



Adobe Corporate Responsibility Report 2015



Letter from our CEO

The digital transformation of our world is one of the greatest shifts in history, on par with the advent of the printing press and the industrial revolution. It is connecting people and technology in ways never thought possible, and profoundly altering business, government and the global economy overall.

On top of being one of the greatest economic engines of all time, digital transformation is presenting new ways of solving social and environmental problems. Access to information, which has increased exponentially, is equipping people to be in better control of their lives and futures. Freedom of expression, while still a challenge in many parts of the world, has never been greater, with new communication platforms and tools emerging almost daily. And while not yet fully realized, a shift to digital media holds the promise of vastly reducing waste and consumption of natural resources.

At the same time, new issues are emerging as a result of this global shift. Many do not have access to the education needed to participate in a new digital economy, and some of the fastest growing sectors – including tech – lack the kind of diversity that reflect our population as a whole. The renewable energy required to power our digital world is not yet available at scale, leaving most data centers reliant on coal and other dirty power sources.

All that said, the accelerating pace of innovation – and astonishing advancements we are experiencing as a result – prove that with determination, incentive and a commitment to the future, our ability to solve global problems is within reach.

At Adobe, we are committed to driving the kind of change that enhances business for Adobe and our customers, while improving the world around us.

Some of our top priorities include:

- Investing in programs to drive greater workforce diversity and inclusion
- Supporting the next generation of creatives and coders
- Powering our operations and digital delivery of products entirely with 100 percent renewable electricity by 2035
- Enabling our customers to save natural resources through use of our digital products
- Operating from a foundation of integrity and ethical conduct, respecting human rights through our employees, business partners, suppliers and customers

In 2015, we were proud to be named one of Fortune's Best Places to Work for the 16th year in the U.S. We achieved CDP's highest score of 100, and were once again on The Climate A List for performance and transparency. For the first time, Adobe was included on CR Magazine's 100 Best Corporate Citizens List. We owe these accomplishments to our employees worldwide who embody Adobe's commitment to investing in local communities, protecting the environment, and upholding the highest ethical standards.

Adobe's opportunity to change the world through our technology, products and business practices is enormous. I'm proud of the impact we are having on society and the environment, and of our transparency reporting on our performance. I invite you to learn more about our corporate responsibility initiatives in the attached report, and to join us in our commitment to a more sustainable future.

Sincerely,

Shantanu Narayen
President and Chief Executive Officer



\$4.796B
Total revenue



Total contribution to political parties

“Adobe inventions are helping drive the creation of ideas and exchange of information in our rapidly changing world.”

— Dr. John Warnock, Co-Founder and Co-Chairman of the Board

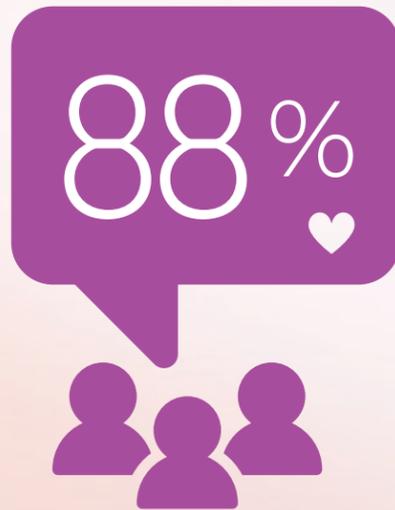




Total community investment
\$35M



10% Increase in employees
(13,779 up from 12,499)

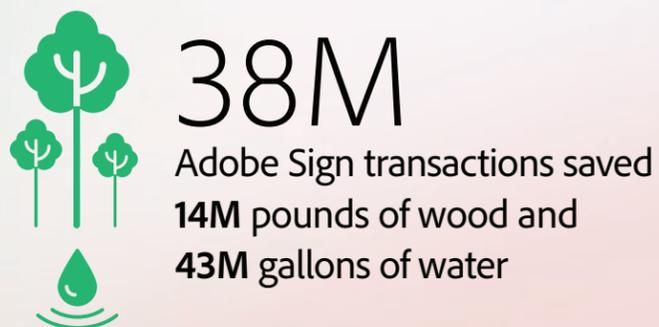
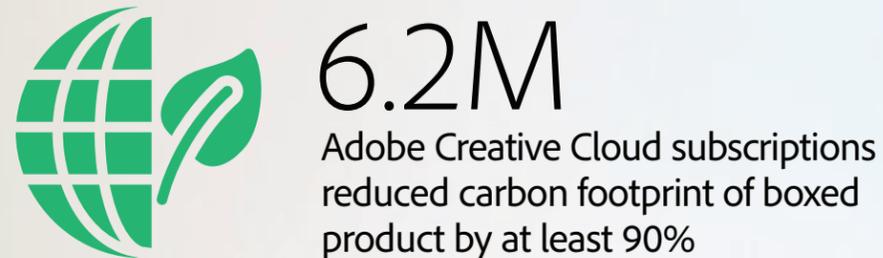
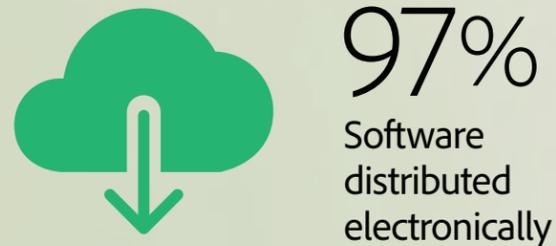


Employee satisfaction

“Great talent that embodies our values is what makes Adobe exceptional.”

— Donna Morris, Executive Vice President,
Customer and Employee Experience





“Our commitment to sustainability goes beyond our operations — it’s about fostering a culture of sustainability among our people, customers, and communities.”

— Mike Dillon, Executive Vice President,
General Counsel and Corporate Secretary



Governance

All Data is Fiscal Year (11/29/14–11/27/15)

GRI CONTENT INDEX	KEY PERFORMANCE INDICATOR	2015 DATA
G4-3	Name of organization	Adobe Systems Incorporated
G4-5	Location of organization's headquarters	San Jose, CA
G4-9	Total Revenue	\$4.796B
G4-9	% of Total Revenue	
	Americas	58%
	Europe, Middle East and Africa	28%
	Asia and Pacific	14%
	Net Income	\$629.6M
	% Effective Tax Rate	28%
	Total Final Shareholder Resolutions	0
G4-38	# of Executive and Non-Executive Members of Board of Directors	13
G4-38	% Independent Board Members	92%
	% Female Board Members	15%
G4-39	Separate CEO and Chair Roles	Yes
	Acquisitions	Fotolia (1/27/15)
	# of patents held	349 in FY 2015
G4-4	Primary brands, products, & services	Adobe Creative Cloud, Photoshop, Illustrator, InDesign, Premiere Pro, After Effects, Dreamweaver, Animate, Typekit, Behance, Document Cloud, Acrobat, Sign, Marketing Cloud, Analytics, Target, Social, Media Optimizer, Experience Manager, Campaign, Audience Manager, Primetime.

GRI CONTENT INDEX

KEY PERFORMANCE INDICATOR

2015 DATA

Climate

	Total Space Worldwide (Sq. Ft.)	3,637,644
	% LEED/Green-Certified Buildings [owned and leased]	79%
	% Employees in LEED/Green-Certified Workspaces	73%
	% of Total Owned and Managed	68%
	% of Total Leased	32%
	% of Total in U.S.	56%
	% of Total in India	27%
	% of Total in Rest of World	17%
	CDP Score	100
G4-EN3	Total Energy Consumption [MWh]	139,682
G4-EN3	Global grid electricity purchased and consumed [MWh]	80,713
G4-EN3	Global fuel purchased and consumed (natural gas and diesel/gas oil) [MWh]	58,968
G4-EN3	Fuel cell electricity produced [MWh]	9,780
G4-EN3	% Fuel cell electricity produced on-site	12.1%
G4-EN6	Renewable energy goal established	100% renewable energy by 2035
G4-EN15	Scope 1 GHG Emissions [tonnes CO2e]	10,992
G4-EN15	Scope 1 GHG Emissions from combustion of natural gas and diesel [tonnes CO2e]	9,569
G4-EN15	Scope 1 GHG Emissions from Natural gas used in fuel cells [tonnes CO2e]	4,124
G4-EN15	Verification status of reported Scope 1 emissions	Third party verified
G4-EN16	Scope 2 GHG Emissions [tonnes CO2e]	35,951
G4-EN16	Verification status of reported Scope 2 emissions	Third party verified
G4-EN17	Scope 3 GHG Emissions [tonnes CO2e]	36,908
G4-EN17	Scope 3 GHG Emissions from employee travel [tonnes CO2e]	28,925
G4-EN17	Scope 3 GHG Emissions from employee commuting [tonnes CO2e]	7,983
G4-EN17	Verification status of reported Scope 3 emissions	Third party verified
G4-EN19	Emissions reductions from Energy Efficiency Projects [tonnes CO2e]	184
G4-EN20	Emissions of Ozone-Depleting Substances [tonnes]	229
G4-EN18	Normalized Carbon Intensity [tonnes CO2e (Scope 1+2)/ FTE]	3.41
G4-EN8	Total Water Consumption - U.S. Owned and/or Managed Facilities [Cubic Meters]	89,119

Product Sustainability

Creative Cloud Digital Subscriptions (Carbon Savings)	4M digital subscriptions added in 2015 reduced carbon by on average more than 90% vs. boxed Creative Suite
Adobe Document Cloud eSign Use (Carbon savings)	38M transactions completed in 2015 reduced carbon by on average more than 90% vs. paper workflows
Adobe Document Cloud eSign Use (Water and Wood Savings)	Conversion from paper workflows saved at least 43M gallons of water & 14M pounds of wood in 2015
Adobe Connect Use	5.4B minutes of Adobe connect meetings potentially avoided 5.4M tonnes of CO ₂ due to reduced air travel.

Waste

G4-EN23	Waste diverted from all U.S. owned and/or managed facilities [tonnes]	899
G4-EN23	Waste Diversion Rate (% of total)	92%
G4-EN1	Total amount of paper used to produce Adobe software product packaging [short tons]	194
G4-EN1	% Source Certified (Chain of Custody)	100%
G4-EN23	Annual Material Paper Waste [tonnes]	56
G4-EN23	Annual Material Plastic Waste [tonnes]	7
G4-EN27	% Software Distributed Electronically	97%
	% Software Distributed as Hard Goods	3%
	Environmental reporting externally assured	Yes
G4-EN29	Environmental fines, penalties and settlements	\$0

Suppliers & Human Rights

	% Suppliers Required to Comply with EICC	100%
	EICC Validation Audits of Turn-Key Suppliers	None Required
G4-HR1	% significant suppliers that have undergone human rights screenings	100%
G4-HR4	# incidents related to Freedom of Association	0
G4-HR5	# Incidents related to child labor	0
G4-HR6	# Incidents related to forced labor	0

GRI CONTENT INDEX

KEY PERFORMANCE INDICATOR

2015 DATA

Employees

G4-10	Global Employees	13,779
	% Employees in U.S.	48%
	% Employees outside U.S.	52%
G4-LA12	% Female Employees	28%
G4-LA12	% Male Employees	72%
G4-LA12	% Female People Managers	26%
G4-LA12	% Male People Managers	74%
G4-LA12	% Female Leaders (Director +)	26%
G4-LA12	% Male Leaders (Director +)	74%
G4-LA12	% Females in Tech Roles	19%
G4-LA12	% Males in Tech Roles	81%

Ethnicity – U.S. Only

G4-LA12	% White	69%
G4-LA12	% Asian or Pacific Islander	24%
G4-LA12	% Hispanic	4%
G4-LA12	% Black	2%
G4-LA12	% Two or More Races	1%
G4-LA12	Other (Includes Native Hawaiian, Pacific Islander, American Indian, or Alaskan Native)	<1%

For more information, please see our [EEO-1 report](#), which reflects the U.S. government reporting requirements.

Talent Development

	Net Employment Creation as a % of Total Employees	15%
	Satisfaction level of employees	88%
	% Open positions filled by internal candidates	21%
G4-LA6	# of Employee fatalities resulting from operational accidents per 100,000	0
	# of incidents of non-compliance (health & safety of products & incidents resulting in a fine or penalty)	0

Public Policy

G4-S06	Total financial contributions to political parties, politicians, and PACs	\$0
G4-S06	Lobbying and Political Expenses	\$1.1M

Community

All Data is Fiscal Year (11/29/14–11/27/15)

GRI CONTENT INDEX	KEY PERFORMANCE INDICATOR	2015 DATA
G4-EC1	Total community investment (Cash & In-Kind)	\$35,203,092
G4-EC1	Type of Philanthropic Activities	Community Investments: 85%, Charitable Donations: 15%
G4-EC1	Value of Talent Contributions through Pro Bono projects (US\$)	\$263,662
	Employee benefits for Pro Bono Volunteering	Employees receive a \$250 charitable grant for every 10 hours they volunteer for the project up to \$10,000. They also receive recognition from their manager once the project is complete.
G4-EC8	Professional development outcomes of Pro Bono for employees	100% of volunteers reported that they would recommend the program to colleagues, Volunteers reported improving an average of 5 professional skills through their experience volunteering on a pro bono project.
	Nonprofit benefits of Adobe Pro Bono projects	100% of nonprofit clients agree that the pro bono project and deliverables will have a significantly positive impact on their organization's ability to manage its operations and programs more effectively. 100% of clients reported increasing service effectiveness, efficiency or reach
	Employee giving (US\$)	\$4,328,816
	Company match of employee financial contributions & volunteer hours (US\$)	\$5,291,654

GRI CONTENT INDEX

KEY PERFORMANCE INDICATOR

2015 DATA

Governance

G4-2	Evaluation of risks of taxation on future company value creation	Adobe Form 10-K
G4-56	Statement on company's main challenges	Adobe Form 10-K
	Tax Policy	Adobe Tax Policy
G4-26	Shareholder Engagement Procedures	Adobe 2016 Proxy Statement
G4-EN2	Restate Certificate of Incorporation	Certificate of Incorporation
	Independent Audit Committee	Adobe 2016 Proxy Statement
	Independent Compensation Committee	Adobe 2016 Proxy Statement
G4-40	Independent Nomination Committee	Adobe 2016 Proxy Statement
G4-40	Independent Corporate Governance Committee	Adobe 2016 Proxy Statement
G4-51	Board Remuneration Disclosure	Adobe 2016 Proxy Statement
G4-51	External reporting of compensation of board of directors & senior executives	Adobe 2016 Proxy Statement
G4-52	CEO compensation linked to total shareholder return (TSR) or similar	Adobe 2016 Proxy Statement
G4-53	Shareholders have right to vote on the remuneration of executives	Adobe 2016 Proxy Statement
	% Average overall attendance of board meetings	Adobe 2016 Proxy Statement
	Audit, audit related and non-audited related fees paid	\$4.79 Million USD
G4-52	Executive stock ownership guidelines promotes long-term performance perspective	Adobe Corporate Governance Guidelines
	Clawback Policy	Adobe 2016 Proxy Statement
	Law Enforcement Requests	Law Enforcement Requests

Society

Employees

	Top Employer Recognition Lists	Adobe Awards
G4-LA2	Benefits Programs	Health & Wellness, Life Insurance, Vacation & Sick, Sabbatical, Family-Friendly Benefits
G4-LA2	Education Reimbursement Program	Adobe Benefits
G4-56	Anti-Discrimination Policy	Adobe Code of Business Conduct
	Employee Engagement activities	Adobe Benefits
G4-57	Adobe Help Line (confidential means of reporting internal & external concerns)	Adobe Help Line - Employees can call 6-HELP and all can email ERC@adobe.com
G4-58	Adobe Help Line (confidential means of escalation, whistleblowing mechanisms & hotline)	Compliance Office - email integrity@adobe.com or call 1-800-300-1026

GRI Content Index	Key Performance Indicator	2015 Data
Public Policy		
	Total financial contributions to political parties, politicians and political action committees	Adobe Integrity
G4-56	Political Involvement Policy	Public Policy & Government Relations Policy
G4-56	Privacy Policy	Adobe Privacy Policy
G4-SO4	Antitrust Policy	Adobe Code of Business Conduct
G4-SO4	Measures taken to ensure antitrust compliance	Adobe Integrity
G4-SO4	Whistleblower Programs	Adobe Code of Business Conduct
G4-SO4	3rd Party Anti-Corruption risk assessment procedures	Adobe Global Anti-Corruption Policy & Procedures
G4-SO3	Policy to address corruption in high risk areas	Adobe Global Anti-Corruption Policy & Procedures
Community		
	Access for persons with disabilities	Adobe Accessibility
G4-56	Company philanthropic guidelines	CR Home Page
Education		
G4-EC8	Digital inclusion initiatives	Project 1324
Sustainability		
Climate		
	CDP Report	CDP
G4-51	Incentives for the management of climate change issues	CDP
G4-EC2	Climate change risks & opportunities	CDP & Adobe 10-K
G4-EN7	Company products that support climate change mitigation	CDP
Waste		
	Adopted 3rd Party Supply Chain-Related codes	EICC Code of Conduct
G4-56	Enterprise-Wide Environmental Policy	Adobe Sustainability Policy
Suppliers		
G4-16	EICC Signatory	Adobe Supply Chain
G4-56	Supply chain implementation standards	Adobe Supply Chain
G4-56	Scope of social supplier Standards	Adobe Supply Chain
G4-56	Supply chain monitoring practices	Adobe Supply Chain
G4-56	Global Human Rights Policy	Global Human Rights Policy
G4-HR12	Tool to report human rights violations	Adobe Integrity
G4-HR1	Human rights criteria in selection of suppliers	Adobe Supply Chain



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