

# Welcome to your CDP Climate Change Questionnaire 2022

## C0. Introduction

### C0.1

#### **(C0.1) Give a general description and introduction to your organization.**

Oracle Corporation provides products and services that address all aspects of corporate information technology (IT) environments—applications, platform, and infrastructure. Our applications and infrastructure offerings are delivered to customers worldwide through a variety of flexible and interoperable IT deployment models, including cloud-based, on-premises, or hybrid, which enable customer choice and flexibility. We market and sell our offerings globally to businesses of many sizes, government agencies, educational institutions and resellers with a worldwide sales force positioned to offer the combinations that best meet customer needs.

#### **Scale:**

- \* US\$42B total GAAP revenue in FY22
- \* 430,000 customers in 175 countries
- \* \$56B in R&D since FY12
- \* \$80B+ spent on more than 150 acquisitions
- \* 20,000 partners across the globe
- \* 133,000 employees
- \* 13,000 customer support and service specialists, speaking 29 languages
- \* 18,000 implementation consultants
- \* Supports thousands of educational institutions and millions of students in more than 130 countries

#### **Innovation and Investment:**

- \* World's first and only autonomous database
- \* Industry's broadest and deepest suite of cloud applications
- \* More than 18,500 patents worldwide
- \* 41,000 developers and engineers
- \* 5 million registered members of Oracle's customer and developer communities
- \* 469 independent user communities in 97 countries representing more than 1 million members

#### **Other:**

- \* Headquarters: Austin, Texas
- \* Major operations in the United States, India, the United Kingdom, Japan, Germany, Canada, France, Australia, Brazil, the Netherlands, Romania, and Ireland
- \* Fiscal year: June 1 to May 31



For more information about Oracle (NYSE:ORCL) visit oracle.com.

## C0.2

**(C0.2) State the start and end date of the year for which you are reporting data.**

	Start date	End date	Indicate if you are providing emissions data for past reporting years
Reporting year	January 1, 2021	December 31, 2021	No

## C0.3

**(C0.3) Select the countries/areas in which you operate.**

Global

## C0.4

**(C0.4) Select the currency used for all financial information disclosed throughout your response.**

USD

## C0.5

**(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.**

Operational control

## C0.8

**(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?**

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, a Ticker symbol	ORCL

# C1. Governance

## C1.1

**(C1.1) Is there board-level oversight of climate-related issues within your organization?**

Yes

## C1.1a

**(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.**

Position of individual(s)	Please explain
Chief Executive Officer (CEO)	Oracle's CEO is responsible for climate-related issues relevant to Oracle. This CEO is a member of Oracle's Board of Directors, and signatory to Oracle's Environmental Policy, empowering Oracle's executive Environmental Steering Committee, which presents its findings and recommendations to the CEO on an ongoing basis. The CEO is responsible for Oracle's global operations, encompassing key aspects of the business that are relevant to climate change, including Real Estate and Facilities, Procurement, Supply Chain, Cloud Infrastructure, Human Resources, Finance, Legal, and Risk Management. In 2019, Oracle's CEO signed the Business Roundtable Statement on the Purpose of a Corporation which addresses several key issues corporations need to help address including maintaining a healthy environment and a sustainable economy. In 2021, Oracle's CEO participated at the Consumer Goods Forum to discuss ways for our customers and businesses to leverage technology to support their sustainability goals based on Oracle's own technology transition.

## C1.1b

**(C1.1b) Provide further details on the board's oversight of climate-related issues.**

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Scheduled – all meetings	<ul style="list-style-type: none"> <li>Reviewing and guiding strategy</li> <li>Reviewing and guiding major plans of action</li> <li>Reviewing and guiding risk management policies</li> <li>Overseeing major capital expenditures, acquisitions and divestitures</li> <li>Monitoring and overseeing progress against goals and</li> </ul>	Oracle's CEO is responsible for reviewing and guiding strategy around environmental and climate-related issues as outlined in Oracle's Environmental Policy. In 2021 the CEO reviewed and approved Oracle's 2025 sustainability goals, which include 100% renewable energy use in our operations (Oracle Cloud data centers plus real estate and facilities) and being Net Zero by 2050. Oracle's Environmental Steering Committee (ESC), led by the Chief Sustainability Officer (CSO), reports to the CEO regarding strategic climate change developments (risk and opportunities) and KPI's related to the progress against goals on an ongoing basis. These KPI's include absolute emissions reduction and renewable energy usage. In 2021 the ESC was expanded to include several new business leaders including Cloud Infrastructure and

	<p>targets for addressing climate-related issues</p>	<p>Investor Relations.</p> <p>In 2019, Oracle conducted a scenario analysis to assess its climate-related risks and opportunities under an RCP8.5 and an RCP4.5 scenario, in 2020 and by 2040. The analysis revealed coastal flooding, temperature extremes, and storm damage to be Oracle’s top risks under both scenarios. The findings from this analysis were shared with Oracle’s RMRP team, the ESC, Oracle’s business continuity, and our executive leadership team to help inform our future climate-related business strategy. The study was also referenced in an update to the CEO and Board of Directors to raise awareness on climate-related risk and continued investment in mitigation strategies as needed.</p>
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### C1.1d

**(C1.1d) Does your organization have at least one board member with competence on climate-related issues?**

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues
Row 1	Yes	<p>Several of our board members serve on other advisory boards or hold positions where climate related issues are core to the business strategy including board members holding positions as:</p> <p>Chair for the Institute of Energy Efficiency at UC Santa Barbara, Director of Bloom Energy Corporation, and Director of ChargePoint Inc.</p>

### C1.2

**(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.**

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
Chief Executive Officer (CEO)	Assessing climate-related risks and opportunities	Quarterly

Chief Sustainability Officer (CSO)	Both assessing and managing climate-related risks and opportunities	More frequently than quarterly
Sustainability committee D <sub>1</sub>	Both assessing and managing climate-related risks and opportunities	Quarterly
Corporate responsibility committee	Assessing climate-related risks and opportunities	Annually
Business unit manager D <sub>2</sub>	Managing climate-related risks and opportunities	More frequently than quarterly
Environmental, Health, and Safety manager	Both assessing and managing climate-related risks and opportunities	More frequently than quarterly
Procurement manager	Both assessing and managing climate-related risks and opportunities	More frequently than quarterly
Risk committee D <sub>3</sub>	Assessing climate-related risks and opportunities	Quarterly
Other committee, please specify Green Team Lead	Managing climate-related risks and opportunities	More frequently than quarterly
Environment/ Sustainability manager	Both assessing and managing climate-related risks and opportunities	More frequently than quarterly

D<sub>1</sub> Oracle's Environmental Steering Committee (ESC) or sustainability committee, led by the Chief Sustainability Officer (CSO), reports to the CEO regarding strategic climate change developments (risk and opportunities) and KPI's related to the progress against goals on an ongoing basis.

D<sub>2</sub> Several business unit managers manage and assess climate related risks and opportunities at Oracle locally, regionally, and globally.

D<sub>3</sub> The Risk Committee is comprised of the leaders of each Oracle Risk function in each Oracle region (NAM, LAD, EMEA, & JPAC). This committee is cross functional and targets areas of our operations which may have the potential for a material impact across the organization including risks and opportunities identified in Oracle's TCFD scenario analysis.

## C1.2a

**(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).**

**CEO** - Oracle's CEO is responsible for reviewing and guiding strategy around environmental and climate-related issues, sustainability goals, and the approval of the company's energy procurement strategy at a company level.

**CSO** - Oracle's Chief Sustainability Officer (CSO) oversees the company's overall sustainability strategy and sets the strategic direction for Oracle to enable thousands of its customers to become more sustainable using Oracle solutions.

**Sustainability Committee** - Environmental Steering Committee (ESC) is chaired by the CSO and was launched in 2008. The ESC is a global committee comprised of senior and executive individuals from a wide range of Oracle business units (risk, policy, sustainability managers, procurement, EH&S, operations, and manufacturing) and are responsible for climate-related issues and the fostering cross-functional collaboration within the company. Members of The ESC establishes the company's sustainability goals and meets quarterly to define strategy and monitor progress against our public and internal goals. These quarterly meetings are Oracle's front line in addressing climate related issues in the company.

**Corporate Responsibility Committee** - Oracle's Citizenship Committee manages the development and progress of internal programs designed to offset the environmental impact of Oracle's operations through the development of philanthropy, volunteering, environmental stewardship, and corporate programs in the communities we operate. The Citizenship Committee reports to our VP of Citizenship and Educations and is a member of the ESC as well has members from the ESC participating. The Corporate Responsibility Committee also publishes Oracle Corporate Citizenship Report.

**Environmental, Health, and Safety manager.** Oracle's EHS Manager assess the potential severity and scale of natural disasters (e.g., hurricanes, earthquakes) and formulate contingency plans related to our employees' health and safety accordingly on an annual basis.

**Business Unit Managers** - Oracle's Business Unit Managers are tasked with overseeing and managing the work groups and daily activities related to meeting Oracle's environmental goals. Each business unit manager has a unique contribution based on the function they perform. Examples include RE&F Sustainability Managers who are focused on resources consumption at each one of our offices globally including water, waste, and energy. OCI PAAS manage our environmental compliance efforts like LEEDS, Energy Star, ISO14001, ISO50001.

**Procurement Manager** – Oracle's Procurement Managers manage Oracle's supply chain including supplier surveys, supplier tenders, contracting and integration of sustainability into our business review meetings with key suppliers. Oracle's procurement managers' report to our CFO and is a member of the ESC.

**Risk Committee** – Oracle's Risk Management and Resiliency Program (RMRP) assess the potential severity and scale of natural disasters (e.g., hurricanes, earthquakes) and formulate contingency plans related to our operations accordingly on an annual basis. The RMRP process includes a planning, documenting, and testing cycle that assesses Oracle's resiliency in response to physical risks, including climate-related natural disasters. Oracle's RMRP Program Management Office publishes a formal Risk Assessment template that provides for the identification and characterization of environmental and climate-related risks and results are shared in the quarterly ESC meetings.

**Green Team Leads** – Grassroots employee led sustainability committee focused on reducing the local environmental impact of our organization and volunteering events around our global campuses related to environmental causes.

**Environment/Sustainability manager**- Oracle's KPI's are tracked and developed by the Global Sustainability Directors in each region and directly report to the CSO. The Global

sustainability directors are the team that collates and organizes all potential climate related issues and converts them into actionable activities.

### C1.3

**(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?**

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	Oracle provides positive incentives (e.g., monetary rewards and badges)

### C1.3a

**(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).**

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Chief Sustainability Officer (CSO)	Monetary reward	Emissions reduction project	Oracle has several executives—including the Chief Sustainability Officer and other members of the Environmental Steering Committee—whose roles focus on leading the company’s sustainability strategy and efforts. Annual bonuses and related compensation for such individuals are partially tied to their success in leading Oracle’s sustainability efforts.
Environment/Sustainability manager	Monetary reward	Emissions reduction project	Oracle has several environmental and sustainability managers, whose roles are focused on implementing processes and initiatives to advance sustainability across the company. Annual bonuses and related compensation for such individuals are partially tied to their success in driving Oracle’s sustainability efforts.
All employees	Non-monetary reward	Emissions reduction project	As part of the Sustainability Champions program, Oracle recognizes employees who help attain Oracle’s sustainability goals, thereby reducing our environmental footprint. Sustainability Champions are recognized in Oracle’s internal sustainability newsletter and receive a ‘Sustainability Champion’ badge to include in their employee profiles.



		<p>Examples from 2021 are:                  Corporate Citizenship, Real Estate &amp; Facilities and several Oracle Green Teams in Latin America banded together last year to consider creative ways to have an environmental impact in the region. The result was Focus on Environment: There's no planet B Latin America Rally. The primary goal of the rally was to generate environmental awareness, share sustainable practices, and drive engagement via weekly challenges. In addition, the group hosted non-governmental organizations and experts who spoke about the circular economy, environmental impact of fast fashion, the food industry, and the cosmetic industry. The rally took place over four weeks across 9 countries, with more than 1,400 people actively participating, in 2 languages.</p> <p>A team in Europe was recognized for their efforts spearheading a Digital Cleanup Challenge. For three weeks in October 2021, the European Digital Cleanup Challenge aimed to help each employee reduce their digital carbon footprint by 20% by targeting three areas: (1) Volume of stored emails; (2) Volume of stored files on Oracle Content; (3) Volume of data on work/private smartphones. 115 Oracle employees cleaned up 781,47 GB of digital waste. 11 European countries participated in the challenge, as well as employees in Taiwan, India, Malaysia, Costa Rica and the United States.</p> <p>In 2021 the Oracle Forest program was launched in the UK as a sustainability-oriented employee recognition initiative. Line managers can award trees to their direct reports in recognition of positive contributions towards Oracle. Over 45,000 trees have been planted to date. Plans are underway to grow the program in other regions.</p>
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			All in person Oracle Volunteering events were temporarily suspended in 2021 and replaced with virtual engagements due to Covid19.
All employees	Non-monetary reward	Behavior change related indicator	<p>Through the annual Oracle Volunteers Awards, Oracle recognizes and rewards employees who lead outstanding volunteer projects in collaboration with environmental non-profit organizations globally. Projects are judged on impact, leadership, and innovation. Each winning project leader receives an “Excellence in Project Leadership” badge, an award certificate, and a \$500 donation to the partner non-profit organization.</p> <p>In 2021 Oracle Volunteers teamed up with environmental non-profits on projects to restore habitats, plant trees, clean up beaches and park-lands, protect wildlife, and more. In 2021 33,949 Oracle Volunteers donated over 124,900 hours across 1,543 projects.</p> <p>Examples include:</p> <p>In the United States volunteers assisted non-profits focused on ocean conservation, mammal rescue and rehabilitation, habitat restoration, inland and coastal garbage and plastic removal, trail reconstruction, tree plantings, and other environmental specific volunteering projects.</p> <p>In Busteni, Romania, Oracle Volunteers got out into nature and cleaned up Bucegi Natural Park with SinVi.</p> <p>In Dublin, Ireland, Oracle Volunteers supported the Department of Culture, Recreation and Economic Services, by collecting loads of rubbish from Fairview Park.</p> <p>In Lagos, Nigeria, employees celebrated World Oceans Day by participating in a</p>

			<p>beach clean-up with Mental and Environmental Development Initiative for Children (MEDIC).</p> <p>In Santiago, Chile, Oracle Volunteers teamed up with Fundacion Inspira to build out a healing garden for patients of a local hospital.</p> <p>On the coast, in Puchuncaví, employees rallied together to clean the beach with Sea Shepard Chile.</p> <p>In Tokyo, Japan, Oracle Volunteers spent time outdoors tending to community flowerbeds outside our office with the Aoyama Town Association.</p> <p>In Bangalore, India, more than 130 new hires planted trees with the Rotary Bangalore, while in Mumbai, Oracle Volunteers participated in a massive beach clean-up with World Wildlife Fund India.</p> <p>All in person events continued to be temporarily suspended in 2021 and replaced with virtual engagements.</p>
Other, please specify Real Estate and Facilities team members	Non-monetary reward	Emissions reduction project	Members of Oracle’s Real Estate and Facilities team are eligible to earn recognition for a variety of achievements, including the completion of projects focused on reducing water use, waste reduction and energy efficiency.
All employees	Non-monetary reward	Behavior change related indicator	In 2019, Oracle launched the Green Team recognition program. This program includes “recognition badges” for green team members who have exemplified sustainability in the workplace. For example, a Romanian based team was recognized after implementing a “reusable tableware” program at our Romania offices, reducing over 60,000 single use utensils. Oracle continues to cultivate and recognize its employees making sustainability a part of their day-to-day jobs. Each was awarded a “green Teams” badge on their employee

			profile and a spotlight in Oracle's internal Sustainability Newsletter. There are 48 green teams worldwide in 2022 up from 40 in 2019.
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## C2. Risks and opportunities

### C2.1

**(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?**

Yes

#### C2.1a

**(C2.1a) How does your organization define short-, medium- and long-term time horizons?**

	From (years)	To (years)	Comment
Short-term	0	5	Oracle defines a time frame of up to 5 years as a short-term horizon. This is due to our assessment criteria which suggest that any changes (internal or external) that might appear during a period of 0-5 years will provide relatively enough time for routinization of the new processes and adaptation to rapid changes.
Medium-term	5	15	Oracle defines as medium term the time horizon of 5 to 15 years. Impacts, risks, and opportunities are expected to be quite predictable within this time frame, allowing also relatively enough time for routinization and adaptation to incremental changes. This time horizon was also set in line with the 2030 agenda for sustainable development goals.
Long-term	15	30	To envision long-term impacts, risks and opportunities, Oracle uses a timeframe of 15 to 30 years. These elements, if we try to predict them in future points in time, they are becoming less predictable since the probabilities of any of their likelihood are, by mathematical norms, fading away as we move to future points in time greater than 30 years. This is due to uncertainty and unpredictable events. Thus, Oracle in order to minimize the risk of uncertainty, uses as long-term a period of 15-30 years which is still considered long-term but with the minimum risk of fault and uncertainty in predictions.

#### C2.1b

**(C2.1b) How does your organization define substantive financial or strategic impact on your business?**

While there are not fixed boundaries defining Oracle substantive financial or strategic impacts to its business there is materiality. The details of this materiality are included in our 10-K filings. Specific to the climate, the materiality/priority of each climate-related risk is analyzed based on the same criteria used to assess other types of risks, including probability, cost, and risk of non-action. If a climate risk is assessed as having the potential for significant chronic or acute impact on our core and/or strategic business functions, including service delivery and support, product development and deployment, supply chain management, facility operations, employee recruitment and retention, or brand reputation, we consider the risk to have potentially substantive financial/strategic impact. In these assessments, significant can range from zero-tolerance to qualitative thresholds, each vary on a case-by-case basis and are managed through our processes, controls, and corporate governance. Responses to this survey are not meant to contradict or supersede the information in Oracle's public filings. With respect to this survey, we are assuming substantive financial or strategic impact is any activity equal to or greater than 5% of Oracle's annual revenue. Per our Corporate governance full details related to Oracle's operational risk including our environmental risk and risk definitions please reference our most current 10-K.

## C2.2

**(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.**

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### **Value chain stage(s) covered**

Direct operations  
Upstream  
Downstream

### **Risk management process**

Integrated into multi-disciplinary company-wide risk management process

### **Frequency of assessment**

More than once a year

### **Time horizon(s) covered**

Short-term  
Medium-term  
Long-term

### **Description of process**

DESCRIPTION: Climate -related materiality assessments are initiated by Oracle's Global Sustainability Office (GSO), formalized by Oracle's Environmental Steering Committee (ESC), and formally presented to our executives for assessment and/or action.

IDENTIFICATION: Oracle's Global Sustainability Office (GSO) is a global team led by the Chief Sustainability Officer and is tasked to quantify and assess environmental risks and opportunities as they arise from the organization from all business units and risk

organizations. This global team is tasked with collecting and assessing the climate related risk and opportunities data from all our global business units and risk organizations to assess the threshold of potential climate related impact to our organization. All risk and opportunities assessed by the GSO includes quantifying the potential impact and materiality, assessing the likelihood (certain, likely, and unlikely) and quantifying the impact (high, medium, or low) across the following impact categories, regulatory risk, reputational risk, financial risk, operational, and physical risk. These findings are then presented at the quarterly Environmental Steering Committee (ESC) meetings to determine if further action is needed to address the potential impact. These actions can include targeted projects to mitigate risk, development of KPI's to monitor risks and opportunities, or other tracking and management tasks suited to the type of risk or opportunity identified.

The ESC, which meets every quarter address climate-related risk, opportunities, issues, status of major climate related projects, and environmental KPI's. The ESC is made up of senior members of Oracle business units and drive these activities throughout our global organizations. The ESC performs a cross functional evaluation in addition to monitoring the progress of previously defined projects and reports its findings to Oracle's CEO for awareness.

**RESPONDING:** To respond to climate risks, in addition to the quarterly meetings, the ESC holds an annual "working group" meeting to address how we adjust our business and processes to address climate risks. The ESC assessments and findings are formulated into projects, action items, and KPI's which are assigned to the relevant business units (Real Estate and Facilities, Supply Chain, Corporate Citizenship, etc.) and are noted and tracked in a consolidated tracking tool. The performance of the "working group" activities are monitored in the quarterly ESC meetings.

**USE CASE:** As part of a climate related opportunity assessment the GSO team identified that emphasis on environmental sustainability, both internally and externally, presented opportunities to strengthen our brand value, enhance our reputation, and increase employee attraction as well as retention. As sustainability and corporate responsibility become increasingly important to job seekers and employees it was identified that our employees were concerned with the volume of Oracle's travel emissions (pre-covid). The GSO team performed an assessment and presented it to the ESC. The ESC evaluated the assessment and in turn recommended a 25% reduction in air-travel emissions by 2025. This goal was approved by Oracle's CSO and CEO.

In CY21 at the annual "working group" meeting (virtual) the ESC further addressed travel emissions by developing several projects including augmenting our internal travel tools to track environmental performance, developing a green travel icon in our booking tools, developing advanced supplier KPI's, establish an offset program for interested business units, and developed a key supplier communication program for our travel partners. Each of these projects are tracked as part of the ESC quarterly agenda. This use case illustrates one example of how Oracle integrates mitigating climate risk into its day-to-day operations.

**Value chain stage(s) covered**

Direct operations  
Upstream  
Downstream

**Risk management process**

A specific climate-related risk management process

**Frequency of assessment**

More than once a year

**Time horizon(s) covered**

Short-term  
Medium-term

**Description of process**

**DESCRIPTION:** Company level climate-related physical and transition risks and opportunities are assessed by several risk groups, including Real Estate and Facilities (which includes Environment Health and Safety and Energy Management), Corporate Citizenship, Sustainability Strategy, Supply Chain Operations, Public Policy, and Legal, who continuously monitor reputational risks and regulatory developments at international, national, state, and local levels. Potential risks are then documented and analyzed for appropriate responses internally or through the Global Sustainability Office (GSO).

**RESPONSE:** Oracle's global Risk Management and Resiliency Program (RMRP) and Environmental Health and Safety (EHS) teams assess the potential severity and scale of natural disasters (e.g., hurricanes, earthquakes) and formulate contingency plans accordingly on an annual basis. The RMRP process includes a planning, documenting, and testing cycle that assesses Oracle's resiliency in response to physical risks, including climate-related natural disasters. Oracle's RMRP Program Management Office publishes a formal Risk Assessment template that provides for the identification and characterization of environmental and climate-related risks. Due to the distributed nature of Oracle operations, individual business units around the globe are responsible for identifying and planning for the relevant environmental and climate-related risks associated with their specific geographies as identified by the RMRP assessments.

**USE CASE:** Oracle's Risk and Business Due Diligence teams developed process to establish risk and opportunity profiles for all new Cloud regions as part of the site selection process. This process was used in conjunction with Oracle's new Cloud regions in Israel, Brazil, & the United States of America. The profiles assess risks including regulatory, renewable energy access, climate change, and natural disasters. Climate related opportunities are also assessed including the potential for fewer expenditures in the long term due to the use of energy efficient technologies, increased availability of renewable energy and the reputational and revenue opportunities associated with the attraction of new customers. This analysis is integrated into the

tender and award process and is an example of Oracle's proactive approach to mitigating potential climate related risks in our operations.

## C2.2a

### (C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	<p>RISK TYPE: Oracle is subject to several state, federal, and international laws governing protection of the environment and climate change mitigation, including energy efficiency, end-of-life treatment of our products, and the use of certain chemical substances. For example, the EU Energy Efficiency Directive, the CRC Energy Efficiency Scheme in the UK, the EU Waste Electrical and Electronic Equipment Directive (WEEE Directive), and China's regulation on Management Methods for Controlling Pollution Caused by Electronic Information Products impact Oracle's business in those regions. Oracle's Government Affairs, Real Estate and Facilities, and Reverse Logistics teams closely monitor and manage Oracle's compliance with such regulation as part of their risk assessment processes.</p> <p>Emerging environmental and climate-related regulation may impact several aspects of Oracle's business, including our facility operations, and product design and stewardship. Oracle's Government Affairs team and the Environmental Steering Committee monitor such regulation on an ongoing basis as part of Oracle's risk assessment process. For example, the Government Affairs team closely monitors potential laws around energy efficiency and the circular economy in the EU.</p> <p>IMPACT: While relevant, Oracle currently does not have any high-risk for regulation or litigation risks under an RCP8.5 or RCP4.5 scenarios. Regulation and Litigation risks are estimated to gradually rise minimally by 2040 and remain immaterial or represent less than 1% of our annual revenues. While aggregated for this response Oracle assesses and communicates regulation risk at a local, regional, and company level to the ESC regardless of the potential financial impact.</p>
Emerging regulation	Relevant, always included	<p>RISK TYPE: Emerging environmental and climate-related regulation may impact several aspects of Oracle's business, including our facility operations, and product design and stewardship. Oracle's Government Affairs team and the Environmental Steering Committee monitor such regulation on an ongoing basis as part of Oracle's risk assessment process. For example, the Government Affairs team closely monitors potential laws around energy efficiency and the circular economy in the EU.</p>

		<p>IMPACT: Oracle currently does not have a high-risk impact for regulation and litigation risks under an RCP8.5 or RCP4.5 scenarios. Litigation risks are estimated to gradually rise from about \$1.2M/year to \$1.7M/year by 2040, for the top 20 mission-critical facilities. While aggregated for this response Oracle assesses and communicates all regulation risk at a local, regional, and company level to the ESC regardless of the potential financial impact.</p>
Technology	Relevant, always included	<p>RISK TYPE: Technology risks are always included in Oracle's climate-related risk assessments. For example, risks associated with Oracle's cloud services data centers, including energy cost fluctuations, are closely monitored by the Cloud Investment and Planning team.</p> <p>IMPACT: Oracle's access to technology is relatively unaffected under an RCP8.5 and an RCP4.5 scenarios.</p>
Legal	Relevant, always included	<p>RISK TYPE: Legal and compliance risks associated with current or emerging regulation are always included in Oracle's climate-related risk assessments. For example, Oracle is subject to several state, federal, and international laws governing protection of the environment and climate change mitigation, including the EU Energy Efficiency Directive, the CRC Energy Efficiency Scheme in the UK, and China's regulation on Management Methods for Controlling Pollution Caused by Electronic Information Products, all of which impact Oracle's business in those regions.</p> <p>IMPACT: The compliance requirements and costs associated with adhering to these regulations are substantial, and Oracle has several programs and processes in place to help ensure compliance, such as Oracle's Facility Environmental Compliance (FEC) program, which serves to aid regional facility teams in complying with relevant facility-based environmental and climate-related laws and regulations.</p>
Market	Relevant, always included	<p>RISK TYPE: Market risks, such as shifts in customer preferences toward low-carbon products, are always included in Oracle's climate-related risk assessments. The Global Sustainability Office (GSO) monitors market trends to inform product strategy. For example, the demand for low-carbon products drove an effort to train Oracle's hardware engineers in circular economy design principles, through "Design for Environment" guidelines.</p> <p>IMPACT: The inability to meet customer demands or compete with our competitors has the ability to have a significant impact to our ability to retain or attract customers. To mitigate the risk and embrace the opportunity Oracle has established a strategy to ensure our products align to our customers' requirements in reducing, managing, and enabling them to meet their emissions reduction goals.</p>





<p>Reputation</p>	<p>Relevant, always included</p>	<p>RISK TYPE: Reputational risks are always included in Oracle’s climate-related risk assessments. For example, Oracle’s performance on certain sustainability surveys/indices, including CDP and DJSI, could impact Oracle’s reputation, and subsequently Oracle’s business.</p> <p>Reputational risks are collectively managed by several lines of business, including Corporate Citizenship, Sustainability Strategy, Marketing, and Real Estate and Facilities. Oracle has several processes and initiatives in place to address reputational risks, including setting and achieving ambitious sustainability goals, as well as communicating about our sustainability efforts and accomplishments, both internally and externally. For example, Oracle’s Corporate Citizenship Report, which highlights our sustainability efforts and achievements, is shared widely with Oracle’s stakeholders. In recognition of our efforts, Oracle ranked #41 on 3BL Media’s list of 100 Best Corporate Citizens.</p> <p>IMPACT: Based on the scenario analysis, Oracle estimates a \$5.6 million/year impact by 2040 under RCP4.5 and \$6.9 million/year impact under RCP8.5 by 2040. It is to be noted this impact was prior to Oracle’s recent environmental targets and commitment to a low carbon economy.</p>
<p>Acute physical</p>	<p>Relevant, always included</p>	<p>RISK TYPE: Oracle’s Risk Management and Resiliency Program (RMRP) and Environmental Health and Safety (EHS) teams assess the severity and scale of acute physical risks (e.g., hurricanes, typhoons, earthquakes, etc.) and formulate contingency plans accordingly on an annual basis. The RMRP process includes a planning, documenting, and testing cycle that assesses Oracle’s resilience in response to physical risks, including climate-related natural disasters. Oracle’s RMRP Program Management Office publishes a formal Risk Assessment template that provides for the identification and characterization of environmental and climate-related risks. For example, Oracle’s RMRP team took several steps to proactively address the risks posed by Hurricanes Dorian, Humberto and Lorenzo in 2019. This included actively communicating with employees and preparing to re-route critical business operations to alternative offices.</p> <p>IMPACT : Storm damages poses a risk to Oracle’s facilities, data centers, employees and suppliers, and is identified as the third highest financial risk. Unlike the two other top risks which are chronic, and therefore increase more drastically over time, storm damage presents a consistent steady increase in impact between 2020 and 2040. The Oracle Global Customer Support (GCS) Call Center HQ is most impacted by storm damage from Hurricane risk in particular.</p>

Chronic physical	Relevant, always included	<p><b>RISK TYPE:</b> Chronic physical risks are considered as part of Oracle’s climate- related risk assessments – including, for example, the impacts of rising mean temperatures and rising sea level on Oracle’s facilities and data centers. Such risks are addressed by multiple lines of business, including Oracle’s Real Estate and Facilities team, which incorporates chronic physical rise, such as sea level rise, into its site selection process. For example, to combat the risk of flooding in the western regions of Chile, Oracle’s Real Estate and Facilities team identified properties located on higher ground, as part of its site selection process.</p> <p><b>IMPACT:</b> The scenario analysis found that the most significant impact under both climate scenarios in the short term is temperature extremes while in the medium and long-term, top risks are driven by coastal flooding and temperature extremes under both scenarios.</p>
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### C2.3

**(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?**

No

### C2.3b

**(C2.3b) Why do you not consider your organization to be exposed to climate-related risks with the potential to have a substantive financial or strategic impact on your business?**

	Primary reason	Please explain
Row 1	Risks exist, but none with potential to have a substantive financial or strategic impact on business	<p><b>RATIONALE:</b> As a solution provider supporting Fortune 500 companies, local and national governments, banking and investment firms, and large enterprise customers, risk assessment and mitigation is critical to our business. Identifying and responding to risk, including climate is integrated into all critical aspects of our business.</p> <p>Specific to physical climate risks like temperature extremes, storm damage, and coastal flooding that while they exist in the areas we operate, none have the ability to significantly impact our ability to continue to deliver products and services or represented a substantive impact. For example, Oracle’s cloud is purpose built with geographic redundancy, resiliency, and disaster recovery. Oracle’s software and applications are built to run on our cloud. Even in the event of a severe physical climate event that impacts a cloud facility, our architecture would autonomously reroute services to an alternate facility to allow for Oracle to continue to provide services and support to our customers.</p>

		<p>Specific to transition risks like carbon pricing, energy, and emissions are the most relevant to our business none have the ability to significantly impact our ability to continue to deliver products and services or represented a substantive impact. Of note Oracle has set several energy and emissions targets across our cloud and real estate facilities around renewable energy and emission reductions to further mitigate the transition risks identified.</p> <p>ASSESSMENT: In CY19 Oracle's risk management committees measured our critical operations including cloud, manufacturing, and critical business functions sites (support centers) globally across a two scenario (RCP8.5 and RCP4.5) climate risk analysis for years 2020 and 2040. This exercise was a one-time effort to validate that our current risk processes addressed climate-related risks across our organization. The results of the analysis illustrated that while climate related risks existed the impact was immaterial and non-substantive. In this case less than 1% of Oracle's total current revenues across both scenarios and time frames. By validating our internal risk management programs as they relate to climate change Oracle has concluded that our current processes in place have mitigated climate related risks with the ability to have a material impact on our business.</p>
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## C2.4

**(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes

## C2.4a

**(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.**

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**Identifier**

Opp1

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Resource efficiency

**Primary climate-related opportunity driver**

Move to more efficient buildings

### Primary potential financial impact

Reduced indirect (operating) costs

### Company-specific description

The top three climate-related opportunities facing Oracle in 2020 and 2040 under both RCP8.5 and RCP4.5 are: energy efficiency (opp1), renewable energy price stability (oop2), and energy resilience (oop3). Through materiality assessments we have determined that power use represents the largest environmental impact at Oracle globally. To address, this we have set a goal to procure 100% renewable energy powered colocation and real estate facilities by 2025. Procurement activities focused on renewable energy and efficiency have two distinct benefits i) reduced operational costs and ii) decrease in carbon footprint.

Oracle's portfolio includes more than 26 million square feet of real estate and 38 cloud regions globally. Our facilities teams leverage several Oracle tools and external resources to evaluate our office buildings to identify opportunities to increase efficiency. This includes but is not limited to installing building automation, utilization of smart controls, and upgraded environmental conditioning (HVAC) based on data driven decisions. Oracle has 36 facilities that received ENERGY STAR ratings from the US Environmental Protection Agency, 28 facilities that were recognized by the Building Owners and Managers Association (BOMA) 360 Performance Program, and 9 LEED-certified facilities.

Area of impact: Global; reductions in Oracle's energy consumption has a direct impact on our operating costs.

### Time horizon

Medium-term

### Likelihood

Very likely

### Magnitude of impact

Medium

### Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

### Potential financial impact figure (currency)

640,000

### Potential financial impact figure – minimum (currency)

### Potential financial impact figure – maximum (currency)

### Explanation of financial impact figure

Due to the difficulty in estimating the financial impact across all of our activities the financial impact of this opportunity only includes cost savings resulting from energy

efficiency measures implemented at our facilities worldwide. The potential financial impact figure represents the sum of actual and projected cost savings from a variety of energy efficiency measures implemented globally including: • Energy efficiency: building services (\$+500K) • Energy efficiency: Processes, including data center initiatives (\$+100K) The estimated cost savings are calculated by Oracle facility managers globally, and are then tracked and consolidated into a single document by Oracle's Global Sustainability Manager.

### **Cost to realize opportunity**

2,300,000

### **Strategy to realize opportunity and explanation of cost calculation**

Oracle's strategy to realize this opportunity includes maximizing energy efficiency and emission reductions throughout our real estate portfolio. For example, in 2021, Oracle pursued and received Energy Star (energy efficiency) certification for its next generation of servers used in data centers. We also implemented several energy efficiency measures at our facilities globally, including building HVAC controls, Smart Building Control and Monitoring systems, hardware and advanced control schemes, upgraded our mechanical cooling systems with economizers and higher efficiency components and boiler and heating systems, and undertook retro-commissioning. These measures resulted in an estimated emissions reduction of 3,681 MT CO<sub>2</sub>e in 2021. Oracle has a goal to power its operations including its Real Estate and Facilities globally with 100% Renewable Energy by 2025. The energy efficiency initiatives mentioned above are helping us make progress toward these goals. In addition, Oracle benchmarks its sustainability performance using standards such as Energy STAR, LEED, and BOMA. As of 2021, Oracle owned 28 facilities that received ENERGY STAR ratings from the US Environmental Protection Agency, 27 facilities that were recognized by the Building Owners and Managers Association (BOMA) 360 Performance Program, and 5 LEED-certified facilities.

Due to the difficulties associated with estimating the complete financial impact across the activities the cost to realize this opportunity represents the current (\$2,300,000) investment associated with energy efficiency and emissions reduction initiatives across our global Real Estate & Facilities portfolio. It does not include the individual activities of our business units or activities related to product sales and revenue.

### **Comment**

Our customers are realizing that sustainability brings increased competitive advantage and innovation, as well as cost savings through operational efficiencies, lower energy use and less waste. They in turn are looking to Oracle to drive these efficiencies in their operations through our products, services, and solutions.

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### **Identifier**

Opp2

### **Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Resource efficiency

**Primary climate-related opportunity driver**

Reduced water usage and consumption

**Primary potential financial impact**

Reduced indirect (operating) costs

**Company-specific description**

Oracle leverages a wide range of water-saving strategies across our facilities globally, as a result of which we have achieved a consistent year-over-year reduction in our total water use. This helps Oracle achieve cost reductions and operational efficiencies. For example, since we launched our water reduction goal in 2015, we have saved an estimated 220 million liters of potable water globally. In 2020 Oracle's Bangalore facility was designed to irrigate with storm water capture and treated water. This savings is estimated to mitigate roughly 1000 liters per month.

Area of impact: Global; reductions in Oracle's water consumption has a direct impact on our operating costs.

**Time horizon**

Short-term

**Likelihood**

Very likely

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

775,000

**Potential financial impact figure – minimum (currency)****Potential financial impact figure – maximum (currency)****Explanation of financial impact figure**

The financial impact of this opportunity includes cost savings resulting from efficient water management practices. The potential financial impact was calculated by multiplying the water savings against a global average cost per liter of water (\$0.0031). The global cost of water was based on the average cost of potable water identified by The International Benchmarking Network for Water and Sanitation Utilities; 2022, global average = \$0.0031 per liter of water.

**Cost to realize opportunity**

375,000

**Strategy to realize opportunity and explanation of cost calculation**

Oracle's strategy to realize this opportunity includes implementing water-saving initiatives globally across our portfolio. Oracle has a goal to achieve a 33% percent reduction in potable water use per square foot by 2025 (base year 2015). Several ongoing initiatives continue drive our progress towards our goal. 2021 marked the 10th year of irrigating the landscape at our headquarter campus with reclaimed water, saving approximately 29 million gallons of potable water per year. In 2021 Oracle conducted rainwater harvesting at our facilities in several countries, including India, Brazil, and Japan to help reduce water scarcity. These efforts help ensure that Oracle is well positioned to realize this opportunity.

The costs to realize this opportunity is based on the estimate of three full time employees (\$125,000/year) actively managing this process.

The cost to realize this opportunity includes the total budget for water-saving initiatives at Oracle facilities. It does not include the individual activities of our business units or activities related to product sales and revenue.

**Comment****Identifier**

Opp3

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Resource efficiency

**Primary climate-related opportunity driver**

Use of recycling

**Primary potential financial impact**

Other, please specify

Recovered Value

**Company-specific description**

As a responsible producer of hardware products, Oracle offers various take back programs that allow our customers and suppliers to return excess used products or materials. This presents an opportunity for Oracle to not only minimize e-waste by harvesting parts, but also to realize value from recycled materials by working with third party recyclers. In FY22, Oracle collected more than 3 million lbs of material, of which 99.9% was recycled or reused and diverted from the landfill. Additionally, through these efforts, Oracle is able to minimize the GHG emissions associated with landfill and the

sourcing of raw materials. In our Cloud, our teams are using advanced technology and modeling to improve efficiency, reduce reliance on single use plastics, and designing our hardware for circularity which are integrated into our hardware design allowing us to meet both our customers' and our own ambition of creating a more circular economy. The process is simple customers generate request for hardware return and Oracle manages all aspects of compliance, regulations, and costs to recover the hardware through our global network of suppliers and remanufacturing facilities. We firmly believe it is our responsibility to reduce the impact of our hardware at the end of its useful life.

**Time horizon**

Short-term

**Likelihood**

Very likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

**Potential financial impact figure – minimum (currency)**

10,000,000

**Potential financial impact figure – maximum (currency)**

25,000,000

**Explanation of financial impact figure**

The financial value of the hardware recovered through our Take Back program and Reverse Supply Chain amounts to roughly \$15M-\$20M annually. The range above reflects an estimate based on historical performance.

**Cost to realize opportunity**

6,250,000

**Strategy to realize opportunity and explanation of cost calculation**

Through our Reverse Supply Chain program, we process more than 3 million lbs of material annually. Oracle's strategy to realize this opportunity includes three key elements: • Increasing volume of material collected • Encouraging reuse ahead of wasteful new purchases and premature recycling • Expanding the channels through which we recover value Oracle's Take Back programs are an example of the Circular Economy in practice. In addition to minimizing waste sent to landfill, this process enables Oracle to drive resource productivity and capture additional value from the materials used to build our products. For example, in FY19 we took back approximately 15% percent of systems compared with the amount we shipped into the market. In addition, much of the recovered financial value from these programs flows back to the entity that returned the product (both external customers and internal Cloud business



unit), which encourages customers to reinvest in new Oracle products and services. Our Reverse Supply Chain is distributed across the three regions; Americas, Europe and Asia. Processing Take Back material locally acts as investment in those regions and reduces transportation miles and the associated carbon emissions. Our program is simple and uncomplex making take back natural for our customers.

No data exists to calculate the total costs of our reverse supply chain operations. Therefore, the cost to realize this opportunity is based on 25% of the total financial value of the hardware recovered to estimate the resources required to manage the program.

## Comment

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### Identifier

Opp4

### Where in the value chain does the opportunity occur?

Direct operations

### Opportunity type

Resource efficiency

### Primary climate-related opportunity driver

Other, please specify

Benefits to workforce management and planning

### Primary potential financial impact

Reduced indirect (operating) costs

### Company-specific description

Whether scaling workloads horizontally or vertically, Oracle Cloud's flexible infrastructure helps precisely match resources to needs, reducing consumption and waste. Organizations globally are leveraging the OCI platform to drive more sustainable outcomes. Beyond OCI, Oracle also supports the use of its other technologies to help organization become more sustainable including Logistics Cloud to reduce transportation emissions, Planning Cloud to reduce food waste, Blockchain Cloud to ensure ethical sourcing, Opower to drive utility energy efficiency programs, AI to enable sustainable agriculture, and Oracle Intelligent Track and Trace to recover ocean plastics (part of Oracle for Startups program).

Our goal to be 100% renewable energy powered by 2025 will eliminate the emissions associated with cloud workloads providing our customers a path to reduce the scope 1 and scope 2 emissions typically associated with an on-premises data center. In CY21 Oracle launched three new 100% renewable energy regions in US West, Chile, & Nordics, adding to all EU regions and Canada Southeast2

### Time horizon

Short-term

**Likelihood**

Very likely

**Magnitude of impact**

High

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

2,000,000,000

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact figure**

Estimated value of RFP requests processed by internal environmental alias in CY21.

**Cost to realize opportunity**

1,500,000

**Strategy to realize opportunity and explanation of cost calculation**

Oracle has set aggressive targets around renewable energy (100% of our Scope1 and Scope2 emissions) and carbon emissions (NetZero by 2050). Achievement of these goals will make our services carbon neutral for our services and are critical to assist our customers to transition to a low carbon future.

We are not able to estimate or calculate the total costs to realize the opportunity. We therefore are estimating the cost based on 5 employees managing environmental RFP responses multiplied by \$300,000 annually or \$1,500,000. This cost is not intended to be inclusive or represent Subject Matter Expert and Development resources. The likelihood of “very likely” represents the likelihood of the opportunity not the financial calculations.

**Comment**

## C3. Business Strategy

### C3.1

**(C3.1) Does your organization’s strategy include a transition plan that aligns with a 1.5°C world?**

Row 1

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**Transition plan**

Yes, we have a transition plan which aligns with a 1.5°C world

**Publicly available transition plan**

Yes

**Mechanism by which feedback is collected from shareholders on your transition plan**

We do not have a feedback mechanism in place, and we do not plan to introduce one within the next two years

**Attach any relevant documents which detail your transition plan (optional)**

<https://www.oracle.com/sustainability/>

**C3.2**

**(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?**

Use of climate-related scenario analysis to inform strategy	
Row 1	Yes, qualitative and quantitative

**C3.2a**

**(C3.2a) Provide details of your organization’s use of climate-related scenario analysis.**

Climate-related scenario	Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
Physical climate scenarios RCP 4.5	Company-wide		<p>IPCC BREEAM’s Representative Concentration Pathway (RCP)—namely RCP4.5 for years 2020 and 2040. Oracle analyzed its most mission-critical facilities’ physical locations for acute and chronic physical and transitional risks and opportunities. The analysis was conducted by external climate experts using Climanomics®— a proprietary analytical software tool. To conduct the analysis, Oracle used the asset value as a way to assess the magnitude on financial impact associated with the location and time-frame within which a potential risk may become reality.</p> <p>The time-frames selected in Oracle’s scenario analysis, 2020 and 2040, were chosen based on Oracle’s desire to understand, plan for, and manage current (2020) and potential future (2040) climate-related risks and opportunities to its assets, operations, and services.</p>
Physical climate	Company-wide		RCP8.5 for the year 2040—to assess physical risk exposure and the Shared Socioeconomic Pathways

<p>scenarios RCP 8.5</p>			<p>family of scenarios (SSP 1-5) for carbon-price effects or transitional risks and opportunities. Oracle analyzed its most mission-critical facilities' physical locations for acute and chronic physical and transitional risks and opportunities. The analysis was conducted by external climate experts using Climonomics®— a proprietary analytical software tool. To conduct the analysis, Oracle used the asset value as a way to assess the magnitude on financial impact associated with the location and time-frame within which a potential risk may become reality.</p> <p>The time-frames selected in Oracle's scenario analysis, 2020 and 2040, were chosen based on Oracle's desire to understand, plan for, and manage current (2020) and potential future (2040) climate-related risks and opportunities to its assets, operations, and services.</p>
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### C3.2b

**(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.**

**Row 1**

**Focal questions**

What are the potential impacts to our business due to climate-change and has our current risk management programs addressed them?

**Results of the climate-related scenario analysis with respect to the focal questions**

The results of the analysis illustrated that while climate related risks existed the impact was immaterial and non-substantive. In this case less than 1% of Oracle's total current revenues across both scenarios and time frames. Additionally, this analysis was used to assess, validate, and augment Oracle's internal risk management programs to identify any potential gaps in our risk programs. The scenario analysis validated that our internal risk management programs as they relate to climate change have been developed to mitigated climate related risks with the ability to have a material impact on our business or to cause disruption to our operations.

### C3.3

**(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.**

Have climate-related risks and	Description of influence
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	opportunities influenced your strategy in this area?	
Products and services	Yes	<p>DESCRIPTION: Oracle’s solutions cover an unmatched breadth and depth of capabilities for all industries to design more environmentally friendly products, source materials responsibly, transport goods in more sustainable ways, manage risks, and analyze and report on environmental impacts. Emerging technologies like Machine Learning, Big Data, and Blockchain are providing unprecedented opportunities to fundamentally shift how organizations are impacting the environment as they conduct their business.</p> <p>IMPACT: With its Cloud solutions, Oracle offers an even more sustainable alternative for companies looking to minimize their environmental impact. Oracle manages and maintains a very dense computing environment, attaining much higher utilization rates than an organization can achieve with an on-premises system. Oracle Cloud further reduces its environmental footprint by leveraging state-of-the-art energy efficiency technologies at our data centers and maximizing the reuse and recycling of hardware equipment and in 2020 set a goal to be 100% renewable energy powered by 2025,</p> <p>USECASE: Every year we are proud to recognize customers that are using Oracle solutions to deliver environmental value while also improving financial performance with the Oracle Sustainability Innovation Awards and we share their success stories on our public web pages. Oracle Sustainability Innovation Award Winners included a multinational company using Oracle Logistics Cloud to reduce waste, fuel consumption, CO2 emissions, local pollutants, and traffic.</p>
Supply chain and/or value chain	Yes	<p>DESCRIPTION : Our goal is to create a sustainable and circular supply chain by keeping Oracle products active throughout all or most of their useful life, minimizing waste and optimizing the flow of materials in the logistics process.</p> <p>IMPACT: Our risk management teams provide a critical role in every aspect of our operations including delivering insight to our Supply Chain operations. Oracle’s TCFD scenario analysis findings were integrated into our current risk management processes of which already included several aspects of the TCFD recommendations. Due to this overlap</p>

		<p>the impact of these findings were low, not material, and/or already being assessed through our public goals and policies like Oracle Supplier Code of Ethics and Oracle Environmental Policies were developed to address and mitigate material environmental risk from our supply chain.</p> <p>EXAMPLE: Oracle employs supplier qualification and audit programs that requires suppliers to demonstrate and disclose environmentally responsible business practices. Each year, we engage with our strategic suppliers to report data on their carbon, water, and waste footprints. Oracle encourages its direct suppliers to disclose their environmental sustainability performance metrics using the Responsible Business Alliance (RBA) assessment tools.</p> <p>Oracle’s indirect suppliers are encouraged to disclose their environmental performance using Oracle’s annual survey. Oracle has set Supplier Engagement goals as part of its sustainability program, those goals are; 100% of key suppliers have an environmental program in place and 80% of key suppliers have emissions reductions targets in place.</p> <p>As part of this program in CY21 Oracle held quarterly Zoom Webinars (quarterly) outlining Oracle’s sustainability program for its key suppliers. These sessions included the importance of reporting emissions through CDP (or similar) and setting long term carbon reduction goals. The goal is to establish a feedback loop as part of our long-term sustainability programs including goals, targets, and risk mitigation and sets the stage for advanced targets and procurement practices to ensure our goals are met.</p>
Investment in R&D	Yes	<p>DESCRIPTION: Oracle provides solutions that cover all aspects of the nexus of IT and sustainable business practices, hardware, technology, and applications, from cloud data centers to business intelligence to smart utility grids. In addition to customer solutions Oracle leverages several of the same technologies and business practices within our own operations to reuse, recycle and reduce. This includes developing solutions focused on building a new circular economy that promotes greater resource productivity and sustainable product design guidelines and processes (Design for Environment and Oracle@Oracle). Our R&amp;D investments are aligned with our products and services and our customer demands. The influence of R&amp;D covers both medium- and long-term time horizons.</p>

		<p>IMPACT: Key considerations in R&amp;D which are a result of environmental risk include energy efficiency, circularity, portability, and resiliency integrated into the services and solutions we provide.</p> <p>USE CASE: In 2021, Software and Development R&amp;D completed several projects related to our Oracle@Oracle initiatives. Oracle’s internal services and systems were running in a variety of manners. It was identified that lack of standardization in our software, hardware, and physical locations could have potential risks to our operations including climate and environmental risks. One of these projects included migrating enterprise data center environments and services from a merger and acquisition to Oracle Cloud Infrastructure. The R&amp;D teams developed migration tools, rewrote code to eliminate HW dependency, and rewrote code for functionality. After months of development, 8 additional enterprise environments were migrated in CY21 adding to the 11 in CY20. The results were a reduction in energy, elimination of server emissions, faster performance, and dynamic provisioning. Operational benefits included removing these locations from our logistic lanes and eliminating the non-standard hardware from our supply chain and procurement processes while recycling over 99% of the retired assets in CY21, reducing costs, and streamlining our supply chain.</p>
Operations	Yes	<p>DESCRIPTION: Climate related risks have influenced several aspects of our operations and are illustrated in our environmental goals. We have set a 100% renewable energy goal across our operations by 2025, 25% reduction in air travel emissions, and a 33% per square foot reduction target in water and waste.</p> <p>Climate related risks influence our business continuity. Oracle’s Risk Management and Resiliency Program (RMRP) and Environmental Health and Safety (EHS) teams assess the potential severity and scale of climate-related events (e.g., hurricanes, flooding, etc.), and formulate business continuity and resiliency plans accordingly on an annual basis. The RMRP process includes a planning, documenting, and testing cycle that assesses Oracle’s resilience to respond to physical and transition risks, including climate-related events and other natural disasters.</p> <p>USECASE: In CY21 Oracle procured three new facilities in the Nordics, Mexico &amp; Paris, France. Each of these regions</p>

		<p>underwent Oracle’s rigorous site selection process which includes a climate and energy assessment. Each was contracted to reduce identified risks including low/no carbon energy, climate resiliency, and</p> <p>In 2021, several Oracle business units migrated their services from Oracle enterprise applications to Oracle cloud applications on Oracle Cloud Infrastructure. These migrations are related to our Oracle@Oracle initiatives. To date these applications, serve over 430,000 customers, 133,000 employees, and driving \$42B USD in revenue.</p> <p>The operational efficiencies of our cloud platform drive environmental benefits through dense computing environments, elastic computing platforms that can grow dynamically, eliminating excess capacity, state-of-the-art intelligent energy management and cooling technologies, designed with energy efficiency, circularity and a goal to be 100% renewable by 2025.</p>
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### C3.4

**(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.**

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Direct costs Capital expenditures Acquisitions and divestments Access to capital Assets Liabilities	<p>Our business is focused on delivering sustainable business solutions to our customers from human capital management to cloud data centers to business intelligence to smart utility grids. In addition to customer solutions Oracle leverages several of the same technologies and business practices within our own operations. With sustainability being a core tenant of our operations, it is included in all aspects of our business planning including our financial planning at a business unit and corporate level.</p> <p>USE CASE: Revenues: Growing awareness around the negative impacts of climate change is driving a shift in consumer behavior. This includes an increased emphasis on sustainable and resilient business practices. As a result, an increasing number of customers are taking sustainability into account when making purchasing decisions. In 2020 Oracle received over 250 climate-related inquiries from its key customers. If Oracle fails to meet customer expectations around sustainability, our revenues could be impacted . To ensure we meet</p>



		<p>customer expectations Oracle includes sustainability and climate related aspects into our financial planning. Oracle has established aggressive sustainability goals around energy consumption, emissions reduction, renewable energy, water and waste as part of a response to our customers. In 2020 Oracle increased its renewable energy goals for its Real Estate Facilities from 50% to 100%. Understanding the financial impacts of internally setting goals comes with systems and applications upgrades, employee augments, and increased costs Oracle’s commitment to the environment illustrates our commitment to our customers and in turn our revenues.</p> <p>USE CASE: Direct Costs: Oracle understands that a transition to a low carbon economy does not come without a cost. As such several of the direct costs associated with our operations will be impacted as we transition to 100% renewable energy. In 2020 Oracle’s Real Estate &amp; Facilities organization uplifted its cost per square foot budget (\$/sq.ft) to accommodate the increased costs in installing or procuring renewable energy across our planning budget. In addition to projects where a favorable ROI exists the increased budget will allow for a faster transition to meet our renewable energy goals. While this example outlines short term planning, Oracle is assessing the impact to our direct costs across each time horizon (short, medium, long). Examples of our medium- and long-term impact include assessments related to acquiring adjacent properties where our key facilities are for large scale renewable projects. The strategy would further increase our cost per square foot as it relates to our Offices around the globe. Each of these examples have an impact on several aspects of our business including our operating costs including our utility costs, energy contracts, and other expenses related to expansion of our facility management and logistics.</p> <p>USE CASE: Capital Expenditures: Specific to capital expenditures Oracle’s considers environmental and climate-related factors during the site selection process and undertakes remediation efforts as required in cases where locations were sourced prior to inclusion of environmental criteria or where climate change impacts have increased in magnitude. Examples include installing storm water pump and capture devices in facilities where we have basements. Investments in onsite renewable energy also impact our capital expenditures planning. In 2020 (suspended in 2021 due to Covid19) Oracle’s Energy Team assessed over 75 buildings to identify and budget for photovoltaic and battery technology to meet our 100% renewable energy goals. We estimate the impact on our capital expenditures/allocation to be minimal and the timeline to be short-term as these expenses are primarily proactive based on risk assessments.</p>
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## C3.5

**(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's transition to a 1.5°C world?**

No, and we do not plan to in the next two years

## C4. Targets and performance

### C4.1

**(C4.1) Did you have an emissions target that was active in the reporting year?**

Absolute target

Intensity target

### C4.1a

**(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.**

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**Target reference number**

Abs 1

**Year target was set**

2021

**Target coverage**

Company-wide

**Scope(s)**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

**Base year**

2020

**Base year Scope 1 emissions covered by target (metric tons CO<sub>2</sub>e)**

**Base year Scope 2 emissions covered by target (metric tons CO<sub>2</sub>e)**

359,000

**Base year Scope 3 emissions covered by target (metric tons CO<sub>2</sub>e)**

**Total base year emissions covered by target in all selected Scopes (metric tons CO<sub>2</sub>e)**

359,000

**Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1**

**Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2**

100

**Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)**

**Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes**

100

**Target year**

2025

**Targeted reduction from base year (%)**

100

**Total emissions in target year covered by target in all selected Scopes (metric tons CO<sub>2</sub>e) [auto-calculated]**

0

**Scope 1 emissions in reporting year covered by target (metric tons CO<sub>2</sub>e)**

**Scope 2 emissions in reporting year covered by target (metric tons CO<sub>2</sub>e)**

426,579

**Scope 3 emissions in reporting year covered by target (metric tons CO<sub>2</sub>e)**

**Total emissions in reporting year covered by target in all selected scopes (metric tons CO<sub>2</sub>e)**

426,579

**% of target achieved relative to base year [auto-calculated]**

-18.8242339833

**Target status in reporting year**

Replaced

**Is this a science-based target?**

No, but we are reporting another target that is science-based

**Target ambition****Please explain target coverage and identify any exclusions**

This company-wide target increases the previously stated CDP targets to a company-wide 100% renewable energy target and consolidates (replaces) targets that were previously tracked as business division targets. It covers 100% of all our Scope 2 emissions, focusing on the most material emissions relevant to our business activities (purchased electricity). This goal covers 97% of our total Scope 1 and Scope 2 emissions in the target year. Our increase in emissions in CY21 was attributed to our expansion into markets where renewable energy is not widely available commercially (MEA and JPAC). This target is set as part of our commitment to actively source renewable electricity at a rate that is consistent with meeting 1.5°C climate scenarios in addition to exceeding the 80% renewable electricity procurement by 2025 and 100% by 2030 thresholds set by SBTi.

**Plan for achieving target, and progress made to the end of the reporting year****List the emissions reduction initiatives which contributed most to achieving this target**

---

**Target reference number**

Abs 2

**Year target was set**

2021

**Target coverage**

Company-wide

**Scope(s)**

Scope 1

Scope 2

Scope 3

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 2: Capital goods

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

- Category 5: Waste generated in operations
- Category 6: Business travel
- Category 9: Downstream transportation and distribution
- Category 13: Downstream leased assets

**Base year**

2020

**Base year Scope 1 emissions covered by target (metric tons CO2e)**

10,300

**Base year Scope 2 emissions covered by target (metric tons CO2e)**

359,000

**Base year Scope 3 emissions covered by target (metric tons CO2e)**

1,577,176

**Total base year emissions covered by target in all selected Scopes (metric tons CO2e)**

1,946,476

**Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1**

100

**Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2**

100

**Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)**

100

**Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes**

100

**Target year**

2030

**Targeted reduction from base year (%)**

50

**Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]**

973,238

**Scope 1 emissions in reporting year covered by target (metric tons CO2e)**

10,712

**Scope 2 emissions in reporting year covered by target (metric tons CO2e)**

426,579

**Scope 3 emissions in reporting year covered by target (metric tons CO<sub>2</sub>e)**

588,156

**Total emissions in reporting year covered by target in all selected scopes (metric tons CO<sub>2</sub>e)**

1,025,447

**% of target achieved relative to base year [auto-calculated]**

94.6355362203

**Target status in reporting year**

Replaced

**Is this a science-based target?**

No, but we are reporting another target that is science-based

**Target ambition****Please explain target coverage and identify any exclusions**

This company-wide target increases the previously stated CDP targets to a company-wide 50% reduction in emissions target and consolidates (replaces) targets that were previously tracked as business division targets. It covers This target is set as part of our commitment to actively source renewable electricity at a rate that is consistent with meeting 1.5°C climate scenarios in addition to exceeding the 80% renewable electricity procurement by 2025 and 100% by 2030 thresholds set by SBTi.

**Plan for achieving target, and progress made to the end of the reporting year****List the emissions reduction initiatives which contributed most to achieving this target****C4.1b**

**(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).**

**Target reference number**

Int 1

**Year target was set**

2021

**Target coverage**

Company-wide

**Scope(s)**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

**Intensity metric**

Metric tons CO<sub>2</sub>e per megawatt hour (MWh)

**Base year**

2020

**Intensity figure in base year for Scope 1 (metric tons CO<sub>2</sub>e per unit of activity)**

**Intensity figure in base year for Scope 2 (metric tons CO<sub>2</sub>e per unit of activity)**

0.22

**Intensity figure in base year for Scope 3 (metric tons CO<sub>2</sub>e per unit of activity)**

**Intensity figure in base year for all selected Scopes (metric tons CO<sub>2</sub>e per unit of activity)**

0.22

**% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure**

**% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure**

100

**% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this Scope 3 intensity figure**

**% of total base year emissions in all selected Scopes covered by this intensity figure**

100

**Target year**

2025

**Targeted reduction from base year (%)**

100

**Intensity figure in target year for all selected Scopes (metric tons CO<sub>2</sub>e per unit of activity) [auto-calculated]**

0

**% change anticipated in absolute Scope 1+2 emissions**

-95

**% change anticipated in absolute Scope 3 emissions**

0

**Intensity figure in reporting year for Scope 1 (metric tons CO<sub>2</sub>e per unit of activity)**

**Intensity figure in reporting year for Scope 2 (metric tons CO<sub>2</sub>e per unit of activity)**

0.224

**Intensity figure in reporting year for Scope 3 (metric tons CO<sub>2</sub>e per unit of activity)**

**Intensity figure in reporting year for all selected Scopes (metric tons CO<sub>2</sub>e per unit of activity)**

0.224

**% of target achieved relative to base year [auto-calculated]**

-1.8181818182

**Target status in reporting year**

New

**Is this a science-based target?**

No, but we are reporting another target that is science-based

**Target ambition**

**Please explain target coverage and identify any exclusions**

This company-wide target covers 100% of all our Scope 2 emissions.

**Plan for achieving target, and progress made to the end of the reporting year**

Operational improvements, sourcing strategies, and energy efficiency will be the key drivers in reducing our emissions per MWh consumed. The majority of the emissions reductions will be realized as we shift from traditional data center environments (legacy) to next generation infrastructure locations with contracted energy and efficiency targets.

**List the emissions reduction initiatives which contributed most to achieving this target**



## C4.2

**(C4.2) Did you have any other climate-related targets that were active in the reporting year?**

Net-zero target(s)

Other climate-related target(s)

### C4.2b

**(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.**

---

**Target reference number**

Oth 1

**Year target was set**

2019

**Target coverage**

Company-wide

**Target type: absolute or intensity**

Absolute

**Target type: category & Metric (target numerator if reporting an intensity target)**

Engagement with suppliers

Percentage of suppliers (by procurement spend) disclosing their GHG emissions

**Target denominator (intensity targets only)**

**Base year**

2020

**Figure or percentage in base year**

21

**Target year**

2025

**Figure or percentage in target year**

80

**Figure or percentage in reporting year**

79

**% of target achieved relative to base year [auto-calculated]**

98.3050847458

**Target status in reporting year**

Underway

**Is this target part of an emissions target?**

Yes, Scope3 emissions reductions. This program is part of our commitment to the UN Race to Zero as approved by the Exponential Roadmap Initiative.

**Is this target part of an overarching initiative?**

Other, please specify

Yes, engagement is part of our commitment to the UN Race to Zero as approved by the Exponential Roadmap Initiative.

**Please explain target coverage and identify any exclusions**

This target covers our key direct suppliers. Key suppliers are managed supplier (under contract) with material spend that Oracle is actively engaging to provide goods and services. Non managed suppliers are excluded.

**Plan for achieving target, and progress made to the end of the reporting year**

Oracle is actively engaging our suppliers through contracting, business review meetings, executive review meetings, webinars, blog posts, and direct emails to educate our suppliers on the importance of having an environmental program. In FY21 Oracle Travel and Oracle Cloud held supplier wide webinars specifically addressing environmental reporting and sustainability training was rolled out and developed internally to educate our procurement teams. Other activities include adding sustainability, including reporting into its contracting processes.

**List the actions which contributed most to achieving this target**

---

**Target reference number**

Oth 2

**Year target was set**

2019

**Target coverage**

Company-wide

**Target type: absolute or intensity**

Absolute

**Target type: category & Metric (target numerator if reporting an intensity target)**

Engagement with suppliers

Percentage of suppliers (by procurement spend) setting emissions reductions targets

**Target denominator (intensity targets only)**

**Base year**

2020

**Figure or percentage in base year**

59

**Target year**

2025

**Figure or percentage in target year**

80

**Figure or percentage in reporting year**

71

**% of target achieved relative to base year [auto-calculated]**

57.1428571429

**Target status in reporting year**

Underway

**Is this target part of an emissions target?**

Yes, Scope3 emissions reductions. This program is part of our commitment to the UN Race to Zero as approved by the Exponential Roadmap Initiative.

**Is this target part of an overarching initiative?**

Other, please specify

Yes, engagement is part of our commitment to the UN Race to Zero as approved by the Exponential Roadmap Initiative.

**Please explain target coverage and identify any exclusions**

This target covers our key in-direct suppliers. Key suppliers are managed supplier (under contract) with material spend that Oracle is actively engaging to provide goods and services. Non managed suppliers are excluded.

**Plan for achieving target, and progress made to the end of the reporting year**

Oracle is actively engaging our suppliers through contracting, business review meetings, executive review meetings, webinars, blog posts, and direct emails to educate our suppliers on the importance of having an environmental program. In FY21 Oracle Travel and Oracle Cloud held supplier wide webinars specifically addressing environmental reporting and sustainability training was rolled out and developed internally to educate our procurement teams. Other activities include adding sustainability, including reporting into its contracting processes.

**List the actions which contributed most to achieving this target**

## C4.2c

### (C4.2c) Provide details of your net-zero target(s).

---

**Target reference number**

NZ1

**Target coverage**

Company-wide

**Absolute/intensity emission target(s) linked to this net-zero target**

Abs1

**Target year for achieving net zero**

2050

**Is this a science-based target?**

No, but we are reporting another target that is science-based

**Please explain target coverage and identify any exclusions**

This goal includes 100% of our Scope1, Scope2, and Scope3 emissions across our organization as measured in our baseline year. As part of our commitment to the UN Race to Zero and as required by the Exponential Roadmap Initiative we have a mid-term target to reduce absolute emissions by 50% across our organization by 2030.

**Do you intend to neutralize any unabated emissions with permanent carbon removals at the target year?**

Unsure

**Planned milestones and/or near-term investments for neutralization at target year**

**Planned actions to mitigate emissions beyond your value chain (optional)**

Our customers use Oracle technology to solve for an enable sustainable business practices. Each year Oracle recognizes several of these companies as part of our Sustainability Innovation Awards to recognize our customers who are creating and refining best practices that are reshaping their enterprises, their industries, and, increasingly, our world.

## C4.3

### (C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

## C4.3a

**(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO<sub>2</sub>e savings.**

	Number of initiatives	Total estimated annual CO <sub>2</sub> e savings in metric tonnes CO <sub>2</sub> e (only for rows marked *)
Under investigation	58	
To be implemented*	6	150
Implementation commenced*	9	225
Implemented*	34	2,229
Not to be implemented	20	

## C4.3b

**(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.**

### Initiative category & Initiative type

Energy efficiency in buildings

Other, please specify

Building Management Systems including automation and upgrading Heating Ventilation and Cooling Systems

### Estimated annual CO<sub>2</sub>e savings (metric tonnes CO<sub>2</sub>e)

848

### Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Scope 2 (location-based)

Scope 2 (market-based)

### Voluntary/Mandatory

Voluntary

### Annual monetary savings (unit currency – as specified in C0.4)

119,770

### Investment required (unit currency – as specified in C0.4)

3,221,081

### Payback period

No payback

### Estimated lifetime of the initiative

6-10 years

**Comment**

As part of our efficient building standardization both Building Management Systems including automation and upgrading Heating Ventilation and Cooling Systems are combined activities and not measured separately. Due to office closures in CY21 our Efficient Standardization programs were suspended periodically around the globe.

**Initiative category & Initiative type**

Low-carbon energy generation  
Solar PV

**Estimated annual CO2e savings (metric tonnes CO2e)**

1,381

**Scope(s) or Scope 3 category(ies) where emissions savings occur**

Scope 2 (location-based)  
Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

195,051

**Investment required (unit currency – as specified in C0.4)**

5,245,653

**Payback period**

4-10 years

**Estimated lifetime of the initiative**

6-10 years

**Comment**

Due to office closures in CY21 our Solar PV programs were suspended periodically around the globe.

**C4.3c**

**(C4.3c) What methods do you use to drive investment in emissions reduction activities?**

Method	Comment
Internal incentives/recognition programs	The Green Teams is an employee engagement program that is managed by the Corporate Citizenship, Sustainability, and Real Estate and Facilities teams. With a dedicated budget the objective of the program is to energize employees and solicit their help in reaching Oracle’s sustainability goals. We also publish information regarding

	emissions reduction, energy efficiency, water and waste reduction, on our internal sustainability employee engagement website and in other employee communications including newsletters, social media, and videos.
Employee engagement	The Oracle Volunteering program holds an annual Focus on Environment initiative, in conjunction with Earth Week. Employees worldwide partner with environmental nonprofit organizations and NGOs to take action for a healthy planet. On Earth Day each year, all non-emergency lights and all Oracle signs (internal and external) at Oracle offices are turned off during the local lunch hour. This reduces Oracle's carbon footprint on Earth Day and reminds us of the importance of reducing the amount of energy we use every day. In addition, Oracle hosts Annual Green Fairs at several office locations globally. The purpose of these fairs is to engage and educate employees around Oracle's sustainability and climate-related initiatives, while also encouraging them to adopt sustainable practices at work and beyond. Oracle's volunteering program offers up to 40/hours a year of paid volunteering for its employees and matches financial contributions up to \$1000 per employee.
Financial optimization calculations	Oracle's approach is to create solutions that are both environmentally and financially sustainable. We use several different criteria for financial calculations depending on the type of project (owned or leased facility, expected life of efficiency measure, expected term of use/occupancy, etc.). We use criteria such as simple payback, internal rate of return, life cycle costing, etc.
Compliance with regulatory requirements/standards	Oracle strives to comply with local, regional and national regulations and standards applicable to each of our facilities and products. We work cross-functionally to meet or exceed such regulatory standards and requirements.
Dedicated budget for energy efficiency	Our facility siting teams, which includes data center design and operations, has dedicated headcount and resources for energy efficiency. Our teams work to design more energy-efficient data centers and facilities, and monitor equipment to track and optimize its energy performance. Oracle's approach is to make energy efficiency and sustainability an integral part of our operations. We continually explore new technologies and solutions and carry out many energy efficiency projects, including leveraging external incentives where available, as long as they meet our internal ROI criteria.
Dedicated budget for other emissions reduction activities	Oracle's has a dedicated budget for several emissions reduction activities, including purchase of renewable energy, commuter travel, and employee ride-sharing programs. In 2020, we continued our work to reduce travel by leveraging Oracle products and updating our travel-related business practices. We ask employees to travel only when necessary and employ Oracle Web Conferencing and video conferencing technologies across our enterprise to ensure that virtual

	meetings are highly effective. In addition, we have installed electric vehicle charging stations at several of our facilities, and offer alternative transportation and commuter benefits to our employees across North America. In recognition of these efforts, Oracle was named a Best Workplace for Commuters in California for meeting the National Standard of Excellence.
Dedicated budget for low-carbon product R&D	Oracle develops products that support more than 430,000 customers in 175 countries to employ our industry-leading technology to address their environmental initiatives in conjunction with other business objectives. In R&D our main driver is efficiency followed by circularity. The main reason is that efficiency equals lower operating costs for Oracle and our customers. Circularity allows Oracle to reuse more of the core materials used in our cloud racks, e.g., PDU's, cabling, and other non-degrading components that can be used past the useful life of CPU's and Memory reducing costs and streamlining operations. Since FY12 Oracle has spent \$56B in total R&D investments.

## C4.5

**(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?**

Yes

## C4.5a

**(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.**

### Level of aggregation

Group of products or services

### Taxonomy used to classify product(s) or service(s) as low-carbon

No taxonomy used to classify product(s) or service(s) as low carbon

### Type of product(s) or service(s)

Other

Other, please specify

ICT Services specifically cloud infrastructure and enterprise applications

### Description of product(s) or service(s)

With Oracle Cloud (OCI), we offer low-carbon solutions helping our customers avoid emissions and reduce energy use. All services utilizing OCI are low carbon options because of the efficiency of our data centers versus on-premises computing and our use of renewable energy. Our design, scale, efficiency, and multitenancy allows us to run our services with greater energy efficiency than the general enterprise on-premises environment. Dynamic provisioning allows our customers to scale up and down



workloads consuming only what they need when they need it reducing energy use. Our technology eliminates the need for standby capacity and provisioning overhead meaning OCI customers can reduce their Scope2 emissions and reduce the energy needed when migrating from on-premises environments. To support these efforts Oracle spends roughly \$6.1 billion annually on research and development of our products and services, including those related to sustainability and climate change mitigation. OCI also enables customers to develop innovative solutions and reduce their environmental impact using our suite of advanced technology tools. Without a standard method to measure avoided emissions Oracle relies on studies performed by Oracle, its Customers, and third party's (Bureau Veritas). These studies identified 50-70% reduction in energy use and a 90% reduction in carbon emissions when migrating to Oracle from on-premises. 84% of revenue is based on Oracle's Cloud and License revenues.

**Have you estimated the avoided emissions of this low-carbon product(s) or service(s)**

No

**Methodology used to calculate avoided emissions**

**Life cycle stage(s) covered for the low-carbon product(s) or services(s)**

**Functional unit used**

**Reference product/service or baseline scenario used**

**Life cycle stage(s) covered for the reference product/service or baseline scenario**

**Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario**

**Explain your calculation of avoided emissions, including any assumptions**

**Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year**

71

## C5. Emissions methodology

### C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

### C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

No

### C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

Change(s) in methodology, boundary, and/or reporting year definition?	
Row 1	No

### C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

**Base year start**

January 1, 2015

**Base year end**

December 31, 2015

**Base year emissions (metric tons CO<sub>2</sub>e)**

14,953

**Comment**

This covers our Global operations with no material omissions.

Scope 2 (location-based)

**Base year start**

January 1, 2015

**Base year end**

December 31, 2015

**Base year emissions (metric tons CO<sub>2</sub>e)**

505,575

**Comment**

This covers our Global operations with no material omissions.

**Scope 2 (market-based)**

---

**Base year start**

January 1, 2015

**Base year end**

December 31, 2015

**Base year emissions (metric tons CO<sub>2</sub>e)**

444,563

**Comment**

This covers our Global operations with no material omissions.

**Scope 3 category 1: Purchased goods and services**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

1,376,113

**Comment**

Recalculated from a single figure and covers our global operations with no material omissions.

**Scope 3 category 2: Capital goods**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

84,719

**Comment**

Recalculated from a single figure and covers our global operations with no material omissions.

### **Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

25,157

**Comment**

Recalculated from a single figure and covers our global operations with no material omissions.

### **Scope 3 category 4: Upstream transportation and distribution**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

8,242

**Comment**

Recalculated from a single figure and covers our global operations with no material omissions.

### **Scope 3 category 5: Waste generated in operations**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

542

**Comment**

Recalculated from a single figure and covers our global operations with no material omissions.

### **Scope 3 category 6: Business travel**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

39,990

**Comment**

Recalculated from a single figure and covers our global operations with no material omissions.

**Scope 3 category 7: Employee commuting**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

70

**Comment**

Recalculated from a single figure and covers our global operations with no material omissions.

**Scope 3 category 8: Upstream leased assets**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

0

**Comment**

not relevant, not material or not measured

**Scope 3 category 9: Downstream transportation and distribution**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

32,966

**Comment**

Recalculated from a single figure and covers our global operations with no material omissions.

### Scope 3 category 10: Processing of sold products

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

0

**Comment**

not relevant, not material or not measured

### Scope 3 category 11: Use of sold products

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

0

**Comment**

not relevant, not material or not measured

### Scope 3 category 12: End of life treatment of sold products

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

0

**Comment**

not relevant, not material or not measured

### Scope 3 category 13: Downstream leased assets

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

9,376

**Comment**

Recalculated from a single figure and covers our global operations with no material omissions.

**Scope 3 category 14: Franchises**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

0

**Comment**

not relevant, not material or not measured

**Scope 3 category 15: Investments**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

**Comment**

not relevant, not material or not measured

**Scope 3: Other (upstream)**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO<sub>2</sub>e)**

**Comment**

not relevant, not material or not measured

**Scope 3: Other (downstream)**

---

**Base year start**

January 1, 2020

**Base year end**

December 31, 2020

**Base year emissions (metric tons CO2e)**

**Comment**

not relevant, not material or not measured

**C5.3**

**(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.**

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

**C6. Emissions data**

**C6.1**

**(C6.1) What were your organization’s gross global Scope 1 emissions in metric tons CO2e?**

**Reporting year**

---

**Gross global Scope 1 emissions (metric tons CO2e)**

9,489

**Comment**

Using the GHG Protocol guidance Oracle measures its global Scope 1 footprint (stationary combustion, owned vehicles, fire suppressants, fugitive emissions and fuel consumption). Global Warming Potentials (GWP) are from the IPCC Fourth Assessment Report (AR4 - 100 year).

**C6.2**

**(C6.2) Describe your organization’s approach to reporting Scope 2 emissions.**

**Row 1**

---

**Scope 2, location-based**

We are reporting a Scope 2, location-based figure

**Scope 2, market-based**

We are reporting a Scope 2, market-based figure

**Comment**

Location based emissions use emission factors defined by regional and international standards, including U.S Environmental Protection Agency (EPA), Department for Environment, Food and Rural Affairs (DEFRA), Australian Government Department of



the Environment National Greenhouse Accounts Factors, and International Energy Agency.

Market based emissions calculations adhere to GHG Protocol Guidance on dual-reporting for scope 2 emissions. The hierarchy employed for market-based scope 2 data is as follows: Energy attributes certificates, supplier-specific emission rates, residual mix factors, and location-based grid average emission factors.

## C6.3

**(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO<sub>2</sub>e?**

### Reporting year

#### Scope 2, location-based

647,826

#### Scope 2, market-based (if applicable)

450,700

#### Comment

Oracle is committed to ensuring our global operations are powered with 100% renewable energy and as a result have reduced Scope 2 market-based emissions. The market based emission are still pending assurance and values are likely to decrease less than 2%.

## C6.4

**(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?**

No

## C6.5

**(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.**

### Purchased goods and services

#### Evaluation status

Relevant, calculated

#### Emissions in reporting year (metric tons CO<sub>2</sub>e)

440,971

#### Emissions calculation methodology

Supplier-specific method

Spend-based method

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

36

#### Please explain

Oracle uses our environmental survey responses to obtain supplier specific economic allocation factors (MTCO<sub>2e</sub>/\$revenue). The balance of our Corporate-wide expense is then mapped to corresponding industry sectors and then multiplied by cradle-to-gate emission factors by sector from DEFRA 2012 Conversion Factor Repository, Annex 13 – Indirect emissions from the supply chain. March 2014. Spend already included in Scope 1 and Scope 2 (such as electricity purchases) and other Scope 3 categories (such as capital goods) were removed to prevent double counting. Global Warming Potentials (GWP) are from the IPCC Fourth Assessment Report (AR4 - 100 year).

### Capital goods

---

#### Evaluation status

Relevant, calculated

#### Emissions in reporting year (metric tons CO<sub>2e</sub>)

30,842

#### Emissions calculation methodology

Spend-based method

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

#### Please explain

Oracle uses our environmental survey responses to obtain supplier specific economic allocation factors (MTCO<sub>2e</sub>/\$revenue). The balance of our Corporate-wide expense is then mapped to corresponding industry sectors and then multiplied by cradle-to-gate emission factors by sector from DEFRA 2012 Conversion Factor Repository, Annex 13. Spend already included in Scope 1 and Scope 2 (such as electricity purchases) and other Scope 3 categories (such as purchased goods and services) were removed to prevent double counting. Global Warming Potentials (GWP) are from the IPCC Fourth Assessment Report (AR4 - 100 year).

### Fuel-and-energy-related activities (not included in Scope 1 or 2)

---

#### Evaluation status

Relevant, calculated

#### Emissions in reporting year (metric tons CO<sub>2e</sub>)

27,402

#### Emissions calculation methodology

Spend-based method

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

0

**Please explain**

According to the Energy Information Administration (EIA), approximately 6 percent of total electricity input in the US is lost to transmission and distribution. Based on this assumption, we calculated 6 percent of our total Scope 2 emissions to estimate the Scope 3 emissions around fuel- and energy-related activities. The Scope 2 emissions figure was calculated using the following standards: EPA eGRID 2012 for U.S. Electricity; EPA GHG Emission Factors Hub for U.S. Natural Gas; National Greenhouse Accounts Factors for Australia Electricity and Natural Gas; DEFRA Greenhouse Gas Conversion Factor Repository (2016) for Electricity and Natural Gas in all other countries. Global Warming Potentials (GWP) are from the IPCC Fourth Assessment Report (AR4 - 100 year).

**Upstream transportation and distribution**

---

**Evaluation status**

Relevant, calculated

**Emissions in reporting year (metric tons CO<sub>2</sub>e)**

9,440

**Emissions calculation methodology**

Supplier-specific method

Spend-based method

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

**Please explain**

This data is obtained from Oracle's transportation and distribution vendors on an annual basis. The emissions are calculated using an equation from the GLEC framework for logistics emissions: Distance Traveled x Total Weight x GLEC Protocol emissions factors per transport mode. 1) Actual customer shipment records for the period, listing origin and destination points, weight per shipment and primary shipment mode; 2) A proprietary distance table based largely on the Publication 151 – Distance Between Ports. National Imagery and Mapping Agency, 2001. Distances are calculated based on common vessel routings for ocean and using the “Great Circle Distance” method for air and ocean; Distances for road freight are calculated using the planned distance between the origin and destination points and a circuitry factor to provide a more accurate distance and allow for deviations. 3) GLEC emissions factors per primary mode of transport. This data represents emissions produced in landfills from waste generated in the total area under our operational control at Oracle-owned buildings

globally. Global Warming Potentials (GWP) are from the IPCC Fourth Assessment Report (AR4 - 100 year).

## Waste generated in operations

---

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO<sub>2</sub>e)

483

### Emissions calculation methodology

Average data method

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

This data represents emissions produced in landfills from waste generated in the total area under our operational control at Oracle-owned buildings globally. The volume of waste was converted to lbs using an average density of 450 lbs per yd<sup>3</sup>. The emissions calculation was based on the EPA Waste Reduction Model (WARM) version 14 (updated March 2016) using the 0.35 National Average Emission Factor for Landfilling.

## Business travel

---

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO<sub>2</sub>e)

23,251

### Emissions calculation methodology

Average data method

Spend-based method

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

### Please explain

This data is acquired from Oracle's air travel reporting tool, as well as our car rental vendors and corporate finance sectorial reports. For air travel, Oracle uses an internal system that is part of the Oracle Business Intelligence Enterprise Edition (OBIEE) tool, leveraging the DEFRA Greenhouse Gas Conversion Factor Repository.

## Employee commuting

---

### Evaluation status

Relevant, calculated

**Emissions in reporting year (metric tons CO<sub>2</sub>e)**

70

**Emissions calculation methodology**

Supplier-specific method

**Percentage of emissions calculated using data obtained from suppliers or value chain partners****Please explain**

This number was calculated using annual mileage data from Oracle's employee shuttle service providers. The emissions were estimated using the following emission factors: CO<sub>2</sub>: 0.107 (kg CO<sub>2</sub>/passenger-mile), CH<sub>4</sub>: 0.0006 (g CH<sub>4</sub>/passenger-mile), N<sub>2</sub>O: 0.0005 (g N<sub>2</sub>O/passenger-mile), as referenced in the EPA Climate Leaders Greenhouse Gas Inventory Protocol Core Module Guidance for Bus Business Travel. These emission factors are based on the assumption that the bus travel is conducted in buses mainly fuelled by diesel and were derived from statistical information on passenger-mile in Table VM-1 of the Federal Highway Administration's Highway Statistics 2005, along with emissions data from Table 2-17 from the U.S. Greenhouse Gas Emissions and Sinks: 1990–2005.

**Upstream leased assets****Evaluation status**

Not relevant, explanation provided

**Please explain**

Oracle leases a number of facilities and equipment such as copiers. Emissions related to these upstream leased assets are within our Scope 1 and 2 GHG inventory as electricity.

**Downstream transportation and distribution****Evaluation status**

Relevant, calculated

**Emissions in reporting year (metric tons CO<sub>2</sub>e)**

37,760

**Emissions calculation methodology**

Average data method

**Percentage of emissions calculated using data obtained from suppliers or value chain partners****Please explain**

This data is obtained from Oracle's transportation and distribution vendors on an annual basis. The emissions are calculated using an equation from the GLEC framework for

logistics emissions: Distance Traveled x Total Weight x GLEC Protocol emissions factors per transport mode. 1) Actual customer shipment records for the period, listing origin and destination points, weight per shipment and primary shipment mode; 2) A proprietary distance table based largely on the Publication 151 – Distance Between Ports. National Imagery and Mapping Agency, 2001. Distances are calculated based on common vessel routings for ocean and using the “Great Circle Distance” method for air and ocean; Distances for road freight are calculated using the planned distance between the origin and destination points and a circuitry factor to provide a more accurate distance and allow for deviations. 3) GLEC emissions factors per primary mode of transport.

## Processing of sold products

---

### Evaluation status

Not relevant, explanation provided

### Please explain

Subsequent to manufacturing, Oracle products are not processed further.

## Use of sold products

---

### Evaluation status

Not relevant, explanation provided

### Please explain

We have determined that our key impact in this category lies in the delivery of Oracle Cloud products and services. To this end, we continue to work with our colocation data center providers to build a cloud infrastructure that is clean, efficient, and circular. All emissions resulting from the use of our cloud offerings are included in our Scope 2 emissions inventory, hence we have determined that this Scope 3 category is not relevant to us.

## End of life treatment of sold products

---

### Evaluation status

Not relevant, explanation provided

### Please explain

Upon evaluating the estimated emissions associated with the disposal and treatment of Oracle-branded products, we determined that this source is not relevant, and the emissions are not material to our Scope 3 emissions footprint. We offer product take-back to all of our customers to help ensure products are recycled or disposed of responsibly and in compliance with the law. Products that cannot be remanufactured by Oracle for reuse are sent to our contracted recyclers, who responsibly recycle, or resell the remaining material - sending only 0.5% to landfill. In FY21, Oracle collected more than 3 million lbs of material, of which 99.5% was recycled or reused. Oracle conducts audits to help ensure that our recyclers and their downstream processors have proper Health & Safety controls in place and are compliant with local law. By expanding the number of sites in our recycling network and increasing the percentage of material

reused vs. recycled, we reduce shipping miles and conserve raw materials, both of which have an environmental benefit. We assist our customers in their end-of-life planning and in many cases offer de-install, data destruction, transportation and recycling services at no charge. More information of Oracle's Take Back and Recycling programs can be found at; <http://www.oracle.com/us/products/servers-storage/take-back-and-recycling/index.html>

## Downstream leased assets

---

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO<sub>2</sub>e)

10,171

### Emissions calculation methodology

Average data method

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

### Please explain

This figure was calculated by multiplying the total square feet of subleased space by 15.9 kWh of electricity consumption per square feet (taken from the EIA CBECS survey) and the eGRID subregion US average emission factor of 1,136.53 lbs/MWH.

## Franchises

---

### Evaluation status

Not evaluated

### Please explain

Oracle does not have any franchises.

## Investments

---

### Evaluation status

Not evaluated

### Please explain

Oracle is not a financial institution. Our "investments" are primarily debt investments without known use of proceeds.

## Other (upstream)

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### Evaluation status

Not evaluated

### Please explain

## Other (downstream)

---

### Evaluation status

Not evaluated

### Please explain

## C6.7

**(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?**

No

## C6.10

**(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO<sub>2</sub>e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.**

---

### Intensity figure

0.000011

### Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO<sub>2</sub>e)

426,579

### Metric denominator

unit total revenue

### Metric denominator: Unit total

40,144,000,000

### Scope 2 figure used

Market-based

### % change from previous year

0

### Direction of change

No change

### Reason for change



## C7. Emissions breakdowns

### C7.1

**(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?**

Yes

### C7.1a

**(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).**

Greenhouse gas	Scope 1 emissions (metric tons of CO <sub>2</sub> e)	GWP Reference
CO <sub>2</sub>	9,480	IPCC Fourth Assessment Report (AR4 - 100 year)
CH <sub>4</sub>	4	IPCC Fourth Assessment Report (AR4 - 100 year)
N <sub>2</sub> O	5	IPCC Fourth Assessment Report (AR4 - 100 year)
HFCs	0	IPCC Fourth Assessment Report (AR4 - 100 year)
PFCs	0	IPCC Fourth Assessment Report (AR4 - 100 year)

### C7.2

**(C7.2) Break down your total gross global Scope 1 emissions by country/region.**

Country/Region	Scope 1 emissions (metric tons CO <sub>2</sub> e)
North America	7,789
Asia Pacific (or JAPA)	146
Latin America (LATAM)	0.3
Europe, Middle East and Africa (EMEA)	1,553

### C7.3

**(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.**

By activity

### C7.3c

**(C7.3c) Break down your total gross global Scope 1 emissions by business activity.**

Activity	Scope 1 emissions (metric tons CO2e)
Data center activities: The figure cited here represents fuel use for backup electricity at our standalone data centers in Austin, Texas and Salt Lake City, Utah.	260
Various business activities, including but not limited to manufacture of hardware and business services (office-based activities)	9,229

## C7.5

**(C7.5) Break down your total gross global Scope 2 emissions by country/region.**

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
North America	368,263	300,524
Asia Pacific (or JAPA)	132,523	122,146
Latin America (LATAM)	6,889	4,007
Europe, Middle East and Africa (EMEA)	140,152	24,023

## C7.6

**(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.**

By activity

### C7.6c

**(C7.6c) Break down your total gross global Scope 2 emissions by business activity.**

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Operations: Various business activities, including but not limited to manufacture of hardware and business services (office-based activities), business offices & internal data center operations.	202,242	154,908
Emissions from colocation data center facilities associated with Oracle Cloud services OCI.	445,584	295,792

## C7.9

**(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?**

Increased

## C7.9a

**(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.**

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption				
Other emissions reduction activities				
Divestment				
Acquisitions				
Mergers				
Change in output	105,843	Increased	29	Our increase is attributed to Cloud growth in markets with higher carbon intensity (Scope2). To calculate we took the change in kgCO2e/kwh related to the change in kgCO2e/kwh value divided by previous years scope 1 & scope 2 emissions. The carbon amount was based on the difference in carbon as compared to previous years intensity KPI kgCO2e/kwh.
Change in methodology				
Change in boundary				
Change in physical operating conditions			29	
Unidentified				
Other				

## C7.9b

**(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?**

Market-based

## C8. Energy

### C8.1

**(C8.1) What percentage of your total operational spend in the reporting year was on energy?**

More than 0% but less than or equal to 5%

### C8.2

**(C8.2) Select which energy-related activities your organization has undertaken.**

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	Yes
Generation of electricity, heat, steam, or cooling	Yes

### C8.2a

**(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.**

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	0	44,675	44,675

Consumption of purchased or acquired electricity		936,155	970,902	1,907,057
Consumption of purchased or acquired heat		0	0	0
Consumption of purchased or acquired steam		0	0	0
Consumption of purchased or acquired cooling		0	1,366	1,366
Consumption of self-generated non-fuel renewable energy		2,745		2,745
Total energy consumption				

## C8.2b

**(C8.2b) Select the applications of your organization's consumption of fuel.**

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

## C8.2c

**(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.**

**Sustainable biomass**

**Heating value**

**Total fuel MWh consumed by the organization**

**MWh fuel consumed for self-generation of electricity**

**MWh fuel consumed for self-generation of heat**

**Comment**

**Other biomass**

---

**Heating value**

**Total fuel MWh consumed by the organization**

**MWh fuel consumed for self-generation of electricity**

**MWh fuel consumed for self-generation of heat**

**Comment**

**Other renewable fuels (e.g. renewable hydrogen)**

---

**Heating value**

**Total fuel MWh consumed by the organization**

**MWh fuel consumed for self-generation of electricity**

**MWh fuel consumed for self-generation of heat**

**Comment**

**Coal**

---

**Heating value**

**Total fuel MWh consumed by the organization**

**MWh fuel consumed for self-generation of electricity**

**MWh fuel consumed for self-generation of heat**

**Comment**

**Oil**

---

**Heating value**

**Total fuel MWh consumed by the organization**

**MWh fuel consumed for self-generation of electricity**

**MWh fuel consumed for self-generation of heat**

**Comment**

**Gas**

---

**Heating value**

HHV

**Total fuel MWh consumed by the organization**

44,472

**MWh fuel consumed for self-generation of electricity**

7,901

**MWh fuel consumed for self-generation of heat**

36,571

**Comment**

Natural Gas

**Other non-renewable fuels (e.g. non-renewable hydrogen)**

---

**Heating value**

HHV

**Total fuel MWh consumed by the organization**

**MWh fuel consumed for self-generation of electricity**

**MWh fuel consumed for self-generation of heat**

**Comment**

**Total fuel**

**Heating value**

Unable to confirm heating value

**Total fuel MWh consumed by the organization**

203

**MWh fuel consumed for self-generation of electricity**

203

**MWh fuel consumed for self-generation of heat**

0

**Comment**

Diesel

## C8.2d

**(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.**

	<b>Total Gross generation (MWh)</b>	<b>Generation that is consumed by the organization (MWh)</b>	<b>Gross generation from renewable sources (MWh)</b>	<b>Generation from renewable sources that is consumed by the organization (MWh)</b>
Electricity	10,849	10,849	2,745	2,745
Heat	36,571	36,571	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

## C8.2e

**(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero or near-zero emission factor in the market-based Scope 2 figure reported in C6.3.**

**Sourcing method**



Unbundled energy attribute certificates (EACs) purchase

**Energy carrier**

Electricity

**Low-carbon technology type**

Wind

**Country/area of low-carbon energy consumption**

India

**Tracking instrument used**

I-REC

**Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)**

17,000

**Country/area of origin (generation) of the low-carbon energy or energy attribute**

India

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2,021

**Comment**

---

**Sourcing method**

Unbundled energy attribute certificates (EACs) purchase

**Energy carrier**

Electricity

**Low-carbon technology type**

Wind

**Country/area of low-carbon energy consumption**

United States of America

**Tracking instrument used**

US-REC

**Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)**

67,552

**Country/area of origin (generation) of the low-carbon energy or energy attribute**

United States of America

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2,021

**Comment**

---

**Sourcing method**

Green electricity products from an energy supplier (e.g. green tariffs)

**Energy carrier**

Electricity

**Low-carbon technology type**

Renewable energy mix, please specify  
Green Tariffs, Solar, Wind, and Hydropower,

**Country/area of low-carbon energy consumption**

**Tracking instrument used**

Other, please specify  
Various tracking agreements

**Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)**

39,475

**Country/area of origin (generation) of the low-carbon energy or energy attribute**

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2,021

**Comment**

This value represents the total amount of renewable energy purchased as part of adoption of utility provided green products. We currently only report in aggregate and are developing functionality to report at a country level but has yet to be prioritized (high effort - low value).

## C8.2g

**(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.**

**Country/area**

Other, please specify

AMER

**Consumption of electricity (MWh)**

1,118,146

**Consumption of heat, steam, and cooling (MWh)**

36,991

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

1,155,137

---

**Country/area**

Other, please specify

EMEA

**Consumption of electricity (MWh)**

502,934

**Consumption of heat, steam, and cooling (MWh)**

7,418

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

510,352

---

**Country/area**

Other, please specify

JAPAC

**Consumption of electricity (MWh)**

199,642

**Consumption of heat, steam, and cooling (MWh)**

62

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

199,704

---

**Country/area**

Other, please specify

LAD

**Consumption of electricity (MWh)**

38,916

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

38,916

## C9. Additional metrics

### C9.1

**(C9.1) Provide any additional climate-related metrics relevant to your business.**

**Description**

Waste

**Metric value**

0.26

**Metric numerator**

Amount of waste to landfill (liters)

**Metric denominator (intensity metric only)**

Amount of area in RE&F control (sq. foot)

**% change from previous year**

17

**Direction of change**

Increased

**Please explain**

Increases in CY21 were attributed to increased activities like return to workforce and cleaning/sanitizing associated with Oracle offices reopening after Covid19.

## C10. Verification

### C10.1

**(C10.1) Indicate the verification/assurance status that applies to your reported emissions.**

Verification/assurance status
-------------------------------

Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

## C10.1a

**(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.**

### Verification or assurance cycle in place

Annual process

### Status in the current reporting year

Underway but not complete for reporting year – previous statement of process attached

### Type of verification or assurance

Limited assurance

### Attach the statement

 Oracle2018GHGInventoryAssuranceReviewLetterFINAL.pdf

### Page/ section reference

1

### Relevant standard

ISO14064-3

### Proportion of reported emissions verified (%)

100

## C10.1b

**(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.**

### Scope 2 approach

Scope 2 location-based

### Verification or assurance cycle in place

Annual process


### Status in the current reporting year

Underway but not complete for reporting year – previous statement of process attached

### Type of verification or assurance

Limited assurance

**Attach the statement**

 Oracle2018GHGInventoryAssuranceReviewLetterFINAL.pdf

**Page/ section reference**

1

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

100

---

**Scope 2 approach**

Scope 2 market-based

**Verification or assurance cycle in place**

Annual process


**Status in the current reporting year**

Underway but not complete for reporting year – previous statement of process attached

**Type of verification or assurance**

Limited assurance

**Attach the statement**

 Oracle2018GHGInventoryAssuranceReviewLetterFINAL.pdf

**Page/ section reference**

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

100

## C10.1c

**(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.**

---

**Scope 3 category**

Scope 3: Business travel

**Verification or assurance cycle in place**

Annual process


**Status in the current reporting year**

Underway but not complete for reporting year – previous statement of process attached

**Type of verification or assurance**

Limited assurance

**Attach the statement**

 Oracle2018GHGInventoryAssuranceReviewLetterFINAL.pdf

**Page/section reference**

1

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**


## C10.2


**(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?**

Yes

## C10.2a

**(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?**

Disclosure module verification relates to	Data verified	Verification standard	Please explain
C8. Energy		ISO 14064-3	In addition to our emissions data, we verify our total energy consumption globally.  1

 1Oracle2018GHGInventoryAssuranceReviewLetterFINAL.pdf

## C11. Carbon pricing

### C11.1

**(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?**

No, and we do not anticipate being regulated in the next three years

## C11.2

**(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?**

No

## C11.3

**(C11.3) Does your organization use an internal price on carbon?**

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

## C12. Engagement

### C12.1

**(C12.1) Do you engage with your value chain on climate-related issues?**

Yes, our suppliers

Yes, our customers/clients

### C12.1a

**(C12.1a) Provide details of your climate-related supplier engagement strategy.**

---

#### **Type of engagement**

Information collection (understanding supplier behavior)

#### **Details of engagement**

Collect climate change and carbon information at least annually from suppliers

#### **% of suppliers by number**

100

#### **% total procurement spend (direct and indirect)**

80

#### **% of supplier-related Scope 3 emissions as reported in C6.5**

76

#### **Rationale for the coverage of your engagement**

This engagement initiative covers 100% of Oracle's strategic direct hardware suppliers (direct procurement), representing a significant portion (80%) of Oracle's total spend. As a member of the Responsible Business Alliance (RBA), we have established a formal process for engaging with our suppliers on a variety of issues related to climate change, including energy consumption and GHG emissions, water use, and hazardous substances. In 2018, we engaged with our strategic suppliers to report data on their carbon, water and waste footprints via the RBA platform, aiming to achieve a supplier



response rate of 85% based on hardware spend . Oracle leverages quarterly scorecards for our strategic suppliers, and provides training to new supplier managers around quarterly Social and Environmental Responsibility (SER) deliverable requests and why they are important. In addition, Oracle is an active member of the RBA Environmental Sustainability working group, and contributed to revising language in the code to address energy and water issues in the supply chain. Oracle also evaluated the RBA environmental maturity model to determine how it may be applied to our own strategic manufacturing suppliers, in addition to being leveraged by other RBA members. These efforts help us to not only educate our supply chain on various climate- related issues and strategies, but also to help us manage our own environmental impact, and that of our products.

### **Impact of engagement, including measures of success**

The impact of engagement includes greater transparency into Oracle's supply chain, and the associated risks and areas for improvement. Our measure of success is tracked in a variety of KPI's including percentage of suppliers who track emissions, who have emissions reduction programs, and who have Net Zero targets. Our goal is to obtain this data for 100% of our key direct suppliers by 2025. In 2021 we collected data for over 92% of the direct suppliers up from 80%.

### **Comment**

### **Type of engagement**

Information collection (understanding supplier behavior)

### **Details of engagement**

Collect climate change and carbon information at least annually from suppliers

### **% of suppliers by number**

100

### **% total procurement spend (direct and indirect)**

80

### **% of supplier-related Scope 3 emissions as reported in C6.5**

76

### **Rationale for the coverage of your engagement**

Oracle's in-direct procurement team has set a target ensuring 80% of the key suppliers have emissions reductions targets in place by 2025. The data in this engagement documents the progress of that goal.

### **Impact of engagement, including measures of success**

As part of Oracle's Sustainable Procurement program, we are requesting quantitative and qualitative reporting from our key indirect suppliers to better understand supplier behavior and to identify potential areas for improvement. These metrics are compiled into supplier success stories that are shared with Oracle employees company-wide. Our

measure of success is tracked in a variety of KPI's including percentage of suppliers who track emissions, who have emissions reduction programs, and who have Net Zero targets. Our goal is to obtain this data for 100% of our key indirect suppliers by 2025. In 2021 we collected data for over 71% of the direct suppliers as compared to the 80% in our target year.

## Comment

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### Type of engagement

Engagement & incentivization (changing supplier behavior)

### Details of engagement

Run an engagement campaign to educate suppliers about climate change  
 Climate change performance is featured in supplier awards scheme

### % of suppliers by number

80

### % total procurement spend (direct and indirect)

100

### % of supplier-related Scope 3 emissions as reported in C6.5

76

### Rationale for the coverage of your engagement

Several of Oracle's business divisions have included Oracle's Sustainability strategy into recurring Business Review Meetings (SBR's). These meetings discuss various topics related to Oracle's overall supplier management. In these meetings Oracle's internal and external sustainability goals are presented. These numbers represent the subset of indirect procurement suppliers that are managed by the business divisions with advanced sustainability goals as described. The number of suppliers is 100% because this program is available across all aspects of our operations and is open to any supplier.

### Impact of engagement, including measures of success

Several of the business units in conjunction with their SBR's prepare a scorecard measuring a supplier's performance against its peers. This methodology is known as TQRDC (technology, quality, responsiveness, delivery, & cost), in 2019 Travel and Cloud Operations augmented the TQRDC mechanisms to add sustainability as part of the scoring, resulting in a TQRDCS methodology. Supplier scores are used in conjunction with sourcing events. We measure our success in this program measuring the number of RFX events that used the TQRDCS as part of the award considerations.

## Comment

## C12.1b

**(C12.1b) Give details of your climate-related engagement strategy with your customers.**

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### **Type of engagement & Details of engagement**

Collaboration & innovation

Run a campaign to encourage innovation to reduce climate change impacts

### **% of customers by number**

100

### **% of customer - related Scope 3 emissions as reported in C6.5**

100

### **Please explain the rationale for selecting this group of customers and scope of engagement**

As a strong proponent of the circular economy, Oracle provides several Take Back programs for 100% of our hardware customers. In the absence of such programs, Oracle's hardware products could result in significant electronic waste at the end of their useful life. Hence, the rationale for offering these programs to our hardware customers is to help mitigate any environmental impacts or security risks that may be caused by improper disposal of old or decommissioned IT equipment. Customers who use our Take Back programs have access to free on-site services, including disk erasure, as concerns around data security continue to grow. Each year, approximately 40,000 spare parts are harvested, tested and provided to Oracle Service to support customers and extend the useful life of product. Customers who upgrade after 4-5 years of use help support other customers who choose to run a product for 8-12 years, thus conserving natural resources. With the growth of Oracle's Cloud business, we anticipate the percent of systems we take back versus systems we ship into the market to grow from ~16% today, to more than 50% over the next several years. Our Reverse Supply Chain is distributed across the 3 regions; Americas, Europe and Asia. Processing Take Back material locally acts as an investment in those regions, and reduces transportation miles, as well as associated carbon emissions.

### **Impact of engagement, including measures of success**

Oracle's Take Back programs return 40,000 spare parts annually to service Oracle products, support customers, and extend the useful life of additional products. As a result, we are able to significantly reduce electronic waste in our operations and advance the circular economy. The success of this initiative is measured by the volume of material collected through Oracle's Take Back programs, and the percentage diverted from landfill. In FY21, Oracle collected more than 3 million lbs of material, of which over 99% was recycled or reused.

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### **Type of engagement & Details of engagement**

Education/information sharing

Run an engagement campaign to education customers about your climate change performance and strategy

**% of customers by number**

100

**% of customer - related Scope 3 emissions as reported in C6.5**

100

**Please explain the rationale for selecting this group of customers and scope of engagement**

Oracle released a 'digibook' titled The Sustainable Supply Chain, with the goal of enabling our customers to advance sustainability within their own organizations. The digibook includes key sustainability initiatives companies are enabling today, how businesses across different industries are managing more sustainable operations, and Oracle's modern suite of solutions that help companies meet their sustainability goals. The publication was shared with Oracle's customers, supply chain managers and professionals from several companies. The rationale for selecting this group was to provide valuable guidance and thought leadership to both existing and prospective customers. The % of Scope3 emissions is not calculated.

**Impact of engagement, including measures of success**

The Sustainable Supply Chain digibook has been shared with more than 7,400 users, including Oracle customers, and has reached additional users through online and in-person engagement, including blogs, customer campaigns, etc. Success is measured by the number of users reached.

**Type of engagement & Details of engagement**

Education/information sharing

Run an engagement campaign to education customers about your climate change performance and strategy

**% of customers by number**

100

**% of customer - related Scope 3 emissions as reported in C6.5**

100

**Please explain the rationale for selecting this group of customers and scope of engagement**

Oracle OpenWorld is Oracle's annual customer conference, engaging over 60,000 attendees. The event is designed and implemented with sustainability in mind, and has set aggressive sustainability goals around emissions offset, water and waste reduction. During the event, Oracle customers are engaged in several sustainability sessions and have the opportunity to learn about Oracle's climate change performance and strategy. In addition, Oracle hosts a Sustainability Innovation Awards event at OpenWorld each

year, where we recognize customers who are using Oracle products and services to meet their own sustainability goals. 2019 marked the 12th anniversary of these awards. OpenWorld and nominations for Sustainability Innovation Awards are open to all Oracle customers. The Scope 3 impact is not calculated by Oracle.

### **Impact of engagement, including measures of success**

The success of this engagement is measured by the progress achieved toward our event sustainability goals (e.g. emissions offset, water and waste reduction), as well as the number of customers engaged through the Sustainability Innovation Awards. While there was no event in 2020, Oracle and its venue partners offset over 55,115 pounds of carbon at the 2019 event, which represents 100% of onsite carbon emissions and 144,632 tons of CO<sub>2</sub> have been offset by Oracle OpenWorld over the past 9 years. OpenWorld was not held in CY21 however the same principles are being adopted for future events.

### **Type of engagement & Details of engagement**

Education/information sharing

Share information about your products and relevant certification schemes (i.e. Energy STAR)

### **% of customers by number**

100

### **% of customer - related Scope 3 emissions as reported in C6.5**

100

### **Please explain the rationale for selecting this group of customers and scope of engagement**

All customers have access to energy efficiency information for our devices and services. Oracle publishes several tools to help customers understand Oracle's environmental performance. Due to the broad nature of Oracle products this includes everything from Energy Star details on Hardware to our overall Corporate performance. Oracle uses a variety of customer engagement tools to share information about our products and services. Each of these engagements are available to 100% of Oracle customers. Oracle does not measure the Scope 3 impact for these engagements.

### **Impact of engagement, including measures of success**

Success of this engagement isn't quantifiable. However, the impact of the engagement is significant to Oracle because it's important to our customers efforts to meet their climate change targets. As an example, Oracle provided to its customers the percentage of Renewable Energy for each of its OCI datacenters and customers can obtain

site specific advanced environmental details such as, Location Based Emissions, Market Based Emissions, Co<sub>2</sub>e Factors, and Renewable Energy % (year over year), thus allowing customers to use environmental performance as an aspect of service on boarding.

## C12.2

### **(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization’s purchasing process?**

Yes, climate-related requirements are included in our supplier contracts

## C12.2a

### **(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization’s purchasing process and the compliance mechanisms in place.**

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#### **Climate-related requirement**

Complying with regulatory requirements

#### **Description of this climate related requirement**

Oracle’s Code of Ethics and Business Conduct (the “Oracle Code” or the “Code”) rests on and implements the core business values that are essential to our success as a company. Our values are the foundation of all that we do; we all are expected to live these values every day. Our modeling of these values drives our long-term success by sustaining a company that has earned and deserves the confidence of shareholders, customers, governments, and partners around the world. Our core values are:

**Integrity**

We are honest and choose the path of integrity in all business transactions and dealings with others

**Ethics**

We act ethically in every business context

**Compliance**

We comply with all laws, regulations, and Oracle policies that govern our business and employees’ actions on behalf of the company

**Mutual Respect**

We treat individuals with respect and dignity

**Teamwork**

We work together as a team to benefit Oracle

**Communication**

We share information effectively with each other, but also know how to protect the confidentiality of our information

**Innovation**

We innovate and seek new and creative approaches to problem solving

**Customer Satisfaction**

We treat customer satisfaction as a top priority

**Quality**

We incorporate excellence and quality in our work and strive to continuously improve

**Fairness**

We deal fairly with customers, suppliers, partners and colleagues

**% suppliers by procurement spend that have to comply with this climate-related requirement**

100

**% suppliers by procurement spend in compliance with this climate-related requirement**

100

**Mechanisms for monitoring compliance with this climate-related requirement**

Supplier self-assessment

Grievance mechanism/Whistleblowing hotline

Supplier scorecard or rating

Other, please specify

Internal audits by procurement and Internal Audit Team

**Response to supplier non-compliance with this climate-related requirement**

Retain and engage

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**Climate-related requirement**

Purchasing renewable energy

**Description of this climate related requirement**

This is not measured, However as part of Oracle's 2025 renewable energy commitment, Oracle leases increasing are mandating renewable energy requirements as triggered by normal business activities (renewal , new contract).

**% suppliers by procurement spend that have to comply with this climate-related requirement**

**% suppliers by procurement spend in compliance with this climate-related requirement**

**Mechanisms for monitoring compliance with this climate-related requirement**

Certification

**Response to supplier non-compliance with this climate-related requirement**

Retain and engage

## C12.3

**(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?**

Row 1

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**Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate**

Yes, we engage indirectly through trade associations

**Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?**

Yes

**Attach commitment or position statement(s)**

Oracle Policy Position:

<https://www.oracle.com/a/ocom/docs/corporate/citizenship/oracle-policy-positions.pdf>

 oracle-policy-positions.pdf

**Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy**

Policy statements are developed annually and distributed to all trade association members.

## C12.3b

**(C12.3b) Provide details of the trade associations your organization engages with which are likely to take a position on any policy, law or regulation that may impact the climate.**

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**Trade association**

Other, please specify

Information Technology Industry Council (ITI)

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We publicly promote their current position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

ITI's Environmental Leadership Council leads industry engagement in product materials selection and design; green procurement standards and policies; product stewardship and e-recycling initiatives; and supply chain transparency and sustainability challenges.

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**



**Describe the aim of your organization's funding**

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Trade association**

Advanced Energy Economy (AEE)

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We publicly promote their current position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

AEE is the primary association representing the advanced energy industry. They promote the environmental and economic benefits of a range of advanced energy solutions, including energy efficiency and tools to incorporate renewable energy into the electric grid.

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**

**Describe the aim of your organization's funding**

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Trade association**

Other, please specify  
Digital Europe

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We publicly promote their current position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

DigitalEurope's Digital Sustainability Policy Group (DSPG) aims to be the trusted and preferred partner for environmental policy makers, reaching out for constructive discussion with other stakeholders. It advocates the integration of environmental considerations at the stage of product design with the aim of reducing all relevant potential environmental impacts over its entire life cycle. The aim is to demonstrate leadership in this area, helping to support other industries through advancement in electronics, software applications and services.

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**

**Describe the aim of your organization's funding**

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

**Trade association**

Other, please specify

American Chamber of Commerce to the EU

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We publicly promote their current position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

AmCham EU strives to promote a coherent, science-based and balanced approach to sustainable growth. It supports better regulation and facilitation of the transatlantic dialogue on environmental issues. The committee identifies, monitors, evaluates and makes policy recommendations on European environmental policies including: • Chemical legislation (REACH) • RoHS and Waste Electrical and Electronic Equipment (WEEE) Directive implementation • Circular economy • Resource efficiency and waste • Conflict minerals • Air quality

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**

**Describe the aim of your organization's funding**

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

## C12.4

**(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).**

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**Publication**

In mainstream reports

**Status**

Complete

**Attach the document**

 6135eafa-38f4-419d-86a3-53e8459d05bc.pdf

**Page/Section reference**

1-33

**Content elements**

Governance  
Strategy  
Risks & opportunities

**Comment**

Oracle Annual Report 10k

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**Publication**

In voluntary sustainability report

**Status**

Underway – previous year attached

**Attach the document**

 ccr2020-report.pdf

**Page/Section reference**

**Content elements**

Governance  
Strategy  
Risks & opportunities  
Emissions figures  
Emission targets  
Other metrics

**Comment**

Oracle corporate citizenship report

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**Publication**

In voluntary communications

**Status**

Underway – previous year attached

**Attach the document**

 ccr-datasheet-fy2021.pdf

**Page/Section reference**

Oracle Corporate Citizenship Datasheet

**Content elements**

Emissions figures  
Emission targets  
Other metrics

**Comment**

Oracle shares several aspects of its sustainability strategy and customer success on our external social media pages.

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**Publication**

In mainstream reports, incorporating the TCFD recommendations

**Status**

Complete

**Attach the document**

 TCFD Index - Corporate Citizenship Report | Oracle.pdf

**Page/Section reference**

TCFD alignment to published documents

**Content elements**

- Governance
- Strategy
- Risks & opportunities

**Comment**

## C15. Biodiversity

### C15.1

**(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?**

Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	
Row 1	No, and we do not plan to have both within the next two years

### C15.2

**(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?**

Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	
Row 1	No, and we do not plan to do so within the next 2 years

### C15.3

**(C15.3) Does your organization assess the impact of its value chain on biodiversity?**

Does your organization assess the impact of its value chain on biodiversity?	
Row 1	No, and we do not plan to assess biodiversity-related impacts within the next two years

### C15.4

**(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?**

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?
Row 1	No, and we do not plan to undertake any biodiversity-related actions

## C15.5

**(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?**

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No	

## C15.6

**(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).**

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located
No publications		

## C16. Signoff

### C-FI

**(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.**

### C16.1

**(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.**

	Job title	Corresponding job category
Row 1	Director Global Sustainability	Environment/Sustainability manager

## SC. Supply chain module

### SC0.0

**(SC0.0) If you would like to do so, please provide a separate introduction to this module.**

Oracle is committed to developing practices and products that help protect the environment. We offer a comprehensive and fully integrated stack of cloud applications, platform services, and engineered systems that help our companies achieve environmental performance improvement, while creating business value. We employ socially and environmentally responsible business practices throughout our supply chain, facilities, and energy-efficient data centers.

To produce our hardware products that we market and sell to third-party customers and that we utilize internally to deliver as a part of our Oracle Cloud operations, we rely on both our internal manufacturing operations as well as third-party manufacturing partners. Our internal manufacturing operations consist primarily of materials procurement, assembly, testing and quality control of our Oracle Engineered Systems and certain of our enterprise and data center servers and storage products. For all other manufacturing, we generally rely on third-party manufacturing partners to produce our hardware-related components and hardware products and we may involve our internal manufacturing operations in the final assembly, testing and quality control processes for these components and products. We distribute most of our hardware products either from our facilities or partner facilities. Our manufacturing processes are substantially based on standardization of components across product types, centralization of assembly and distribution centers and a “build-to-order” methodology in which products generally are built only after customers have placed firm orders. Production of our hardware products requires that we purchase materials, supplies, product subassemblies and full assemblies from a number of vendors. Our hardware supply chain supplier network is diverse and multi-tiered, with several vendors specializing in the manufacture of specific parts and components. For this reason, we do not believe we can credibly allocate emissions to individual products and customers. Instead, we prefer to focus our resources on lowering our own energy use and emissions, as well as encouraging our suppliers to do the same.

To this end, Oracle engages with industry, trade, and government organizations to define standards and best practices around supply chain management. As a member of the Responsible Business Alliance (RBA), Oracle actively participates with other industry group members to address issues in our respective hardware supply chains. Oracle’s direct hardware supply chain suppliers are also invited to RBA webinars and training sessions on energy efficiency and greenhouse gas (GHG) reporting. To further assess environmental impact in our hardware supply chain, we leverage a supplier scorecard, which helps us better measure and manage the environmental footprint of suppliers in our direct hardware supply chain.

As a strong proponent of the circular economy, Oracle offers various take back programs to allow our customers and suppliers to return excess used products or materials. These programs help protect the environment and provide valuable services to our customers. In FY21, Oracle collected more than 3million lbs of material, of which over 99% was recycled or

reused. . We continue to work with contracted recycling sites and sites with R2 or e-Stewards certification in several countries. These certifications, coupled with our own audits, help ensure that our recyclers and their downstream processors have proper environmental, health and safety controls in place and are compliant with local law. We assist our customers in their end-of-life planning and in many cases offer de-install transportation and recycling services at no charge. As our customers increasingly move to Oracle Cloud, we will have greater control over the deployment and end-of-life treatment of our assets. As a result, we anticipate the percent of systems we take back versus systems we ship into the market to grow from ~16% today, to more than 50% over the next several years.

For more information, please visit [oracle.com/citizenship](http://oracle.com/citizenship).

## SC0.1

**(SC0.1) What is your company’s annual revenue for the stated reporting period?**

	Annual Revenue
Row 1	40,144,000,000

## SC1.1

**(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.**

## SC1.2

**(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).**

## SC1.3

**(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?**

Allocation challenges	Please explain what would help you overcome these challenges
Diversity of product lines makes accurately accounting for each product/product line cost ineffective	Oracle’s product portfolio spans more than 900 products, and our hardware supply chain consists of over 200 direct hardware suppliers around the world. Many of these suppliers specialize in the manufacture of specific parts and components, which makes it very difficult to measure the carbon footprint of finished products. For this reason, we are unable to accurately allocate emissions to individual products/product lines. Oracle engages with industry, trade, and government organizations to define consistent standards and practices around hardware supply chain environmental management. As a member of the RBA, Oracle actively participates with other industry group members to address issues in our respective hardware



	<p>supply chains. Oracle’s direct hardware suppliers are also invited to RBA webinars and training sessions on energy efficiency and GHG reporting. To further assess environmental impact in our hardware supply chain, we leverage a supplier scorecard, which helps us better measure and manage the environmental footprint of suppliers in our direct hardware supply chain.</p>
<p>Customer base is too large and diverse to accurately track emissions to the customer level</p>	<p>Oracle has over 430,000 customers in more than 175 countries around the world, many of whom use multiple Oracle products and services. This makes it very difficult to accurately allocate emissions to individual customers. Oracle continues to develop products and services that help protect the environment, and energy efficiency is an important consideration in our product design and manufacturing process. Calculating emissions data at the enterprise level is the most strategic and accurate approach for Oracle.</p>

## SC1.4

**(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?**

No

## SC1.4b

**(SC1.4b) Explain why you do not plan to develop capabilities to allocate emissions to your customers.**

Oracle continues to develop products and services that help protect the environment, and energy efficiency is an important consideration in how we design and manufacture our products. That said, the emissions generated by our hardware products are contingent upon several factors that are beyond our control – such as our customers’ usage patterns and business needs, and the energy efficiency of facilities where our equipment is manufactured and housed. For these reasons, we are unable to formulate a meaningful and standardized measure to calculate the emissions generated by our hardware products.

As we evolve our portfolio of products and services, we expect our supplier and customer networks to become increasingly diverse. Consequently, allocating emissions to individual products and customers will also become increasingly difficult. Given these factors, we believe that calculating emissions data at the enterprise level is the most strategic and accurate approach for Oracle. This coupled with our commitments around emissions make large scale investments in tools and data management a lower priority when the eventual calculated value will be zero.

Through CDP and other frameworks and as published on our webpage Oracle provides a revenue/emissions intensity factor for its customers to account for the Scope 3 emissions associated with their services.

## SC2.1

**(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.**

## SC2.2

**(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?**

No

## SC4.1

**(SC4.1) Are you providing product level data for your organization’s goods or services?**

No, I am not providing data

## Submit your response

**In which language are you submitting your response?**

English

**Please confirm how your response should be handled by CDP**

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

**Please confirm below**

I have read and accept the applicable Terms