	metric tonnes CO2e	Square meter			

ICT5.4

Please describe your electricity use for the provision of business services (office based activities) component of your business in MWh per square meter

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
	MWh	Square meter			

Further Information

Page: ICT6. Other activities

ICT0.1f

Please identify whether "other activities" comprise a significant component of your business within your reporting boundary

No

Further Information

Still need help? Contact us.