DELL

FY18 Legacy of Good
Annual Update on Progress

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2020 Legacy of Good Plan
Annual Update

Progress from FY18

At Dell, we are committed to driving human progress by putting our technology and expertise to work where it can do the most good for people and the planet. Our FY18 annual update on our 2020 Legacy of Good Plan shares stories of how our team members, customers, suppliers and partners are working together to deliver on our commitment to build a Legacy of Good.

About This Report

This FY18 Corporate Social Responsibility Report, combined with our annual [Global Reporting Initiative (GRI) Standards-based online index](), provides customers and other stakeholders with a picture of how Dell is delivering on the commitment and goals outlined in our 2020 Legacy of Good Plan.

This report addresses key achievements for Dell, Dell EMC, RSA and Virtustream — together referred to as "Dell Inc." in this report. This report does not include information about VMware, which produces its own [Global Impact Report](), or smaller strategically aligned businesses under the Dell Technologies umbrella, such as SecureWorks and Pivotal.

We are proud of the meaningful progress we've made toward our 2020 Legacy of Good goals. We recognize we cannot achieve these goals alone, however: Collaboration with customers, partners and stakeholders worldwide is critical to our success. We welcome an open dialogue and encourage you to share your feedback and ideas.

Visit [Dell.com/CSR]() for more information.

Join the conversation:
[@Dell4Good]()
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[linkedin.com/company/dell]()
[youtube.com/user/DellVlog]()

[Email us]() with your comments or to be included in future discussions about our work.

Letter from Michael Dell

From stone tools and steam engines to spaceships and supercomputers, technology is the common thread in the history of human progress. We see it every day in the inspiring stories of our customers who are doing world-changing work, like building vertical smart farms to feed the hungry and delivering life-saving precision medicine to cancer patients via the cloud.

And yet, I believe the best is yet to come. In the future, rich data plus new technologies and computer sciences, like artificial intelligence, machine learning and the Internet of Things, will make it possible to solve virtually all of the greatest challenges facing our world.

That's the opportunity we see and strive for at Dell Technologies. That's what inspires every bold move we make to better equip our customers, partners and team members for the future.

While we firmly believe we will advance human progress through our industry-leading technology, we also see enormous opportunity to partner and create new ways of doing business that protect and sustain people and the planet we share.

That commitment is the foundation of our Legacy of Good plan, an ambitious, long-term set of goals that fundamentally shape how we operate and engage with the world.

Fiscal year 2018 was a year of tremendous progress, including groundbreaking circular economy initiatives, continued growth and expansion of our global recycling program, and remarkable community volunteerism and disaster relief donations by our team members.

We had the honor of being listed again among the World's Most Ethical Companies by the Ethisphere Institute, we earned a perfect score in the Human Rights Campaign's Corporate Equality Index and, for the first time ever, we made Fortune's Change the World list.

At Dell, we are on a mission to build the greatest technology company in the world — and to do so in a way that ultimately builds a better world.

The stakes couldn't be higher or the opportunity greater. That's why I consider it such a privilege to do what we do. It's an exciting time to be human.

Michael Dell
Chairman and CEO
Dell Technologies

Letter from Christine Fraser

Our 2020 Legacy of Good Plan captures our commitment to putting our technology and expertise to work for the good of our people and planet, a founding principle of Dell's purpose: to drive human progress.

Stepping into the Chief Responsibility Officer role this year, I'm truly honored to represent this commitment and an impressive body of work that reflects the integrity, passion and entrepreneurial spirit of the global Dell team. Together, we remain committed to putting our solutions and expertise to work in innovative and meaningful ways that will have a lasting impact on the communities we serve.

As you read through the FY18 report, you will see a reoccurring theme: collaborative innovation. Because it takes all of us to create the positive change our world needs. From our product teams and our services teams, to our sales teams and our operations teams, we've been focused on solving some big global problems. And our customers and partners have been with us every step of the way.

Some of my favorite initiatives include:

Convening leading manufacturers, academics and nonprofits to create NextWave, a coalition committed to using ocean-bound plastics in packaging and products and establishing the world's first commercial-scale, open-source supply chain to use these waste materials. We estimate that together, we will divert more than 3 million pounds of plastics from entering the ocean within five years — the equivalent of keeping 66 million water bottles from washing out to sea.

Partnering with the Government of India and customer Tata Trusts to build the Dell Digital LifeCare solution in India, facilitating a digital system for auxiliary nurse midwives (ANM) and doctors to screen, treat and track patients while helping the government spot health trends and needs. This project originated from a commitment by 70 Dell team member volunteers to develop a platform to support better care for citizens of rural India; today thousands of ANMs and hundreds of doctors across 20 districts have been trained to do health screenings using Digital LifeCare, which is expected to impact nearly 37 million people.

Collaborating with actress and entrepreneur Nikki Reed and her company, BaYou with Love, to pioneer a circular gold jewelry line using gold recovered from Dell's electronics recycling services to raise awareness for the importance of recycling technology. In addition to this jewelry line, we have started recycling gold into new motherboards for our products, marking the industry's first closed loop for gold.

Committing to support the next generation of technology innovators with more than $50 million in donations to advance science, technology, engineering and math — or STEM — education for underserved youth since 2014. We're investing in a diverse and inclusive workforce of the future that will drive our digital economy.

While collaboration and innovation are key to driving positive change, deeply rooted in Dell's soul is the compassion of our team members. In a year that saw record-breaking natural disasters around the world, including record flooding in India and significant devastation to Dell's home state of Texas, I was so inspired by the lengths our team members went in supporting their communities. Our team members

donated generously while also organizing supply drives, connecting people to vital services, volunteering on-site and even flying planes to deliver supplies.

It is the innate compassion that I experience every day at Dell, and in my conversations with customers and partners, that makes me more optimistic than ever about our collective potential to shape a future that enables all. By working together to design out waste, celebrate inclusion and keep a constant eye toward the greatest need, I'm confident that we can drive the positive change that our planet and future generations depend on.

Christine Fraser
SVP and Chief Responsibility Officer
Dell Inc.

Challenges and Opportunities

Driving human progress challenges us to leverage our best assets: our technology and our expertise. Never before has corporate social responsibility (CSR) been such a visible part of everyday business practices and strategies.

More than ever, employees, customers and investors expect companies to operate in ways that benefit society and the environment — and the bottom line.

Dell has long been a leader in CSR, with a values-driven culture and pioneering initiatives ranging from closed-loop recycling to flexible work programs. We are committed to using technology to unlock restorative solutions and advance human progress. Of course, the world's most pressing issues, such as climate change and educational inequality, are too big for us to tackle alone. We must continue partnering with like-minded companies, nonprofits and governmental organizations to create the conditions under which our innovations can drive lasting change.

Responding to rapid global change

Global population growth and climate change are challenging every sector and industry. Agriculture must feed more people as conditions change and water becomes increasingly scarce. Urban centers must expand transportation solutions while minimizing pollution. Healthcare systems must prevent and treat outbreaks of infectious diseases while mitigating the impact of chronic diseases. And governments and businesses worldwide must increase their preparedness for more extreme weather events.

Technology will play an integral role in addressing these challenges and others outlined by the United Nations' Sustainable Development Goals (SDGs). At Dell, we have the opportunity to drive meaningful outcomes through the transformative solutions and programs we design with our customers, our giving partners and our team members. Our global reach means that as we find success in one realm, we can work with our partners and suppliers to scale it to others for a ripple effect worldwide.

Planning for the future

As a technology company, we must always stay a step ahead to help drive both digital transformations and societal transformations. While this report outlines our progress toward our 2020 Legacy of Good goals, we're already working toward setting our corporate 2030 goals. We'll uncover new challenges as we undertake a full materiality assessment and seek input from our stakeholders.

We'll also be armed with new insights and opportunities from our Dell Technologies Realizing 2030 research, which reveals that the world is on the cusp of the next era of human-machine partnerships. Emerging technologies such as artificial intelligence, augmented and virtual reality, and cloud computing will intersect with powerful demographic, economic and cultural forces to upend the conditions of everyday life and reshape how many live and work. We have the power to help tomorrow's workers become "digital conductors" who envision world-changing ideas and then direct technologies to execute them—going places that were previously unnavigable and solving problems in ways that were previously unimaginable. At the same time, we must be vigilant in combating technology's potential environmental impact and the social costs that a digital divide may bring. There may be trade-offs, but on the whole, we believe in the power of technology to have an overall Net Positive effect, driving positive outcomes and brighter futures.

Providing transparency into our work

Our customers, team members, job applicants and other stakeholders all want more information about the way we do business. We are committed to providing transparency into our supply chain operations, data privacy, employment practices and other key issues. And, for the first time, we are also harnessing new technologies to increase our transparency, at scale, through tactics such as our new [virtual reality supply chain tours](#).
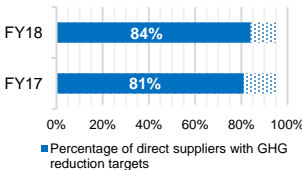
Putting our values into action

Our high social and environmental standards must be met throughout our value chain — among team members, suppliers and other stakeholders. Again, the size and scope of our company can make this challenging. For this reason, we recognize the importance of education and culture building — both of which involve a blend of human insight and technological innovation. We can use technology to connect people across continents, bringing them together to learn, volunteer and advance new ideas for bringing our values to life. And we can use big data to measure our success. We are also examining new applications for virtual reality and artificial intelligence in the workplace, in areas such as measuring and training on unconscious bias and optimizing customer experience.

FY18 Goals Dashboard

Dell's 2020 Legacy of Good Plan outlines our commitment to putting our technology and expertise to work where it can do the most good for people and our planet. The 2020 Plan also shares our strategies and sets forth the following goals that help us track progress. All of these goals are time bound by an end date of 2020.

This goals dashboard summarizes our FY18 performance against each of our 2020 goals. It addresses key achievements for Dell, Dell EMC, RSA and Virtustream — together referred to as "Dell Inc." It does not include information about VMware, which produces its own Global Impact Report, or smaller strategically aligned businesses under the Dell Technologies umbrella such as SecureWorks and Pivotal.

Goal	Progress in FY18		2-year Trend	Progress to Goal	Related SDGs
Net Positive					
10X20					
By 2020, the good that will come from our technology will be 10x what it takes to create and use it		We do not yet have an industry standard for measuring Net Positive. In FY18, we continued to build our body of knowledge through our work with the Net Positive Project. Since FY14, Dell has conducted nine studies to help us understand and measure our impact through different areas of our value chain.			Responsible Consumption and Production (12), Partnerships for the Goals (17)
Measurement of Solutions					
Identify and quantify the environmental benefits of IT-based solutions		Due to the close alignment of this goal with our overall Net Positive aspiration, we are categorizing this as a subgoal of the 10x20 goal.			Responsible Consumption and Production (12), Partnerships for the Goals (17)
Supply Chain					
Supplier GHG Emissions Targets and Reporting					
By 2020, Dell's suppliers representing 95% of direct materials spend, along with key logistics suppliers, will set specific greenhouse gas (GHG) emissions reduction targets and report on their emissions inventory	**84%** direct suppliers **60%** key logistics suppliers	Suppliers representing 84% of our direct materials spend, along with 60% of our key logistics suppliers, have set GHG emissions reduction targets and publicly report their emissions inventory.	FY18 84% FY17 81% 0% 20% 40% 60% 80% 100% ■ Percentage of direct suppliers with GHG reduction targets	88%*	Climate Action (13)

*Progress to goal is being calculated based on direct suppliers only.

Supply Chain Transparency

Demonstrate 100% transparency into key issues within our supply chain, working with suppliers to mitigate risks in those areas. To help achieve this goal, we will continue to track the following metrics:

Supplier Audits

Audit 100% of high-risk[1] direct materials suppliers and select service suppliers[2]

91%

It is our goal to audit 100% of our high-risk supplier facilities on a two-year cycle. In FY17–FY18, 91% of our high-risk supplier facilities (including first-tier and sub-tier supplier facilities) underwent Responsible Business Alliance third-party audits. As a result of the Dell and EMC integration, the number of supplier sites considered high-risk increased. We have adjusted our resources and will audit all remaining high-risk supplier sites in FY19.

FY18 **91%**
FY17 **90%**
0% 20% 40% 60% 80% 100%
■ High-risk supplier audits
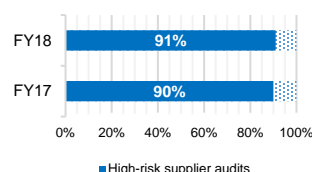
91%

Decent Work and Economic Growth (8), Reduced Inequalities (10), Responsible Consumption and Production (12)

Supplier Sustainability Reports

Ensure that Dell's suppliers representing 95% of direct materials spend publish a sustainability report in accordance with Global Reporting Initiative (GRI) or equivalent recognized global framework

90%

In FY18, suppliers representing 90% of our direct materials spend published a sustainability report.

FY18 **90%**
FY17 **87%**
0% 20% 40% 60% 80% 100%
■ Percentage of direct suppliers with GRI reports

95%
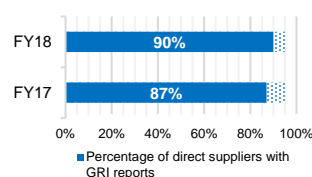
Responsible Consumption and Production (12)

Water Risk Mitigation Plans

Require a five-year responsible water risk mitigation plan from our top 250 direct materials supplier facilities in water-stressed regions or with water-intensive processes

150
supplier-facilities with water risk mitigation plans

Through FY18, 150 of our supplier facilities in scope have submitted five-year water risk mitigation plans. In FY18, 110 projects — ranging from water efficiency to water reuse improvements — were implemented by suppliers. These projects reduced the amount of wastewater generated by 2.4 million cubic meters and saved over 815,000 cubic meters of freshwater.

FY18 **150**
FY17 **100**
0 50 100 150 200 250
■ Cumulative number of facilities with water risk mitigation plans
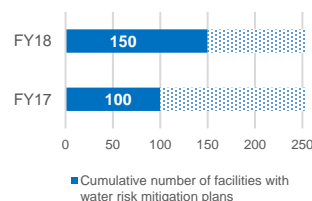
60%

Responsible Consumption and Production (12)

[1] Suppliers are risk-assessed based on geographic location, business relationship, commodity and past audit performance.
[2] Suppliers of logistics, call centers and packaging, among other commodities, are included at Dell's discretion based on operational risk.

Environment

Scopes 1 and 2 GHG Emissions Reduction

Reduce global absolute greenhouse gas (GHG) emissions, Scopes 1 and 2 ($MTCO_2e$) market-based, by 40% as compared to a FY11 baseline

29%

In FY18, we reduced our absolute Scopes 1 and 2 emissions by about 29% compared to our FY11 baseline. Compared to FY17, this represented a 16% reduction year over year.

FY18 **29%**
FY17 **16%**
0% 10% 20% 30% 40% 50%
■ Percentage reduction of GHG (Scopes 1 + 2)
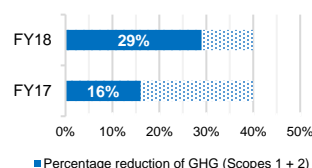
72%

Climate Action (13)

Renewable Energy

Source 50% of our total electricity from renewables (both purchased and on-site generation)

29%

In FY18 renewable energy represented 29% of our total electricity consumption.

FY18	**29%**
FY17	**24%**

0% 10% 20% 30% 40% 50%

■ Percentage of renewable energy from total electricity consupmtion

58%

Affordable and Clean Energy (7), Climate Action (13)

Waste Diversion

Ensure 90% of waste generated in Dell-operated buildings is diverted from landfills

99%*

In FY18, our manufacturing facilities diverted 99% of their total waste from landfills. Because this is the largest source of our operational waste, we remain on track for achieving this goal. We estimate that the global diversion rate in our other Dell-operated buildings remains in the 50–60% range.

FY18	**99%**
FY17	**99%**

0% 20% 40% 60% 80% 100%

■ Waste diversion rate*

100%*

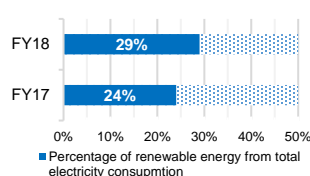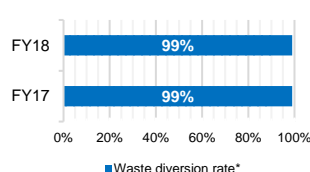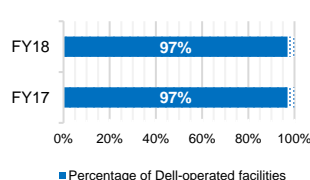Responsible Consumption and Production (12)

*The FY18 progress, two-year trend and progress to goal are being calculated based on manufacturing facilities only.

Sustainability Initiatives

Develop and maintain sustainability initiatives in 100% of Dell-operated buildings

97%

At the end of FY18, 97% of our Dell-operated facilities had at least one active sustainability initiative in one or more of our eligible categories: equipment or building upgrades, renewable energy use, on-site services, water conservation, and employee engagement.

During FY18, four of our Dell-operated facilities in water-stressed areas (primarily located in India), reused about 80% of the wastewater treated on site for landscaping and toilet flushing. These facilities also implemented water-efficiency projects that are saving about 1,000 cubic meters (1 million liters) of freshwater annually.

FY18	**97%**
FY17	**97%**

0% 20% 40% 60% 80% 100%

■ Percentage of Dell-operated facilities

97%

Affordable and Clean Energy (7), Industry, Innovation and Infrastructure (9), Responsible Consumption and Production (12)

Energy Intensity of Product Portfolio

Reduce the energy intensity of our product portfolio by 80%

60%

We have reduced our product portfolio energy intensity by 60% since FY12. This was driven in part by a greater than 8% decrease in the expected lifetime energy consumption of an average client system but hampered by an increased absolute energy footprint of our products (up 10.5% due both to interest in larger, higher-resolution displays and to including more products in our calculations).

Our current trajectory should yield an overall 76% reduction by the end of FY21, slightly off our goal.

FY18	60%
FY17	54%

0% 20% 40% 60% 80% 100%

■ Percentage reduction of energy intensity

75%

Affordable and Clean Energy (7), Industry, Innovation and Infrastructure (9), Responsible Consumption and Production (12)

To help achieve the energy intensity goal above, we will continue to track the following metrics on our storage and data protection products:

Disk Drive Energy Intensity

Reduce disk drive energy intensity (as a function of capacity) by 80% from a FY12 baseline

74%

Since FY12, we have seen a reduction of our disk drive energy intensity by 74% (as a function of capacity).

FY18 — 74%
FY17 — 70%
0% 20% 40% 60% 80% 100%
■ Percentage reduction of disk drive energy intensity

93%

Affordable and Clean Energy (7), Industry, Innovation and Infrastructure (9), Responsible Consumption and Production (12)

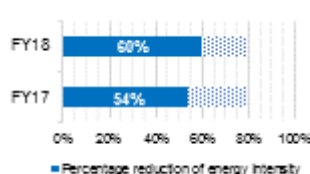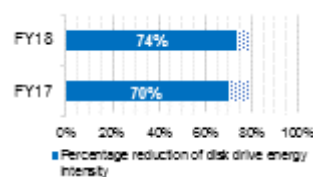## Hardware and Software Efficiency

Demonstrate continued improvement, in both hardware and software efficiency, in 100% of covered products

During the Dell-EMC integration process, the specific program that allowed us to measure this goal was inadvertently eliminated. However, we remain committed to improving hardware and software efficiency.
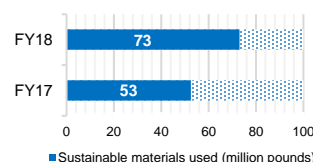
Affordable and Clean Energy (7), Industry, Innovation and Infrastructure (9), Responsible Consumption and Production (12)

Sustainable Materials in Products

Use 100 million pounds of recycled-content plastic and other sustainable materials in our products, using FY14 as a baseline

73*
million pounds

In CY17, we used 20.5 million pounds of recycled plastics in our products. 9.7 million pounds came from our closed-loop efforts, and 9.4 million pounds came from post-consumer recycled content (sourced from water bottles, etc.). We increased our use of recycled carbon fiber across Dell Latitude™ products, using 1.3 million pounds in CY17. We also used 10,900 pounds of recycled plastic from our Dell EMC closed-loop.

FY18 — 73
FY17 — 53
0 20 40 60 80 100
■ Sustainable materials used (million pounds)

73%

Decent Work and Economic Growth (8), Industry, Innovation and Infrastructure (9), Responsible Consumption and Production (12)

*This figure is derived from data collected on a calendar year basis.

Sustainably Sourced Packaging Materials

Ensure 100% of product packaging is sourced from sustainable materials[*]

95%

In FY18, 95% of Dell product packaging and services packaging material by weight was sourced from sustainable materials. The scope includes product packaging and service parts packaging across all Dell products, and Dell EMC packaging purchased in quantities greater than 1,000.

FY18 — 95%
FY17 — 94%
0% 20% 40% 60% 80% 100%
■ Percentage of packaging sourced from sustainable materials

95%
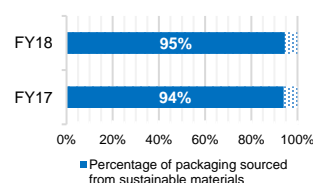
Responsible Consumption and Production (12)

*We define sustainable materials as those that can be produced in required volumes without depleting nonrenewable resources, and those that come from recycled or renewable resources.

Recyclable/Compostable Packaging

Ensure 100% of packaging is either recyclable or compostable[*]

95%

In FY18, 95% of Dell product packaging and services packaging material by weight was recyclable or compostable. The scope includes product packaging and service parts packaging across all Dell products, and Dell EMC packaging purchased in quantities greater than 1,000.

FY18 — 95%
FY17 — 94%
0% 20% 40% 60% 80% 100%
■ Percentage of packaging that is recyclable/compostable

95%
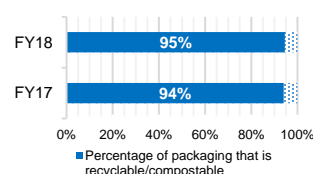
Responsible Consumption and Production (12)

*We categorize a material as being recyclable if it is accepted by a majority of municipalities, and as being compostable if it can be certified to meet the ASTM D6400 standard.

Environmentally Sensitive Materials

Phase out environmentally sensitive materials as viable alternatives exist

In FY18, we finalized the integration of the Dell and EMC substance management systems. The entire company now uses a single, common restricted materials list and a common supplier substances declaration tool. This will help make future substance phaseouts more effective. We successfully phased out four phthalates in FY16, and will continue to focus on phasing out further phthalates in the near future. We are assessing restrictions of substances of very high concern that are on the REACH authorization list and are present in our products.

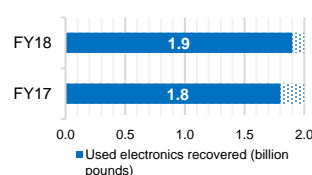Responsible Consumption and Production (12)

Recovery of Used Electronics

Recover 2 billion pounds of used electronics, using FY08 as our baseline

1.9
billion pounds

In FY18, we recovered 177.2 million pounds of used electronics. This metric is based on data collected by Dell between February 2017 and January 2018, and data collected by heritage EMC between January 2017 and January 2018. We expect to have all data collection fully aligned with our fiscal calendar by the end of FY19.

FY18: 1.9
FY17: 1.8
Used electronics recovered (billion pounds)

97%

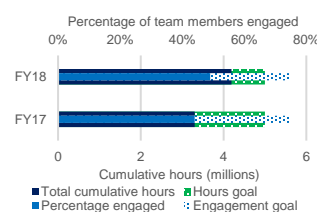Responsible Consumption and Production (12)

Communities

Team Member Volunteerism

Engage 75% of team members in community service by 2020 and provide 5 million cumulative hours of service to the communities in which we live and work, using FY14 as our baseline

49%
members engaged

4.1
million cumulative hours

In FY18, 49% of team members registered at least one volunteer activity through our online tracking system. Overall, team members volunteered 809,000 hours in FY18.

Percentage of team members engaged
Cumulative hours (millions)
Total cumulative hours · Hours goal
Percentage engaged · Engagement goal

74%

Zero Hunger (2), Quality Education (4), Climate Action (13), Partnerships for the Goals (17)

Technology in Underserved Communities

Apply our expertise and technology in underserved communities to help 4 million youth directly[1] and support 12 million people indirectly to grow and thrive

2.6
million cumulative direct impact

11.2
million cumulative indirect impact

In FY18, our strategic giving initiatives directly impacted 468,000 youth and indirectly impacted 1.1 million people.

Cumulative youth and people helped (millions)
Youth helped directly · Direct goal
People helped indirectly · Indirect goal
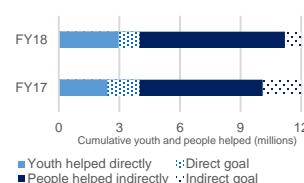
80%

No Poverty (1) [2], Quality Education (4), Gender Equality (5), Reduced Inequalities (10) [3], Partnerships for the Goals (17)

[1] Direct impact is a measurement of the youth enrolled in Dell-funded programs. Indirect impact is a measurement of the individuals who are not enrolled in our programs but use the technology we donated to those programs.
[2], [3] Contribution to these SDGs is indirect, but we want to recognize the interconnected nature of the SDGs.

Inspirational Leadership

Increase engagement and drive inspirational leadership by achieving a goal of 75% of team members rating their leader as inspiring

87%

In FY18, 87% of team members rated their leaders as inspiring. This metric is based on the average rating employees give their leaders during our annual, internal Tell Dell survey of all Dell Inc. employees. This is not a cumulative goal; we intend to measure it every year to ensure high performance is maintained.

FY18 **87%**
FY17 **82%**
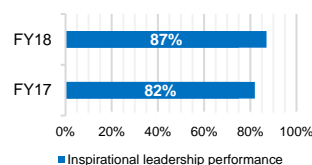0% 20% 40% 60% 80% 100%
■ Inspirational leadership performance

100%

Decent Work and Economic Growth (8)

Employee Resource Groups

Support an inclusive culture by engaging 40% of our global team members in employee resource groups by 2020

28%

At the end of FY18, 28% of team members were engaged in 14 different employee resource groups, with more than 300 chapters in over 60 countries.

FY18 **28%**
FY17 **23%**
0% 10% 20% 30% 40% 50%
■ ERG engagement
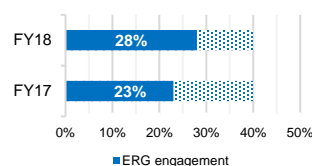
70%

Gender Equality (5), Decent Work and Economic Growth (8), Reduced Inequalities (10)

Flexible Work Options

Encourage eligible team members to leverage flexible work options, increasing global participation to 50%

58%

In FY18, we updated this goal's language, and changed the way we measured it, to more accurately reflect how team members have embraced our flexible work culture. Rather than measuring formal enrollment in our flexible work programs, we now measure our performance based on responses to our internal Tell Dell survey question that asks team members how many days a week they work remotely during a typical month. In FY18, 58% of Dell team members said they leveraged work flexibility in their jobs (defined as working remotely at least one day a week in a typical month).

FY18 **58%**
0% 25% 50% 75%
■ Team members leveraging flexible work options

100%

Decent Work and Economic Growth (8)
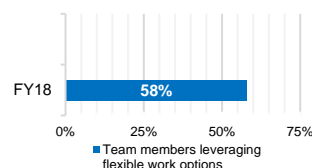
University Hiring

Increase university hiring to a rate of 25% of all external hiring

14%

In FY18, our university hiring rate was 14% due to some operational changes, including an increase in the number of non-entry-level jobs posted and the divestiture of business units that have historically contributed to a large percentage of our university hires.

FY18 **14%**
FY17 **20%**
0% 10% 20% 30%
■ University hiring
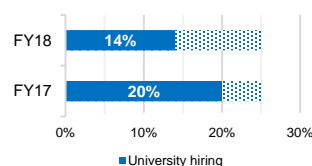
57%

Decent Work and Economic Growth (8), Reduced Inequalities (10)

Employer of Choice

Be recognized as a best-in-class Employer of Choice as determined by objective internal and external measures

In FY18, we re-evaluated how we measure this goal to ensure we're capturing the broad array of inputs that influence a company's Employer of Choice perception in the marketplace. We continue to be recognized as an Employer of Choice, as evidenced by our ranking by FlexJobs Top 100 Companies with Remote Jobs (#9), DiversityInc Top 50 Companies for Diversity (#26), social media sentiment (#LifeAtDell neutral and positive sentiment is over 98%) and employee referrals (#1 source for

Decent Work and Economic Growth (8)

external hires globally). We also continually update our Talent Insights report, which includes additional external metrics such as Glassdoor ratings and custom and noncustom survey results from platforms such as LinkedIn.

Team Member Satisfaction

Achieve 75% favorable responses (or higher) in team member satisfaction globally as measured through the annual employee satisfaction survey

87%

In FY18, 87% of team members indicated they were satisfied with the company and the work they are engaged in. This is not a cumulative goal; we intend to measure it every year to ensure high performance is maintained.

FY18	87%
FY17	82%

0% 15% 30% 45% 60% 75% 90%

■ Employee satisfaction

100%
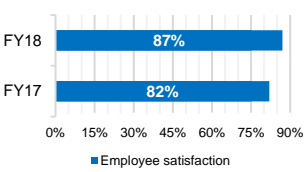
Decent Work and Economic Growth (8)

Support for SDGs

Dell supports the United Nations' 2030 Agenda for Sustainable Development and believes technology will play a key role in transforming our world.

The Sustainable Development Goals (SDGs), adopted by the United Nations (U.N.) General Assembly in September 2015, are a universal call to action to end poverty, protect the planet and ensure all people enjoy peace and prosperity.

The SDGs are a set of 17 ambitious, interrelated objectives, along with associated targets (169 total) and indicators (244), established to advance the U.N. 2030 Agenda for Sustainable Development. At Dell, we support the 2030 Agenda, and believe that technology will play a key role in transforming our world. This is reflected in our commitment to drive human progress by putting our technology and expertise to work where it can do the most good for people and the planet. Accordingly, we have sought to gain a better understanding of how we can contribute to the achievement of the SDGs.

Dell sponsored a study by Arizona State University's Global Sustainability Solutions Services to determine if the information and communications technology (ICT) industry would play a critical role in achieving the SDGs. If so, the study also aimed to identify a meaningful way to measure the impact. The study concluded that the ICT industry will be an enabler and accelerator of SDG solutions. However, the lack of available data at the SDG indicator level and country level makes it challenging to conduct rigorous assessments on the industry's potential impact. Further research is needed to bridge this gap. The study's main outcome was the development of the ICT-SDG Impact Assessment Framework, which will help organizations in the ICT industry to strategically map their efforts to the SDGs.

We recognize we have a lot more work to do and are encouraged by the unique opportunity we have as we begin Dell's 2030 goal planning process, using the SDGs framework to guide and inform our priorities.

In FY18, we published a white paper in which we framed our point of view on the SDGs and identified the next actions we would take. We began our assessment of the relationship between Dell's 2020 Legacy of Good goals, our initiatives and the SDGs' framework. Through this assessment we confirmed that we have initiatives that support all 17 SDGs (in some cases more directly than others). In addition, we made a commitment to SDG14: Life Below Water as part of our work around the use of ocean-bound plastics.

We see a special link between our efforts and the following SDGs:

Sustainable Development Goals	Initiatives* Supporting SDGs
SDG3: Good Health and Well-Being	Digital LifeCare Children's cancer care
SDG4: Quality Education	Youth Learning programs
SDG7: Affordable and Clean Energy	Reducing our impact Renewable energy
SDG8: Decent Work and Economic Growth	Supply chain social and environmental responsibility Responsible minerals sourcing Responsible Business Alliance Code of Conduct Supplier capability building Responsible process chemicals usage
SDG9: Industry, Innovation and Infrastructure	Open Data Solutions for Mobility study Smart agriculture solutions
SDG10: Reduced Inequalities	Supplier diversity programs Transformative healthcare IT Youth Learning programs Supplier capability building Employee resource groups Diversity and inclusion
SDG12: Responsible Consumption and Production	Closed-loop plastics Closed-loop gold Ocean-bound plastics Green packaging Dell Reconnect Asset Resale and Recycling Services
SDG13: Climate Action	Dell's Global Climate Policy Principles Dell's American Business Act on Climate Change Pledge Dell's CDP membership (reporting services and supply chain) Science-based emission reduction targets
SDG17: Partnership for the Goals	Ocean-bound plastics Youth Learning programs Net Positive

* This is not meant to be an exhaustive list but to provide examples of how relevant Dell programs and initiatives are contributing to the SDGs.

As we continue our assessment process, we are evaluating SDG indicators, analyzing the links between them and identifying SDG areas where we have the potential to effect change through collaboration, capability building, etc. We recognize we have a lot more work to do and are encouraged by the unique opportunity we have as we begin Dell's 2030 goal planning process, using the SDGs framework to guide and inform our priorities. In this way, we expect to focus our efforts and resources in the areas in which we can drive the most impact in the long term.

Net Positive

Our company believes in the power of technology to advance human progress. It's simply not enough to do "less bad." We see technology as the key to unlocking regenerative solutions — ones that put more back into society, the environment and the global economy.

> "Driving human progress, creating more good in the world — this is the role technology was born to play."
>
> *Allison Dew*
> *Chief Marketing Officer, Dell*

The following pages include these stories:
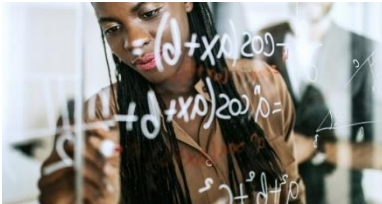
Advancing and assessing our Legacy of Good
As 2020 nears, we review how our Net Positive (10x20) goal has challenged us and inspired us to build Dell's culture of sustainability.

Using open data to address the world's mobility challenges
Dell and its partners research the potential of using open mobility data to drive positive social and environmental outcomes.

Harnessing IoT to combat food insecurity, waste and spoilage
AeroFarms and IMS Evolve are using innovative Dell Internet of Things (IoT) solutions to protect global food supplies.

Advancing and assessing our Legacy of Good

As 2020 nears, we review how our Net Positive (10x20) goal has challenged and inspired us to build Dell's culture of sustainability.

How do we quantify the positive social and environmental benefits of using Dell technology? How do we quantify the negative impacts? And how do we compare the two?

We've been diligently pursuing the answers to these questions as we work toward Dell's biggest 2020 Legacy of Good goal: By 2020, the good that will come from our technology will be 10x what it takes to create and use it. We call this our 10x20 goal, and it's rooted in our ambition to be Net Positive, which means we'll put more back into society, the environment and the global economy than we take out. When we set the goal in 2013, we knew that meeting it would be a big, bold challenge. We also knew that measuring it would be an even bigger and bolder challenge. There was no consensus on which social and environmental impacts should be measured (or in some cases, how to measure them), and no industry standard existed for measuring Net Positive efforts in the information technology (IT) industry or any other.

We do not yet have an industry standard for measuring Net Positive, nor a precise formula for measuring our 10x20 goal. However, we've made a lot of progress in three key areas:

- We've steadily built up the science of outcome measurement through our solution and methodology studies.

- We've worked with industry partners to advance the global dialogue and action around Net Positive.

- We've entered new frontiers of sustainability in our business and shifted Dell's culture toward a focus on restoration and regeneration.

Over the past four years, we've conducted nine studies. We've worked with our customers and partners to measure the impact of Dell's IT solutions, such as Arizona State University's move to online instruction. We've conducted industrywide studies of IT's impact, such as our FY18 study of cities using open data to solve mobility challenges. And we've also conducted studies of potential methodologies for measuring outcomes.

Our IT solution studies all have been informative and valuable, but compared to the breadth of our customers' efforts, they just scratch the surface. To get a better idea of our overall impact, we're exploring whether we can measure impact across a spectrum of our customers' activities, looking at specific economic subsectors, such as aviation or commercial building energy use.

The biggest measurement challenge we've uncovered in our research is that Dell's major impacts and opportunities are not in the same domain. Our biggest impact comes from the emissions resulting from the energy our customers have to purchase to operate our equipment. We can measure this through carbon footprint calculations. But our opportunities range from enabling microgrids that incorporate more renewables to fighting rare diseases to unlocking underserved children's learning potential. Quantifying the outcomes of these opportunities — or our "handprint" — thus involves many disparate

units of measurement — some easily compared, others completely different. Handprint measurement is still a relatively new field, but we're steadily building a good body of knowledge.

In FY18, we continued to build up our body of knowledge through our work with the Net Positive Project. In addition to working with the group on revising the core Net Positive principles, identifying appropriate metrics and sharing best practices, the Net Positive Project developed a maturity model to help organizations new to the concept understand where they are in the process of achieving regenerative results.

Using open data to address the world's mobility challenges

Dell and its partners research the potential of using open mobility data to drive positive social and environmental outcomes.

More than 54 percent of the world's population lives in cities, according to the United Nations. That figure is on track to rise to 66 percent of the world's projected 9.8 billion people in 2050. Urban planners, transportation agencies and other transportation operators around the world must plan how they will move even more people in and out of already-congested urban centers. They must also figure out how to do so while minimizing carbon emissions and pollution, preserving their city's livability, and enhancing residents' quality of life.

The keys to developing smarter transportation infrastructure lie not only in the physical world of roads, rail and bridges, but also in the invisible world of data — specifically, open mobility data, which is the aggregated data that transit agencies make publicly available. This data tracks stoplight timing, traffic patterns and transit routes, and can be used by everyone from transportation officials looking to redesign routes to software companies developing new navigation applications.

In FY18, Dell partnered with Forum for the Future, Lero, OpenDataSoft and the City of Palo Alto's Office of Sustainability to study how the use of open mobility data drives positive social and environmental outcomes. This was part of Dell's ongoing work to measure Net Positive solutions, which give more back to society, the environment and the global economy than they take out.

Together we conducted core research into the benefits and challenges of open data initiatives. And we analyzed two cities with mature transportation systems and significant ecosystems of individual and commercial users of open data — New York City and Dublin.

Dell's research revealed that open data portals are growing in number, breadth, use and value. As of October 2017, there were more than 870 transit data streams in over 500 locations containing 2,275 transit operators. And as of December 2017, 197 apps were using open data from 292 transit agencies worldwide, according to City-Go-Round.

We also found that open mobility data is indeed driving positive social and environmental outcomes, but there are not yet enough results to do an industrywide analysis of cause and effect. We did uncover qualitative insights from transit organizations and entrepreneurs currently using open data effectively in New York and Dublin. For example, the mobile app Citymapper tracks transportation demand data and helps travelers in New York and 38 other cities get to their destinations quickly through route optimization using multiple modes of transit. And Dublinked, a part of the Smart Dublin project, provides access to multiple transportation and infrastructure data sets along with user-generated comments about the data.

Open data portals are already being used to drive some positive social and environmental outcomes, but the connection between the two is not well established. Further, we have often seen that most public organizations do not act beyond the creation of the data set. This led us to shift our study's focus

to understanding the untapped potential of open data, and developing a comprehensive set of recommendations for public organizations that want to use open mobility data to drive positive community outcomes. We uncovered three key recommendations, outlined in our [executive summary](#):

Measuring outcomes: Robust data is available, but it is just noise if it is collected without purpose. Transit agencies and data organizations should work with other public organizations to identify indicators that are both relevant for mobility and appropriate for social and environmental outcomes. They can then determine which outcomes they want to measure (such as personal and community health) and which metrics they'll need to track to do so.

Building internal capabilities: If public agencies are going to measure the use of open data in driving outcomes, they'll need to develop their data analysis and data visualization capabilities. In doing so they can provide quality data across multiple topics, learn to leverage outside data and begin to incorporate outcomes into their decision-making.

Driving outcomes through engagement: Organizations will need to work with stakeholders — developers, data scientists, entrepreneurs and community members — to educate them about how to best use a city's data and then actively work with stakeholders to build solutions that benefit people and the environment.

Harnessing IoT to combat food insecurity, waste and spoilage

*AeroFarms and IMS Evolve are using innovative Dell Internet
of Things (IoT) solutions to protect global food supplies.*

In the past 40 years, the world has lost one-third of its arable land due to erosion and pollution. Industrial farming methods are degrading soil far faster than nature can rebuild it and compromising other natural resources. Globally, 70 percent of fresh water is used for agriculture. Meanwhile, the world's demand for food is rapidly increasing. According to the United Nations' (U.N.) Food and Agriculture Organization (FAO), the world will need to grow 50 percent more food by 2050 to feed a predicted population of 9.7 billion.

Meeting the challenge of feeding such a large population, while conserving resources, will require looking holistically at our agricultural models. One area that stands out is the problem of food waste. The FAO estimates that one-third of the food produced in the world for human consumption every year — approximately 1.3 billion metric tons — gets lost or wasted. The U.N. estimates that reducing this waste by just 25 percent would be enough to feed people who are malnourished.

Two of Dell's customers, AeroFarms and IMS Evolve, are addressing these problems by using innovative IoT technologies to transform food production and delivery.

Harnessing IoT to combat food insecurity, waste and spoilage

AeroFarms has developed an indoor vertical farming system that grows food with far fewer resources and less waste than conventional methods. In fact, AeroFarms has achieved 390 times greater productivity than field farming while using 95 percent less water.

At 70,000 square feet, AeroFarms' flagship facility in Newark, N.J., is one of the world's largest vertical farms, with vegetable plants stacked from floor to ceiling inside a former steel mill. Each plant at the farm is equipped with an IoT-enabled sensor that tracks its vital statistics, including water consumption, nutrient density and readiness for harvest. Dell Edge Gateways aggregate and analyze the data, and the system uses machine learning to optimize the growing environment. That means the vegetables' temperature, water and light are adjusted automatically, and the team knows exactly when to pick them for maximum flavor, nutrition and freshness, avoiding spoilage and waste.

U.K.-based IMS Evolve is improving the quality and safety of produce while cutting energy usage and food waste through IoT-enabled management of the supermarket industry's "cold chain." This chain refers to the long, complex journey that produce and other refrigerated foods make between the farm or production facility and retailers' shelves. As produce moves from warehouses to trucks to stores, it must stay at the optimum temperature to ensure quality, extend shelf life and remain safe to eat. Unforeseen changes in temperature, machinery failures or incorrect in-store refrigeration can lead to costly food spoilage and negative customer experience. It can also waste energy, as cooling consumes 14 percent of the U.K.'s electricity production.

IMS Evolve's IoT solution is currently managing more than 6.6 billion data points per day across 12 countries. Dell Edge Gateways support the collection, aggregation and analysis of this real-time operating data from both modern and legacy devices. Information is processed at the edge of the network, near the source of the data. The IMS Evolve software contextualizes data against existing systems, delivering advanced analytics, workflow management and real-time control and automation through a single platform. Supermarkets are given new levels of visibility over their environment and operations, and can improve customer experience by keeping produce at optimum temperature and condition.

IMS Evolve's customers have seen a 49 percent reduction in loss of refrigerated stock, a 30 percent reduction in customer complaints, and $7 million in annual energy savings across one application alone.

Supply Chain

We hold our suppliers to the same high social and environmental standards we set for ourselves. We are committed to driving transparency, accountability and continuous improvement throughout our global supply chain.

> Customers increasingly want to know more about the products they buy. Transparency in the supply chain is key — insight drives a better product, a better worker experience, and better relationships with our suppliers and customers."
>
> *Kevin Brown*
> *Executive Vice President*
> *Global Operations & Chief Supply Chain Officer, Dell*

The following pages include these stories:

Opening a window to our supply chain via virtual reality customer tours
Dell's new virtual reality tour of our suppliers' manufacturing facilities is one of the many ways we're helping customers see further and deeper into our global supply chain.

Harnessing mobile technology to train supply chain workers
Dell develops a scalable, mobile-based training program that directly engages workers, closes performance gaps and builds suppliers' capabilities.

Mitigating the risks of process chemical use
Dell partners with industry leaders to protect workers' health and safety by monitoring, addressing and mitigating the risks associated with the use of process chemicals in product manufacturing.

Boosting local economies by supporting diverse suppliers
Dell's partnerships with small, woman-owned and minority-owned businesses help these suppliers create an economic ripple effect throughout their own supply chains and communities.

Opening a window to our supply chain via virtual reality customer tours

Dell's new virtual reality tour of our suppliers' manufacturing facilities is one of the many ways we're helping customers see further and deeper into our global supply chain.

Customers are increasingly concerned about the social and environmental impact of the products they buy. According to Nielsen's 2015 Global Corporate Sustainability Report, 66 percent of customers are willing to pay more for products and services from companies that are committed to positive social and environmental impact.

At Dell, we frequently get customer questions about our social and environmental impact that fall into the realm of our supply chain. Customers want to know things like where raw materials are sourced, how workers are treated and how production processes affect the planet. And we are committed to providing this information. That's why one of our 2020 Legacy of Good goals is to demonstrate 100 percent transparency of key issues within our supply chain, working with suppliers to mitigate risks in these areas.

It is our goal to audit 100 percent of high-risk direct materials suppliers (risk-assessed based on geographic location, business relationship, commodity and past audit performance) and select service suppliers (Suppliers of logistics, call centers and packaging, among other commodities, are included at Dell's discretion based on operational risk.) at least every other year to ensure they're upholding the high standards of ethical behavior outlined in the Responsible Business Alliance Code of Conduct. We also require key suppliers to publish a Global Reporting Initiative (GRI)-based sustainability report, publicly report their carbon emissions and water use data, and submit a water risk mitigation plan. To give customers transparency into all of these areas, as well as others, such as responsible sourcing and protecting vulnerable workers, we publish a Supply Chain Sustainability Progress Report and a Responsible Minerals Sourcing Report.

While these reports and data are critical to transparency, we wanted to do even more to deepen our customers' understanding of global supply chain conditions. Since 2015, we have hosted customers on annual, in-person tours of suppliers' facilities, each time visiting a different city. In late 2017, we hosted a tour in Chengdu, China, visiting two of our original design manufacturers: Wistron and Compal. During our Compal visit, we filmed the experience and turned it into a virtual reality tour, accessible to anyone worldwide.

Filming the tour (as opposed to staging a video) was important to us. It was created as actual customers explored the facility's manufacturing floor, recreation areas and dorms (Many workers come from other cities and countries for work.). We also captured the worker-engagement sessions in which customers directly asked workers about their living and working conditions. The virtual reality tour enables others to get a sense of what it's like to work and live in a factory.

> "What I was most impressed with was the worker interaction, where we actually got to talk to and listen to a lot of the workers. It impressed me with the really open and transparent dialogue; it surprised me even. A big thank-you to Dell, of course, for inviting us here. It's been really valuable."
>
> HELENA NORDIN
> SUSTAINABILITY MANAGER OF ADVANIA
> (TOURED THE CHENGDU FACILITY)

Harnessing mobile technology to train supply chain workers

Dell develops a scalable, mobile-based training program that directly engages workers, closes performance gaps and builds suppliers' capabilities.

Dell has a large and dynamic supply chain, with supplier facilities located in many regions around the world and many suppliers involved at multiple tiers in the manufacturing process. We require all suppliers to comply with all applicable laws and recognized international standards, and also abide by the high social and environmental responsibility (SER) standards outlined in the [Responsible Business Alliance Code of Conduct](#) and [Dell Supplier Principles](#).

We take a comprehensive approach to monitoring and improving suppliers' performance through our risk assessments, audit process, corrective action plan management and capability-building programs. The size and complexity of our supply chain make capability building especially important. To drive lasting change in SER performance over time, we must help suppliers develop their own systems for preventing, managing and correcting issues.

We offer suppliers a variety of online and in-person trainings — on topics ranging from working hours to environmental management — that they can then cascade to their workers. Dell's SER specialists in each region engage with suppliers to review audit findings, corrective action plans and root cause analyses, and help develop and deliver trainings to drive sustained performance. In FY18, supervisors and administrators at nearly 300 Dell supplier facilities completed our capability-building trainings.

To help suppliers scale their training efforts, we sponsored a health and safety training in April 2017 that is delivered directly to workers on their mobile phones. In just nine months, more than 88 percent of workers at 20 supplier facilities completed the training (35,000 workers total).

We decided to utilize a mobile training platform because our research revealed it can be difficult for suppliers to pull large groups of people off the manufacturing floor for training, yet most workers use mobile phones. Because mobile-based training is delivered directly to workers, suppliers don't need to spend time sourcing and delivering classes on their own. This makes the training cost-effective for suppliers to access and easy for Dell to scale across many suppliers and workers worldwide.

We customized mobile-based trainings on health and safety, using suppliers' and workers' feedback to tailor the modules to meet their needs. The trainings use videos, animation and quizzes to create an engaging experience covering topics such as machine safety and emergency response.

We chose health and safety as our inaugural training topic because our biennial supplier audits revealed some nonconformance issues in this area. Dell's benchmark survey of workers' knowledge of health and safety topics also revealed some gaps. Health and safety issues affect workers directly, and we are committed to improving their well-being. Among the China-based suppliers participating in our mobile-based training pilot, we used the app WeChat to further educate and engage workers, regularly

sending health-related articles and even sponsoring a video competition among workers to build excitement about using the platform.

Our initial surveys show the training improved workers' scores on health and safety questions by up to 10 percent in one year, and suppliers say the trainings are fun, engaging and cost-saving.

"There is no doubt that this type of training, which uses smartphone as its tool, is more convenient and diverse compared with traditional training. The workers can get access to all kinds of information they want to know anytime and anywhere, and all they need is only a phone and network," said Serena Xu, Compal's assistant human resources director.

We are working to expand the mobile-based training to additional suppliers and to introduce new trainings on topics such as educating workers on their rights from onboarding to resignation. We will work with our suppliers and SER specialists to determine additional training topics based on feedback from workers and audit findings.

In just nine months, more than 88 percent of workers at 20 supplier facilities completed the training (35,000 workers total).

Mitigating the risks of process chemical use

Dell partners with industry leaders to protect workers' health and safety by monitoring, addressing and mitigating the risks associated with the use of process chemicals in product manufacturing.

Creating a Dell product requires innovation, design and engineering. It also requires chemistry. Every motherboard, monitor and chassis is composed of substances carefully chosen for their long-term performance and durability. We consider these substances' impact on the environment and human health. We are committed to proactively identifying and eliminating substances of concern from our products, as outlined both in our 2020 Legacy of Good goals and our Chemical Use Policy, which we also require our suppliers to follow.

The chemical composition of the materials we use is just part of the story. Workers in our supply chain regularly use chemicals to clean parts or occasionally bond them together. Using these process chemicals all day long, day after day — or using them improperly — can cause potentially harmful effects.

We train suppliers on proper handling and use of protective equipment, but we want to be sure workers' long-term health is protected from any cumulative effects due to process chemical exposure. Research into the long-term effects of these manufacturing process chemicals is limited, and they generally are not regulated — unlike the chemicals used inside products, for which Dell follows strict regulatory standards, such as RoHS and REACH. To address these issues of process chemicals proactively, Dell is working with Apple, HP and other founding members of the Clean Electronics Production Network (CEPN) to set industry standards, establish best practices and develop the tools needed to help everyone in the industry.

CEPN was launched in June 2016 to address complex workplace health and safety challenges in the supply chain. Our collective goal is to move toward zero exposure of workers to toxic chemicals in the electronics manufacturing process. We are exploring how Dell — and the industry as a whole — can manage processes, identify risks, determine which chemicals (if any) need to be phased out and measure how well our suppliers comply with the requirements we put forth.

In May 2017, we issued Dell's Guidelines for Management of Manufacturing Process Chemicals. We asked suppliers to be ready to demonstrate conformance with the guidelines by Feb. 1, 2018. We confirmed that 100 percent of our final assembly facilities are compliant with the guidelines' substances restrictions by this deadline.

These new guidelines supplement our Chemical Use Policy; the Materials Restricted for Use List, which we use to control substances in products; the Responsible Business Alliance's Code of Conduct; and all other applicable laws that address the use of chemicals in manufacturing processes. They outline known substances we've restricted for use in manufacturing and set the expectation that suppliers be able to demonstrate a documented process for evaluating human and environmental risks. The guidelines require suppliers to follow the Hierarchy of Controls for protecting workers from occupational hazards, selecting the appropriate controls before using or modifying the use of all chemicals in manufacturing processes. If a supplier wants to introduce a substitute for an existing chemical, they must demonstrate conformance for that substitute.

Throughout FY18, we conducted an analysis of the current process chemicals used throughout Dell's supply chain to establish a baseline. We surveyed 40 factories, including all nine of our own, to gather data on what chemicals are used, what risks we have and how our facilities are managing exposure

and following safety protocols. We've shared this data with CEPN and are using it to analyze and address risks at other facilities.

Dell will continue working with CEPN to grow the network's shared knowledge base, develop the tools we all need to successfully protect worker health and establish best practices for the industry to follow.

Boosting local economies by supporting diverse suppliers

Dell's partnerships with small, woman-owned and minority-owned businesses help these suppliers create an economic ripple effect throughout their own supply chains and communities.

When World Wide Technology (WWT) first started reselling Dell computers in 1990, the minority-owned company had just seven employees in St. Louis. Over the past three decades, WWT has earned more and more of Dell's business, becoming one of our biggest strategic partners in both supply chain management and channel sales. Today WWT is a global technology solution provider with $10.4 billion in annual revenue and more than 4,600 employees. And the company received the 2017 Dell EMC North America Partner of the Year Award.

At Dell, we've long believed in the importance of partnering with diverse suppliers like WWT. Since 2009, we've been a member of the Billion Dollar Roundtable, an elite organization of nearly 30 companies committed to spending at least $1 billion annually with minority- and woman-owned suppliers. Having a diverse supplier base gives our diverse customer base a wider range of innovative products and services. And supporting diverse suppliers enables them to grow their businesses and contribute to their local economies.

WWT awards a $10,000 grant to winners of its annual STEM Student Forum and Hackathon.

We've spent more than $3 billion annually for the past six years with minority-owned and woman-owned businesses globally. This has a ripple effect throughout our supply chain and throughout the communities our suppliers serve.

WWT can attribute much of its sales and workforce growth to its partnership with Dell, as we awarded the company its first contract outside of the U.S. When we expanded Dell's manufacturing presence in Brazil in 2009, we asked WWT to supply our packaging parts and pieces using their just-in-time model. WWT opened a Brazil office, eventually expanded to Mexico and China, and is now a global supplier for our packaging materials. Today, 20 percent of WWT's revenue comes from outside the U.S.

"We've always had strong advocates and sponsors within Dell who have helped catapult our company to the next level. Dell's executives have helped us understand the company's visions and plans and how we can be a part of them," said Mark Franke, WWT's vice president of global supply chain. "Their willingness to form relationships with us and persevere together through 20 years has been remarkable."

WWT has in turn given back through advocacy and mentorship both within the local community and its own supply chain. They partner with several community organizations that promote interest in science, technology, engineering and math (STEM) and prepare students and young adults to be "future ready." For example, they hold an annual STEM Student Forum and Hackathon at WWT's St. Louis campus. Teams of students from public, private and parochial schools work together to find creative solutions to

problems using STEM skills. WWT employees mentor and coach each team, and the winning school receives a $10,000 grant from WWT to support its STEM initiatives. And WWT provides underserved students with education and internships though its partnerships with National Academy Foundation and NPower.

Meanwhile, within its own supplier diversity program, the company provides networking and business opportunities to small businesses such as the African-American-owned general contractor TW Constructors. WWT Chairman and Co-founder Dave Steward, along with other WWT leaders, mentored and hired TW Constructors to complete several facilities projects for WWT over the last nine years, most recently WWT's new global headquarters.

"Minority-owned businesses don't always have the same access to opportunities. Without access, a business cannot demonstrate its value. We appreciate the access Dell has provided us over the many years and strive to extend the same access to other small, minority- and women-owned businesses."

JUANITA LOGAN,
DIRECTOR OF CORPORATE DEVELOPMENT AT WWT

Environment

Environmental responsibility is about more than creating an eco-friendly product or initiative. It's about incorporating sustainability into everything we do, while using our technology and expertise to innovate on behalf of our customers, our communities and the planet.

"When you're delivering what your customers want, saving money and helping the planet — we call that good business."

Jeff Clarke
Vice Chairman, Products & Operations, Dell

The following pages include these stories:

Convening industry to keep plastics out of the ocean
Dell and Lonely Whale bring companies together to develop an open-source supply chain for using ocean-bound plastics.

Pioneering the use of closed-loop recycled gold in our products
Dell expands its closed-loop recycling program from plastics to now include precious metals, keeping these valuable materials out of landfills and in the economy.

Uniting team members to clean up the world's shorelines
Dell employees on almost every continent organized Shore Up events to collect plastics and other litter from local beaches, waterways and other areas.

Reducing the environmental impact of our operations in India
We work aggressively to reduce the environmental footprint of our India facilities by developing solutions that address the country's unique challenges to air and water quality.

Convening industry to keep plastics out of the ocean

Dell and Lonely Whale bring companies together to develop an open-source supply chain for using ocean-bound plastics.

Recent research estimates an average of 8 million metric tons of plastic materials enter the world's oceans annually, and that amount is increasing by 7 percent per year. This debris is choking reefs, killing wildlife and threatening entire ecosystems. By 2050, leading scientists estimate there could be more plastic than fish in the sea. One key way to address this problem is to prevent plastics from entering the ocean in the first place.

In FY17, Dell pioneered the use of ocean-bound plastics in our packaging, incorporating plastics collected from beaches, waterways and coastal areas into our protective trays for the XPS™ 13 2-in-1. Scaling this effort is critically important to us. One of our 2020 Legacy of Good goals is to ensure 100 percent of our product packaging is sourced from sustainable materials. Also, we made a pledge to the United Nations to increase our annual use of ocean plastics by 10x by 2025 and to help build further demand by convening a working group with other manufacturers to create an open-source ocean plastics supply chain.

The amount of plastic pollution in the oceans is staggering. Dell's innovative approaches to packaging provide an opportunity to begin addressing the problem.

To that end, we partnered with Lonely Whale in FY18 to bring together a cross-industry consortium of global companies that also are committed to scaling the use of ocean-bound plastics. From this initial working group, a new program called NextWave was born. Inaugural members included Dell, General Motors, Trek Bicycle, Interface, Van de Sant, Humanscale, Bureo and Herman Miller.

NextWave member companies will work together to develop the first-ever commercial-scale ocean-bound plastics supply chain. This will require supporting infrastructure growth for collecting plastic debris before, or shortly after, it enters the ocean and then responsibly recycling it into valuable new materials. Initially, the group will focus on Southeast Asia, where the problem is acute and there are fledgling collection programs in places like Indonesia. NextWave members have committed to test the integration of ocean-bound plastics into their own products or packaging. They have also agreed to reduce plastic usage across their operations and supply chains.

Changing the tide of ocean-bound plastics

NextWave anticipates that its members will collectively divert more than 3 million pounds of plastics from entering the ocean within five years. This is equivalent to keeping 66 million water bottles from washing out to sea.

To further educate the industry about the dangers of ocean plastics, Dell and Lonely Whale addressed the United Nations (U.N.) at the 2017 U.N. Ocean Conference, where Dell pledged its commitment to U.N.

Collect ›› Sort ›› Clean ›› Process ›› Use ›› Reuse

Sustainable Development Goal 14. To educate Dell team members about this issue and engage them in our solutions, our Planet employee resource group organized a global cleanup event called Shore Up. Beginning around Earth Day (April 22, 2017) and continuing throughout the year, thousands of team members collected plastic waste and other debris from local beaches, waterways and other public spaces.

"The oceans are facing a plastic pandemic, and it is critical for companies to take ownership of their supply chains and for consumers to be aware of how their everyday choices can have a lasting legacy. We thank Dell and Lonely Whale for organizing this working group and spearheading what we hope will be a catalyst to innovation that can only be achieved by working together."

ERIK SOLHEIM,
EXECUTIVE DIRECTOR
UNITED NATIONS ENVIRONMENT PROGRAMME
(UNEP IS SUPPORTING THE FORMATION OFNEXTWAVE)

Pioneering the use of closed-loop recycled gold in our products

Dell expands its closed-loop recycling program from plastics to now include precious metals, keeping these valuable materials out of landfills and in the economy.

The world's middle class is projected to grow from today's population of more than 3 billion to over 5 billion by 2030. While moving families out of poverty is a boon to their health and prosperity, increased demand for consumer goods threatens to strain our world's natural resources.

That's why Dell is finding new ways to move toward a circular economic model. A circular economy keeps materials in use for as long as possible — maximizing their value and reducing waste — in contrast to the "take, make and dispose" cycle of the traditional linear economy. As we design our products, packaging and operational processes, we continually look for opportunities to use recovered materials instead of raw materials. Going a step further, we also look for opportunities to "close the loop" by recycling materials from end-of-life electronics into new Dell products.

In FY18, Dell became the first PC manufacturer to use recycled gold from e-waste in its products. We debuted this in the Dell Latitude™ 5285 2-in-1 at the Consumer Electronics Show in January 2018, and these units will be shipping to customers in the second quarter of FY19. We are exploring options to expand the use of closed-loop gold in other parts of our portfolio.

Gold is the latest addition to our portfolio of reclaimed, recycled-content and closed-loop materials used in Dell products. We have used recycled-content plastic in various displays and OptiPlex desktops since 2008, and in 2014 we pioneered the use of closed-loop plastics from our e-waste recycling streams. In FY18, we also launched production of a closed-loop polycarbonate/acrylonitrile butadiene styrene (PC/ABS) in an EMC storage product. In addition to these materials, we have incorporated reclaimed carbon fiber from the aerospace industry, repurposing it into select laptop designs. These efforts all support our 2020 Legacy of Good goal to use 100 million pounds of recycled-content plastic and other sustainable materials in our products.

We chose to work with gold because tiny gold electronic components add up to a surprisingly big impact. In the U.S. alone, consumers throw away $60 million in gold and silver annually by not recycling their phones. This treasure trove is even larger when considering that global e-waste recycling rates are still at about 15 percent. What's more, the gold recycling process we use in our supply chain does 99 percent less environmental damage than virgin mining operations.

Electronics recycling: Worth its weight in gold

That is one of the reasons we are also keen to encourage more technology recycling. After we harvest our recycling stream for electronics that can be refurbished or stripped for parts, we "mine" the remaining e-waste for gold the same way we mine for closed-loop plastics. At present, these materials are collected from Dell's North American recycling streams through our commercial Asset Resale and Recycling Services program and through our Dell Reconnect partnership with Goodwill, which enables consumers to take their used computers and electronics to more than 2,000 U.S. Goodwill locations for recycling.

Additionally, we [partnered with](#) actress, activist and entrepreneur Nikki Reed to raise awareness of the importance of recycling old technology. To help demonstrate why these materials should be kept in the economy rather than sent to landfills, Nikki and her company, BaYou with Love, developed the Circular Collection, a jewelry line made from a portion of the gold recovered from Dell's recycling program.
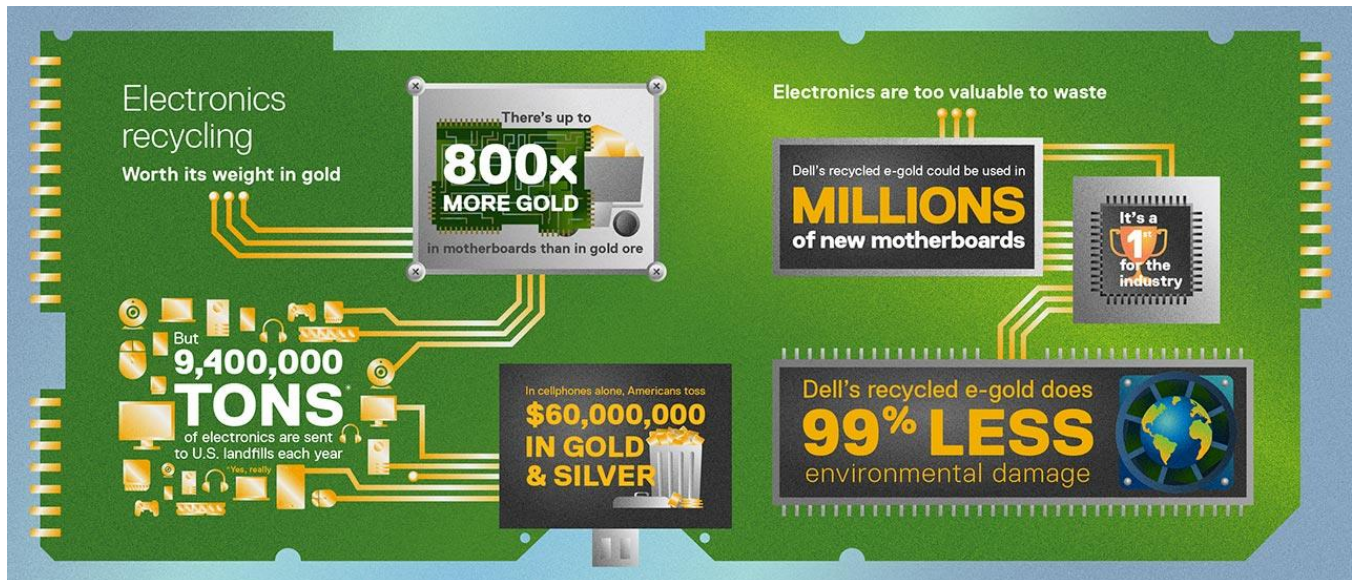
Uniting team members to clean up the world's shorelines

Dell employees on almost every continent organized Shore Up events to collect plastics and other litter from local beaches, waterways and other areas.

The launch of [Dell's ocean-bound plastics packaging](#) woke our team members to the threats facing our environment and our oceans in particular. One big threat to ocean ecosystems is the litter that finds its way into waterways and eventually out to sea. The problem starts on land, and our Planet [employee resource group](#) (ERG) wanted to do something about it.

Planet brings together more than 10,000 Dell team members who share a passion for sustainability topics. The ERG is organized into 62 chapters at various Dell locations around the world, so each chapter can work on local efforts that meet the needs of their location, team and community while complementing global sustainability initiatives. Their creative efforts have added electric vehicle charging stations, recycling centers, workplace gardens and even [IoT-enabled beehives](#) to Dell campuses worldwide. At the end of FY18, 97 percent of our Dell-operated facilities had at least one active sustainability initiative (Our 2020 Legacy of Good goal is 100 percent).

To support Dell's work to reduce and recycle ocean-bound plastics, our Planet teams created Shore Up, a litter cleanup campaign along the world's beaches, waterways and other natural areas. Planet asked its chapters and members to organize local cleanups beginning around Earth Day (April 22, 2017). Planet leaders developed a toolkit to help chapters plan and publicize their events.

Chapters put together more than 75 events around the world, in some cases extending their Shore Up projects into year-round programs and even inviting customers to join them. Some highlights from the events included:

India had the largest Shore Up turnout of any country, with more than 2,000 team members from five cities volunteering over 5,000 hours during their 10 separate events.

Planet Thailand organized [Run for the Ocean](#), a fun run and awareness event encouraging team members to run along Bang Saen beach collecting garbage.

The Australia-New Zealand team had more than 100 volunteers at six Shore Up events, complementing their ongoing cleanups in Waratah Park and support of local wildlife organizations.

Team members in Utah cleaned up a stretch of the Jordan River near campus and removed invasive plants from the shoreline to prevent them from crowding out native species. The Massachusetts team once again joined the annual [Charles River Cleanup](#), and the California chapter cleaned up the Santa Clara trail and creek running adjacent to the Dell campus.

Planet Panama has a tradition of annual beach cleanups, and their team of 100 participants collected more than 1 ton of recycling materials from the beaches of Veracruz. Team members in Argentina, Chile, Costa Rica and Peru also participated in Shore Up, making it Dell Latin America's first regional Planet event since Dell and EMC combined.

Planet Casablanca in Morocco celebrated Earth Day with a beach cleanup at Ain Diab, and all plastics collected by the team were recovered by a local partner to be recycled. The team also held an Our Oceans, Our Future awareness campaign and photo contest for employees.

Reducing the environmental impact of our operations in India

We work aggressively to reduce the environmental footprint of our India facilities by developing solutions that address the country's unique challenges to air and water quality.

We are continually looking for ways to minimize the amount of natural resources used to create and deliver Dell products and services. Although we cultivate a global culture of sustainability, every region in which we operate has unique needs and challenges related to water, energy and waste. Therefore, we encourage each of our Dell-owned and Dell-operated facilities worldwide to identify and implement site-specific programs for reducing the environmental impact of their operations (for more information, see our FY18 Goals Dashboard).

Dell has team members working at 18 locations across India, a country whose large population brings large environmental challenges. India will soon be the world's most populous country, and it is also urbanizing rapidly. Approximately 200 million more city dwellers are expected by 2030, bringing more buildings, roads and cars—and carbon emissions.

Reducing emissions from our operations

To reduce the emissions from our operations, we began sourcing renewable energy from one of our large facilities in Bengaluru in late 2016, and we are evaluating additional opportunities at other facilities. We operate on-site solar photovoltaic systems at office locations in Gurgaon and Hyderabad, and at our Chennai manufacturing facility, with a total generation capacity of 560 kilowatts. One of our Bengaluru facilities has earned LEED (Leadership in Energy and Environmental Design) certification, and five of our facilities in India (including the LEED-certified facility) have Indian Green Building Council gold or platinum certifications. Additionally, our India facilities have expanded their commitment to Earth Hour, making it a weekly rather than annual occurrence. By switching off lights each week, we saved over 40,000 kilowatt-hours of electricity and avoided approximately 33 metric tons of carbon dioxide equivalent (CO2e) emissions in FY18.

Prioritizing employee transportation safety

Dell contracts with employee transportation providers in northern India that primarily use vehicles powered by compressed natural gas, which is a low-carbon, cleaner burning fuel than gasoline. Across multiple locations in India, more than 900 vehicles, arranged and scheduled by Dell, provide safe and convenient transportation to about 4,800 team members daily. Dell's employee transportation management program was recognized in FY18 by earning the ISO 39001:2012 road traffic safety certification. This type of industry leadership also led Dell to earn the 2017 Golden Peacock Award for Corporate Social Responsibility, India's highest honor for corporate excellence.

Conserving and reusing water

Water conservation is a high priority at Dell's India facilities because the country is facing a large-scale water crisis. With 54 percent of India's total area experiencing high to extremely high water stress, almost 600 million people are at an increased risk of surface-water supply disruptions. And more than 100 million people live in areas with poor water quality.

Our Dell-operated facilities have on-site wastewater treatment plants because nearby cities lack central treatment facilities. At four of our largest campuses, we reuse about 80 percent of the wastewater, repurposing it to water landscapes and flush toilets. We've also updated many of our hand-washing sinks with water-efficient fixtures, which together are saving 1 million liters of freshwater annually.

Diverting waste from landfills

To divert waste from landfills, we operate on-site composting machines at our facilities in Chennai, Gurgaon and Hyderabad. To further reduce the amount of waste we generate, in FY18 our facilities teams across the country switched their daily equipment maintenance checks from a paper-based system to an electronic system. Using tablets and smartphones not only saves 5,000 sheets of paper per day, but it also enables teams to communicate and repair inefficiencies more quickly.

And since 2015, team members across the country have been bringing their own coffee mugs to work rather than using paper cups. Their initiative saves more than 12 million cups annually — the equivalent of about 1,100 trees each year.

Communities

As a global technology provider and corporate citizen, we see firsthand how a lack of access to quality education and technology can prevent people from reaching their full potential. We apply our technology, expertise, funding and volunteerism toward helping communities overcome challenges and thrive.

"How we use our funding, our technology, and our talented people can truly be a transformative force of good in our world."

Karen Quintos
Chief Customer Officer, Dell

The following pages include these stories:

Bringing hope and help to customers and communities in crisis
Dell team members went big in response to record-setting natural disasters, mobilizing our technology, donations and volunteers to aid people across the globe.

Revolutionizing India's rural healthcare through technology
Dell partners with the Government of India to develop a human-centered technology solution to overcome the challenges of providing consistent, preventive care in rural areas.

Unlocking the passion and potential of the world's youth
Dell works with nonprofits worldwide to give underserved youth better access to technology, creating a culture of inclusion and lifelong interest in STEM learning.

Powering precision medicine for diseases
Dell technology is advancing the diagnosis of rare childhood diseases, helping both genomic researchers and parents get much-needed answers.

Reducing the environmental impact of our operations in India

We work aggressively to reduce the environmental footprint of our India facilities by developing solutions that address the country's unique challenges to air and water quality.

In 2017, natural disasters around the world caused record-breaking devastation. South Asia experienced its worst flooding in 40 years, affecting more than 40 million people. And this was the costliest year on record for U.S. disasters, with a price tag of at least $306 billion.

Dell's disaster relief response was also outsized. We responded to 10 disasters that significantly affected areas where our team members, customers and suppliers live and work: Hurricane Harvey (Texas), Hurricane Irma (Florida) and other Caribbean hurricanes; two wildfires in California; two earthquakes in Mexico; floods in the Indian states of Assam and Manipur; and floods in Colombia and Peru. With the help of Dell Match (our donation-matching program), Dell team members donated more than $1.2 million to disaster relief organizations across the globe in FY18. Separately, the Michael & Susan Dell Foundation made a commitment to support Hurricane Harvey relief efforts by establishing and contributing $36 million to the Rebuild Texas Fund.

Our team members' innovation and passion were our most powerful forces to help our customers and communities in need. As waters rose and fires blazed, our team members organized supply drives, connected people to vital services, replaced products, repaired networks and recycled damaged equipment. Disaster relief was a cause that moved many this year. More than 3,500 Dell team members volunteered over 23,000 hours for disaster relief efforts, taking the initiative to do some truly extraordinary things along the way.

In the wake of Hurricane Harvey, David Bonorden, Dell senior technical program manager and a colonel of the Highland Lakes Squadron of the Commemorative Air Force, coordinated relief efforts with his fellow squadron members. They used a 73-year-old Bluebonnet Belle to fly more than 24,000 pounds of donated water, food and cleaning supplies from Central Texas to the flooded cities of Beaumont and Orange.

Overall, Dell team members spent more than 809,000 hours volunteering for causes they care about in FY18 and have logged a cumulative total of 3 million hours since the beginning of FY14 (our 2020 Legacy of Good goal is 5 million hours).

After Hurricane Harvey, Laura Hancock, senior operations manager for Dell's enterprise technical support, learned that the American Red Cross (ARC) Central Texas chapter was in a bind. It lacked the office space needed to set up a temporary headquarters for managing Austin and San Antonio shelter logistics and shipping supplies to Houston. Hancock took action, getting approval for Dell to turn one of its Round Rock, Texas, buildings into a temporary ARC headquarters. She also secured Dell products for the ARC's use and rallied team members to transform the space in less than 24 hours, so it was ready to host more than 100 ARC workers over the next month.

"We were amazed by how quickly Dell acted and how turnkey the entire experience was," said Bill Beasley, an ARC volunteer from Kentucky who served as logistics/ facilities manager of ARC in Austin for Hurricane Harvey. "We usually have to set up our own head-quarters, but Dell personnel did

everything for us, from desks and chairs to networked printers and wireless access. This saved us several days of precious time."

A lot of quick thinking also happened at Dell's seven Global Command Centers (GCCs), which serve as the front lines of our disaster relief efforts for customers. The GCC teams track all Dell product shipments and are the first to pinpoint weather-related delays. They were able to reroute shipments, keep customers informed and give Dell team members the information they needed to help their customers rebound from disaster.

Hurricane Maria's devastation of Puerto Rico's infrastructure inspired many team members to take bold action. Dell Services Director Jeff Poyner traveled to the island with the Information Technology Disaster Resource Center (ITDRC) and volunteered tirelessly to deliver supplies and set up emergency communications. He arranged for the shipment of more than 50 Dell Chromebooks™ for use by Puerto Rico residents at over 23 sites where he and ITDRC made internet-based communications possible.

Dell team members organized donations of food, supplies and technology aid across 11 Dell sites in Puerto Rico. They collectively raised more than $90,000 and 11 pallets of goods, including 250 donated solar kits.

Mariely Franzetti, vice president of support services IT and a Puerto Rico native, spearheaded a fundraiser that raised more than $90,000 for the Puerto Rico Community Foundation. She and her colleagues also coordinated the purchase of two generators to aid Poyner's work.

In South Asia, our team members rallied to help nearby flooded communities by donating more than $51,000 to relief organizations, inclusive of Dell's 1:1 match. In India, Dell team members collected and donated items, including clothing and housewares, for the nonprofit Goonj to distribute to people in need.

Disaster relief is a marathon, not a sprint, and our team members will continue helping communities rebuild their infrastructure. In addition to matching employee donations and providing cash grants to relief organizations, we are exploring ways we can expand our role in assisting with long-term rebuilding and future disaster preparedness.

"It was incredible to see so many passionate people rallying around a common cause, collaborating across all levels, business units and regions. The scale and synergy were beyond anything I've seen before."

ALICIA LOPEZ, GLOBAL DISASTER RELIEF
RESPONSE MANAGER AT DELL

Revolutionizing India's rural healthcare through technology

Dell partners with the Government of India to develop a human-centered technology solution to overcome the challenges of providing consistent, preventive care in rural areas.

Approximately two-thirds of India's 1.3 billion people live in rural areas, according to the World Health Organization. Imagine the challenge of delivering preventive healthcare to over 800 million remote villagers and tracking patient records without the use of technology.

India's network of 200,000 auxiliary nurse midwives (ANM) serve as the front lines of India's healthcare system, providing villagers with everything from managing diabetes to childbirth assistance. ANMs in these areas rely primarily on a paper-based system for screening, referring and tracking patients. This system of recording patients' information is prone to errors, making it difficult to provide continuity of care.

With noncommunicable diseases (NCDs) like cancer, diabetes and heart disease on the rise in India, the Government of India embarked on a mission for population-based prevention, screening and management by health workers to increase early detection of common NCDs. The NCD program is a key component of comprehensive primary healthcare under Ayushman Bharat, a flagship national health initiative announced by the Government of India in early 2018. Dell worked with the Ministry of Health and Family Welfare as its technology partner, taking on the formidable challenge of building a technology solution that would help ANMs and doctors to screen and manage NCDs, while also helping the government to standardize and automate care and record keeping. The solution also needed to have the right dashboards to enable the policymakers to use data analytics to spot health trends and needs across the country.

In 2014, Dell built and deployed a modern digital healthcare solution, Digital LifeCare, as a pilot in partnership with the nonprofit Karuna Trust in the State of Karnataka. Later, Dell worked with state government health departments to customize and deploy Digital LifeCare across the State of Andhra Pradesh in 2016 and in seven districts in the State of Telangana in 2017. In partnership with Tata Trusts, thousands of ANMs and hundreds of doctors across 20 of these states' districts (with a total target population of 9.5 million) have been trained to screen people for NCDs using Digital LifeCare.

Since late 2017, Dell has been working with the Ministry of Health and Family Welfare to customize the Digital LifeCare solution for deployment in health facilities in more than 150 districts across all of India's 29 states and seven union territories. To achieve this ambitious goal, the Dell team is working with the Ministry and partner institutions including the World Health Organization, All India Institute of Medical Sciences, Indian Council for Medical Research and National Health Systems Resource Center. The comprehensive feedback from the Ministry and experts is helping shape the design and development of a sophisticated application with referral options, reminders and workplans; protocol-based care at the primary level for assessing risk, screening, treatment and follow-up; and a unique health ID for every individual. This data, captured in an electronic health record, will enable a continuum of care over time across health facilities at all levels.

Noncommunicable diseases are on the rise among India's 1.3 billion people. Learn how Digital LifeCare, a cloud-based analytics solution, is improving disease screening and patient care.

This solution was launched by the Honorable Prime Minister of India in April 2018, and the Government health departments across the country will use it to initially serve a target population of nearly 37 million

people over the age of 30. Our deployment partner is Tata Trusts, one of the largest foundations in India. Tata Trusts will support the Government in the deployment and training for thousands of ANMs on the technology solution.

Revolutionizing India's rural healthcare through technology

The Digital LifeCare Platform is architected to support modern digital healthcare applications. It includes mobile and web apps with real-time dashboards built on a highly scalable, secure, robust, modular, open-API platform based on a micro-services architecture ensuring seamless integration, rapid continuous deployment and portability of data.

The core team has been supported by more than 70 Dell volunteers over three years to develop Digital LifeCare's software platform. Dell Giving has funded this initiative since 2017, enabling deployment in the State of Telangana and the current effort to scale across all states.
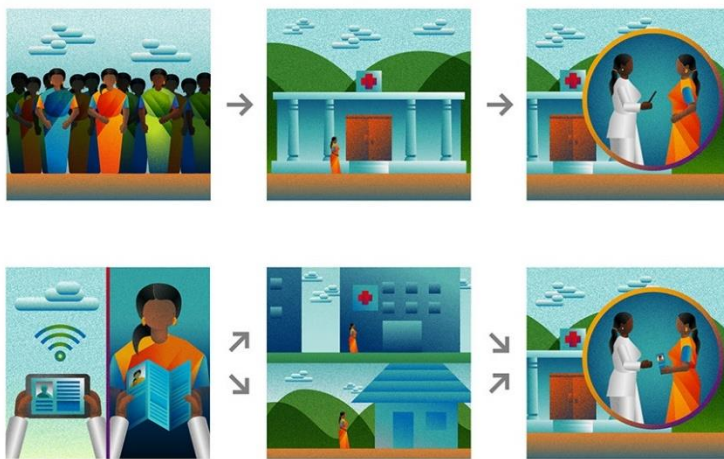
The Digital LifeCare app, step-by-step: 2/3 of India's 1.3 billion people live in rural villages. Villagers go to healthcare clinics for basic needs like vaccines. The Digital LifeCare app helps health workers and doctors screen, prevent and manage noncommunicable diseases among patients over 30. The app gives step-by-step instructions to effectively provide care and track patients. Aggregated data is sent to the Government of India for improved resource planning. Patients needing further treatment go to a hospital, where doctors use the screening data to ensure a better treatment plan. Otherwise, they return home until their next exam. Screenings help improve healthcare in villages, lessening the demands on overburdened hospitals.

Digital LifeCare is tailored to the needs of ANMs and doctors in primary-, secondary- and tertiary-level Government facilities. ANMs do not have medical degrees but rather a 10th grade education followed by two years of ANM training. To assist ANMs with their screenings and care recommendations, Digital LifeCare's mobile app features a series of interactive modules to lead workers through every step of a visit. We included prompts to obtain family and medical history, videos demonstrating proper screening techniques, and health education content to help patients learn about things like nutrition or conducting breast self-exams. Primary health doctors are sometimes overburdened, and Digital LifeCare helps them by guiding them through the patient examination and offering recommended actions and alternatives at each step. The portal is based on the Government of India's disease protocols for examination, referral, diagnosis, treatment and follow-up. This is particularly important given that NCDs are silent, chronic diseases that need follow-up for life.

The protocol-based system ensures that patients receive the same level of care. The health record created by the ANM for each individual is stored on the cloud and augmented during every doctor visit. There is a comprehensive planning tool that allows ANMs and doctors to track follow-up visits of patients, and most importantly, focus on those who have fallen through the cracks.

"This project fulfills Dell's vision to develop technologies that drive human progress, and it really tapped into our team's passion for service," said Sunita Nadhamuni, director of Dell's Center for Transformational Innovation in Bengaluru, which spearheaded Digital LifeCare's development. "Our

team members worked hard to understand the challenges healthcare workers face in the field so they could design technology that helps them succeed. This initiative will make a robust system of health management and change the landscape of medical services delivery in rural India."

We continue to learn from workers' use of Digital LifeCare and make changes accordingly. For example, data showed us that the screenings were often unintentionally left incomplete, so we consulted with workers and added smart reminders and tutorial videos to nudge users toward complete screenings.

Said Nadhamuni, "Working on this nation-building project is a tremendous inspiration for our volunteers and team members, who are totally committed to making Digital LifeCare a success for the communities we serve."

Unlocking the passion and potential of the world's youth

Dell works with nonprofits worldwide to give underserved youth better access to technology, creating a culture of inclusion and lifelong interest in STEM learning.

Technology is transforming every industry, from agriculture to automotive, fashion to finance. The future belongs to those who can use technology to solve problems and drive human progress. That's why Dell views access to technology not as a luxury but as a necessity.

Through our Youth Learning program, Dell is working with nonprofit partners worldwide to give underserved youth better access to technology and education. Going beyond access, we're also creating a culture of inclusion, wherein science, technology, engineering and math (STEM) learning is seen as being for everyone — boys and girls, rich and poor. And we're teaching youth of all backgrounds how to be persistent and work though challenging problems.

In FY18, Dell provided grant funding, volunteers and technology to 49 Youth Learning partners in 15 countries. This year, our Youth Learning initiatives directly impacted more than 468,000 youth enrolled in Dell-funded programs, and indirectly impacted another 1.1 million people who used the technology we donated to the programs. Overall, we've directly impacted 2.6 million youth since FY14. This puts us 66 percent of the way toward our 2020 Legacy of Good goal of helping 4 million youth.

Meet a few of the children around the world who are discovering technology through Dell's Youth Learning program.

We have also evolved our strategy to focus on programs that can reach a high number of students, therefore increasing the positive impact we and our partners can have around the world. Further, in the U.S. we are working with our partners to incorporate more STEM learning during the school day. This will help us reach more youth than we can through optional after-school programs alone. In addition to improving digital literacy, we are working to increase kids' involvement with computer science and applied sciences.

Fostering innovation through hands-on learning in India

While most children living in India's rural areas are enrolled in school, according to the ASER Centre's 2017 Annual Status of Education Report (Rural), many are not acquiring foundational skills like reading and basic arithmetic that can help them progress in school and in life. For example, only 43 percent of students aged 14–18 can do a division problem and just 54 percent can read and understand most written instructions. To address these challenges, in FY18 we expanded our partnership with Sikshana Foundation, enabling them to bring their Sikshana Technology in Education Program (STEP) to 27,000 students at 362 schools in the States of Karnataka and Maharashtra. STEP is a competency-based program that transforms the way students learn. Students use Dell laptops and tablets for teacher-led, interactive lessons, with fun challenges that help them learn information and communications technology (ICT) skills, and apply these skills to their curriculum-aligned project work. Most students have had little exposure to technology, and the program helps to address the digital divide.

STEP also digitizes the education system so schools can track students' progress in real time and aggregate data at the school, district and state levels. And it trains teachers to use a technology-based

curriculum. Dell team members volunteer for STEP by mentoring students at school, hosting students at Dell for trainings and providing curriculum guidance.

"We are working with children for their future, to enable them to learn and get closer to being what they want to be," said Ganesh Sarma, a Dell volunteer with STEP. "There are very few things that give me as much happiness as investing time in a child's future."

In FY18, Dell partnered with NITI Aayog — a Government of India think tank — and our Youth Learning partner, Learning Links Foundation, to support Atal Tinkering Laboratories (ATL) in 13 government schools. ATL fosters curiosity, innovation and STEM learning through hands-on experimentation. Most participating students hadn't used technology previously and are from low-income communities, and several have made the finals in various national innovation competitions. These include Harshita, a ninth-grade student from Bengaluru, who worked with two of her classmates to develop the prototype for an IoT device for the visually impaired. Students from Chhattisgarh created a system for converting the kinetic energy produced by gym equipment into electrical energy stored in batteries for future use, and it was recognized as one of the top 30 innovations.

Raising digital literacy rates in Ethiopia

Ethiopia ranks 174 out of 188 countries on the United Nations' 2016 Human Development Report, making it a critical area for educational investment. Ethiopia's Ministry of Education has prioritized ICT training as a key pillar for improving education. It has launched an initiative to bring technology learning to 1.2 million students over the next three years. As our first large-scale Youth Learning program in Ethiopia, we are equipping over 400 schools with Dell computers. We are also providing grant funding for our longtime partner Camara Education to deliver more than 16 million hours of ICT education training to over 3,000 teachers and school leaders. This is a transformational program, bringing the power of technology to 400,000 youth aged 6–18 who currently lack access to technology at home or at school.

Students in Ethiopia learn to use technology through Dell's Youth Learning program in partnership with Camara

Developing a culture of inclusion in the U.S.

In the U.S., Dell partners with many nonprofits that cultivate inclusion and teach persistence in STEM studies, especially among young women. One of these is Girls Who Code, which is closing the gender gap in technology by introducing middle and high school girls to coding and helping them feel confident they belong in technology fields.

In FY18, Dell supported Girls Who Code's mission to create free after-school clubs in every state. The clubs teach sixth- through 12th-grade girls to use their coding skills to address real-life problems in their communities. We also participate in Girls Who Code's seven-week Summer Immersion Program, inviting the program's 11th- and 12th-graders on field trips to Dell as part of their immersive instruction in web, robotics and mobile development. The club not only provides experience, but also a safe place to learn how to fail.

Dell's Youth Learning partner Girls Who Code helps thousands of female students to learn valuable computer science and problem-solving skills.

We need to encourage girls to fail and try again — to learn to like the challenge, not just the end state."

RESHMA SAUJANI
FOUNDER AND CEO
GIRLS WHO CODE

Powering precision medicine for childhood cancers and diseases

Dell technology is advancing the diagnosis of rare childhood diseases, helping both genomic researchers and parents get much-needed answers.

Having a child born with a health problem can turn a parent's world upside down. When that health problem is too rare to be diagnosed as a specific disorder, it can send a parent down a long, lonely road of truth-seeking that may span years or even a lifetime.

The Rankin family's diagnostic odyssey lasted 10 years. It started in 2005 when they noticed their baby, Beorn, couldn't track objects with his eyes. Then he began regularly having severe seizures. After a decade of biopsies, tests and worry, the Rankins still had no understanding of what was in store for Beorn or for their family.

The Rankins' quest for answers finally took them to the Translational Genomic Research Institute's (TGen's) Center for Rare Childhood Disorders. There, TGen researchers used the Dell Genomic Data Analysis Platform to sequence and analyze Beorn's genetic data. Dell developed this platform as part of our longtime partnership with TGen to fight rare pediatric cancers. The platform features high-performance computing to analyze sequenced genomes, along with a cloud-based portal that shares aggregated patient data. This physician decision support enables doctors to prescribe treatments tailored to an individual's genetic makeup.

The platform enabled researchers to diagnose Beorn with a rare DNM1 gene mutation. While there is no cure for DNM1, Beorn's diagnosis was a breakthrough for the Rankins. Through social media, Beorn's mother Stephanie Rankin has connected with more than a dozen families around the world whose children have DNM1.

Beorn and Stephanie Rankin and their son, Beorn, talk with Dr. Vinodh Narayanan, their neurologist at TGen.

The Rankin family shares the 10-year "diagnostic odyssey" that led them to TGen.

"Finally having a diagnosis means now you have this extended family," said Stephanie Rankin. "You have parents saying, 'I tried this therapy, and it did nothing. I tried this therapy, and it helped.'"

Added Rankin, "It just is amazing that what took us a decade, you could now have within the first year of life, which would have changed therapies and medicines and outcomes. You wouldn't have had so many seizures doing damage. You wouldn't have had all of the toxicities from meds that weren't necessary."

Beorn's diagnosis also represents a breakthrough for the 1 in 150 children worldwide who have rare childhood disorders. The markers of these disorders are buried deep in a patient's DNA, which has more than 200 billion data points. Analyzing these points for diagnostic clues was not possible until recently. Dell's platform has greatly increased the speed and accuracy with which researchers can

sequence genomes. And the addition of Dell EMC Isilon technology enables doctors to quickly access the exact data they need for diagnosing and treating diseases.

"[In 2005], we were able to examine all the chromosomes under a microscope to see if there were gross structural changes. This would be akin to looking at the earth from outer space and trying to determine if a leaf had fallen off a tree in a forest in California," said Dr. Vinodh Narayanan, Beorn's neurologist at TGen.

"Now, we can look at the spelling of a person's genomic DNA at the individual letter level. So that's a million-fold change in resolution. We are able to do this because of the supercomputing power that is at TGen. This is thanks to Dell and Dell's support."

Advancements in DNA analysis: 2005 vs. 2018
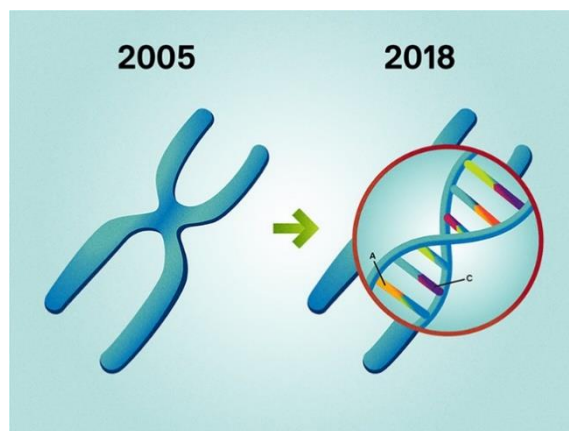
Beorn's parents began to seek a diagnosis for their son in 2005. Advances made in supercomputing over the last 13 years allow doctors to analyze DNA at the

Since Dell first partnered with TGen in 2011, we've tripled the Dell Genomic Analysis Platform's computational capacity and quadrupled its storage speed and capacity. TGen has refined the platform's use through its daily operations and through a series of Dell-funded pediatric cancer clinical trials conducted with Beat Childhood Cancer.

Faster, more accurate processing enables TGen to see more critically ill patients and better identify potential precision medicine therapies. It has also brought down the costs of genetic testing, making it more accessible to patients. Cost reductions also enable patients to have genomic sequencing done at the point of diagnosis and not as a last result.

Through her family support group, Stephanie Rankin has encouraged other children with DNM1 to get tested at TGen. In fact, TGen is now studying zebra fish, injected with Beorn's DNA, as models for DNM1-related brain problems. Researchers have discovered the findings from their DNM1 studies can also apply to epilepsy and intellectual disabilities.

"Rare diseases are often much simpler than our more complex diseases, and they have often taught us about what biochemical approaches might help fight much more common diseases," said Matt Huentelman, professor of neurogenomics at TGen. "So the study of rare disease is not only really important for that family, but it's also really important for the rest of us as well because we're learning how we can exploit different biochemistry to help improve health."

Over the past six years, through our partnership with TGen we've learned a lot about precision medicine's applications in fighting pediatric cancer. We are now getting ready to scale our physician decision support platform so doctors can use it as they develop precision medicine treatments for other childhood and adult diseases.

People

We are committed to attracting the world's greatest talent; building diverse, inclusive teams; and delivering breakthrough performance for our team members, businesses and customers. We do this by embodying the shared values outlined in our Culture Code: customers, winning together, innovation, results and integrity.

"With passion, vision and inspiration — that's how our people are enabling our own transformation, paving the way for customers to do incredible things."

Steve Price
Chief Human Resources Officer, Dell

The following pages include this story:

Building a team that's proud to work at Dell
Dell's employee-focused programs help increase one of our most important success metrics: our Employee Net Promoter Score.

Building a team that's proud to work at Dell

*Dell's employee-focused programs help increase one of our
most important success metrics: our Employee Net Promoter Score.*

Our talented team members are the engine that drives Dell's success. When our team members are engaged in their work, they're more innovative, helping our customers transform their businesses and drive human progress. Research from the London Business School shows that employee satisfaction indeed drives good performance and that companies with high employee satisfaction outperform their peers by 2.3–3.8 percent per year in long-run stock returns.

At Dell, team member engagement, as measured by our Employee Net Promoter Score® (eNPS), is one of the four metrics we use to measure our success as a company. The other metrics are customer satisfaction (measured by our Customer Net Promoter Score), market share and financial results. Our engaged team members are fundamental to them all.

We are proud to report that in FY18 Dell's eNPS score was very high. A global measurement tool used by most large corporations, eNPS asks team members how likely they would be to recommend their company as a place to work. Dell's eNPS was 44, far exceeding the industry benchmark of 20 for high-performing companies (Bain & Company).

Some of the factors that drove team members to have a higher eNPS score were: feeling inspired by their leader, being a member of an employee resource group (ERG), having the ability to work remotely and feeling connected to Dell's corporate strategy. We have set many of our 2020 Legacy of Good goals to drive toward and track progress in these areas.

> "This result is especially significant given this is our first full year of operation since Dell and EMC combined in 2016. We work hard to create an inclusive environment to help team members develop their skills and build their careers while maintaining work-life balance. We're proud to see those efforts paying off."
>
> *MARIE MOYNIHAN, SENIOR VICE PRESIDENT OF GLOBAL TALENT ACQUISITION AT DELL*

Driving inspirational leadership

We invest in leadership training for team members at all levels. In FY18, 21,000 employees completed 240 trainings in subjects including Leading and Influencing Project Teams, Building Your Career and Change Agility. The result? Dell team members who agreed their direct manager "inspires me to do my best for Dell" scored about 70 points higher on eNPS than team members who disagreed that they were inspired by their direct manager.

We know that when our leaders take the time to show their team how their work connects to the strategy and success of the company, team members feel more engaged and perform better. To that end, in late FY18 we launched Dell Technologies Advantage (DTA), a training that helps our leaders understand the larger Dell Technologies strategy and align their team's work to it. We held more than 200 half-day DTA sessions, led by our executives, including Michael Dell, for 7,000 leaders across the globe. We also expanded DTA into a virtual training for all Dell team members worldwide.

Furthering our commitment to diversity and inclusion, Dell was the first IT company to participate in the [Catalyst program Men Advocating Real Change (MARC)](#) starting in 2014. Re-branded by Dell to Many Advocating Real Change (MARC), the program engages leaders in candid conversations about the role of gender and diversity in the workplace as well as topics such as unconscious bias, privilege and inclusive leadership. By the end of FY18, 61 percent of Dell's executives have participated in MARC workshops and are advancing the initiative. We expect to reach 100 percent of our executives by the end of FY19.

eNPS drives company success
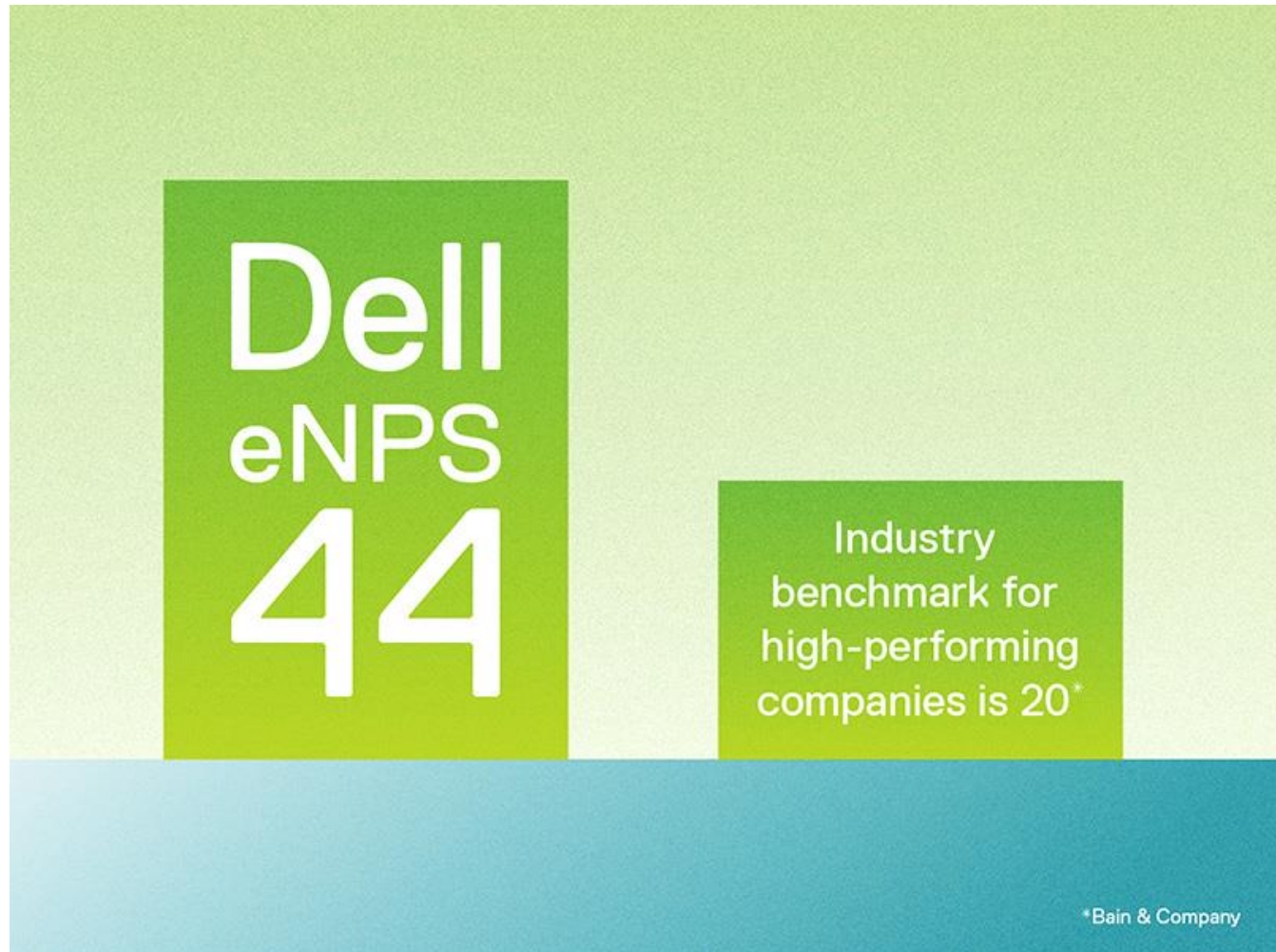
Uniting team members through employee resource groups

More than 28 percent of Dell team members belong to an [ERG](#), which connect team members who share common ethnicity, gender, nationality, lifestyle or sexual orientation. ERGs provide professional development through mentoring, volunteerism and community involvement. They also give team members an opportunity to make a positive impact on our business.

ERG members have an average eNPS score of 53 (compared to 44 for all employees). ERG members who attended more than six events had an eNPS of 61 - almost 20 points higher than the score of those who did not belong to an ERG at all.

"By being an ERG leader, I have had the opportunity to grow my executive presence, presentation skills, talk to the community about what we do well at Dell in the ERG space. I have been able to build community partnerships both locally and nationally," said Kristine Biagiotti, principal IT business partner at Dell and chair of the Hopkinton chapter of True Ability, Dell's ERG for people impacted by disabilities and/or special needs. Biagiotti joined True Ability because her daughter has Trio and Mitochondrial disease, and she's used her advocacy experience to educate employees and shape Dell's benefits.

Dale Duty is pictured with his service dog, Coach. We are saddened by the June 7, 2018, passing of Dale. As a member of Dell's True Ability ERG, Dale was a strong ambassador for Dell in promoting awareness and understanding of disability matters. Dale and Coach are featured in this True Ability video. Dale was the primary force in driving service dog inclusion within Dell. He was awesome and he will be missed.

Cultivating a flexible work culture

We want Dell team members to work hard for our customers while creating happy, successful lives for themselves. That's why we have embraced flexible work as a key part of our culture so team members can leverage technology to get great results no matter how, when or where they do their jobs.

We offer team members the opportunity to leverage flexible work arrangements in ways that fit their work roles and lives. In FY18, more than 58 percent of Dell team members worked in some sort of flexible capacity, such as working remotely either full-time or a few days a week, job sharing, setting flexible work hours or working a compressed work week. We have reached our 2020 goal of having 50 percent of team members participating in flexible work programs. We will maintain our goal and keep evolving as needed to attract and retain top talent.

Team members who worked from home five days a week had an eNPS of 48, compared to 44 for those who went to the office five days a week. They were also more likely to take pride in their work and look forward to coming to work. FlexJobs recognized our flexible work culture by ranking Dell 9th on its list of Top 100 Companies with Remote Jobs in 2018.

By the Numbers

Detailed, three-year performance trends on key metrics provide an additional layer of transparency into our work.

Each year we report on material indicators from across our business. Some tie directly to the goals set forth in our 2020 Legacy of Good Plan, while others provide additional insight into other business indicators relevant to various stakeholders. We complement this information with our online index to the Global Reporting Initiative's (GRI) Standards.

Supply Chain				
Data Point	FY16 (Dell Only)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Diverse supplier spending in billions of U.S. dollars (USD)	$4.97	$4.95	$6.37	Dell's commitment is to spend $3 billion USD or more annually with diverse suppliers.
Total number of supplier social and environmental responsibility (SER) audits	352	456	448	This includes initial and closure audits. See Supply Chain Sustainability (SCS) Progress Report for additional details. FY17-FY18 data excludes RSA and Virtustream.
Percentage of direct materials suppliers by spend that publish a sustainability report	N/A	87%	90%	FY17–FY18 data excludes RSA and Virtustream.
Labor and Human Rights				
Measured as percentage of facilities in compliance per Responsible Business Alliance (RBA) audit, unless otherwise noted				
Data Point	FY16 (Dell Only)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Young worker protections	91%	95%	96%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Freely chosen employment protections	87%	87%	87%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Proper wages and benefits	63%	68%	70%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Percentage of workers compliant with 60 hour workweek (annual average)	88%	0.91	90%	New metric in report. In FY18, we tracked the working hours of 213,000 workers. This year, we are reporting percentage of workers compliant with a 60 hour workweek, to replace the weekly working hours and rest days audit compliance indicator from previous reports. More information on our performance on both of these indicators is available in the SCS Progress Report. The audit compliance indicator remains relevant to our work and we have additional management systems in place to complement it.
Health and Safety				
Measured as percentage of facilities in compliance per Responsible Business Alliance (RBA) audit				
Data Point	FY16 (Dell Only)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Emergency preparedness	60%	58%	64%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Industrial hygiene	74%	77%	80%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Occupational injury and illness prevention	72%	75%	76%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Occupational safety	64%	68%	68%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.

Environment

Measured as a percentage of facilities in compliance per Responsible Business Alliance (RBA) audit

Data Point	FY16 (Dell Only)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Air emissions	92%	88%	90%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Hazardous substances	74%	71%	76%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Pollution prevention and resource reduction	91%	95%	98%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Wastewater and solid waste	93%	91%	93%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.

Management System

Measured as a percentage of facilities in compliance per Responsible Business Alliance (RBA) audit

Data Point	FY16 (Dell Only)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Legal and customer requirements	89%	92%	97%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Management accountability and responsibility	90%	93%	97%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Risk assessment and risk management	88%	90%	95%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Supplier responsibility	77%	88%	90%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Worker feedback and participation	99%	99%	100%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.

Ethics

Measured as a percentage of facilities in compliance per Responsible Business Alliance (RBA) audit

Data Point	FY16 (Dell Only)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Protection of identity and nonretaliation	95%	98%	99%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.
Responsible sourcing of minerals	98%	98%	100%	See SCS Progress Report for additional details. FY17–FY18 data excludes RSA and Virtustream.

Sustainable Operations

Emissions

Measured in metric tons of carbon dioxide equivalent ($MTCO_2e$)

Data Point	FY16 (Dell Inc.)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Scope 1 greenhouse gas (GHG) emissions [1]	60,100	61,100	53,000	All facilities globally including leased spaces. FY16–FY18 data includes all of Dell Technologies except for Vmware. FY17 restated due to data refinements as part of the assurance process from FY17.
Scope 2 GHG emissions, market-based [1]	494,900	446,800	376,100	All facilities globally including leased spaces. FY16–FY18 data includes all of Dell Technologies except for VMware.
Scope 2 GHG emissions, location-based [1]	564,100	564,600	484,400	All facilities globally including leased spaces. FY16–FY18 data includes all of Dell Technologies except for VMware.
Scope 3 GHG emissions — business air and rail travel [1]	165,100	161,100	160,800	FY16–FY18 data includes all of Dell Technologies except for VMware.
Scope 3 GHG emissions — supply chain	Dell only: 2,149,909	Dell only: 2,293,859	*	FY16 data restated due to improvements in calculation methods and data sets. FY16 and FY17 numbers have been extrapolated to cover 100% of spend.

[1] An external assurance statement of our FY18 greenhouse gas (GHG) emissions and the underlying operational energy consumption data, as well as our water withdrawal data, may be accessed here.

*Calculation of FY18 data is dependent on CY17 data available in January 2019.

Percentage of Scope 3 GHG emissions — supply chain calculated using supplier-reported data	Dell only: 86%	Dell only: 89%	*	FY16 data restated due to improvements in calculation methods and data sets.
Scope 3 GHG emissions — use of sold products	**Dell:** 11,220,000 **EMC:** 1,970,000	**Dell:** 11,240,000 **EMC:** 1,410,000	12,540,000	In FY18, we included heritage EMC products in the overall Dell calculation. Comparing the FY18 results to the combined results from Dell and EMC from FY17, our Scope 3 Category 11 emissions - use of sold products, remained essentially unchanged.

*Calculation of FY18 data is dependent on CY17 data available in January 2019.

Energy
Measured in Million kilowatt-hours (kWh), unless otherwise noted

Data Point	FY16 (Dell Inc.)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Electricity consumed (total) [1]	1,220	1,202	1,108	Electricity purchased or generated on site for all facilities globally including leased spaces. FY16–FY18 data includes all of Dell Technologies except for VMware.
Green electricity consumed [1]	214	290	321	Renewable-source electricity purchased from supplier or generated on site. FY16–FY18 data includes all of Dell Technologies except for VMware.
Green electricity as percentage of total consumption [1]	18%	24%	29%	FY16–FY18 data includes all of Dell Technologies except for VMware.
Other energy consumed [1]	243	240	213	Purchased heating/cooling, liquid and gas fuels used in buildings and company-owned and leased transportation. FY16–FY18 data includes all of Dell Technologies except for VMware.
Total energy consumed [1]	1,463	1,442	1,322	All facilities globally including leased spaces. FY16–FY18 data includes all of Dell Technologies except for VMware. Totals may not add up due to rounding.

[1] An external assurance statement of our FY18 greenhouse gas (GHG) emissions and the underlying operational energy consumption data, as well as our water withdrawal data, may be accessed here.

Water
Measured in thousand cubic meters (m^3)

Data Point	FY16 (Dell Inc.)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Water withdrawals – total volumes [1]	2,565	2,460	2,319	All facilities globally including leased spaces. Figure includes estimates for leased office space where water is provided by landlord. FY16–FY18 data includes all of Dell Technologies except for VMware. FY17 restated due to data refinements.
Third-party sources (withdrawals) [1]		2,348	2,094	New metric in report for FY17 and FY18. This represents water withdrawn from municipal supply. FY17–FY18 data includes all of Dell Technologies except for VMware.
Groundwater (well withdrawals) [1]		110	104	New metric in report for FY17 and FY18. FY17–FY18 data includes all of Dell Technologies except for VMware.
Other (water) sources [1]		2	121	New metric in report for FY17 and FY18. FY18 figure represents primarily private sources, and rainwater captured for reuse (very small portion). FY17 only represents rainwater captured for reuse. FY17–FY18 data includes all of Dell Technologies except for VMware.
Wastewater discharges – total volumes		2,160	2,133	New metric in report for FY18. Data includes all of Dell Technologies except for VMware. Our wastewater discharges consist primarily of domestic sewage released to wastewater public utilities. This metric does not include evaporation and irrigation. This figure is estimated assuming that 8% of our incoming water is discharged to air (evaporation) or ground/soil (landscape irrigation). Additional details will be available in our CDP Water 2018 disclosure.

Note 1: In FY18, we are not including our *Supply chain fresh water use* indicator. Although we recognize its relevance, we have seen great variability in the source data year over year, and we lack confidence in the accuracy of the resulting metric. As such, during FY19 we will further assess and understand the quality of the data and its variability before releasing publicly again.

Note 2: Dell-owned and operated facilities do not have significant responsibility for the manufacturing of printers and multifunctional devices. During FY18 Dell-owned buildings withdraw about 1.2 million cubic meters of water, and reused/recycled approximately 24,000 cubic meters (about 2%). Our 2018 CDP Water disclosure will provide additional details on our water use, including specifics on water reuse and recycling at the corporate level.

[1] An external assurance statement of our FY18 greenhouse gas (GHG) emissions and the underlying operational energy consumption data, as well as our water withdrawal data, may be accessed here.

Waste
Measured in metric tons (MT) unless otherwise noted

Data Point	FY16 (Dell Inc.)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Nonhazardous waste generated	14,747	13,239	12,602	In FY18, the nonhazardous waste generated by manufacturing and fulfillment facilities was 14.5% lower than in FY16. FY16 is used as baseline for the combined company. FY16 restated to account for Dell and EMC operations. FY16 includes February 2015–January 2016 (FY16) data for Dell and January 2015–December 2015 data for EMC. FY17 restated due to improvements of calculation methodology. FY17 includes February 2016–January 2017 (FY17) data for Dell and January 2016–December 2017 data for EMC. We are also including breakdown of our waste diversion by strategy/volume.
Landfill avoidance rate as percentage of total nonhazardous waste generated	97%	99%	99%	Manufacturing and fulfillment facilities.
Nonhazardous waste recycled or reused	13,325	11,947	11,299	New metric in report. Manufacturing and fulfillment facilities. FY17 includes February 2016–January 2017 (FY17) data for Dell and January 2016–December 2016 data for EMC. FY16 includes February 2015–January 2016 (FY16) data for Dell and January 2015–December 2015 data for EMC.
Nonhazardous waste recovery (waste to energy)	868	1,069	1,069	New metric in report. Manufacturing and fulfillment facilities. FY17 includes February 2016–January 2017 (FY17) data for Dell and January 2016–December 2016 data for EMC. FY16 includes February 2015–January 2016 (FY16) data for Dell and January 2015–December 2015 data for EMC.
Nonhazardous waste incinerated	70	0	0	New metric in report. Manufacturing and fulfillment facilities. FY17 includes February 2016–January 2017 (FY17) data for Dell and January 2016–December 2016 data for EMC. FY16 includes February 2015–January 2016 (FY16) data for Dell and January 2015–December 2015 data for EMC.
Nonhazardous waste composted	63	66	62	New metric in report. Manufacturing and fulfillment facilities. FY17 includes February 2016–January 2017 (FY17) data for Dell and January 2016–December 2016 data for EMC. FY16 includes February 2015–January 2016 (FY16) data for Dell and January 2015–December 2015 data for EMC.
Nonhazardous waste landfilled	421	157	172	New metric in report. Manufacturing and fulfillment facilities. FY17 includes February 2016–January 2017 (FY17) data for Dell and January 2016–December 2016 data for EMC. FY16 includes February 2015–January 2016 (FY16) data for Dell and January 2015–December 2015 data for EMC.
Worldwide cumulative e-waste takeback and recycling, volume in million kilograms	Dell only: 722	802	883	FY18 calculation includes February 2017–January 2018 (FY18) data for Dell and January 2017–January 2018 data for EMC. FY17 calculation includes February 2016–January 2017 (FY17) data for Dell and October 2016–December 2016 (FY17 Q4) data for EMC. FY16 only includes Dell data.

Communities

Data Point	FY16 (Dell Only)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Percentage of team members volunteering	63%	44%	49%	
Total volunteer hours (in thousands)	811	821	809	
Total number of children directly impacted through strategic giving programs (in thousands)	444	561	468	In FY18, some of our programs were discontinued. The scope of the metric is based on data from strategic partners [1] and does not include community engagement partners [2].

[1] Strategic partners are those aligned with Dell's Giving/Regional Giving goals and portfolio.

[2] Community engagement partners are those important to our team members globally and are identified by our Community Engagement Committees.

Total number of people indirectly impacted through strategic giving programs (in millions)	1	1.5	1.1	Metric based on data from strategic partners [1] only. We did not require data from community engagement partners [2].
Total contributions in millions of USD	$29.6	$52.2	$97.3	This metric represents total cash as well as in-kind products and services contributions, valued at fair market value for the respective fiscal year. This value does not include contributions from employees, vendors, or customers.

[1] Strategic partners are those aligned with Dell's Giving/Regional Giving goals and portfolio.

[2] Community engagement partners are those important to our team members globally and are identified by our Community Engagement Committees.

People

Data Point	FY16 (Dell Inc.)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Women team members (as percentage of global workforce)	28%	28%	29%	Applies to global operations.
People of color (as percentage of U.S. team members)	0.28	0.27	0.29	Applies to U.S. operations only.
Percentage of employees participating in employee resource groups (ERGs)	Dell only: 29%	23%	28%	Global; FY16 data not available for EMC.
Total number of ERG local chapters	Dell only: 255	341	338	Global; FY16 data not available for EMC.
Human Rights Campaign Corporate Equality Index score (Score range:1–100)	Dell: 100 EMC: 100	Dell: 100 EMC: 100	Dell: 100 EMC: 100	Dell: 14th year in a row with a score of 100. EMC: 7th year in a row with a score of 100

Health and Safety

Measured as cases per 100 full-time employees (FTEs) unless otherwise noted

Data Point	FY16 (Dell Inc.)	FY17 (Dell Inc.)	FY18 (Dell Inc.)	Comments
Recordable injury/illness rate	Dell only: 0.09	0.1	0.08	All figures are calendar years. CY15 rates are global for Dell. CY16 EMC rates are for U.S. and Ireland only, and global for Dell. CY17 rates are global for all Dell Inc.
DART rate (Days Away, Restricted or Transferred)	Dell only: 0.04	0.05	0.04	All figures are calendar years. CY15 rates are global for Dell. CY16 EMC rates are for U.S. and Ireland only, and global for Dell. CY17 rates are global for all Dell Inc.
Total number of work-related fatalities	Dell only: 0	0	0	All figures are calendar years. CY15 rates are global for Dell. CY16 EMC rates are for U.S. and Ireland only, and global for Dell. CY17 rates are global for all Dell Inc.

Materiality and Our GRI Report

Our material issues have the potential to impact Dell and its stakeholders. They reflect our most relevant economic, environmental and social impacts and contributions.

Identifying priorities in corporate social responsibility (CSR) is a complex and thorough process involving a broad mix of tactics, including business introspection, industry analysis, environmental and community impact review, and stakeholder engagement beyond traditional business analytics.

Through our analysis, we can identify and mitigate risks while leveraging opportunities that improve our business and the world around us. This includes helping our customers achieve their goals while improving the environment and well-being for all in our value chain.

In FY18, we conducted a review of our sustainability materiality priorities. We engaged in CSR-focused customer research in five countries, and also conducted an analysis of our customers' requests for proposals to identify trends in the sustainability topics they care about the most. Additionally, we continued conversations with nongovernmental organizations (NGOs), government leaders, investors and other relevant stakeholders. Through these activities we confirmed that our material priorities remained unchanged for the year.

Priorities identified by our sustainability materiality review

Digital Transformation

Data Privacy & Security
Ensuring responsible use and high public trust is essential.

Role of IT in Society
The industry must ensure beneficial use of IT while mitigating negative impacts and uses.

Other Key Issue(s)
Access to Technology

Talent

Diversity & Inclusion
A diverse, inclusive workforce increases attraction and retention, increases innovation, and reduces risk.

STEM Education
A strong workforce requires skilled and prepared potential employees and customers.

Flexible Work
Providing flexibility empowers team members to do their best work however it works best for them.

Other Key Issue(s)
Employee Engagement

Impact

Role of IT in Society
Our ability to improve efficiency can be a strong driver of success across industries.

Energy
Dell can have siginificant, extended impact on energy and climate through its customers.

Other Key Issue(s)
Data Privacy & Security

Value Chain

Product Stewardship
Responsible design, sourcing and management of products and their inputs is increasingly important.

Human Rights
Safeguarding human rights and dignity is integral to responsible business, especially in the IT industry.

Other Key Issue(s)
• Bribery & Corruption
• Water

The principles behind our goals

These tenets helped guide the formulation of our 2020 Legacy of Good Plan and the goals we report against:

- ***Focus on our customers:*** We will succeed if we keep the customer foremost in our mind, linking our goals back to providing them with value.

- ***Innovate:*** Business as usual is not enough. We must reimagine what is possible.

- ***Scale globally:*** From managing a complex supply chain to understanding and appreciating the different cultures in which we live and work, we must view our activities with a global lens.

- ***Be transparent and accountable:*** Better and more strategic reporting will clarify our impacts and progress each year.

- ***Lead by example:*** We will strengthen our work as an advocate and partner for social and environmental change, pushing sustainability more into the mainstream market.

- ***Welcome collaboration:*** To achieve our aspirations at the necessary scale, we will need engaged, courageous collaborators.

- ***Focus on what is material:*** Not only should we focus on business-as-usual improvements to our performance, but we should also embrace those material issues that go beyond our normal operations.

Our annual GRI online index

In addition to our annual corporate social responsibility report, each year we publish an online Global Reporting Initiative (GRI) content index, prepared in accordance with the GRI Standards: Comprehensive option.

The 2016 GRI Sustainability Reporting Standards are the latest revision of the GRI framework to identify the most relevant issues for inclusion in sustainability reports. This version of the standards seeks to enhance the comparability and quality of information on economic, environmental and social impacts (positive and negative) organizations may have. It also creates a common language to communicate that information to various stakeholders. Dell has long been a supporter of such an approach, and is proud to support the GRI's mission through our membership in the GRI GOLD Community(formerly GRI's Organizational Stakeholders).

Looking ahead

As we embark on setting Dell's 2030 goals, we will complete a full materiality assessment. In FY19, we will bring together Dell executives, Dell subject matter experts, customers, NGOs, the supply chain, sustainability experts and other stakeholders in a comprehensive program. Together we will identify those material issues that not only affect Dell in the immediate term, but also affect the impacts we can make by 2030. We will also work with governments to identify new requirements and opportunities. Our assessment will help us take a deeper look into Dell and will also provide a basis for developing 2030 goals and an integrated CSR strategy.

Governance

Our commitment to ethical conduct starts at the top and governs every facet of our business, including the way we collaborate with team members, work with suppliers and partners, protect customers' data, and more.

At Dell, our commitment to ethical conduct starts at the top with Michael Dell, our board and senior leadership, and then extends to all team members across the company.

As Michael Dell recently stated when Dell was again named a World's Most Ethical Company by the Ethisphere® Institute, "Ethics and integrity matter at Dell. We work hard to earn our customers' trust, improve our communities and inspire our team members through sound, ethical decision-making. Because at Dell, how we do our work is just as important as the results we achieve." In FY18, we continued to focus on our integration with EMC and subsidiaries, while amplifying our commitment to Dell's Culture Code, which encompasses the five values of our company.

Introducing a unified Code of Conduct and global compliance policies

After months of analyzing the Dell and EMC ethics and compliance programs, including their individual codes of conduct, key policies, controls and awareness initiatives, in FY18 we developed and launched a unified Dell Technologies Code of Conduct. The code's concepts are rooted in Dell's values (including integrity), which are the basis of how we make decisions and engage our critical stakeholders. Flowing from this new code are our key global compliance policies and expectations. Now all of our global team members are expected to follow the same rules for privacy, anti-corruption, trade compliance, competition law and conflicts of interest, just to name a few.

Enhancing our ethical culture

How do we determine how effectively we're putting our values into action? One way is by surveying our team members about the ethics-related successes and challenges they're experiencing each day. In FY18, we again partnered with the Corporate Executive Board (now Gartner) to conduct our fourth global Ethical Culture Survey. More than 41,000 Dell team members, speaking 17 languages, weighed in on topics such as trust in leadership and fellow colleagues, clarity of expectations, ethical pressures, the ability to identify misconduct, and their comfort in raising concerns without fear of retaliation. This confidential survey provided us with a benchmark against other companies and against our own past results. We were one of only three companies to receive a score over 6.0 (with 7.0 being the highest).

These positive survey results are the direct outcome of our programs and controls focused on various compliance risks, as well as our ongoing reinforcement of our values and integrity at all levels of the company. For example, in FY18 we supported our human

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resources and leadership teams in integrating the Dell Culture Code into a new Dell Technologies Advantage (DTA) training that, in addition to reinforcing our corporate strategy, taught leaders how our values and culture of integrity differentiate Dell in the marketplace. Top Dell executives facilitated the DTA training to more than 7,000 global leaders, and it was later expanded into a virtual training for all Dell team members worldwide.

Engaging internal and external stakeholders on ethics and compliance

Given the new Code of Conduct and other changes implemented in FY18 due to post-merger integration, training team members was a key priority. In October 2017, we launched a fully unified, online annual compliance training to ensure all team members had a consistent understanding of the new code, our values and what it means to operate in Dell's name. By the end of FY18, all of our eligible team members worldwide had completed the training. In addition, key target groups received training on several key regulatory risk topics, each aligned to the outcomes of our annual enterprise risk assessment.

We continued our tradition of sponsoring a meal at Dell's Worldwide Leadership Meeting and leveraging that valuable time to discuss critical compliance topics, complete with real case studies. In FY18, we hosted roughly 150 top global Dell executives, including Michael Dell, and focused on the emerging risks in the cybersecurity and privacy space. Presenters included Dell's new chief security officer, Dell's chief privacy officer and a former head of the Privacy Division of the U.S. Federal Trade Commission.

We also continued to share our philosophy and programs with customers. The Global Ethics and Compliance Team hosted a booth at our Dell EMC World customer conference, where we provided information about Dell's Global Privacy Program and our work to meet various data protection requirements and regulations. Dell's chief privacy officer spoke at a large session about the General Data Protection Regulation (GDPR) and how many of our customers are also preparing for its launch.

The Ethisphere Institute honored Dell as one of the World's Most Ethical Companies for the fifth year in a row.

We were also proud to become a founding member of the Business Ethics Leadership Alliance (BELA) South Asia Chapter, in partnership with Ethisphere Institute. We are a longstanding member of BELA in the U.S. In FY18, Dell's ethics and compliance and legal leadership in India engaged closely with internal business leaders and peer companies in the region to establish a BELA membership with the goal of fostering best practices and raising awareness of integrity and compliance as a business differentiator.

Working with third parties

We continued to expand our compliance efforts within Dell's supply chain, as well as among distribution partners, channel partners and other third parties. To make our distribution and channel ecosystem more accountable to our high standards, we introduced a unified Dell EMC Partner Code of Conduct. The code addresses critical risk topics, including ethics, anti-corruption, trade, gifts and entertainment, marketing development funds, and privacy. We also continued our vetting and red flag management program, which provides for transparency of ownership and other insights that allow us to evaluate and select third parties with greater confidence.

Regional ethics and compliance personnel also partnered with local factory leadership and the sustainability team to ensure we were prepared for and engaged fully in scheduled FY18 Responsible Business Alliance audits of key Dell and Dell EMC factories around the world. We are proud to say that all factories audited received high marks in the Ethics portion of the audit.

Protecting customer and Dell data

Data privacy and security are at the forefront of our customers' and employees' minds. At Dell, we are committed to protecting the personal data we hold on our own behalf and on behalf of our customers and employees. Dell's Global Privacy Program provides the foundation for protecting personal data worldwide, using best-in-class controls and processes to manage our employees' and customers' personal data. This program requires every one of our businesses and team members to protect personal data and to use it only for authorized purposes.

Over the past few years, Dell's global privacy team has been collaborating with our business partners to build upon our existing best-in-class Global Privacy Program by adding new and enhanced features to meet the new European Union GDPR requirements, which took effect May 25, 2108. Our customers can be assured that any personal data they entrust to us will be protected and handled in accordance with the GDPR data protection principles.