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I N N O V A T E

ACHIEVEMENTS IN CORPORATE RESPONSIBILITY: FISCAL YEAR 2009



### ***Editor's Note:***

We know that customers, employees and stakeholders need access to corporate responsibility content. Our solution for providing this information is a content and information management strategy that leverages [dell.com](http://dell.com) and this printed summary of our highlights.

We've found that certain stakeholders still value and appreciate a printed report, while others prefer online copy. So this year is a transition year. We're still offering a summary report that reviews and highlights our progress, but we're building richer content on [dell.com](http://dell.com) to supplement the information in the summary report.



Throughout this summary report, this icon will guide you to more information online.

### ***Your Feedback***

We want to hear from you. Each year, Dell strives to improve the quality of our information disclosures in our corporate responsibility report. The feedback we receive from our readers helps us to further improve and enhance the quality of our report.

**Write Us: Dell Corporate Responsibility Report, One Dell Way, Round Rock, TX 78682 Mail Stop: RR1-01**

### ***Credits***

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### ***Reporting Period***

This annual corporate responsibility report covers fiscal year 2009, from February 2, 2008, through January 30, 2009 (unless otherwise noted). In this report, references not preceded by "fiscal year" or "FY" are to calendar years. References to dollar amounts are to U.S. dollars.

Information in this document is subject to change without notice.

March 2010 included hyperlinks on Dell By the Numbers. March 2010 added Progress to Goals page.

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Report was updated with interactive links in October 2009.

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[Dell Corporate Responsibility Summary Report 2009](#)

## Content Overview

### Corporate Responsibility: Committed to Being a Responsible Corporate Citizen

In fiscal year 2009, Dell made great strides in its commitment to being a responsible corporate citizen. While we're proud of these activities, we also realize there's more we can do to meet the expectations of our customers, employees and other stakeholders. Dell will continue to inspire, innovate and be involved.

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### Environmental Responsibility: Aspiring to Be the Greenest Technology Company on the Planet

At Dell, environmental responsibility is being embraced throughout the company. In fiscal year 2009, we addressed the challenge of defining what makes us green and determining how we can measure it. Our answer was Enviro 2.0 — the 2.0 indicates that we're building on our efforts since last year's report.

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### Corporate Accountability: Acting with Integrity, Inspiring Trust

Being a trustworthy company — and inspiring others to be principled as well — is the focus of our efforts in corporate accountability. Integrity and trust don't just happen; you have to take measurable, transparent actions. In fiscal year 2009, through our actions we built trust with our employees, customers and supply chain.

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### Social Responsibility: Making a Meaningful Difference Today — Inspiring a Better, Connected Tomorrow

For Dell, making a meaningful difference is about seeking innovative ways to help others through our technology, resources and employees by partnering with non-governmental organizations to address key issues facing our world. Through this collaboration, we hope to build a better, connected tomorrow.

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## Inspire & Innovate — Our View of Corporate Responsibility



Michael Dell, CEO

“Dell has a unique ability to quickly learn, adapt and evolve to ever-changing customer requirements. We showed that again in fiscal 2009, even as we were transforming our own business. Our solid operating performance in the first two quarters was muted by the soft global economic environment in the second half of the year, which caused many customers to defer technology purchases. Even so, customers who continued to invest in technology increasingly asked Dell to help them reduce the cost and complexity of IT. Within the company, we turned our focus to increasing efficiency, ensuring profitability and carefully managing our balance sheet and cash flow.”

### A Message from Michael Dell

Dell has a full-time commitment to being a responsible corporate citizen. It's a commitment driven by the types of goals, strategies and accountabilities that characterize every part of our business. And it's one that persists through all business cycles.

Our customers, our partners and our people appreciate Dell's leadership in this area, and we're proud of our accomplishments. Among our recent achievements:

- ✦ We remain determined to be the greenest technology company on the planet, and last year we achieved carbon neutrality in our global operations. At the same time, we raised the standard Dell has set for IT consumer recycling. With innovative new products and services, we're helping customers significantly increase energy efficiency, along with performance, in their data centers. And Dell Green Teams around the world are educating employees, promoting awareness and inspiring positive actions for the environment.
- ✦ We became a charter member of the Business Ethics Leadership Alliance, and, at the request of Dell stakeholders, are releasing information about Dell's Tier 1 suppliers.
- ✦ As part of how we make a difference in our global communities and to our employees, we started the Dell YouthConnect program for digital inclusion in emerging countries and, within the company, reinstated the Global Diversity Council that I'm proud to chair.

I invite you to read more about Dell's corporate responsibility efforts in this report and at [dell.com](http://dell.com), where you will also find detailed policy information.

We will continue to innovate, inspire and make things happen in the corporate responsibility arena. That pledge recognizes that for all we have done, there is much more we can and will do — so that you can count on Dell today and always.

Thanks for your interest.

A handwritten signature of Michael Dell in blue ink.



Read more from  
Michael Dell at  
[www.dell.com/msdyir](http://www.dell.com/msdyir).

## A Message from Gil Casellas

Welcome to *Inspire & Innovate: Achievements in Corporate Responsibility 2009*. This report features Dell's key accomplishments in the areas of environmental responsibility, corporate accountability and social responsibility and is filled with examples of inspiring activities of dedicated Dell employees around the globe. Our employees are the essence of our innovation, as evident in their work with products, with people and in caring for our planet. Throughout each section of this report, we highlight the actions our employees are taking to advance corporate responsibility.

Fiscal 2009 brought global economic challenges that continue to change the corporate landscape. This is a period of intense change for our employees and our company, and we have not faltered in our commitment to corporate responsibility as Dell continues its transformation. Michael, the Dell Leadership Team and the Board of Directors are actively engaged and briefed as we put corporate responsibility principles into practice. In addition, the Corporate Responsibility Team works with numerous teams throughout Dell in addressing key initiatives in corporate responsibility. It is through their support, engagement, collaboration and leadership that we are able to share our progress.

Moving forward, the support of our customers, employees and stakeholders is more important than ever. We welcome your feedback on this summary report, its new format and the accompanying content at [dell.com/corporateresponsibility](http://dell.com/corporateresponsibility). We appreciate your guidance in producing this report and ask that you continue the conversation with us through our social media tools, such as Direct2Dell, as this is an ongoing partnership.



making a difference

acting with integrity

protecting our planet



*Gil Casellas, Vice President of Corporate Responsibility and Chief Diversity Officer*

“At Dell, in any economic environment, we consider diversity and inclusion, sustainability and employee engagement integral parts of our business strategy. By continuing to drive these initiatives throughout the company, we’re able to harness each individual’s full potential, drive innovation and become a better place to work — ultimately ensuring that we’re providing the best customer experience.”



To read more from Gil Casellas, see <http://content.dell.com/us/en/corp/d/corp-comm/cr-letter-gil.aspx>.

## UNDERSTANDING OUR COMMITMENT TO CORPORATE RESPONSIBILITY

We live in an increasingly complex world. That reality, combined with the financial downturn of the global economy and the issues facing our planet and our communities, means business as usual is not enough. To make a **meaningful difference**, we must inspire and innovate.

During times like these, we must continue to **build trust** with customers and stakeholders by demonstrating our positive impact on society and the planet and developing meaningful measures for reporting our progress. Corporate responsibility is a critical component of Dell's overall business. We are committed to being a **responsible** corporate citizen.



## Meaningful Milestones for Fiscal Year 2009

Dell focuses on the ideals of environmental responsibility, corporate accountability and social responsibility because addressing these issues supports the attainment of financial goals and can be critical to long-term corporate success. Corporate responsibility is not a passing trend, but a business imperative. Listed here are some of the key milestones from our fiscal year 2009 corporate responsibility initiatives.

ENVIRONMENTAL RESPONSIBILITY		CORPORATE ACCOUNTABILITY		SOCIAL RESPONSIBILITY	
 <p>Established Framework for <b>Greenest</b> Tech Company Aspiration</p>	<p><b>1st</b> in Tech Industry to go <b>Operationally Carbon Neutral</b></p>		<p><b>100%</b> Completion Rate in Ethics and Compliance Education</p>	 <p><b>\$24.5 Million</b> in Global Giving</p>	<p><b>\$2.5 Million</b> in U.S. Grants</p>
<p><b>1st</b> Tech Company to Offer Customers <b>Carbon Offsets</b></p>		<p><b>Billion Dollar</b> Roundtable</p>		<p><b>1st</b> Global Work/Life Survey</p>	
	<p><b>Industry's First</b> Worldwide Free Consumer Recycling Program</p>		<p>Completed <b>46</b> Dell/EICC Supplier Audits</p>	<p><b>Reinstated</b> Global Diversity Council with Michael Dell as Chair</p>	<p><b>1st</b> Time on <i>Working Mother</i> 100 Best Companies List</p>

## Dell by the Numbers (Key Performance Indicators)

Focus	Measure	Unit of Measure	FY07	FY08	FY09	Comments	
Corporate Summary	Net revenue	Millions	\$57,420	\$61,133	\$61,101	See Dell's 10-K for more information	
	Employees (total)		91,500	88,200	78,900	See Dell's 10-K for more information	
Suppliers	Percent of Tier 1 suppliers signatory to Electronic Industry Code of Conduct (EICC)		—	80%	100%	Included in Master Purchase Agreements with our suppliers	
	Number of Tier 1 suppliers audited		NA	20	46	FY08 first year of reporting	
	Diverse supplier spending	Millions	\$2,100	\$2,400	\$2,500		
Manufacturing and Operations	Process hazardous air pollutants (HAPs)	Metric tons	—	—	—	Very low or none	
	Volatile organic compound (VOC) emissions	Metric tons	—	—	3.7	No process VOC emissions	
	Scope 1 greenhouse gas (GHG) emissions	Metric tons	7,000	35,128	30,780		
	Scope 2 GHG emissions	Metric tons	385,000	400,035*	375,472	Before subtraction for green electricity purchases	
	Scope 2 net GHG emissions	Metric tons	377,000	386,504*	313,837	After subtraction for green electricity purchases	
	Scope 3 GHG emissions	Metric tons	—	93,382*	65,076	Global-business air travel only	
	GHG emissions intensity	Metric tons/ million \$ revenue	6.84	7.12*	6.65	Calculated from Scope 1 + Scope 2 total GHG emissions	
	Electricity (total)	Million kilowatt-hours (kWh)	622.4	638.2*	619.9		
	Green electricity	Million kWh	12.9	22.8	122.7		
	Other energy use	Million kWh	—	—	123.6	Includes heating, back-up generators and small vehicle fleet	
	Process wastewater generated	Cubic meters	—	—	—	No industrial wastewater from Dell's own operations	
	Hazardous waste generated	Metric tons	—	—	—	Not reported — very low or none	
	Nonhazardous waste generated	Metric tons	84,372	90,655	100,159	Manufacturing and fulfillment facilities	
	Waste recycling and reuse rate		94.4%	95.1%	95.4%	Manufacturing and fulfillment facilities	
	Water	Cubic meters (1000s)	904	1,347	1,683	Manufacturing and selected administrative locations	
	Number of sites reporting water use		27	32	64		
	Recordable injury/illness rate	Cases per 100 employees	0.63**	0.47**	0.41	Calendar years 2006, 2007, 2008	
	DART*** rate	Cases per 100 employees	0.31	0.29	0.36	Calendar years 2006, 2007, 2008	
	Recycling	Worldwide recovery	Million kg	53.4	58.0	61.3	Includes product takeback
		Audits of Tier 1 environmental partners		33	39	34	Worldwide Tier 1 reuse and recycle vendors
Free Dell-branded Takeback Program expansion		Countries/ territories	57	71	72		
Dell Giving	In-kind, cash and grants, including Dell Direct Giving match	Millions	NA	\$16.2	\$24.54	Includes Dell Company, Dell Foundation, Dell YouthConnect	
	Employee in-kind volunteer hours	Millions	NA	\$1.9	\$2.5	Estimated value of paid employee volunteer hours	
	Employee Direct Giving pledges	Millions	\$7.2	\$8.3	\$8.5		
	Percent of pre-tax profit	Millions	NA	NA	.74%		
Employee Volunteerism	Employees volunteering		more than 34,000	approx. 30,000	approx. 28,000		
	Percent of employees volunteering		35%	35%	36%		

\*Restated to adjust for more accurate data

\*\*The FY07 and FY08 recordable case rates are corrections to the data reported last year.

\*\*\*Days Away, Restricted or Transferred (due to workplace injury/illness). The DART rate is a more comprehensive metric that replaces the lost workday case rate shown in previous reports.



Read more at [www.dell.com/performance](http://www.dell.com/performance).



## Accomplishments for Fiscal Year 2009

Environment			
Focus	Commitment	Delivery	Moving Forward
Product and Packaging Solutions	<b>Design for Energy Efficiency</b> <ul style="list-style-type: none"> <li>Grow portfolio of energy-efficient products and services</li> <li>Reduce GHG emissions from Dell products by 25 million tons through improved product performance and systems preconfigured with Energy Smart operational settings</li> </ul>	<b>Design for Energy Efficiency</b> <ul style="list-style-type: none"> <li>Offered 14 ENERGY STAR desktop configurations</li> <li>Offered 14 ENERGY STAR notebook systems, including four mobile workstations and one consumer system</li> <li>Added six Dell Inspiron and four Studio ENERGY STAR configurations</li> <li>Offered five ENERGY STAR workstation systems</li> <li>Offered 32 high-efficiency power supply units (PSUs) certified as 80 PLUS, including three Bronze-designated PSUs, nine Silver and two Gold; in addition, added 23 server power supplies (one Bronze, 12 Silver and 10 Gold)</li> <li>Added 41 monitors and offered a total of 89 ENERGY STAR monitors, 12 multi-function devices and 14 ENERGY STAR printers</li> </ul>	<b>Design for Energy Efficiency</b> <ul style="list-style-type: none"> <li>The ENERGY STAR standard for computer servers was delayed to May 15, 2009; Dell anticipates posting servers in 2009</li> <li>Provide additional ENERGY STAR configurations in Dell Inspiron and Studio, as well as maintain ENERGY STAR configurations across all business clients in FY10 (ENERGY STAR standard upgrades to 5.0 in July 2009)</li> </ul>
	<b>Chemicals Management</b> <ul style="list-style-type: none"> <li>Transition to mercury-free notebooks</li> <li>Eliminate all remaining uses of brominated flame retardants (BFRs) and polyvinyl chloride (PVC), including TBBP-A in circuit boards, as acceptable alternatives are identified that will not compromise product performance and will lower product health and environmental impact</li> </ul>	<b>Chemicals Management</b> <ul style="list-style-type: none"> <li>Met lead and BFR reduction goals for FY09</li> <li>Effective December 15, 2008, two-thirds of Dell Latitude and E-family laptops were shipped with mercury-free light-emitting diode (LED) back light</li> <li>Removed target date of FY09 for elimination of BFRs and PVC, as there are limited BFR- and PVC-free solutions that have been qualified for high-volume applications across Dell products, in particular the components and cables that are the basic building blocks for Information Technology (IT) equipment</li> </ul>	<b>Chemicals Management</b> <ul style="list-style-type: none"> <li>Continue tracking lead- and BFR-reduction goal achievement</li> <li>Deliver all Dell-branded notebooks with mercury-free LED as a standard backlit display by 2010</li> <li>Identify opportunities to expand BFR and PVC reductions</li> </ul>
	<b>Packaging</b> <ul style="list-style-type: none"> <li>Reduce product packaging and shipping materials by 20 million pounds for desktops and by 10 million pounds for notebooks by 2012</li> <li>Commit to 3C strategy for notebooks and desktops by the end of 2012: <ul style="list-style-type: none"> <li>Cube: Reduce package size by 10%</li> <li>Curb: Achieve 75% curbside recyclability of packaging components</li> <li>Content: Increase sustainable content in cushioning and corrugated packaging by 40%</li> </ul> </li> </ul>	<b>Packaging</b> <ul style="list-style-type: none"> <li>Introduced air-filled cushion (EMEA), molded paper-pulp cushion, and recycled high-density polyethylene (HDPE) thermoformed cushion materials in our packaging</li> <li>Achieved 9.5-million-pound reduction in product packaging</li> </ul>	<b>Packaging</b> <ul style="list-style-type: none"> <li>Continue to investigate environmentally preferable alternative packaging materials</li> </ul>
Sustainable Operations	<b>Climate Leadership</b> <ul style="list-style-type: none"> <li>Fulfill operational carbon-neutral commitment in 2008</li> <li>Reduce operational carbon intensity 15% by 2012, based on 2007 levels</li> <li>Further reduce worldwide facilities' GHG emissions 40% by 2015</li> </ul>	<b>Climate Leadership</b> <ul style="list-style-type: none"> <li>Increased green electricity purchases in Dell operations to 19.8%</li> <li>Engaged external auditors to review GHG emissions calculations</li> <li>Completed 88 projects to reduce or avoid 4,300 tons of annualized GHG emissions</li> </ul>	<b>Climate Leadership</b> <ul style="list-style-type: none"> <li>Continue making energy efficiency improvements to equipment and buildings</li> <li>Continue to offset remaining emissions to be operationally carbon neutral</li> <li>Further increase green electricity purchases</li> </ul>



Learn more at [www.dell.com/accomplishments](http://www.dell.com/accomplishments).

## Accomplishments for Fiscal Year 2009 (continued)

Environment (continued)			
Focus	Commitment	Delivery	Moving Forward
Sustainable Operations (continued)	<b>Transportation and Logistics</b> <ul style="list-style-type: none"> <li>Sustain GHG emission reductions through SmartWay Transport Partnership carriers</li> </ul>	<b>Transportation and Logistics</b> <ul style="list-style-type: none"> <li>Continued to use SmartWay-certified partners and other partners to provide timely and damage-free deliveries</li> </ul>	<b>Transportation and Logistics</b> <ul style="list-style-type: none"> <li>Continue to optimize our inbound and outbound transportation networks, such as shipping lanes, that are focused on using the most efficient modes of air, land and ocean transportation</li> </ul>
	<b>Manufacturing and Operations</b> <ul style="list-style-type: none"> <li>Recycle or reuse 99% of waste from manufacturing operations by 2012</li> <li>Improve building Leadership in Energy and Environmental Design (LEED) scores by 2012</li> </ul>	<b>Manufacturing and Operations</b> <ul style="list-style-type: none"> <li>Recycled and reused 95.4% of nonhazardous waste from manufacturing operations</li> <li>Completed 88 projects to save 17 million kWh of annualized electricity use</li> </ul>	<b>Manufacturing and Operations</b> <ul style="list-style-type: none"> <li>Continue to make environmental improvements to our facilities</li> </ul>
	<b>Forest Stewardship</b> <ul style="list-style-type: none"> <li>Achieve 20% post-consumer waste (PCW) for paper used in our U.S. catalogs</li> <li>Maintain current minimum average of 28% PCW for copy paper used in U.S. operations</li> </ul>	<b>Forest Stewardship</b> <ul style="list-style-type: none"> <li>Achieved an average of 45% PCW in catalogs</li> <li>Achieved an average of 30% PCW for copy paper in the U.S.; in January 2008 began using 100% PCW copy paper at all Austin, Texas, and Nashville, Tennessee, campuses</li> </ul>	<b>Forest Stewardship</b> <ul style="list-style-type: none"> <li>Migrate direct mail and insert pieces to higher recycled-content paper sources</li> </ul>
Recycling	<ul style="list-style-type: none"> <li>Promote and drive producer-responsibility legislation</li> <li>Recover 125 million kg of discarded product by FY10 through asset recovery programs</li> <li>Publish electronics disposition standard by Q4 FY09</li> <li>Leverage existing and envision new proactive programs worldwide</li> </ul>	<ul style="list-style-type: none"> <li>In the U.S., worked with governments in 11 states to pass producer-responsibility-based consumer reuse and recycling legislation; expanded our takeback portfolio by launching a trade-in/exchange program</li> <li>Exceeded 125 million kg takeback commitment</li> <li>Engaged partners, stakeholders and customers in electronics disposition standard development</li> </ul>	<ul style="list-style-type: none"> <li>Measure global, free and convenient takeback programs</li> <li>Advocate for producer-responsibility legislation</li> <li>Publish electronics disposition standard in Q4 FY09 and revise in Q2 FY10</li> </ul>
Engagement	<ul style="list-style-type: none"> <li>Promote ReGeneration to customers</li> </ul>	<ul style="list-style-type: none"> <li>Launched new ReGeneration Web site</li> </ul>	<ul style="list-style-type: none"> <li>Engage in thousands of conversations with customers</li> </ul>
Services and Solutions	<ul style="list-style-type: none"> <li>Develop new services, solutions and tools to help customers increase the efficiency of their data centers</li> </ul>	<ul style="list-style-type: none"> <li>Launched Greenprint Advisor and Virtualization Services</li> </ul>	<ul style="list-style-type: none"> <li>Continue developing portfolio of new services and solutions</li> </ul>

Corporate Accountability			
Focus	Commitment	Delivery	Moving Forward
Governance and Compliance	<ul style="list-style-type: none"> <li>Appropriately encourage and hold employees, managers and leaders accountable for ethics and compliance performance</li> <li>Ensure that employees understand ethics and compliance expectations</li> <li>Strive to meet ethics and compliance program effectiveness standard of the U.S. Federal Sentencing Guidelines and align with our business strategies</li> </ul>	<ul style="list-style-type: none"> <li>Embedded accountability language into the Performance Direct welcome page</li> <li>Attained 100% completion rate in Ethics and Compliance education (annual training)</li> </ul>	<ul style="list-style-type: none"> <li>Continue using internal policies and protocols to educate and inspire employees</li> <li>Create leadership council</li> </ul>



Learn more at [www.dell.com/accomplishments](http://www.dell.com/accomplishments).

Accomplishments for Fiscal Year 2009 (continued)

Corporate Accountability (continued)			
Focus	Commitment	Delivery	Moving Forward
Suppliers	<ul style="list-style-type: none"> <li>Increase supplier engagement in supplier environmental responsibility</li> <li>Increase supplier audits</li> <li>Build supplier capability</li> <li>Sustain diverse spend and mentor suppliers</li> <li>Increase supplier transparency</li> </ul>	<ul style="list-style-type: none"> <li>Partnered in third-party-facilitated case study with key supplier to focus on their internal supplier environmental responsibility (SER) system</li> <li>Hired additional SER staff in China for supplier audits/follow-ups and to build supplier capability</li> <li>Completed 31 Dell SER audits in China and 15 shared audits with EICC</li> <li>Conducted workshops for suppliers in labor, environment, and health and safety</li> <li>Achieved Billion Dollar Roundtable status with more than \$1 billion spend with diverse suppliers</li> <li>Disclosed names of top suppliers in this report; conducted Tier 1 case study on CR management systems</li> </ul>	<ul style="list-style-type: none"> <li>Mentor projects with key suppliers in sub-tier management, wastewater management, and health and safety</li> <li>Continue to build our audit program with additional focus on sub-tier suppliers</li> <li>Partner with suppliers to build management systems to address findings</li> <li>Continue participation in EICC shared audits</li> <li>Increase sharing of best practices between suppliers and Dell</li> <li>Build focus on environment</li> <li>Continue to maximize opportunities for and mentor diverse suppliers</li> <li>Encourage Tier 1 suppliers to publish a corporate responsibility report in FY10</li> </ul>
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Conduct ongoing stakeholder engagements and incorporate feedback into business</li> <li>Obtain external verification of report no later than FY12</li> </ul>	<ul style="list-style-type: none"> <li>Conducted one international and one domestic stakeholder engagement and two socially responsible investor calls</li> <li>Expanded content on dell.com</li> </ul>	<ul style="list-style-type: none"> <li>Participate in stakeholder working groups and roundtables on material issues globally</li> <li>Complete multi-part environmental strategy stakeholder session</li> </ul>
Social Responsibility			
Focus	Commitment	Delivery	Moving Forward
Employee Engagement	<ul style="list-style-type: none"> <li>Achieve 36% employee participation during Global Community Involvement Month</li> <li>Gather employee feedback through Tell Dell</li> <li>Pledge \$8 million in Direct Giving Campaign</li> </ul>	<ul style="list-style-type: none"> <li>Attained 36% employee participation in 27 countries in volunteer events</li> <li>Conducted annual Tell Dell survey and achieved 85% employee participation</li> <li>Attained \$8.5 million in pledges, with Dell matching \$7.8 million in Direct Giving</li> </ul>	<ul style="list-style-type: none"> <li>Continue to engage employees year-round in community involvement efforts</li> <li>Continue to develop and refine employee feedback mechanisms, taking action on feedback</li> <li>Sustain Direct Giving program and consider expanding to one international region</li> </ul>
Diversity and Inclusion	<ul style="list-style-type: none"> <li>Create a Global Diversity Council</li> <li>Promote a diverse and inclusive workplace through retention, recruitment and development efforts</li> <li>Expand use and awareness of flexible work solutions</li> </ul>	<ul style="list-style-type: none"> <li>Selected Michael Dell as chair and appointed seven key executives to serve on Global Diversity Council</li> <li>Coordinated numerous cultural awareness and employee networking group activities; launched Taking the Stage; attained place on <i>Working Mother</i> 100 Best Companies list</li> <li>Launched first flexible work solutions survey</li> </ul>	<ul style="list-style-type: none"> <li>Hold regular Global Diversity Council meetings, develop strategy and accountability goals, and share that information with employees and business partners</li> <li>Sustain previous year's activities and expand internal awareness and marketplace activities</li> <li>Increase participation to 25% of employees in second annual flexible work solutions survey</li> </ul>
Social Issues	<ul style="list-style-type: none"> <li>Support HIV and AIDS prevention and treatment in Africa</li> </ul>	<ul style="list-style-type: none"> <li>Continued as a proud (PRODUCT)<sup>RED</sup>™ partner; signed Global Business Coalition agreement</li> </ul>	<ul style="list-style-type: none"> <li>Sustain (PRODUCT)<sup>RED</sup> partnership</li> </ul>
Positive Work Environments	<ul style="list-style-type: none"> <li>Work with socially responsible entities that comply with all applicable laws and regulations in the locations where they do business</li> </ul>	<ul style="list-style-type: none"> <li>Expanded nondiscrimination policy to include gender identity, pregnancy and HIV status</li> <li>Improved working conditions at suppliers through audit process</li> </ul>	<ul style="list-style-type: none"> <li>Participate as member of EICC Extractives Work Group</li> </ul>
Corporate Giving	<ul style="list-style-type: none"> <li>Attain charitable-giving aspirational goal of 1-percent of pre-tax profits by FY12</li> <li>Define a global giving structure</li> <li>Establish global giving governance</li> </ul>	<ul style="list-style-type: none"> <li>Launched Dell YouthConnect in India, Brazil and Mexico</li> <li>Provided \$2.5 million in Dell Foundation Equipping Youth grants and awarded 83 organizations Equipping Youth grants totaling \$2 million</li> <li>Established Global Giving Council with representatives from every major Dell region and Paul Bell, president, Public, as chair</li> </ul>	<ul style="list-style-type: none"> <li>Expand Dell YouthConnect to Morocco, the United Kingdom, France, South Africa and China</li> <li>Increase giving as a percent of pre-tax profit</li> <li>Measure and report impact of giving</li> <li>Implement global giving policy</li> </ul>



Learn more at [www.dell.com/accomplishments](http://www.dell.com/accomplishments).

## Goals for Fiscal Year 2010 and Beyond

Corporate responsibility is more than a business initiative. It's a commitment to our customers, employees and other stakeholders about how we choose to operate in a global economy. Outlining our plans is an important part of our effort to inspire continuous innovation in our work with products, people and the planet. Listed here are Dell's goals for fiscal year 2010 and beyond in the areas of corporate responsibility, environmental responsibility, corporate accountability and social responsibility.

### Corporate Responsibility

- Increase communications about corporate responsibility to customers, stakeholders and employees
- Add dynamic, online links to dell.com within the summary report for additional content

### Environmental Responsibility

- Advance our strategy to become the greenest technology company on the planet through our Enviro 2.0 business platform
- Increase takeback volume worldwide totals to a cumulative one billion pounds of collected equipment
- Reduce operational GHG emissions intensity by 15 percent by 2012, and commit to carbon-neutral operations for five years
- Further reduce worldwide facilities' GHG emissions by 40 percent by 2015
- Make laptop and desktop products 25 percent more energy efficient by calendar year 2010
- Produce mercury-free laptops by 2010
- Continue expansion of far-reaching collection networks
- Eliminate 20 million pounds of packaging by 2012
- Sustain stakeholder engagements
- Increase employee engagement by seeking commitment to living green
- Recycle or reuse 99 percent of manufacturing nonhazardous wastes by 2012
- Strive for zero waste in operations (reduce, reuse, recycle)

### Corporate Accountability

- Complete 45 Dell audits at Tier 1 vendors for compliance verification
- Engage 35 suppliers in eLearning training to build supplier capability
- Update the Dell Code of Conduct through innovative employee input
- Increase EICC and Dell audits of our suppliers
- Sustain Billion Dollar Roundtable achievement through spend with diverse suppliers
- Enhance development of new and existing diverse suppliers
- Participate in EICC Extractives Work Group and Mineral Traceability Study
- Encourage all Tier 1 suppliers to publish a corporate responsibility report

### Social Responsibility

- Enhance and expand Dell YouthConnect to impact more students, particularly in Morocco, the United Kingdom, France, South Africa and China
- Maintain Human Rights Campaign perfect score for sixth year
- Increase retention of women globally and African-Americans and Hispanics in the U.S.
- Double Employee Networking Group participation rate
- Promote strong, visible leadership commitment and accountability for diversity through Michael Dell's engagement with employees
- Measure flexible work solutions progress with second annual survey, increasing participation to 25 percent
- Maintain status on *Working Mother* 100 Best Companies list
- Launch new employee value proposition to drive employee engagement
- Increase executive-level participation in diversity efforts
- Sustain commitment to HIV and AIDS prevention and treatment
- Increase employee volunteerism from 36 to 50 percent of employee population
- Aspire to achieve a 1-percent of pre-tax profits charitable-giving goal



For more information, see [www.dell.com/goals](http://www.dell.com/goals).  
Visit page 12A for information on our progress toward these goals.

## Progress to Goals: March 2010 Update

### Corporate Responsibility

Goals	Status
Increase communications about corporate responsibility to customers, stakeholders and employees	In progress Adds new content to dell.com on a regular basis Examples include US Chamber of Commerce perspective and recognition of Working Mother list.
Add dynamic, online links to dell.com within the summary report for additional content	Completed Inspire & Innovate: FY09 Achievements in Corporate Responsibility online report features dynamic links

### Environmental

Goals	Status
Advance strategy to become the greenest technology company on the planet through our Enviro 2.0 business platform	In progress Enviro 2.0 business platform underway with engagement and sponsorship from the Sustainability Council
Increase takeback volume totals to a worldwide cumulative of one billion pounds of collected equipment	In progress Highlights include the expansion of the Goodwill Reconnect program
Reduce operational greenhouse gas (GHG) emissions intensity by 15 percent by 2012, and commit to carbon-neutral operations for five years	In progress
Further reduce worldwide facilities' GHG emissions by 40 percent by 2015	In progress Coordinating internal projects such as installation of solar panels in a Round Rock parking facility
Make laptop and desktop products 25 percent more energy-efficient by calendar year 2010	In progress
Produce mercury-free laptops by 2010	In progress Effective December 15, 2008, two-thirds of Dell Latitude and E-family laptops were shipped with mercury-free light-emitting diode (LED) back light
Eliminate 20 million pounds of packaging by 2012	In progress Dell working toward goal through strategies such as slip sheets server Multipack and 1U server pack reuse
Achieve 75 percent curbside recyclability of packaging components	In progress
Increase sustainable content in cushioning and corrugated packaging by 40 percent	In progress
Participate in the Carbon Disclosure Project	Completed <a href="https://www.cdproject.net/en-US/MyCDP/Anonymous/Login.aspx">https://www.cdproject.net/en-US/MyCDP/Anonymous/Login.aspx</a>
Participate in the Dow Jones Sustainability Index	Completed <a href="http://www.sustainability-index.com/">http://www.sustainability-index.com/</a>
Sustain stakeholder engagements	Completed Hosted three stakeholder engagements to review the CR report
Increase employee engagement by seeking commitment to living green	In progress In celebration of World Environment Day asked employees to pledge green
Recycle or reuse 99 percent of nonhazardous manufacturing wastes by 2012	In progress
Eliminate all remaining uses of BFRs and PVC by 2009, including TBBP-A in circuit In line with our Chemical Use Policy and the Precautionary Principle and with consideration for Chemicals for Priority Action identified by the Convention for the Protection of the Marine Environment of the Northeast Atlantic (OSPAR), our goal is to eliminate the use of all brominated flame retardant (BFR) chemicals and polyvinyl chloride (PVC) plastics in our products worldwide.	Goal reset to all newly introduced products will be BFR- and PVC-free by 2011
Dell Inc. pledges to reduce global GHG emissions by 15 percent per dollar revenue from 2007 to 2012, and to achieve net zero global GHG emissions by 2008 and maintain that level through 2012.	In progress
Reduce GHG emissions from Dell operations and products by 25 million tons through improved product performance and preconfigured systems with Energy Smart operational settings	In progress
Implement server-managed power management for customers worldwide to avoid 40,000 tons of CO2 emissions between FY08 and FY12	In progress
Double the number of Bronze power supply units (PSUs) available to customers	In progress

## Progress to Goals: March 2010 Update (Continued)

### Corporate Accountability

Goals	Status
Complete 45 Dell audits at Tier One vendors for compliance verification	In progress
Engage 35 suppliers on e-Learning training to build supplier capability	In progress
Update the Dell Code of Conduct through innovative employee input	In progress After significant employee feedback through EmployeeStorm, focus groups and individual feedback, new Code of Conduct to be released in early 2010
Increase Electronic Industry Code of Conduct (EICC) and Dell audits of our suppliers	In progress
Sustain Billion Dollar Roundtable achievement through spending with diverse suppliers	In progress Trend line for diverse supplier spending on track
Enhance development of new and existing diverse suppliers	In progress Participation in key industry events help to recruit new diverse suppliers Achieved #1 rating from DiversityBusiness.com
Participate in EICC Extractives working group and Mineral Traceability Study	Completed Participated in all EICC activities
Encourage all Tier One suppliers to publish a corporate responsibility report	In progress

### Social Responsibility

Goals	Status
Enhance and expand Dell YouthConnect to impact more students, particularly in Morocco, United Kingdom, France, South Africa and China	Completed Launched Dell YouthConnect programs in Morocco, United Kingdom, France, South Africa and China by January 2010 serving more than 340,000 youth
Maintain Human Rights Campaign perfect score for the sixth year	Completed Achieved perfect score
Increase retention of women globally and African-Americans and Hispanics in the U.S.	In progress
Double Employee Networking Group participation rate	In progress
Measure flexible work solutions progress with second annual survey, increasing participation to 25 percent	Completed Achieved 28 percent participation in survey with an 11 percent increase in program work-life awareness
Maintain status on Working Mother 100 Best Companies	Completed Achieved inclusion list
Launch new employee value proposition to drive employee engagement	In progress Launch of Dell's new branding and stakeholder initiatives in January 2010
Increase executive-level participation in diversity efforts	In progress Michael Dell hosted a town hall with more than 300 employee resource group members to discuss diversity and inclusion. Executive panel on flexibility featuring chief financial officer (CFO) Brian Gladden was a global webcast with 220 participants
Sustain commitment to HIV and AIDS prevention and treatment	In progress Sustained membership in Global Business Coalition and inclusion of Product Red
Increase employee volunteerism from 36 percent to 50 percent of employee population	Achieved 42 percent global employee volunteerism
Aspire to achieve a one percent pretax charitable giving goal	Completed

## Communicating Our Progress to Customers, Employees and Other Stakeholders

Dell is committed to ensuring that pertinent information about its progress on corporate responsibility matters is publicly available. This year, we're enhancing our strategy for how we communicate our progress. We're redefining what is published in our report, expanding content on [dell.com](http://dell.com) and designating an area on [dell.com](http://dell.com) for corporate responsibility reporting.

### Making [dell.com](http://dell.com) the Source for Content

We believe that [dell.com](http://dell.com) is the simplest and most accessible way for anyone to find information about Dell. Moving forward, [dell.com](http://dell.com) will become our primary source for delivering corporate responsibility content. Printing a summary report allows us to reduce operating expenses, while online delivery opens new avenues for interaction with our stakeholders and allows for dynamic, real-time changes and additional content.

### Emerging Issues

Emerging issues, like all business issues, move through a business-opportunities life cycle that has six phases: awareness, learning and observing, emerging, executing, sustaining and resolving. Dell addresses issues in all phases of this life cycle — each with a different focus, resource allocation and priority. We will keep stakeholders informed about emerging issues on [dell.com](http://dell.com).



For an update, see [www.dell.com/emergingissues](http://www.dell.com/emergingissues).

### Materiality and Verification

How do we determine what content is presented in the summary report and what content is presented on [dell.com](http://dell.com)? This report is intended to cover the corporate responsibility issues that we believe are most material to Dell, highlight our achievements, share our challenges and outline our key performance indicators. The report isn't intended to tell the entire story of each topic, but rather to provide a high-level overview.



For detailed information, see [www.dell.com/GRI](http://www.dell.com/GRI).

In addition to performing our own internal peer-review audits, we targeted key portions of the report for third-party verification and validation. We used well-respected industry auditors for the following topics:

- ✦ global recycling and end-of-life disposition
- ✦ supply-chain global citizenship
- ✦ GHG emissions estimates and methodology
- ✦ Electronic Product Environmental Assessment Tool (EPEAT)



For more information, see [www.dell.com/verification](http://www.dell.com/verification).



## ENVIRONMENTAL RESPONSIBILITY: **ASPIRING TO BE THE GREENEST TECHNOLOGY COMPANY ON THE PLANET**

June 2009 marked the second anniversary of CEO Michael Dell's announcement that Dell aspires to be the greenest technology company on the planet. In the past year, we've made great strides. We've dared to **inspire** by engaging with others and sharing what we've learned. We've strived to **innovate** by improving the efficiency and design of our products.

Possibly our greatest innovation is in our leadership. We realized that a top-down management strategy wouldn't fulfill Michael's goal; nor would it propel his vision into the everyday workings of our business. Now each Dell business group owns the charge to go beyond just implementing the "greenest" goal — they must **define** in detail what "greenest" means.





### Our Sustainability Plan

Ownership of the “greenest” goal by our Dell business groups represents an important paradigm shift in addressing our goal of being the greenest technology company. We call this initiative Enviro 2.0 — the 2.0 indicates that we are building on our efforts since Michael’s initial announcement. After more than a year of internal vetting and development, and then another four months of validation with our customers and environmental stakeholders, we’ve identified six focus areas for our Enviro 2.0 framework:

- ✦ Climate Leadership
- ✦ Sustainable Operations
- ✦ Product and Packaging Solutions
- ✦ Global Recycling
- ✦ Engagement and Empowerment
- ✦ Services and Solutions

### The Business Case for Going Green

Why are we focused on building an Enviro 2.0 strategy and engaging with our business partners to bring that strategy to life? We simply believe it’s good business.

Investing in efficiencies and renewable energy is great for business from an operational perspective. By optimizing consumption of energy, we can reduce costs and shrink our carbon footprint. Plus, we can help our customers do the same. Dell is seeing an increase in customers who pay attention to green issues, ranging from

shrinking their own operational footprint to making their data centers and technology more energy efficient. Dell believes that one of the new competitive standards is being green and responding to the requests of our customers. In addition, the next generation of chief information officers, consumers, employees and regulators are acutely aware of the environmental impact and consequences of not protecting our planet. In short, we are focused on our Enviro 2.0 strategy because we know it makes a difference to our employees, customers and other stakeholders.

Because we believe that the following elements are essential for a good sustainability plan, we are incorporating them into our Enviro 2.0 framework:

- ✦ engaging with stakeholders
- ✦ prioritizing issues
- ✦ developing internal partners to implement programs
- ✦ combining our efforts into a sustainable brand
- ✦ creating an aspirational goal to inspire and guide others’ work
- ✦ reporting true and verifiable data
- ✦ helping customers understand the complexity of sustainability and attempting to clarify the confusion around labels



To learn more about Dell’s commitment to environmental responsibility, visit [www.dell.com/earth](http://www.dell.com/earth).



Dell has been recognized by the U.S. Environmental Protection Agency (EPA) for its leadership in green power. In the July 2008 EPA Fortune 500 Green Power Challenge rankings, we improved our position to No. 3 from No. 12.

Our consumers can access far-reaching collection networks that are among the best in the world.

## Dell's Leadership in Addressing Climate Change Extends Beyond Direct Operations



Dell's impact on the environment stems from its supply chain, products and operations.

We believe that responsibly reducing our carbon impact depends on empowering our customers and encouraging the supply chain to reduce overall electricity consumption. Our focus is on these three key areas:

Product Energy Efficiency	Efficient, Carbon-Neutral Operations	Supply Chain Accountability
Provide IT as a solution	Demonstrate operational accountability	Raise supplier Quarterly Business Review requirements
<p>Customer benefits:</p> <ul style="list-style-type: none"> <li>Maximize product performance per watt</li> <li>Facilitate efficient deployment</li> <li>Provide decision tools and technical support</li> </ul>	<p>Dell commitments:</p> <ul style="list-style-type: none"> <li>Reduce the energy use and GHG emissions from our operations (buildings and on-site activities)</li> <li>Maximize green power purchases</li> <li>Responsibly offset the remaining GHG emissions from our operations and business air travel</li> </ul>	<p>Supplier expectations:</p> <ul style="list-style-type: none"> <li>Report emissions via standardized registries</li> <li>Set goals for GHG improvement</li> <li>Set sub-tier requirements to manage and report GHG emissions</li> </ul>

Figure 1: Dell's Key Focus Areas for Addressing Climate Change

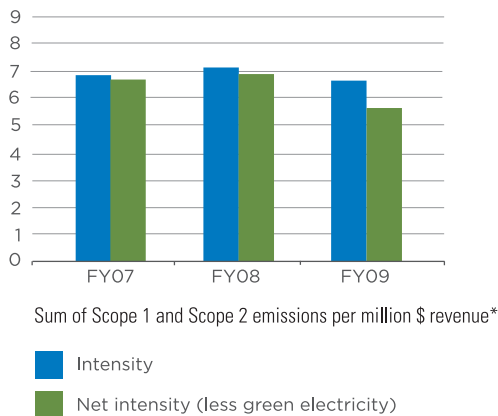


Figure 2: GHG Emissions Intensity

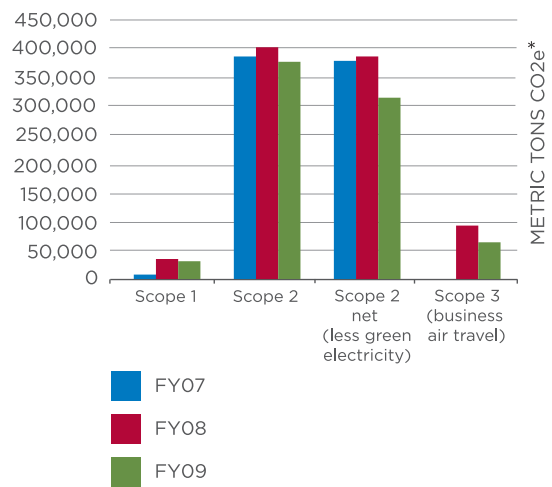


Figure 3: GHG Emissions

\*We calculate our corporate-wide emissions using the GHG Protocol and the Climate Leaders GHG Inventory Guidance.

Scope 1 refers to the direct GHG emissions associated with Dell's buildings and activities, such as from heating, cooling and use of company vehicles. Scope 2 refers to indirect GHG emissions created during the production of the electricity that Dell purchases for its buildings and on-site activities. Scope 3 refers to all other indirect GHG emissions, such as emissions created by suppliers, service providers and customers.

## Addressing Climate Leadership by Reducing Greenhouse Gas Emissions

In 2007, the United Nations Intergovernmental Panel on Climate Change (IPCC) asserted in its fourth assessment report that “... continued greenhouse gas emissions at or above current rates would cause further warming and induce many changes in the global climate system during the 21st century.” IPCC concluded: “... developed countries, as a group, would need to reduce their emissions 10 to 40 percent below 1990 levels by 2020 and 40 to 95 percent below 1990 levels by 2050, even if developing countries make substantial reductions.”

### Our Goal

We support the scientific consensus on climate change — as evident in our commitment and actions. We support reducing emissions to levels guided by science and are actively focusing on energy efficiency and transitioning to cleaner and renewable forms of electricity in our operations, as shown in Figure 1 on page 16.

We’ve pledged to reduce our own operational emissions, maximize green-power purchases from utilities that serve our facilities and responsibly offset the remainder — that is, to be operationally carbon neutral. In 2007, we announced a goal to further increase operational efficiency by reducing global GHG emissions by 15 percent per dollar of revenue (a carbon-intensity measurement) from 2007 to 2012 and to become carbon neutral in our owned and leased manufacturing and facilities operations worldwide. We recently expanded our goal, committing to further reduce our global operational GHG emissions 40 percent by 2015.

Figures 2 and 3 on page 16 show our Scope 1, 2 and 3 GHG emissions for fiscal years 2007-2009.

During fiscal year 2009, Dell focused on the following initiatives to address climate change leadership:

- ✦ energy efficiency in Dell operations
- ✦ green-power purchases
- ✦ responsible offsets



For more information, see [www.dell.com/climatehow](http://www.dell.com/climatehow).

### Success and Next Steps

We met our goal to fulfill our operational carbon-neutral commitment in 2008. For 2009 and beyond, we intend to continue to improve energy efficiency in our operations and to purchase more green power, helping us to attain our 2015 absolute reduction and intensity improvement goals. We’re also evaluating options for on-site generation of low-carbon power. We aspire to obtain 100 percent of our operational electricity needs from clean and renewable sources of energy.

We can have an even greater impact on GHG-emissions reduction by looking outside our own operations to those of our suppliers, customers and communities. We require our primary suppliers to measure and publicly report their GHG emissions, and we ask them to set improvement goals of their own and set expectations for their suppliers. Our product-efficiency improvements help to reduce the electricity used by our customers. We also work with our customers to make their data centers more efficient.



For more information, see [www.dell.com/climate](http://www.dell.com/climate).



Since 2004, our U.S. investment in green power and renewable energy certificates — including solar, wind and gas-energy conversion — has grown from 12 million kWh to more than 112 million kWh.

## Creating Sustainable Operations



In April 2008, Dell began powering its global headquarters in Round Rock, Texas, with 100-percent green power.

As part of our commitment to become carbon neutral, the 2.1-million-square-foot campus receives 40 percent of its power from Austin Community Land-fill's gas-to-energy plant. The facility's remaining power needs are met by existing wind farms.

Managing our own operations in a sustainable way is a core component of our aspirational goal to become the greenest technology company on the planet.

We strive to use water, energy and forest products responsibly wherever we do business, and we aspire to meet a target of zero waste. We also continue to focus on forest stewardship by streamlining our packaging and reducing our paper use.

Major components of our commitment include:

- ✦ Green electricity: We continue to increase the percentage of green electricity purchased for our facilities.
- ✦ Responsible resource use: The energy conservation program within Dell operations has the added benefit of reducing our carbon footprint.
- ✦ Waste recycling or reuse: In fiscal year 2008, we committed to recycle or reuse 99 percent of nonhazardous waste from our own manufacturing operations by 2012. In fiscal year 2009, we improved our recycle rate to 95.4 percent.
- ✦ Forest protection: Our two-pronged approach reduces the use of virgin tree fiber and increases the use of forest-friendly paper.
- ✦ Logistics: In fiscal year 2009, Dell partnered with the best logistics and transportation providers, who are focused on providing our customers with timely and damage-free deliveries and who also operate their businesses within the principles of environmental stewardship.
- ✦ Environmental management systems: Dell maintains ISO 14001:2004

certification in manufacturing operations worldwide. Our global product development and recycling/takeback programs also are certified to ISO 14001.

- ✦ Safety: We're proud of our site-safety record. Dell continues to maintain workplace safety and occupational health levels that are better than industry averages.
- ✦ Greener building: We continue our progress toward greening our buildings and operations following LEED guidance. During fiscal year 2009, we initiated or completed 88 improvement projects, with a projected annualized savings of 17 million kWh.
- ✦ Regulatory compliance: Dell facilities are periodically subject to routine regulatory inspections, such as those for environmental compliance. Inspections may result in minor findings or improvement notices; these issues are typically corrected immediately and do not require further investigation or inspection. In fiscal year 2009, Dell paid a fine (approximately \$5,400) related to safety and human resource issues originally disclosed in the fiscal year 2007 report.

For environmental metrics related to Dell operations, see "Dell by the Numbers" on page 8.



For more information on our forest stewardship, see [www.dell.com/forest](http://www.dell.com/forest).



For more information on our transportation and logistics, see [www.dell.com/transportationlogistics](http://www.dell.com/transportationlogistics).



For a detailed overview, see [www.dell.com/sustainableoperations](http://www.dell.com/sustainableoperations).

## Developing New Product and Packaging Solutions

We recognize our opportunity to support our customers' environmental goals, too. We can help them use energy responsibly through our innovative products and services, and save them money in the process.

### Green and Energy-Efficient Product Development

We set a goal in 2008 to make our laptop and desktop systems 25 percent more energy efficient by calendar year 2010. To achieve our goal, we're taking an innovative "green by design" approach for all of our products, using the most energy-efficient components, integrating ENERGY STAR and Energy Smart, and meeting or exceeding energy and environmental standards. The bottom line? Our products can be a difference-maker for our customers' environmental goals and their bottom lines (see Figure 4).

Dell subscribes to the EPEAT registry, which is a system to help purchasers evaluate, compare and select electronic products based on their environmental attributes. Here are two examples of our energy-efficient products.

#### OptiPlex 960

The OptiPlex 960 desktop system combines our highest-efficiency desktop power-supply technology and power management. And each one is made with 10-percent post-consumer recycled content in chassis plastic (equivalent to three bottles).

#### LED Laptop Displays

We have committed to transition to LED technology by 2010. Dell's 15-inch LED display consumes an average of 43 percent less power at maximum brightness compared to cold cathode fluorescent lamp (CCFL) technology, resulting in extraordinary cost and carbon savings. The company estimates customer savings of approximately \$20 million and 220 million kWh in 2010 and 2011 combined — equivalent to the annual carbon dioxide emissions from the energy use of more than 10,000 homes.



For information about our EPEAT, Energy Smart and ENERGY STAR products, see [www.dell.com/greenstandards](http://www.dell.com/greenstandards).



For more information on how we help our customers save energy, visit [www.dell.com/greensavings](http://www.dell.com/greensavings).



All Dell Latitude, OptiPlex and Precision systems, as well as all displays, printers and projectors, have power management enabled in the factory. Factory-enabled power management also is available for some Vostro products and ENERGY STAR Inspiron and Studio systems.

	OptiPlex (Desktop)			Latitude (Laptop)		
	GX620 Legacy-Base Model	755 1st Generation	960 2nd Generation	D620 Legacy-Base Model	D630 1st Generation	E6400 2nd Generation
Annual Energy Used	276.83 kWh	140.44 kWh	79.13 kWh	85.38 kWh	67.58 kWh	55.21 kWh
Annual Energy Cost*	\$27.67	\$14.03	\$7.91	\$8.53	\$6.75	\$5.51
Annual Energy Savings	-	136.39 kWh	197.7 kWh	-	17.80 kWh	30.17 kWh
Annual Energy Cost Savings	-	\$13.64	\$19.76	-	\$1.78	\$3.02
Annual Percentage Savings	-	49%	71.42%	-	20.85%	35.34%
Estimated CO2 Emissions Avoided	-	0.09 Tons	0.13 Tons	-	0.01 Tons	0.02 Tons
Auto Travel Avoided**	-	224.23 Miles	325.02 Miles	-	29.26 Miles	49.59 Miles

\*Calculations based on current electricity cost (assumed to be \$0.10/kWh) for an 8-hour workday for systems with similar configurations. (The Dell Client Energy Savings Calculator Methodology Paper can be found at: [www.dell.com/downloads/global/products/optix/en/dell-client-energy-calculator-en.pdf](http://www.dell.com/downloads/global/products/optix/en/dell-client-energy-calculator-en.pdf).)

\*\*The energy savings indicated translates to the number of miles saved when not using your vehicle.

Figure 4: Typical Energy Consumption Improvement for Dell OptiPlex and Latitude Products

### Responsible Actions for Greener Products

Dell believes that if reasonable scientific grounds indicate that a substance, or group of substances, could pose significant environmental or human health risks, then the substance is considered a substance of concern.

Dell has adopted precautionary principles, and we strive to eliminate substances of concern in our products by:

- ✦ maintaining a banned and restricted substance program
- ✦ choosing designs and materials that avoid the use of substances of concern
- ✦ contractually limiting supplier use of these substances
- ✦ substituting viable alternative substances

### Materials Leadership

Dell has implemented robust compliance-assurance processes to ensure that its entire supply chain adheres to Dell's precautionary chemical-use policies.

#### ***Elimination of Brominated Flame Retardants and Polyvinyl Chloride***

We currently avoid the use of brominated flame retardants (BFRs) and polyvinyl chloride (PVC) by using plastics that can be flame retardant with nonhalogenated compounds and by using design strategies that reduce the need to use flame-retardant plastics. If alternatives are not yet viable, Dell works with its industry partners to promote new industry standards and the development of reliable, environmentally sound and economically scalable technical solutions.

Our current BFR and PVC restrictions include prohibiting the use of:

- ✦ polybrominated biphenyls (PBBs) and polybrominated diphenyl ethers (PBDEs), including Deca-BDE, for all applications
- ✦ all other BFRs (including tetrabromobisphenol-A and hexabromocyclododecane) in mechanical plastic parts for desktop, laptop and server products as well as TCO-certified displays and Blue Angel-certified printers
- ✦ PVC in mechanical plastic parts and product packaging

In 2008, we removed our 2009 BFR- and PVC-elimination deadline because of the lack of viable, high-volume BFR- and PVC-free alternatives within the global supply chain. Dell and industry partners are actively working to help the supply chain develop the capability and capacity to use viable BFR- and PVC-free alternative materials.

In 2008, Dell introduced several mainstream products featuring halogen-free laminates and chassis plastics, including Dell UltraSharp 2009W, SP2009W, E2009W, E2209W, SP2309W and 1909W monitors, Dell's Studio Hybrid desktop and the Dell Latitude E4200 laptop. (The Latitude E4200 system fan housing and impeller also are constructed using halogen-free plastics.)

In January 2009, Dell announced the G2210 and G2410 LED monitors that are free of PVC, BFRs, chlorinated flame retardants (CFRs), arsenic and mercury. (PVC-/BFR-/CFR-free cables are available only in North America, Japan and EMEA, excluding Israel.)

#### ***Challenges in the Elimination of BFRs***

Today, limited BFR- and PVC-free solutions have been qualified for all high-volume applications across all IT products, in particular the components and cables that are the basic building blocks for IT

equipment. Because these are standard parts that are used across the IT industry, Dell has initiated projects in major trade associations (such as the International Electronics Manufacturing Initiative and the High Density Packaging User Group) to help develop viable solutions and enable supply chain conversions.



For more information on our materials use, see [www.dell.com/materialuse](http://www.dell.com/materialuse).

### Post-Consumer Recycled-Content Plastic

Dell has launched multiple displays (E207WFP, E1909W, E1909WDD, E2209W, E2009W, G2210 and G2410) that contain 25-percent post-consumer recycled content in chassis plastic and one desktop (OptiPlex 960) that features 10-percent post-consumer recycled content in chassis plastic. In 2008, we shipped more than 1.1 million pounds of post-consumer recycled plastic, equivalent to recycling more than three million water bottles. This volume is projected to increase in 2009.

### Packaging Innovations

Dell leads the industry in packaging innovations — creating the cube, content and curb metric (the “3 Cs”) to capture the benefits of smarter packaging. In December 2008, Dell committed to eliminate 20 million pounds of packaging by 2012 by shrinking packaging volume by 10 percent (cube), increasing to 40 percent the amount of recycled content in packaging (content), and increasing to 75 percent the amount of packaging material that is curbside recyclable (curb).

Packaging consists of the box and the cushioning. We can help our customers by selecting the right packaging materials and using less packaging. In our effort to accomplish the “3 Cs” goal, we’ve introduced new packaging, such as air cushions in Europe, and other cushioning material, such as a thermal-form HDPE cushion.

We strive to provide new packaging materials that are curbside recyclable, are designed for higher cube utilization and incorporate recycled material.



For more information, see [www.dell.com/packaging](http://www.dell.com/packaging).

## Leading in Free and Convenient Global Recycling

We’re committed to the environmentally responsible reuse and recycling of our products when our customers are finished with them. To facilitate this process, we’ve established and continue to invest in far-reaching and well-utilized collection networks for used consumer equipment throughout the world.

The last step in a product’s life cycle is when it will no longer be used by its current

owner. We promote whole-unit reuse and, when that’s not possible, the responsible recovery of the resources in our equipment to keep them out of landfills. We set, met and, in fiscal year 2009, exceeded our goal to recover 275 million pounds of materials through our takeback programs. (See Figures 5 and 6 on page 22.) Our global product development and recycling/takeback programs are certified to ISO 14001.

### Takeback — The Consumer Solutions

We designed our consumer recycling program to be free, easy, responsible and convenient.

Because everyone has a different definition of convenient, we've created a portfolio of solutions for locations around the world. Some of these programs are highlighted here.

#### Residential Collection

If you have something with a Dell logo on it, even if you didn't originally buy it or aren't buying anything new, we'll take it back. In most places where Dell does direct business, you can go to [www.dell.com/recycling](http://www.dell.com/recycling) to find instructions about how to get a product back to us. It's all free — we pay the shipping and processing, and we make sure it's recycled properly.

### Exchange Program

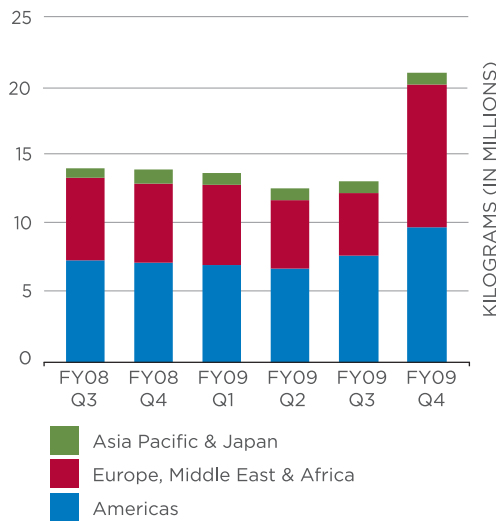
In the U.S., customers in the consumer category who want to cash in on the remaining value in their systems can choose to exchange them. When we receive their equipment, we send them a Dell card with the amount they can put toward future Dell purchases.



For more information, see [www.dell.com/tradein](http://www.dell.com/tradein).

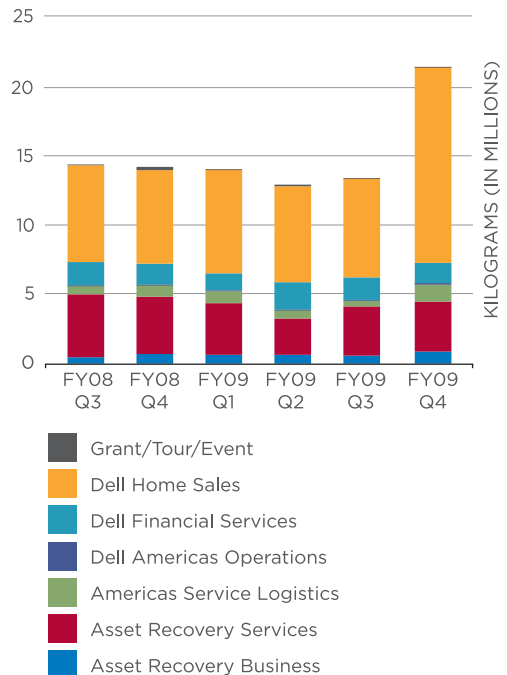
### Consumer Recycling Challenge

Dell is continuing its efforts to expand takeback on a global basis. However, Dell believes that effective policy in emerging economies must be led by prerequisite conditions that include adequate infrastructure and a recycling framework. Additional discussion with stakeholders is needed.



Dell does not report worldwide sales by region; therefore, we do not share worldwide recovery in relation to sales.

Figure 5: Worldwide Recovery — by Region



This list represents the various business operations at Dell. The key focus of this graph is to demonstrate that we have seen significant recovery growth in Dell Home Sales (Consumer).

Figure 6: Worldwide Recovery — by Collecting Program



### Leading by Example

We want to lead in product recovery, too. In May 2009, Dell became the first major computer manufacturer to ban the export of nonworking electronics to developing countries, as part of its global policy on responsible electronics disposal.

Dell’s electronics-disposition policy now exceeds the requirements of the Basel Convention, which bans the export of certain electronic waste based on its material or chemical composition. By expanding the definition of electronic waste to include all nonworking parts or devices, irrespective of material composition, Dell aims to help prevent the unauthorized dumping of electronic waste in developing countries.

Equipment must be tested and certified as “working” prior to export.

Dell supports current efforts by some members of the U.S. Congress to place reasonable restrictions on the export of nonfunctional electronic products to developing countries that lack sufficient recycling and disposal infrastructure.

By 2014, we want to take back one billion pounds of material. Our innovative, free, easy, responsible and convenient approach is about setting the highest standards in product recovery and responsible disposition.



For more information, see [www.dell.com/recycling](http://www.dell.com/recycling).

## Achieving Our Commitment Through Engagement and Empowerment

We rely on the talents, dedication and ideas of our employees — from global Green Teams to individual volunteer efforts — as we work toward achieving our commitment to become the greenest technology company on the planet.

### Employee Engagement

Volunteering to work on green initiatives at work and in their communities, sharing ideas and best practices and participating in carpooling and telework programs are just a few of the ways our employees share the responsibility for protecting our environment.

### Policy Advocacy

Dell recognizes that as we pursue our commitment to being the greenest

technology company, we need to engage in policy advocacy and help promote active participation in industry solutions. Our policy advocacy supports:

- ✦ Recycling: promoting the principle that producers of electronics should take back their own product to be recycled at no charge for consumers
- ✦ Materials use: monitoring proposed restrictions of materials contained in electronic devices to ensure, where possible, that such regulations are based on sound science
- ✦ Energy efficiency: reducing the power consumption of electronic devices in standby and off modes



For more information on engagement and empowerment, see [www.dell.com/greenengagement](http://www.dell.com/greenengagement).

The Dell Environmental Health and Safety team in Penang, Malaysia, created a project to recycle the silica desiccant gel that Dell uses to absorb moisture in our packages and manufacturing operations and have it reused for cat litter.



### GOODWILL RECONNECT/JOB CREATION: RECYCLING EFFORTS PROVIDING PERSONAL-GROWTH OPPORTUNITIES

Dell and Goodwill are partners in taking back equipment. Dell values this business relationship and also is proud of the additional benefits of helping to create jobs for individuals like Ray C.

Ray was a young chef in training at a restaurant in April 1985 when his spine was injured in a drive-by shooting. The restaurant was willing to modify his work area to meet his needs, but his doctors told him that it would be too dangerous. For years, he battled depression, unemployment, financial hardships and a lack of education.

Ray was looking for a hand up, not a handout. In April 2008, he joined Goodwill's ComputerWorks "Learn While You Earn" program — a Dell Reconnect program for demanufacturing computers. He worked side by side with experienced team members, gaining skills that ultimately led to him being selected to work with customers as a cashier and sales-floor team member. Ray has gained a wealth of knowledge about computer functions, processor speeds, modems and many other computer-related issues that customers ask about as part of their buying process.

Ray says that working has raised his self-esteem and that he feels productive. He doesn't have to worry about how he is going to pay his bills or put food on the table. He knows that he can make it in this world.



Learn more about our partnership with Goodwill Industries at [www.reconnectpartnership.com](http://www.reconnectpartnership.com).

## Industry Solutions

Dell participates in several organizations' efforts to address industry issues.

- ✦ Dell collaborates with iNEMI, an industry-led consortium of approximately 70 electronics manufacturers, suppliers and related organizations whose mission is to identify and close technology gaps.
- ✦ Dell is also a member of the Digital Energy Solutions Campaign, whose

mission is to expand policymakers' understanding of the role of information and communications technology (ICT) in improving the energy efficiency of the broader economy.

- ✦ Dell is a founding member of the EPA's Low-Carbon IT program. We began implementing and deploying power management worldwide throughout Dell's facilities last year.

## Enabling Progress Through Services and Solutions

To assist our customers with their own environmental goals, we've created a series of services and solutions that helps IT professionals assess their operations and identify ways to improve them.

The following tools can be found at [www.dell.com/energy](http://www.dell.com/energy):

- ✦ energy-efficiency calculators
- ✦ Greenprint Advisor
- ✦ data-center capacity planner

Here we highlight virtualization and data-center optimization, two examples of Dell Services.

### Virtualization Solutions

Organizations large and small are turning to virtualization as a means of consolidating to fewer, higher-performing servers. This

approach not only reduces the amount of equipment needed, but also decreases power consumption, cooling requirements and data-center square footage. Dell helps ensure that customers' transition to virtualization will be smooth and efficient by tailoring a solution that makes sense for their budgets, staffs and businesses.

### Energy-Smart Data-Center Optimization Assessments

Dell helps customers achieve energy efficiency in existing facilities and newly acquired data centers. We perform comprehensive assessments and develop customized remediation plans to reduce energy use in heating, ventilating, and air conditioning (HVAC) and power-delivery systems.



Learn more at [www.dell.com/services](http://www.dell.com/services).

### Sustainable Business Responsibility

Senior executive support for Dell's sustainability efforts is critical. The Director of Sustainable Business reports progress and results to the Governance and Nominating Committee of the Board of Directors, which adjusts and confirms the company's sustainability strategy.

Our Sustainability Council, consisting of leaders from key business functions, meets

quarterly to review sustainability-related risks, opportunities and associated actions. Dell business owners who are working to address risks and opportunities are invited to provide updates and to seek approval for resources and strategies.



To learn more, see [www.dell.com/corporateaccountability](http://www.dell.com/corporateaccountability).

### Environmental Responsibility: Challenges Ahead

While we are proud of our achievements, we are aware of issues that we still need to review and analyze. These issues include:

- ✦ minerals and extractives
- ✦ carbon-based labeling
- ✦ embedded carbon values

✦ global infrastructure for proper handling of waste materials and end-of-life electronics



Read more at [www.dell.com/materiality](http://www.dell.com/materiality).

### Continuing to Build Our Framework

So why does Dell aspire to be the greenest technology company on the planet? Because we think we can make a difference — for our customers, for ourselves and for the planet.

Since Michael Dell's initial announcement of our vision to be the greenest technology company, we've made progress. During the past year, we've engaged stakeholders in open and direct conversations to help us define our strategy. Our Enviro 2.0

framework is the culmination of much effort, listening and thought.

As we build on and implement our framework, we hope to inspire others with our efforts to reduce our greenhouse gas emissions, with our global recycling solutions and through our engagement with others. In addition, we've demonstrated innovation in our products and packaging to reduce energy consumption and the use and volume of unwanted materials.



Learn more about our Enviro 2.0 framework at [www.dell.com/earth](http://www.dell.com/earth).



## CORPORATE ACCOUNTABILITY: ACTING WITH INTEGRITY, INSPIRING TRUST

Dell **customers** from every corner of the world want and expect great products and service. The expectation of greatness is truly **inspiring** for us. We value the diversity of ideas within Dell and our partnerships with diverse suppliers.

Our business thrives when we earn the **trust** and **respect** of our customers through our actions and our innovations.

At Dell, the importance of **people** drives our priorities — from fair and equal opportunity, to personal health, to each person's financial security. We have built ethics and integrity into our key corporate growth initiatives, encouraging people to accept responsibility and enabling them to **take action**.

We believe the secret of corporate accountability at Dell is the pride that our people take in our company. For us, it's more than simply meeting compliance requirements and following the rules — it's creating a culture in which people can and want to **act with integrity**.



## Financial Year 2009 in Review

Our characteristic discipline in managing costs, generating profitability and cash flow, and conducting business to best manage our products and services gives us a distinct advantage, especially during a difficult economy.

During the first quarter of fiscal year 2010, we completed a reorganization from our geographic commercial segments — Americas Commercial; Europe, Middle East and Africa (EMEA) Commercial; and Asia Pacific-Japan (APJ) Commercial — to global business units — Large Enterprise, Public, and Small and Medium Business (SMB) — reflecting the impact of globalization on Dell’s customer base. This realignment creates a clear customer focus, allowing us to serve customers with faster innovation and greater responsiveness.

Our four global business segments are Large Enterprise, Public, SMB, and our existing Consumer segment, which combined Dell’s EMEA and APJ consumer businesses with the U.S. consumer business effective the first quarter of fiscal year 2009. Large Enterprise includes sales of IT infrastructure and service solutions to large global and national corporate customers. Public includes sales to educational institutions, governments, health care organizations and law enforcement agencies, among

others. SMB consists of sales of complete IT solutions to small and medium businesses. Consumer consists of sales to individual consumers and retailers around the world.



For more information, see [www.dell.com/aboutdell](http://www.dell.com/aboutdell).

We began managing and reporting on our new business segment structure in the first quarter of fiscal year 2010 and, subsequently, revised our fiscal year 2009 operating business segment results based on our new structure. Figure 7 shows net revenue by business segment for fiscal year 2009, and Figure 8 shows net revenue by product category for the same year.

We offer our worldwide customers a comprehensive portfolio of hardware and software products as well as services to store and protect customer data.

### Political Disclosure and Accountability Policy

Dell’s political disclosure and accountability policy addresses employee and corporate political activities.



For information, see [www.dell.com/publicpolicy](http://www.dell.com/publicpolicy).



To learn more about Dell’s commitment to corporate accountability, see [www.dell.com/corporateaccountability](http://www.dell.com/corporateaccountability).

Business Segment	Percentage of Total FY09 Net Revenue
Large Enterprise	30%
Public	25%
Small and Medium Business	24%
Consumer	21%

Figure 7: Percentage of Net Revenue by Reportable Business Segment

Product Category	Percentage of Total FY09 Net Revenue
Mobility	30%
Desktop PCs	29%
Software and Peripherals	17%
Servers and Networking	11%
Enhanced Services	9%
Storage	4%

Figure 8: Percentage of Total Net Revenue by Product and Services Categories



For more information about our products and services, see [www.dell.com](http://www.dell.com).



More information about our financial performance is available at [www.dell.com/investors](http://www.dell.com/investors).

## Redefining Our Priorities and Strengthening Our Governance

For fiscal year 2009, with each part of the global commercial business managed regionally, Dell prioritized five growth initiatives: laptops, enterprise technologies, consumers, small and medium business, and emerging countries.

As announced in December 2008, we're now organizing around the strengths of those priorities with four customer-centered global businesses: Large Enterprise, Public, SMB and Consumer. We've already tried this approach in the Consumer segment and found this newly evolved structure better meets customer and partner requirements through direct relationships. The structure also enables and encourages innovation without ties to costly, complex legacy technology. Now, we'll apply the lessons learned in our Consumer business unit to our commercial and public segments. The immediate and ongoing result of this relationship model is more direct accountability to and by employees, our supply chain and customers.

These four business units are more than just a new corporate structure. They will help us respond to the feedback flowing from Tell Dell employee surveys and from the meetings our leaders conduct around the world. Customers will get a more unified global account management team. The streamlined, more responsive organizations facilitate a culture of corporate accountability and focus our strengths on growing a profitable business.

### Leadership as of February 2009

Paul D. Bell, president, Public, leads this globally integrated organization with a focus on answering urgent IT challenges in government, education and health care. Previously, Paul served as senior vice president and president of Dell Americas.

Stephen J. Felice, president, SMB, leads the creation and delivery of SMB-specific solutions and technology to the more than 72 million small- and medium-sized businesses globally. Previously, Steve was senior vice president and president, APJ.

Ronald G. Garriques, president, Consumer, leads the organization that has already proved that an integrated business unit can move with greater agility to unleash innovation to respond to the changing needs of customers. Ron is responsible for Dell's portfolio of consumer products, including desktops, laptops, software and peripherals, including product design and sales. Prior to joining Dell, he served in various leadership roles at Motorola.

Stephen F. Schuckenbrock, president, Large Enterprise, leads the delivery of innovative and globally consistent Dell solutions and services to the world's largest corporate IT users. Previously, Steve was senior vice president, Global Services, and Dell's chief information officer.



More information is available at [www.dell.com/fingovmgt](http://www.dell.com/fingovmgt).



*Paul D. Bell*



*Stephen J. Felice*



*Ronald G. Garriques*



*Stephen F. Schuckenbrock*

## The Value of the Stakeholder Voice

We make it a priority to engage with a range of our stakeholders on their corporate responsibility initiatives. From our formal sustainability group with Ceres, to our involvement with Business for Social Responsibility, to our connection with socially responsible investors, engaging with stakeholders is vital to the development of our corporate responsibility initiatives.

During fiscal year 2009, we were heavily engaged with our various stakeholder groups and partnered with them at various locations and forums. In partnership with Business for Social Responsibility, we hosted an international engagement in Berlin, Germany regarding our environmental strategy and one domestic engagement in Boston, Massachusetts. These sessions focused on providing feedback on the fiscal year 2008 corporate responsibility report.

In addition, through our formal sustainability stakeholder group with Ceres, we held seven stakeholder feedback conference calls on these topics:

- ✦ global recycling
- ✦ climate leadership/sustainable operations
- ✦ employee engagement and empowerment
- ✦ services and solutions
- ✦ product packaging and stewardship

In partnership with the Dell Investor Relations Team, we also held two socially responsible investor calls covering our financial performance and corporate responsibility initiatives.

Discussion with stakeholders is the method we use to vet our internal plans, identify gaps and address misperceptions.

Sometimes we agree, and sometimes we disagree, but this discussion always results in an increased understanding on both sides. We value this process and the stakeholders who give their time to work with us.

Ideal stakeholders are those who are subject-matter experts on material issues that affect Dell and who participate in open, candid and effective discussions. Advice, guidance and constructive feedback from our stakeholders allow the Corporate Responsibility Team to speak intelligently and earnestly to the Executive Leadership Team about Dell's responsibilities as a global corporate citizen.

Dell engaged with Ceres and a team of external stakeholders, selected by Ceres and focused on sustainability, to review this year's corporate responsibility report. This team is an independent group of individuals drawn primarily from the Ceres coalition and representing a range of constituencies that have expertise in environmental, social and governance issues. In reviewing this report, the team considered whether the company adequately reported on its sustainability performance and key impacts, including goals, targets, systems, data and initiatives.

Dell also worked with key partners in our global giving and diversity and inclusion areas. Through this review process, these groups provided Dell extensive feedback, which was considered in the preparation of the final version of this report. Figure 9 shows high-level feedback from stakeholders as well as our response. Dell cannot address all of the feedback provided and has prioritized key issues that align with business objectives.



More information is available at [www.dell.com/stakeholders](http://www.dell.com/stakeholders).



Stakeholder Input	Dell Response
Explain Your Business Case for Sustainability	<ul style="list-style-type: none"> <li>• Included information about what makes a good sustainability plan in the Environmental Responsibility section of the report</li> <li>• Enhanced language that describes sustainability and corporate responsibility as issues that affect Dell's bottom line</li> </ul>
Address in More Detail Key Challenges in Environmental and Supply Chain Areas	<ul style="list-style-type: none"> <li>• Added content about challenges in BFR elimination and recycling to the Environmental Responsibility section of the report</li> <li>• Added challenges in each major section</li> <li>• Added a human rights section in the Social Responsibility section of the report</li> <li>• Included information about EICC Work Group and challenges of responsible extractives</li> </ul> <p>Note: For FY10, Dell will explore adding more content about supply-chain management plans beyond how many audits are conducted in a region.</p>
Be More Specific in Sharing Your Data and Goals	<ul style="list-style-type: none"> <li>• Continued to enhance our transparency in terms of progress against goals through "Accomplishments for Fiscal Year 2009" on pages 9-11 and "Goals for Fiscal Year 2010 and Beyond" on page 12</li> <li>• Incorporated responses to specific requests for certain data in the report, such as including more detailed information about the composition of our work force</li> <li>• Added list of Tier 1 suppliers</li> </ul>
Provide More Information on Results and Benchmarking	<ul style="list-style-type: none"> <li>• Provided year-to-year results in our key performance indicators (see "Dell by the Numbers" on page 8)</li> </ul> <p>Note: While many stakeholders request recycling data compared to our sales numbers, at this time Dell does not disclose this information.</p>
Enhance Your Global Perspective	<ul style="list-style-type: none"> <li>• Attempted to incorporate a global dimension in key metrics, examples, challenges and successes</li> </ul> <p>Note: We recognize that we have an opportunity for increased communication in this area in the future.</p>
Share More Information on Your Public Policy	<ul style="list-style-type: none"> <li>• Added more information about public policy in the Environmental Responsibility section of the report because policy changes so fast it is difficult to publicly address issues</li> </ul> <p>Note: Dell will consider adding increased content about policy and advocacy in the FY10 report.</p>
Feature More Success Stories and Partner Profiles	<ul style="list-style-type: none"> <li>• Featured a success story or profile of a Dell partnership in each section of this report</li> </ul> <p>Note: More profiles are available at <a href="http://www.dell.com/corporateresponsibility">www.dell.com/corporateresponsibility</a>.</p>

Figure 9: High-level Stakeholder Input to the FY09 Corporate Responsibility Report and Dell's Response



Learn more at [www.dell.com/stakeholderfeedback](http://www.dell.com/stakeholderfeedback).



## Ethics and Compliance: Ensuring Integrity Throughout Our Business



In December 2008, Dell was invited by the Ethisphere Institute to help launch the Business Ethics Leadership Alliance (BELA). With a mission to reinforce ethical principles and priorities, BELA aims to strengthen worldwide confidence in free enterprise.

In our global business environment of varied cultures, we've got to go beyond simply following the law — we must act with integrity. Dell's Ethics and Compliance program provides guidance to help us meet this goal. We must act legally and ethically to create a common denominator of trust within and across cultures, and to create a solid foundation to ensure sustainable business success.

Our focus is on three key components: culture, compliance and credibility.

### Culture of Integrity

We actively foster a culture where employees can be confident and proud that they act legally and ethically. We achieve such a culture by aligning the Global Ethics and Compliance Office with Global Human Resources and other internal partner organizations. Continuous attention to our Code of Conduct, and to the policies and procedures that flow from the Code, helps us set behavioral expectations for our employees and business partners so that we can maintain focus in our evolving business environment.

### Compliance with Laws and Rules

For Dell, compliance is about adhering to the local laws throughout our global

business and to the internal rules defined in our Code of Conduct. Effective and aligned compliance programs are even more important during times of economic uncertainty. Now, more than ever, our shareholders and other stakeholders expect us to run our operations profitably, safely, legally and ethically.

### Credibility with Stakeholders

Credibility is about making sure our customers, employees, shareholders and other stakeholders know and recognize Dell's commitment to ethical and legal behavior. By binding our ethics and compliance efforts to our overall business goals, we strive to inspire trust and aspire to be a role model in the business world. We continue to learn from the many stakeholders whose lives and businesses we affect. We're proud of our leadership role in these organizations in fiscal year 2009:

- ✦ Business Ethics Leadership Alliance
- ✦ Open Compliance and Ethics Group

Our participation magnifies Dell's successes by sharing our own best practices and consolidating efforts throughout our global business.



More information is available at [www.dell.com/ethics](http://www.dell.com/ethics).

Our focus is on three key components: culture, compliance and credibility.

## Taking Global Citizenship and Ethical Sourcing to the Next Level

Dell's Worldwide Procurement Supply Chain Supplier Environmental Responsibility Team works with regional Tier 1 suppliers on Electronic Industry Citizenship Coalition (EICC) Code of Conduct compliance in the areas of labor, environmental, and health and safety management systems. As part of our corporate accountability commitment, we

continue our conference calls with socially responsible investors (SRIs). On these calls, we highlight recent achievements, which for fiscal year 2009 included hiring additional auditors outside of the U.S., improving the comprehensiveness of our Quarterly Business Reviews (QBRs) and expanding our supplier workshops.



In fiscal year 2009, Dell experienced excellent supplier response to greenhouse gas emission targets, with 85 percent of suppliers either meeting expectations or well into the process of making corrections.

### Key Suppliers

As part of our commitment to transparency, we're disclosing this list of more than 95 percent of our suppliers as measured by our spend. Because various stakeholders worldwide requested this information, we worked with our partners to make this disclosure possible.

AMD	Micro Star International Co., Ltd., Taiwan
Amtek Group	Microsoft Corporation
APC (American Power Conversion)	MiTAC
Astec	Nanya Technology Corporation
Au Optronics Corporation	NMB
Banta	NVIDIA
Chunghwa Picture Tubes LTD	Pegatron
CMO (Chimei Optoelectronics)	Philips & Lite-On Digital Solutions
Compal Electronic Inc.	Qisda
Coretronic Corporation	Quanta Computer Inc.
Darfon Electronics Corporation	Samsung Electronics
Delta Products	Samsung LCD Displays
EMC	Sanyo
Flextronics	Seagate Technologies
Fujitsu	SERCOM
Hitachi	Simplo Technology
Hon Hai Precision Industries (Foxconn)	Sony
Hynix Semiconductor Inc.	Sony Corporation, Chemical & Energy Business Group
IBM	Sony NEC Optiarc
Innolux Display Corporation	TEAC
Intel Corporation	Top Victory Electronics
Kingston Technology	Toshiba
Lexmark	Western Digital
LG Philips LCD Co Ltd.	Wistron
Lite-On Group	Wistron Displays
Logitech	Xerox International Partners
Matsushita Electric Industrial (Panasonic)	



Learn more at [www.dell.com/supplierresponsibility](http://www.dell.com/supplierresponsibility).



## Supplier Diversity: Building Partnerships for Better Business

Dell's Direct Talk program was designed to connect qualified, diverse-owned companies with Dell representatives to discuss purchasing opportunities available in the next six to 12 months. One year after we launched the program, 50 percent of participants have been recruited to participate in the Request for Quotation process.

Supplier diversity nurtures the connection between our employees and our customers. More than simply considering minorities by population, we search for and include the many qualified businesses whose ideas might otherwise not be represented. Their ideas help Dell raise the bar for great products and service.

Our Supplier Diversity Team is committed to providing equal access to procurement opportunities for qualified small, minority- and woman-owned businesses in the U.S. We audit and tie compensation to supplier diversity. Beyond driving spend with our diverse suppliers, we offer supplier coaching and an Executive Mentorship program to further support the growth of our diverse suppliers.

### Challenges

During an economic downturn accentuated by streamlined operations and consolidation across a global supply base, our challenge is

to maximize the use of diverse suppliers and maintain a pipeline of diverse suppliers that can scale with Dell over the long term. As we consolidate our spend to fewer original design manufacturers that can support our scale, we must constantly develop strategies that create opportunities for diverse suppliers. For us, supplier diversity is more than simply meeting compliance requirements — it's smart business in an increasingly diverse economy.

### Recognition

In fiscal year 2009, Dell became a member of the Billion Dollar Roundtable, an organization that brings together businesses that achieved spending of at least \$1 billion annually with minority- and woman-owned suppliers. The Dell team increased procurement spending with small, minority-owned and woman-owned suppliers.

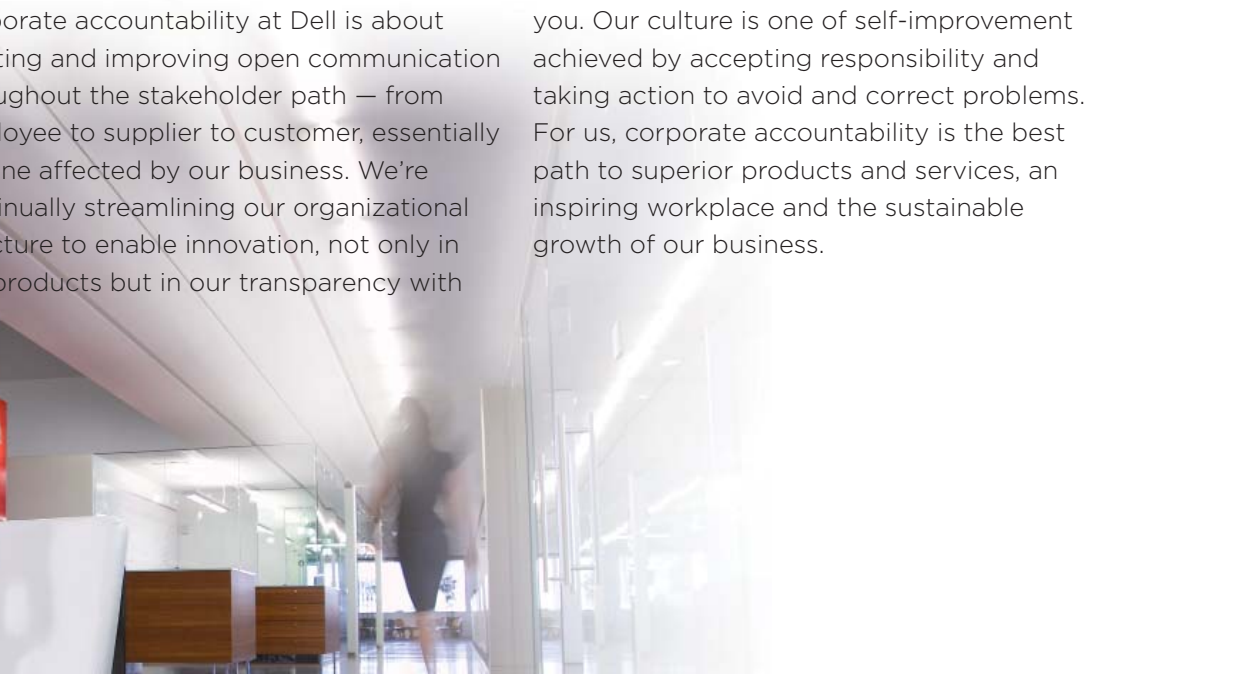


Learn more at [www.dell.com/supplierdiversity](http://www.dell.com/supplierdiversity).

## Acting with Integrity, Every Step of the Way

Corporate accountability at Dell is about creating and improving open communication throughout the stakeholder path — from employee to supplier to customer, essentially anyone affected by our business. We're continually streamlining our organizational structure to enable innovation, not only in our products but in our transparency with

you. Our culture is one of self-improvement achieved by accepting responsibility and taking action to avoid and correct problems. For us, corporate accountability is the best path to superior products and services, an inspiring workplace and the sustainable growth of our business.



## SOCIAL RESPONSIBILITY: MAKING A MEANINGFUL DIFFERENCE TODAY – INSPIRING A BETTER, CONNECTED TOMORROW

Meaningful difference. Two words, so simple. But what do they truly mean? As a global leader in the industry, we make it our priority to contribute positively to the communities where we live and work. Our approach is based on building lasting **relationships** with our neighbors and customers and staying in touch with the concerns, issues and desires of our local communities.

It's about creating change that **inspires** others. It's about getting involved and doing what we can, where we can, with the knowledge, skills and **innovation** that we're able to offer.

We are proud of our contributions and are honored to work with so many gracious and dedicated people around the world to build **stronger** communities, create a **supportive** workplace, and promote **diversity** and **inclusion** inside and outside our workplace.





## Giving: Building Stronger Communities

Just how serious are we about making a meaningful difference in the community? In 2008, we committed to a goal of becoming a 1-percent company.

### Becoming a 1-Percent Company

This is an aspirational goal, and we've designed our giving program with a strategic approach and a supportive leadership team. Our plan includes:

- ✦ Implement a centralized, online solution for capturing data on giving (dollars, in-kind donations and volunteer hours) — recording impact and sharing measurable results.
- ✦ Form a Global Giving Council made up of executives from China, India, the United Arab Emirates, Mexico, Western Europe, Brazil and the U.S. to guide giving efforts and ensure that they are applied in targeted areas.
- ✦ Focus giving on youth in the areas of education, digital inclusion and the environment.

In fiscal year 2009, we increased the amount we gave from 0.42 percent of annual pre-tax profits to 0.74 percent, an increase of more than \$8 million. Figure 10 shows our donation of dollars and volunteer hours for the year.



Learn more about how Dell is making a difference at [www.dell.com/difference](http://www.dell.com/difference) and [www.dell.com/diversity](http://www.dell.com/diversity).

What is a 1-percent company?

We're stepping up our giving game. We've set an aspirational goal of increasing our global giving efforts to achieve 1 percent of our annual pre-tax profits by 2010.

### Dell YouthConnect

This year we introduced Dell YouthConnect, our signature program for digital inclusion that promotes education in math, science, literacy and technology skills for young people (up to age 17) in emerging countries.

With an initial focus in India, we partnered with non-governmental organizations to develop programs for tomorrow's connected generation, teaching them how to use technology, providing access to the right technology resources, and encouraging students from all backgrounds to reach their full potential through technology.

In its first year, Dell YouthConnect has contributed more than \$2.7 million in financial and in-kind donations. However, it's not just about the financial donation; this partnership has a deeper connection. The Dell Giving Team is highly engaged with its nonprofit partners to ensure that we continue to meet the ongoing needs of the receiving organizations — for example, by providing green technology to help sustain their technology needs.

With the success in India, we're ready to begin similar programs in Brazil, Mexico and China.

Building relationships with community partners and actively supporting our neighbors is a major priority. As a corporate citizen, we also support many U.S. programs through the Dell Foundation.

#### Global Dell Donations in Fiscal Year 2009

Total in-kind, cash and grants, including Dell Direct Giving Match	<b>\$24.54 million</b>
<ul style="list-style-type: none"> <li>• Dell Direct Giving Match (includes Dell's employee match for U.S. and Canada Direct Giving campaign, the Can Hunger Food Drive and Global Disaster Relief) - \$7.82 million</li> <li>• Employee Direct Giving pledges - \$8.53 million</li> </ul>	
Employee volunteer time: 145,000 hours	<b>\$2.5 million in economic impact (estimated)</b>

#### Amount

**\$24.54 million**

**\$2.5 million in economic impact (estimated)**

Figure 10: Dell's FY09 Global Donations

## Giving Around the World

It's no secret. The way people are connecting and communicating today is changing our world. To reach our 1-percent aspirational goal, we're working to close technology gaps in emerging countries by focusing on education, digital inclusion and green solutions, enabling all to participate in our newly connected world.

### Bridging the Technology Gap

In Brazil, Dell sponsors The Digital Citizen Project, a social initiative developed by Pensamento Digital Foundation whose goal is to use technology to help youth from low-income populations gain marketplace skills.

In China, to help bridge the digital gap between the children of rural migrant workers and the Internet Age, Dell has donated computers to schools in Beijing, Shanghai, Dalian, Hangzhou, Tianjin, Xiamen and Chengdu. By the end of 2008, 19 Dell Learning Centers were established.

As part of our effort to improve digital literacy, Dell provided a grant to expand the Dell Learning Center at the Cerebral Palsy (Spastic) Children's Association of Penang. A new network server and 10 additional Dell computers expanded learning opportunities in the classrooms; this new equipment was added to the 20 Dell computers, printers and assistive-learning devices already at the center.

### The Dell Foundation

For more than a decade, the Dell Foundation has focused on helping children by equipping them for the digital world. The Foundation aims to proactively address fundamental requirements for children to learn and excel in a connected global economy. Through grants to organizations addressing health and human services, education and technology access, the Foundation assists the primary communities that Dell calls home — Central Texas, Middle Tennessee, Oklahoma and Northwest North Carolina.



Learn more at [www.dell.com/giving](http://www.dell.com/giving).



EMPLOYEE COMMITMENT AROUND THE WORLD



Dell Canada employees supported the fight against breast cancer with a technology donation to the Princess Margaret Hospital Foundation's Pink Snowflake event.



Dell IT employees in Limerick designed and built a Web site for the Limerick branch of Down Syndrome Ireland.



Dell employees donated more than 14,000 pounds of food and \$62,000 to the Can Hunger U.S. food drives.



Dell Bracknell employees rebuilt a wild garden at the Ascot Heath Infant School.



Dell helped to launch the HK Dell Learning Centre at the HKFYG Lee Shau Kee Primary School in China.



Dell employees volunteered for the Oklahoma City Memorial Marathon and won the "Most Spirited Award" for the fourth year in a row.



During the month of Ramadan, when all Muslim families share the "iftar" (a meal when they break their fast), Dell Casablanca employees prepared this traditional meal for some local elderly citizens.



Through the LIVESTRONG Challenge, Team Dell raised \$102,000 (largest amount for a U.S. team).



Dell Malaysia employees raised \$65,000 in pledges for the third annual Dell Champion Run/Walk benefitting the Malaysian AIDS Foundation's Pediatric AIDS Fund.



Through the Adopt-a-School program, Dell employees in Brazil provided social and educational support.



## Employees Working for Positive Community Impact

We're committed to giving back to the communities where we live and work. In fiscal year 2009, Dell, together with its employees and the Dell Foundation, contributed more than \$24.5 million to nonprofit organizations globally.



**ONE DELL  
ONE COMMUNITY**

### One Dell : One Community

The rallying spirit of our employees is a driving force behind our commitment to the community. Through our One Dell : One Community campaign, our employees align their passions with a charity of choice and share their talents and time. In fiscal year 2009, more than 36 percent of our global employees participated in September's Global Community Involvement month.

Despite the current economic downturn, our employees understand the impact they have on their communities and are excited to help make a difference through volunteerism, team-building events and direct giving — taking advantage of Dell's matching programs:

- ✦ In the U.S. and Canada, Dell matches up to \$5,000 per employee annually for the employee's nonprofit organization of choice.
- ✦ The Team-Building Match program offers a financial match of \$125 for Dell U.S. employee groups that participate

in team-building volunteer activities. The funds are paid directly to the organizations for which the groups volunteer.

Dell employees in the United Kingdom also participate in an annual charitable-giving campaign and have raised thousands of dollars for charitable organizations.

A key goal for fiscal year 2010 is to explore how to expand these programs appropriately to the global employee population.



More information is available at [www.dell.com/employeeegiving](http://www.dell.com/employeeegiving).

### Disaster Relief

As a true community partner, we come together in times of crisis to help those in need. Through the Direct Giving program, our employees have the option to give to specific causes. For example, after the Sichuan Earthquake in China, our employees in more than 20 countries donated nearly \$1.4 million in cash and 300 boxes of goods, weighing six tons, to help affected citizens.

Working quickly to provide immediate aid is critical, and we continue to stay in contact with employees, customers and emergency response organizations to help rebuild the communities where such disasters have occurred.

In the U.S., the Dell Foundation made a donation of \$25,000 to the American Red Cross of Central Texas to support Hurricane Ike evacuees temporarily sheltered in Central Texas.



More information is available at [www.dell.com/difference](http://www.dell.com/difference).

“We value the effort that Dell and its employees make to help the community. It's a good example for the corporate world.”  
— Representative for an Austin, Texas, nonprofit organization

“We are so appreciative of the opportunity for our organization to be involved with Dell employees. THANK YOU!”  
— Representative for a Nashville, Tennessee, nonprofit organization

## Wellness: Creating a Healthy Workplace and Community

By providing our employees and their families with simple and convenient resources, we aspire to create good consumers who make healthy decisions for themselves and their families. We're proud of the role we play in building healthy communities. It's another way in which we hope to make a meaningful difference.

### Smoking Cessation

It's an alarming truth that tobacco use is the leading preventable cause of death in the world today. It makes sense to help our employees who use tobacco products create healthier lifestyles — extending life expectancy and reducing the cost implications and environmental impact on our planet.

Inspired by our Panama and India campuses, our U.S. facilities became tobacco-free in January 2009.

Knowing how difficult it can be to quit using tobacco, we helped prepare our employees for this change by providing free tools and resources, including:

- ✦ a three-month supply of tobacco-cessation prescription drugs to help reduce cravings
- ✦ personalized coaching and tips through an online resource and by telephone
- ✦ membership to a Well at Dell health center's tobacco-cessation program and access to 24/7 relapse support for encouragement and guidance to overcome temptations

In addition, we provided resources to help influence a healthy lifestyle change for the hundreds of contractors who enter Dell facilities daily.

Of course, some resisted the new policy at first. Blog traffic increased, and employees were extremely vocal about the impact — both good and bad — of the new policy. Once the policy took effect, many employees shared their difficulties in kicking the habit, but ultimately were grateful for the encouragement and resources that inspired and helped them to create a healthier lifestyle.

We congratulate the 959 employees (of the 6,127 tobacco users in our system) who have committed to our Well at Dell QuitNet program to date and the more than 955 employees who have graduated from the program.

We are encouraged by the positive results, and we continue to reach out to smokers by offering ongoing tobacco-cessation programs.



To learn more about Dell's employee benefit programs, visit [www.dell.com/careers](http://www.dell.com/careers).

## Commitment to Positive Work Environments

As stated in Dell's Code of Conduct, we're committed to working with socially responsible entities that comply with all applicable laws and regulations in the locations where they conduct their business, embrace high standards of ethical behavior, and treat their employees fairly, with dignity and respect. We avoid working with entities that do not adhere to laws regulating wages, hours and working conditions. Entities must demonstrate a commitment to the health and safety of their employees and not use forced or indentured labor, or use raw materials or finished goods produced by forced or indentured labor.

### Human Rights

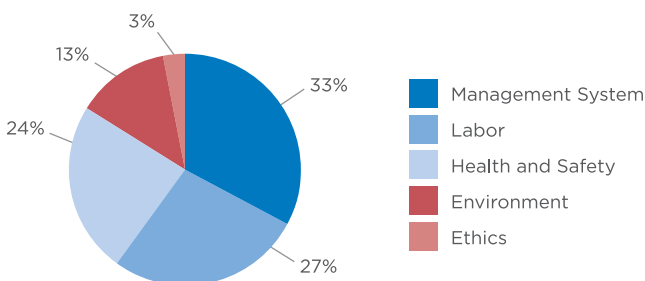
In fiscal year 2009, we made some important contributions to protect human rights:

- ✦ Dell provided a monetary grant to an India-based non-governmental organization to help provide digital education and training to children of sex workers and young women rescued

from trafficking. This partnership created a computer-literacy training center in Hyderabad where students are trained in basic computer skills, matched with an internship and then assisted with job placement upon completion.

- ✦ Dell is an equal opportunity employer and prohibits discrimination and harassment of any kind. This year our nondiscrimination policy was updated to include gender identity, pregnancy and HIV status.
- ✦ In partnership with the EICC and our supply chain, we improved working conditions at our suppliers through our audit process. The results of this fiscal year's audits are shown in Figure 11. We recognize that audits are not the only way to demonstrate our human-rights efforts, but this is where we need to start. We will continue to improve in this area, not only through additional audits but through working sessions with stakeholders, supplier training and a new Dell Code of Conduct in fiscal year 2010.

	FY08 Actual	FY09 Goal	FY09 Actual Total	FY09 Actual Initial	FY09 Actual Follow-up
No. of Dell Audits	0	30	31	9	22
No. of Noncompliances (NCs)	NA	NA	703	136	567
No. of NCs Closed (Verified)	NA	NA	248	0	248
Close Rate	NA	NA	35%	0%	44%



#### Action Plan

- Build supplier capability
- Work with global commodity managers to drive corrective actions
- Collaborate with EICC to address common challenges
- Continue to follow up with suppliers

Figure 11: Dell's FY09 Supplier Audit Results, Noncompliance Types and Action Plan

### Challenges

In the area of human rights, the challenges are many, as the violations around the world are egregious and widespread. The topic itself is overwhelming, even to a multi-billion dollar company like Dell. Labor challenges such as working conditions, wages, and health and safety are cross-industry and not region-specific. Our ability to make

improvements in these areas is most effective when we engage with the supply chain that is more directly within our sphere of influence; however, stakeholders are looking to the IT industry when governments alone are not able to quickly address the situation. In some cases, we're being asked to implement policies that violate the laws of certain countries.

## Addressing the Global Issue of HIV and AIDS



Recognizing that we have an opportunity to influence and accepting our role as a global citizen, we commit to partnering with our industry counterparts through the EICC and stakeholder working groups to improve conditions in the countries where our employees — and our suppliers' employees — live and work. One example is our work on HIV and AIDS.

### Fighting HIV and AIDS

For many of us, the reality of AIDS is portrayed only on the big screen, but this life-threatening disease is the harsh reality for millions of people around the world. Striking from Manhattan to Mumbai — with a prevailing presence in Africa — this disease has no prejudice.

Recognizing the tragic impact of HIV and AIDS on our employees, communities, customers, suppliers and other stakeholders, CEO Michael Dell — together with the Global Business Coalition, in which Dell is a corporate member — has made it a priority to provide access to medication and education.

We renewed our membership with the Global Business Coalition, and we added a walk-in wellness center, that offers HIV testing at the corporate offices in Round Rock, Texas. We continue to evaluate our HIV strategy globally to determine how we can have further impact.

### Partnering with (PRODUCT)<sup>RED</sup>™

Joining the fight against AIDS in Africa, Dell signed a multi-year commitment to partner with (PRODUCT)<sup>RED</sup>. Partners create (PRODUCT)<sup>RED</sup> branded items and services, contributing a portion of the profits to the Global Fund. The Global Fund uses 100 percent of this money to finance HIV health and community support programs in Africa, with a focus on women and children. So far, (PRODUCT)<sup>RED</sup> products and events have generated more than \$125 million — enough to provide more than 760,000 people with life-saving medication for one year.



More information is available at [www.dell.com/joinred](http://www.dell.com/joinred).

World AIDS Day, observed around the globe on December 1, brings attention to the AIDS epidemic. 2008 marked its 20th anniversary. On this day, CEO Michael Dell signed a new company policy supporting the intolerance of discrimination against employees with HIV and AIDS.

## Embracing Diversity and Inclusion

Inclusion. Diversity. Two words that often have the same connotation; however, each has a very different meaning.

### It's about Inclusion

Diversity is an irrefutable fact. With a large global employee base, we're a collage of races, ethnicities, religions, ages, disabilities, backgrounds, lifestyles and cultures. Inclusion is about embracing, respecting, honoring, recognizing and leveraging our differences to build a better community, workplace and world.

At Dell, we're committed to building a diverse environment that is reflective of a diverse global marketplace and an inclusive culture where everyone is engaged. We strive to ensure that each employee is heard and valued and that personal strengths and perspectives are assets to the company, rather than left at the door.

### Global Diversity Council

CEO Michael Dell is personally committed to the company's diversity and inclusion programs. Why? Because making diversity and inclusion a business imperative depends on leadership.

Michael Dell and seven other executives from across the world review policies, action plans and progress to make sure we continue to maximize diversity as a competitive advantage and integrate it throughout our business.

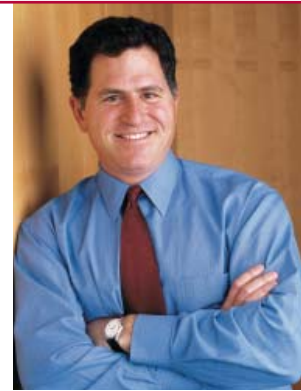
To achieve our vision for an even more diverse and inclusive global company, we established a global diversity strategy. This strategy, reviewed regularly by the Global Diversity Council, is focused on:

- ✦ strong, visible leadership and clear expectations on accountability for diversity and inclusion
- ✦ genuine commitment to diversity and inclusion built into our business practices
- ✦ thorough integration of these behaviors in our talent and performance management

To help make our vision a reality, Michael Dell and our Global Diversity Council promote diversity and inclusion policies, practices and leadership throughout the company.



Learn more at [www.dell.com/diversity](http://www.dell.com/diversity).



“Diversity and inclusion are longstanding cornerstones of our global business. Employing a diverse work force that reflects our customer base provides us more perspective and drives the best possible value for our customers.”

— Michael Dell

## Driving Diversity and Inclusion in the Workplace

As Dell continues to undergo a significant transformation, we know that diversity and inclusion provide an important foundation for our success.

Our definition of diversity and inclusion is simple. It's about helping Dell succeed with a global work force that is highly

talented, committed and reflective of our global customers. We are an open and inclusive workplace. Inclusion covers not only differences in race, gender and sexual orientation, but also in geographic location, education, work and communication styles, and ethnicity, among others.



We respect the unique differences and similarities of our employees. We believe in an inclusive work force where everyone can equally succeed — no matter their race, gender, sexual orientation, geographic location, education, ethnicity or communication style.

### Employee Networking Groups

Dell Employee Networking Groups are an incredible force focused on building a greater level of involvement in our global diversity practices across our business. Employee Networking Groups connect employees who share common ethnicity, gender, nationality, lifestyle or sexual orientation. They provide personal and professional development through mentoring, volunteerism and community involvement.

Dell Employee Networking Groups serve as advocates for inclusion and are active in supporting, piloting and implementing several programs aligned with the company strategy. To demonstrate this alignment, we will rebrand Employee Networking Groups as Employee Resource Groups in fiscal year 2010.

### Work/Life Effectiveness

Life happens, and we recognize that each employee experiences the inevitable circumstances and exciting adventures that life brings all of us. Through creativity and innovation, our managers work with their teams to build ideal working solutions that serve the best interests of the business and our most valuable asset — our people.

Providing options ranging from flextime to teleworking to job sharing to compressed work weeks, and even remote working, we remain committed to providing flexible work arrangements for all of our employees.

### Work Force Composition

We're committed to a diverse work force. As of January 30, 2009, more than 36.7 percent of our U.S. managers, 29.7 percent of our U.S. vice presidents and 33 percent of our independent Board are diverse (women or people of color). At Dell, 33.1 percent of our 76,500-plus global work force and 25.1 percent of managers are women. Figure 12 shows a snapshot of our U.S. equal employment opportunity numbers.

In fiscal year 2009, Dell was involved in a class action filed by a handful of individuals involving claims of gender discrimination in pay and promotions. This case is in the process of being resolved.

### Talent Development

With a commitment to develop and invest in our employees around the globe, Dell provides many opportunities for employees to learn and excel — enabling them to maximize their talents and inspire the next generation of Dell leaders. The following are some examples.

#### Taking the Stage

Taking the Stage is a mentoring program designed by women, for women. Our women leaders use this forum to teach, mentor and build relationships with future women leaders of Dell.

U.S. Equal Employment Opportunity Snapshot				
	2007		2008	
	Managers	Total	Managers	Total
<b>Male People of Color*</b>	596	6,183	418	5,636
<b>Male Caucasian</b>	2,386	14,059	1,766	13,339
<b>Female People of Color*</b>	244	3,224	169	3,061
<b>Female Caucasian</b>	822	5,472	526	5,296
<b>Total</b>	4,048	28,938	2,879	27,332

\*Hispanic/Latino, African American, Native Hawaiian, Asian, American Indian and Two+ Races

Figure 12: Equal Employment Opportunity Snapshot (U.S.)

**MentorConnect**

We have a new Web-based tool to help promote mentoring — MentorConnect. This online portal connects mentees with willing mentors, broadening the geographic reach of mentoring opportunities and crossing functions and boundaries.

**Networking Group Leadership Series**

The Networking Group Leadership Series is a six-month program that provides current leaders a platform to share their expertise and learn from others by challenging conventional thinking, while building leadership capabilities.

**Accelerated Development Programs**

The success of Dell's business strategy requires appropriate behavior from our leaders. Knowing this, we created a

global leadership model — Accelerated Development Programs — based on input from our leaders and employees worldwide.

The Accelerated Development Programs — Leadership Edge, Leadership Excel and Emerging Leaders — enable participants to heighten their performance, capabilities and contributions. Participants are expected to take a proactive role in their own development, teach others and serve as role models of Dell leadership globally. Participation is by nomination from our key talent pool. This year's diverse representation in the Accelerated Development Programs was 29 percent; women globally represented 19 percent of total participation, and people of color in the U.S. represented 16 percent of U.S. participation.



Learn more at [www.dell.com/diversity](http://www.dell.com/diversity).

Our Employee Networking Group for Hispanics, aDellante, partners with Dell's Executive Briefing Center to provide subject-matter expertise on key topics in Spanish or Portuguese for our customers visiting from Latin America. This initiative targets one of Dell's key growth priorities — emerging countries — and provides many direct and indirect professional benefits for the participants.

## Driving Diversity in the External Marketplace

Dell understands that with a diverse and global customer base, we need to actively reach out and engage with key partners to advance our commitment to diversity and inclusion.

**Diverse Partnerships**

Dell creates mutually beneficial partnerships with U.S. civic organizations, professional development organizations and multicultural business and community groups. Such partnerships include:

- ✦ Asia Society
- ✦ Catalyst
- ✦ Congressional Hispanic Caucus Institute
- ✦ Congressional Black Caucus Foundation
- ✦ Human Rights Campaign

- ✦ National Urban League
- ✦ Out and Equal Workplace Advocates

**Talent Development**

Hiring and keeping the best and brightest talent is a business imperative. Our relationships with diverse partners and sponsored events in the U.S. help us with our talent goals. Among these partnerships are:

- ✦ National Association of Black Accountants
- ✦ National Society of Black Engineers
- ✦ National Society for Black MBAs
- ✦ National Society for Hispanic MBAs
- ✦ Society of Women Engineers

### Planning for Our Future

We all share a responsibility to build and retain a diverse and inclusive team. So it's important that we, as a company, provide the essential foundation and appropriate tools and resources to inspire our global team members to simply be themselves and bring their best to the table.

#### Measuring Our Progress

To measure our success and progress in these efforts, diversity and inclusion are integral parts of companywide assessments such as:

- ✦ Tell Dell is our annual employee survey in which employees are encouraged to speak candidly about the programs, policies and management of the company. In 2008, 85 percent of our employees participated in the survey.
- ✦ Organizational Human Resources Process (OHRP) is our people-planning process that helps us ensure that we provide fair and equal treatment to all employees.

- ✦ The Global Diversity Council regularly reviews the progress of our diversity initiatives using Dell's diversity scorecard.

#### Addressing the Global Challenge of Making a Difference

Dell's commitment to making a difference in our global communities has been a longstanding tradition for both the company and our employees. As the business transforms and we expand our efforts globally, Dell is working with customers, employees and other stakeholders to address these challenges:

- ✦ effectively communicating global issues and concerns, such as digital inclusion, protecting our planet and making a healthier world
- ✦ ensuring adherence to all compliance, regulatory and financial regulations
- ✦ aligning business goals with key social issues

### Committed to Making a Meaningful Difference

So, it's simple. Meaningful difference is about:

- ✦ building stronger communities
- ✦ creating a healthy world
- ✦ embracing diversity and inclusion

These are the goals we strive for. Our 1-percent commitment is just the beginning. With this commitment serving as our launching pad, we're working toward making a bigger difference in our communities around the world. Why? Because our investment in social issues can help change

the world, and by embracing the talent and energy from our diverse work force, we'll make a meaningful difference — together.

As we move forward, we hope to continue to inspire our employees and customers to join us in creating positive change for today, and for tomorrow.



Learn more about the different ways in which Dell is making a difference:

[www.dell.com/difference](http://www.dell.com/difference)

[www.dell.com/giving](http://www.dell.com/giving)

[www.dell.com/youthconnect](http://www.dell.com/youthconnect)

[www.dell.com/diversity](http://www.dell.com/diversity)

[www.dell.com/employeeegiving](http://www.dell.com/employeeegiving)



Our *Inspire & Innovate: Achievements in Corporate Responsibility 2009* report features Dell's key accomplishments in the areas of environmental responsibility, corporate accountability and social responsibility. However, this report is only one element of transparency in our reporting. To learn more about what we're doing in each of these areas, see the topics and Web sites noted in the following topic index:

Topic	Dell.com	GRI Index	Topic	Dell.com	GRI Index
Business Recycling (U.S. ARS)	<a href="http://www.dell.com/recycling">www.dell.com/recycling</a>	EN1, EN22	Finance, Governance and Management	<a href="http://www.dell.com/fingovmngmt">www.dell.com/fingovmngmt</a>	
Carbon Intensity	<a href="http://www.dell.com/numbers">www.dell.com/numbers</a>	EN1, EN3, EN4, EN16	Flexible Work Solutions	<a href="http://www.dell.com/flexiblework">www.dell.com/flexiblework</a>	
Carbon Offsets	<a href="http://www.dell.com/sustainableoperations">www.dell.com/sustainableoperations</a>	EN3, EN5, EN16	Forest Stewardship	<a href="http://www.dell.com/forest">www.dell.com/forest</a>	EN1, EN2
Chemicals Management	<a href="http://www.dell.com/materialuse">www.dell.com/materialuse</a>	4.11, EN1	Global Reporting Initiative	<a href="http://www.dell.com/gri">www.dell.com/gri</a>	
Climate: GHG Audit/Inventory	<a href="http://www.dell.com/numbers">www.dell.com/numbers</a>	EN1, EN3, EN4, EN5, EN16, EN17	Hazardous Material Releases	<a href="http://www.dell.com/materialuse">www.dell.com/materialuse</a>	EN1
Climate Strategy	<a href="http://www.dell.com/climate">www.dell.com/climate</a>	EN3, EN4, EN5, EN7, EN16	Health and Safety	<a href="http://www.dell.com/sustainableoperations">www.dell.com/sustainableoperations</a>	
Code of Conduct	<a href="http://www.dell.com/codeofconduct">www.dell.com/codeofconduct</a>		Health and Wellness	<a href="http://www.dell.com/social">www.dell.com/social</a>	
Composition of Our Work Force	<a href="http://www.dell.com/diversitycomposition">www.dell.com/diversitycomposition</a>		HIV and AIDS	<a href="http://www.dell.com/difference">www.dell.com/difference</a>	
Corporate Accountability	<a href="http://www.dell.com/corporateaccountability">www.dell.com/corporateaccountability</a>		ISO 14001 Management	<a href="http://www.dell.com/sustainableoperations">www.dell.com/sustainableoperations</a>	
Corporate Responsibility Policies	<a href="http://www.dell.com/policies">www.dell.com/policies</a>		Material Safety Data Sheets (MSDS)	<a href="http://www.dell.com/policies">www.dell.com/policies</a>	
Corporate Responsibility Report	<a href="http://www.dell.com/crreport">www.dell.com/crreport</a>		Material Use	<a href="http://www.dell.com/materialuse">www.dell.com/materialuse</a>	
Dell by the Numbers	<a href="http://www.dell.com/performance">www.dell.com/performance</a>		Model Takeback Support	<a href="http://www.dell.com/recyclingpolicy">www.dell.com/recyclingpolicy</a>	
Dell Difference	<a href="http://www.dell.com/difference">www.dell.com/difference</a>		Our Customers and Employees in Action	<a href="http://www.dell.com/greenengagement">www.dell.com/greenengagement</a>	
Dell Foundation	<a href="http://www.dell.com/dellfoundation">www.dell.com/dellfoundation</a>		Packaging	<a href="http://www.dell.com/packaging">www.dell.com/packaging</a>	
Dell Giving	<a href="http://www.dell.com/giving">www.dell.com/giving</a>		Plant a Forest/Plant a Tree	<a href="http://www.dell.com/greenengagement">www.dell.com/greenengagement</a>	EN1, EN12, EN13
Dell YouthConnect	<a href="http://www.dell.com/youthconnect">www.dell.com/youthconnect</a>		Political Disclosure and Accountability	<a href="http://www.dell.com/publicpolicy">www.dell.com/publicpolicy</a>	
Dell's Commitment to Making a Difference	<a href="http://www.dell.com/differencecommitment">www.dell.com/differencecommitment</a>		Reconnect (Goodwill Recycling Partnership)	<a href="http://www.reconnectpartnership.com">www.reconnectpartnership.com</a>	EN1
Disaster Relief Giving	<a href="http://www.dell.com/difference">www.dell.com/difference</a>		Recycling	<a href="http://www.dell.com/recycling">www.dell.com/recycling</a>	
Diversity	<a href="http://www.dell.com/diversity">www.dell.com/diversity</a>		Recycling FAQs	<a href="http://www.dell.com/recyclingfaq">www.dell.com/recyclingfaq</a>	
Diversity and Customers	<a href="http://www.dell.com/diversitycustomers">www.dell.com/diversitycustomers</a>		Regulatory Compliance	<a href="http://www.dell.com/regulatorycompliance">www.dell.com/regulatorycompliance</a>	
Diversity Partnerships	<a href="http://www.dell.com/diversitypartnerships">www.dell.com/diversitypartnerships</a>		Road to Carbon Neutrality	<a href="http://www.dell.com/climatehow">www.dell.com/climatehow</a>	
Diversity Training	<a href="http://www.dell.com/diversity">www.dell.com/diversity</a>		RoHS	<a href="http://www.dell.com/materialuse">www.dell.com/materialuse</a>	
Diversity Work Force Commitment	<a href="http://www.dell.com/diversityworkforce">www.dell.com/diversityworkforce</a>		SmartWay	<a href="http://www.dell.com/transportationlogistics">www.dell.com/transportationlogistics</a>	EN7
Eco-Labels	<a href="http://www.dell.com/greenstandards">www.dell.com/greenstandards</a>	4.12	Solid Waste	<a href="http://www.dell.com/sustainableoperations">www.dell.com/sustainableoperations</a>	EN1
Electronic Industry Code of Conduct	<a href="http://www.dell.com/eicc">www.dell.com/eicc</a>		Stakeholder Engagement	<a href="http://www.dell.com/stakeholder">www.dell.com/stakeholder</a>	
Emerging Issues	<a href="http://www.dell.com/emergingissues">www.dell.com/emergingissues</a>		Supplier Audits	<a href="http://www.dell.com/supplierresponsibility">www.dell.com/supplierresponsibility</a>	
Emissions and Discharges	<a href="http://www.dell.com/sustainableoperations">www.dell.com/sustainableoperations</a>	EN1, EN4, EN16	Supplier Diversity	<a href="http://www.dell.com/supplierdiversity">www.dell.com/supplierdiversity</a>	
Employee Benefits (Health/Mental Health-related)	<a href="http://www.dell.com/careers">www.dell.com/careers</a>		Supplier Responsibility	<a href="http://www.dell.com/supplierresponsibility">www.dell.com/supplierresponsibility</a>	
Employee Involvement and Giving	<a href="http://www.dell.com/employeegiving">www.dell.com/employeegiving</a>		Supply Chain and Climate	<a href="http://www.dell.com/climatesupplychain">www.dell.com/climatesupplychain</a>	
Employee Resource Groups	<a href="http://www.dell.com/erg">www.dell.com/erg</a>		Sustainability Life Cycle	<a href="http://www.dell.com/greenlifecycle">www.dell.com/greenlifecycle</a>	
Energy Efficiency	<a href="http://www.dell.com/energy">www.dell.com/energy</a>	EN1, EN4, EN5, EN6, EN7, EN16	Sustainable Operations	<a href="http://www.dell.com/sustainableoperations">www.dell.com/sustainableoperations</a>	EN1
Energy-Efficient Products	<a href="http://www.dell.com/energyproducts">www.dell.com/energyproducts</a>		Tier 1 Suppliers	<a href="http://www.dell.com/supplierlist">www.dell.com/supplierlist</a>	
Environmental FAQs	<a href="http://www.dell.com/greenfaq">www.dell.com/greenfaq</a>		Tools You Can Use to Reduce Your Costs	<a href="http://www.dell.com/energytools">www.dell.com/energytools</a>	
Environmental Policy	<a href="http://www.dell.com/policies">www.dell.com/policies</a>	Environmental Performance Management Approach	Transportation and Logistics	<a href="http://www.dell.com/transportationlogistics">www.dell.com/transportationlogistics</a>	EN1, EN2, EN5, EN6, EN7, EN18
Environmental Standards	<a href="http://www.dell.com/standards">www.dell.com/standards</a>		Water Use	<a href="http://www.dell.com/sustainableoperations">www.dell.com/sustainableoperations</a>	EN1, EN8, EN9, EN10
EPEAT	<a href="http://www.dell.com/greenstandards">www.dell.com/greenstandards</a>	4.12			
Ethics and Compliance	<a href="http://www.dell.com/ethics">www.dell.com/ethics</a>				
EU Recycling Legislation	<a href="http://www.dell.com/recycling">www.dell.com/recycling</a>				

## Global Reporting Initiative (GRI) Report Application Level

Dell has self-reported this report to be at a B level. GRI has checked this report against the criteria for the GRI Application Level B and has qualified the report as Application B GRI-checked. To see our GRI Index, visit [www.dell.com/GRI](http://www.dell.com/GRI).

Report Application Level	C	C+	B	B+	A	A+	
Standard Disclosures	<b>G3 Profile Disclosures</b> Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Same as requirement for Level B	Same as requirement for Level B	
	<b>G3 Management Approach Disclosures</b> Not Required	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category
	<b>G3 Performance Indicators &amp; Sector Supplement Performance Indicators</b> Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.	Report Externally Assured Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report Externally Assured Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report Externally Assured Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report Externally Assured Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.



\*Sector supplement in final version



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