FORCE FOR GOOD

VMWARE GLOBAL IMPACT REPORT

ANNUAL PROGRESS UPDATE

vmware®

ABOUT THIS REPORT

The following report is an Annual Progress Update to VMware's Global Impact Report released last year. This update reflects performance data for the calendar and fiscal year 2016. In support of our commitment to transparency and reporting, we plan to issue an Annual Progress Update toward our 2020 goals and targets.

Reporting Period

This report covers VMware, Inc. and its subsidiaries for the 2016 fiscal year (January 1, 2016 to December 31, 2016). In September 2016, Dell Technologies Inc. completed its acquisition of EMC Corporation, VMware's majority stockholder. VMware continues to operate as an independent publicly traded company. The information provided in this report is independent of both EMC and Dell.

Materiality

Our last materiality assessment was completed in 2015. Details can be found in our 2015 Global Impact Report at: vmware.com/go/VMware-Global-Impact-Report-2015.

Global Reporting Initiative (GRI)

This Annual Progress Update, along with our 2015 Global Impact Report, contains Standard Disclosures referenced from the GRI-G4 Sustainability Reporting Guidelines. Please refer to the GRI Content Index[1] for a list of disclosures, which were determined based on our materiality assessment.

Assurance

VMware is responsible for the preparation and integrity of the information in this report. VMware engaged PwC as an independent third party to review our 2016 Greenhouse Gas (GHG) inventory and energy consumption, and received limited assurance of its accuracy and completeness. The scope of this review, included in this report, includes our global Scope 1 and Scope 2 GHG emissions, Scope 1 and 2 energy consumption and Scope 3 GHG emissions related to business travel.[2] The rest of this report has not been externally assured by an independent third party.

Online Content

Additional content related to VMware's sustainability and corporate social responsibility programs can be found online at: https://www.vmware.com/company/sustainability.html.

Contact

VMware invites our stakeholders to provide feedback on the topics covered in our report and on our website. Please submit questions or comments to the Sustainability Team at:
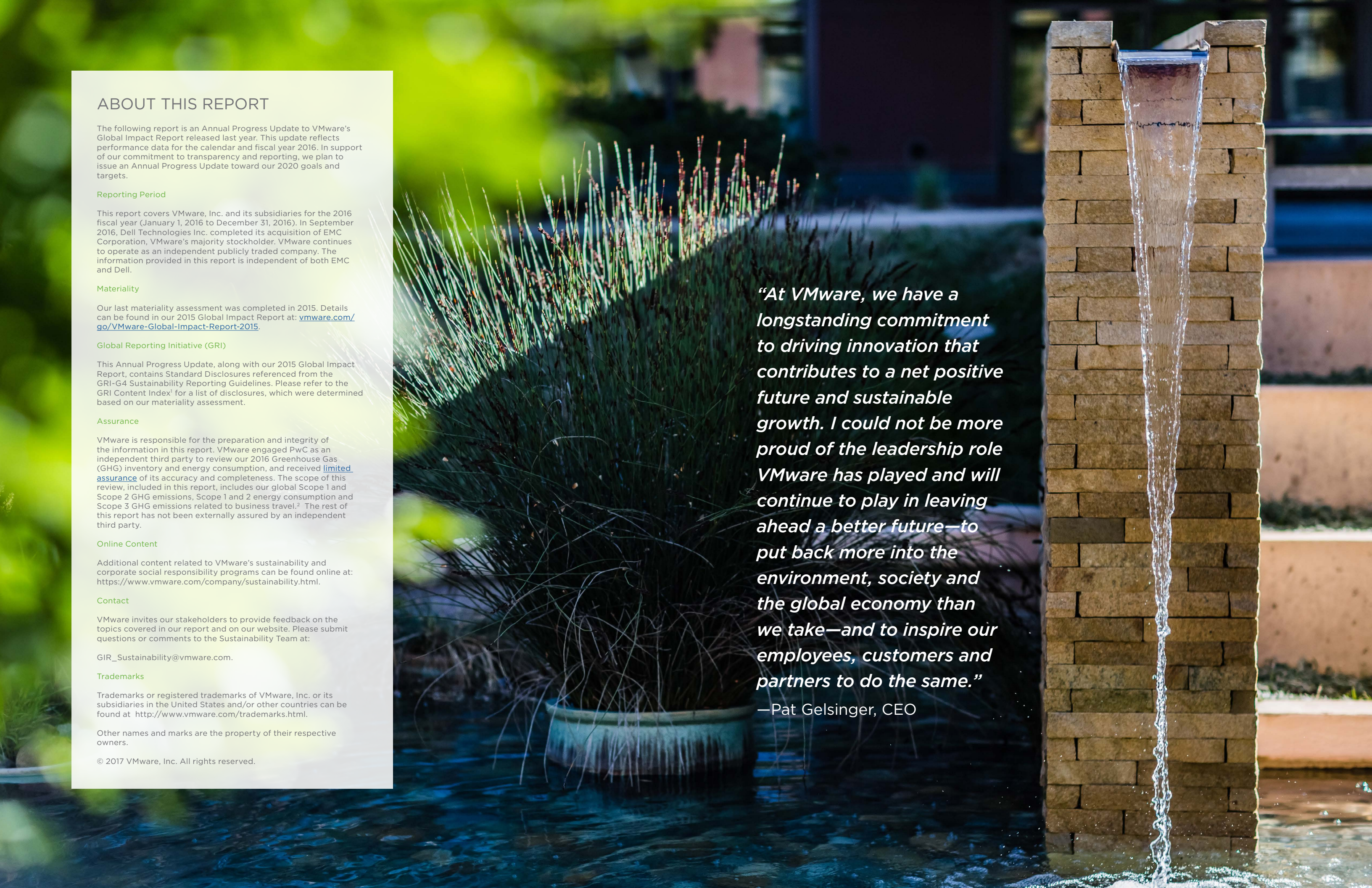
GIR_Sustainability@vmware.com.

Trademarks

Trademarks or registered trademarks of VMware, Inc. or its subsidiaries in the United States and/or other countries can be found at http://www.vmware.com/trademarks.html.

Other names and marks are the property of their respective owners.

"At VMware, we have a longstanding commitment to driving innovation that contributes to a net positive future and sustainable growth. I could not be more proud of the leadership role VMware has played and will continue to play in leaving ahead a better future—to put back more into the environment, society and the global economy than we take—and to inspire our employees, customers and partners to do the same."

—Pat Gelsinger, CEO

WE SAVED
76 MILLION
METRIC TONS CO_2e
FOR OUR CUSTOMERS

EQUIVALENT TO POWERING
11,000,000 🏠 FOR A YEAR

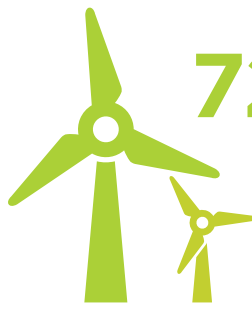VMWARE USED
115,810
METRIC TONS CO_2e

$7.1B
REVENUE (USD)

100%
OF FORTUNE 500 COMPANIES
ARE VMWARE CUSTOMERS

500,000+
CUSTOMERS WORLDWIDE

75,000
PARTNERS IN ECOSYSTEM

19,959
EMPLOYEES IN 40 COUNTRIES

72%
VMWARE GLOBAL OPERATIONS POWERED BY RENEWABLE ENERGY
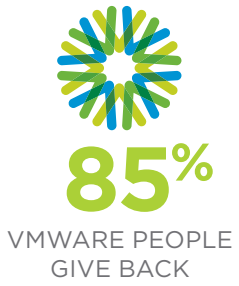
A-
CDP
LEADERSHIP LEVEL

11 LEED® BUILDINGS

23% WOMEN

GREAT PLACE TO WORK
92%
US EMPLOYEES SAY VMWARE IS A GREAT PLACE TO WORK

85%
VMWARE PEOPLE GIVE BACK

WE'RE A SOFTWARE COMPANY THAT HELPS ORGANIZATIONS EVERYWHERE BECOME MORE CAPABLE AND MORE EFFICIENT THROUGH CLOUD, MOBILITY AND SECURITY TECHNOLOGIES.

VMware people enjoy nature strolls along our Redwood Path.

JOURNEY
TO 2020

It's Turtle Day! VMware families gather at the Turtle Pond learning the origins of Rosie (VMware's unoffical mascot) and her 14 turtle friends.

A MESSAGE FROM OUR VICE PRESIDENT OF SUSTAINABILITY STRATEGY

VMware is tackling challenges in bold ways. In 2016, we presented our first-ever Global Impact Report, "Force for Good." In it, we introduced 15 aspirations and goals that we're striving to meet by 2020. In this Executive Summary, we provide an annual update that includes our Performance Summary and GRI Content Index[1], as well as a few vignettes highlighting our progress across our three pillars of impact: Product, Planet and People.

As a global technology leader, we believe it's both a responsibility and an opportunity to create a net positive impact *in* the world and *for* the world, particularly when it comes to the environment and society. By harnessing the power of our people, products and operations, we're building a culture where striving to leave ahead a better future is embedded in everything we do.

I'm especially excited about several milestones we reached last year, including our commitment to quantify the net positive impact of our products, the development of a forward-thinking strategy for achieving carbon neutrality and the evolution of progressive and inclusive employee programs across our global community.

Though we made great strides, we also faced some challenges. As a growing global organization, we're constantly challenged by the pursuit of consistent systems and processes across our 116 global and diverse locations. Given the scale of our business, integrating sustainability into our software development processes, while one of our central ambitions, is also one of the most complex. This is particularly formidable given that this area of corporate sustainability is mostly unchartered. We're excited that, in 2016, we moved the Sustainability function into the Office of the Chief Technology Officer (OCTO) to align more closely with VMware's innovation engine.

Last year also marked the historic Dell Technologies acquisition of EMC Corporation. Significant and bold in scope, the undertaking was not without organizational and operational challenges. The Dell Technologies family of companies is recognized as a powerhouse for positive change across the globe, and we look forward to contributing to those efforts.

Change and transition with social and political shifts occuring in the US and abroad, made it even more evident that an enduring culture and strong business fundamentals are essential for navigating what lies ahead. Our community is the force behind our continued success, and we take great pride in the strides we're making together.

Sincerely,

Nicola Acutt, VP of Sustainability Strategy

AWARDS IN 2016

Computerworld named VMware #26 on its 100 Best Places to Work in IT list

CRN Women of the Channel, 10 VMware women recognized

Fortune named VMware #40 on its 2016 100 Best Companies to Work

Healthcare Informatics Leading Edge Award recognized VMware as the winner in the Clinican Workflow Optimization category

Best of Interop selected VMware NSX as the winner of the SDN category

Virtualization Admin's Readers Choice Awards selected VMware NSX as the winner in Network Virtualization category

Virtualization 50 by CRN: VMware was recognized as the leading platform used by companies to virtualize their IT

VMware honored for Professional Services Innovation and Excellence by the Technology Services Industry Association

Striving to leave ahead a better future

"The age of acceleration is upon us. Macro forces of change are driving unprecedented opportunity and challenging us in the technology industry to rethink our role in making the world a better place in ways that are not only more innovative, but more sustainable, inclusive and equitable work for all. I'm proud of our efforts at VMware to do just that." — Ray O'Farrell, Executive Vice President & Chief Technology Officer

415 MILLION

MT CO_2e AVOIDED BY CUSTOMERS USING VMWARE VIRTUALIZATION OVER THE LAST 14 YEARS

The spirit of our culture and sustainability vision is captured in our mission to "leave ahead" a better future. To us, this means to leave something in better condition than it was found; or as we commonly say at VMware, to put back more than we take. Looking back on 2016, the progress highlighted in the pages that follow underpinned the positive acceleration in our business and the social and environmental impact that we're driving today.

Net Positive Beyond Server Virtualization

Since our founding in 1998, we've worked non-stop to create smarter, cleaner ways for businesses to operate more sustainably. For over a decade, our software dramatically increased the efficiency of compute servers. We've now extended those benefits to storage and networking, which means the future holds fewer power hungry storage arrays and network routers—as well as dramatic reductions of costly infrastructure. IDC's 2016 analysis documents that VMware vSphere virtualization has a significant, tangible and net positive effect on lowering the size and scope of infrastructure and, as a direct result, the carbon-intensity of our customers' IT environments. In a study released this year, IDC estimates that cumulative infrastructure savings can quickly go north of 20-25% when firms proportionately complement their vSphere installations with VMware vSAN and VMware NSX.[3] Ultimately, we enable companies to aggressively reduce their carbon footprint through the modernization of data centers and public cloud integration.

Enabling Sustainability Through Digital Transformation

VMware has been a big win for customers from the start—a force for good that creates a ripple effect of positive change, from us to them, and from them to their communities, environment and stakeholders.

Throughout 2016, our people have enabled the digital transformation of our customers around the world as well as supported their sustainability efforts. Just one of many examples involves Siemens Wind Power, a global leader driving the efforts to make wind a fundamental source of

renewable energy. Reducing the cost of wind power is one of their key goals, and that means capturing efficiencies wherever possible. Utilizing VMware's Horizon virtual desktop technology, Siemens creates and shares CAD drawings worldwide, which enables their employees to easily access projects via multiple workstations. Leveraging this ability to seamlessly collaborate in a virtual environment, teams are more productive and efficient while their data remains secure. As a result of increased productivity, Siemens can provide a product that leads to a more sustainable future.[4]

Investing in a Low Carbon Strategy for Sustainability

In addition to enhancing the transformative capabilities of our products, we're also focused on lessening our direct impact on the planet. Throughout 2016, we innovated ways to get us closer to our ambitious 2020 environmental goals—carbon neutrality and 100% renewable energy for our operations.

For starters, we've outlined an innovative strategy and detailed roadmap to guide our way. We are ramping up our procurement of renewable energy instruments and carbon offsets each year through 2020.[5] This allows us to integrate an effective price on carbon into our business and creates the platform against which internal or external options can be measured. The global market for Energy Attribute Certificates (EACs, RECs in the US) and Low Carbon Projects is evolving rapidly and participation now enables us to understand and capitalize on the opportunities. In 2016, for the second consecutive year, we reduced to zero our scope 2 emissions in the US with the purchase of 14,550 MT CO_2e RECs (or 30,000 MWh).

We're especially proud to announce that we reduced our emissions intensity by 15% in 2016, significantly surpassing our 10% target. We experienced 8% financial growth while reducing our absolute Scope 2 emissions by 4%—proof that business fundamentals and environmental responsibility can go hand in hand.

In addition, we undertook numerous infrastructure projects in 2016—from LED lighting upgrades throughout our garages at our HQ campus in Palo Alto to LEED® Platinum certification for our site in Bangalore, India—and have several more in the pipeline. We understand that our footprint extends beyond our walls and, as a result, have furthered our analysis and reporting of Scope 3 emissions. This year, we assured our Scope 3 emissions related to business air travel for our Carbon Disclosure Project (CDP) submission[6] and we have started down the path of calculating other Scope 3 emissions.

VMWARE'S 2016 CARBON FOOTPRINT

115,810
metric tons of CO_2e

- Scope 1 - Direct Fuel-Based Consumption
  3,446 MT CO_2e
- Scope 2 - Purchased Electricity
  27,754 MT CO_2e
- Scope 3 - Business Air Travel
  36,771 MT CO_2e
- Scope 3 - Employee Commuting
  47,839 MT CO_2e

"VMware's business-focused approach to sustainability sets us apart from others—it just makes business sense."

— Zane Rowe, Chief Financial Officer

> *"People don't just join companies, they join communities. Done right, Power of Difference Communities are rocket fuel for a culture of inclusion."*
>
> — Betsy Sutter,
> Chief People Officer

Powering Innovation Through Human Difference and an Equitable Work Environment

Along with enhancing our products and shrinking our environmental impact, we're reaching farther and wider to recognize, engage, celebrate and empower our people—the human capital that underpins our technology. One important way we are living our EPIC₂ values is by nurturing an inclusive and diverse culture through our employee-driven Power of Difference communities (PODs). Building on our comprehensive and business-led approach to diversity and inclusion, in 2016, we broadened our internal focus on culture change and engagement by launching 19 new POD chapters. PODs can be focused on key demographic groups (i.e., Black, Chinese, Latino, LGBTQA, Veterans, Women) or around driving site-specific inclusion strategies. PODs are open to anyone in the company and are designed to help participants grow as leaders, engage with different communities, and drive business impact.

True to our core values, we believe in equal pay for equal work. We continually analyze compensation globally, accounting for multiple factors that influence pay such as tenure, geographic location and performance. Our 2016 analysis performed by an independent third party, shows that at VMware women earn 99% of their male counterparts' salaries globally and racial and ethnic minority employees earn 100% of their white counterparts' salaries in the US. We're pleased with this progress and are strongly committed to pay equity and equal opportunity across gender and racial lines.

Reimagining Performance and Being All-In for Our New Families

Rethinking performance management is one of the many ways we're striving to promote transparent conversations and open communication. In 2016, we moved from static performance ratings and lengthy annual reviews toward dialogue centered on regular manager and employee conversations, frequent feedback to align expectations and flexible goal setting. We believe that by innovating new performance norms, we not only build stronger human relationships and improve communication between employees and managers, we also ensure we stay agile and responsive to the changes that naturally occur in the business environment.

A culture of equality extends to how we embrace families of our people. As such, we've also gone all-in to grow our business while further enhancing our culture of community. In the fall of 2016, we expanded our current US Parental Leave program significantly. Now all new parents receive 18 weeks of full pay while on leave. This includes maternity, paternity and adoption leaves for all newborns or adoptions. Through the establishment of this program, we enable our employees to focus more fully on their growing families, while giving them financial peace of mind.

Illuminating the Good in the World

A hallmark of VMware's approach to giving back is the belief that everyone has something unique to contribute to this world and that our individual actions add up to our collective impact as a community. Big things have small beginnings. A group of VMware people participated in a leadership development program through immersive Service Learning with CARE India and the Udaan school in Hardoi, India. Through this Good Gigs program, the VMware team worked with Udaan teachers to enhance their curriculum by incorporating technology in their lesson plans. Within a unique curriculum designed to bring adolescent girls outside the mainstream school system up-to-speed on grades 1-5 in just 11 months, every minute saved through the use of technology is of great value to Udaan teachers. Identifying a new generation of technology tools to meet the unique requirements of the school (solar power, a classroom without heat, and monkeys who chew internet cables), the team also found sustainable technical solutions to enable Udaan Hardoi to thrive.

The VMware Foundation's focus on Citizen Philanthropy continues to be a shining light, empowering our people to contribute to the causes that matter most to them. One of the highlights was last December when, during our annual holiday celebration, our people were invited to direct a donation to their global nonprofit of choice. 16,948 people participated (85% of our community) and joined in giving back in 2016. Together, we supported more than 7,400 nonprofits in 100 countries. This is the power of collective impact.

$7.8M
VMWARE CHARITABLE GIVING

16,948
VMWARE PEOPLE PARTICIPATED IN AT LEAST ONE VMWARE FOUNDATION ACTIVITY

VMware Good Gigs Trekkers alongside Udaan faculty and CARE India staff in Hardoi, India.

PRODUCT

	2016
Revenue	$7,093 million
Greenhouse Gas (GHG) Emissions avoided by VMware products	76,000,000 MT CO_2e
Registered patents (cumulative)	1,309

PLANET

Energy & Climate Change

GHG emissions [1]	115,810 CO_2e
Scope 1: Direct emissions from owned/controlled operations	3,446 CO_2e
Scope 2: Indirect emissions from the use of purchased electricity (market-based) [2]	27,754 CO_2e
Scope 3: Business air travel	36,771 CO_2e
Scope 3: Employee commuting [3]	47,839 CO_2e
Scope 2: Indirect emissions from the use of purchased electricity (location-based)	68,323 CO_2e
GHG emissions intensity revenue metric (MT CO_2e/million US$ revenue) [4]	3.91
GHG emissions intensity employee metric (MT CO_2e/employee) [5]	3.46
GHG emissions intensity square footage metric (MT CO_2e/1,000 square feet) [6]	7.06
Energy Use	
Electricity purchased	147,631 MWh
Total renewable energy purchase	114,183 MWh
Total Renewable Energy Credits (RECs) purchased	30,000 MWh
Renewable energy purchased (excluding RECs)	84,183 MWh
Percentage of renewable energy globally	72%
LEED® certifications	11
Percentage of square footage in LEED® certified space [7]	37%
Wenatchee Data Center Power Usage Effectiveness (PUE)	1.26

Waste

Waste generation	775 tons
Recycling	255 tons
Compost	473 tons
Landfill	46 tons
Landfill diversion rate	94%
Waste programs implemented (as a percent of global square footage)	34%

Water

Water consumed	51,087,166 gallons
Water consumption coverage (as a percent of global square footage)	46%

Suppliers

Suppliers with diversity qualifications (approximate)	4%

Environmental Compliance

Environmental Violations	0
Environmental Fines (US$)	$0

PEOPLE

	2016
Employees	
Number of employees	19,959
Regional employees (AMER %)	52%
Regional employees (APJ %)	30%
Regional employees (EMEA %)	18%
Global gender diversity (% female)	23%
Regional gender diversity, AMER (% female)	24%
Regional gender diversity, APJ (% female)	21%
Regional gender diversity, EMEA (% female)	22%
Regular employees under 30 years old	17%
Regular employees 30-50 years old	73%
Regular employees over 50 years old	10%
US - African-American/Black	2%
US - Asian	33%
US - Caucasian/White	58%
US - Hispanic/Latino	5%
US - Multiracial	2%
US - Other [8]	< 1%
Differently Abled (US) [9]	< 1%
LGBTQ (Global) [10]	2%
Veterans (US) [9]	3%
Employees in professional development programs	8,725
R&D technical courses completed	8,293
Business Conduct Guidelines training completed	100%
Employee engagement [11]	82%
Employee Net Promoter Score (NPS) [12]	38
Employees who say VMware is a great place to work [13]	92%
Return to work and retention rates of employees who took parental leave [14]	88%
Injury Rates	0
Fatalities	0
Community	
Total VMware Foundation grants	$4,573,000
VMware matching gifts (included in total above)	$2,632,000
Employee service learning	66,113
Employees who participated in charitable activities	16,948
Employees who participated in charitable activities	85%
Global nonprofits supported	7,411
Total VMware University Research Fund (VMURF) grants [15]	$3,200,000
Public Policy & Governance	
Company political contributions	$10,000
VMware PAC contributions [16]	$57,000
Board of Directors gender diversity (% female)	11%

GRI CONTENT INDEX 2016

GENERAL STANDARD DISCLOSURES

	Description	Cross-Reference or Response	Section
G4-1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	VMware Global Impact Report 2016 VMware Global Impact Report 2015	Message from Our VP of Sustainability Strategy Message from Our CEO

Organizational Profile

	Description	Cross-Reference or Response	Section
G4-3	Name of the organization	VMware, Inc.	
G4-4	Primary brands, products, and services	VMware 2016 Form 10-K VMware Global Impact Report 2015	About Us
G4-5	Location of the organization's headquarters	3401 Hillview Avenue, Palo Alto, California 94304 USA	
G4-6	Number of countries where the organization operates, and names of countries where either the specifically relevant to the sustainability topics covered in the report	CDP Climate Change Request 2017 VMware Global Impact Report 2015	VMware at a Glance
G4-7	Nature of ownership and legal form	VMware 2016 Form 10-K	
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	VMware 2016 Form 10-K VMware Global Impact Report 2015	VMware at a Glance
G4-9	Scale of the organization	VMware 2016 Form 10-K VMware Global Impact Report 2015	VMware at a Glance
G4-10	Total number of employees by employment contract and gender	VMware Global Impact Report 2016	
G4-12	Describe the organization's supply chain	VMware Global Impact Report 2015	Thriving Planet
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	VMware 2016 Form 10-K	
G4-16	List memberships of associations and national or international advocacy organizations	VMware Global Impact Report 2015	Governance

Material Aspects and Boundaries

	Description	Cross-Reference or Response	Section
G4-17	List all entities included in the organization's consolidated financial statements and if any of these are not covered in the report	VMware 2016 Form 10-K	
G4-18	Explain process for defining report content and Aspect boundaries and implementation of the Reporting Principles for Defining Report Content	VMware Global Impact Report 2015	Governance
G4-19	List all the material Aspects identified in the process for defining report content.	VMware Global Impact Report 2015	Governance
G4-20	For each material Aspect, report the Aspect Boundary within the organization	VMware Global Impact Report 2015	Governance
G4-22	Note any restatements of information provided in previous reports, and the reasons for such restatements.	Minor changes in metrics and methodologies for 2016 Performance Summary.	
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.	None to report.	

	Description	Cross-Reference or Response	Section
Stakeholder Engagement			
G4-24	List of Stakeholders	VMware Global Impact Report 2015	Governance
G4-25	How identifed/selected stakeholders	VMware Global Impact Report 2015	Governance
G4-26	Frequency and type of engagement for each stakeholder group (and whether any of the engagement was undertaken specifically as part of the report preparation process)	CDP Climate Change Request 2017 VMware Global Impact Report 2015	Governance
G4-27	Key topics/concerns by group	VMware Global Impact Report 2015	Governance
Report Profile			
G4-28	Reporting period	January 1, 2016 - December 31, 2016	
G4-29	Date of most recent report	VMware Global Impact Report 2016	
G4-30	Reporting cycle (annual)	Annual	
G4-31	Contact point for questions	GIR_Sustainability@vmware.com	
G4-32	Which "in accordance" option	This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.	
	Table identifying the location of the Standard Disclosures in the report	GRI Content Index 2016	
	Link to External Assurance Report	PwC Opinion and Assertion 2017	
G4-33	Policy and practice for external assurance	CDP Climate Change Request 2017	About this Report
Governance			
G4-34	Governance structure (committees of the highest governance body responsible for decision-making on economic, environmental and social impacts)	CDP Climate Change Request 2017	
Ethics and Integrity			
G4-56	Values, principles, standards and norms of behavior such as codes of conduct	VMware Global Impact Report 2015	Governance
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines	VMware Global Impact Report 2015	Governance
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	VMware Global Impact Report 2015	Governance

SPECIFIC STANDARD DISCLOSURES

Aspect: ECONOMIC PERFORMANCE

	Description	Cross-Reference or Response	Section
G4-EC1	Direct economic value generated and distributed	VMware 2016 Form 10-K	

Aspect: ENERGY

	Description	Cross-Reference or Response	Section
G4-EN3	Energy consumption within the organization	CDP Climate Change Request 2017	
G4-EN5	Energy intensity ratio for the organization	CDP Climate Change Request 2017	
G4-EN6	Reduction of energy consumed	CDP Climate Change Request 2017	

Description	Cross-Reference or Response	Section
SPECIFIC STANDARD DISCLOSURES		
Aspect: WATER		
G4-EN8 Total water withdrawal by source	CDP Climate Change Request 2017	
Aspect: EMISSIONS		
G4-EN15 Direct greenhouse gas (GHG) emissions (Scope 1)	CDP Climate Change Request 2017	
G4-EN16 Energy indirect GHG emissions (Scope 2)	CDP Climate Change Request 2017	
G4-EN17 Other indirect GHG emissions (Scope 3)	CDP Climate Change Request 2017	
G4-EN18 GHG emissions intensity	CDP Climate Change Request 2017	
G4-EN19 Reduction of GHG emissions	CDP Climate Change Request 2017	
Aspect: PRODUCTS AND SERVICES		
G4-EN27 Extent of impact mitigation of environmental impacts of products and services	CDP Climate Change Request 2017 VMware Global Impact Report 2016	
Aspect: EMPLOYMENT		
G4-LA1 Total number and rates of new employee hires and employee turnover by age group, gender, and region	VMware Global Impact Report 2016	
G4-LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations	https://careers.vmware.com/	
G4-LA3 Return to work and retention rates after parental leave, by gender	VMware Global Impact Report 2016	
Aspect: TRAINING AND EDUCATION		
G4-LA9 Average hours of training per-year, per-employee, by gender, and by employee category	VMware Global Impact Report 2016	
G4-LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	VMware Global Impact Report 2015	Empowered People
G4-LA11 Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	VMware Global Impact Report 2016	
Aspect: DIVERSITY AND EQUAL OPPORTUNITY		
G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	VMware Global Impact Report 2016	
Aspect: EQUAL REMUNERATION FOR WOMEN AND MEN		
G4-LA13 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	VMware Global Impact Report 2016	
Aspect: CUSTOMER PRIVACY		
G4-PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	VMware Global Impact Report 2015	Governance

ENDNOTES

1. VMware. VMware's GRI Content Index 2016. Web, vmware.com/go/VMware-GRI-Content-Index-2016.

2. PwC. PwC Opinion and Assertion 2017 [for VMware], June 29, 2017. Web, vmware.com/go/VMware-PwC-Opinion-and-Assertion-2017.

3. IDC Executive Summary, sponsored by VMware, Data Center Energy and Carbon Emission Reductions Through Compute, Storage, and Networking Virtualization, September 2017. Web, vmware.com/go/VMware-IDC-Emissions-Reductions-Compute-Storage-and-Networking-2017.

4. VMware Radius. "Wind and Trains: Siemens and Deutsche Bahn Choose VMware." December 15, 2016, https://www.vmware.com/radius/wind-trains-siemens-deutsche-bahn-choose-vmware/.

5. VMware Radius. "VMware Steps Closer to 100% Renewables with EMEA and US." September 11, 2017, https://www.vmware.com/radius/vmware-steps-closer-100-renewables-emea-us/.

6. VMware. VMware's CDP Climate Change Information Request 2017. Web, vmware.com/go/VMware-CDP-Climate-Change-Information-Request-2017.

GLOBAL IMPACT PERFORMANCE SUMMARY

1. Scope 1, 2 (market-based) and 3 are included.

2. The market-based method reflects the emissions from the electricity that a company is purchasing, which may be different from the electricity that is generated locally.

3. Our employee commuting data is an estimate and assumes that 85% of our global workforce drives alone daily (excluding employees who work remotely).

4. Scope 2 (market-based)/Revenue (in millions)

5. Scope 2 (location-based)/Employee Count

6. Scopes 1 & 2 (market-based)/Square Footage (in thousands)

7. LEED® occupied space includes VMware leased office space within buildings that have been LEED® certified by another party.

8. Other includes: Native Hawaiian, Other Pacific Islander, American Indian or Alaska Native.

9. Voluntary disclosure data.

10. Voluntary disclosure data. LGBTQ data was collected in countries where identification is legal as part of a new data collection process.

11. Based on VMware's Voice of VMware annual survey participation.

12. The Bain IT industry benchmark is 20. For more information on the Employee Net Promoter Score System: http://www.netpromotersystem.com/about/employee-engagement.aspx.

13. Based on responses to our Great Place to Work survey.

14. In 2014, VMware had 353 birth events. 88% of those employees with birth events remained employed with VMware within 12 months of the birth event.

15. The VMware University Research Fund (VMURF) supports academic research in an effort to give back to the research community which enabled the founding of VMware. VMURF supports the top innovative academic researchers who are on track to deliver breakthrough results and transform the computing industry. The portfolio of university engagements are geographically diverse and cover a variety of research areas ranging from systems, storage, networking, machine learning, IoT and other timely topics.

16. As cybersecurity, cloud infrastructure, and digital innovation become a frequent subject of legislation and regulation, VMware has a responsibility to engage in the political process. We do this by interacting with policymakers, offering our expertise and perspective, taking part in trade associations and organizations that advance our objectives, and through individual political giving by our employees through the VMware Political Action Committee (VMware PAC). The VMware PAC is a bipartisan way that our employees can collectively make a positive impact on policy by helping to elect federal officeholders and to educate them on our complex issues. VMware PAC is open to employees who meet criteria required by federal law, their spouses, and VMware shareholders and is subject to oversight and monetary limits by the Federal Election Commission (FEC). VMware may not use corporate funds for the PAC, nor can any VMware corporate entities make direct contributions to candidates for federal office. All employees and eligible parties, including executive officers, are limited by the FEC to $5,000 in annual contributions to the VMware PAC.

"For us, sustainability means enhancing the world we live in, not simply sustaining it. It means shifting the focus from doing "less bad" to doing "more good." Most importantly, it means deepening our understanding of the connection of our own business practices to the rest of the world."

—Nicola Acutt, VP of Sustainability Strategy

Our definition:

LEAVE AHEAD

[lēv/ə'hed] | verb

to leave something in better condition than it was found;
pay it forward; to put back more than you take

vmware®