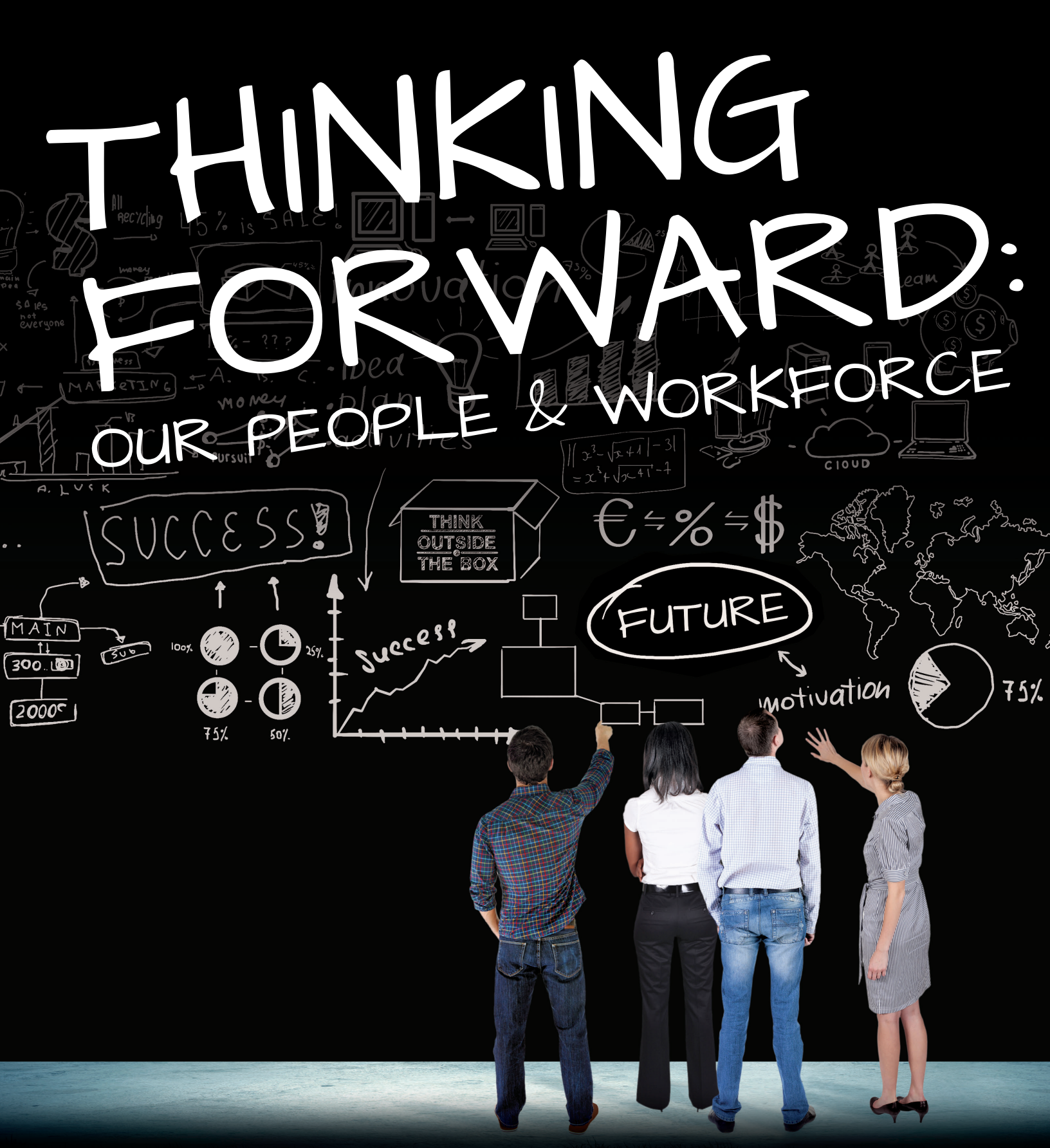
THINKING FORWARD:

OUR PEOPLE & WORKFORCE



REDEFINE THE FUTURE

2013 EMC Sustainability Report

EMC²

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OUR PEOPLE & WORKFORCE

At EMC we recognize that our success rests on the shoulders of our more than 63,000 employees* worldwide. Our employees will continue to drive our journey to be even more environmentally responsible. They drive the innovations that continue to make EMC an innovative IT leader. This year, key focus areas for employee engagement include connecting our employees at all levels of our organization, communicating the unique role of every EMC® employee in our future in a transparent way, and giving back to the communities where we live and do business. And we are committed to a core focus on engagement of our workforce to drive us into the future.

TOPICS COVERED IN THIS REPORT INCLUDE:

- Employee Engagement
- Global Inclusion
- Culture of Innovation
- Recruiting & University Relations
- Employee Career Development
- Workplace Health & Safety
- Health & Wealth Benefits
- Global Expansion
- Employee Travel & Commuting

To learn more about how EMC engages employees in our community involvement initiatives, visit our detailed report titled Communities.

ADDITIONAL INFORMATION

HOW DO YOU SEE EMC? VIDEO

"EMC is not a technology company; we are a people company in the technology business."

DAVID GOULDEN
CEO, EMC INFORMATION INFRASTRUCTURE

* Includes VMware

EMC RECOGNIZED AS GREAT PLACE TO WORK

- Bay Area, #2
- Boston, #15
- Brazil, #19
- Colorado, #17
- Triangle NC, #3
- Denver, #8
- Connecticut, #4
- Mexico, Top 100
- NY/NJ, #14
- Seattle, Top 10
- Argentina, Top Employer

- EU, #13
- Austria, #12
- France, #7
- Ireland, #6
- Italy, #13
- Netherlands, #22
- Poland, #6
- Russia, #2 IT
- Spain, #1
- Sweden, #13
- Switzerland, #5
- Turkey, #5
- UAE, #10
- UK, #12

- China, #10
- India, Top 100

GREAT PLACE TO WORK®

Best Places To Work

EMPLOYEE ENGAGEMENT

Understanding the voice of our employees is a top priority at EMC. Our global MyVoice survey provides quantitative and qualitative data to help our leaders around the globe drive engagement with their local teams.

As a large global company with a multi-generational workforce, we recognize that being engaged at work means different things to different people. We strive to be a Great Place to Work for every EMC employee. We provide an environment and workplace that encourages every EMCer to be their best each day. And more than 4 of 5 EMC employees around the world (83%) believe that all things considered, EMC is a Great Place to Work.

Our MyVoice engagement survey also provides us with the platform we need to drive change and evolution of our culture across the organization. For 2014, we are focusing on three core themes that we believe will lead to an even more engaged workforce who are better contributors to the world in which we live.

CONNECT

We are committed to building a community of EMCers, inclusive of all levels and roles within the company. Our senior leaders are recommitted to building connections across EMC, to be transparent, to drive collaboration, and to create a high level of collaboration.

COMMUNICATE

We have launched our first global employee communications campaign, designed to include every EMC employee. The campaign, called YOU DEFINE EMC, is a rallying cry for every employee to connect to our business strategy and to share with others how they define their work at EMC. The campaign features prominent use of mobile media. We are openly asking our workforce, “Are you in?” The campaign highlights the individual and collective energy of today’s EMC, and will unite us in a whole new way.

GIVING

There is a buzz around EMC this year about employees giving to the causes they believe in and the communities where they work and live. We have instituted three full days for employees to use at their discretion to apply their time and their talent to the cause of their choice. We have enhanced our service anniversary program to become annual celebrations of employee service through gifts to non-profit organizations. And we have launched our first global giving program tied to providing clean drinking water in Africa. EMCers are really making a difference!

Great Place to Work Survey Results

In November 2013, EMC launched My Voice, a mechanism to engage employees and gather feedback from them that included the “Great Place to Work” (GPTW) Survey. Based on the premise that great workplaces operate from a foundation of trust, the survey collects data across the five pillars of respect, credibility, fairness, pride and camaraderie. This is our primary way of understanding what employees think about EMC. In 2013, we did more than we’ve ever done on measuring employee engagement and listening to our workforce. This resulted in a lot of new initiatives from implementing a global profit sharing program to providing a better cup of coffee.

The survey is built on a strong methodology that allows us to compare EMC to the top 25 multinational corporations. We will be engaging employees in taking this survey on an annual basis to ensure we maintain an accurate pulse on the culture and satisfaction of our employees.

Key Findings from the 2013 Survey

We're All in This Together

We found that EMC employees have a high level of trust with senior leaders at the company, specifically that their leadership contributes to company success and that they know how to execute our business plans. Meanwhile, a point of caution was detected when the survey found that employees tend to find the company somewhat exclusive. In response, we launched our internal employee engagement theme, "We're All in This Together," in order to introduce new initiatives that break down barriers and encourage employees to work more closely together. For example, in 2013 we removed all company parking spots designated for those at the company with certain senior titles.

Have More Fun

Due to survey findings, EMC decided to do more to celebrate, compensate, and recognize employees' hard work. We introduced several new initiatives focused on encouraging managers to celebrate success more often. We learned from areas of the company that do this well and increased the fun factor through a combination of company-sponsored events and employee-generated suggestions.

Employees See EMC as a Sustainable Company

We found that 82 percent of employees believe "EMC demonstrates a commitment to environmental and social responsibility." This was in comparison to 80 percent of employees who agreed with this statement in 2012.

Engaging Employees in Sustainability Initiatives at EMC

We feel strongly that employee engagement is the key factor in driving sustainability at EMC. Engaged employees are much more involved in their work, are more likely to innovate to make EMC a better environmental steward and contributor to society, and are more satisfied, productive, and loyal. By engaging employees, we are able to advance our sustainability practices and establish sustainable practices as the company's norm.

The Office of Sustainability (OOS) is primarily responsible for focusing on global activities related to Sustainability Employee Engagement. The OOS works closely with Human Resources (HR) when developing programs and planning the expansion of sustainability activities within the employee community. The OOS also provides guidance and encourages collaboration between teams that execute regionally. For example, we sponsor a Centers of Excellence Sustainability Summit quarterly to facilitate the sharing of sustainability best practices and collaboration among our global Centers of Excellence.

We engage employees about sustainability throughout the year in several ways, the most noteworthy of which are our Innovation Conference's Environmental Sustainability Challenge, the Sustainability Leadership Council, and the re-launch of our quarterly employee sustainability awareness survey.

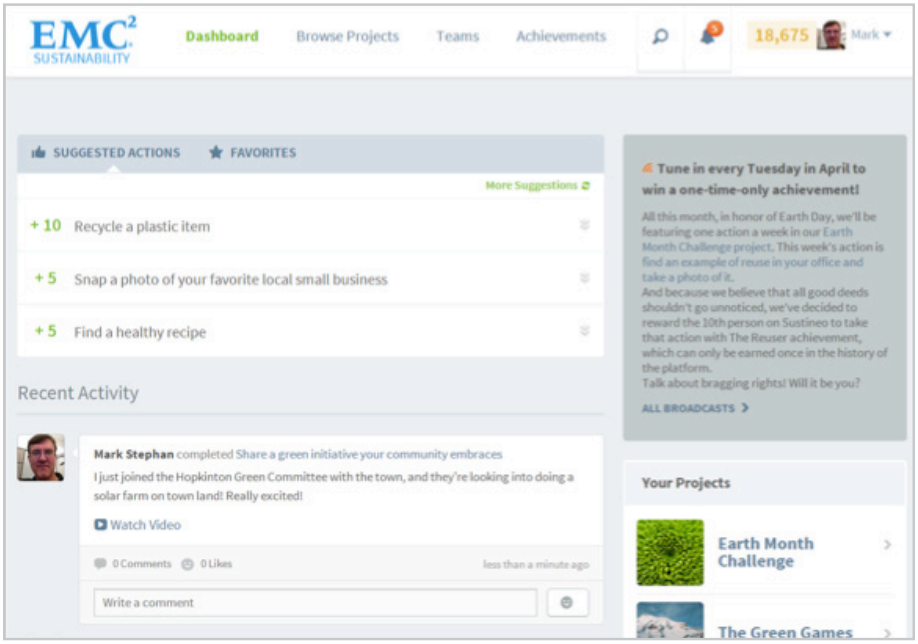
- EMC's annual Innovation Conference encourages and recognizes the power of employee innovation to shape the future. Since launching the program in 2009, we have identified and implemented employee ideas focused on data center energy consumption, monitoring enterprise information technology's (IT's) carbon footprint, and sustainable packaging practices. To learn more, visit the Culture of Innovation section of this report.
- 2013 marked the second year of the Nelson Award for Initiative in Sustainability. The Nelson Award recognizes not only innovative thinking, but also the initiative taken to follow-through in bringing the teams' ideas to life at EMC. The methods that the winners have shown included enlisting subject matter experts inside EMC and beyond to further the development of an idea, analyzing the feasibility and potential impact of an idea, building the business case, piloting it, and finally seeing it through implementation. In 2013, five teams were recipients of the award.

- EMC facilities across the world host annual family days and activities to celebrate and educate employees about environmental stewardship on Earth Day or World Environment Day. In 2013, we coordinated our efforts between the corporate headquarters and locations in Franklin, Massachusetts; Apex, North Carolina; and Cork, Ireland—making the day even more impactful and memorable for employees.
- Aided by commitments from partners throughout the company, EMC's OOS also applies a unified environmental strategy across our business and day-to-day operations. The cross-functional Sustainability Leadership Council, formerly the Green Business Leadership team, operates with more than 20 participating business units and functions, collaborates to share ideas and practices, aligns programs and goals, and drives sustainability throughout our operations.
- In 2014, EMC will launch a revised quarterly Environmental Sustainability Awareness Survey to better understand employee awareness. The survey will be given to 500 randomly selected employees from our global workforce and will give us insight into issues that are most important to employees, as well as their understanding of our sustainability programs. Survey questions will ask about:
  - Awareness of what EMC is doing to protect the environment
  - Awareness of how EMC is helping our customers reduce their environmental impact
  - Whether employees feel good about EMC as an environmental steward
  - Whether employees look for ways to reduce EMC's environmental impact when doing their jobs

SUSTINEO

Sustineo is Latin for "sustain" and was thought up by EMC's Mikal Smith, Associate HR Generalist, who participated in the HR Leadership Development Program (HRLDP), and helped manage the pilot launch of the platform.

Beyond the engagement techniques mentioned above, we rolled out a companywide platform called "Sustineo", which encourages dialog and helps employees be more sustainable in their daily lives. The tool is a social, gamified platform that allows employees to learn about sustainable behaviors, perform sustainable actions, get points for those actions, and compete in groups with other teams. We piloted the software with our Seattle, Cairo, and Israel offices, and rolled it out company-wide in the fall of 2013.



Moving forward, we are planning to re-launch our popular EcoKids drawing contest, which engages the families of EMC employees in thinking about the future of the environment. The first contest provided artwork for EMC's 2010 sustainability report. We are also continuing engagement around Earth Hour, Earth Day, and World Environment Day.

Community Involvement

EMC and our employees play an active role in the communities in which we operate around the world. By supporting education, health, human services, arts programs, and disaster relief efforts, we are strengthening society and helping shape the future of our local communities. At the same time, EMC's efforts are helping employees expand their skills and build on their understanding of the importance of our communities to EMC's business.

Through our Academic Alliance program and Education Partnerships, EMC offers employees opportunities to extend their knowledge and passion for STEM education and the IT industry to students of all ages in a variety of settings.

To learn more, visit the Community Involvement section of the Communities Detailed Report.

Awards and Recognition

We foster our culture by rewarding and recognizing employees for their hard work. This includes rewarding innovative ideas through our annual Innovation Roadmap competition, driving the importance of customer service with our annual Total Customer Experience Excellence Awards, and celebrating employees who give back to communities outside of causes we support at the corporate level with our annual Community Service Awards.

To learn more about these programs, visit the Culture of Innovation section of this report and our detailed reports titled Customers and Communities, respectively.

By diversity, we refer to recognizing and appreciating human differences such as ethnicity, gender, age, national origin, disability, sexual orientation, and beliefs.

By inclusion, we refer to valuing, respecting, and supporting differences, as well as creating a workplace environment where differences are embraced and each person can achieve his or her full potential.

GLOBAL INCLUSION

At EMC, we view diversity and inclusion as a business imperative. We strive to cultivate an inclusive culture that is reflective of the diverse perspectives, backgrounds, and cultures of the communities in which we live and conduct business. This not only leads to more creative ideas and fuels our innovative spirit, but also helps develop, retain, and energize the talent that drives our company forward. Our efforts are focused around three strategic pillars: Talent Optimization, being a Global Employer of Choice, and Business Excellence.

The alignment between diversity and inclusion and corporate strategy is helping us redefine our approach. Diversity and inclusion touches every part of our business and comes to life through a variety of initiatives. This includes its role in innovation, leadership and career development, and external engagement with the communities we serve through internal and external initiatives that make our company stronger.

STAKEHOLDER INQUIRIES

In 2013, we experienced a significant increase in the number of customers that requested information from EMC on our diversity and inclusion journey and its impact on the company's success. Customers want to see themselves reflected in EMC's business. We speak with these customers about the evolution of our programs, the issues we are addressing, and our efforts to be inclusive. Our program strategy sets the bar for driving an exemplary diversity and inclusion journey and is emulated by customers and partners as they establish and grow their own strategies.

CORE BELIEFS

In 2013, we articulated our core set of beliefs to represent the focus areas of our diversity and inclusion strategy. We intend to use these beliefs in 2014 to further dialogue with employees, customers, and stakeholders.

We believe:

... in being inclusive throughout EMC

... that diversity and inclusion are the foundation of our business strategy

... in reflecting our diverse marketplace of global customers

... that innovation is connected to creativity and diversity

... that we make better decisions by hearing multiple perspectives

... in always developing our talent and helping everyone realize their full potential

... that engaging in our communities builds our strength as a company

... in developing the next generation of experts in Science, Technology, Engineering, and Math

IMPLICIT BIAS

In 2013, EMC managers were required to participate in implicit bias training. Implicit bias is defined as the process by which the brain uses "mental associations" that are so well-established as to operate without awareness, or without intention, or without control. All people have implicit biases, but at EMC, we believe it is important to recognize this trait and its impact on the workplace, especially for managers and supervisors. Given the demographics of our rapidly changing world, the more conscious we are of implicit bias, the more effective we will be in fulfilling our organizational mission, and doing it fairly and equitably.

EMC's approach to minimizing this factor in our workplace is based on a three-fold value proposition:

- Deliver an implicit bias program that will raise consciousness enterprise wide among all managers
- Provide training to managers that will help them have a positive impact in the workplace
- Provide measurement that allows us to establish baselines prior to training and progress over time, which is based on a combination of tools that measure attitudes towards difference

The training also provides an integrated learning product that offers participants tools and activities to reference after training is complete. In 2014, we look to further expand the implicit bias training program by requiring it for all EMC employees.

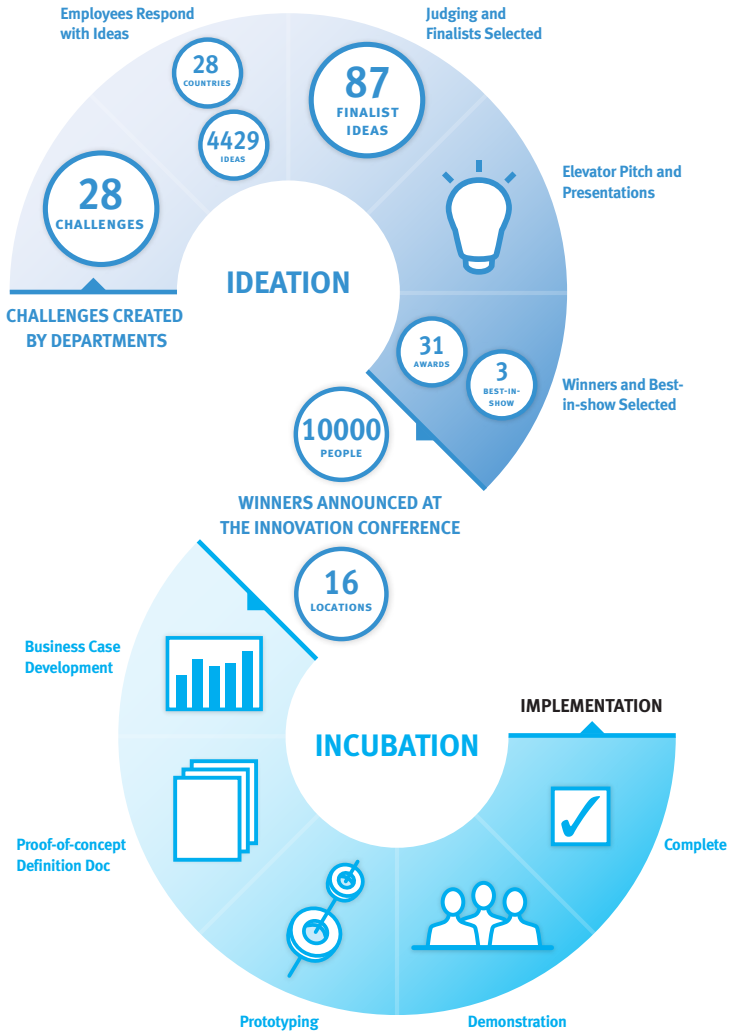
To learn more about EMC's diversity initiatives, visit our 2014 Inclusion Annual Report.

CULTURE OF INNOVATION

Innovation is at the core of everything we do at EMC—from how we run our operations to how we develop and deliver new products and services. We rely on innovation to survive and thrive. We believe the intersection of innovation and sustainability is where we can uncover solutions to our greatest business, social, and environmental challenges. In addition to always thinking forward, redefining how we solve issues is vital in our approach to deliver innovative solutions today and anticipate the needs of tomorrow.

INNOVATION AT EMC

The EMC Office of the CTO Innovation Roadmap is the company's premier internal ideation and innovation competition, culminating in the selection of winning ideas which are incubated and turned into products/services/process improvements.



The EMC Innovation Network, our innovation engine, is an internal team whose efforts spark the creation and delivery of high-value ideas that accelerate change and drive progress. The Innovation Network, led by the Office of the CTO, runs ongoing programs and annual events that help expand our understanding of the issues and challenges facing our company, customers, partners, and industry—as well as the world around us. With this understanding, we identify opportunities to create the future of our company and shape the world we live in.

INNOVATION CONFERENCE & INNOVATION ROADMAP

The Innovation Conference is EMC's annual celebration of innovation. In 2013, for the first time since the conference began seven years ago, we opened its doors to outside stakeholders as tangible evidence of our belief in the value of co-creation to drive innovation. More than 4,000 customers and partners participated virtually in the 2013 conference, joining thousands of EMCers who took part in the conference from 16 different locations around the globe, as well as online. To learn more, visit the Community of Innovation Site.

A cornerstone of the conference is the Innovation Roadmap, EMC's annual idea competition and incubation engine, designed to collect, enhance, and implement employee ideas where top-down meets bottom-up innovation. Executives from every business unit and global Centers of Excellence post "challenges" representative of EMC's most pressing business problems open to innovative solutions from any employee in the company.

2008–2013 GLOBAL INNOVATION FOOTPRINT

EMC INNOVATION ROADMAP SUCCESSES
2013 INNOVATION ROADMAP OVERVIEW

DATA CENTER ROBOTS

VCLONE

HYBRID ESS

JITTER-FREE CO-PROCESSING ON EXASCALE

CLOUD COMPUTING CURRICULUM

EMC INNOVATOR PROFILES
DAVE REINER

DEB KAPLAN

PAUL ZONFRILLO

In 2013, we changed the name of the competition from "showcase" to "roadmap" to reflect EMC's vision of innovation as an evolving process rather than a static event or place in time. The competition received 4,429 ideas from teams of employees in 28 countries, more than double the number of entries in 2012. These ideas were submitted in response to 28 sponsor challenges (see below), posted by different business units at EMC seeking an innovation solution to a business problem or opportunity.

After a comprehensive judging process, winning ideas were chosen for each sponsoring organization and announced at the Innovation Conference, with cash awards and incubation commitments provided to the innovators. After the conference, the winners work with their sponsors and the Office of the CTO to incubate their ideas, and turn them into products, services, or processes for EMC and the industry at large. To learn more, visit the Innovation@EMC website.

A NEW ONLINE COMMUNITY: THE INNOVATION NETWORK

As more and more employees contributed to EMC's innovation ecosystem, 2013 was a fitting time to build a space to showcase, internally and externally, the groundswell of activity and accomplishments.

Brace Rennels, the Director of Community Strategy, and his team provided the Innovation Network platform and Levi Bissell, an MBA Intern in the Office of the CTO, served as the Web design lead for building out the site.

"The purpose of the site was simple," Levi said. "EMC didn't have any sort of centralized, externally facing hub for all things related to 'Innovation.' The site acts as a location for employees, customers, and partners to learn about what's happening at EMC and how we manage and promote organic innovation around the globe."

The space is divided into four main sections: Technology Futures, Global Innovation, Ideas into Practice, and Community Innovation.

Our goal for the site is to get people talking, collaborating, and debating different topics around innovation. "Based on the EMC Community Network (ECN) framework, the new innovation site allows for a very high level of collaboration and interaction. Users can comment on all of the posts, respond to polls, and start their own discussions. The goal is to create a community that grows and learns from one another," Levi said.

Sponsored Challenges for EMC's 2013 Innovation Roadmap

- Big Data in Education Services
- Big Backup and Recovery Systems (BRS) Sales & Big Data
- China COE
- Community Involvement
- Customer Services
- Durham COE
- Egypt COE
- Environmental Stewardship
- Enterprise Storage Division (ESD)
- EMC Software Group (ESG)
- Flash Division
- Global Product Operations
- Global Services
- HR Cloud, Mobile, Big Data and Social Media
- Information Intelligence Group (IIG)
- India COE
- Ireland COE
- Isilon
- Israel COE
- IT—Leveraging Big Data Analytics within EMC
- Office of CTO (OCTO)
- RSA
- Russia COE
- Simplify Data Management of an Exabyte
- The Next Phase of Marketing
- Total Customer Experience (TCE) Data Integrity Program
- Unified Storage Division (USD)

INNOVATION AS A WAY OF LIFE: DAVE REINER

Although Dave Reiner, Ph.D., would tell you the Innovation Roadmap is a massive driver of innovation, for him, "It's something I've been doing every day since I walked in the door."

Dave's career at EMC started 11 years ago. He joined EMC with expertise in databases, analytics, and performance and has added depth in resource management, storage optimization, data integration, and big data. Since the inaugural year of the Innovation Roadmap, Dave has been leading the pack as one of the competition's most respected participants from the U.S., generating two winning ideas and making four additional finalist appearances. In 2013, Dave, working side-by-side with a team of visionaries, conjured up an idea known as "Next Generation Data Services." After being combined with two other ideas closely aligned to it, the idea went on to win the ESD challenge, as well as the 1st-Place, Best in Show Award.

The Innovation Roadmap's approach aligns with Dave's philosophy. He likes the fact that the 28 challenges from the different business units define critical use cases and provide both motivation and a technical focus. Dave adds, "The Innovation Roadmap is a statement by EMC that we value innovation and we will support innovation. The biggest impact has been a gradual ramping up of an innovative culture even outside the Roadmap."

Dave has witnessed first-hand that by seeing these practices and participating in them, employees feel more empowered to innovate within EMC, as well as in their everyday lives.

Dave stresses that collaboration is critical to innovation. "Talk about your ideas, write them down, run them past other people...our good ideas become great ideas when we get that collaborative input from different perspectives," he said. As a Distinguished Engineer, Dave doesn't just suggest product innovations—he leads the charge, catalyzes their implementation and protects them through EMC patents. This process takes time, but it is by the efforts of innovators like Dave Reiner that EMC is re-writing the script on innovation.

Extending the Impact of the Innovation Roadmap

EMC also developed Innovation Central in 2013, an online internal hub for EMC employees to manage the submission process for the Innovation Roadmap and connect with other innovators. All historical information and data from competitions since 2008 are incorporated into the hub, which now has 16,500 regular users. We are working on a mobile version of Innovation Central and putting this content into a format that enables any user to run his or her own contest under his or her own rules and timeline. This will help to make an even greater innovation impact across business units.

Innovation Central links to the Incubation Collaboration Site hosted on EMC|ONE, which currently hosts the 28 project winners from the 2013 Innovation Roadmap. A new addition to Incubation Collaboration in 2013 was the Incubation Fund. Sponsoring organizations contributed to the Incubation Fund, which was designed to push forward ideas that cannot be easily incubated by a single organization, such as ideas that combine multiple technologies or fall outside of our core competency areas.

Expansion of External Collaboration

In 2013, we introduced the Open Innovation Lab (OIL), an initiative to solicit business challenges from customers and partners and to work collaboratively with them to build prototype solutions in as little as six to eight weeks. Our goal for OIL in 2013 was to let customers know about this new offering whose charter is "to engage with EMC customers and partners to prototype first-in-kind solutions and to share the results back to our product and solution engineering teams."

FELLOW & DISTINGUISHED ENGINEER PROGRAM

Our Corporate EMC Fellow & Distinguished Engineer (FDE) Program honors individual contributors who have demonstrated outstanding achievement and technical leadership across the company. After the Innovation Roadmap and Conference, FDEs provide support as teams and individuals incubate and advance winning ideas across EMC and its subsidiaries. FDEs also serve as mentors for our employees and contribute to the company's overall strategy development.

These 11 new EMC Distinguished Engineers were honored at an induction gala in 2013:

- Philippe Armangau
- Gerald Carter
- Ravi Chitloor
- Ken Gould
- David Gnall
- Mark O'Connell
- Robert Philpott
- Radhakrishnan Manga
- Jeff Reagen
- William Reid
- Michael Scharland

GLOBAL INNOVATION NETWORK ANALYTICS

In 2012, we launched the Global Innovation Network Analytics (GINA) initiative across the company. Leveraging an EMC Greenplum-based repository, GINA enables employees to submit meeting agendas or minutes to a central database that automatically maps the distribution of EMC's global activities, showing the specific lines of connection across the company through recruiting, innovation activities, research and development, publications, patents, and more. It provides a single pane-of-glass view of major collaboration and knowledge transfer across the globe, enabling the Innovation Network to achieve its mission to "expand knowledge locally, transfer it globally, and leverage it strategically."

We continued to use and improve the GINA tool in 2013. In addition to putting all of our ideas, research, and publications into the tool, we started working directly with our customers and gathering their feedback into GINA, so that we can measure what our customers are saying about our vision and compare it to other data in GINA. We have conducted detailed analysis of customer feedback and addressed any gaps that our customers found. Meanwhile, we have had follow-up innovation meetings with certain customers that were attracted to the vision and wished to work directly with us on innovation initiatives going forward.

In addition to a customer focus, we have had an external focus on university research. We keep track of what research activities our global partners are working on through the use of Stanford's Topic Modeling Toolbox, take these research themes, and map them to specific geographic regions. Through GINA, we could visualize the locations and activity level with EMC's global university research partners, and further analyze to discover examples of research that is occurring in each locale.

Starting in 2014, GINA will empower a weekly newsletter on global innovations and initiatives called Vision-X Newsletter. Any team is welcomed to submit data to GINA at gina@emc.com and spread their knowledge across the company.

RECRUITING & UNIVERSITY RELATIONS

EMC is always on the lookout for the biggest thinkers and most innovative minds in our communities and on campuses around the world. Because they are sources of talent and innovation, we collaborate with academic institutions to identify prospective employees and to partner in advanced research. EMC University Relations is our centralized resource for identifying, building, and managing strategic partnerships between universities and our global business groups. Our goal is to nurture strong relationships with students so they consider EMC as an innovative thought-leader in technology and sustainability as well as a potential employer and partner upon graduation.

COLLABORATING TO SUPPORT THE BUSINESS STRATEGY

University Relations works closely with the Academic Alliance, Innovation Network, Office of the Chief Technology Officer, Centers of Excellence, Office of Global Workforce Inclusion, Office of Sustainability, and Community Involvement. This internal collaboration informs the selection of EMC's key schools, where we have developed recruiting, research, and faculty relationships.

RECRUITING FOR DIVERSITY

EMC strives to attract talented people who reflect the diversity of our global communities. In 2013, we continued to partner with five Historically Black Colleges and Universities (HBCUs) to offer students programming and mentoring opportunities and to build relationships with faculty, students, and administration by partnering with student organizations and Industrial Advisory Boards. We hired 15 interns from the HBCUs into our summer internship program.

In 2013, we formed a new partnership with University of Puerto Rico/Mayaguez (UPRM) and Florida International University. Our partnership with UPRM has resulted in several full-time hires, sponsorship of their local college bowl competition, and opportunities for technical talks and information sessions—all resulting in very strong EMC brand awareness. In 2013, we also formalized our participation with an organization called Advancing Minority Interest in Engineering (AMIE), which partners IT companies with engineering deans from HBCUs. EMC has committed to hosting AMIE's annual meeting in fall 2014.

HOW SUSTAINABILITY APPEALS TO A NEW WORKFORCE

"As a young professional and recent college graduate, the topic of sustainability has always been a category I have developed a particular interest in. Coming from the University of Massachusetts Dartmouth, where students before me produced the world's first A+ GRI-guided sustainability report at a university, I was involved in various sustainability initiatives and activities when I was an undergraduate. It was actually at a sustainability conference hosted by a national organization called Net Impact that I first came into contact with a representative from EMC Corporation. This representative just so happened to be Kathrin Winkler, Chief Sustainability Officer, after her panel discussion on climate change. Immediately after connecting with Kathrin, I connected with HR representatives from EMC who were also in attendance. This in turn led to an interview with EMC, which ultimately led to an internship and then to full-time employment.

My role at EMC may not be tailored to sustainability (I work on the social business team in corporate marketing), but I make my best effort to stay relevant with everything going on within the sustainability department. The initiatives and accomplishments of the sustainability team definitely played a factor in my decision to pursue employment at EMC. Knowing that my organization's sustainability team is setting innovative goals that focus heavily on the bettering of our planet, while still being consistent in sustainability reporting, makes me proud to be an employee at EMC."

GREG MCCARTHY
ASSOCIATE SOCIAL MEDIA ENGAGEMENT MANAGER

RECRUITING MILITARY VETERANS

During 2013, we began a partnership with the organization HirePurpose to reach veterans and transition military personnel at targeted military bases and key schools, and through social media.

This is in addition to our continuing involvement as a founder of the 100,000 Jobs Mission, a recruiting initiative that aims to hire 100,000 transitioning service members and military veterans by 2020. The coalition, which now includes 76 companies, has hired more than 92,000 veterans to date. These initiatives are based on EMC's desire to bring veterans' specific skillsets and deep knowledge of IT to our company—especially as a high percentage of military professionals are expected to re-enter civilian life during the next few years.

SUPPORTING AND RECRUITING DISADVANTAGED STUDENTS

In 2013, EMC began a partnership with Bottom Line, a non-profit dedicated to helping disadvantaged students get admitted to college, earn a degree, and succeed in life. Bottom Line provides low-income and first-generation students with one-on-one guidance through the application process and during college. EMC provides mentoring, career counseling, information sessions, and resume writing workshops to the students, and also tracks where they go to college. After one year working with the organization, we have hired two Bottom Line students into full-time positions at EMC.

EXPANDED RECRUITING IN EUROPE

In 2013, we fully launched a new college hire program to serve our Europe, Middle East and Africa (EMEA) region, and expanded the types of positions in which we recruit. EMC also formalized our EMEA intern program—increasing the number of interns by more than 30 in that program with the intention of converting more of them to full-time employees.

AWARD FROM UNIVERSITY OF MASSACHUSETTS

In 2013, EMC won an Outstanding Achievement and Advocacy Award from the School of Computer Science at the University of Massachusetts Amherst. The university indicated the recognition was based on EMC's "many years of support to the School provided through many previous, ongoing, and future collaborations."

EMPLOYEE CAREER DEVELOPMENT

EMC offers an array of programs to guide employees on their journeys at EMC and beyond. We believe individuals should play an active role in their own career development to achieve their professional goals. We empower employees to develop their careers and task managers with helping people to hone skills and seek development opportunities. Eighty-two percent of our employees took part in some sort of formal development in 2013, including leadership coaching, instructor-led training, and eLearning.

PERFORMANCE MANAGEMENT

EMC employees receive a performance review at least annually to discuss strengths, skills, and opportunities for growth. Employees and managers work together to develop and execute Individual Development Plans (IDPs). All employees, regardless of level, are encouraged to manage their development through an IDP. It serves as an employee's professional transformation plan and outlines development goals that align with individual career aspirations and the needs of the business. In 2013, 78 percent of EMC employees had an IDP in place, an increase of 7 percent over the previous year.

LEARNING AND DEVELOPMENT PROGRAMS

New employees are introduced to EMC through the award-winning EMC Proven Professional™ program, where they receive an overview of the IT industry and learn about EMC's values, best practices, and methodologies.

We offer rotational development programs for recent graduates to provide job-specific skills, mentoring, peer networking opportunities, and a holistic understanding of EMC's business. Our rotational leadership development programs include:

- Business Operations Leadership Development Program
- Finance Training Program
- Global Services Leadership Development Program
- Human Resources Leadership Development Program
- Information Technology Leadership Development Program
- Leadership Engineering Accelerated Program
- Marketing Development Program

Interested candidates can learn more at http://www.emc.com/careers.

INTERNAL MENTORSHIP: SPEED COACHING GIVES EMPLOYEES DIFFERENT PERSPECTIVE

Our annual "Speed Coaching" program expanded significantly in 2013 and has become a highly sought after annual activity for EMC employees at all levels and multiple locations. Employee participants attend four 15-minute meetings with executives serving as coaches to gain perspectives on different functions, understanding of career paths in certain disciplines, and the opportunity to be coached by a broad spectrum of executives. The 2013 event, sponsored by the Office of Workforce Inclusion, saw a group of almost 90 EMC leaders provide mentoring to more than 300 employees. The program is open to every employee and gives the executive coaches the opportunity to contribute more directly to employee engagement and retention.

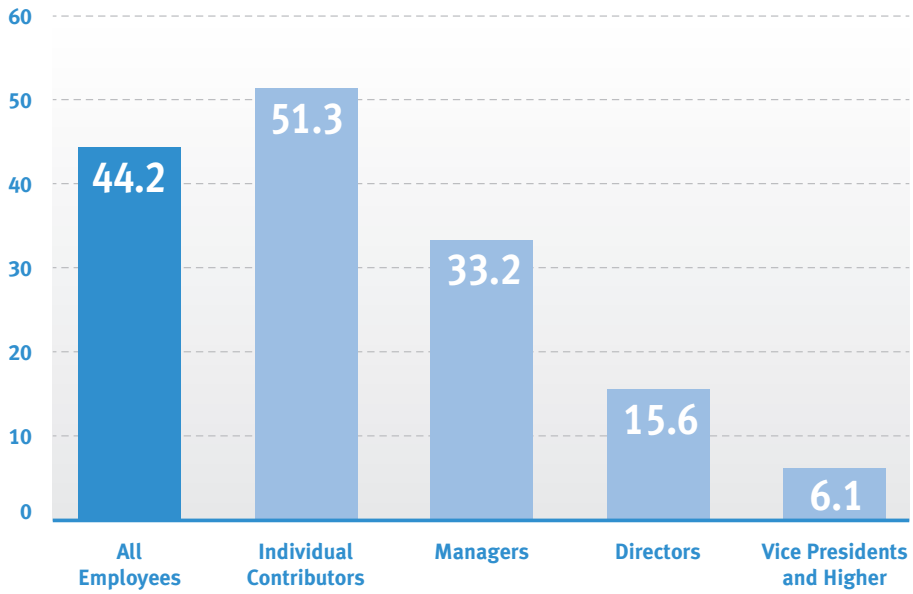
EMC offers a tailored learning path for employees at different levels within the organization. The curriculum consists of a development roadmap for each career level, including robust and targeted portfolios of courses that are custom-developed for managers and directors in the areas of strategy, business, and leadership. Each learning path includes a combination of highly interactive, team-based foundational courses, and electives that allow employees and leaders to explore topics in more detail.

EMC employees can also take advantage of informal learning opportunities, including podcasts and book summaries through the online repository of business book abstracts at getAbstract.

EMC offers eligible employees reimbursement for qualified education expenses, including undergraduate or graduate degree programs, external work-related programs, or formal certifications. In 2013, 2.7 percent of our employees took part in tuition reimbursement. Also in 2013, we announced a partnership with MIT's Sloan School of Management through which EMC employees can receive discounts on all MIT's Executive Education open enrollment courses. In 2014, we will develop similar partnerships with other leading universities.

2013 PARTICIPATION FIGURES FOR TRAINING PROGRAMS

AVERAGE HOURS PER EMPLOYEE



TALENT REVIEW PROCESS

Our talent is the engine that fosters innovation for EMC's continued growth. We annually conduct an Organization and Talent Review (OTR) to plan our leadership and talent agenda for the future. During OTR, our leaders identify their high-potential employees, critical talent, and successors. This process yields a plan to actively engage and retain these employees through movement across business units and geographies, promotions, and targeted development opportunities to prepare them for their next roles at EMC. To learn more, see the Organization and Talent Review discussion in EMC's 2014 Proxy Statement.

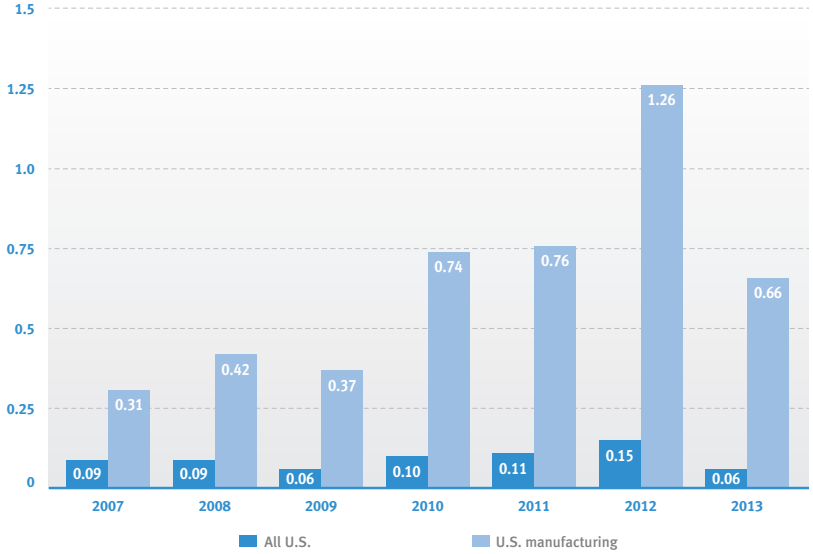
ADDITIONAL INFORMATION

EMC CORPORATION OCCUPATIONAL HEALTH & SAFETY POLICY

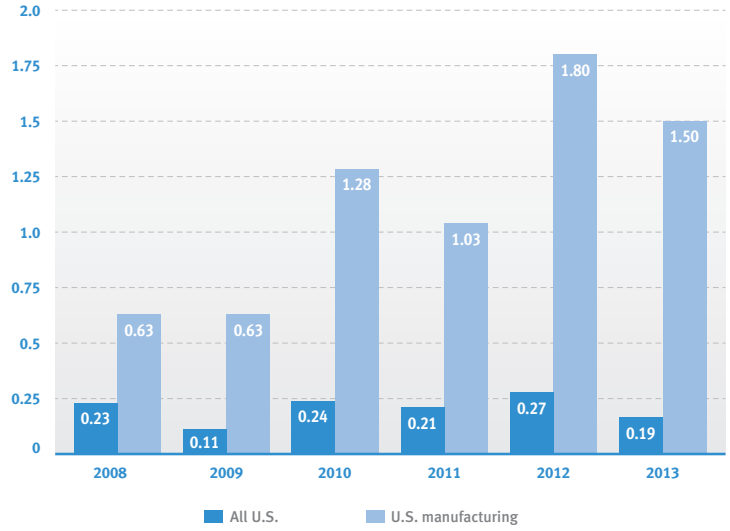
WORKPLACE HEALTH & SAFETY

EMC ensures our worldwide facilities provide safe and healthy work environments for our employees and visitors. Our occupational health and safety programs are audited regularly to look for opportunities to improve our performance by engaging our employees and redefining our approach.

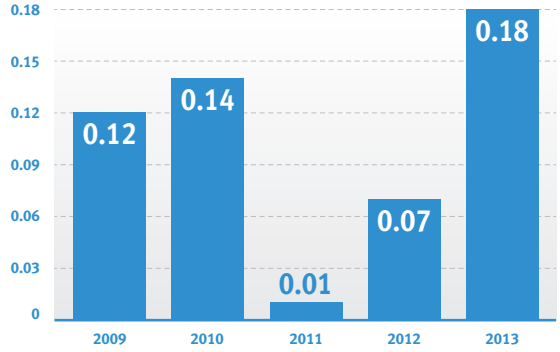
LOST TIME INCIDENT RATE (LTIR)



U.S. OSHA RECORDABLE INCIDENT RATE (ORIR)—U.S.



HSA REPORTABLE SAFETY INCIDENT RATE—IRELAND MANUFACTURING



HEALTH & SAFETY MANAGEMENT & TRAINING

EMC has developed comprehensive health and safety procedures that are continuously updated to comply with governmental regulations, standards, and best business practices. Job safety analyses and risk assessments support and drive our policies and procedures. We conduct audits and inspections to ensure the effectiveness of these policies and procedures, and engage our employees to continuously improve our programs.

Our manufacturing facilities, located in the U.S. and Ireland, are certified to OHSAS 18001, the global standard for excellence. These locations were chosen for certification because as an IT company, our primary health and safety risks are in the manufacturing facilities.

As of 2013, our OHSAS 18001 facilities certification statuses are as follows:

- Manufacturing facility in Cork, Ireland, certified since 2005
- Manufacturing facility in Franklin, Massachusetts, certified since 2009
- Shipping and warehouse facility in Franklin, Massachusetts, certified since 2011
- Manufacturing facility in Apex, North Carolina, certified since 2010

Employees take health and safety training relevant to their work through online and instructor-led courses. In 2013, we offered over 23 computer-based training modules and conducted regular in-house training. Training was updated throughout the year based on regulation and process changes. Employee-led Safety Action Teams also meet regularly to review safety issues, perform audits, and organize training programs.

HEALTH & SAFETY VIOLATIONS

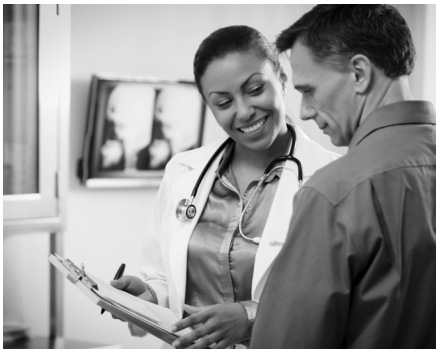
EMC was not cited for any health and safety violations in 2013.

PANDEMIC PREPAREDNESS

EMC recognizes communicable diseases may pose a potential threat to the health of our employees, our business operations, and our global customers. Comprising representatives from business units across the company, our Global Pandemic Preparedness Team has created a detailed plan to help employees and customers around the world deal with pandemics at every phase. By using EMC's virtual private network (VPN), the vast majority of EMC employees would have the ability to work from home in the event of a pandemic.

EMC changed vendors for pandemic monitoring and medical advising in 2013 and we are now partnered with International SOS for these activities. We subscribe to the International SOS Pandemic Information Service, which provides continuous worldwide monitoring of flu and contagious disease outbreaks, civil unrest, weather, and natural disasters that have the potential to affect EMC employees who are based or traveling throughout the globe. In 2013, VCE organized a Pandemic Preparedness Team to cover employees who are also dispersed around the globe.

To learn more about how EMC plans for supply chain resiliency, visit our detailed report titled **Supply Chain**.



HEALTH & WEALTH BENEFITS

At EMC, we use the power of technology to help employees manage their health and wealth. Our tools and resources enable employees and their family members to understand individual status, get targeted information, improve their health, and grow their wealth.

We offer a comprehensive benefits package for our employees around the world. In the U.S., we provide:

- Many health plan options which include PP, HMO's, tiered HMO's, and Health Savings Accounts (HSAs) to help meet the diverse needs of our employees and their families
- Dental, vision, and prescription insurance
- Adoption assistance
- Autism benefits
- Best Doctors
- Maternal health, smoking cessation, disease management, and life coaching programs
- Onsite biometric screenings
- Health management seminars/webinars
- Access to Group Legal, Identity Theft and Pet Insurances
- Opportunities for employees to participate in pilots and studies
- Retirement planning through a 401(k) plan
- Access to an employee stock purchase plan

EMC is committed to protecting and securing our employees' information and to helping them protect their own personal data. Our healthcare strategy is based on the knowledge that technology can advance healthcare delivery. In 2013, EMC was the recipient of the New England Employee Benefits Council's (NEEBC) Lifetime Achievement Award for Benefit Innovation, a Gold Quill Award from International Association of Benefits Communicators (IABC) and in early 2014, EMC was recognized as one of the Healthiest 100 Workplaces in America. To learn more about EMC's role as an IT and security provider, visit the information security and privacy sections of our detailed reports titled Operations, Products, and Customers.

EMC employees scheduled to work at least 20 hours per week are eligible for our benefits package. More information about benefits for EMC's U.S. employees can be found at www.peoplelinkbenefits.com. Information about benefits offered to employees in other countries where we conduct business can be found on the appropriate EMC local website.

HEALTHLINK

EMC believes patients should be in control of their own health information and have access to it anytime, anywhere. Creating an all-in-one secure, meaningful, actionable, and technologically based Personal Health Record (PHR) is a safety imperative, and we have demonstrated our commitment to improving access to PHRs for more than a decade.

HealthLink, EMC's health management portal, is powered by WebMD and secured by RSA. It enables employees and their family members to manage healthcare information 24x7 anywhere in the world. It has been accessed by 80 percent of EMC's U.S. employees and 75 percent of spouses/domestic partners. Users enter health information into a confidential, secure portal and receive targeted communications about resources to help individual health needs. Users may also choose to share information in the PHR with healthcare providers.

The PHR helps employees and adult family members review complete clinical data with their healthcare providers, avoid duplicative tests and procedures, and manage drug interactions and side effects. This health management approach has improved outcomes and contained costs for employees and for EMC. Since implementing the wellness program in 2004, our average per capita cost increase has been two percent lower than the national average. The programs and resources available to our employees and family member saw high utilization in 2013. With employees and families being better engaged as healthcare consumers (e.g., taking better care of their health, understanding the true cost of care, etc.) EMC was able to provide a $0 increase (for those participating in Healthy Rewards—a program that rewards employees for participating in healthy activities such as getting an annual physical or quitting smoking) for 2014 healthcare coverage.

INFLUENCING THE HEALTHCARE IT MARKETPLACE

EMC was a leading adopter of electronic PHR for its employees with a program offered in our healthcare benefits options in 2004. Since then, we have been playing an increasingly influential role in accelerating the movement to harness the full potential of digital technology to improve health. In fact, our innovation and expertise in healthcare technology and in employee benefits are being sought out by Fortune 500 companies, business leaders, and the Commonwealth of Massachusetts.

We helped advance healthcare IT in 2013 through the introduction of our Obesity Coaching program, which offers EMC employees the ability to weigh themselves, upload their weight to HealthLink, and participate in coaching calls with WebMD Health Coaches who have access to the data. We continue to use My PowerSource, a virtual benefits platform, to offer benefit fairs, online chats, open enrollment, and other employee engagement tools.

WEALTHLINK

WealthLink is EMC's wealth accumulation and protection program. It provides employees with the opportunity to learn how to develop their own wealth management plans to meet their individual and family needs and goals, while optimizing the benefits provided by EMC. Through WealthLink, employees have access to onsite seminars, webinars, financial planning sessions, the employee stock purchase plan, 401(k) plan, and other programs.

GLOBAL EXPANSION

As a multinational company competing in a global market, EMC is continuously expanding the geographic scope of our customer base and developing centers for research and development and services to access world-class talent around the globe. EMC serves customers in more than 100 countries. The expansion of our employee base internationally allows us to be in close proximity to customers in rapidly-growing emerging markets. These centers are an essential element of our journey to find the best talent in the world that delivers an enriching diversity of perspectives on the global challenges of our customers.

CENTERS OF EXCELLENCE

EMC Center of Excellence (COE) is a key pillar of our strategy for cultivating talent and expanding our presence in key markets worldwide. We operate COEs in seven countries: China, Egypt, India, Ireland, Israel, Russia, and the U.S. In addition to supporting in-country market growth, our COE network model is a globally consistent platform that attracts and develops top talent to drive groundbreaking operational and financial value to global initiatives through superior performance, best practice sharing and creative innovation.

COEs coordinate initiatives with local university programs, government representatives, and community partners for maximum impact. In addition, each of our COE teams plays an important role in contributing to EMC's vision for sustainability. In 2013, the Egypt, India, Ireland, Israel, and Russia COEs published internal reports describing their sustainability achievements and initiatives. Each COE delivers online publications and social media to report on its sustainability achievements and initiatives to employees and external stakeholders.

The COEs bring local expertise and skills to advance our global business strategy. In conjunction with EMC business units, the COEs are responsible for the development of many products across EMC's broad software and hardware offerings, and for providing global services support to EMC customers worldwide. Additionally, the COEs provide back office processing activities for internal operations.

The COEs have been designed to provide EMC business units with world-class talent, infrastructure, and management to deliver to the needs of EMC's customers. EMC business units are, in essence, internal customers of the COEs. Each COE is managed locally, and a cross-functional leadership team consisting of EMC's senior executives oversees strategy and investment decisions. Nearly 100 percent of senior management at the COEs is hired from the local community.

One unique advantage of our COE model is that employees from different business units have more opportunities for collaborative innovation. Each year, the COEs contribute a high percentage of submissions to EMC's annual worldwide Innovation Roadmap, and they play a part in hosting the global event.

DELIVERING SERVICE DURING POLITICAL REVOLUTION

EMC's Center of Excellence (COE) in Cairo, Egypt provides global customer support and business operations worldwide. As Egypt has experienced periods of political unrest stemming from the events of 2011, we successfully and efficiently maintained the operations by implementing a flexible working environment that ensured EMC customers would continue to receive high quality service. Through excellent leadership of the local management team and a high level of dedication from all employees, the operational performance actually increased slightly, making the Egypt COE one of our top performing customer support location worldwide in spite of the ongoing unrest.

MBA PROGRAM OFFERS ENTREPRENEURIAL CONNECTIONS

Joel Schwartz, Senior Vice President and General Manager of Global New Business Development at EMC, worked with Worcester Polytechnic Institute (WPI) in Worcester, Massachusetts, to develop a graduate-level course in WPI's MBA program called "Global Entrepreneurship: The Israeli Phenomenon." The course immerses students in the entrepreneurial Israeli-Massachusetts high-tech infrastructure and lays the groundwork for future careers. In early March, Schwartz accompanied the WPI class on a trip to Israel to visit with entrepreneurs in IT, bioengineering, and clean technology. The EMC Israel COE hosted several panel discussions with entrepreneurs, military personnel, and venture capitalists. The course has proven to be so popular that WPI plans to offer it again next year.

Our COEs are highly collaborative and work closely with University Relations, the Academic Alliance, Corporate Training, and the Innovation Network on local recruiting strategies. Although many technology companies are seeking to hire top talent in our COE locations, we have kept attrition rates below the market average by focusing efforts on employee retention, including benefits, work environment, career development, and compensation. In addition, sustainability teams at our COEs met three times in 2013 to share best practices and improve their programs.

Expansion is based on business unit demand for talent. Current COEs will continue to grow as necessary, and we will continue to explore new locations that could best serve the needs of the business. To meet the growing needs of customers in the Western Hemisphere, we opened a new COE in Utah in 2013. Near term, this center is focused on the service needs of customers in North and South America, allowing us to provide better business hour alignment and support in Spanish, Portuguese, and English. In addition, as part of a $100 million USD investment in Brazil, EMC has opened the Brazil Research and Development Center in the heart of the Rio Technology Park on the campus of the Universidad Federal de Rio de Janeiro.

MANAGING CHANGE

The world of IT is evolving rapidly, requiring EMC to be adaptive and flexible as companies, technologies, and markets change. Though industry consolidation, acquisitions, and restructuring have become common in the 21st century, we work hard to make transitions as smooth as possible for employees in order to retain top talent and preserve relationships.

Retaining top talent is one of the primary goals following any merger or acquisition. Early in the process, we create an assimilation plan to balance integration into EMC, while maintaining important aspects of the acquired company's culture.

In the course of conducting normal business operations, EMC is occasionally required to reduce headcount in certain areas of the business, reallocate investments, de-emphasize less productive initiatives, and focus new investments in areas of opportunity. Any of these actions can result in valued employees leaving our business involuntarily. EMC takes these actions only after thoughtful consideration and with an empathetic understanding of the impact our actions can have on the lives and careers of our team members. For example, we began offering an early retirement program in 2013 to help mitigate some of these impacts. We also work to exhaust all options before making the difficult decision to reduce the size of our workforce.

When our changing business needs require reducing employment in a particular location or organization, we work with impacted employees to attempt to redeploy them to other growth areas of the business whenever possible prior to taking the difficult action of severing employment. When we do have to make reductions, we offer global job search assistance provided by a third-party organization and paid for by EMC, in addition to providing separation pay and benefits. In either case, our mission is to ensure each individual is treated with dignity, compassion, fairness, and respect.

EMPLOYEE TRAVEL & COMMUTING

EMC encourages alternative travel, commuting, and communications methods including e-conferencing, virtual meetings, remote work assignment programs, and shuttle services. We encourage employees to reduce their environmental impact and achieve savings for our business at the same time. Our online travel booking tool, for example, provides users with carbon information that allows them to select different routes and methods of transportation. In addition, we continue to add efficiencies to our corporate fleet to reduce environmental impacts associated with travel.

E-CONFERENCING

We provide a number of technology options for employees to collaborate more effectively and more often without having to travel. Our options for e-conferencing include TelePresence, video conferencing, web conferencing, and audio conferencing. We have 50 Cisco TelePresence facilities around the globe.

During 2013, EMC also continued to see a growing demand for desktop video conferencing, adding an average of 335 new Desktop Video Conferencing accounts each month. Usage also increased from an average of 852 hours per month in 2012 to an average of 1,340 hours per month in 2013.

A substantial amount of work that previously required engineers to travel to a customer location is now being performed remotely. We have also implemented other initiatives that will impact Scope 3 business travel emissions over time, including increased use of high-definition video conferencing, and redesigned job responsibilities to reduce the number of different individuals required to perform common services. We believe these changes are helping reduce travel costs and impacts. For example, our EMEA region, where several new systems were installed in 2013, saw a 7 percent savings in its travel expenditure.

In 2013, we also started a pilot of our forthcoming Unified Communication solution, Microsoft Lync, a new communication platform that dramatically enhances instant messaging, content sharing, conferencing, voice, and video. We are planning a global deployment of the platform, which we expect to begin in the second quarter of 2014.

EMC's hybrid shuttle and Denis Olsen, Fleet, Transportation and Commuter Services Manager

CORPORATE FLEET

We continually examine our fleet and potential replacement aircraft to improve fuel efficiency and reduce emissions. Our total emissions from our fleet aircraft were 3,785 metric tons CO_2e in 2013. We have been participating in the EU-Aviation Emissions Trading Scheme (EU-ETS or AVETS) since its inception in 2010. The EU-ETS or AVETS went live in 2012, and we reported our 2012 CO_2e emissions in early 2013.

TELECOMMUTING/WORKWISE

More and more of our employees are working remotely and with other flexible work arrangements. Our WorkWise program, for example, empowers eligible employees in either a partial or full commitment to work remotely. The environmental benefits include reduced emissions from and time lost to commuting and facility consolidation, which allows more efficient use of space and energy.

Employee Commuting & Shuttle Programs

EMC facilities around the globe offer shuttle programs to create efficiencies, while reducing carbon emissions and easing our employees' commuting challenges. Our facilities in the U.S. and in Cork, Ireland, offer carpool matching programs for employees. In addition, EMC's Hopkinton, Massachusetts, location received the Massachusetts Excellence in Commuter Options (ECO) Award at the highest Pinnacle level for the third year in a row.

In 2013, our Ireland COE introduced a pilot program with shuttles between our office and the Shannon airport; the goal is to limit the number of single-occupancy vehicles, since many employees travel on the same days. Initial feedback has been positive and we are considering expanding the program.

The Ireland COE also continues to expand its Cycle to Work program and the Israel COE installed secure bicycle storage to encourage biking to work.

Commuting programs and projects available at various EMC facilities include:

- Bike racks and showers for employees who bike to work
- Incentives to encourage employees to use public transportation and EMC sponsored shuttles
    - Direct service to our locations from some local train stations
    - A commuter pretax savings plan
    - Shuttle lines at the Israel COE from the center of Tel-Aviv and Ramat Gan to EMC facilities for the benefit of the employees and to reduce carbon emissions. Work is in process for planning an extended shuttle route with the local city municipality and other companies to better accommodate the commuting needs of employees
    - Shuttle services between buildings at our central Massachusetts facilities to limit employees' use of their own vehicles; shuttle fleets include hybrid vehicles
    - Bus service at the India COE for approximately 936 employees, further reducing dependence on individual vehicles
    - Shuttle services between our two Santa Clara, California locations and to local commuter train stations
    - Transportation provided by the Egypt COE used by approximately 250 employees daily
    - Transportation provide by the India COE used by approximately 3,000 employees and contractors daily

IRELAND'S CYCLE TO WORK PROGRAM

The Cycle to Work program was an initiative launched by the Irish Government in 2009 and was first offered to our Ireland COE in 2010. The program offers several benefits, including:

1. **Personal health and fitness:** Employees can burn approximately 4,000 calories per week by cycling to/from work
2. **Reduced environmental impact:** Cycling is a zero emission form of transportation
3. **Financial savings:** Employees can save up to 52 percent off the retail cost of a bicycle through the program, which also covers bicycle accessories up to €1,000 per employee

Five hundred and eighty eight employees at the Ireland COE participate in, and in 2013 an additional 114 employees purchased bikes through, the Cycle to Work program.

CONTACT

EMC encourages its stakeholders to provide feedback on the topics covered in this report. Please submit any questions or comments about the report or its contents to the Office of Sustainability at Office_of_Sustainability@emc.com.

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