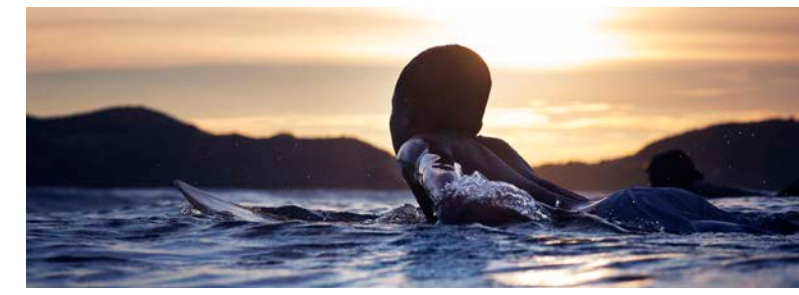# FY19 Corporate Social Responsibility Report

A PROGRESS REPORT ON OUR 2020 PLAN

DELLTechnologies

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Letter from Michael Dell

Recently I came across an old Dell document dated 1988 that said, "flexibility, change and responsiveness are the key characteristics that the organization will embody to succeed forever."

Well, it hasn't exactly been forever, but 35 years after starting this company, so far so good. We have stayed true to our principles and evolved from Dell into Dell Technologies, the essential infrastructure company. Our commitment to our customers has continued to evolve as well, expanding beyond providing the world's leading technology solutions to also being a leader in social and environmental responsibility.

We made a deep commitment to weave this responsibility throughout our business. We set out ambitious goals for ourselves and we constantly look for ways to transparently share our progress toward them with our customers and partners. The resulting 2020 Legacy of Good Plan covers four key areas of impact:

· Build sustainable and ethical supply chains.

· Care for the environment through design, planning and recycling in our products and operations.

· Strengthen local communities and transform lives with technology through partnerships with nonprofits around the globe.

· Cultivate a truly diverse and inclusive culture where all team members contribute fully with their talents and innovative ideas.

We have made steady progress, and in FY19, we achieved or in some cases exceeded many of our goals — for example, recovering more than 2 billion pounds of used electronics and using more than 100 million pounds of recycled materials in our products.

FY19 was an incredible year of progress in many other ways, too. We had the honor of being listed for the sixth time 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 for the 15th year in a row. And this year we were recognized as a World's Most Innovative Company by FastCompany.

We are announcing a new plan, *Progress Made Real — Our Vision for 2030*, that centers on the belief that our products should be developed sustainably and responsibly, that inclusivity and diversity are essential to our company, and that we must use our technology and our global reach to help solve the world's most pressing issues.

Our ultimate purpose at Dell Technologies is to create the technology that drives human progress. We also intend to ensure this technology reflects our values, our culture and how we run our business.

We are excited to first share our Legacy of Good achievements in this report — and welcome you to explore our work ahead at **DellTechnologies.com/ProgressMadeReal**. We know a responsible and inclusive business unleashes innovation, makes our team members proud, and builds trust with our customers and partners. Positive social impact is a business imperative, essential to our success.

Sincerely,

Michael Dell
Chairman and CEO
Dell Technologies

Letter from Christine Fraser & Brian Reaves

Technology has helped define the human experience, driving human progress in boundless ways. It opens our imaginations to new possibilities, holding the keys to solving some of the most pressing challenges facing our people and our planet.

Our 2020 Legacy of Good Plan galvanized us to examine these challenges from new angles. Working across our entire Dell Technologies value chain — customers, suppliers, partners, communities and team members — we've innovated to bring diverse groups and technologies together to advance progress and help solve complex problems.

This FY19 report provides an update on our 2020 Legacy of Good Plan, highlighting early completion and overachievement of many goals. We are proud to feature a few recent achievements:

· Meeting our goal to use 100 million pounds of sustainable materials in our products. In FY19, closed-loop plastics recovered from e-waste — through our electronics' recycling programs and other global collection sources — were used in over 125 models of new Dell Technologies products.

· Collaborating with suppliers to build their social and environmental responsibility. In the water-stressed Lake Taihu area of China, we sponsored partnerships with suppliers, local businesses and community groups to solve water quality issues. And we provided them with the training and tools to track their progress.

· Building the diverse workforce of the future. Since 2014, we have invested more than $65 million to create new career opportunities by providing underserved youth worldwide with access to comprehensive science, technology, engineering and math (STEM) education. We also became a founding member of Reboot Representation Tech Coalition, an initiative founded by Melinda Gates' Pivotal Ventures to double the number of black, Latina and Native American women graduating with computer degrees by 2025.

· Advocating for an inclusive culture that empowers all and celebrates our unique differences. By the end of FY19, 100 percent of Dell Technologies' executives and 11,000 team members had participated in Many Advocating Real Change (MARC). MARC is an immersive, foundational learning that engages team members in candid conversations about gender, diversity, stereotypes, unconscious bias and privilege.

Dell Technologies' commitment to driving social impact is embedded in all facets of our business. It extends to our customers and partners, who share our belief that together we can create a more just and sustainable world.

The initiatives we've pioneered have set a strong foundation for extending our commitment to a new plan: *Progress Made Real — Our Vision for 2030*.

By 2030, technology will transform every aspect of our world. It's up to us to harness technology for its highest and best use, guided by a diversity of perspectives and strong core values.

The stakes are incredibly high, but so is our commitment to creating a better world.

We invite you to learn more at **DellTechnologies.com/ProgressMadeReal**.

Sincerely,

Christine Fraser
Chief Responsibility Officer
Dell Technologies

Brian Reaves
Chief Diversity & Inclusion Officer
Dell Technologies

About Our 2020 Plan

In 2013, we set ambitious social and sustainability goals for achievement by 2020. These include recovering 2 billion pounds of used electronics, using 100 million pounds of recycled-content plastic and other sustainable materials in our products, and volunteering 5 million cumulative hours of service to the communities in which we live and work.

In the following pages, we report for the final time on our 2020 Legacy of Good Plan progress. We are proud of our work every day to build a Legacy of Good. And we're excited that this work has set a strong foundation for what we do next, as guided by our new approach outlined in *Progress Made Real — Our Vision for 2030.*

Our 2020 Plan Achievements

Our 2020 Legacy of Good Plan embedded our commitment to corporate social responsibility more deeply into Dell Technologies' DNA. Its goals outlined exactly how we would put technology and our expertise to work where they can do the most good for people and our planet. We rallied our global team around these targets and engaged our customers, communities, industry peers and stakeholders. As a result, we pushed the boundaries of our innovation and achieved more impact than we ever imagined. We're proud of all that we've achieved and the strong foundation we've set for *Progress Made Real — Our Vision for 2030*. Our work has established sustainability, diversity and technology as accelerators for successful customer and societal outcomes for years to come.

Used 100M pounds of sustainable materials in our products

- Closed the recycling loop, turning plastics from used electronics into new Dell Technologies products (over 125 models).
- Created shiny new motherboards by recycling gold from used ones.
- Used reclaimed carbon fiber from the aerospace industry in our mobility products.

Reduced the energy intensity of our product portfolio by 64 percent

- Reduced the energy intensity of our server portfolio by almost 78 percent since FY12.
- Reduced disk drive energy intensity (as a function of capacity) by 74 percent since FY12.
- Drove laptop efficiencies to require only $3 in annual electricity costs to operate, on average.

Recovered 2B pounds of used electronics

- Provided responsible recycling solutions for customers around the world to minimize their environmental impact.
- Made recycling easy, from Dell Reconnect offering consumers free drop-off at participating Goodwill® locations to Asset Resale and Recycling Services providing commercial customers with secure, on-site pickup.
- Fostered trust by following strict disposition and data sanitization standards.

Deepened customers' visibility into our supply chain

- Launched an annual Supply Chain Sustainability Report and published suppliers' aggregate audit results and links to their sustainability reports.
- Hosted annual customer tours of Dell Technologies' and suppliers' facilities.
- Helped suppliers develop and implement water risk mitigation plans.

Team members gave 5M hours of service to their communities

- Created a global online portal to connect team members to local charities' opportunities.
- Encouraged skills-based volunteering, from mentoring students to developing new nonprofit technology solutions.
- Held companywide events supporting Dell Technologies' strategic and community engagement partners.

Used our technology and expertise to help nearly 16M people grow and thrive

- Advanced the Dell Genomic Data Analysis Platform, enabling doctors to analyze pediatric cancer patients' genomic data faster and deliver personalized treatments to more critically ill children.
- Brought STEM education to underserved children worldwide, from girls' coding camps to solar-powered classrooms.
- Developed the Digital LifeCare Platform to revolutionize the Government of India's preventive health care system.

60 percent of global team members leverage flexible work options

- Encouraged team members to design their ideal working arrangements, including remote work, flexible hours and job sharing.
- Supported flex workers' needs through enhanced technology infrastructure, trainings and a Conexus employee resource group.
- Increased team member satisfaction and enabled Dell Technologies to hire talent in more locations.

88 percent of team members rate their leader as inspiring

- Developed an end-to-end, immersive leadership development program for all levels.
- Launched Dell Technologies Advantage to align all business leaders around our strategy.
- Became the first IT company to participate in Many Advocating Real Change, which explores unconscious bias, gender and diversity.

89 percent of team members are satisfied at Dell Technologies

- Drove measurable satisfaction increases through flexible work options, employee resource groups and leadership development trainings.
- Fostered a culture of open communication among all Dell Technologies businesses.
- Recognized as a great place to work with awards from Forbes, LinkedIn and FlexJobs.

2020 Goals Dashboard

This goals dashboard addresses key achievements for Dell Technologies and its unique family of businesses, except for **VMware**, which produces its own Global Impact Report.

The 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, all time bound by an end date of 2020.

This dashboard shares our final progress report on our 2020 Legacy of Good Plan, and specifically summarizes our FY19 progress. It notes the many 2020 goals we have met already, and those we are on track to achieve by 2020. We will continue our work related to these goals and our commitment to transparent, regular reporting.

Our new social impact plan, *Progress Made Real — Our Vision for 2030*, outlines our future priorities and commitments. Learn more at **DellTechnologies.com/ProgressMadeReal**.

Goal	Progress in FY19		3-year Trend	Progress to Goal	Related SDGs
Supply Chain[1]					
Supplier GHG Emissions Targets and Reporting					
By 2020, Dell Technologies' 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	**92% direct suppliers** **61% key logistics suppliers**	We are on track to meet our goal by FY20. Suppliers representing 92% of our direct materials spend, along with 61% of our key logistics suppliers spend (five of them), have set GHG emissions reduction targets and publicly report their emissions inventory. This represents a 10% increase for direct suppliers compared to FY18. This increase can be attributed to developing and delivering GHG training to our suppliers in partnership with CDP, while continually reinforcing our expectations. GHG emissions reductions reporting and target setting are scored on our supplier performance scorecard and reviewed with suppliers during quarterly business reviews.	FY19 92% FY18 84% FY17 81% 0% 20% 40% 60% 80% 95% Percentage of direct suppliers by spend with GHG reduction targets	**97%**[2] TO GOAL	Climate Action (13)

[1] The scope of the supply chain goals includes suppliers from Dell and Dell EMC, and excludes RSA, SecureWorks, Virtustream, Pivotal and Boomi.
[2] Progress to goal is being calculated based on direct suppliers only.

2020 Goals Dashboard (continued)

Goal	Progress in FY19		3-year Trend	Progress to Goal	Related SDGs
Supply Chain (continued)					
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[3] direct materials suppliers and select service suppliers[4]	**97%**	We are on track to meet our goal in FY20. Our aim is to audit 100% of our high-risk supplier facilities on a two-year cycle. During the FY18–FY19 cycle, 97% of our high-risk supplier facilities (including first-tier and subtier supplier facilities) underwent Responsible Business Alliance third-party audits. This represented a 7% increase over FY18. This increase can be attributed to our deepening engagement with suppliers to drive audits and scheduling audits to account for the increased number of suppliers after integrating the Dell and EMC supply chains.	FY19 97% / FY18 91% / FY17 90% — 0% 20% 40% 60% 80% 100% — High-risk supplier audits	**97%** TO GOAL	Decent Work and Economic Growth (8), Reduced Inequalities (10), 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	**201 supplier facilities with water risk mitigation plans**	We are on track to meet our goal in FY20. Through FY19, 201 of our supplier facilities in scope have submitted five-year water risk mitigation plans. This represents a 34% increase compared to FY18. This increase aligns with our roadmap for this goal, which requires collecting water risk mitigation plans from 50 new facilities every year. We also began sharing best practices and lessons learned with suppliers. We implemented new tools that make it easier for them to report data and improve its accuracy. During 2018, suppliers implemented 370 projects, ranging from water efficiency to water reuse improvements. These projects reduced the amount of wastewater discharged by 4.56 million cubic meters and saved 560,000 cubic meters of freshwater. Since we started tracking implementation of these plans two years ago, our suppliers have cumulatively implemented 480 projects. These have reduced the amount of wastewater discharged by 6.96 million cubic meters and saved over 1.38 million cubic meters of freshwater.	FY19 201 / FY18 150 / FY17 100 — 0 50 100 150 200 250 — Cumulative number of facilities with water risk mitigation plans	**80%** TO GOAL	Clean Water and Sanitation (6)[5], Responsible Consumption and Production (12)

[3] Suppliers are risk-assessed based on geographic location, business relationship, commodity and past audit performance.

[4] Suppliers of logistics, call centers and packaging, among other commodities, are included at Dell Technologies' discretion based on operational risk.

[5] This year we also added the linkage of the water risk mitigation plans goal to the U.N. SDG6. Although not direct, the implementation of the projects resulting from this effort are both reducing the amount of water discharges and increasing water use efficiency incrementally.

2020 Goals Dashboard (continued)

Goal		Progress in FY19	3-year Trend	Progress to Goal	Related SDGs

Supply Chain (continued)

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 Sustainability Reports

Goal	Progress in FY19	Detail	3-year Trend	Progress to Goal	Related SDGs
Ensure that Dell Technologies' suppliers representing 95% of direct materials spend publish a sustainability report in accordance with Global Reporting Initiative (GRI) or equivalent recognized global framework	**94%**	We are on track to meet our goal in FY20. In FY19, suppliers representing 94% of our direct materials spend published a sustainability report, a 4% increase compared to FY18. This increase can be attributed to our clear, consistent communication of our expectations to suppliers, including during our regular business reviews. In FY19, we conducted a comprehensive gap analysis of our suppliers' GRI reports to assess their adherence to specific requirements. We then implemented targeted actions to affect this goal. We have long believed that suppliers who publish corporate responsibility reports will better understand the scope of standards, related metrics, process management and controls necessary for responsible operations.	FY19 94% / FY18 90% / FY17 87% — 0% 20% 40% 60% 80% 95% — Percentage of direct suppliers with GRI reports	**99%** TO GOAL	Responsible Consumption and Production (12)

Environment

Scopes 1 and 2 GHG Emissions Reduction

Goal	Progress in FY19	Detail	3-year Trend	Progress to Goal	Related SDGs
Reduce global absolute greenhouse gas (GHG) emissions, Scopes 1 and 2 (MTCO$_2$e) market-based, by 40% as compared to a FY11 baseline	**38%**	We are on track to meet our goal in FY21. Through FY19, we reduced our global absolute GHG emissions, Scopes 1 and 2 market-based, by 38% compared to our FY11 baseline. This represents a 13% reduction compared to FY18. This reduction can largely be attributed to a decrease in electricity consumption and an increase in renewable energy purchased. The scope of this goal includes all Dell Technologies except for VMware.	FY19 38% / FY18 29% / FY17 16% — 0% 10% 20% 30% 40% — Percentage reduction of GHG (Scopes 1 + 2)	**95%** TO GOAL	Climate Action (13)
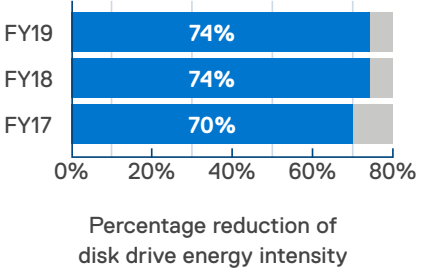
2020 Goals Dashboard (continued)

Goal		Progress in FY19		3-year Trend	Progress to Goal	Related SDGs
Environment (continued)						
Renewable Energy						
Source 50% of our total electricity from renewables (both purchased and on-site generation)		**33%**	We are on track to meet our goal in FY21. In FY19, we sourced 33% of our total electricity from renewables. This represents an 8% increase compared to FY18. We can attribute this increase to additional renewable electricity purchased. The scope of this goal includes all Dell Technologies except for VMware.	FY19 33% / FY18 29% / FY17 24% 0% 10% 20% 30% 40% 50% Percentage of renewable energy from total electricity consumption	**66%** TO GOAL	Affordable and Clean Energy (7), Climate Action (13)
Waste Diversion[6]						
Ensure 90% of waste generated in Dell Technologies-operated buildings is diverted from landfills		**98%**	In FY19, we met our goal. Our manufacturing facilities, which account for the largest source of our operational waste, diverted 98% of their total nonhazardous waste from landfills. This represents a 1% decrease compared to FY18. We estimate that the overall global diversion rate in our other Dell-operated buildings remains in the 50–60% range. The scope of this goal includes all Dell Technologies except for VMware.	FY19 98% / FY18 99% / FY17 99% 0% 30% 50% 70% 90% Waste diversion rate	**100%** TO GOAL	Responsible Consumption and Production (12)

[6] The FY19 progress, three-year trend and progress to goal are being calculated based on manufacturing facilities only.
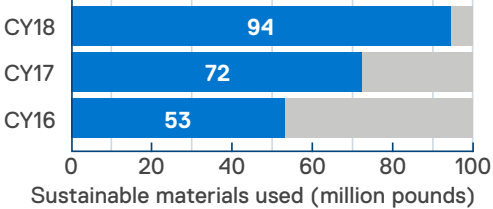
2020 Goals Dashboard (continued)

Goal	Progress in FY19		3-year Trend	Progress to Goal	Related SDGs
Environment (continued)					
Sustainability Initiatives					
Develop and maintain sustainability initiatives in 100% of Dell Technologies-operated buildings	**100%**	In FY19, we met our goal. 100% of Dell Technologies-operated facilities have 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 FY19, 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. The scope of this goal includes all Dell Technologies except for VMware.	FY19 100%, FY18 97%, FY17 97% — Percentage of Dell-operated facilities	**100%** TO GOAL	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%	**64%**	Our current trajectory should put us 93% toward our goal by the end of FY21, which is slightly off track. Through FY19, we have reduced our product portfolio energy intensity by 64%. This represents a 7% increase in performance (4 percentage points) compared to FY18, and an actual reduction in energy intensity of 13.6% over FY18. Since FY12, our baseline year, our server portfolio has achieved the greatest reduction. We have reduced the energy intensity of our server portfolio by almost 78%. In FY19, our customers' continued transition to our 14th generation servers was a key contributor to our improvement. We anticipate that the transition to 14G should be mostly complete during FY20. The scope of this goal includes Dell and Dell EMC-branded products.	FY19 64%, FY18 60%, FY17 54% — Percentage reduction of energy intensity	**81%** TO GOAL	Affordable and Clean Energy (7), Industry, Innovation and Infrastructure (9), Responsible Consumption and Production (12)

2020 Goals Dashboard (continued)

Goal	Progress in FY19		3-year Trend	Progress to Goal	Related SDGs
Environment (continued)					
To help achieve the energy intensity goal above, we will continue to track the following metric:					
Disk Drive Energy Intensity					
Reduce disk drive energy intensity (as a function of capacity) by 80% from a FY12 baseline	**74%**	We are on track to meet our goal by the end of FY21. Through FY19, we have reduced our disk drive energy intensity by 74%. Our progress remained unchanged compared to FY18. This was because there were no new spindle-based drives that were as energy efficient, with respect to capacity, as the ones introduced in FY18. Our expectation is that the next spindle drive introduced that demonstrates a decrease in energy intensity will enable us to meet the goal. This, however, comes with some uncertainty as we do not know the exact power requirements of drives until they are launched. The scope of this goal includes only Dell EMC hard disk drives.	FY19 **74%** FY18 **74%** FY17 **70%** 0% 20% 40% 60% 80% Percentage reduction of disk drive energy intensity	**93%** TO GOAL	Affordable and Clean Energy (7), Industry, Innovation and Infrastructure (9), Responsible Consumption and Production (12)

2020 Goals Dashboard (continued)

Goal	Progress in FY19		3-year Trend	Progress to Goal	Related SDGs

Environment (continued)

Sustainable Materials in Products

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

100[7] million pounds

We met our goal during the first half of CY19. At the end of 2018, we had used 94 million pounds of recycled-content plastic and other sustainable materials in our products, using FY14 as a baseline. In CY18, we used 22 million pounds of sustainable materials in our products. This represents a 31% increase compared to CY17. This increase can be attributed to our efforts to scale the reuse of plastics from used electronics. In CY18, 13.7 million pounds came from closed-loop efforts and 7.6 million pounds came from post-consumer recycled content (sourced from water bottles, etc.). We also used about 636,000 pounds of reclaimed carbon fiber across Dell Latitude™ and Precision products, 660 pounds of closed-loop rare earth magnets and 5 pounds of closed-loop gold.

We are restating our cumulative total and the amount of reclaimed carbon fiber for CY17 because we found an error in last year's calculation. The figures have been updated from 73 million pounds to 72.1 million pounds for the cumulative total, and from 1.3 million to 451,000 for the use of reclaimed carbon fiber for CY17. We have adjusted our process to avoid recurrence.

The scope of this goal includes Dell and Dell EMC-branded products. A breakdown of the different materials contributing to this goal is now available on our By the Numbers section, under Sustainable Products and Packaging.

CY18 94
CY17 72
CY16 53

0 20 40 60 80 100
Sustainable materials used (million pounds)

100% TO GOAL

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

[7] This figure is derived from data collected on a calendar year basis, and includes the first four months of CY19 in the total.

2020 Goals Dashboard (continued)

Goal		Progress in FY19		3-year Trend	Progress to Goal	Related SDGs

Environment (continued)

Sustainably Sourced Packaging Materials

Ensure 100% of product packaging is sourced from sustainable materials[8]

95%

Our current trajectory should put us 96% toward our goal by the end of FY21. In FY19, we maintained our progress for product and services packaging material by weight at 95%. Meanwhile we continued testing and evaluating cost-effective sustainable solutions for heavy products, particularly servers and storage. We will continue to identify opportunities to innovate in this area.

The scope includes product packaging and service parts packaging across all Dell products and Dell EMC packaging purchased in quantities greater than 1,000.

FY19 95%
FY18 95%
FY17 94%
0% 20% 40% 60% 80% 100%

Percentage of packaging sourced from sustainable materials

95%
TO GOAL

Responsible Consumption and Production (12)

Recyclable/Compostable Packaging

Ensure 100% of packaging is either recyclable or compostable[9]

95%

Our current trajectory should put us 96% toward our goal by the end of FY21. In FY19, we maintained our progress for product and services packaging material by weight at 95%. Meanwhile we continued testing and evaluating cost-effective, recyclable and compostable solutions for heavy products, particularly servers and storage. With a portfolio of over 300 products, we must reassess our packaging with each new model. We will continue to identify opportunities to innovate in this area.

The scope includes product packaging and service parts packaging across all Dell products and Dell EMC packaging purchased in quantities greater than 1,000.

FY19 95%
FY18 95%
FY17 94%
0% 20% 40% 60% 80% 100%

Percentage of packaging that is recyclable/compostable

95%
TO GOAL

Responsible Consumption and Production (12)

[8] 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.
[9] 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.

2020 Goals Dashboard (continued)

Goal		Progress in FY19	3-year Trend	Progress to Goal	Related SDGs
Environment (continued)					
Environmentally Sensitive Materials					
Phase out environmentally sensitive materials as viable alternatives exist		In FY19, Dell Technologies phased out six substances, including several phthalates. Additionally, in line with our commitment to follow a precautionary approach, we require our supply chain to report on six nonregulated endocrine-disrupting chemicals. These chemicals are generally recognized to potentially interfere with hormone systems. Because they are not regulated, it is challenging to restrict their use or make them reportable.			Responsible Consumption and Production (12)
Recovery of Used Electronics					
Recover 2 billion pounds of used electronics, using FY08 as our baseline	**2.1 billion pounds**	In FY19, we surpassed our goal, recovering 2.1 billion pounds of used electronics since FY08. This cumulative total represents an 8% increase compared to FY18. This increase can be attributed to rapidly increasing customer demand for data protection and responsible retirement of owned or leased hardware. We responded to this demand by expanding our PC as a Service bundle into new markets. Our stand-alone Asset Resale and Recycling Services for commercial customers also increased collections by over 30%. On an annual basis, we recovered close to 160 million pounds in FY19. This represents an 11% decrease compared to FY18. This reduction was driven by shrinking form factors: Electronics products continue to get smaller and more lightweight. The scope of this goal includes Dell and Dell EMC. Historic figures have not been backtracked. Dell EMC data has been added to the totals since the merger was completed in FY17.		**105%** TO GOAL	Responsible Consumption and Production (12)

Used electronics recovered (billion pounds)

FY19 2.1
FY18 1.9
FY17 1.8

2020 Goals Dashboard (continued)

Goal	Progress in FY19		3-year Trend	Progress to Goal	Related SDGs
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	**52% members engaged** **5.0 million cumulative hours**	Our current trajectory should put us 93% toward our goal by the end of FY21, which is slightly off track. In FY19, we partially met our goal: We reached the 5 million cumulative hours of service target, and 52% of team members registered at least one volunteer activity through our online tracking system. Overall, team members volunteered 890,000 hours in FY19 — the highest annual total in our history of the goal. This represented a 22% increase compared to FY18. This can be attributed to our year-round giving programs that empower team members to give to and volunteer with charities they are passionate about, and our emphasis on collaboration and skills-based volunteering. Since the launch of our goal, we have seen unique participation in volunteerism rise and fall due to several circumstances (Dell-EMC integration, awareness, etc.). Despite the challenges, we have always remained above the industry average for unique participation.[10] The scope of this goal includes Dell and Dell EMC.	Percentage of team members engaged Million cumulative hours	**85%** TO GOAL	Zero Hunger (2), Quality Education (4), Climate Action (13), Partnerships for the Goals (17)

[10]According to the Boston College Center for Corporate Citizenship's **2019 Community Involvement Study**, nearly 70 percent of companies with over $5 billion in annual revenue had an employee volunteerism rate of 35 percent or less.

2020 Goals Dashboard (continued)

Goal	Progress in FY19		3-year Trend	Progress to Goal	Related SDGs
Communities (continued)					
Technology in Underserved Communities					
Apply our expertise and technology in underserved communities to help 4 million youth directly[11] and support 12 million people indirectly to grow and thrive	**3.6 million cumulative direct impact** **12.6 million cumulative indirect impact**	We are on track to meet our goal in FY20. In FY19, we partially met our goal, reaching more than 3.6 million youth directly and over 12 million people indirectly. Our strategic giving initiatives directly impacted over 992,000 youth and indirectly impacted 1.4 million people. This represented a 38% increase and a 13% increase, respectively, compared to FY18. One key growth driver was the move to provide more districtwide programs during the school day, complementing Dell Technologies' existing after-school programs. These programs include our Solar Learning Labs (18 locations worldwide), Girls Who Code and learning platforms for students with disabilities. The scope of this goal excludes Pivotal and VMware.	FY19 3.6 FY18 2.6 FY17 2.2 0.0 1.0 2.0 3.0 4.0 Youth helped directly (million) FY19 12.6 FY18 11.2 FY17 10.1 0.0 2.0 4.0 6.0 8.0 10.0 12.0 People helped indirectly (million)	**98%** TO GOAL	No Poverty (1)[12], Quality Education (4), Gender Equality (5), Reduced Inequalities (10)[12], Partnerships for the Goals (17)

[11] Direct impact is a measurement of the youth enrolled in Dell Technologies-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.
[12] Contribution to these SDGs is indirect, but we want to recognize the interconnected nature of the SDGs.
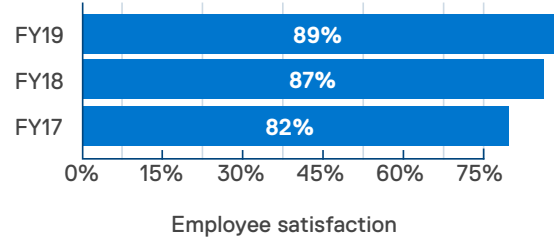
2020 Goals Dashboard (continued)

Goal		Progress in FY19		3-year Trend	Progress to Goal	Related SDGs
People						
Inspirational Leadership						
Increase engagement and drive inspirational leadership by achieving a goal of 75% of team members rating their leader as inspiring	88%	In FY19, we surpassed our goal, with 88% of team members rating their leaders as inspiring. This represents a 1% increase compared to FY18. This increase can be attributed to the expansion of our leadership development programs. In FY19, we implemented two particularly important offerings. One new program, The Trust Advantage, educates executives and their teams on the importance of trust and builds their capabilities for increasing it. The other, Advanced Leadership Experience, helps midlevel leaders develop behaviors of inspiring leadership. This goal's metric is based on the average rating employees give their leaders during our annual, internal Tell Dell employee opinion survey of Dell Technologies employees, excluding VMware, SecureWorks and Pivotal.		FY19 88% FY18 87% FY17 82% 0% 15% 30% 45% 60% 75% Inspirational leadership performance	**117%** TO GOAL	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	30%	Our current trajectory should yield a 33% engagement by the end of FY21. At the end of FY19, 30% of team members were engaged in 13 different employee resource groups (ERG), with 370 chapters in over 60 countries. This represents a 7% increase compared to FY18. ERG growth was positively impacted by events such as Regional ERG summits, CX Day, Dell Technologies World, Field Readiness Summit and local ERG events. Though our trajectory is slightly off target, please note that we decided not to change the company ERG goal post the company integration with EMC. That said, we have seen substantial growth rates since that time. We continue to demonstrate and raise employees' awareness of ERGs' business impact. We will also continue to promote the benefits of ERG membership via companywide communications and events. The scope of this goal includes all Dell Technologies employees, excluding VMware, SecureWorks and Pivotal.		FY19 30% FY18 28% FY17 23% 0% 10% 20% 30% 40% ERG engagement	**75%** TO GOAL	Gender Equality (5), Decent Work and Economic Growth (8), Reduced Inequalities (10)

2020 Goals Dashboard (continued)

Goal	Progress in FY19		3-year Trend	Progress to Goal	Related SDGs
People (continued)					
Flexible Work Options					
Encourage eligible team members to leverage flexible work options, increasing global participation to 50%	**60%**	In FY19, we surpassed our goal, with 60% of Dell Technologies team members indicating they leveraged work flexibility in their jobs (defined as working remotely at least one day a week in a typical month). This represents a 3% increase compared to FY18. This increase can be attributed to continually promoting work flexibility's value to our company and team members, simplifying the process of leveraging flexible work options, and harmonizing the Connected Workplace program in eight additional countries. This boosted our reach to 36 countries total and made workplace flexibility available to 75% of Dell Technologies team members (up from 55% in FY18). The scope of this goal excludes Pivotal, Boomi and VMware.	 Team members leveraging flexible work options	**120%** TO GOAL	
University Hiring					
Increase university hiring to a rate of 25% of all external hiring	**24%**	We are on track to meet our goal in FY20. In FY19, our university hiring rate was 24%. This represents a 69% increase compared to FY18. In FY19, all business units strengthened their focus to build a talent strategy around this goal. This included clearly identifying the targeted roles for recent graduate hiring and ensuring we have development programs in place to help accelerate the growth of new team members. In addition, we revised our definition of a university hire, from candidates who graduated within the past 12 months to those who have completed a bachelor's degree program and have up to three years of experience. This aligns with industry best practices. It gave us access to a wider pool of recent graduates, as we've found our open positions don't always align with traditional graduation seasons. Also, some students take a "gap year" after graduation, and others try out other careers before pursuing a technology path. The scope of this goal excludes Pivotal, Boomi and VMware.	 University hiring	**95%** TO GOAL	Decent Work and Economic Growth (8), Reduced Inequalities (10)

2020 Goals Dashboard (continued)

Goal	Progress in FY19		3-year Trend	Progress to Goal	Related SDGs
People (continued)					
Employer of Choice					
Be recognized as a best-in-class Employer of Choice as determined by objective internal and external measures		In FY19, we met our goal, and we continued to be recognized as an Employer of Choice in countries across the globe. Our opportunities for flexible work continue to earn team members' appreciation and industry recognition, with rankings by FlexJobs Top 100 Companies with Remote Jobs in 2019 (#17) and Indeed's Top-Rated Companies for Work/Life Balance in 2018 (#13). Forbes named us to the Best Employers for Diversity 2019 list (#255).			Decent Work and Economic Growth (8)
Team Member Satisfaction					
Achieve 75% favorable responses (or higher) in team member satisfaction globally as measured through the annual employee satisfaction survey	**89%**	In FY19, we surpassed our goal, with 89% of team members indicating they were satisfied with the company and the work they are engaged in. This represents a 2% increase compared to FY18. This increase can be attributed to the implementation of The Strategy Cascade process, which helps team members understand our company's four key goals and how their work contributes to their achievement. Another driver was the launch of our People Philosophy, which elevates our commitment to providing a great place to work where team members are inspired to be their best and do their best work.

The scope of this goal includes all Dell Technologies employees, excluding VMware, SecureWorks and Pivotal. | FY19 89% FY18 87% FY17 82% 0% 15% 30% 45% 60% 75% Employee satisfaction | **119%** TO GOAL | Decent Work and Economic Growth (8) |

2020 Goals Dashboard (continued)

Goal		Progress in FY19	3-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		Since FY14, we have completed five studies of potential approaches to measurement. Two of these were completed in FY19. One study measured social impact in our supply chain. The other, titled Measuring Impact at Scale, looked at an economic sectorwide approach to measuring the effect of IT on carbon emissions.			Responsible Consumption and Production (12), Partnerships for the Goals (17)
Measurement of Solutions					
Identify and quantify the environmental benefits of IT-based solutions		In FY19, we published two studies looking at sustainability-related outcomes from specific IT-based solutions, for a total of four such studies since FY14. One study released this year focused on sustainability-related outcomes from the application of open data to mobility systems. The other explored the role of IT in enabling the integration of wind energy into the Texas electric grid.			Responsible Consumption and Production (12), Partnerships for the Goals (17)

Supply Chain
FY19 Progress Highlights

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

2020 Goal:

By 2020, Dell Technologies' 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

Goal Status:

We have made significant progress toward this goal. Dell Technologies' suppliers representing 92 percent of our direct materials spend have set GHG emissions reduction targets and publicly report their emissions inventory, a 10 percent increase over FY18. In addition to our direct suppliers, five of our key logistics suppliers, representing 61 percent of spend from key logistics suppliers, have also set GHG emissions reduction targets.

FY19 Progress:

- Partnered with **CDP** to conduct two trainings to help suppliers set science-based GHG emissions targets and build their measurement capabilities.

- Continued working with suppliers to understand their current energy conservation initiatives and identify the renewable energy they source.

2020 Goal:

Demonstrate 100% transparency into key issues within our supply chain, working with suppliers to mitigate risks in those areas

Goal Status:

To help achieve this goal, we track the following metrics (subgoals):

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

- 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

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

FY19 Progress:

- Continued to track subgoal performance (see the following pages).

- Continued to publish our **Supply Chain Sustainability (SCS) Progress Report**, and published our supply chain's aggregate audit compliance as well as links to suppliers' sustainability reports.

- Hosted in-person customer tours of our supplier facilities — a practice we began in 2015.

- Worked with Dell Technologies' industry peers to develop industrywide solutions to challenges among shared suppliers. We actively participated in the Responsible Business Alliance and NextWave (two industrywide groups we helped establish in 2004 and 2017, respectively) as well as in groups such as the Clean Electronics Production Network, Responsible Materials Initiative and Responsible Labor Initiative.

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[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.

Supply Chain (continued)
FY19 Progress Highlights

Subgoal:

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

Goal Status:

During the FY18–FY19 audit cycle, 97 percent of Dell Technologies' high-risk supplier facilities (including first-tier and subtier supplier facilities) underwent third-party audits based on the Responsible Business Alliance (RBA) Code of Conduct.

FY19 Progress:

- Continued to audit high-risk and other targeted suppliers at least every other year to ensure they are upholding the high standards of ethical behavior outlined in the **Responsible Business Alliance Code of Conduct**. The percentage of our high-risk suppliers audited increased by 7 percent over FY18.

- Addressed audit **findings** by requiring suppliers to complete corrective action plans and then conducting follow-up audits to ensure they closed the gaps. Improvements in suppliers' audit scores over time show this approach has supported their adoption of industry standards designed to protect workers and the environment. For instance, 62 percent of suppliers that underwent their second audit cycle in 2018 improved their scores compared to their prior audit.

- Added additional trainings for suppliers with priority or recurring issues to advance responsible practices based on their specific needs. These included three webinars for 112 people representing 34 suppliers on topics related to emergency preparedness, occupational safety, and injury prevention and investigation.

- Developed the internal audit capabilities of suppliers that were not meeting Dell Technologies' expectations. We offered training to 42 suppliers on best practices around internal controls and management systems. This empowered our suppliers to use their audit findings to better manage social and environmental responsibility risks on their own. Participating suppliers saw their third-party RBA audit scores increase by 39 points on average.

- Supplemented capability-building work with training provided directly to the people working on our suppliers' factory floors. We have educated more than 50,000 workers via their mobile phones on topics including emergency preparedness and how to use protective gear. These workers' awareness of labor rights and environmental, health, and safety measures increased by up to 6 percent after completing the mobile training.

[1] Suppliers are risk-assessed based on geographic location, business relationship, commodity and past performance.
[2] Suppliers providing services at Dell Technologies facilities, such as security, janitorial and food management, are included at Dell Technologies' discretion based on operational risk.

Supply Chain (continued)
FY19 Progress Highlights

Subgoal:

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

Goal Status:

At the end of FY19, 201 of our top 250 direct materials supplier facilities in water-stressed regions or with water-intensive processes had submitted five-year water risk mitigation plans.

FY19 Progress:

- Collected water risk mitigation plans from 51 additional suppliers and continued to track which Dell Technologies suppliers have the highest water use and/or are in water-stressed locations. We are on track to meet our goal by collecting the final 49 plans by the end of FY20.

- Helped high-risk suppliers develop and implement water risk mitigation plans, which outline projects to increase water recycling and reuse. In 2018, suppliers implemented 370 projects outlined in their plans, reducing wastewater discharge by 4.56 million cubic meters and saving over 560,000 cubic meters of freshwater. These conservation efforts reduce pressure on communities' water sources so it is available for other purposes.

- Built water stewardship in the Lake Taihu area of China by engaging 28 entities in regular community roundtables. Dell Technologies suppliers, local community representatives, other consumer brands and industry groups discussed how we can collectively improve water quality and community health. Participants have implemented programs to use more recycled water, manage water metering, and store and treat wastewater sludge. They track their progress using Dell Technologies-provided training and tools and collaborate with one another for advice. We plan to hold more roundtables in FY20.

- Helped two Lake Taihu-area suppliers pursue certification to the **Alliance for Water Stewardship** (AWS). We will continue to drive suppliers to become AWS certified. We are also working with AWS to share best practices in wastewater treatment mechanisms with stakeholders.

Subgoal:

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

Goal Status:

Suppliers representing 94 percent of our direct materials spend published a sustainability report in accordance with **GRI** or an equivalent recognized global framework.

FY19 Progress:

- Shared links to suppliers' sustainability reports and sustainability websites (if available) on the **Dell Technologies website**.

- Asked suppliers to publish pollution data on the Institute of Public and Environmental Affairs (IPE) public database. Dell Technologies and others can use this to monitor suppliers' performance and drive corrective actions. This helped us maintain our No. 2 ranking for transparency among all industries in IPE's Corporate Information Transparency Index. It also contributed to the progress we have made since being ranked 56th in 2014.

Read more: Dell Technologies' **Supply Chain Sustainability (SCS) Progress Report** outlines our partnership with suppliers and stakeholders to drive sustainable change and create long-term success.

Environment
FY19 Progress Highlights

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.

2020 Goal:

Reduce global absolute greenhouse gas (GHG) emissions, Scopes 1 and 2 (MTCO$_2$e) market-based, by 40% as compared to a FY11 baseline

Goal Status:

- At the end of FY19, we had reduced absolute Scopes 1 and 2 emissions by 38 percent compared to a FY11 baseline. This put us 95 percent toward meeting our goal, and we remain on track to meet the 2020 goal.

FY19 Progress:

- Completed our first full assessment of energy use by location and function (offices/manufacturing/labs/IT) since the integration of Dell and EMC. At the same time, we established an internal team to investigate advanced opportunities for energy sourcing, specifically focused on renewables. We expect these efforts to continue and to be critical for management of our Scope 1 and 2 emissions as Dell Technologies' sustainability programs move forward.

2020 Goal:

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

Goal Status:

In FY19, renewable energy represented 33 percent of our total electricity consumption, putting us 66 percent toward meeting our goal. We remain on track to meet the 2020 goal.

FY19 Progress:

- We continued to increase the quantity of renewable energy purchased from local providers in locations throughout the U.S. and Europe, and through the purchase of renewable energy certificates in the U.S.

2020 Goal:

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

Goal Status:

In FY19, we met our goal. Our manufacturing facilities, which account for the largest source of our operational waste, diverted 98% of their total nonhazardous waste from landfills.

We estimate that the overall global diversion rate in our other Dell-operated buildings remains in the 50–60% range.

FY19 Progress:

- Pledged to **eliminate the use** of single-use, noncompostable plastic straws across Dell Technologies' global facilities. At the end of FY19, 83 percent of Dell Technologies-provided employee cafés, canteens and bistros were using paper or other compostable products, or no straws at all.

- Expanded our robust global composting programs in FY19 after interviews with Dell Technologies facility managers revealed our U.S. cafeterias offer a great waste reduction opportunity. The cafeteria servicing Dell Technologies' large Austin campus debuted new waste stations that enable team members to separate compostables, recyclables and landfill trash. This mirrors what several of our other locations around the world have already implemented. Additionally, Dell Technologies-provided cafeterias in the U.S. use compostable servingware and encourage refills to minimize plastic waste.

2020 Goal:

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

Goal Status:

We met our goal: 100 percent of Dell Technologies-operated facilities have 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.

FY19 Progress:

- 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.

- Continued ongoing collaboration across Dell Technologies to develop sustainability initiatives. Many initiatives are run by our team members, such as our Planet employee resource groups' beach cleanups, recycling drives and other year-round activities. Some sitewide programs — for example, eliminating disposable coffee cups — are championed by local business leaders. Our facilities teams also take on many projects, both directly, like installing solar panels on buildings, and in response to team members' requests, such as installing electric vehicle chargers.

- Earned two Green Globes for Sustainable Interiors from **Green Globes®**, the Green Building Initiative's green building certification program, for renovating two floors of the Round Rock 1 building at Dell Technologies' global headquarters in Texas. The makeover, completed in FY19, was the latest phase of a multiyear renovation project across both Central Texas campuses. The improvements will set a new global design standard for other Dell Technologies facilities. They included LED lighting with motion and photocell sensors for automatic turnoff; low water-use **WaterSense®-certified** plumbing fixtures; and low-VOC paints, carpeting and furniture. Renovated areas are expected to see a 50 percent reduction in the energy used for lighting and a 30 percent reduction in domestic water usage.

- Recognized by local government for our Chengdu, China, manufacturing facility's water management and conservation efforts.

- Won two national awards recognizing our multiple sustainability programs in India: Special Commendation for Golden Peacock Award for Sustainability and the Green Champion Award from the Indian Green Building Council. Additionally, one of our large facilities in Bangalore set a goal in FY17 to reduce single-use plastics in the office by 90 percent by 2020. As of the end of FY19, the team was well on its way to achieving this target.

2020 Goal:

Reduce the energy intensity of our product portfolio by 80%

To help achieve this goal, we also track our performance toward the following subgoal: Reduce disk drive energy intensity (as a function of capacity) by 80% from a FY12 baseline

Goal Status:

We have reduced the energy intensity of our product portfolio by 64 percent from a FY12 baseline (an improvement of 13.6 percent, or 5 percentage points, from FY18). Projections indicate we should achieve at least a 73 percent reduction by the end of FY21.

FY19 Progress:

- Achieved a 23 percent increase in total portfolio capability (measure of products' ability to do work) from FY18 to FY19. This offset the 8.2 percent increase in the absolute energy footprint[1] of enterprise and client products during the same time period, driven by Dell Technologies' business growth. The energy footprint of our monitors continues to increase primarily due to rising sales (12.7 percent from 2017 to 2018) and demand for higher-resolution displays. Monitors are not currently included in our overall portfoliowide energy intensity calculations.

- Reduced the energy intensity of our server portfolio by almost 78 percent from a FY12 baseline. FY19 was the first full year of sales for the more energy-efficient 14th generation of Dell PowerEdge™ servers, which was a key driver of energy intensity reductions this year.

[1] Energy footprint is the total amount of energy consumed by a product line, whereas energy intensity refers to energy used per unit of work.

FY19 Progress (continued):

- Continued to look deeper into each product's lifecycle to identify the greatest opportunities for driving efficiencies. Because we have already reduced energy intensity so much, it is getting harder to uncover significant improvement that will be meaningful for customers. Our laptop energy efficiency gains are one example. The average electricity cost of running a laptop for a year is approximately $3.

- For information on this goal, the calculation methodology and how Dell Technologies' metric has led to new perspectives on IT energy intensity, see our **2020 Energy Intensity Goal Mid-term Report**.

Subgoal:

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

Goal Status:

Through FY19, we have reduced our disk drive energy intensity by 74 percent.

FY19 Progress:

- Remained at the same energy intensity level as FY18 because there were no new spindle-based drives that were as energy efficient, with respect to capacity, as the ones introduced during the previous year. We expect the next spindle drive introduced that demonstrates a decrease in energy intensity will enable us to meet the goal. This, however, comes with some uncertainty as we do not know the exact power requirements of drives until they are launched.

Portfolio Energy Intensity
Lifetime MWh/Delivered Capability

Percent of FY12 Baseline

Legend: Target, Clients, Networking, Storage, Servers, Monitors, Portfolio
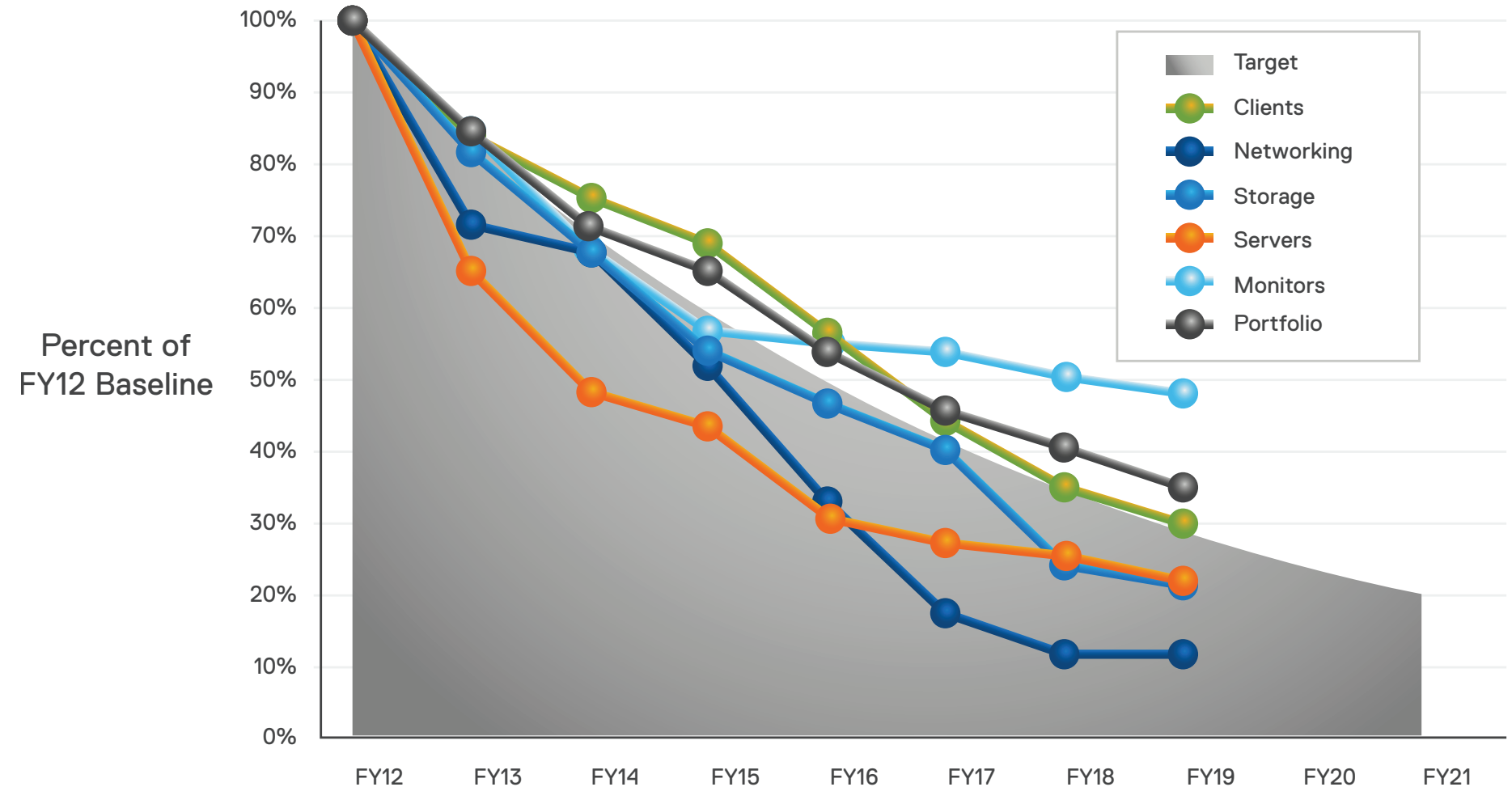
History of Dell's product portfolio energy metric showing overall results, as well as breakdown by product type.

2020 Goal:

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

Goal Status:

We met our goal during the first half of CY19, ahead of schedule even after increasing the goal in January 2017 from the original target of 50 million pounds. At the end of 2018, we had used 94 million pounds of recycled-content plastic and other sustainable materials in our products, using FY14 as a baseline.

FY19 Progress:

- Continued driving circular principles deeper into our supply chain and operations, and more broadly into new product categories. Dell Technologies believes that we and other companies must move from a traditional, linear economic model to a circular economic model. Such a model keeps materials in use for as long as possible, maximizing their value and reducing waste.

- Grew Dell Technologies' supply chain of closed-loop plastics recovered from e-waste. This process recycles plastics from used electronics — collected through the **Dell Reconnect Partnership with Goodwill®**, our **Asset Resale and Recycling Services (ARR)** in the U.S., and other global col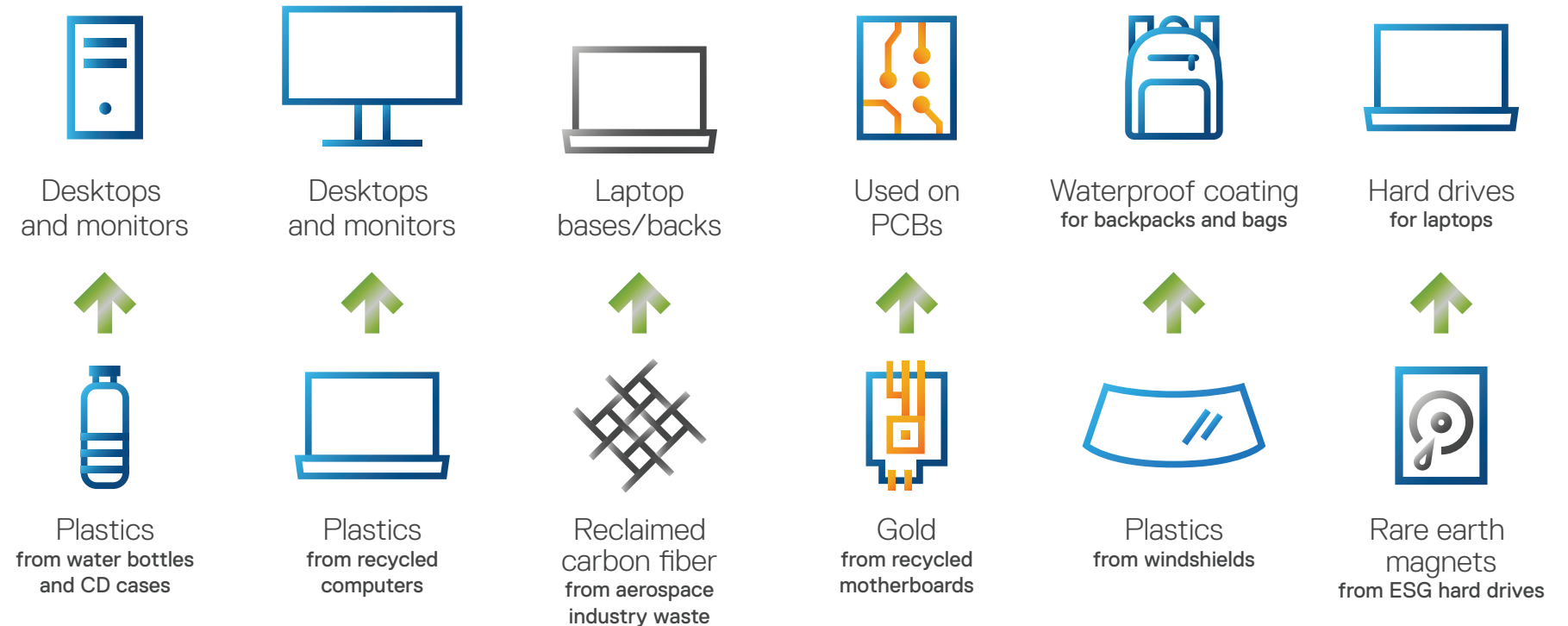lection sources — into new plastic parts for our products. Since pioneering this process in FY15, we've used more than 35 million pounds of closed-loop plastics in over 125 models of our products.

- Began shipping the **Dell Latitude™ 5285 2-in-1** with motherboards containing gold recycled from old motherboards collected through Dell Reconnect and ARR.

- Continued using open-loop sources of plastics. Since FY14, we have used 56.9 million pounds of post-consumer, recycled-content plastics from sources such as beverage bottles and CD cases in hundreds of product models. We have also used 2 million pounds of reclaimed carbon fiber from the aerospace industry, helping make mobility products stronger, lighter and thinner.

- Partnered with Teleplan and Seagate to create a new process for closed-loop recycling of rare earth magnets, which are used in many technology products. Teleplan will recover the magnets from recycled enterprise equipment collected through Dell Technologies' takeback programs, extract rare earth oxides and then reform them into new magnets for Seagate hard drives. In a May 2019 pilot program, we will use reformed drives in select Dell Latitude 5400 and 5500 laptops. This is the first time Dell Technologies has recycled materials from enterprise equipment into client computing equipment.

- Applied a process that uses recycled polyvinyl butyral (rPVB) from car windshields to create the protective, water-resistant coating of our laptop bags and backpacks. We launched these products in February 2019. This is an example of Dell Technologies' continual search for new opportunities to use recovered materials instead of raw materials.

Innovative circular material use

Desktops and monitors	Desktops and monitors	Laptop bases/backs	Used on PCBs	Waterproof coating **for backpacks and bags**	Hard drives **for laptops**
Plastics **from water bottles and CD cases**	Plastics **from recycled computers**	Reclaimed carbon fiber **from aerospace industry waste**	Gold **from recycled motherboards**	Plastics **from windshields**	Rare earth magnets **from ESG hard drives**

2020 Goal:

Ensure 100% of product packaging is sourced from sustainable materials[1]

Goal Status:

In FY19, 95 percent of Dell Technologies' product packaging was sourced from sustainable materials. Our current trajectory should yield 96 percent by the end of FY21, which is slightly off track of the goal.

2020 Goal:

Ensure 100% of packaging is either recyclable or compostable[2]

Goal Status:

In FY19, 95 percent of Dell Technologies' product packaging was sourced from recyclable or compostable materials. Our current trajectory should yield 96 percent by the end of FY21, which is slightly off track of the goal.

FY19 Progress:

The progress points outlined below apply to both these goals. All of the sustainable materials we used in packaging in FY19 are also recyclable or compostable.

- Developed packaging for the Dell Technologies portfolio, which has more than 300 products. This requires the reassessment of packaging configurations with every new model. Our progress toward the sustainable packaging goal is a remarkable achievement, given our work requires innovating and testing new materials, developing new global supply chains, and designing environmentally preferable yet protective packaging configurations for every product we ship worldwide.

- Evaluated opportunities to introduce new packaging materials. We have innovated to use many packaging materials over the years, including bamboo, wheat straw, AirCarbon™ plastic, molded paper pulp and mushroom-based packaging. We have done so while continually reducing cost and improving protective performance of these innovative materials.

- Continued to source and test appropriate materials and technologies that can protect large, heavy and expensive equipment — and continued to close the remaining gaps in reaching the sustainable packaging goal.

- Continued to use abundant recycled and renewable materials, such as corrugate for boxes and molded paper pulp for protective cushions, for most Dell Technologies shipments. These materials are low-cost, deliver the required product protection and are widely recyclable.

- Worked to reduce the amount of packaging used in shipments. We used Dell Technologies' proprietary Finite Element Analysis system to discover areas where we can design new configurations that use less material while still fully protecting shipments.

- Expanded the use of ocean-bound plastics in packaging trays for Dell XPS laptops. We also developed new lines of business to incorporate in the coming year.

[1] 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.
[2] 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.

2020 Goal:

Phase out environmentally sensitive materials as viable alternatives exist

Goal Status:

In FY19, we completed this goal as outlined below. We will continue using the precautionary principle outlined in our Chemical Use Policy to drive our work in this area.

FY19 Progress:

- Phased out six substances of concern, including several phthalates, from Dell Technologies' products and their components. Electronics products and their components are composed of thousands of materials. Some of the materials that perform helpful functions, such as stabilizing plastics or preventing fires, may also have harmful effects on humans and the planet — especially if they are not managed appropriately at the end of a product's life.

- Began requiring Dell Technologies suppliers to report their use of six nonregulated endocrine-disrupting chemicals (EDCs). It is generally recognized that EDCs can interfere with hormone systems, but it is challenging to restrict or require reporting on unregulated substances.

- Continued to employ the precautionary principle outlined in our **Chemical Use Policy**, voluntarily avoiding substances if reasonable scientific grounds indicate they could be harmful to humans or the environment. Our early phaseouts are often well ahead of legal requirements. This requires continual monitoring of materials usage and cooperation with our supply chain. For example, we've restricted the use of four phthalates (DEHP, BBP, DBP and DIBP) in all newly designed products since January 2015. This is over four years ahead of the RoHS **(the European Union's Restriction on Hazardous Substances in electrical equipment)** deadline of July 22, 2019.

- Continued to work with industry associations, suppliers, peers and nongovernmental organizations to identify potential changes to materials regulations worldwide. For Dell Technologies and the industry, RoHS and REACH **(the European Union's framework for the Registration, Evaluation, Authorization and Restriction of Chemicals)** continue to be among the strictest and most wide-reaching regulations.

- Regularly updated our **Materials Restricted for Use list**, adding substance restrictions as well as reporting requirements. We continued to proactively monitor developments in chemistry to identify potential areas of concern.

2020 Goal:

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

Goal Status:

We surpassed our goal, recovering 2.1 billion pounds of electronics since FY08.

FY19 Progress:

- Developed a new **global recycling landing page** that makes it easier for customers to find the available Dell Technologies recycling options in their area. Dell Technologies has one of the largest technology recycling programs in the industry, with convenient options for customers worldwide to return their used equipment of any brand, in any condition. For all programs, our partners follow our **data sanitization practices** for protecting customers' data and the **Dell Electronics Disposition Standard** for responsible recycling, which both meet or exceed regulatory guidelines.

- Our **Asset Resale and Recycling Services** (ARR) for commercial customers increased collections by more than 30 percent compared to FY18. This program provides pickup logistics, data protection and responsible retirement of any brand of owned or leased hardware. It also includes detailed reporting of each system's journey from collection to final disposition. In FY19, ARR returned more than $23 million in resale value to commercial customers.

- Expanded our **PC as a Service** (PCaaS) into new markets and met sales goals. PCaaS simplifies PC lifecycle management by combining hardware, software, lifecycle services and financing into one all-encompassing solution. We plan to expand into more markets in FY20.

- Marked 15 years of **Dell Reconnect**, our partnership with Goodwill®. Dell Reconnect enables customers to drop off their used electronics at more than 2,000 Goodwill locations across the U.S. for free recycling. The program has collected over 500 million pounds of used electronics since FY08. It has helped people with disabilities and disadvantages learn to recycle electronics and gain other technical skills and training.

- Piloted a Trade-in Swap and Incentive Program between Dell EMC and Teleplan to give new life to nonfunctioning hard drives collected from used storage products. They are now wiped, rebuilt and sold in markets rather than being shredded and recycled. This has generated $13 million to date and has kept 303 tons of material out of the waste stream. In a partnership developed with Teleplan and Seagate in FY19, the nonreusable drives will be mined for rare earth magnets, which will then be recycled into magnets for new hard drives. This underscores Dell Technologies' commitment to reusing systems and their parts whenever possible to keep materials circulating for as long as they have a useful life.
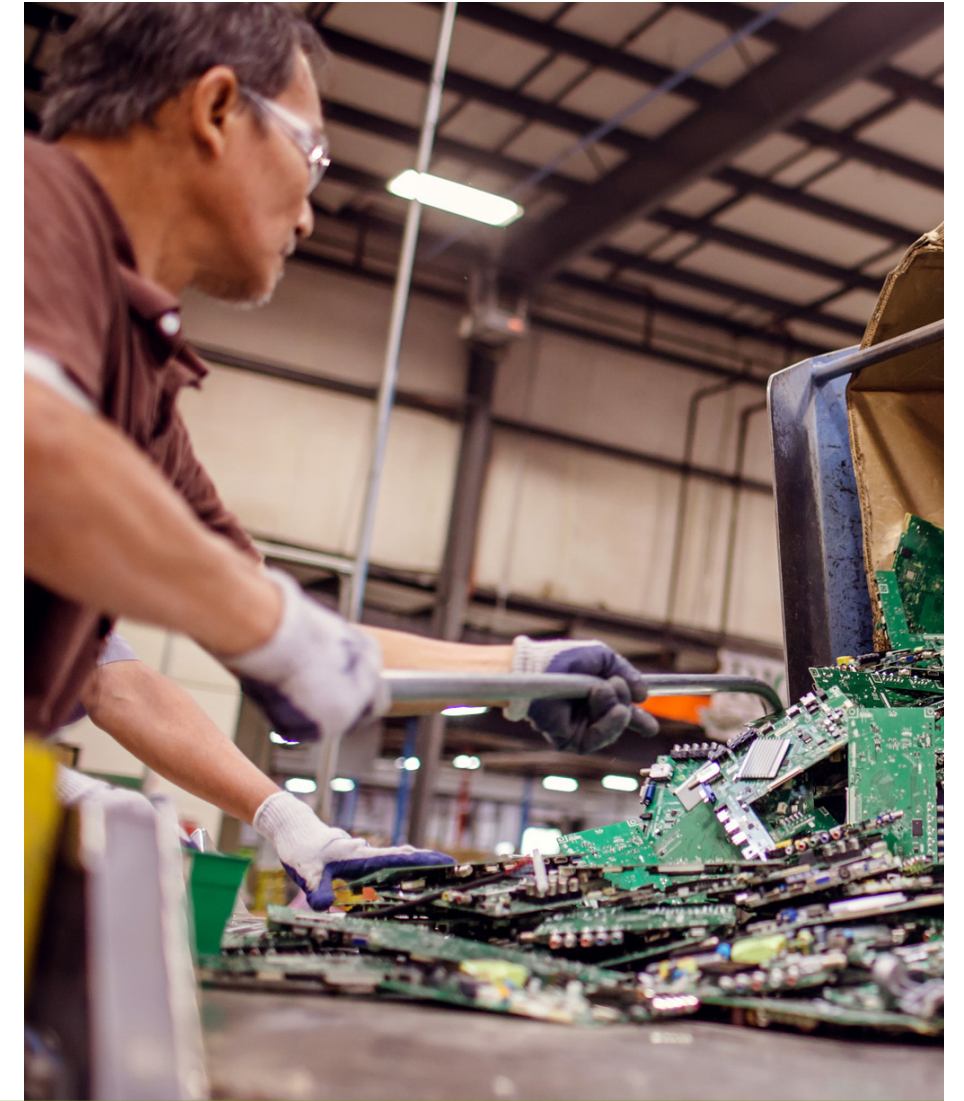
Read more: Dell Recovered 2 Billion Pounds of Used Electronics
Read more: Achievements in Circular Design and Sustainability

Communities
FY19 Progress Highlights

As a global technology provider and corporate citizen, Dell Technologies sees 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.

2020 Goal:

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

Goal Status:

In FY19, we met one of the goal's two targets: providing 5 million cumulative hours of service to the communities in which we live and work, using FY14 as a baseline. Fifty-two percent of team members registered at least one volunteer activity in Dell Technologies' online tracking system in FY19 — up from 49 percent in FY18.

FY19 Progress:

- Encouraged Dell Technologies team members to volunteer their time and talents to help their favorite local and global charities. In FY19, team members logged 890,000 hours of service. This was the highest annual total ever and represented a 22 percent increase from FY18. Their work positively impacted 13,600 charities worldwide, with education and human services being the most popular causes. We promoted skills-based volunteering, empowering team members to use their professional capabilities to help organizations drive results.

- Found that team members who volunteered scored higher on all measures of job satisfaction according to the annual Tell Dell employee opinion survey.

- Continued to benchmark Dell Technologies' volunteerism engagement levels against other corporations. According to the Boston College Center for Corporate Citizenship's **2019 Community Involvement Study**, nearly 70 percent of companies with over $5 billion in annual revenue had an

employee volunteerism rate of 35 percent or less, compared to Dell Technologies' 52 percent. Setting a high goal spurred us to strong participation even through the Dell-EMC integration and other changes.

- Rewarded team members for their community service, giving team members who logged 10 or more hours of volunteer time per quarter a $150 voucher to donate to the vetted charity of their choice. In FY19, Dell Technologies distributed more than $2.5 million in volunteer reward cards.

- Matched $9.1 million in team member donations through our Global Matching Gifts Program. Dell Technologies matches team members' charitable donations up to $10,000 per team member per calendar year.

2020 Goal:

Apply our expertise and technology in underserved communities to help 4 million youth directly[1] and support 12 million people indirectly[2] to grow and thrive

Goal Status:

At the end of FY19, we were 98 percent of the way toward meeting this goal. We exceeded the indirect target, impacting 12.6 million people since FY14, and met 91 percent of the direct target, impacting 3.6 million youth.

FY19 Progress:

- Directly impacted 992,000 youth and indirectly impacted 1.4 million people in FY19. This represented an increase of 38 percent and 13 percent, respectively, over FY18. One key growth driver was the move to provide more districtwide programs during the school day, complementing Dell Technologies' existing after-school programs.

Youth Learning

- Collaborated with 54 partners in 17 countries to implement **Youth Learning programs**, which provide underserved youth with access to technology and education. For example, our Solar Learning Labs bring solar-powered classrooms equipped with energy-efficient **Dell Wyse technology** and **air-cooled servers** to communities where electricity is unreliable. Four new labs opened in FY19 (in Kenya, Morocco and Mexico), bringing the total to 18 worldwide.

[1] Direct impact is a measurement of the youth enrolled in Dell Technologies-funded programs.
[2] Indirect impact is a measurement of the individuals who are not enrolled in Dell Technologies programs but use the technology we donated to those programs.

Youth Learning (continued)

- Completed a pilot program of Dell Accessible Learning (DAL), a platform that enables students — including those with disabilities — to learn in-demand skills such as computer programming, app development, customer service and entrepreneurship. Dell Technologies' **Distance Education Laboratory for People with Disabilities (LE@D)** in Fortaleza, Brazil, created DAL in partnership with the **State University of Ceará**, and employs 44 team members with disabilities to test the platform. The pilot with our partner Instituto Da Oportunidade Social reached 281 students who have disabilities and other barriers to traditional education in São Paulo, Hortolândia and Porto Alegre. We plan to expand DAL to other countries.

Children's Cancer Care

- Continued our **longtime partnership with the Translational Genomics Research Institute (TGen)** to fight rare pediatric cancers. As part of this partnership we developed the Dell Genomic Data Analysis Platform. In FY19, TGen and **Beat Childhood Cancer** used the platform to power two Dell Technologies-funded pediatric cancer trials: one for relapsed patients and another for neuroblastoma. These trials will serve more than 120 children — twice as many patients as served four years ago through the first trials we funded.

- Continued to advance the capabilities of the Dell Genomic Data Analysis Platform, which features high-performance computing to analyze sequenced genomes. We began leveraging the platform's Dell EMC Isilon storage to integrate multiple types of data. By combining individual patients' genomic data with larger data sets of clinical outcomes, researchers can discover new treatment insights.

- Working side-by-side with TGen's doctors and research scientists, we engaged Pivotal Labs to refactor and expand the capabilities of our cloud-based platform. This will facilitate better data sharing, collaboration and decision-making among physicians worldwide. This physician decision support enables doctors to prescribe precision medicine treatments tailored to an individual's genetic makeup, which can often provide a higher quality of life than traditional treatments.

Digital LifeCare Platform

- The Prime Minister of India officially launched the **Digital LifeCare Platform** in April 2018 under the national program, Ayushman Bharat Health and Wellness Centers. This platform will help facilitate delivery of a primary health care program aimed at curbing rising rates of noncommunicable diseases (NCDs) like cancer, diabetes and hypertension through universal preventive care. The platform has helped enroll and screen more than 3.8 million individuals, as of the end of 2018, through a series of deployments in partnership with state governments and Tata Trusts. In 2019, we hope to reach 37 million people. The Government of India's goal is to eventually cover the country's entire population over the age of 30. That would mean positively impacting millions of lives.

- Continued to expand the Digital LifeCare Platform, which uses a pictorially rich Android app to guide health workers through every step of their visits and NCD screenings in the field. The platform harnesses select products from the Dell Technologies portfolio in different deployments. It includes web apps for doctors to enter their care management information and track patients' progress, along with dashboards for health officials to monitor performance and spot trends across India. All data is synced and stored in the government cloud.

- Released three new apps — for the village-level community workers, secondary care hospital doctors and district administrators. We also created the Unique Health ID system to assign and manage identifiers for every individual. We continue to scale the platform and add aggregated data from various states and third parties to inform data-driven decision-making.

People
FY19 Progress Highlights

Dell Technologies is 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.

2020 Goal:

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

Goal Status:

We surpassed this goal, with 88 percent of team members rating their leaders as inspiring in FY19.

FY19 Progress:

- Made significant investments in Dell Technologies' **leadership development programs** by redesigning programs for new leaders and director-level leaders, and also adding an Advanced Leadership Experience program for midlevel leaders. All use immersive experiences to develop inspiring leadership behaviors. We offer programs for leaders of all levels, from first-time managers to executives.

- Launched a new Trust Advantage platform to educate executives and their teams on the importance of trust and to build their capabilities for increasing it. Our internal survey data shows 89 percent of team members trust their leader.

- Expanded the Dell Technologies Advantage strategy training to include a virtual session for all team members. This leadership development program — our largest — launched in FY17 with executive-led sessions for 12,000 leaders. In FY19, it contributed to 84 percent of team members reporting that they can clearly explain Dell Technologies' long-term strategy. This represents a 9 percent increase over FY18.

- Rebranded our Men Advocating Real Change (MARC) program to **Many Advocating Real Change**, reflecting that all team members should be advocates for an inclusive culture. In FY15, Dell was the first IT company to participate in MARC, which was created by the nonprofit **Catalyst**. MARC 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 FY19, 100 percent of Dell Technologies' executives had participated in MARC workshops and had cascaded it to 11,000 team members worldwide.

- Invested in new professional development tools for team members, which offer personalized digital training content and enable team members to set performance goals, track progress, and gain regular feedback and recognition from their leaders and peers.

People (continued)
FY19 Progress Highlights

2020 Goal:

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

Goal Status:

At the end of FY19, 30 percent of team members were engaged in 13 different employee resource groups (ERG), with 370 chapters in over 60 countries. The current trajectory should yield a 33 percent engagement by the end of FY21.

FY19 Progress:

- Found that with the Dell-EMC integration — the largest in the technology sector — our company size increased significantly, yet we continued to experience substantial growth of 7 percent in our ERG membership compared to FY18.

- ERG focus areas include gender, ethnicity, identity and various backgrounds, making them a huge force for cultivating diversity and inclusion at Dell Technologies. Please note: Our measurement for ERG membership counts only the overall percentage of global team members engaged in at least one ERG. Total membership in Dell Technologies ERGs, counting team members who belong to more than one ERG, was 72,000 in FY19.

- Continued to see a correlation between ERG membership and **Employee Net Promoter Score®** (eNPS). In our recent Tell Dell employee opinion survey, our data indicated that ERG members who attended more than six events had a 34 percent higher average eNPS than team members who did not belong to an ERG at all.

- Held inaugural Regional ERG Summits in FY19, gathering 500 Dell Technologies ERG leaders from around the globe. Summit participants used intensive design thinking exercises to rapidly prototype ideas for how ERGs can drive more business impact at Dell Technologies. They then built a business case for the most viable concepts and presented them to Dell executives.

- Continued to provide team members with opportunities for professional development, social networking, community involvement and business impact through our ERGs. These focus areas create an inclusive culture in which people can be themselves and use their collective voices. We have increased the awareness of ERG membership benefits by promoting them via companywide communications and events.

Global ERG Summit participants used design thinking exercises to rapidly prototype ideas for how ERGs could drive business impact.

People (continued)
FY19 Progress Highlights

2020 Goal:

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

Goal Status:

In FY19, we surpassed this goal, with 60 percent of Dell Technologies team members indicating they leveraged work flexibility in their jobs (defined as working remotely at least one day a week in a typical month).

FY19 Progress:

- Continued to offer team members the opportunity to leverage **flexible work arrangements** in ways that fit their work roles and lives. These include working remotely either full-time or a few days a week, job sharing, setting flexible work hours and working a compressed workweek. Dell Technologies encourages all team members to work with their direct leader on these arrangements. When they also enroll in our formal Connected Workplace program, it helps us better plan workplace and technology solutions to meet team members' needs. It also enables our company to comply with local regulations related to flexible work. In FY19, we harmonized the Connected Workplace program in eight additional countries, boosting its reach to 36 countries total and making work flexibility available to 75 percent of Dell Technologies team members (up from 55 percent in FY18).

- Measured that team members who worked remotely five days a week had an **Employee Net Promoter Score® (eNPS)** five points higher than those who went to the office five days a week. They were also more likely to feel people on their team trust and respect one another.

- Earned recognition from FlexJobs for Dell Technologies' flexible work culture, ranking 17th on the organization's list of **Top Companies with Remote Jobs in 2019**.

2020 Goal:

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

Goal Status:

In FY19, university hires represented 24 percent of all external hires, up from 14 percent in FY18. We are on track to meet this goal in FY20.

FY19 Progress:

- Revised our definition of a university hire, from candidates who graduated within the past 12 months to those who have completed a bachelor's degree program and have up to three years of experience. This gave Dell Technologies access to a wider pool of recent graduates, as our company's open positions don't always align with traditional graduation seasons. Also, some students take a "gap year" after graduation, and others try out other careers before pursuing a technology path.

- Strengthened all business units' focus on building a talent strategy around this goal. This included clearly identifying the targeted roles for recent graduate hiring and ensuring we have development programs in place to help accelerate new team members' professional growth.
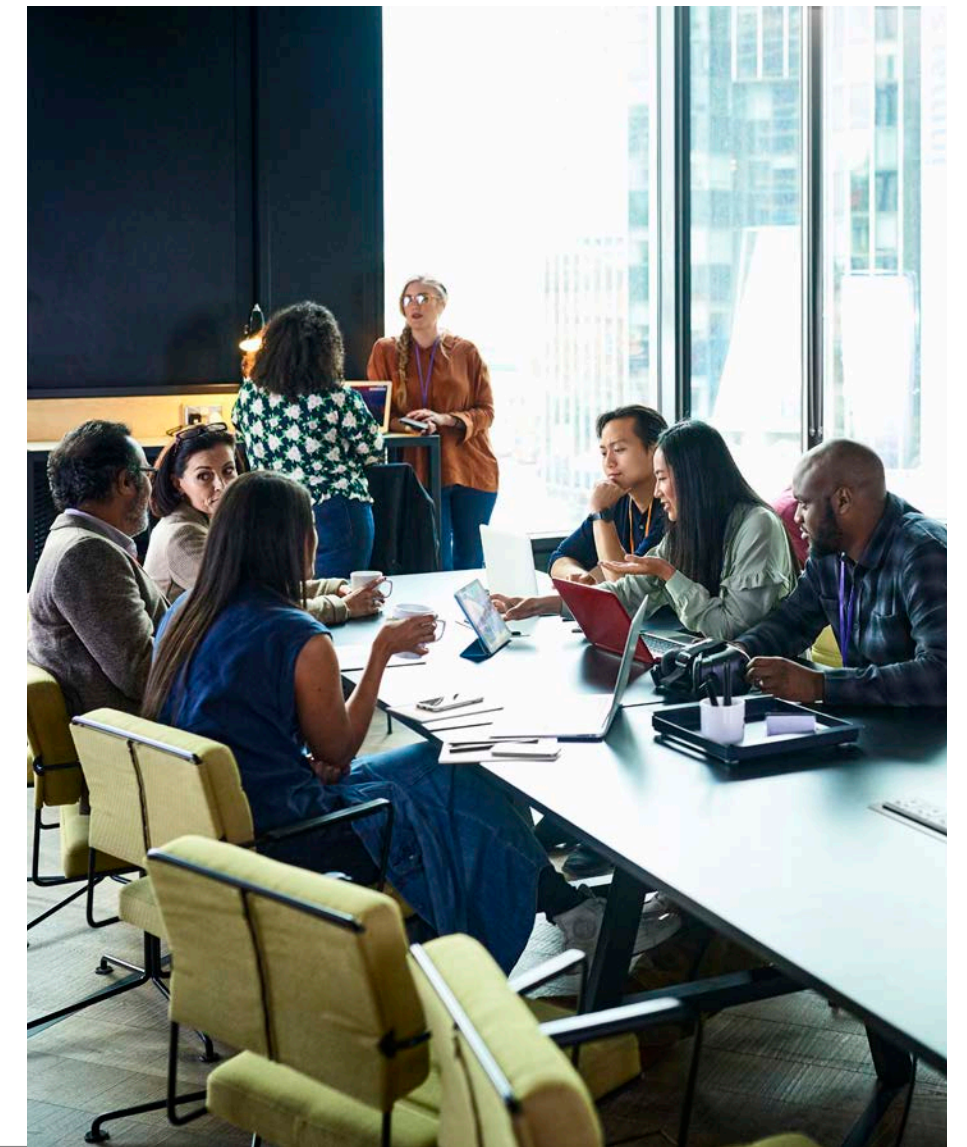
Read more: The Challenge That Will Make or Break Tech & How Dell Is Building Tomorrow's Workforce

People (continued)
FY19 Progress Highlights

2020 Goal:

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

Goal Status:

In FY19, we met this goal and continued to be recognized as an Employer of Choice in countries across the globe.

FY19 Progress:

- Cultivated a diverse, inclusive culture where people feel like they can do their best work. We continued to launch and expand global programs that support this vision. Our achievement of this goal reflects our ongoing work to build team member satisfaction, inspirational leadership, strong employee resource groups and flexible work options.

- Built Dell Technologies' employer brand through a comprehensive talent acquisition communications strategy. On all of our active social media platforms, our following has increased from FY18 to FY19. Our communications emphasized examples of Dell Technologies' values in action, including our commitment to driving environmental and social impact as well as highlighting work/life balance success stories. These are key differentiators for us in a competitive talent marketplace.

- Saw our Glassdoor rating increase since the Dell-EMC integration. From FY18 to FY19, our overall rating increased from 3.7 to 3.8. Our culture and values rating increased from 3.7 to 3.9. Our compensation and benefits rating increased from 3.5 to 3.6. And our career opportunities rating has steadily increased from 3.5 to 3.7.

- Continued to be **recognized both globally and locally** in the countries where Dell Technologies competes for talent, earning numerous awards, including:

  - **Ethisphere® Institute:** World's Most Ethical Companies® (sixth year in a row)
  - **LinkedIn:** #17 on 2018 Top Companies list (U.S.)
  - **LinkedIn:** #17 on 2019 Top Companies list (Japan)
  - **Indeed:** #13 on Top-Rated Companies for Work/Life Balance in 2018
  - **FlexJobs:** #17 on Top 100 Companies with Remote Jobs in 2019
  - **Glassdoor:** Earned a 3.8 (out of 5) rating
  - **Indeed:** Earned a 4.0 (out of 5) rating
  - **Forbes:** Best Employers for Diversity 2019 list
  - **Human Rights Campaign Corporate Equality Index:** Best Places to Work for LGBT Equality list, with 100% index score
  - **Disability:IN's Disability Equality Index:** Best Places to Work for Disability Inclusion, with 100% index score in our inaugural year of participation

2020 Goal:

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

Goal Status:

In FY19, we surpassed this goal, with 89 percent of team members indicating they were satisfied with the company and the work they are engaged in.

FY19 Progress:

- Continued to measure satisfaction levels through the annual Tell Dell employee opinion survey, which revealed 93 percent of team members are proud to work at Dell Technologies. Respondents also viewed Dell Technologies as having a respectful and inclusive work environment. Ninety-five percent of team members said they appreciated that their leaders consistently treat all team members with respect (which is seven points higher than the external benchmark for high-performing companies). Ninety percent said they feel like part of the team. Overall, 95 percent of team members said they were confident Dell Technologies is meeting customers' needs. These results underscore our company's Culture Code values of winning together and customers as the foundation of our success.

- Launched a new People Philosophy for Dell Technologies, with the core tenets of enabling achievement, balance and connection.

- Expanded Dell Technologies' HR Chat solution globally, allowing team members to get quick responses to their human resources questions via instant messenger 24 hours a day, five days a week. After 100,000 chats within the first six months, the chat team had a 98 percent satisfaction rating.

Net Positive
FY19 Progress Highlights

Dell Technologies believes in the power of technology to advance human progress by unlocking regenerative solutions that put more back into society, the environment and the global economy than they take out.

2020 Goal:

By 2020, the good that will come from our technology will be 10x what it takes to create and use it

One measure of this goal's progress is Dell Technologies' performance toward the following subgoal: identify and quantify the environmental benefits of IT-based solutions

Goal Status:

While there is much left to do with respect to measuring the connection between IT and sustainability-related outcomes, we have made valuable progress. Since the start of our program, we have completed five studies looking at measurement methodologies and four focusing specifically on the positive outcomes from IT-based solutions.

FY19 Progress:

- Continued working toward becoming a **Net Positive** company, using this goal as an impetus to enter new frontiers of sustainability and shift Dell Technologies' culture toward a focus on restoration and regeneration.

- Conducted two studies in FY19 (one with **Carbon Trust**, another with **Sustainability and Health Initiative for NetPositive Enterprise** (SHINE), a joint initiative of Harvard and MIT) to discover innovative approaches to measuring Net Positive impact. This brings Dell Technologies' total library to five methodology studies conducted since launching the goal. Other research partners have included Arizona State University, CDP and Valtus.

- Dell Technologies has advanced Net Positive measurement science worldwide. When this goal was set in FY14, there was no consensus on which social and environmental impacts should be measured (or in some cases, how to measure them). No industry standard existed for measuring Net Positive efforts in the IT industry or any other. Our measurement work can pave the way for future studies. It can also guide Dell Technologies and other companies on which technology investments will best accelerate positive social and environmental impacts.

- Completed our Measuring Impact at Scale study with **Carbon Trust**. This study is an important milestone for estimating the impact of information and communications technology (ICT) on global greenhouse gas emissions across entire industries. We used two sectors (passenger air service and commercial buildings) as demonstration cases. There was one unexpected benefit of this approach: In addition to measuring positive impact, it enabled measurement of negative, or "rebound," effects. For example, while ICT has helped the aviation industry reduce carbon emissions on a per-passenger-kilometer basis, it has also helped make air travel more affordable. This has increased the number of travelers and the industry's overall emissions output.

FY19 Progress (continued):

- Worked with SHINE to study measurement of social impact throughout a product's lifecycle. This research and resulting methodology revealed that measuring workers' well-being in terms of risk may be an effective tool for comparing different social impact areas. This type of approach improves our understanding of positive and negative impacts in Dell Technologies' supply chain. It also guides which interventions have the greatest potential impact on improving workers' well-being in the electronics supply chain.

- Measured and published Dell Technologies' supply chain carbon emissions, operations footprint and downstream footprint on a regular basis, as outlined throughout this FY19 Corporate Social Responsibility Report.

- Continued working with the **Net Positive Project**, which we helped create in 2014. Through this group, we have collaborated with members in our industry and others to set the ground rules for Net Positive, while also advancing global dialogue and action.

- Received recognition from The Wharton School of the University of Pennsylvania, the Initiative for Global Environmental Leadership and Brambles|CHEP, which cited Dell Technologies' work in their **study of Net Positive supply chains**.

Subgoal:

Identify and quantify the environmental benefits of IT-based solutions

Goal Status:

Dell Technologies has completed four studies of IT-based solutions in support of this goal.

FY19 Progress:

- Continued to build the science of outcome measurement. In addition to conducting the two recent studies outlined below, Dell Technologies worked with Arizona State University to study the environmental impact of online learning in FY16. We also studied our own internal telecommuting programs in FY17. All of the studies conducted since FY14 demonstrate that IT does, in fact, provide more benefit than its footprint. However, there may be negative social and environmental impacts that can never be known or quantified.

- Published the **results of a study** on how the use of open mobility data drives positive social and environmental outcomes. In FY18, Dell Technologies partnered with **Forum for the Future, Lero and OpenDataSoft** to analyze New York and Dublin, two cities with mature transportation systems and significant ecosystems of individual and commercial users of open data. The findings highlight the importance of bringing technology and sustainability professionals together to develop effective data-driven solutions.

- Completed a FY19 study with **IdeaSmiths** and **CleanTX** examining the role of IT in enabling the integration of wind energy with the Texas electric grid. **It concluded** that the transition to a nodal-based market, enabled by advances in IT, has increased the amount of renewable energy brought online. This resulted in a decrease in carbon emissions and electricity prices.

- Followed the results and implications of Global e-Sustainability Initiative's (GeSI) **Enabling the Global Goals** study, which found a strong and positive link between the digital industry and achieving the United Nations' 17 Sustainable Development Goals (SDG). For 65 percent of the goals, the link between access and achievement is positive. Only one goal, SDG 12: Responsible Consumption and Production, has a negative access/achievement relationship.

Governance

Dell Technologies' commitment to ethical conduct starts at the top and governs every facet of our business, from collaboration with team members to working with suppliers and partners to protecting customers' data.

FY19 Progress:

- Worked at all levels of Dell Technologies to deepen our company's strong ethical culture and commitment to our Culture Code. This code encompasses our five core values: customer relationships, our people, innovation and creativity as the engine for growth, being accountable to an exceptional standard of excellence and results, and integrity as the guiding principle that governs our fierce desire to win.

- Honored as one of the Ethisphere® Institute's **World's Most Ethical Companies®** for the sixth year in a row.

Reinforcing Dell Technologies' Trust Advantage

- Embarked on an internal campaign to reinforce the importance of continually strengthening trust across our company. The Dell Technologies Corporate Reputation Survey shows that trust is among our top attributes. Keeping this trust high is a business imperative: According to the Ethisphere Institute, companies listed as 2019 World's Most Ethical Companies **have outperformed the large cap sector** by 14.4 percent over five years and by 10.5 percent over three years. And our internal Tell Dell employee opinion

survey shows that Dell Technologies team members who trust their leaders are eight times more likely to believe their leader is exceptional at any of our corporate leadership principles. Team members who trust their leaders are more engaged employees, and that trust is an important driver of innovation and reputation.

- Made trust a cornerstone topic at Dell Technologies' annual Worldwide Leadership Meeting in February 2018. Dell Technologies Chief Human Resources Officer Steve Price and Chief Ethics and Compliance Officer Mike McLaughlin addressed our senior leadership about trust's role as a driver of all business success. Michael Dell and Chief Customer Officer Karen Quintos joined them in encouraging leaders to strengthen Dell Technologies' Trust Advantage from the top down, deepening our culture of integrity within their teams. The session was so well received that Mike McLaughlin took the Trust Advantage campaign on a roadshow, meeting and speaking with thousands of leaders and team members in all global regions.

- Reinforced the importance of culture and trust as tenets of our strategy by requiring all global Dell Technologies-badged team members to take a form of anti-harassment/respectful workplace training. One hundred percent of team members completed the course, which was part of their annual ethics and compliance training.

Protecting customer and Dell Technologies data

- Continued our commitment to **protecting the personal data** we hold on behalf of our company, customers and employees. Dell Technologies' Global Privacy Program provides the foundation for protecting this personal data worldwide using best-in-class controls and processes. It requires every Dell Technologies business and team member to protect personal data and use it for authorized purposes only.

- Completed extensive, multiyear preparations to meet the new **European Union General Data Protection Regulation** (GDPR) requirements, which took effect May 25, 2018. We took a risk-based approach, working closely with EU privacy regulators to understand the 200-page regulation's nuances and ensure our new features and controls meet all expectations. We also collaborated with business partners. These insights informed the enterprisewide design and implementation of new Dell Technologies GDPR products and solutions.

- Supported the RSA Archer® team in developing a new GDPR governance, risk and compliance tool, which helps customers track their GDPR mitigation plans, data subject requirements and key performance indicators. We use this tool internally as well. We conducted a demo of the tool for EU privacy regulators, who had very positive feedback. This collaboration was highlighted at a Dell Technology World booth, where our privacy team and RSA representatives talked to customers. Dell Technologies' Privacy Office also held one-on-one best practice-sharing dialogues with our customers' privacy officers.

- Incorporated key privacy learning objectives into a mandatory GDPR training course for team members. This was part of our annual ethics and compliance training. One hundred percent of Dell Technologies-badged team members completed the course.

Governance (continued)

Mitigating risk and enhancing Dell Technologies' ethical culture

- Conducted a thorough investigation of all allegations of misconduct reported through Dell Technologies' Ethics Helpline and other channels. The Ethics Helpline gives all team members one central place to speak up and report concerns, even anonymously where allowed by local law.

- Continued to conduct a full analysis of all closed investigations, including assessment of remediation opportunities, to strengthen controls and eliminate future gaps. In FY19, we enhanced this process by partnering with relevant business units on a root cause analysis and risk mitigation system for more complex, high-risk violations. Dell Technologies' Global Ethics and Compliance Team now meets with leaders of the organization in which the violation occurred, reviews what happened and how it happened, and identifies how it could have been prevented by team members. We then implement rigorous oversight, controls, training and monitoring of the business, with the goal of managing the situation to closure and preventing future violations.

Leveraging technology to address policy challenges

- Organized 10 PolicyHacks across six different countries. We created **Dell PolicyHack™** in 2017 as a series of free, interactive hack-a-thons where teams design policy and community solutions to challenges entrepreneurs face. Teams of policymakers, entrepreneurs, venture capitalists and students collaborate and then pitch their ideas to a diverse panel of expert judges. The winning PolicyHack team works with Dell Technologies and relevant stakeholders to further develop their solution in the months after the hack.

- Held a PolicyHack at the 2018 Congressional Black Caucus Foundation's Annual Legislative Conference. The winning team suggested a public-private partnership that uses government data and artificial intelligence to match employers and prospective employees from underrepresented communities. At the hack in Australia, the winning team identified how unconscious bias plays a major role in preventing female entrepreneurs from receiving funding. Their solution would remove this barrier by anonymizing the pitching process to venture capitalists.

Engaging to help shape public policy

- Engaged in processes to help shape public policy in a responsible and transparent way, with the goal of ensuring the interests of customers, employees and other stakeholders are fairly represented at all levels of government. At the 2019 Out & Equal Conference, Dell Technologies presented how our Pride employee resource group and Government Affairs teams have worked together to successfully advocate nondiscrimination policy for lesbian, gay, bisexual, transgender and queer (LGBTQ) individuals. This included participating in lobby days in the Texas, Oklahoma and Tennessee state capitols.

- At the conference, the Human Rights Campaign recognized Dell Technologies with a perfect score on its 2019 **Corporate Equality Index**. This is the 15th year we received a perfect score, recognizing our commitment to policies and practices to protect LGBTQ employees.

Board of Directors

- Managed governance through our **Board of Directors**, whose members believe we must adhere to sound corporate governance policies and practices. Doing so ensures that Dell Technologies, a privately controlled public reporting company, is governed and managed in our customers' and shareholders' best interests. The Board is responsible for oversight and supervision of Dell Technologies' overall affairs. It maintains the following committees to help carry out its oversight responsibilities:

  - Audit Committee
  - Nominating & Governance Committee
  - Executive Committee

Support for SDGs

The Sustainable Development Goals (SDG), adopted by the United Nations (U.N.) General Assembly in September 2015, 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 Technologies, **we support the 2030 Agenda**. We have sought to better understand how we can contribute to the SDGs' achievement and measure impact in a meaningful way.

In FY19, we began exploring opportunities for addressing the challenges of measuring our contributions to the SDGs in a rigorous, consistent manner. As a result, we became members of the **Global e-Sustainability Initiative** (GeSI). GeSI's recent **Enabling the Global Goals** study showed a positive correlation between access to digital connectivity and the achievement of 11 out of the 17 SDGs. It also showed a negative correlation with SDG 12: Responsible Consumption and Production. This points to the need to manage resources more efficiently. It also points to the need for circular approaches to both reducing waste generation and compensating for the rapid speed of digital technologies' adoption and deployment.

The most relevant part of the work, as it relates to measuring impact, was the creation of GeSI's **Digital Access Index**. This data tool enables users to explore the digital industry's contribution to each SDG's achievement. We are evaluating how we can leverage this index to measure and communicate our progress.

Our FY18 assessment of the relationship between Dell Technologies' 2020 Legacy of Good goals, our initiatives and the SDGs' framework confirmed 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**.

Looking ahead to 2030

We are taking the SDGs into consideration during our 2030 goal planning process. This will enable us to focus our efforts and resources in the areas in which we can drive the greatest long-term impact.

Support for SDGs (continued)

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

Sustainable Development Goals	Link to Target and/or Indicator	Initiatives[1] Supporting SDGs	
SDG3: Good Health and Well-Being	Target 3.4	• Digital LifeCare • Children's cancer care	
SDG4: Quality Education	Target 4.4	Youth Learning programs	
SDG5: Gender Equality	Target 5.B	Girls Who Code	
SDG7: Affordable and Clean Energy	Target 7.2 Indicator 7.2.1 Target 7.3	Sustainable operations	
SDG8: Decent Work and Economic Growth	Target 8.3 Target 8.7 Target 8.8	• Sustainable supply chain • Dell Supplier Principles • Dell Human Rights and Labor Policy • Dell Vulnerable Worker Policy • Statement Against Slavery and Human Trafficking • Responsible sourcing	• Responsible Business Alliance Code of Conduct • Protecting our people • Reinforcing values throughout our supply chain • Guidelines for Management of Manufacturing Process Chemicals
SDG9: Industry, Innovation and Infrastructure	Target 9.4 Target 9.B	• Open Data Solutions for Mobility study • Smart agriculture solutions	

Sustainable Development Goals	Link to Target and/or Indicator	Initiatives[1] Supporting SDGs	
SDG10: Reduced Inequalities	Target 10.2 Target 10.3 Target 10.4	• Cultivating Inclusion • Employee resource groups • Youth Learning programs • Ethnic and cultural empowerment • Gender empowerment	• Girls Who Code • Dell Women's Entrepreneur Network • Supplier diversity programs • Supplier capability-building
SDG12: Responsible Consumption and Production	Target 12.2 Target 12.4 Target 12.5	• Dell Global Environmental Policy • Circular design • Circularity at work • Eco labels • Recycled materials • Bio-based resources • Product energy efficiency • Waste as a resource	• How to recycle • Dell Electronics Disposition Partner Performance Standard • Dell Electronics Disposition Policy • Dell's Producer Responsibility Policy • Dell Reconnect
SDG13: Climate Action	Aligned with overall intent of the goal	• Global Climate Policy Principles • Dell Technologies' American Business Act on Climate Change Pledge • Dell Technologies' CDP membership (reporting services and supply chain) • Science-based emission reduction targets	
SDG17: Partnerships for the Goals	Target 17.16	• Ocean-bound plastics • Youth Learning programs • Net Positive	• Memberships and associations • Our partnerships to cultivate inclusion

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

Materiality & Our GRI Report

Our material issues have the potential to impact Dell Technologies 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. It involves 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 late FY19, we began the process of conducting a full materiality assessment, in conjunction with consulting firm **SustainAbility**. This assessment will gather insight on the relative importance of various environmental, social and governance issues; identify new opportunities to engage with stakeholders; and prioritize our material issues and activities. We will release the results in FY20. For this FY19 CSR report, we will continue to report on the priorities identified during our FY18 materiality review.

This year we established a process to analyze our customers' requests for proposals to identify trends in the sustainability topics they care about most. We also continued conversations with customers, nongovernmental organizations (NGOs), government leaders, investors and other relevant stakeholders. These engagements helped us identify opportunities for maximizing our impact. They also led into the materiality assessment, giving us an external focus into our sustainability and business strategies.

The principles behind our goals

These tenets helped guide the formulation of our 2020 Legacy of Good Plan and its goals, which we have reported against annually since FY14:

- 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

Each year we publish an online **Global Reporting Initiative (GRI) content index**.

The **GRI Sustainability Reporting Standards** are the latest revision of the GRI framework, which identifies the most relevant issues for inclusion in sustainability reports. This version of the standards seeks to enhance organizations' comparability and quality of information on economic,

environmental and social impacts (positive and negative). It also creates a common language to communicate that information to various stakeholders. We have long been a supporter of such an approach, and are proud to support the GRI's mission through Dell Technologies' membership in the **GRI Community** (formerly GRI's GOLD Community).

Looking ahead to 2030

The full materiality assessment we complete in FY20 will serve as a major component of our planning and strategy development process for *Progress Made Real — Our Vision for 2030*. This process has brought together Dell Technologies' executives and subject matter experts, customers, NGOs, the supply chain, sustainability experts, governments and other stakeholders in a comprehensive planning process. Together we will identify the material issues that not only affect Dell Technologies in the immediate term, but also inform our plans to drive the progress we intend to achieve by 2030.

Materiality & Our GRI Report (continued)

FY19 Material Issues and Boundaries

Material topic	Topic description	Topic boundary[1,2,3,4]	Dell Technologies' relationship to the topic
Data Privacy and Security	Ensuring responsible use and high public trust is essential for ongoing innovation and impact.	Operations, Supply chain, Customers/communities, Products' end of life	Direct and indirect
Diversity and Inclusion	A more diverse, inclusive workforce can improve innovation while mitigating various risks.	Operations, Supply chain, Customers	Direct and indirect
Energy	We can have siginificant, extended impact on energy and climate through our customers.	Supply chain, Operations, Customers	Direct and indirect
Role of IT in Society	The industry must ensure beneficial use of information and communications technology (ICT) while mitigating negative impacts on jobs, health, etc. In addition, our ability to improve efficiency can be a strong driver of success across industries.	Operations, Customers/communities	Direct and indirect
Human Rights	Safeguarding human rights and dignity is integral to responsible business, especially in the ICT industry.	Supply chain, Operations, Customers/communities, Products' end of life	Direct and indirect
Product Stewardship	The responsible design, sourcing and management of products and their inputs are increasingly important.	Supply chain, Operations, Customers, Products' end of life	Direct and indirect
STEM Education	Preparing the workforce of the future with science and technology skills will enable them to thrive in an increasingly digital world.	Operations, Customers/communities	Direct and indirect
Flexible Work	Providing flexibility empowers team members to do their best work however it works best for them.	Operations	Direct

[1] Supply Chain: Relationships and processes that provide inputs to Dell Technologies products and services, from raw materials sourcing to Tier 1 suppliers.
[2] Operations: Development, manufacturing, marketing, distribution and maintenance of Dell Technologies products and services. Includes all direct operations e.g., manufacturing, data centers and offices.
[3] Customers/Communities: The use and impact of Dell Technologies products and services in the marketplace, particularly by/on customers.
[4] End of Life: Where applicable, impacts and processes pertaining to Dell Technologies products after their useful life.

Materiality & Our GRI Report (continued)

FY19 Material Issues and Boundaries

Material topic	Topic description	Topic boundary[1,2,3,4]	Dell Technologies' relationship to the topic
Other Key Issues			
Access to Technology	Affordable, equitable, global access to technology is necessary for leveraging digital information and services.	Communities	Indirect
Employee Engagement	Positive interactions between team members fosters a sense of purpose and commitment to our strategy and goals.	Operations	Direct
Bribery and Corruption	Preventing the practice of offering money or other benefits, or otherwise abusing a position of trust to gain an undue advantage, ensures we are winning with integrity.	Supply chain, Operations, Customers/communities, Products' end of life	Direct and indirect
Water	Minimizing the use of water needed to manufacture our products keeps this important resource available for drinking and other community purposes.	Supply chain	Indirect

[1] Supply Chain: Relationships and processes that provide inputs to Dell Technologies products and services, from raw materials sourcing to Tier 1 suppliers.
[2] Operations: Development, manufacturing, marketing, distribution and maintenance of Dell Technologies products and services. Includes all direct operations e.g., manufacturing, data centers and offices.
[3] Customers/Communities: The use and impact of Dell Technologies products and services in the marketplace, particularly by/on customers.
[4] End of Life: Where applicable, impacts and processes pertaining to Dell Technologies products after their useful life.

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

	FY17 (Dell Only)	FY18 (Dell Technologies)	FY19 (Dell Technologies)	Comments
Diverse supplier spending in billions of U.S. dollars (USD)[1]	$4.3	$6.2	$8.2	Dell Technologies' commitment is to spend $3 billion USD or more annually with diverse suppliers. The scope of this indicator excludes VMware and SecureWorks.

[1] For Dell's FY18 Legacy of Good Report and its companion Supply Chain Sustainability Progress Report, the methodology used to determine the total diverse spend (and its FY18 diverse supplier population) counted a supplier's total spend for each applicable diverse certification. Suppliers with multiple diverse certifications reflected an aggregate spend greater than their actual diverse supplier spend under that methodology. The spend amounts currently shown for FY17, FY18 and FY19 reflect the approximate amount of actual diverse spend and do not take into account multiple diverse certifications.

	CY16 (Dell Only)	CY17 (Dell Technologies)	CY18 (Dell Technologies)	Comments
Total number of supplier social and environmental responsibility (SER) audits	417	411	433	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. This includes initial and closure audits. See **Supply Chain Sustainability (SCS) Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Percentage of direct materials suppliers by spend that publish a sustainability report	87%	90%	94%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.

Labor & Human Rights
Measured as percentage of facilities in compliance per Responsible Business Alliance (RBA) audit, unless otherwise noted

	CY16	CY17	CY18	Comments
Young worker protections	95%	96%	98%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Freely chosen employment protections	87%	88%	85%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Proper wages and benefits	69%	72%	69%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.

By the Numbers (continued)

Supply Chain (continued)				
	CY16 (Dell Only)	CY17 (Dell Technologies)	CY18 (Dell Technologies)	Comments
Labor & Human Rights (continued) Measured as percentage of facilities in compliance per Responsible Business Alliance (RBA) audit, unless otherwise noted				
Percentage of workers compliant with 60-hour workweek (annual average)	91%	90%	89%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Health & Safety Measured as percentage of facilities in compliance per Responsible Business Alliance (RBA) audit				
Emergency preparedness	61%	68%	63%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Industrial hygiene	78%	83%	81%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Occupational injury and illness prevention	76%	79%	79%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Occupational safety	69%	72%	67%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Environment Measured as percentage of facilities in compliance per Responsible Business Alliance (RBA) audit				
Air emissions	90%	92%	90%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Hazardous substances	75%	80%	79%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Pollution prevention and resource reduction	96%	98%	97%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.

By the Numbers (continued)

Supply Chain (continued)				
	CY16 (Dell Only)	**CY17** (Dell Technologies)	**CY18** (Dell Technologies)	**Comments**
Environment (continued) Measured as percentage of facilities in compliance per Responsible Business Alliance (RBA) audit				
Wastewater and solid waste	92%	94%	97%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Management Systems Measured as percentage of facilities in compliance per Responsible Business Alliance (RBA) audit				
Legal and customer requirements	93%	97%	97%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Management accountability and responsibility	94%	98%	98%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Risk assessment and risk management	91%	95%	96%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Supplier responsibility	88%	92%	87%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Worker feedback and participation	99%	100%	99%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Ethics Measured as percentage of facilities in compliance per Responsible Business Alliance (RBA) audit				
Protection of identity and nonretaliation	98%	99%	100%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.
Responsible sourcing of minerals	98%	100%	99%	Restated CY16 and CY17, now calculated on a calendar year basis rather than fiscal year. See **SCS Progress Report** and **Conflict Minerals Report** for additional details. CY16–CY18 data excludes VMware, RSA, SecureWorks, Virtustream, Pivotal and Boomi.

By the Numbers (continued)

Sustainable Operations				
	FY17 (Dell Technologies)	**FY18** (Dell Technologies)	**FY19** (Dell Technologies)	**Comments**
Emissions Measured in metric tons of carbon dioxide equivalent ($MTCO_2e$)				
Scope 1 and Scope 2 market-based greenhouse gas (GHG) emissions	507,900	429,100	372,900	All facilities globally including leased spaces. FY17–FY19 data includes all of Dell Technologies except for VMware.
Scope 1 GHG emissions[1]	61,100	53,000	59,000	All facilities globally including leased spaces. FY17–FY19 data includes all of Dell Technologies except for VMware.
Scope 2 GHG emissions, market-based[1]	446,800	376,100	313,900	All facilities globally including leased spaces. FY17–FY19 data includes all of Dell Technologies except for VMware.
Scope 2 GHG emissions, location-based[1]	564,600	484,400	437,600	All facilities globally including leased spaces. FY17–FY19 data includes all of Dell Technologies except for VMware.
Scope 3 GHG emissions — business air and rail travel[1]	161,100	160,800	165,900	FY17–FY19 data includes all of Dell Technologies except for VMware and Pivotal.
Scope 3 GHG emissions — supply chain[1]	Dell only: 2,293,859	2,644,075	*	FY17 and FY18 numbers have been extrapolated to cover 100% of spend.
Percentage of Scope 3 GHG emissions — supply chain calculated using supplier-reported data	Dell only: 89%	88%	*	
Scope 3 GHG emissions — use of sold products[1]	**Dell:** 11,400,000 **EMC:** 1,410,000	12,620,000	13,650,000	We are restating previous years' numbers including FY17 and FY18 because we have made improvements to our calculation methodology. FY18–FY19 includes Dell and Dell EMC-branded products in the overall calculation.

[1] An external assurance of our GHG emissions and underlying energy consumption data, along with our water withdrawals and discharges and underlying data, is currently in progress. The FY19 assurance **statement may be accessed here** by July 29, 2019 (the FY18 statement will be at this link until then).
*Calculation of FY19 data is dependent on CY18 data available in January 2020.

By the Numbers (continued)

Sustainable Operations (continued)

	FY17 (Dell Technologies)	FY18 (Dell Technologies)	FY19 (Dell Technologies)	Comments
Energy Measured in million kilowatt-hours (kWh) unless otherwise noted				
Electricity consumed (total)[1]	1,202	1,108	1,053	Electricity purchased or generated on-site for all facilities globally including leased spaces. FY17–FY19 data includes all of Dell Technologies except for VMware.
Green electricity consumed[1]	290	321	346	Renewable-source electricity purchased from supplier or generated on-site. FY17–FY19 data includes all of Dell Technologies except for VMware.
Green electricity as percentage of total consumption[1]	24%	29%	33%	FY17–FY19 data includes all of Dell Technologies except for VMware.
Other energy consumed[1]	240	213	208	Purchased heating/cooling, liquid and gas fuels used in buildings and company-owned and leased transportation. FY17–FY19 data includes all of Dell Technologies except for VMware.
Total energy consumed[1]	1,442	1,322	1,260	All facilities globally including leased spaces. FY17–FY19 data includes all of Dell Technologies except for VMware. Totals may not add up due to rounding.

[1] An external assurance of our GHG emissions and underlying energy consumption data, along with our water withdrawals and discharges and underlying data, is currently in progress. The FY19 assurance **statement may be accessed here** by July 29, 2019 (the FY18 statement will be at this link until then).

	FY17 (Dell Technologies)	FY18 (Dell Technologies)	FY19 (Dell Technologies)	Comments
Water Measured in thousand cubic meters (m³)				
Water withdrawals — total volumes[1]	2,460	2,319	2,299	All facilities globally including leased spaces. Figure includes estimates for leased office space where landlord provides water. FY17–FY19 data includes all of Dell Technologies except for VMware.
Third-party sources (withdrawals)[1]	2,348	2,094	2,149	This represents water withdrawn from municipal supply. FY17–FY19 data includes all of Dell Technologies except for VMware.
Groundwater (well withdrawals)[1]	110	104	88	FY17–FY19 data includes all of Dell Technologies except for VMware.

By the Numbers (continued)

Sustainable Operations (continued)				
	FY17 (Dell Technologies)	FY18 (Dell Technologies)	FY19 (Dell Technologies)	Comments
Water (continued) Measured in thousand cubic meters (m³)				
Other (water) sources[1]	2	121	62	FY18–FY19 figure represents primarily private sources and rainwater captured for reuse (very small portion). FY17 only represents rainwater captured for reuse. FY17–FY19 data includes all of Dell Technologies except for VMware.
Wastewater discharges — total volumes	2,160	2,133	1,959	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 2019 CDP Water 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 FY19 Dell-owned buildings withdrew about 1.3 million cubic meters of water and reused/recycled approximately 41,000 cubic meters (about 3%). Our 2019 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 of our GHG emissions and underlying energy consumption data, along with our water withdrawals and discharges and underlying data, is currently in progress. The FY19 assurance **statement may be accessed here** by July 29, 2019 (the FY18 statement will be at this link until then).

Waste Measured in metric tons (MT) unless otherwise noted				
Nonhazardous waste generated	13,239	12,602	13,802	In FY19, the nonhazardous waste generated by manufacturing and fulfillment facilities was 6% lower than in FY16. FY16 is used as a baseline for the combined company. FY17 includes February 2016–January 2017 (FY17) data for Dell and January 2016–December 2016 data for EMC.
Landfill avoidance rate as percentage of total nonhazardous waste generated	99%	99%	98%	Manufacturing and fulfillment facilities.
Nonhazardous waste recycled or reused	11,947	11,299	12,410	Manufacturing and fulfillment facilities. FY17 includes February 2016–January 2017 (FY17) data for Dell and January 2016–December 2016 data for EMC.
Nonhazardous waste recovery (waste to energy)	1,069	1,069	996	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.

By the Numbers (continued)

Sustainable Operations (continued)

	FY17 (Dell Technologies)	FY18 (Dell Technologies)	FY19 (Dell Technologies)	Comments
Waste (continued) Measured in in metric tons (MT) unless otherwise noted				
Nonhazardous waste incinerated	0	0	0	FY17 includes February 2016–January 2017 (FY17) data for Dell and January 2016–December 2016 data for EMC.
Nonhazardous waste composted	66	62	94	Manufacturing and fulfillment facilities. FY17 includes February 2016–January 2017 (FY17) data for Dell and January 2016–December 2016 data for EMC.
Nonhazardous waste landfilled	157	172	302	Manufacturing and fulfillment facilities. FY17 includes February 2016–January 2017 (FY17) data for Dell and January 2016–December 2016 data for EMC.
Worldwide cumulative e-waste takeback and recycling, volume in million kilograms	802	883	955	FY19 calculation includes February 2018–January 2019 for Dell and EMC. FY18 calculation includes February 2017–January 2018 data for Dell and January 2017–January 2018 data for EMC. FY17 calculation includes February 2016–January 2017 data for Dell and October 2016–December 2016 (FY17 Q4) data for EMC. Historic figures have not been backtracked. Dell EMC data has been added to the totals since the merger was completed in FY17.

Sustainable Products and Packaging

	CY16 (Dell Only)	CY17 (Dell Technologies)	CY18 (Dell Technologies)	Comments
Sustainable Materials in Products Measured in pounds unless otherwise noted				
Total sustainable materials used		19,617,700	22,032,600	New indicator. Totals may not add up due to rounding. This indicator only includes Dell and Dell EMC-branded products.
Closed-loop plastics		9,717,100	13,737,600	New indicator. Represents the amount of closed-loop resin shipped to molder suppliers for use in new Dell-branded products. The average closed-loop recycled content of this resin is between 30%–35%. Numbers have been rounded to the nearest hundred.

By the Numbers (continued)

Sustainable Products and Packaging (continued)				
	CY16 (Dell Only)	CY17 (Dell Technologies)	CY18 (Dell Technologies)	Comments
Sustainable Materials in Products (continued) Measured in pounds unless otherwise noted				
Traditional post-consumer recycled plastic used		9,438,300	7,658,100	New indicator. Represents the amount of recycled content from traditional sources (water bottles, CD cases, etc.) shipped in Dell-branded products. Numbers have been rounded to the nearest hundred. Our post-consumer recycled content calculations are based on the EPEAT standard. The CY18 figure adopted the new 2018 EPEAT calculation methodologies.
Reclaimed carbon fiber used		451,400	636,200	New indicator. Represents the amount of carbon fiber recycled content shipped in products. Numbers have been rounded to the nearest hundred.
Dell EMC closed-loop plastics		10,900	0	New indicator. Represents the amount of closed-loop resin used in Dell EMC products. The average recycled content of this resin is 70%. Numbers have been rounded to the nearest hundred. During CY18 there was no closed-loop resin usage in Dell EMC products due to challenges meeting the minimum shipping threshold to maintain low costs.
Recycled closed-loop gold used			5	New indicator. Represents the amount of closed-loop recycled gold shipped in Dell-branded products in CY18.
Recycled closed-loop rare earths			660	New indicator. Represents the amount of closed-loop recycled magnets shipped to suppliers in CY18 for use in new Dell-branded products.
Ocean-bound Plastic in Packaging Measured in pounds				
Ocean-bound plastic used		3,986	18,318	New indicator. Represents the amount of ocean-bound plastic incorporated into new product packaging, shipped to original design manufacturers. During CY17, the ocean-bound plastic was used in over 93,000 plastic packaging trays. During CY18, ocean-bound plastic was used in 441,000 plastic packaging trays.

By the Numbers (continued)

Communities

	FY17 (Dell Technologies)	FY18 (Dell Technologies)	FY19 (Dell Technologies)	Comments
Percentage of team members volunteering	44%	49%	52%	
Total volunteer hours (in thousands)	821	809	890	
Total number of children directly impacted through strategic giving programs (in thousands)	561	468	992	The scope of the metric is based on data from strategic partners[1] and does not include community engagement partners.[2]
Total number of people indirectly impacted through strategic giving programs (in millions)	1.5	1.1	1.4	Metric based on data from strategic partners[1] only. We did not require data from community engagement partners.[2] Educators impacted by this program are not included in the indirect impact cumulative totals. In FY19, our programs impacted about 70,000 educators globally.
Total contributions in millions of USD	$52.2	$97.3	$68.5	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. The metric includes all Dell Technologies except for Pivotal and VMware.

[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

	FY17 (Dell Technologies)	FY18 (Dell Technologies)	FY19 (Dell Technologies)	Comments
Women team members (as percentage of global workforce)	28%	29%	30%	Applies to global operations. These figures are reflective of the percentage of individuals who voluntarily self-identified as female against the total global population, and are rounded off to the nearest whole number. FY17 was taken as of January 31, 2017; FY18 as of January 31, 2018 and FY19 as of January 31, 2019.
People of color team members (as percentage of U.S. team members)	30%	30%	29%	Applies to U.S. operations only. These figures are reflective of the percentage of individuals who voluntarily self-identify as non-Caucasian, and are rounded off to the nearest whole number. We are restating FY17 and FY18 due to an error. FY17 was taken as of January 31, 2017; FY18 as of January 31, 2018 and FY19 as of January 31, 2019.

By the Numbers (continued)

People (continued)

	FY17 (Dell Technologies)	FY18 (Dell Technologies)	FY19 (Dell Technologies)	Comments
Percentage of employees participating in employee resource groups (ERG)	23%	28%	30%	Global.
Total number of ERG local chapters	341	349	370	Global. We are restating our FY18 figure due to an error.
Human Rights Campaign Corporate Equality Index score (Score range: 1–100)	**Dell:** 100 **EMC:** 100	**Dell:** 100 **EMC:** 100	100	**Dell:** 15th year in a row with a score of 100.

	CY16 (Dell Only)	CY17 (Dell Inc.)	CY18 (Dell Inc.)	Comments
Health and Safety Measured as cases per 100 full-time employees (FTEs) unless otherwise noted				
Recordable injury/illness rate	0.10	0.08	0.08	All figures are calendar years. CY16 includes Dell EMC data for U.S. and Ireland only, and global for Dell. CY17–CY18 rates are global for all Dell Inc.
DART rate (Days Away, Restricted or Transferred)	0.05	0.04	0.05	All figures are calendar years. CY16 includes Dell EMC data for U.S. and Ireland only, and global for Dell. CY17–CY18 rates are global for all Dell Inc.
Total number of work-related fatalities	0	0	0	All figures are calendar years. CY16 includes Dell EMC data for U.S. and Ireland only, and global for Dell. CY17–CY18 rates are global for all Dell Inc.

Introducing
Progress Made Real —
Our Vision for 2030

Our Commitment

At Dell Technologies, we are committed to driving human progress. Through our reach, technology and people we strive to create a positive, lasting impact on humankind and the planet.

Our Vision

At Dell Technologies, we are optimists dedicated to solving some of the greatest challenges facing humanity. *Progress Made Real — Our Vision for 2030* outlines our mission to unite our technology, our people, and our customers and partners for actionable results today with a vision to create the best and brightest future.

Inspired by Michael Dell's vision to create technology that drives human progress, we are committed to protecting the planet, creating equal opportunities for all and serving our communities. This has been in our company's DNA from the beginning, allowing us to make substantial headway. And yet, there is always more to accomplish. We remain focused on understanding emerging societal challenges and how to innovate for impact — so today's challenges don't define the next generation.

Our Vision for 2030 — described in this document and at DellTechnologies.com/ProgressMadeReal — is an outcome of our recent efforts to look at our world, our business impacts and opportunities, and outline a new path forward.

We are excited to share how we will work to bring people and technology together — to shape a better 2030 for all.

Visit DellTechnologies.com/ProgressMadeReal

Our Vision for 2030

Progress Made Real — Our Vision for 2030 articulates how we will focus on creating a positive social impact in three key areas: Advancing Sustainability, Cultivating Inclusion and Transforming Lives with Technology. Underlying all of this is our strong commitment to ethics and privacy. As our next step, we are setting tangible goals and will demonstrate how we will make real progress through 2030 and beyond.

Advancing Sustainability

We have a responsibility to protect and enrich our planet together with our customers, suppliers and communities. It is a core part of our business and we embed sustainability and ethical practices into all that we do, being accountable for our actions while driving improvements wherever and whenever possible.

Cultivating Inclusion

Dell Technologies believes we are leaving too much potential talent on the table while in the midst of a talent shortage. Closing the diversity gap is critical to meeting future talent needs and incorporating new perspectives reflective of Dell's global customer base. We view diversity and inclusion as a business imperative that will enable us to build and empower our future workforce while also doing our part to address societal challenges.

Transforming Lives with Technology

There are limitless possibilities when we apply our scale, portfolio and partners to solve complex societal challenges. We aim to harness the power of technology in creating a future that is capable of fully realizing human potential.

Upholding Ethics & Privacy

Ethics and privacy play a critical role in establishing a strong foundation for positive social impact. In this time of rapid innovation, big data, an evolving regulatory environment, and increasing expectations from both our team members and customers, our leadership in ethics and privacy is vital to what sets Dell Technologies apart. Our commitment to continually push to higher ethics and privacy standards will be a guidepost for our Progress Made Real work.

About This Report

This FY19 Corporate Social Responsibility (CSR) 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 our CSR commitments.

This report addresses key achievements for Dell Technologies and its unique family of businesses, except for **VMware**, which produces its own Global Impact Report.

We are proud of the meaningful progress we've made this year. We recognize we cannot achieve our progress 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 DellTechnologies.com/SocialImpact for more information.

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