

FY18 STAKEHOLDER IMPACT REPORT

BLAZING A TRAIL TOWARD A BETTER,
MORE EQUAL WORLD



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FORWARD-LOOKING STATEMENTS

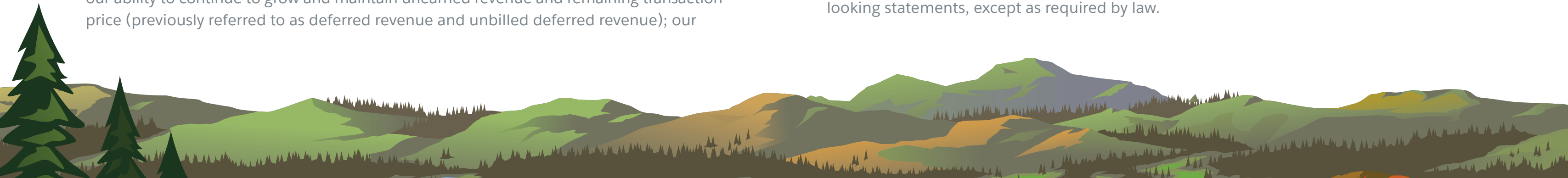
This report may contain forward-looking statements, the achievement or success of which involves risks, uncertainties, and assumptions. If any such risks or uncertainties materialize or if any of the assumptions proves incorrect, the results of salesforce.com, inc. could differ materially from the results expressed or implied by the forward-looking statements we make.

The risks and uncertainties referred to above include – but are not limited to – risks and uncertainties associated with the effect of general economic and market conditions; the impact of foreign currency exchange rate and interest rate fluctuations on our results; our business strategy and our plan to build our business, including our strategy to be the leading provider of enterprise cloud computing applications and platforms; the pace of change and innovation in enterprise cloud computing services; the competitive nature of the market in which we participate; our international expansion strategy; our service performance and security, including the resources and costs required to prevent, detect and remediate potential security breaches; the expenses associated with new data centers and third-party infrastructure providers; additional data center capacity; real estate and office facilities space; our operating results and cash flows; new services and product features; our strategy of acquiring or making investments in complementary businesses, joint ventures, services, technologies and intellectual property rights; the performance and fair value of our investments in complementary businesses through our strategic investment portfolio; our ability to realize the benefits from strategic partnerships and investments; our ability to successfully integrate acquired businesses and technologies; our ability to continue to grow and maintain unearned revenue and remaining transaction price (previously referred to as deferred revenue and unbilled deferred revenue); our

ability to protect our intellectual property rights; our ability to develop our brands; our reliance on third-party hardware, software and platform providers; our dependency on the development and maintenance of the infrastructure of the Internet; the effect of evolving domestic and foreign government regulations, including those related to the provision of services on the Internet, those related to accessing the Internet, and those addressing data privacy and import and export controls; the valuation of our deferred tax assets; the potential availability of additional tax assets in the future; the impact of new accounting pronouncements and tax laws, including the U.S. Tax Cuts and Jobs Act, and interpretations thereof; uncertainties affecting our ability to estimate our non-GAAP tax rate; the impact of expensing stock options and other equity awards; the sufficiency of our capital resources; factors related to our outstanding notes, revolving credit facility, term loans and loan associated with 50 Fremont; compliance with our debt covenants and capital lease obligations; current and potential litigation involving us; and the impact of climate change.

Further information on these and other factors that could affect the company's financial results is included in the reports on Forms 10-K, 10-Q and 8-K and in other filings we make with the Securities and Exchange Commission from time to time. These documents are available on the SEC Filings section of the Investor Information section of the company's website at www.salesforce.com/investor.

Salesforce.com, inc. assumes no obligation and does not intend to update these forward-looking statements, except as required by law.



LETTER FROM CEO MARC BENIOFF



Great companies do more than create amazing products and services. Truly great companies care about all of their stakeholders – employees, customers, partners, shareholders, the communities where we live and work, and the environment that sustains us. At Salesforce, we operate with a set of core values – earning the trust of all our stakeholders, driving customer success, delivering constant innovation, and fostering the equality of every human being.

Over the past year, we showed once again that when we lead with our values, and work with all our stakeholders, we can make the world a better place.

Companies all over the world trust Salesforce to be their partner in digital transformation, empowering them to revolutionize the way they connect with their customers. This is why we're the global leader in CRM and the fastest enterprise software company to surpass \$10 billion in revenue.

The communities where we live and work also trust that we'll invest in their success. Over the past 19 years, Salesforce and our philanthropic entities have given more than \$200 million in grants and delivered technology for free or at discounted rates to more than 34,000 nonprofits, while Salesforce employees have volunteered more than 2.6 million hours. Around the world, more than 5,000 companies have followed our lead and signed up to Pledge 1%, giving time, product, profit, and/or equity to strengthen their communities.

Every day, we work to uphold our trust in one another, which is the foundation of our commitment to equality and opportunity for every human being. That is why Salesforce has committed \$8.7 million to date to ensure that our employees – men and women – receive equal pay for equal work in line with our Equal Pay Assessment. It's why Trailhead has helped more than 500,000 people learn the skills they need to thrive in our fast-changing digital economy.

Finally, because we are entrusted with the protection of our planet for future generations, we're ensuring that our growth is environmentally sustainable. Building on our past success – achieving net-zero greenhouse gas emissions and delivering a carbon neutral cloud for all customers – we are proud that two office towers at the heart of our global headquarters in San Francisco are now sourcing 100% renewable energy. In addition, Salesforce Tower will feature the largest onsite water recycling system in a commercial high-rise building in the United States, saving millions of gallons of water every year.

For these reasons, Fortune ranked Salesforce as the World's #1 Best Workplace and the 15th Most Admired Company in the world. Forbes declared us the Innovator of the Decade. Barron's also ranked Salesforce #2 on its 2018 list of 100 Most Sustainable Companies.

We've made an incredible difference together over the last year and the past 19 years. And I'm grateful to each and every one of you.

It's a commitment we need to sustain and renew every single day. And I know that if we keep leading with our values, we can build a world that is more equal, prosperous, and sustainable for generations to come.

Mahalo,

A handwritten signature in black ink that reads "Marc". The signature is fluid and cursive, written in a professional style.

Marc Benioff
Chairman and CEO, Salesforce

CALL TO ACTION FROM SUZANNE DIBIANCA



I have had the honor of helping Salesforce grow in many different areas over the course of nearly 18 years, and while we are no longer a small company by any means, our values and our commitment to equality and improving the state of the world have not wavered from day one. We believe business is the greatest platform for social change. Now more than ever, we are seeing a growing demand for companies to take initiative and tackle challenges in the community and the environment. Additionally, companies are stepping up to drive impact and increase long-term engagement with nonprofits. I am proud to see everything we have achieved over the past year as a team and am excited to continue to work together toward a better future.

At Salesforce, social and environmental impact is core to who we are as a company. We bring our values to life with all our stakeholders because we know we can't change what the future looks like alone. We strive to create a world that fosters equality, acceptance, and enlightened leadership – where companies play a key role in shaping the leaders of tomorrow.

This past year, we've seen thousands of companies join us in making their organization a platform for positive change by becoming Pledge 1% members. We've seen our Ohana step up to become allies on our path toward equality. And we've hit major environmental milestones that not only position us as a leader, but provide a blueprint for other companies to follow in their sustainability journey.

In June 2017, Salesforce signed a letter supporting the voluntary recommendations of the Financial Stability Board's [Task Force on Climate-related Financial Disclosures](#) (TCFD). We believe consistent, comparable, and reliable disclosures around climate-related risks and opportunities are important. In January 2018, we announced that we will install a blackwater recycling system in Salesforce Tower, highlighting how a city government, business, and building management can work together toward a more sustainable future.

All businesses can do more. We're constantly working to change the status quo and create a new norm for what it means to be a corporate citizen. Join us as Trailblazers in improving the state of the world.

Thanks,
Suzanne DiBianca

A handwritten signature in black ink that reads "Suzanne DiBianca". The signature is fluid and cursive.

EVP, Corporate Relations and Chief Philanthropy Officer
Salesforce

ABOUT SALESFORCE

Salesforce is the global leader in customer relationship management (CRM) solutions, helping companies connect with their customers in a whole new way. Founded in 1999, Salesforce enables companies of every size and industry to take advantage of powerful Fourth Industrial Revolution technologies – cloud, mobile, social, Internet of Things, and artificial intelligence – to better understand and connect with their customers. The Salesforce Customer Success Platform includes industry-leading services spanning sales, service, marketing, commerce, communities, collaboration, and industries, all on a single trusted cloud platform.

In the past year, Salesforce powered nearly 2 trillion business-to-business (B2B) and business-to-consumer (B2C) transactions for our more than 150,000 customers and Trailblazers – the individuals and their organizations who are using Salesforce to drive innovation, grow their careers, and transform their businesses.

Visit salesforce.com/company/about-us to learn more about us.

**SALESFORCE ENABLES
THE NEXT GENERATION
OF TRAILBLAZERS.**



FORTUNE
WORLD'S MOST
ADMIRED COMPANIES

2013 • 2014 • 2015
2016 • 2017
2018

7
YEARS ON

FORBES
MOST INNOVATIVE
COMPANIES
IN THE WORLD

2011
-TO-
2017



DOING GOOD AND DOING WELL

\$10.5B
FY18 REVENUE

**#1 ON THE FORTUNE
"THE FUTURE 50" LIST**
- Fortune Magazine

**BEST PLACES TO WORK
FOR LGBTQ EQUALITY**
- Human Rights Campaign

**"CHANGE THE
WORLD" LIST**
- Fortune Magazine

**BEST WORKPLACES
FOR WOMEN**
- Fairygodboss

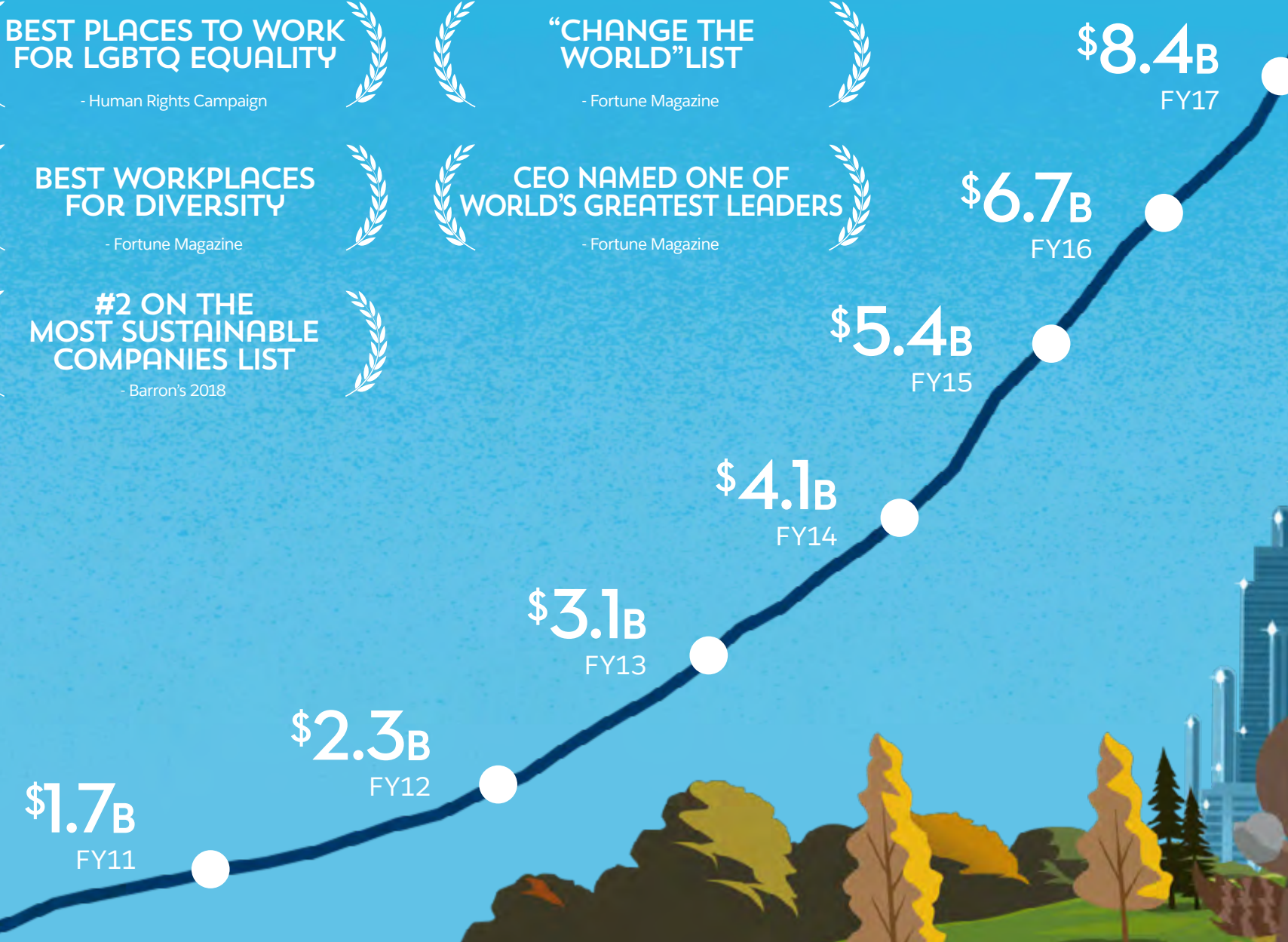
**BEST WORKPLACES
FOR DIVERSITY**
- Fortune Magazine

**CEO NAMED ONE OF
WORLD'S GREATEST LEADERS**
- Fortune Magazine

**WORLD'S MOST ETHICAL
COMPANIES HONOREE**
- Ethisphere 2018

**#2 ON THE
MOST SUSTAINABLE
COMPANIES LIST**
- Barron's 2018

**#1 BEST WORKPLACES
FOR GIVING BACK**
- Fortune Magazine



Salesforce's fiscal year is February 1 to January 31. Complete Salesforce financials are available at investor.salesforce.com.

SALESFORCE CULTURE



SALESFORCE CULTURE

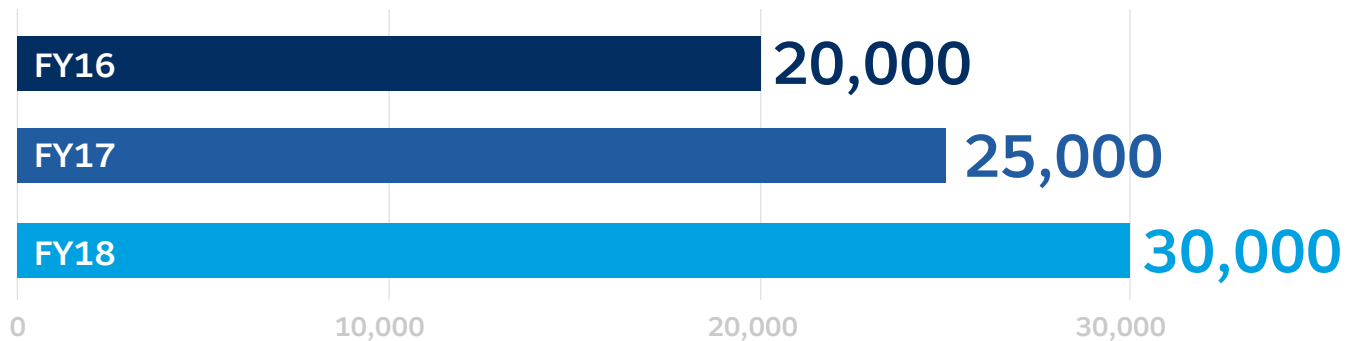
The Salesforce Ohana

When our founders started Salesforce, they were as intentional about the company culture they wanted to create as they were about the products they wanted to build and how they would go to market.

We define our culture as “Ohana,” the Hawaiian word for family. It represents the idea that families – blood-related, adopted, or intentional – are bound together, and are responsible for one another.

Ohana is at the center of everything we do at Salesforce, and it has been from the start. Our leaders champion it, our managers are measured on how well they drive it, and our employees understand and embrace their role in protecting it.

Full-Time Employees



At Salesforce, our culture of trust is built on four components:

- **Ohana:** We are an Ohana of Trailblazers, including our customers, employees, partners, and communities – all of our stakeholders. We take care of each other, have fun together, and work collaboratively to improve the state of the world.
- **Values:** Trust, customer success, innovation, and equality – they connect and inspire us. These are the values we expect everyone in our Ohana to uphold.
- **Behaviors:** Integrity, transparency, alignment, and accountability – these build trusted relationships.
- **Experiences:** Our products, events, workplaces, and the ways we give back – all feel like us.



BUILDING THIS CULTURE OF TRUST IS OUR GREATEST COMPETITIVE ADVANTAGE AND DIFFERENTIATOR.

Talent Development

Salesforce's Global Talent Development team inspires, transforms, and enables our people to grow individually and deliver great impact at Salesforce. The team designs, develops, and deploys talent solutions for all employees, with an emphasis on our people managers and leaders. We do this by offering learning and development content via Trailhead, an interactive learning tool, and free open programs such as Aloha Salesforce Manager, Cultivate Equality at Salesforce, Thanks for the Feedback, and 7 Habits of Highly Effective People.

A key component of this work is to integrate GREAT Leader Characteristics – Salesforce Smart, Get It Done, Win as a Team, Motivate and Champion, and Courageous Communicator – within a culture of feedback and development. We work to inspire and enable our employees to be leaders in their respective roles, which means ensuring they grow at the same pace as the company by receiving timely feedback from peers, direct reports, and direct managers.

**AT SALESFORCE 94% OF EMPLOYEES
SAY THEIR WORKPLACE IS GREAT.**

– 2017 GREAT PLACE TO WORK® SURVEY



OPERATING WITH INTEGRITY



OPERATING WITH INTEGRITY

Governance

Salesforce is committed to managing our affairs consistent with the highest principles of business ethics and corporate governance requirements of applicable law and the NYSE, including the following:

- A majority of our Board members are independent of Salesforce and its management.
- All members of our key Board committees – the Audit and Finance Committee, the Compensation Committee, and the Nominating and Governance Committee – are independent.
- We have a clear code of business conduct to which all employees, officers, and directors must adhere.
- The charters of our Board committees clearly establish their respective roles and responsibilities.

Read more at investor.salesforce.com.

Business Integrity

Trust and the success of our customers are the highest priorities for Salesforce. We are committed to not only abide by the laws and regulations that apply to us as we conduct business around the world, but to be leaders in these areas. [Our Code of Conduct](#), [Business Conduct Principles](#), and other internal policies describe the way we treat employees and other key stakeholders globally, addressing topics such as:

- Forced or involuntary labor
- Child labor
- Wages, benefits, and working hours
- Nondiscrimination
- Respect and dignity
- Freedom of association
- Protection of the environment
- Health and safety
- Ethical dealings
- Laws, regulations, and other legal requirements
- Anti-corruption
- Data security

Read more at salesforce.com/company/legal.



Trust and Security

Salesforce understands that the confidentiality, integrity, and availability of our customers' information is vital to their success. That's why we use a multilayered approach to security. Some of the world's largest and most security-conscious organizations in the world trust Salesforce. We partner with our customers to provide recommendations on the best approaches to deal with security issues and to combat sophisticated threat challenges. Our global security team is a 24/7 worldwide operation that monitors and improves our applications, systems, and processes to meet the growing demands and challenges of security. There is no finish line when it comes to security and protecting our customers' data.

[Trust.salesforce.com](https://trust.salesforce.com) is the Salesforce community's home for real-time information on system availability, performance, security, and compliance.

**SALESFORCE IS COMMITTED TO RUNNING
THE MOST SECURE, TRUSTED, RELIABLE, AND AVAILABLE
CLOUD COMPUTING SERVICE.**



Civic Engagement

Salesforce's Government Affairs and Public Policy team works with policymakers and elected officials around the globe on issues that impact our employees, our customers, and our company.

In the past year, Salesforce has strategically engaged in a number of international, national, and state and local issues, including the implementation of the European Union's General Data Protection Regulation (GDPR), the Australian Parliament's Future of Work inquiry and Same-Sex Marriage Equality legislation, and tax reform in the United States.

Salesforce participates in the legislative process in the U.S. by supporting candidates and causes that are important to our stakeholders. Salesforce is nonpartisan. We support candidates and eligible organizations of any party who share our priorities, even if we don't agree on every issue. We publicly disclose all contributions in reports filed with the Federal Election Commission and various state campaign finance commissions, as required by law.

Salesforce also participates in a variety of organizations, coalitions, and trade associations to further our public policy interests and business goals, with a focus on those that specialize in technology policy. We review these memberships on an ongoing basis to make sure they align with our company's core values. Visit salesforce.com/publicpolicy to see details on Salesforce's public policy activities, financial contributions, and memberships.

**SALESFORCE ADVOCATES FOR PUBLIC POLICY
THAT SUPPORTS OUR FOUR CORE VALUES:
TRUST, CUSTOMER SUCCESS, INNOVATION, AND EQUALITY.**

ADVOCATING FOR SAME-SEX MARRIAGE IN AUSTRALIA

Salesforce campaigned strongly for marriage equality in Australia. In 2016 Salesforce partnered with Australian Marriage Equality to pledge its support, and in 2017 worked with the Yes campaign in Australia's plebiscite (a non-binding vote).

By late 2017, following a majority yes vote in the plebiscite, the Australian Parliament legalized same-sex marriage. Equality is a core value at Salesforce, and we continue to stand up on behalf of our employees, customers, and their families.

POLICY TO PROTECT THE PLANET

In FY18, we spoke out against the U.S. Department of Energy's proposed rule to effectively subsidize fossil fuel generation, which we were pleased the Federal Energy Regulatory Commission rejected. Going forward, we will continue to support policies that enable the low-carbon future we aspire to create and engage with key policymakers and players in the energy industry to increase access to renewable energy.

Health and Safety

Salesforce is proud of our robust health and safety management program. This program features global and regional governance, which includes documentation, management committee oversight, and regular compliance auditing. Salesforce's commitment to health and safety extends beyond compliance to a culture of caring, focusing on communication, assistance, response, and education. To achieve this, we have launched a comprehensive employee safety engagement program: CAREforce. This program encourages all employees to take steps to protect their personal safety as well as the health and safety of those around them, in the workplace, at home, and while traveling. Through the CAREforce program, employees are encouraged to participate in programs such as the Emergency Response Team, employee hardship assistance, and various health and safety courses, initiatives, and events.

Learn more about our [Health and Safety Program](#).

Supply Chain Responsibility

Our suppliers are a critical part of the Salesforce community. In our supply chain, we work with suppliers that not only share our values but also operate with integrity, respect, and transparency.

We encourage our suppliers to go beyond compliance to positively impact local communities, ecosystems, and the environment.

We outline our global supply chain expectations in our [Global Supplier Code of Conduct](#), which serves as a guide to ethical supplier conduct. The Supplier Code applies to all third-party suppliers of products or services that are paid directly by Salesforce.

Our commitment to equality extends into our supply chain. We believe that partnering with small businesses and diverse suppliers is not just the right thing to do; it is smart business. We recognize diverse suppliers as businesses that are 51% owned and operated by at least one of the following: minorities as defined by the country where the business was established; women; veterans; service-disabled veterans; persons who are lesbian, gay, bisexual, or transgender; or persons with a disability. Providing business opportunities for diverse suppliers reflects Salesforce's commitment to our clients and to the communities in which we operate.

The UK Modern Slavery Act of 2015 requires businesses to publish an annual statement specifying the efforts taken to prevent slavery and human trafficking anywhere in their own business or their supply chain. In our [UK Modern Slavery Act Statement](#), we provide an overview of our business and outline the actions we take to help prevent forced labor, slavery, and human trafficking.

Learn more about our [Supplier Diversity Program](#).



PROTECTING OUR PLANET



PROTECTING OUR PLANET

The Environment Is a Key Stakeholder

At Salesforce, we consider the environment to be one of our key stakeholders, which is why we focus on environmental stewardship, including creating a low-carbon future for all. We understand that climate change impacts everyone – every individual, company, and nation. And its effects are compounded in the world’s poorest regions, amplifying global inequality.

WE STRIVE TO CREATE A WORLD THAT IS JUST AND EQUITABLE, WHERE EVERYONE HAS EQUAL ACCESS TO CLEAN AIR, WATER, AND ENERGY.

Sustainability is an ongoing journey, and we’re proud to have achieved so many milestones in FY18, including operating as a net-zero greenhouse gas emissions company,[◆] providing a carbon neutral cloud,[◆] and making it halfway to our 100% renewable energy goal.[◆] We’re constantly working to better integrate environmental sustainability into all that we do. Through our global commitments and [Environmental Policy](#), we’ve set high environmental standards for our business.

To read more about our environmental initiatives, visit salesforce.com/sustainability.

[◆] Reviewed by Ernst & Young LLP. Please refer to pages 51-53 for its [Independent Accountants’ Review Report](#).

OUR GREEN TEAM, EARTHFORCE, IS A GROUP OF MORE THAN 6,000 PASSIONATE EMPLOYEE VOLUNTEERS DEDICATED TO PROMOTING AND CELEBRATING ENVIRONMENTAL RESPONSIBILITY AT SALESFORCE.



FY18 HIGHLIGHTS:

35
TEAMS

25
EARTH DAY CELEBRATIONS

7,000+
HOURS OF VOLUNTEER TIME

3,500+
BADGES EARNED ON TRAILHEAD
BY COMPLETING INTERNAL
SUSTAINABILITY TRAINING

Global Leadership

We believe in using our corporate voice to advocate for policies and legislation that promote the wellbeing of people and the planet. We focus our climate advocacy efforts most intensely on increasing the amount of renewable energy globally and mitigating greenhouse gas emissions.

We also know we're stronger together. That's why Salesforce participates in environmental coalitions and working groups such as [We Are Still In](#), the [Renewable Energy Buyers Alliance](#), [We Mean Business](#), [RE100](#), [CERES BICEP Network](#), [Future of Internet Power](#), and the [Advanced Energy Buyers Group](#).

IN FY18 WE SUPPORTED [SENATE BILL 100](#) IN CALIFORNIA AND THE CLEAN POWER PLAN, WHICH FOCUS ON BRINGING MORE RENEWABLES ONTO THE GRID AND PHASING OUT EXISTING FOSSIL FUEL GENERATION. THESE ARE JUST A FEW KEY EXAMPLES OF OUR POLICY ENGAGEMENT.

In June, Salesforce signed a support letter for the recommendations of the [Task Force on Climate-related Financial Disclosures](#) (TCFD) and has since set out to align with the recommendations of the TCFD. Earlier this year, we completed a climate change risk assessment under a 2-degree scenario and increased the levels of disclosure of environmental information within public filings, including our [Annual Report](#) and [Proxy](#).

SAN FRANCISCO IS A TRAILBLAZER IN ENVIRONMENTAL SUSTAINABILITY.

As San Francisco is Salesforce's hometown, we're looking forward to partnering with other businesses, organizations, and governments to highlight global climate solutions at the Global Climate Action Summit in September 2018.



Commitment to Clean and Renewable Energy

The cloud runs on electricity, which today comes predominantly from the burning of fossil fuels, a major source of global greenhouse gas emissions.

Since making our first public commitment in 2013 to achieve 100% renewable energy for our data centers, which we expanded to cover our offices in 2015, Salesforce has focused on procuring electricity from clean and renewable sources of energy. A little more than four years later we're proud to be halfway toward that goal.¹

IN FY18, WE PROCURED ELECTRICITY FROM RENEWABLE ENERGY RESOURCES EQUIVALENT TO 50%[◆] OF WHAT WE USED GLOBALLY, PREDOMINANTLY THROUGH LARGE-SCALE, LONG-TERM CONTRACTS WITH NEW RENEWABLE ENERGY PROJECTS.

We focus on directly catalyzing the construction of new sources of clean and renewable energy, whether through wind and solar contracts or through local utilities.

[◆] Reviewed by Ernst & Young LLP. Please refer to pages 51-53 for its [Independent Accountants' Review Report](#).

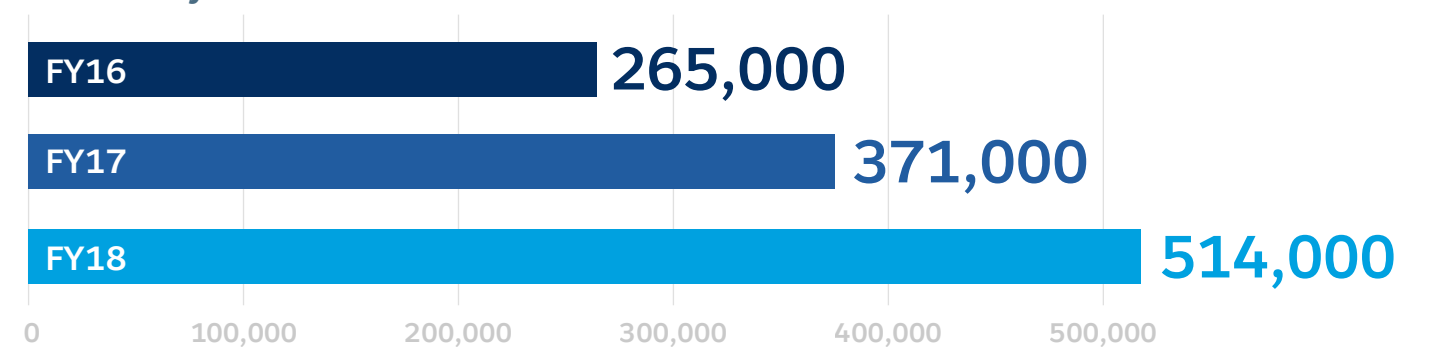
¹ 100% renewable energy here means sourcing renewable electricity from renewable energy sources equivalent to what we use globally on an annual basis.

As a cloud leader, we have a responsibility to address our negative impacts on the climate. We aim to achieve 100% renewable energy globally on an annual basis. However, the ultimate goal is something bigger and more complex.

WE WANT A FUTURE IN WHICH CLEAN AND RENEWABLE ENERGY IS POWERING OUR DATA CENTERS AND OFFICES AROUND THE CLOCK.

Reaching this goal will take time, the deployment of new technologies, financial investment, and regulatory changes. That's why we engage on key policies that help enable the clean energy transition.

Electricity Use (MWh)





IN AUGUST 2017, WE ANNOUNCED THAT TWO OFFICE TOWERS AT THE HEART OF OUR GLOBAL HEADQUARTERS IN SAN FRANCISCO ARE NOW SOURCING 100% RENEWABLE ENERGY.

Salesforce and the city of San Francisco are both committed to reaching 100% renewable energy, and enrolling in the San Francisco Public Utility Commission's [CleanPowerSF](#) program got both one step closer to that goal.

Operating as a Net-Zero Greenhouse Gas Emissions Company

Reaching 100% renewable energy and our long-term goal of a low-carbon economy will take time. However, the world needs action now.

Given the urgency of the situation, Salesforce accelerated its timeline for net-zero greenhouse gas emissions, reaching this milestone in FY18. Operating as a net-zero company[♦] puts an internal price on our greenhouse gas emissions, creating a financial incentive to support decisions throughout the business that reduce greenhouse gas emissions, from specifying high-efficiency IT equipment to bringing about clean and renewable energy to support the business.

Over many years, Salesforce has been laying the groundwork for reaching net-zero greenhouse gas emissions by following a three-step, iterative process: avoid, reduce, offset. Here are examples of key activities for each step:

- Avoid emissions by siting facilities on clean electricity grids.
- Reduce emissions through resource efficiency.
- Offset remaining emissions through renewable energy or high-quality carbon credits.

In addition to our renewable energy work, to offset our climate impact and operate as a net-zero company, we support sustainable development projects through the purchase of carbon credits. Each carbon credit represents the removal/avoidance of one metric ton of carbon dioxide (or its equivalent) from the atmosphere. These credits help offset Salesforce's global Scope 1 and 2 emissions.¹

[♦] Reviewed by Ernst & Young LLP. Please refer to pages 51-53 for its [Independent Accountants' Review Report](#).

¹ "Scopes" are the standard way of categorizing emissions using the World Resources Institute's Greenhouse Gas Protocol. Our corporate commitments to reach 100% renewable energy and maintain net-zero greenhouse gas emissions encompass our Scope 1 and 2 emissions.

We took this further to deliver our customers a carbon neutral cloud[♦] by including indirect emissions (Scope 3) within our data center supply chain, such as the manufacture of servers, production and distribution of energy use at our data centers, and the impact of our customers using Salesforce on their personal devices.

IN FY18, SALESFORCE DELIVERED ALL CUSTOMERS A CARBON-NEUTRAL CLOUD.[♦]

In evaluating sustainable development projects we look for projects that maximize environmental and social benefits. Additionally, projects go through independent third-party verification to ensure adherence to strict internationally recognized methodologies for quantifying emissions reductions, such as the [Gold Standard](#). We are also partnering with carbon project specialists who conduct additional audits, have scale and reach, and share our core value of innovation.

Read more about our journey to net-zero greenhouse gas emissions [here](#).



SALESFORCE SUPPORTS TRAILBLAZERS WORKING ON SUSTAINABLE DEVELOPMENT PROJECTS.



In 2017, Salesforce also supported Proyecto Mirador, a clean cookstove project in Honduras. Proyecto Mirador has deployed over 155,000 cookstoves, resulting in more than 1 million tonnes of emissions reductions – equivalent to taking over 200,000 passenger vehicles off the road for one year. Proyecto Mirador is able to use Salesforce to help deploy the cookstoves and

ensure proper maintenance is done. In addition to providing clean cookstoves to homes, improving the

health and wellbeing of families, over 150 people have been employed through the project.

We also were the major supporter of a solar water heating project in India. The carbon finance it delivered in 2017 helped enable the installation of an additional 10,000 solar water heaters that will avoid approximately 20,000 metric tons of greenhouse gas emissions annually. That's equivalent to over 2,000 homes' energy use for one year. In addition, the project will provide reliable hot water to an estimated 50,000 people, and help directly employ over 160 individuals.



Richard Lawrence
Founder & Director,
Proyecto Mirador

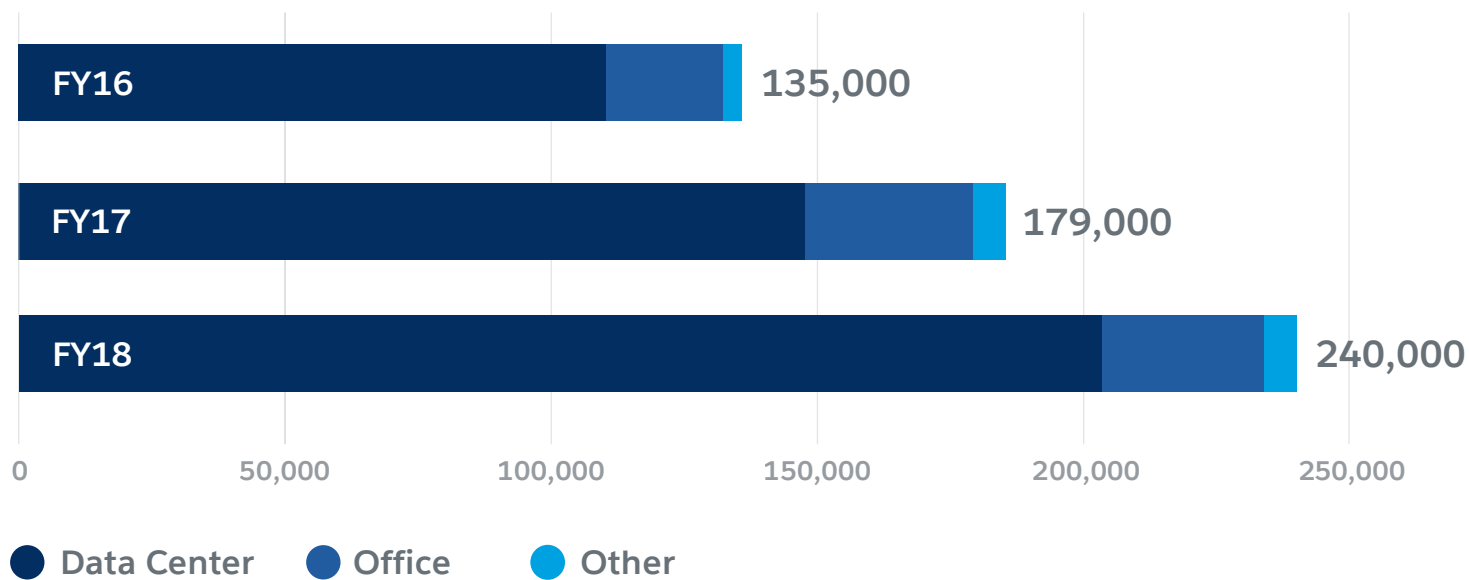
Dee Lawrence
Director,
Proyecto Mirador



Annual Emissions

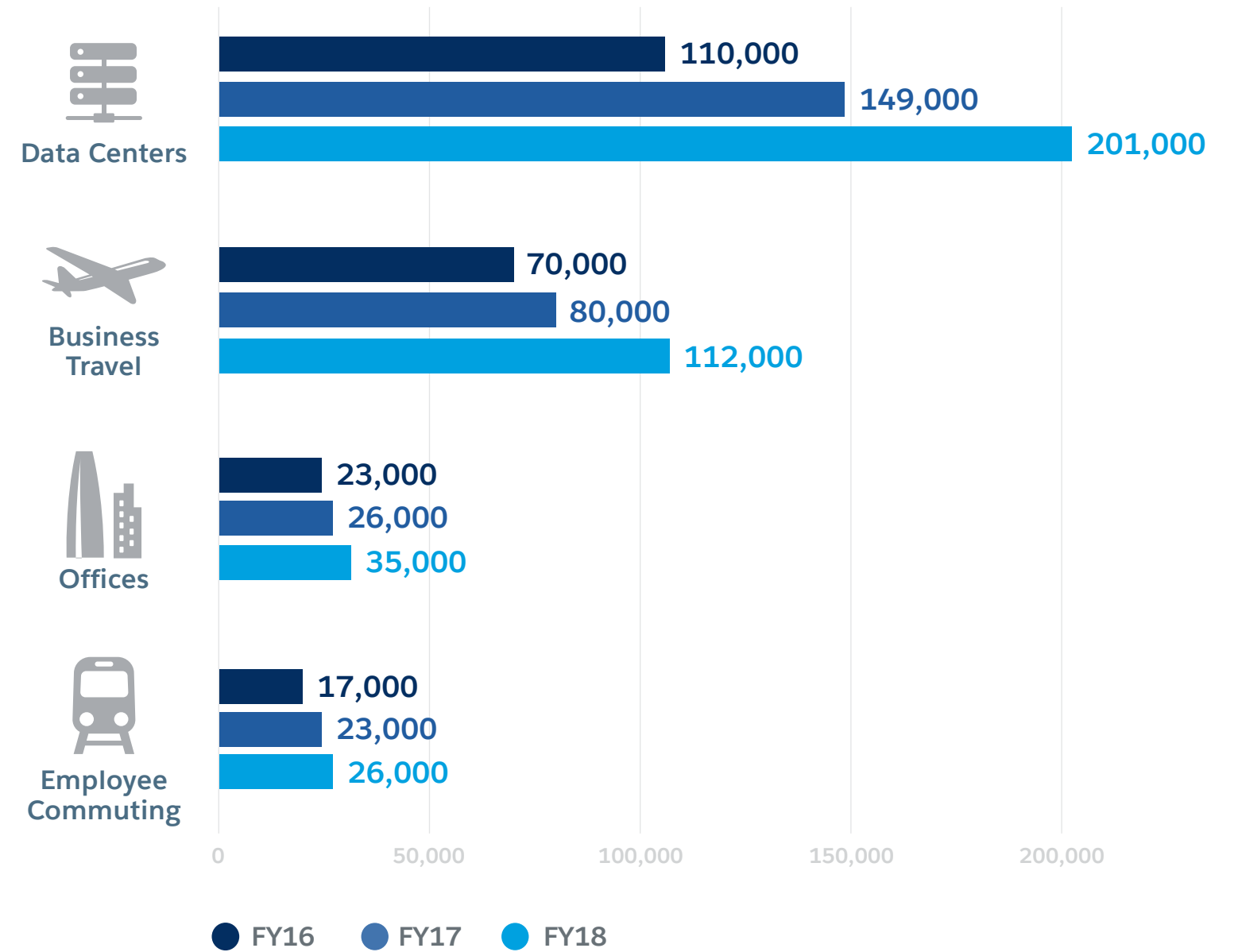
Salesforce is committed to transparency and disclosing our annual emissions, indicated in the following charts. For more detail on our environmental footprint, see the [report appendix](#).

Scope 1 and 2 Emissions by Source (MTCO2e)



Scope 1 includes direct emissions such as those from onsite natural gas combustion, leaked refrigerants, and so on. Scope 2 includes indirect emissions from the generation of acquired and consumed electricity, steam, heat, and cooling. The above emissions were calculated using a location-based methodology.

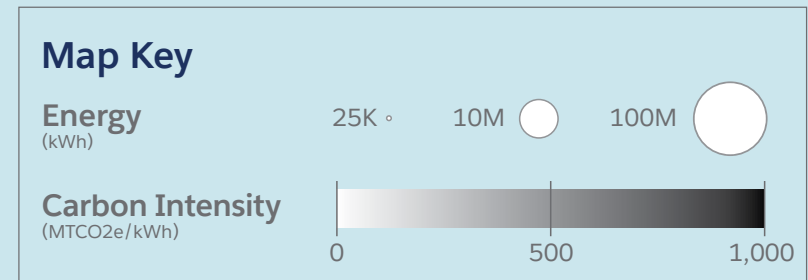
Annual Emissions by Source (MTCO2e)



The EPA defines CO2e as the number of metric tons of CO2 emissions with the same warming potential as one metric ton of another greenhouse gas. The above emissions were calculated using a location-based methodology.

Electricity Use & Carbon Intensity by City

This map shows our global energy consumption for offices and data centers that we have operational control over. The size of the circles represents total annual energy consumption (measured in kilowatt hours (kWh)) by city, and the shading of the circles represents the carbon intensity of the electric grid in those locations (measured in MTCO_{2e}/kWh). Carbon intensity is the amount of greenhouse gas emissions required to produce one unit of electricity, known as a kWh. For example, an electricity grid fueled predominantly by fossil fuels like coal will have a higher carbon intensity than a grid that runs predominantly on renewable energy.



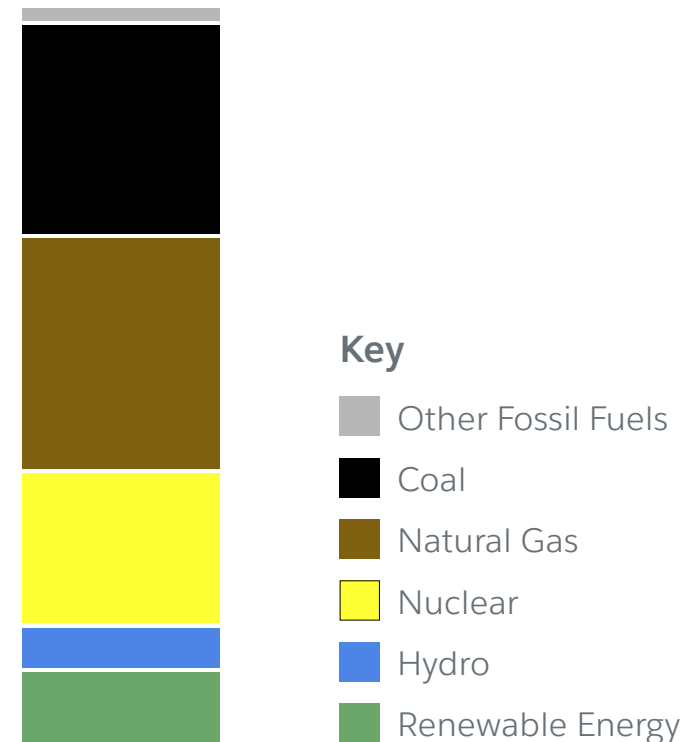
FY18 Global Electricity Mix

In FY18 Salesforce consumed 514 gigawatt hours (GWh) of electricity globally. Most of that electricity came from fossil fuels, and we are working to change that. In alignment with the Greenhouse Gas Protocol, Salesforce calculates its carbon footprint in two ways.

Location-Based Methodology

In the first method, we look at the actual (physical) carbon intensity and energy mix of the electric grids on which we operate. This is known as the location-based methodology and reflects our progress toward our long-term goal of transitioning the electric systems we operate on to low-carbon resources, including our efforts to site on cleaner grids and our policy work at the state and national levels. In December 2017, we signed on to [Powering Past Coal](#) to support the accelerated growth of clean energy and the rapid phaseout of coal.

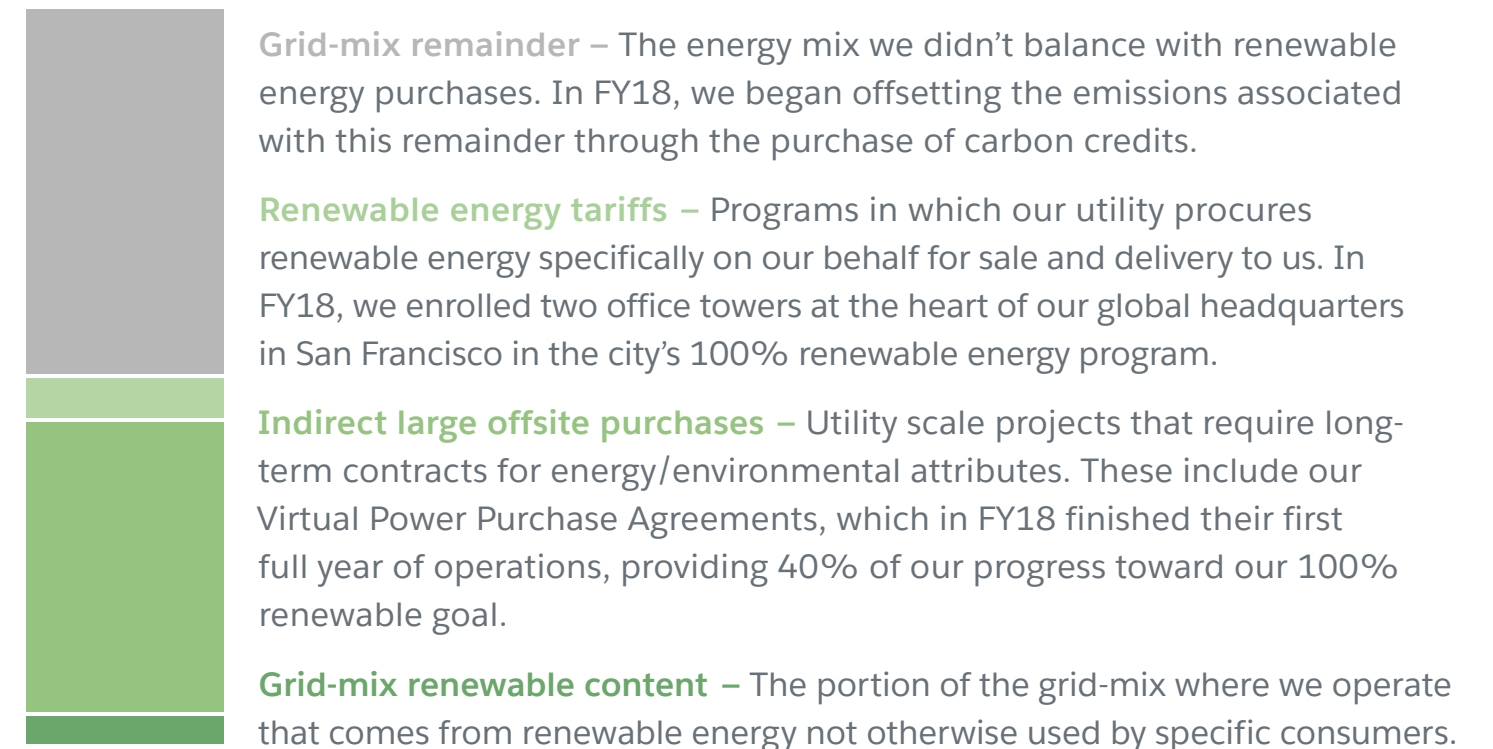
514 GWh



Market-Based Methodology

The second method, known as a market-based calculation, is a net calculation, and is largely based off of the contracts we have in place for electricity. Here you can see our efforts to balance or offset our brown power use by bringing new sources of clean and renewable energy online. The emissions associated with the fossil fuel consumption we haven't yet balanced with renewable energy, we offset with carbon credits.

514 GWh



SALESFORCE TOWER, THE 61-FLOOR CENTERPIECE OF SALESFORCE'S URBAN HEADQUARTERS CAMPUS IN SAN FRANCISCO, OPENED ITS DOORS IN JANUARY 2018.

The top floor of the tower, the Ohana floor, will be open event space designed for employees, customers, partners, nonprofits, and visitors to enjoy.



The building is on track to achieve the most points for a LEED V4 Platinum (Commercial Interiors) Project in the world, the most rigorous LEED standard for tenant space.



Salesforce Tower beats the energy performance guidelines of San Francisco's green building code by more than 20%.



The blackwater system is the largest onsite water recycling system in a commercial high-rise building in the United States.



The blackwater system provides recycled water to the entire building, not just Salesforce.



The blackwater system saves more than 7 million gallons of fresh water a year.



Sustainable Built Environment

Real Estate Strategy

To understand our sustainable built environment, it's important to consider what real estate means to Salesforce. For us, our real estate is much more than architecture and design. It's about creating a place where employees can be productive and happy, and one that has a lasting positive impact on our Ohana, including our partners, customers, communities, and the environment around us. We are committed to taking a proactive approach to ensure environmental sustainability, and occupant wellness is integrated throughout our real estate process, including in our site selection, design process, material choices, infrastructure, and day-to-day operations.

Leadership

We work with industry leaders and companies that are shifting the standards of our built environment to a new normal that prioritizes human and environmental health. We're proud to be founding members of the [Cradle to Cradle Built Positive Owners and Developers Roundtable](#) and the [USGBC Building Health Initiative](#).

We will continue to explore new and innovative ways that we can influence the industry and change the current standards of our built environment.

Certification

We build our workspaces to meet leading green building standards such as [LEED](#), [BREEAM](#), [Fitwel](#), and [Green Mark](#). We see these certifications as helpful guides for real estate project accountability, transparency, and sustainability. But our sustainable built environment strategy is much more than just a certification process; it's a framework for delivering world-class, high-performing, healthy spaces for our Ohana.

As of FY18, Salesforce has achieved or is pursuing green building certification for 64% of our office space.

Recently, we've seen these certifications expand into healthy materials and the wellbeing of occupants, reaffirming our commitment to pursuing and achieving the highest certification possible in order to deliver the most value to our employees.

Salesforce is committed to working toward LEED Platinum certification for our marquee and headquarters buildings. At our global headquarters, located in San Francisco, we've achieved LEED Existing Buildings Operations and Maintenance Platinum certification for Salesforce West. We are pursuing LEED Commercial Interiors Platinum certification for Salesforce Tower and Salesforce East, to complement their LEED Core and Shell Platinum certifications.



Procurement and Design

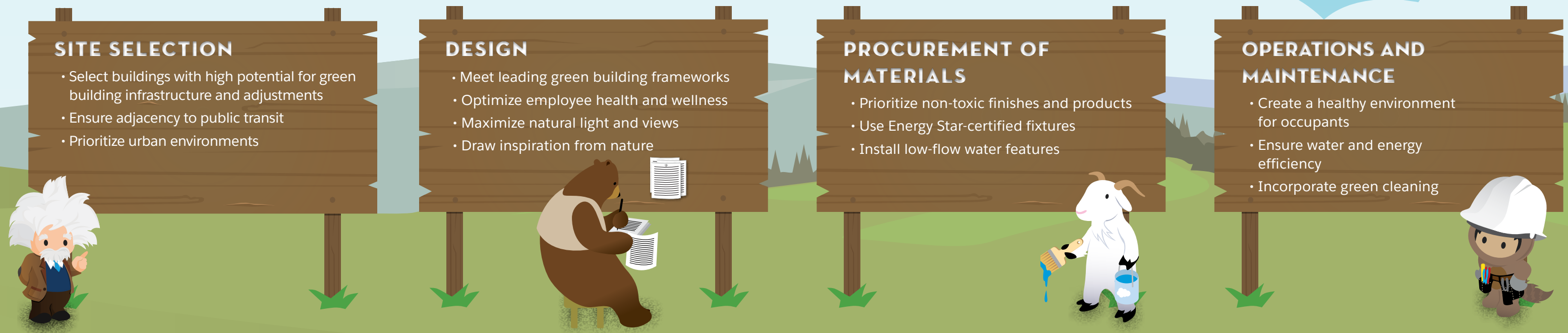
The new design standard for our workspaces around the world, called Ohana Design, promotes collaboration, fun, sustainability, and employee wellness. Included in this is our focus on biophilic design, incorporating natural elements into our spaces. Key examples include clear sightlines, open flow on each floor to allow employees access to the best sunlight and views, design with inspiration from nature, sustainable materials, dedicated social lounges for collaboration and events, mindfulness areas on every floor for recharging, and residential-inspired finishes.

Procuring healthy materials enhances our Ohana Design standard. Healthy materials help us improve the performance of our space while also helping us achieve green building

certifications. Most importantly, our material choices can make our employees happier and healthier. That’s why we evaluate the health and environmental characteristics of the products that are entering our workspaces to ensure they align with our values.

We use our buying power to push industry demand for higher-quality materials, increased innovation, and better design. From carpet made from recycled fishing nets, to using low-VOC paint, to procuring Energy Star-rated equipment, the choices we make might not always be that visible, but that’s a good thing. It’s a demonstration that green building practices and healthy materials aren’t a sacrifice, but a natural fit into the future of our built environment.

Lifecycle of a Built Space: Examples of what we look for in each phase



PHILANTHROPY



PHILANTHROPY

Salesforce.org

When Salesforce was founded in 1999, it was built with a commitment to give back to the communities it serves. Salesforce pioneered the 1-1-1 model of integrated corporate philanthropy, which dedicates 1% of a company’s equity, 1% of employee time, and 1% of product to communities around the world. Born out of the 1-1-1 model, Salesforce.org is a nonprofit social enterprise built on the belief that everyone working to change the world should have the tools and technology to do so.

Its goal is to deliver the world’s best CRM solutions at affordable rates to help nonprofits and educational institutions achieve more impact. Its proceeds support strategic investments in education, workforce development, and community engagement, including employee giving through donation matching and volunteerism.

Read more at salesforce.org.

FY18 Employee Volunteering

 **600,000+**
VOLUNTEER HOURS

 **19,000+**
ORGANIZATIONS BENEFITED

 **28**
COUNTRIES IMPACTED



Since the inception of the 1-1-1 model, Salesforce and its philanthropic entities have provided:

 **34,000+**
NONPROFITS AND EDUCATIONAL INSTITUTIONS AROUND
THE WORLD WITH TECHNOLOGY

 **\$200M**
IN GRANTS TO IMPROVE EDUCATION AND PROMOTE
WORKFORCE DEVELOPMENT

 **2.6M+**
EMPLOYEE VOLUNTEER HOURS GIVEN BACK TO THE
COMMUNITIES THEY SERVE

Company Giving

At Salesforce, we partner with Salesforce.org to make donations that have a lasting positive impact on the world around us. Through donations to schools, hospitals, and organizations that encourage inclusion for all, we strive to improve the state of the world. Driven by our commitment to equality, Salesforce.org has made strategic education and workforce development investments to make sure our youth are future-ready and prepared for the jobs of tomorrow.

**SALESFORCE & SALESFORCE.ORG
DONATED MORE THAN \$45M IN FY18 TO SUPPORT
COMMUNITIES AROUND THE WORLD.**

We achieve this outcome by focusing on three areas:

School Ready

Every school we support – especially in the places where we live and work – fosters a community where children can thrive.

Tech Ready

Every student should have the skills to participate in our digital future, including girls and underrepresented students.

Workforce Ready

Every young adult should be prepared to contribute to the workforce in a meaningful way and have opportunities to realize their potential.



Here are some of our incredible partners we were proud to support in FY18:

San Francisco, Oakland, and Indianapolis School Districts

Salesforce.org has granted almost \$35 million to our U.S. school district partners to date, meaning that more students have access to high-quality academics such as computer science and mathematics, and that teachers have additional coaching and professional development. Our Salesforce Ohana has driven even more impact, delivering more than 10,000 volunteer hours in these three districts in FY18 as part of our Circle the Schools program.

Bridge21 at Trinity College Dublin

Our support for Bridge21's CodePlus Program in Dublin, Ireland, will help to introduce more than 5,000 girls to the world of coding through workshops and mentoring from female tech leaders. More than 50 Salesforce employees have already acted as mentors for the young people served by Trinity College Dublin programming.

Iridescent's Technovation Challenge

Through strategic support from Salesforce.org, Iridescent will bring together 12,000 girls from 100 countries to identify a problem in their community, create a mobile app solution to address that problem, and then learn how to communicate these ideas and translate them into a fully launched business. Our employees have volunteered more than 500 hours mentoring Technovation Challenge participants, and we celebrated the partnership with volunteering at Grace Hopper Celebration, the world's largest gathering of female technologists.

Simplon

Simplon is a French nonprofit organization focused on combating all forms of exclusion, discrimination, and poverty in close collaboration with the private sector. The organization uses digital technology as a lever for integration, employment, diversity, and innovation. Our FY18 grant will support Simplon in increasing the participation of NEET youth (Not in Education, Employment, or Training) in the French tech sector.



Impact at Dreamforce

Dreamforce is an opportunity for Salesforce to showcase our values and leverage our entire Ohana to make a positive impact on the community, and Dreamforce 2017 was no exception.

15
YEARS OF CELEBRATION

171,000+
REGISTERED ATTENDEES

91
COUNTRIES REPRESENTED

Philanthropy

Every year, through a program called “Dreamforce Gives,” Salesforce chooses initiatives to support and encourages thousands of Dreamforce attendees to donate and engage.

\$1M
DONATED TO GIRL SCOUTS, COLLEGE TRACK, AND UPWARDLY GLOBAL

80
GIRL SCOUTS ONSITE SOLD OVER \$17K WORTH OF COOKIES

\$15M
RAISED FOR BENIOFF CHILDREN’S HOSPITALS

Workforce Development

Dreamforce is an opportunity for us to share our vision for the jobs of tomorrow. We were able to highlight our K-12 education and veterans programs through engaging content and meaningful activities.

300+
STUDENTS FROM LOCAL SCHOOL DISTRICTS JOINED CODING WORKSHOPS

150
YOUNG ADULTS COMPLETED A CAREER DEVELOPMENT ACTIVITY

50
VETFORCE MEMBERS WERE SPONSORED TO ATTEND THE CONFERENCE AND PARTICIPATE IN CAREER DEVELOPMENT PROGRAMS

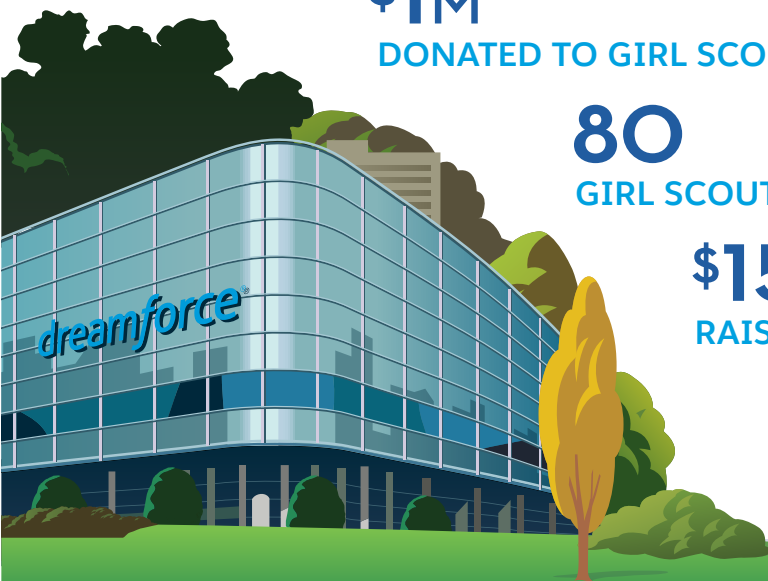
Planet

We brought our values to life by sourcing responsibly, conserving resources, reducing waste, and inspiring our attendees to do the same.

\$50,000
DONATED TO NATIONAL PARK FOUNDATION

5M+
GALLONS OF WATER CONSERVED BY ELIMINATING BEEF FROM MENU

100%
OF EMPLOYEE TRAVEL, ONSITE EMISSIONS, AND WATER USAGE OFFSET



Pledge 1%

SALESFORCE IS A PLEDGE 1% FOUNDER,
MEMBER, AND CHAMPION.

We are active in creating a movement of businesses that integrate social impact into their company DNA. Following the 1-1-1 model that Salesforce pioneered, Pledge 1% encourages companies to dedicate 1% time, 1% product, 1% profit, and/or 1% equity to improve the world. Since its launch, thousands of companies have joined Pledge 1% to make the community a key stakeholder in their businesses.

5,000+
COMPANIES

94
COUNTRIES

\$500M+
INITIATED IN NEW PHILANTHROPY

Pledge 1% celebrated its third birthday in November 2017, ringing the NASDAQ bell to honor the member companies that have gone public. Pledge 1% was also recently named one of Fast Company's 50 Most Innovative Companies and #1 Most Innovative Nonprofit.

Join the Pledge 1% movement at pledge1percent.org.

OKTA IS A SOCIAL IMPACT TRAILBLAZER.

Since 2016, Okta has directed more than \$1 million of donated technology to nonprofit organizations, reaching hundreds of thousands of users both within the organizations and the communities that they support. Okta reached a major milestone in its pledge to give away 1% of equity, employee time, and product with the launch of the Okta for Good Fund in August 2017, in partnership with Tides Foundation.

Okta also hosted its first-ever Community Tech Week in the spring of 2017 focused on workforce development and breaking down the perceived barriers between local communities and the tech sector. The event reached more than 200 students and job seekers through in-person career workshops, office visits, and 1-on-1 mentoring. Building on the success of this first event, Okta is extending its community workforce development efforts with a month-long employee initiative in 2018.



okta

ADVOCATING FOR EQUALITY FOR ALL



EQUALITY

At Salesforce, we believe that the business of business is to make the world a better place. Our higher purpose is to drive equality for all.

WE ARE WORKING TOGETHER WITH OUR EMPLOYEES, CUSTOMERS, PARTNERS, AND COMMUNITIES TO CREATE A MORE EQUAL AND BETTER WORLD FOR ALL. WE WANT TO ENSURE THAT WE BRING EVERYBODY ALONG IN THE FOURTH INDUSTRIAL REVOLUTION.

We work to drive equality within our own walls and beyond, across four pillars – equal rights, equal pay for equal work, equal access to education, and equal opportunities to succeed. We seek to create workplaces that reflect the diverse communities we serve, and where everyone feels welcomed, valued, heard, and included in our company.

This year we took many steps toward equal opportunity, including launching a new trail called *Inclusive Hiring* to standardize and reduce biases in hiring practices.

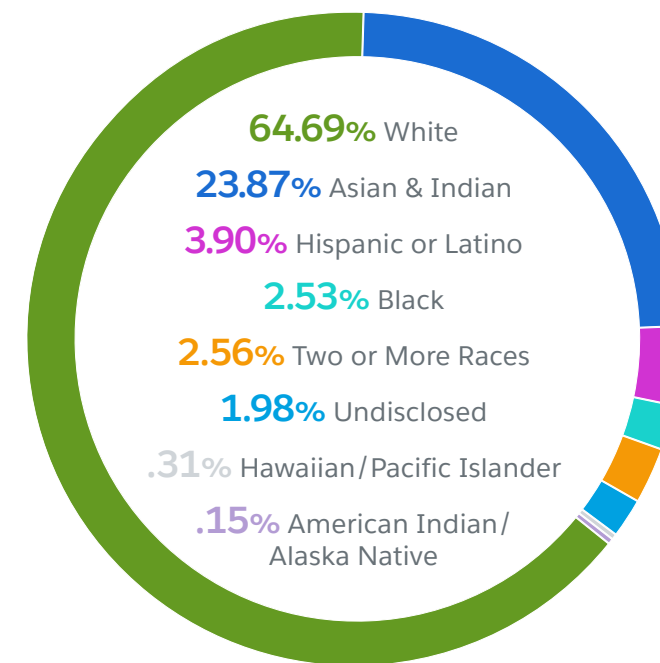
We are honored to be recognized by Fortune as one of the best workplaces for diversity, but we know there is much more work to be done.

You can read more about our equality efforts and programs at salesforce.com/equality.

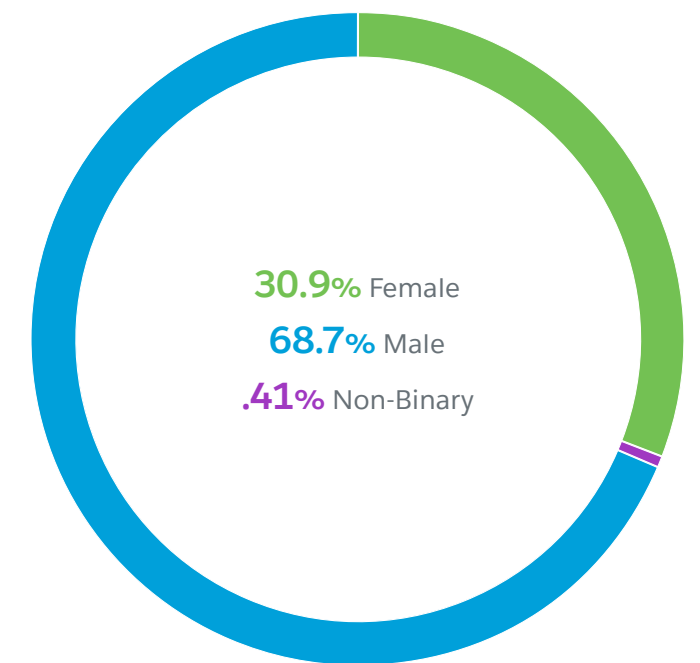
Here are a few milestones across all four pillars on our path to equality for all:

- **Equal Pay:** Committed a total of \$8.7 million to date to adjust salaries to align with our Equal Pay Assessment
- **Equal Rights:** Stood against anti-LGBTQ bill in Texas
- **Equal Education:** Provided more than \$16 million to advance equal education globally
- **Equal Opportunity:** Pledged the [CEO Action for Diversity and Inclusion](#)

Global Employees by Ethnicity



U.S. Employees by Gender



Data as of 2017

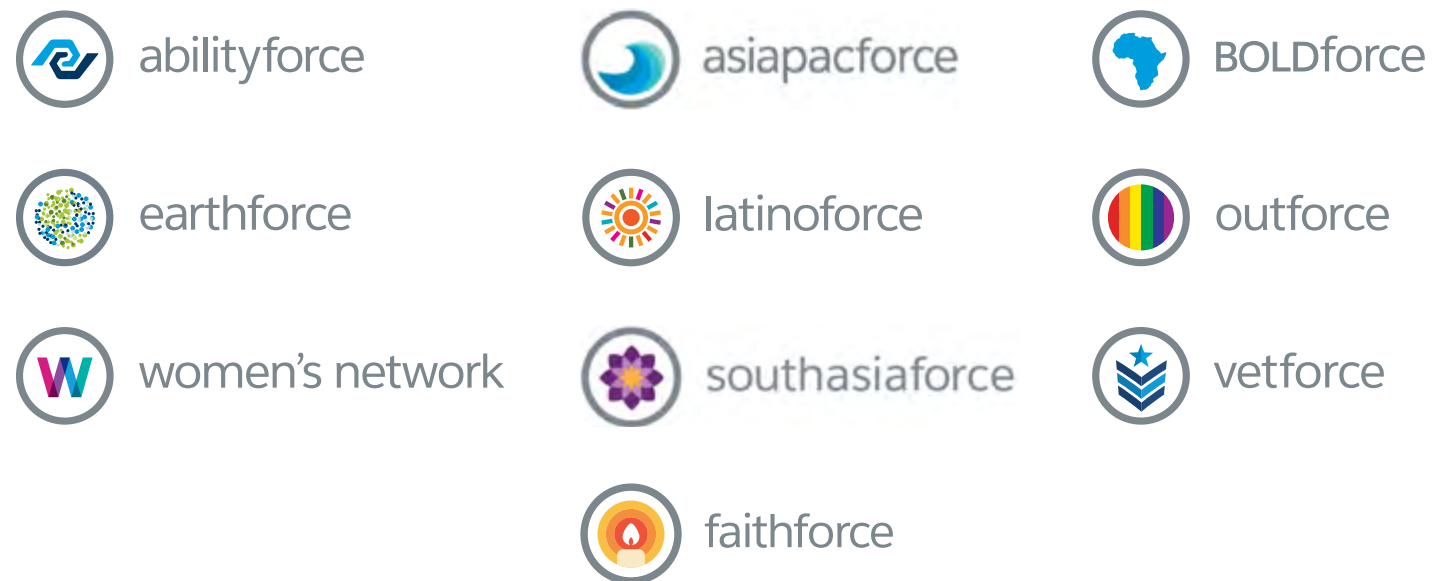
Employee Resource Groups

At Salesforce, we strive to create workplaces that are reflective of the communities we serve. One of the ways we do this is through our Employee Resource Groups, which we call Ohana Groups. Salesforce supports Ohana Groups to provide a community for underrepresented groups and their allies, offer professional development and mentoring opportunities, and empower employees to be responsive equality leaders in their community.

We also have an executive sponsor program for our Ohana Groups, through which our leaders partner with individual Ohana Groups to help elevate the voices within each community, champion their initiatives, and speak up on their behalf when needed.

Salesforce has 10 official Ohana Groups: Abilityforce, Asiapacforce, BOLDforce, Earthforce, Latinoforce, Outforce, Women's Network, Southasiaforce, Vetforce, and our newest – Faithforce.

Read about all of our Ohana Groups at salesforce.com/equality.



**WE ARE FOSTERING A
CULTURE OF ALLIES
WHERE EVERY EMPLOYEE
ASKS, LISTENS, SHOWS
UP, AND SPEAKS UP FOR
ONE ANOTHER.**

**THIS HAS RESULTED IN
ABOUT 1 OUT OF 3
EMPLOYEES BEING AN
OHANA GROUP MEMBER.**



Investing for Impact

At Salesforce, we put the wellbeing of our people and planet first.

We want to ensure that this technology revolution serves humanity to its fullest potential and benefits all citizens, not just a chosen few.

Just as Salesforce revolutionized corporate philanthropy in the form of Pledge 1%, we are now in the position to lead the way for the next evolution of this movement – investing in companies positively impacting the world. The [Salesforce Impact Fund](#) is uniquely positioned to catalyze the growth of companies that are building products and solutions to benefit society across four key focus areas:

- **Education and Workforce Development:** Companies enabling equal access to education to prepare students and the workforce for jobs of the future.
- **Diversity, Equity, and Inclusion:** Companies developing tools that promote equal opportunity and economic empowerment for women and underrepresented groups.
- **Sustainability:** Companies creating better access to clean energy, improving resource efficiency, and improving supply chain performance.

- **Social Sector:** Companies amplifying impact, efficiency, and transparency for nonprofits, government, and health services.

Through the fund, portfolio companies will receive funding to accelerate existing or new partnerships with Salesforce.

Angaza is part of the Salesforce Impact Fund portfolio. It is a pay-as-you-go technology platform that enables manufacturers and distributors to make clean energy products affordable to the world's 1 billion off-grid consumers.

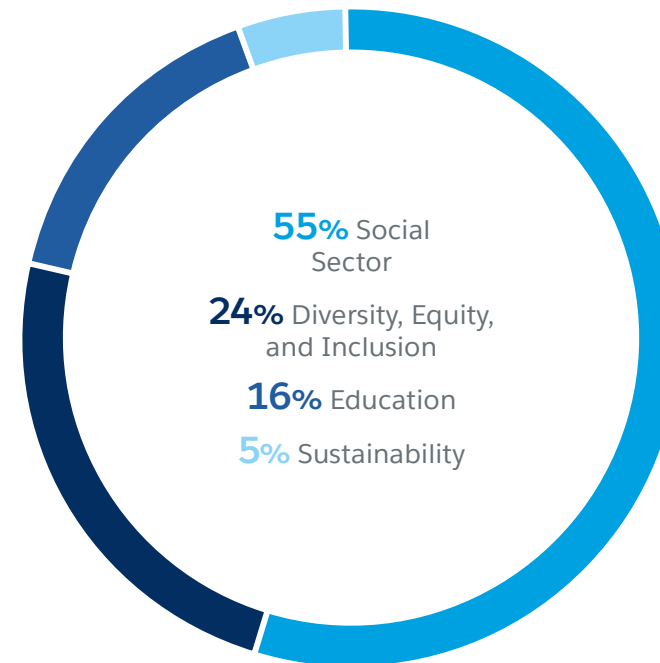


Lesley Marincola
Co-Founder & CEO, Angaza



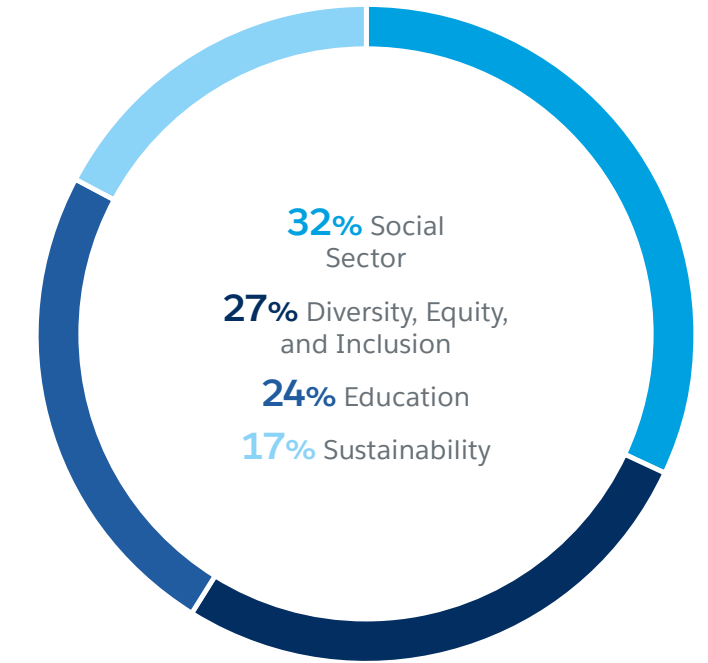
11
ACTIVE COMPANIES*

Sectors by Number of Investments




\$9.5M
TOTAL AMOUNT DEPLOYED*


Sectors by Amount Deployed





* Includes investments made before FY18


Here are some key metrics on our portfolio companies so far:


- 


70%
OF FOUNDERS OR CEOS ARE WOMEN OR MINORITIES
- 

\$54M
TOTAL REVENUE GENERATED*
- 

\$44M
ADDITIONAL INVESTMENT CAPITAL RAISED*
- 

326
JOBS CREATED AT PORTFOLIO COMPANIES
- 

15,000
METRIC TONS OF CO2 REDUCED*
- 

339,000
INDIVIDUALS RECEIVED ACCESS TO NEW FINANCIAL SERVICES*
- 

\$7.3B
IN DONATIONS AND GRANTS UNLOCKED*

* Includes investments made before FY18

ONE OF OUR IMPACT FUND COMPANIES, HUSTLE IS A PEER-TO-PEER TEXT MESSAGING PLATFORM THAT ENABLES PERSONAL CONVERSATIONS AT SCALE.

Hustle's customers include political campaigns, nonprofits, higher education institutions, and enterprises that seek new and more action-oriented tools for engaging with constituents, donors, alumni, and customers. The New York Civic Engagement Table and the Hispanic Federation relied on Hustle in the New York primary last year. Voter turnout jumped nearly 50%, with a notable increase in participation among black and Hispanic populations.



Roddy Lindsay
Co-Founder & CEO,
Hustle

Hustle **50%**
INCREASE IN
VOTER TURNOUT

WORKFORCE DEVELOPMENT



WORKFORCE DEVELOPMENT

| Blazing the trail to the future together.

Salesforce is committed to workforce development and dedicated to training and hiring for the jobs of tomorrow. We believe in using Salesforce for good. One of the ways we do that is through our interactive learning platform, [Trailhead](#).

Trailblazer Highlights



Stephanie Herrera
Director, Business Systems
Stedfast

Stephanie got her start in tech 19 years ago at Dell but lived paycheck to paycheck. She became an accidental admin, which blossomed into so much more. Last year, she bought her own home – no cosigner –

and calls it the house that Salesforce built. She founded and leads Salesforce Saturdays, teaching new users in coffee shops – a program that has spread to 30+ communities.



Shonnah Hughes
Senior Consultant,
Now It Matters

As a teenager, Shonnah navigated going to school full-time, working full-time, and being a mother. She's a self-taught technologist. She has become an ambassador for the Salesforce Minneapolis community, teaching

bootcamp courses for young women of color and leading the Women in Tech Diversity User Group.



Zac Otero
Salesforce Analytics Administrator,
Advisors Asset Management

Zac was working at a meat processing plant, when he discovered the factory was being shut down. Zac's cousin, a Salesforce developer, introduced him to the possibility of a major career change. By listening to Salesforce Success Community podcasts and

reading e-books, Zac was able to learn the skills that helped him land his first full-time Salesforce admin position. Today, he's a Salesforce analytics admin.

Trailhead

Trailhead empowers everyone, regardless of race, gender, educational background, or experience, to learn the skills that are in demand by employers. Trailhead is the fun, hands-on way for anyone to learn the skills of the future. Trailblazers test their knowledge while earning points and badges to celebrate their achievements. Trailblazers have earned more than 5 million badges on the platform and completed more than 24 million challenges.

Futureforce

University Recruiting

Our Futureforce University Recruiting program is dedicated to attracting and cultivating next-generation talent. In FY18 we hired 9% of Salesforce's total workforce, with a goal to hire 15% through Futureforce in FY19. We launched the new Futureforce Scouts Program, hiring more than 50 new graduates into our Solutions Organization. We also kicked off our Ph.D. hiring in FY18, partnering with Chief Scientist Richard Socher and his Salesforce research team to build out a robust Ph.D. hiring strategy to recruit research scientists and engineers from top-tier universities.

As innovators, disruptors, and global shapers, our recruits bring true trailblazing characteristics to our Ohana.

AS PART OF SALESFORCE'S
COMMITMENT TO WORKFORCE
DEVELOPMENT, WE ARE
LAUNCHING THE PATHFINDER
TRAINING PROGRAM, A
PROGRAM DESIGNED TO
TRAIN THE NEXT GENERATION
OF TRAILBLAZERS.



In partnership with Deloitte, Salesforce will train Ivy Tech Community College students and Indiana veterans with the technical and business skills they need to become Salesforce administrators and developers, while providing a community of support so that Pathfinder graduates can fill in-demand jobs in the Salesforce ecosystem.

K-12 Education

Education plays a huge role in creating a more diverse, skilled, and talented workforce.

Since 2013, the start of our public-private education partnerships, Salesforce.org has donated almost \$35 million in education grants to U.S. school districts and global education nonprofits.

Last year, we made district partnership grants in San Francisco, Oakland, and Indianapolis public school districts, giving more students access to high-quality academics such as computer science and mathematics, and providing teachers with needed coaching and professional development. Our impact is clear: Mathematics scores are up in San Francisco public schools, and computer science grades are improving in Oakland public schools. Additionally, Salesforce employees contributed more than 9,800 volunteer hours in these three districts in FY18.

Internships

With equality as one of our core values, we're committed to building a more diverse and inclusive workforce that mirrors the communities where we live and work. For the past 10 years, Salesforce has partnered with nonprofit organizations that connect driven, untapped talent to training and meaningful paid work experiences. Across the globe, more than 500 young adults have joined the Salesforce Ohana from our various internship program partners. We know that internships and the networks they help young adults to build are critical to establishing a strong professional foundation. We are grateful for the many contributions that our interns have brought to Salesforce.

Read more about our workforce development programs at salesforce.com/about-futureforce.

YEAR UP WE HOSTED 61 INTERNS IN THE BAY AREA, ATLANTA, BOSTON, CHICAGO, AND NEW YORK CITY.

Year Up interns spend six months at Salesforce. They are young adults ages 18–24 who have completed six months of intensive technical and professional training through Year Up, which prepares them for a corporate internship and the opportunity to build their networks and their careers.



Devon Prince
Year Up Alum,
Salesforce Employee

GENESYS WORKS WE HOSTED 37 INTERNS IN THE BAY AREA AND CHICAGO.

Genesys Works interns spend nine months at Salesforce. They are high school seniors who complete intensive training during the summer before senior year, and then spend senior year of high school going to school half-time and working half-time. The internships are typically the students' first professional experience and help them explore careers before heading off to college.

SALESFORCE SUMMER WE HOSTED 19 INTERNS IN THE BAY AREA.

Salesforce Summer interns spend six weeks at Salesforce. They are high school students from the Bay Area who are part of the College Track program. The internships offer students an opportunity to explore the tech sector and to contribute meaningfully in a work environment while getting paid.

Military Veterans

Vetforce is a thriving community with thousands of members that provides free training, Salesforce certification, and connections to apprenticeships and jobs for current and former military service members and their spouses. This program builds on the already great professional experience of our servicemen and servicewomen and connects them to high-demand civilian career opportunities across the globe in industries as varied as manufacturing, nonprofit, healthcare, technology, and more. This year we doubled our Trailhead badge numbers and launched the first military talent-focused Trailhead module focused on educating employers about hiring military veterans. Our investment in the military community is not only an expression of gratitude for their service, but also a way to provide newly trained yet highly qualified talent to our customers and partners.

HERE ARE SOME OF OUR SUCCESSES SO FAR:

8,000+
MEMBERS SIGNED UP ON
VETERANS.FORCE.COM

21,000+
TRAILHEAD BADGES EARNED

550+
SALESFORCE CERTIFICATIONS

350
JOBS IN THE SALESFORCE ECOSYSTEM



JESSE GROTHAUS IS A TRAILBLAZER.

After eight years in psychological operations, Jesse Grothaus left the military for a more stable lifestyle, which is when a friend of his introduced him to Vetforce. After many Trailhead trails and collaborations with other members in the Vetforce community, Jesse passed his certification, and Vetforce sponsored him to attend TrailheaDX in 2017. At TrailheaDX, Jesse spoke with many prospective employers and actually left the conference with a job as a Salesforce business analyst at a software company. Now, Jesse is taking

his Trailhead skills even further and starting his own company, Cloud Pathfinder, helping small businesses sell better using Salesforce Sales Cloud and unlock key insights about their data with Einstein Analytics.



Inclusive Ohana

| Salesforce and The Arc San Francisco partner to support workforce development.

We've partnered with [The Arc San Francisco](#) for 18 years in our San Francisco offices, and we've provided board leadership and hundreds of employee volunteers to the organization. In 2016, we invested \$250,000 to launch Arc's Path to College program to support continued education for adults with disabilities. Most recently, in 2017 we partnered with The Arc New York in our New York offices and look forward to increasing our involvement in the program.

2000
First Arc employees in San Francisco office



2004
Salesforce recognized as employer of the year at Arc SF's WorkLife Awards



2012
Arc SF adopts Salesforce for client support and donor record management



2016
Salesforce donates \$250,000 for education and employment initiative



2017
Arc programs expand to Salesforce New York



REPORT DETAILS



REPORT DETAILS

Reporting Scope and Methodology

Every year, we produce a comprehensive stakeholder impact report so that key stakeholders can stay informed, track our progress, and support our work. Reporting topics are informed by the Global Reporting Initiative Standards as well as a third-party materiality assessment that includes an evaluation of top business drivers, sustainability impact areas, industry benchmarking, and interviews with stakeholders such as customers, investors, non-governmental organizations, and employees.

Salesforce is publicly traded on the New York Stock Exchange (NYSE: CRM). Our headquarters are in San Francisco, California. We are proud to serve more than 150,000 customers, representing all segments from small businesses to global corporations. Our top industries include financial services, retail, public sector, communications/media, manufacturing, healthcare, higher education, and nonprofit. Visit salesforce.com/company/locations to see a full listing of our global offices.

Salesforce is committed to transparency and supports the recommendations of the [Task Force on Climate-related Financial Disclosures](#).

Unless otherwise noted, this report encompasses Salesforce's global operations, commitments, and practices during fiscal year 2018 (February 1, 2017–January 31, 2018). This report also contains figures that have been approximated or rounded. We continually refine our greenhouse gas accounting processes. When new or better-quality data becomes available, we update our footprint data accordingly. Some data in this report has been restated from previous public disclosures. All currency is in U.S. dollars.

We welcome feedback on our initiatives and this report. Please email Corporate Relations at cr@salesforce.com to share your thoughts or connect with us on our Salesforce social channels.

For this FY18 Stakeholder Impact Report, we engaged Ernst & Young to review our GHG emissions data, carbon neutral cloud claim, and net-zero greenhouse gases claim. Ernst & Young's Review Report is included in this section of the report.

Salesforce and Salesforce.org together support the United Nations Sustainable Development Goals (SDGs). Our global programs, which are highlighted in this report, are most closely aligned with the 12 SDGs that focus on equality, education, workforce development, and protecting the planet. We use the goals pictured to help frame our strategy as we approach these issues, so that we can leave a positive impact on our communities and the planet.



Data Appendix and GRI Content Index

Page	GRI Index	Description
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Data Appendix and GRI Content Index

GRI Index	Description	FY16	FY17	FY18
Greenhouse Gas Mitigation				
	Scope 1 and 2 Market-Based Emissions	107,000	138,000	143,000 [◆]
	Percent Mitigated	23%	23%	100%
	Scope 3 Carbon Neutral Cloud-Related Emissions	-	-	236,000 [◆]
	Percent Mitigated	-	-	100%
Platform Performance				
GRI 302-3	Average power usage effectiveness (PUE)	1.45 ¹	1.45 ¹	1.41
GRI 305-4	Average carbon usage effectiveness (CUE)	0.74 ¹	0.71 ¹	0.63
Emissions				
GRI 305-1-3	Emissions by Scope [MTCO ₂ e]			
	Scope 1 emissions	3,000	4,000	4,000 [◆]
	Scope 2 emissions ²	132,000	174,000	236,000 [◆]
	Business Travel and Employee Commuting Scope 3 emissions	84,000	99,000	134,000
GRI 305-1-3	Emissions by source [MTCO ₂ e] ²			
	Data centers	110,000	149,000	201,000
	Business travel	70,000	80,000	112,000
	Offices	23,000	26,000	35,000
	Employee commuting	17,000	23,000	26,000

GRI Index	Description	FY16	FY17	FY18
Energy				
	100% Renewable Energy Commitment Progress ³	37%	35%	50% [◆]
GRI 302-1	Total electricity consumption [MWh]	265,000	371,000	514,000
	Office electricity	18%	16%	13%
	Data center electricity	82%	84%	87%
GRI 302-1	Energy mix (all facilities) ²			
	Clean and renewable	14%	15%	15%
	Coal	35%	31%	29%
	Natural gas	31%	30%	32%
	Nuclear	19%	23%	21%
	Other fossil fuels	1%	1%	2%
GRI 302-1	Energy mix (data centers) ²			
	Clean and renewable	12%	13%	13%
	Coal	37%	33%	29%
	Natural gas	31%	29%	32%
	Nuclear	20%	24%	22%
	Other fossil fuels	1%	1%	2%

◆ Reviewed by Ernst & Young LLP. Please refer to pages 51-53 for its [Independent Accountants' Review Report](#).

¹ Represents core platform only

² Calculated using a location-based methodology

³ Calculated using a market-based methodology

Data Appendix and GRI Content Index

City	Electricity Use (MWh)	Location-Based Emissions (MTCO ₂ e)	Market-Based Emissions (MTCO ₂ e)
Electricity Consumption by Location⁴			
Chandler, AZ	95,000	45,000	0 ⁵
Chicago, IL	89,000	50,000	50,000
Ashburn, VA	68,000	25,000	7,000 ⁵
Dallas, TX	58,000	27,000	0 ⁵
San Francisco, CA	48,000	11,000	9,000 ⁶
Indianapolis, IN	20,000	11,000	4,000 ⁷
Frankfurt, Germany	20,000	9,000	14,000
Tokyo, Japan	15,000	8,000	8,000
Kobe, Japan	12,000	7,000	7,000

City	Electricity Use (MWh)	Location-Based Emissions (MTCO ₂ e)	Market-Based Emissions (MTCO ₂ e)
Electricity Consumption by Location⁴			
Atlanta, GA	11,000	6,000	6,000
Paris, France	11,000	1,000	1,000
London, United Kingdom	11,000	4,000	0 ⁷
Hyderabad, India	10,000	8,000	8,000
Saint John, Canada	7,000	1,000	1,000
Las Vegas, NV	6,000	3,000	3,000
Halifax, Canada	6,000	1,000	1,000
New York, NY	2,000	1,000	1,000

⁴ Locations included in data table represent over 90% of Salesforce's electricity consumption and Scope 1 and 2 emissions.

⁵ Market-based emissions reduced using renewable energy credits (RECs) generated by Texas wind projects procured through virtual power purchase agreements.

⁶ Market-based emissions reduced through participation in CleanPowerSF's 100% renewable energy tariff from May onward.

⁷ Market-based emissions reduced through data center vendor's renewable energy procurement.

INDEPENDENT ACCOUNTANTS' REVIEW REPORT



To the Management of salesforce.com, inc.

We have reviewed salesforce.com, inc.'s ("Salesforce") accompanying Schedule of Select Sustainability Metrics (the "Subject Matter" or "Schedule") and as presented in Salesforce's FY18 Stakeholder Impact Report (the "Report") for the year ended January 31, 2018 based on the criteria set forth in the Schedule (the "Criteria"). We did not review all information included in the Report including the narrative sections of the Report, except where they incorporated the Subject Matter. Salesforce's management is responsible for the Subject Matter and as also presented in the Report, based on the Criteria. Our responsibility is to express a conclusion on the Subject Matter based on our review.

Our review was conducted in accordance with the attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C section 105, Concepts Common to All Attestation Engagements, and AT-C section 210, Review Engagements. Those standards require that we plan and perform our review to obtain limited assurance about whether any material modifications should be made to the Subject Matter in order for it to be based on the Criteria. A review consists principally of applying analytical procedures, making inquiries of persons responsible for the subject matter, obtaining an understanding of the data management systems and processes used to generate, aggregate and report the Subject Matter and performing such other procedures as we considered necessary in the circumstances. A review is substantially less in scope than an examination, the objective of which is to obtain reasonable assurance about whether the Subject Matter is based on the Criteria, in all material respects, in order to express an opinion. Accordingly,

we do not express such an opinion. A review also does not provide assurance that we became aware of all significant matters that would be disclosed in an examination. We believe that our review provides a reasonable basis for our conclusion.

In performing our review, we have complied with the independence and other ethical requirements of the Code of Professional Conduct issued by the AICPA. We also applied the Statements on Quality Control Standards established by the AICPA and, accordingly, maintain a comprehensive system of quality control.

As described in the Schedule, the Subject Matter is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

Based on our review, we are not aware of any material modifications that should be made to the Schedule of Select Sustainability Metrics for the year ended January 31, 2018, in order for it to be based on the Criteria.

Ernst + Young LLP

May 15, 2018
San Francisco, California

Schedule of Select Sustainability Metrics

Metrics ¹	Reported Value	Unit	Criteria
Greenhouse gas (GHG) emissions – Scope 1	4,000	Metric tonnes carbon dioxide equivalent (t CO ₂ e)	World Resources Institute (“WRI”) / World Business Council for Sustainable Development’s (“WBCSD”) The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (GHG Protocol)
GHG emissions – Scope 2, Location-based method (LBM) ²	236,000	t CO ₂ e	WRI WBCSD GHG Protocol Scope 2 Guidance
GHG emissions – Scope 2, Market-based method (MBM) ²	139,000	t CO ₂ e	WRI WBCSD GHG Protocol Scope 2 Guidance
GHG emissions – Scope 3, for the following: <ul style="list-style-type: none"> • Non-use phase life cycle emissions of IT equipment in data centers • Managed hosting³ • Energy production and transportation • Emissions associated with end user device operation⁴ • Transport of Data Center maintenance engineers 	236,000	t CO ₂ e	CarbonNeutral Protocol, CarbonNeutral Entity Certification – Data Centers ⁵ Information and Communication Technology (ICT) Sector Guidance ‘Built on the GHG Protocol’ Product Life Cycle Accounting and Reporting Standard, specifically Chapter 4: Guide for assessing GHG emissions of Cloud Computing and Data Center Services ⁶
Percentage of total global electricity procured from renewable resources	50	%	<p>Salesforce calculates renewable energy as the amount of renewable energy in the grids Salesforce uses and the amount of renewable energy sourced through contractual instruments.⁷ Salesforce divides this number by the total energy usage at its global facilities, which includes offices and data centers under its operational control to calculate renewable energy.</p> <p>Renewable energy resources are defined in accordance with RE100. Following the hierarchy laid out in the GHG Protocol’s Scope 2 guidance for market-based emissions, emissions factors and their associated renewable energy content are applied to electricity use for each facility. Total electricity consumed is calculated based on total kilowatt hours of electricity consumed.</p>

¹ The geographical scope of the Subject Matter within the schedule includes Salesforce’s global facilities (offices and data centers) under its operational control.

² For office facilities in the U.S. where actual data cannot be obtained, energy use and emissions are extrapolated using Salesforce’s square footage data and energy intensity factors supplied by 2012 Commercial Buildings Energy Consumption Survey (CBECS) report from the U.S. Energy Information Administration (EIA). For international office facilities, Salesforce uses a global weighted average CO₂e per square foot intensity factor, based on actual data from facilities, to extrapolate emissions.

³ Emissions from managed hosting are estimated based on our fiscal year expenditure for hosting services using an environmentally extended input output (EEIO) model per the ICT Sector Guidance.

⁴ Our product use emissions are calculated based on the assumption that our users are utilizing our products on a laptop computer. As such, battery watts per hours and battery life data has been used based on publically-available information for a laptop which Salesforce deems as a reputable proxy for laptop power usage.

⁵ CarbonNeutral Protocol <https://www.carbonneutral.com/the-protocol>

⁶ ICT Sector Guidance ‘Built on the GHG Protocol’ Product Life Cycle Accounting and Reporting Standard developed by the Global e-Sustainability Initiative (GeSI) in collaboration with the WRI, WBCSD, and the Carbon Trust <http://www.ghgprotocol.org/sites/default/files/ghgp/GHGP-ICTSG%20-%20ALL%20Chapters.pdf>

⁷ Renewable energy can be sourced through contractual instruments including virtual power purchase agreements (vPPAs), green tariffs, and supplier contracts which meet the Quality Criteria as outlined within the GHG Protocol.

Schedule of Select Sustainability Metrics

Adjusted “Net Zero” GHG Emissions For the Year Ended January 31, 2018 (tCO2e)	
Scope 1 GHG Emissions	4,000
Scope 2 GHG Emissions (MBM)	139,000
Total	143,000
Less: Carbon Credits	143,000
	0

Net Zero GHG Emissions is calculated by totaling our Scope 1 and Scope 2 (MBM) GHG emissions, per the criteria described above, less Carbon Credits purchased. Carbon Credits are certified under the Gold Standard or Verified Carbon Standard (VCS). All Carbon Credits are retired on a public registry at the amount equal to our Scope 1 and Scope 2 (MBM) GHG emissions. Some carbon credits may be purchased and retired after the year ended January 31, 2018.

Adjusted “Carbon Neutral Cloud” For the Year Ended January 31, 2018 (tCO2e)	
Scope 1 GHG Emissions	4,000
Scope 2 GHG Emissions (MBM)	139,000
Scope 3 GHG Emissions ⁸	236,000
Total	379,000
Less: Carbon Credits ⁹	379,000
	0

Our Carbon Neutral Cloud is calculated by totaling our Scope 1, Scope 2 (MBM) and Scope 3 GHG emissions, per the criteria described above, less Carbon Credits purchased.

Carbon Credits are certified under the Gold Standard or VCS. All Carbon Credits are retired on a public registry at the amount equal to our Scope 1, Scope 2 (MBM), and select Scope 3 GHG emissions. Some carbon credits may be purchased and retired after the year ended January 31, 2018. Salesforce defines its boundary and calculates emissions for its Carbon Neutral Cloud based on the CarbonNeutral Protocol, CarbonNeutral Entity Certification – Data Centers.

Salesforce has also considered the guidance on boundary and emissions sources set forth by the ICT Sector Guidance built on the GHG Protocol Product Life Cycle Accounting and Reporting Standard, specifically Chapter 4: Guide for assessing GHG emissions of Cloud Computing and Data Center Services.

⁸ Limited to Scope 3 GHG emissions identified in the table above.

⁹ Because of our Net Zero GHG Emissions commitment we have offset additional sources of scope 1 and scope 2 emissions beyond the scope of the Carbon Neutral Cloud boundary defined in the CarbonNeutral Protocol.

Note 1: Non-financial information is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

